



Planning Commission

Regular Meeting **AGENDA**

To participate or view the virtual meeting, go to the following link:

<https://zoom.us/j/91264543193>

or Dial Toll-Free: 1-833-548-0276 or 833-548-0282

*To Raise hand: enter *9; after being recognized, unmute *6*

Or One tap mobile (for easy connection on smartphones):

US: +16699009128,,91264543193# or 13462487799,,91264543193#

To view the meeting go to: <http://www.cityofukiah.com/meetings/>

March 9, 2022 - 6:00 PM

1. **CALL TO ORDER**

2. **ROLL CALL**

3. **PLEDGE OF ALLEGIANCE**

4. **APPROVAL OF MINUTES**

4.a. Approval of February 23, 2022, Planning Commission Minutes - Draft

Recommended Action: Approval of the Minutes of February 23, 2022, a Planning Commission Regular Meeting

Attachments:

1. February 23, 2022, 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 March 21, 2022.

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**

- 12.a. Request for Consideration of Proposed Major Use and Site Development Permit to Allow Development of 1,553 sf Addition to an Existing 2,122 sf Dental Office Building at 772 South Dora Street; APN 001-313-11; File No. 21-6738

Recommended Action: Staff recommends the Planning Commission 1) conduct a public hearing; and 2) approve the proposed Major Use Permit and Site Development Permit for the Khoury Dental Office Addition at 772 South Dora Street, based on the Findings, and subject to the Conditions included in the Staff Report dated March 2, 2022.

Attachments:

1. Application Materials
2. Draft Findings
3. Draft Conditions
4. Agency Comments
5. Draft DRB Minutes_January 27_2022 Meeting

13. **UNFINISHED BUSINESS**

- 13.a. Receive Bi-Annual Status Update and Report Regarding Community Center and Winter Homeless Shelter at 1045 South State Street.

Recommended Action: Receive bi-annual status update and report regarding community center and winter homeless shelter at 1045 South State Street; and discuss as necessary.

Attachments:

1. RCS B2 UP Reports 1-4
2. UPD Calls for Service- B2- 8.7.21-2.6.22
3. Updated B2 Program Manual January 2022
4. B2 2021 annual report

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 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 Planning Commission after distribution of the agenda packet are available at the Civic Center 300 Seminary Ave. Ukiah, CA 95482; and online at: www.cityofukiah/meetings/ at the end of the next business day.

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.

Dated: March 2, 2022
Stephanie Abba
Planning Commission Secretary

CITY OF UKIAH
PLANNING COMMISSION REGULAR MEETING
MINUTES
Virtual Meeting Link
<https://zoom.us/j/91264543193>
Ukiah, CA 95482
February 23, 2022
6:00 p.m.

1. CALL TO ORDER

The City of Ukiah Planning Commission held a Regular Meeting on February 23, 2022. The meeting was legally noticed on February 17, 2022. Chair Christensen called the meeting to Order at 6:00 p.m. on the following virtual link: <https://zoom.us/j/91264543193>

CHAIR CHRISTENSEN PRESIDING.

2. ROLL CALL

Roll was taken with the following **Commissioners Present:** Rick Johnson; Michelle Johnson; Alex de Grassi; Mark Hilliker; and Laura Christensen. **Commissioners Absent:** None; **Staff Present:** Craig Schlatter, Community Development Director; Jesse Davis, Planning Manager; and Stephanie Abba, Planning Commission Secretary.

3. PLEDGE OF ALLEGIANCE

The Pledge of Allegiance was recited.

4. APPROVAL OF MINUTES

a. Approval of the Draft Minutes of February 23, 2022, a Regular Meeting as submitted.

Motion/Second: Hilliker/R. Johnson to approve the Minutes of February 9, 2022, a Regular Meeting; as submitted. Motion **carried** by the following roll call vote: AYES: R. Johnson, M. Johnson, de Grassi, Hilliker, and Chair Christensen. NOES: None. ABSENT: None. ABSTAIN: None.

5. APPEAL PROCESS

No appeals were received.

6. COMMENTS FROM AUDIENCE ON NON-AGENDA ITEMS

No public comment was received

7. SITE VISIT VERIFICATION

Verified by Commissioners

8. VERIFICATION OF NOTICE

Verified by Staff

9. PLANNING COMMISSIONERS' REPORTS

No Reports were given

10. PLANNING COMMISSION DIRECTOR'S REPORT

Report received

11. CONSENT CALENDAR

No items on the consent calendar.

12. NEW BUSINESS

- a. Request for Consideration of a Dispensary Use Permit to co the sale and delivery of cannabis and/or cannabis products from an existing commercial structure located at 195 Seminary Avenue, Ukiah 95482; APN 002-272-16-00; File No. 21-6584.**

Presenter: Jesse Turner, Planning Manager

Public Comment: Monique Ramirez; Creedence Mccoy; Ferd, Zachary Allen; Pinky Kushner; Andrea; Katrina; Sara; Jacky Allen; Monica; Kelsey; Brooke Ingram; Dylan McGinty, Owner/Applicant; Darcy Vaughn, Assistant City Attorney (Inland Mendocino County Land Trust).

Commissioner Hilliker departed at 7:25 p.m. returned at 7:27 p.m.

Motion/Second: R. Johnson/M. Johnson to approve the proposed Dispensary Use Permit, as submitted. (Based on the Findings in Attachment 1, and subject to the Conditions of Approval in Attachment 2 included in the Staff Report). Motion **carried** by the following roll call vote: AYES: R. Johnson, M. Johnson, de Grassi, Hilliker, and Chair Christensen. NOES: None. ABSENT: None: ABSTAIN: None.

13. UNFINISHED BUSINESS

No Unfinished Business was agendized.

14. ADJOURNMENT

There being no further business, the meeting adjourned at 7:30 p.m.

Stephanie Abba, Planning Commission Secretary



DATE: March 2, 2022
TO: Planning Commission
FROM: Mireya G. Turner, Planning Manager
SUBJECT: Request for Consideration of Proposed Major Use and Site Development Permit to Allow Development of 1,553 sf Addition to an Existing 2,122 sf Dental Office Building at 772 South Dora Street; APN 001-313-11; File No: 21-6738

SUMMARY

OWNERS:	Khoury Properties, LLC
APPLICANT:	Ron Verdier, Agent
LOCATION:	772 South Dora Street; APN 001-313-11
TOTAL ACREAGE:	±0.21 acres (9,147.6 sf)
GENERAL PLAN:	Commercial (C)
ZONING DISTRICT:	Neighborhood Commercial (CN)
AIRPORT COMPATABILITY ZONE	Other Airport Environs (OAE)
ENVIRONMENTAL DETERMINATION:	Project is exempt, pursuant to CEQA Guidelines 15332, Class 32, In-fill Development Projects
RECOMMENDATION:	Conditional Approval

Staff Report | MaUP/SDP
Khoury Dental Office Addition
772 South Dora Street
File No.: 21-6738



PROJECT DESCRIPTION AND BACKGROUND

Location. The Project Site is located on a corner lot at the intersection of South Dora and Pomolita Streets. The parcel is located within the Neighborhood Commercial (CN) Zoning District. The parcel is improved with one 2,122 sf dental office, six parking spaces with lawn landscaping along all lot lines, one three-foot (3') diameter tree along South Dora Street, one six-inch (6") diameter tree along the western side yard, and a small cluster of trees along the northern side yard. Brick planters line the building along the southern and eastern walls.

Project Description. An application was received from Ron Verdier, for approval of a Major Use Permit and Major Site Development Permit to allow development of a 1,553 sf addition to an existing dental office building to allow for additional spacing between current uses within the structure. The project includes the following:

- Enclosure of the front reception area (along South Dora Street);
- Addition of seven treatment rooms with expansion on the western side of the building;
- Expanded area inside the building for office, lab and consultation rooms;
- 712 sf of lawn turf alongside yards, 1829 sf of lawn turf along front yards, and 106 sf brick planters along eastern and southern building walkways;
- Existing sign in lawn along South Dora Street relocated within same front yard area along S. Dora St.;
- Accessible entrances at front and side of building;
- Eight standard parking spaces, with one Accessible parking space;
- Two bicycle racks with five spaces each.

Trees existing on-site will remain with no additional trees proposed.

The Applicant also requests relief from parking requirements in the Neighborhood Commercial (CN) Zoning District. See Page 5 of the staff report for additional detail and analysis.

Application materials are included as **Attachment 1**, with the Draft Findings and Conditions of Approval included as **Attachments 2 and 3**.

Background. The Applicant submitted a building permit application for the building addition on September 24, 2021. Through the Planning review, it was determined that a Major Use Permit would be required for reduction to the parking standards and Floor Area Ratio over 30%; and a Site Development Permit would be required for the new commercial construction. The Applicant submitted a Planning Permit Application on December 16, 2021.

SURROUNDING LAND USE AND ZONING

The Project Site is surrounded by the following uses.

	GENERAL PLAN:	ZONING:	USE:
NORTH	Commercial and Low Density Residential	Neighborhood Commercial (CN) and Low Density Residential (R1)	Medical/dental offices, and single-family residences
EAST	Commercial	Neighborhood Commercial (CN)	Multifamily Residential and dental office
SOUTH	Commercial and Public	Neighborhood Commercial (CN) and Public Facilities (PF)	Mental health services and Yokayo Elementary School
WEST	Low Density Residential	Low Density Residential (R1)	Single-family Residences

Figure 1. General Plan Designation



Figure 2. Zoning Designation

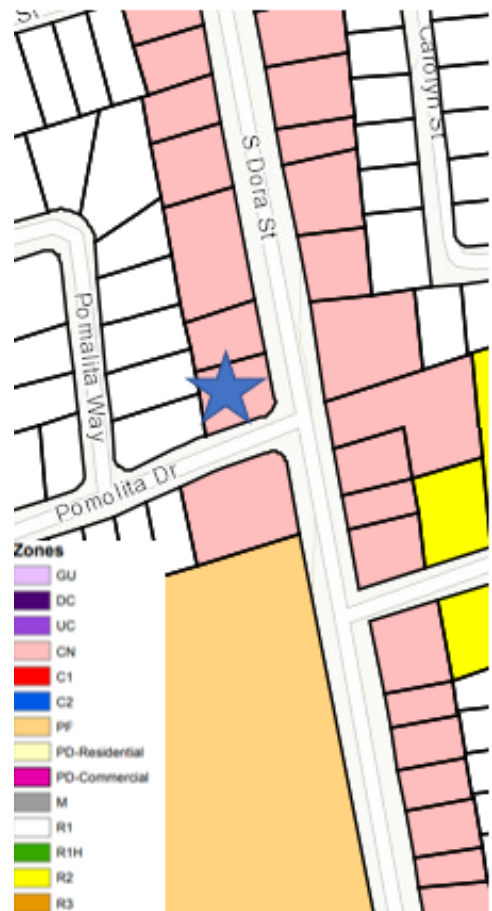
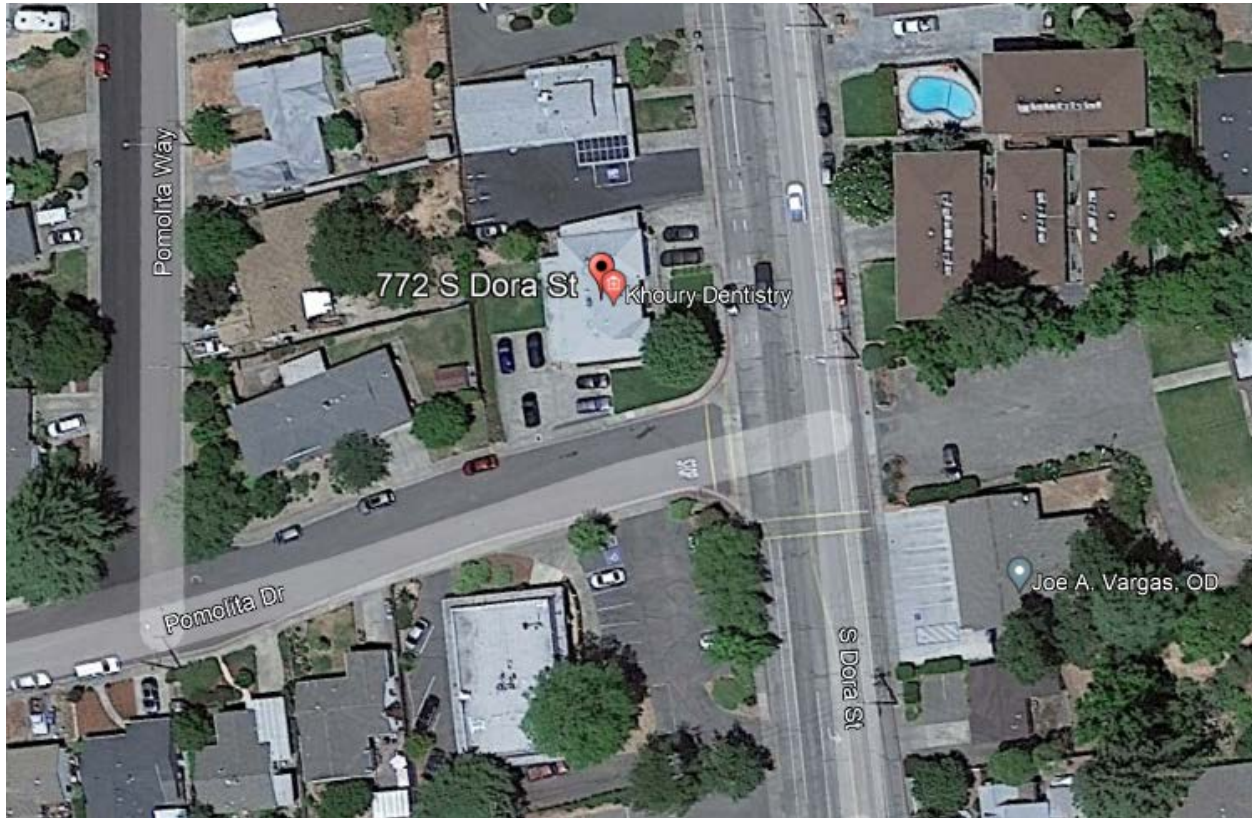


Figure 3. Aerial Map



AGENCY COMMENTS

The Project was referred to the following responsible or trustee agencies with interest or jurisdiction: Ukiah Community Development Department - Building Division, Ukiah Public Works Department, Ukiah Police Department, Ukiah Electric Utility Department, and Ukiah Valley Fire Authority. Agency comments were integrated into the Draft Conditions (Attachment 3), and are included as **Attachment 4**.

STAFF ANALYSIS

General Plan Consistency. The parcel has a General Plan designation of Commercial, the purpose of which is to “*identify where commerce and business may occur.*” Examples of Allowable Uses include “*retail, service businesses, general commercial, shopping centers, shopping malls, public facilities, places of public assembly, parking lots, and residential uses.*”

The General Plan designation of Commercial encourages a variety of commercial activity, including service businesses. It defers to the Zoning District for further identification of appropriate uses depending on location.

Zoning Ordinance Consistency. The subject property is within the Neighborhood Commercial (CN) zoning district. The CN zoning district is *“intended to provide low intensity commercial services, such as medical offices, small retail stores, and personal services to the adjacent and integrated residential community”*. Medical offices are an Allowed Use within the Neighborhood Commercial (CN) Zoning District, and do not require a use permit for operation. The Project Site is an active dental office, in compliance with both the General Plan and the Ukiah City Code. The proposed addition to the structure will not change the use. With relief from the parking standards of the CN Zoning District, the Project will be consistent with the Ukiah City Code and General Plan.

Parking. Parking for Professional Office uses, including dental offices, is assessed at one parking space for each 300 sf of gross leasable area (UCC Section 9198). Presently, the subject parcel and use conform to the parking requirement, as it maintains seven off-street parking spaces. As proposed, the total required parking increases to 12 off-street spaces. The Applicant proposes eight parking spaces, including one Accessible space, and two five-space bicycle racks in lieu of two parking spaces, for a total of ten proposed spaces. UCC Section 9199.B allows for a five-space bicycle rack to exempt one parking space, with a limit of two parking space exemptions. While the request does not meet the objective requirements for required off-street parking, the Applicant requests relief through UCC Section 9067(D), *“through the discretionary review process, providing a finding is made that there is a unique circumstance associated with the use or property that results in a demand for less parking than normally expected”*.

According to the Applicant, the purpose of the building addition is to increase social distancing between patients and staff, improve operational flow, and reduce scheduling bottlenecks should appointments run long. Patient volume is expected to remain similar to pre-expansion conditions, and no staff increases are proposed. In this location, at the intersection of South Dora and Pomolita Streets, there are interconnected sidewalks and on-street parking spaces serving the South Dora Street commercial corridor. The corridor also provides dedicated bike lanes and includes signage indicating Dora Avenue as a bike route. As a Family Dentistry office, approximately 97% of the client base are Ukiah residents. According to the Applicant, families typically schedule group appointments, minimizing time and travel demand. Staff recommends approval of the relief from two required parking spaces, due to the available parking along South Dora and Pomolita Streets, continuity of the same level of use, existing land use of group appointments and local clientele, and addition of 10 bicycle parking spaces, resulting in a unique circumstance for this land use and parcel with less of a parking demand at this location than normally expected.

Floor Area Ratio Maximum (§9261(D)(1)) and Lot Coverage. The Floor Area Ratio (FAR) is the sum of all the floor space in a building divided by the lot area. FAR is typically identified within a general plan by land use designation, and zoning district regulations (density and lot coverage) are intended to be consistent with that. However, in this case there is a discrepancy between the City’s General Plan and zoning code. Specifically, the General Plan lists FAR for Commercial land use designations (includes all commercial zoning districts) as 0.4 (40%). However, UCC Section 9261 (D)(1), which describes general administration and procedures for all discretionary planning permits, states: “In the C-N (Neighborhood Commercial) Zoning District, a use permit is required to exceed the maximum thirty percent (30%) floor area ratio standard. A proposal to exceed this standard by less than ten percent (10%) is considered a minor use permit.” Consistent with other

City zoning district regulations, the CN zoning district regulations (UCC Sections 9060-9069) do not list a FAR requirement. As such, Staff has determined that the reference to the 30% FAR regulation in the Administration and Procedures section (9261) of the City code is a typographical error, and should say 40%. Additionally, the intent of FAR is captured by lot coverage regulations within each zoning district, as it is defined as “the total area of lot covered with structures” (UCC Section 9278, Definitions). Within the Neighborhood Commercial (CN) Zoning District, the maximum lot coverage is sixty percent (60%). At ±0.21 acre (9,147.6 sf) this area is 5,488.56 sf of allowed lot coverage. The proposed project would increase the structure to 3,675 sf.; compliant with the maximum lot coverage, and 40% Floor Area Ratio maximum listed for Commercial land use designations.

Setbacks. In the CN zoning district, the front yard setback for single story buildings is to be a minimum of ten feet (10'). The side yard setback is five feet (5'). The Project Site, on a corner lot, has two (2) front and two (2) side lot lines. The construction at the front of the structure along South Dora Street includes enclosing the front reception area, with proposed front setbacks of twenty-seven feet, six inches (27'6"). The existing twenty-two feet (22') setback along Pomolita Street would remain. The majority of the proposed addition would increase the building's footprint toward the side lot line, to a side yard setback distance of six feet (6'). All proposed setbacks comply with UCC §9066.

Height. The maximum height allowed in the CN zoning district is thirty-five feet (35'). The Applicant proposes a maximum roof height of sixteen feet (16').

Landscaping. UCC §9087 requires a minimum of 20% of gross area of the parcel for landscape coverage, with a minimum of 50% of that area dedicated to live plantings. The ±9,147 sf parcel would require 1,829 sf of landscaping, with a minimum 915 sf of live plantings. The Applicant proposes 712 sf of lawn and trees along the sides, 1,256 sf of lawn and existing tree along the front lot lines, and 106 sf of brick planter for shrubs along the building, for a total of 2,074 sf of landscaping, for twenty-three percent (23%) landscaping coverage.

Signage. The existing sign, on the front lawn along South Dora Street would be relocated a few feet to the South, to make room for additional parking spaces. No additional signage is proposed.

Required findings. Draft Findings supporting the Major Use Permit and Major Site Development Permit are included as **Attachments 2**.

Airport Land Use Compatibility Review. The Project Site is located in the Other Airport Environs (OAE) of the Ukiah Airport Land Use Compatibility Plan (ALUCP) Map. The Project Description fits the Offices category of Land Use, which is a Normally Compatible Use within the OAE zone. The height of the structure is less than the maximum height allowable for the Neighborhood Commercial (CN) Zoning District. The UKIALUCP has density and intensity restrictions for each zone depending on land use type. Per UKIALUCP Policy 3.5.2(b)(1), because the proposed use is considered “normally acceptable” within the OAE zone, the density associated with the use is assumed to meet the criteria indicated for this zone and calculation of the usage intensity is not required.

In summary, the proposed land use and Project meet all of the criteria listed for the OAE Airport Compatibility and are not included in the list of land use actions requiring mandatory formal ALUC

review listed in Chapter 2 of the UKIALUCP. As such, the Project is determined to be consistent with the UKIALUCP and does not require formal Airport Land Use Commission review.

Design Review Board Recommendation. The Design Review Board (DRB) approved a recommendation of approval of the project, as presented, at its January 27, 2022 meeting. The Draft Minutes of the DRB's meeting are included as **Attachment 5**.

ENVIRONMENTAL DOCUMENTATION

The project is subject to the California Environmental Quality Act (CEQA). The proposed project is categorically exempt from the provisions of CEQA pursuant to CEQA Guidelines Article 19 §15332, Class 32, In-Fill Development Projects for the following reasons.

- a) *The Project is consistent with the applicable general plan designation and all applicable general plan policies as well as with applicable zoning designations and regulations.*

The General Plan designation of Commercial encourages a variety of commercial activity, including service businesses. It defers to the Zoning District for further identification of appropriate uses depending on location. Medical offices are an Allowed Use within the Neighborhood Commercial (CN) Zoning District. The Project Site is an active dental office, in compliance with both the General Plan and the Ukiah City Code. The proposed addition to the structure will not change the use. With relief from the parking requirements of the CN Zoning District, the Project will be consistent with the Ukiah City Code and the City General Plan.

- b) *The proposed development occurs within city limits on a project site of no more than five acres substantially surrounded by urban uses.*

The Project Site is within the Ukiah City limits on a property that is approximately 0.21 acres. It is surrounded by other medical and dental offices and low and high density housing.

- c) *The project site has no value as habitat for endangered, rare or threatened species.*

The Project site is developed with commercial uses and surrounded by commercial and residential uses. The site does not offer habitat for sensitive species and is not located within a biologically sensitive area. All trees on-site would remain. No significant grading of the site would be necessary for the construction. There are no creeks on or near the Project Site.

- d) *Approval of the project would not result in any significant effects relating to traffic, noise, air quality, or water quality.*

The Applicant proposes an addition to the existing dental office to increase the number of treatment and consultation rooms and expand the reception area, as well as other supporting areas. Expansion would be limited to within the existing parcel. Parking is available on-site and along South Dora and Pomolita Streets. The Project Site is currently served by City utilities.

- e) *The site can be adequately served by all required utilities and public services.*

Staff Report | MaUP/SDP
Khoury Dental Office Addition
772 South Dora Street
File No.: 21-6738

The project site is within the City limits and is served by City utilities and public safety agencies.

NOTICE

Notice of the Public Hearing was provided in the following manner, in accordance with UCC §9262(C):

- Published in the Ukiah Daily Journal on February 26, 2022
- Posted on the Project site on February 23, 2022
- Posted at the Civic Center (glass case) 72 hours prior to the public hearing
- Mailed to property owners within 300 feet of the project parcels on February 22, 2022

RECOMMENDATION

Staff recommends Planning Commission 1) conduct a public hearing; 2) approve the proposed Major Use Permit and Site Development Permit for the Khoury Dental Office Addition, at 772 South Dora Street, based on the Findings, and subject to the Conditions included in the Staff Report dated March 2, 2022.

ATTACHMENTS

1. Application Materials
2. Draft Findings
3. Draft Conditions of Approval
4. Agency Comments
5. Draft Minutes of January 27, 2022 Design Review Board Meeting



City of Ukiah

Community Development Department
 Planning Division
 300 Seminary Ave., Ukiah CA 95482
 Email: planning@cityofukiah.com
 Web: www.cityofukiah.com
 Phone: (707) 463-6268
 Fax: (707) 463-6204

Planning Permit Application 21-6738

PROJECT NAME: Khoury Dental Office																							
PROJECT ADDRESS/CROSS STREETS: 772 S. Dora / Pomolita Dr.				AP NUMBER(S): 001-313-11																			
APPLICANT/AUTHORIZED AGENT: RON VERDIER, ARCH		PHONE NO: 707-469-1491	FAX NO: —	E-MAIL ADDRESS: VASEPACIFIC.NET																			
APPLICANT/AUTHORIZED AGENT ADDRESS: 12861 Ornbaum Rd.			CITY: Boonville	STATE/ZIP: CA 95415																			
PROPERTY OWNER IF OTHER THAN APPLICANT/AGENT: Nicholas Khoury		PHONE NO: 530-219-1610	FAX NO: —	E-MAIL ADDRESS: Khoury.dentistry@gmail.com																			
PROPERTY OWNER ADDRESS IF OTHER THAN APPLICANT: 772 S. Dora			CITY: Ukiah	STATE/ZIP: CA 95482																			
HAS YOUR PROJECT RECEIVED A PRELIMINARY REVIEW? ☒ YES ☐ NO																							
☐ AIRPORT LAND USE COMM. DETERMINATION REFERRAL 100.0800.611.003	\$	☐ REZONING – PLANNED DISTRICT 100.0800.611.001	\$	☐ USE PERMIT – AMENDMENT 100.0400.449.001	\$																		
☐ ANNEXATION 100.0800.611.001	\$	☐ SITE DEVELOPMENT PERMIT – AMENDMENT 100.0400.449.001	\$	☐ USE PERMIT – MAJOR 100.0400.449.001	\$																		
☐ APPEAL 100.0400.449.001	\$	☐ SITE DEVELOPMENT PERMIT – MAJOR 100.0400.449.001	\$	☐ USE PERMIT – MINOR 100.0400.449.001	\$																		
☐ GENERAL PLAN AMENDMENT 100.0800.611.001	\$	☒ SITE DEVELOPMENT PERMIT – MINOR 100.0400.449.001	\$ 1,500	☐ VARIANCE – MAJOR 100.0400.449.001	\$																		
☐ MURAL PERMIT 100.0400.449.001	\$	☐ SPECIFIC/MASTER PLAN 100.0800.611.003	\$	☐ VARIANCE – MINOR 100.0400.449.001	\$																		
☐ PRE-DEVELOPMENT MEETING 100.0800.611.003	\$	☐ MINOR SUBDIVISION TENTATIVE PARCEL MAP (4 OR FEWER LOTS) 100.0800.610.001	\$	☐ ZONING AMENDMENT MAP OR TEXT 100.0800.611.001	\$																		
☐ STAFF RESEARCH (MORE THAN 1 HOUR) 100.23100.411.53	\$	☐ MAJOR SUBDIVISION TENTATIVE SUBDIVISION MAP (5 OR MORE LOTS) 100.0800.610.001	\$	☐ REZONING 100.0800.611.001	\$																		
☐ LOT LINE ADJUSTMENT OR MERGER 100.0800.610.001	\$	☐ OTHER	\$	☐ OTHER	\$																		
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COUNTY CEQA (EIR) FEE: CHECK PAYABLE TO MENDOCINO CO.	\$	TOTAL FEE:	\$	RECEIPT NUMBER:																			
APPLICATION NUMBER(S):																							

Recommendation: Prior to submitting an application, discuss your project with Staff to discover what fees (sewer, water, in-lieu park fees, traffic impact fees, etc.) may be required for your project. Also, ask about street tree requirements, required sidewalk repairs, drainage issues, storm water mitigation requirements, frontage improvements, etc.

Project Description

Please attach a written project description including summary of work (both interior and exterior for construction and operation) and/or business proposed. The purpose of the project description is to assist Staff in understanding the project. The project description will also be included in the Staff Report required to review (and ultimately approve or deny) the planning permit. Providing complete information will help expedite the project review process and in determining what additional information, if any, related to the project and required environmental review is required.

Environmental Review and Reports

Please be aware that projects are required to comply with the California Environmental Quality Act (CEQA). Projects will be reviewed by Staff for compliance with CEQA and Staff will determine the appropriate CEQA document to prepare for the project (exemption, negative declaration, etc.). In order to make this determination, specific reports (traffic, arborist, soils, etc.) and or additional information may be required.

Use Information

Please provide the following information related to the use of the site and building:

Description of Building & Site			
Parcel Size: .21 ACRES	Building Size: 3675	Number of Floors: 1	
Use of Building (check all that apply)	Description	Square Footage	Number of Units/Suites
☐ Office (business/professional)			
☒ Office (medical/dental)	Dentist OFFICE		
☐ Retail			
☐ Light Industrial			
☐ Residential			
☐ Other:			
Operating Characteristics			
Days and Hours of Operation: 5 / 8-4			
Number of Shifts: 1	Days and Hours of Shifts:		
Number of Employees/Shift: 8 FULL TIME 2 PART TIME			
Loading Facilities: ☐ Yes ☒ No	Type/Vehicle Size: N/A		
Deliveries: ☐ Yes ☒ No N/A	Type: N/A	Number (day/week/month): N/A	Time(s) of Day: N/A
Outdoor areas associated with use? (check all that apply)	Sales area: ☐ Yes ☒ No	Unloading of deliveries: ☐ Yes ☒ No	Storage: ☐ Yes ☒ No
☐ Yes ☒ No	Square Footage:	Square Footage:	Square Footage:
Noise Generating Use? ☐ Yes ☒ No	Description: N/A		

To Be Completed by Staff

General Plan Designation:	Zoning District:	Airport Land Use Designation:
City's Architectural & Historic Inventory: ☐ YES ☐ NO	Age of Building:	Demolition Policy:
Hillside: ☐ YES ☐ NO	Flood Designation FIRM Map:	Flood Designation Floodway Map:
Tree Policies		
General Plan Open Space Conservation ☐ NO ☐ YES GOAL/POLICY #:	Community Forest Management Plan ☐ NO ☐ YES GOAL/POLICY #:	
Landscaping and Streetscape Design Guidelines ☐ NO ☐ YES GUIDELINE #:	Commercial Development Design Guidelines ☐ NO ☐ YES GUIDELINE #:	
Tree Protection and Enhancement Policy ☐ NO ☐ YES NOTES:	Tree Planting and Maintenance Policy ☐ NO ☐ YES NOTES:	
UCC: Street Tree Policy, Purpose and Intent ☐ NO ☐ YES NOTES:	Other:	
Notes		

Project Description

Khoury Dentistry

APPLICANT:

Nicholas Khoury
Cell: 707-529-5335

PARCEL DETAILS:

772 S Dora Street
Ukiah, CA 95482

ZONING: Commercial – CN **PARCEL AP#:** 001-313-11-00 **PARCEL SIZE:** 0.12 acre

OCCUPANCY: B-Business **CONSTRUCTION TYPE:** V-B **FIRE DISTRICT:** City of Ukiah

SETBACKS: Note: This project is on a corner and has two front yards and two side yards
FRONT: 10'

SIDE: 5'

HEIGHT: single story

UTILITIES:

Sewer, water and fuel by City of Ukiah. Power by PG&E

PROPOSED USE:

Existing Building 2,122 Sq Ft
Proposed Addition 1,553 Sq Ft
Total 3,675 Sq Ft

This project proposes a single-story addition to the rear of an existing Dental Office. The existing office has 4 treatment rooms and the proposed addition would create 7 more. Two new ADA accessible entrances will be created, one to the front of the existing offices, the other at the side of the proposed addition. There will be 8 parking spaces, including one van-accessible ADA space. Two new curb cuts will be required. There will also be covered bicycle parking for 5 bikes.

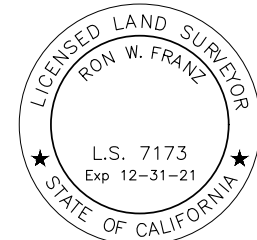
There is an existing sign which will be relocated next to the new entrance walkway. There are no proposed changes to existing fences on the parcel. There is one existing large Acer on the corner of the parcel but no new trees are proposed. Landscaping is existing lawn and raised planters with small shrubs.

There is a fire hydrant located directly opposite the parcel on South Dora Street.

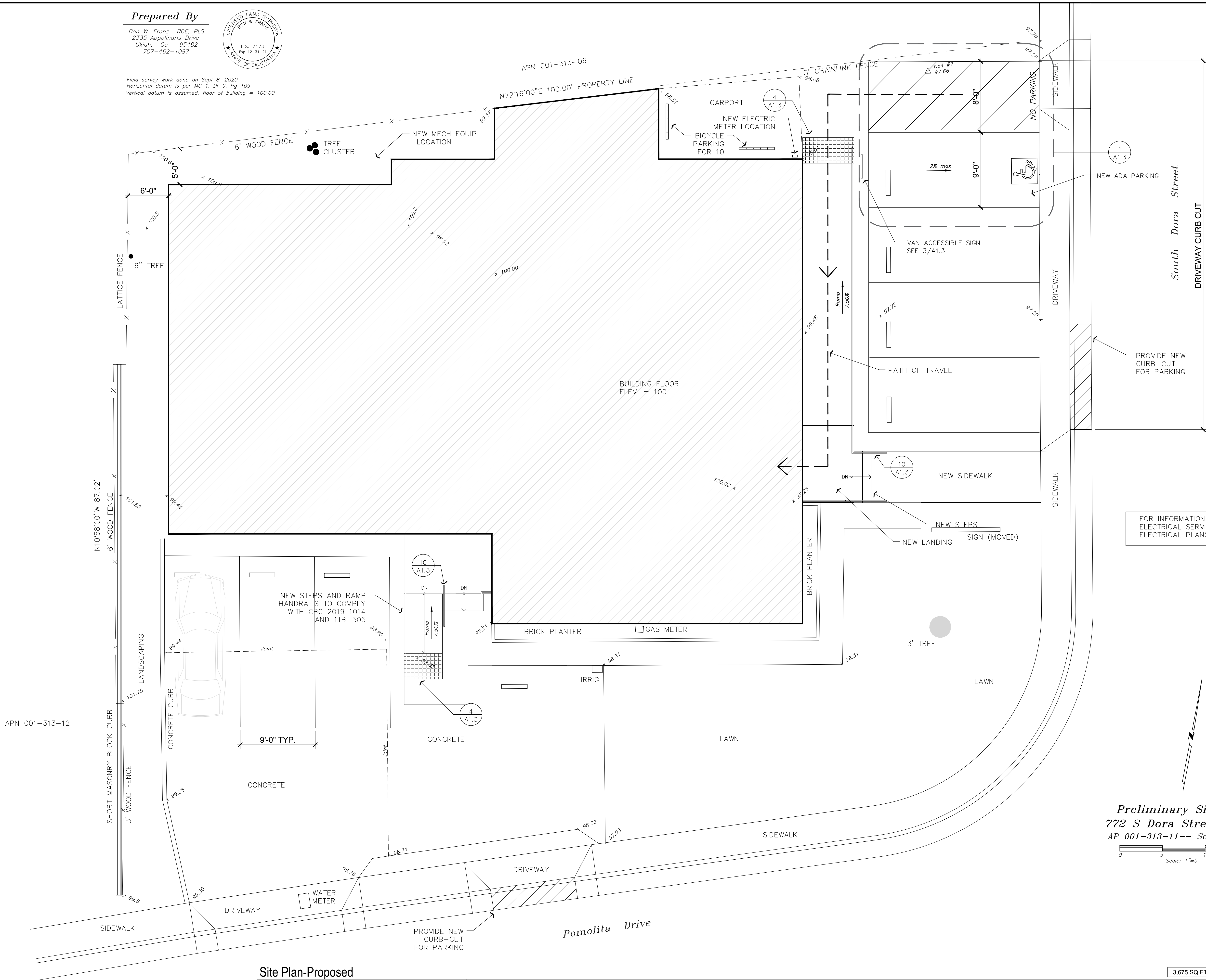
Neighboring parcels are a mix of health care service providers and residential properties.

Prepared By

Ron W. Franz, RCE, PLS
2335 Appolinaris Drive
Ukiah, CA 95482
707-462-1087



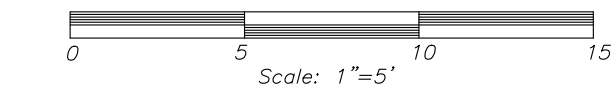
Field survey work done on Sept 8, 2020
Horizontal datum is per MC 1, Dr 9, Pg 109
Vertical datum is assumed, floor of building = 100.00



Site Plan-Proposed

SCALE: 3/16" = 1'-0"

Preliminary Site Plan
772 S Dora Street, Ukiah
AP 001-313-11-- Sept 12, 2020



PROJECT
NORTH



Verdier Architects

12861 Ornbau Road Boonville, CA 95415
Tel: 707-489-1491



This document is the property of Verdier Architects.
Copies of this document are not to be used on any
other project without written permission.

Revisions Date

Issued for Plan Check: 1 Feb 2021

Issued for Plan Check: 17 Dec 2021

Khoury Dental Office

Remodel and Addition

772 S. Dora
Ukiah, CA 95482

APN: 001-313-11-00

Drawing Title

PROPOSED SITE PLAN

Scale As Noted

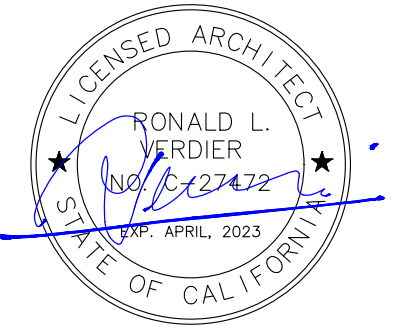
Date January 2021

Drawn RV

Job Number 2020

Drawing Number

A1.2



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Copies of this document are not to be used on any
other project without written permission.

[illegible]

Khoury Dental Office

Remodel and Addition

772 S. Dora
Ukiah, CA 95482

APN: 001-313-11-00

Drawing Title

PROPOSED SITE PLAN
PROPOSED FLOOR PLAN
VICINITY MAP

PROPOSED ELEVATIONS

Scale As Noted

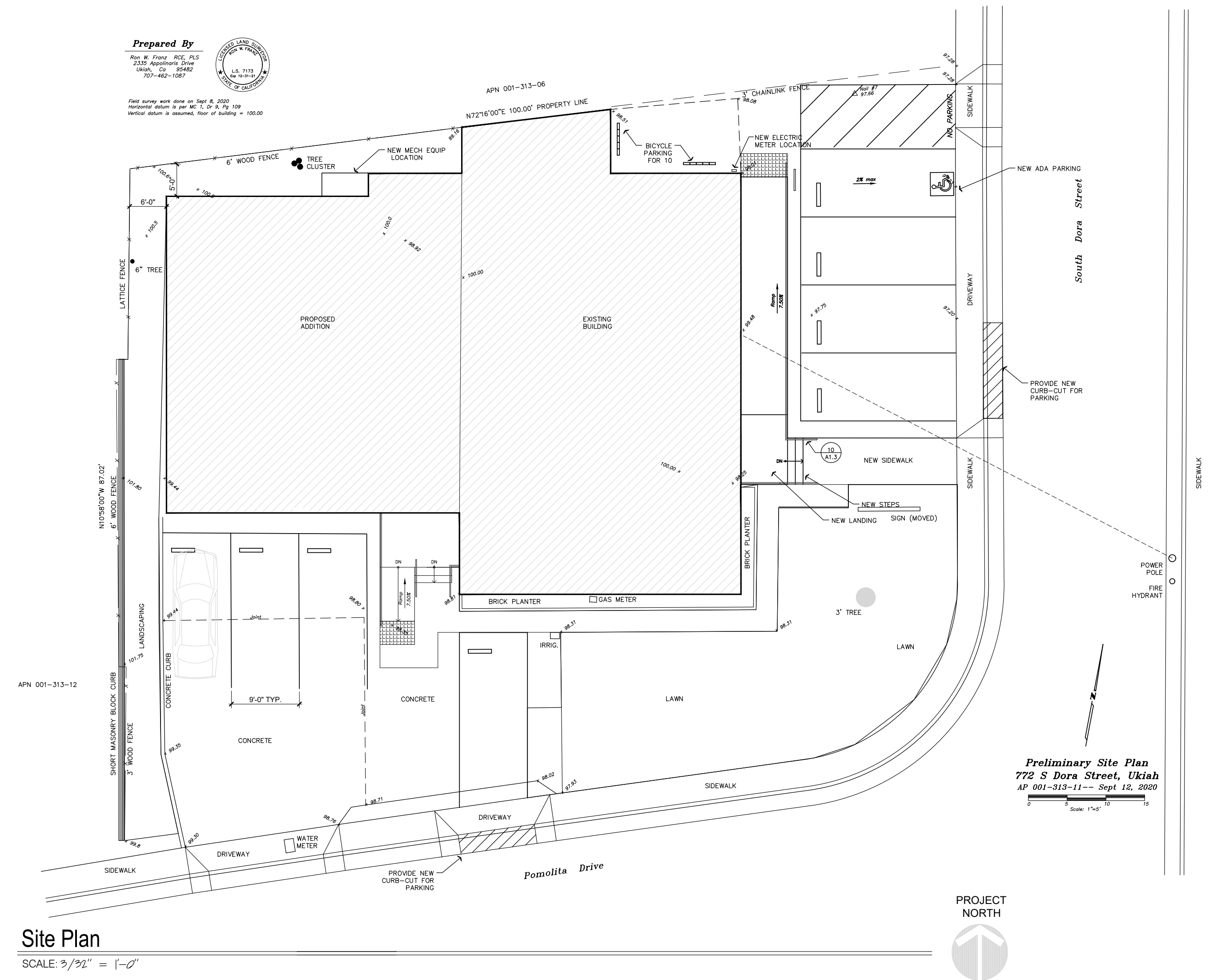
Date January 2021

Drawn RV

Job Number
2020

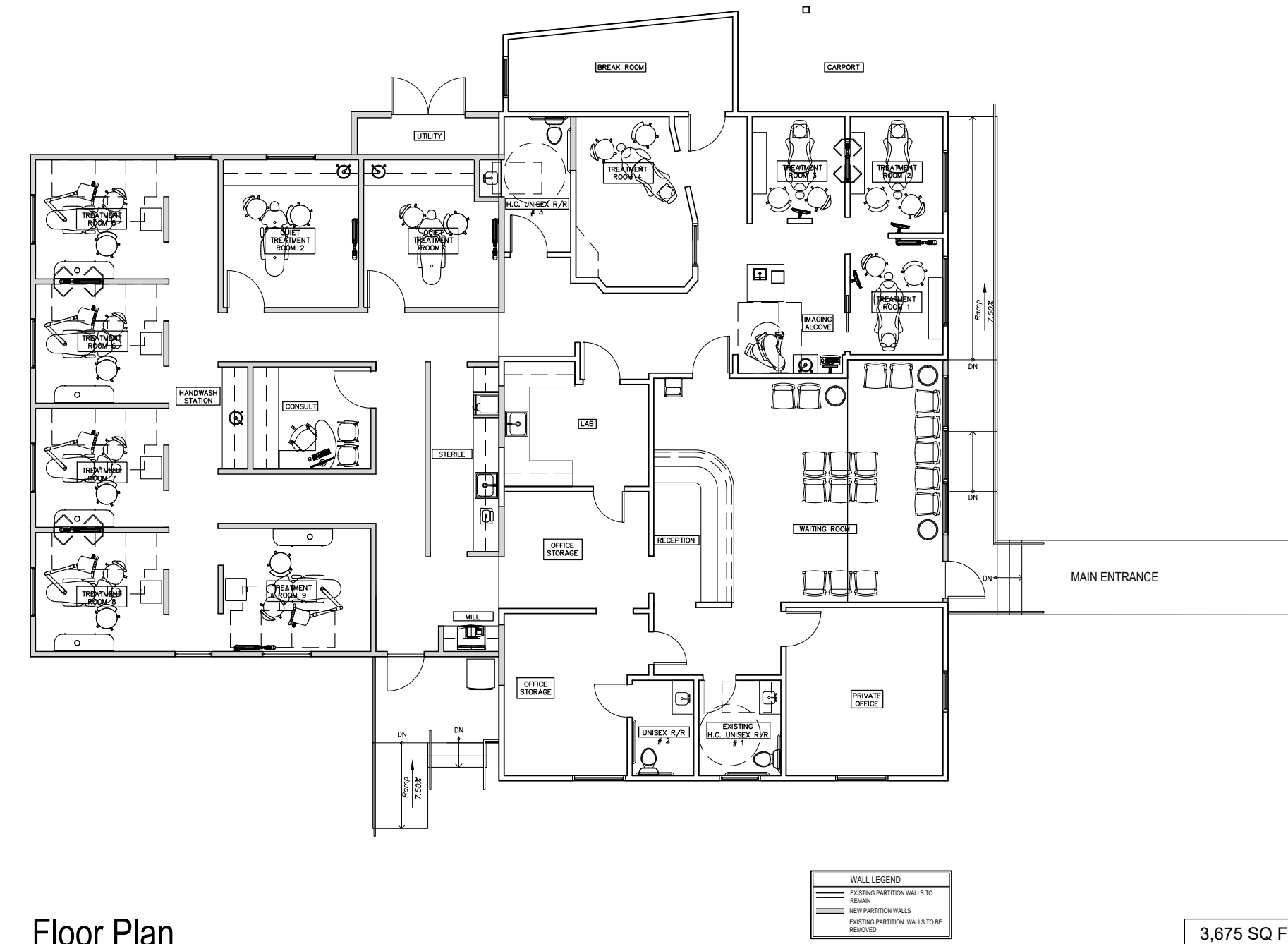
Drawing Number

SDP1



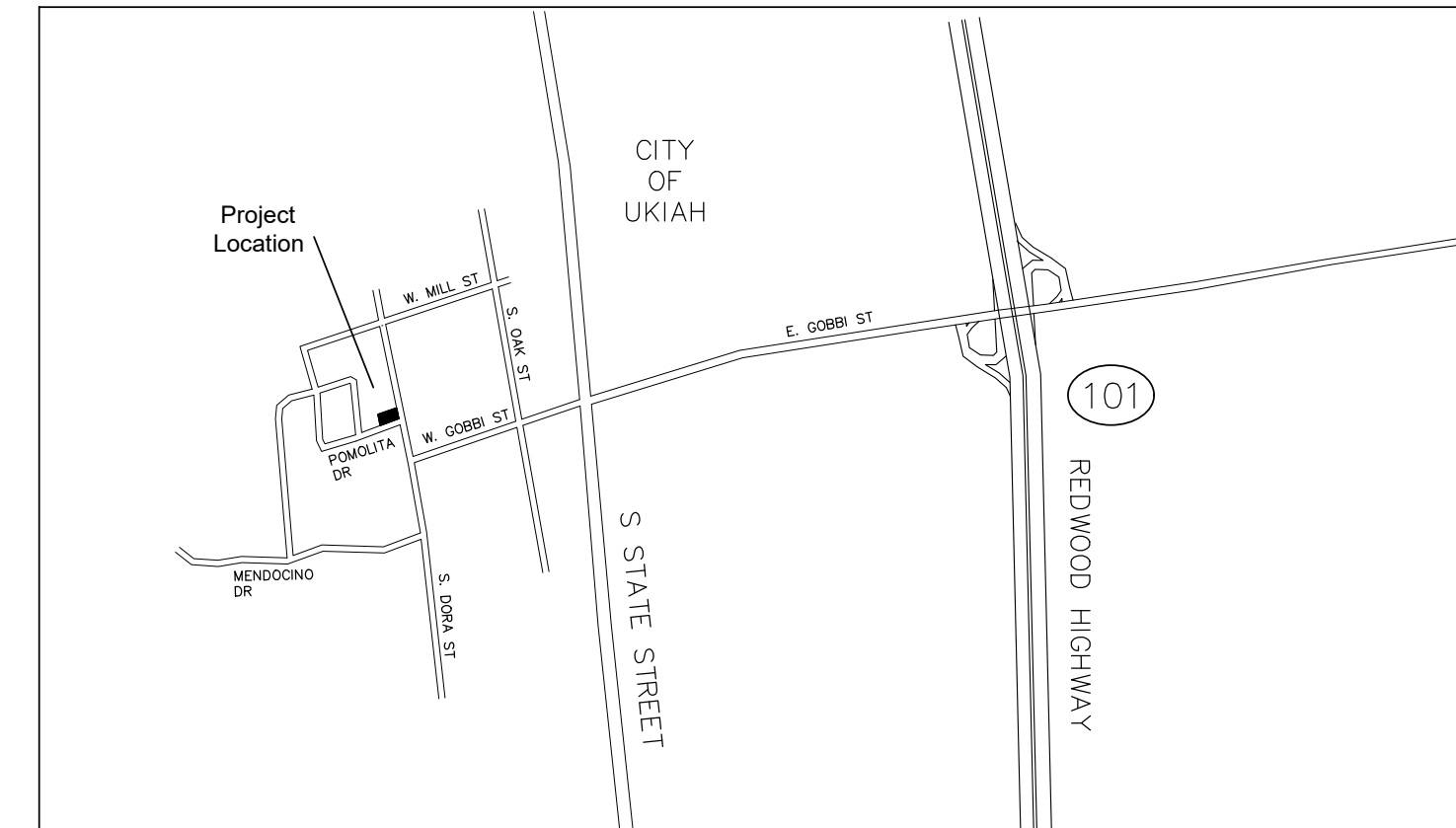
Site Plan

SCALE: $3/32'' = 1'-0''$



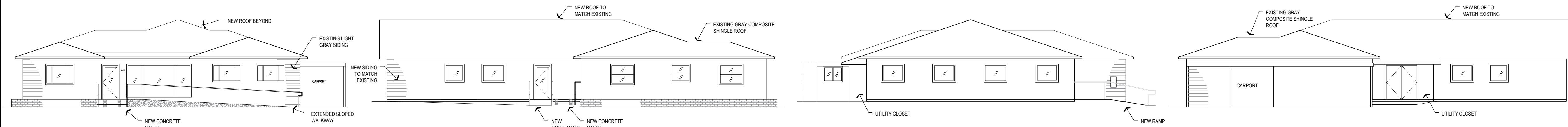
Floor Plan

SCALE: $3/32'' = 1'-0''$



Vicinity Map

SCALE: not to scale



Elevations

SCALE: 3/32" = 1'-0"

**FINDINGS FOR KHOURY DENTAL OFFICE ADDITION
MAJOR USE AND SITE DEVELOPMENT PERMIT
772 SOUTH DORA STREET
(APN 001-313-11); FILE NO. 21-6738**

The Community Development Department's recommendation for conditional approval of a Major Use Permit and Major Site Development Permit for a project to allow development of a 1,553 sf addition to an existing dental office building is based in part on the following findings, in accordance with UCC §9061, §9065, §9066, §9067, §9068, §9262, and §9263.

Major Use Permit Findings

1. *The proposed land use is consistent with the provisions of the Ukiah City Code as well as the goals and policies of the City General Plan.*

The General Plan designation of Commercial encourages a variety of commercial activity, including service businesses. It defers to the Zoning District for further identification of appropriate uses depending on location. Medical offices are an Allowed Use within the Neighborhood Commercial (CN) Zoning District. The Project Site is an active dental office, in compliance with both the General Plan and the Ukiah City Code. The proposed addition to the structure will not change the use. With relief from the parking standards of the CN Zoning District, the Project will be consistent with the Ukiah City Code and the City General Plan.

2. *The proposed land use is compatible with surrounding land uses and shall not be detrimental to the public's health, safety and general welfare.*

The proposed project would provide uses included within the Neighborhood Commercial (CN) Zoning District Guidelines, is compliant with the design and development standards of the zoning district; and is similar to the surrounding commercial uses. It would be serviced by the City's water, sewer, electric, police, and fire services. In addition, the project has been reviewed by the following agencies to ensure compliance with the Ukiah City Code and other codes and regulations relating to health and safety: Ukiah Valley Fire Authority, City of Ukiah Public Works Department, City of Ukiah Police Department, City of Ukiah Electric Utility Department, and City of Ukiah Community Development Department – Building Division. Comments have been included as Conditions of Approval, as appropriate.

Relief from Parking Requirements (§9067.D)

1. *There is a unique circumstance associated with the use or property that results in a demand for less parking than normally expected.*

Parking for Professional Office uses, including dental offices, is assessed at one parking space for each 300 sf of gross leasable area (UCC Section 9198). Presently, the subject parcel and use conform to the parking requirement, as it maintains seven off-street parking spaces. As proposed, the total required parking increases to 12 off-street spaces. The Applicant proposes eight parking spaces, including one Accessible space, and two five-space bicycle racks in lieu of two parking spaces, for a total of ten proposed spaces.

Findings
Khoury Dental Office Addition | MaUP/SDP
772 South Dora Street; APN 001-313-11
File No. 21-6738

UCC Section 9199.B allows for a five-space bicycle rack to exempt one parking space, with a limit of two parking space exemptions. While the request does not meet the objective requirements for required off-street parking, the Applicant requests relief through UCC Section 9067(D), *“through the discretionary review process, providing a finding is made that there is a unique circumstance associated with the use or property that results in a demand for less parking than normally expected”*.

According to the Applicant, the purpose of the building addition is to increase social distancing between patients and staff, improve operational flow, and reduce scheduling bottlenecks should appointments run long. Patient volume is expected to remain similar to pre-expansion conditions, and no staff increases are proposed. In this location, at the intersection of South Dora and Pomolita Streets, there are interconnected sidewalks and on-street parking spaces serving the South Dora Street commercial corridor. The corridor also provides dedicated bike lanes and includes signage indicating Dora Avenue as a bike route. As a Family Dentistry office, approximately 97% of the client base are Ukiah residents. According to the Applicant, families typically schedule group appointments, minimizing time and travel demand. Relief from two required parking spaces is granted, due to the available parking along South Dora and Pomolita Streets, continuity of the same level of use, existing land use of group appointments and local clientele, and addition of 10 bicycle parking spaces, resulting in a unique circumstance for this land use and parcel with less of a parking demand at this location than normally expected.

Major Site Development Permit Findings

1. The Khoury Dental Office Addition Major Site Development Permit, as conditioned, is based in part on the following findings, in accordance with §9263:

A. The proposal is consistent with the goals, objectives, and policies of the City General Plan.

The Commercial Land Use description in the General Plan lists examples of allowable uses, including service businesses. The Project Site is an operating dental office. An addition to the structure is proposed to support the ongoing use.

Medical and dental offices are included within the definition of personal services, and the existing use is consistent with the purpose of the Commercial land use designation.

B. The location, size, and intensity of the proposed project will not create a hazardous or inconvenient vehicular or pedestrian traffic pattern.

The proposed building addition would be limited to the side yard, with no removal of sidewalk or driveway access. Two bicycle racks would be installed for safe parking for clients and employees, to encourage multi-modal travel. All required yard setbacks would be maintained. There would be eight (8) standard parking spaces on-site, including one (1) accessible parking space, and two five-space, covered bicycle racks. On-street parking spaces are available along South Dora and Pomolita Streets. The Project, as proposed, would not create a hazardous or inconvenient vehicular or pedestrian traffic pattern.

C. The accessibility of off-street parking areas and the relation of parking areas with respect to traffic on adjacent streets will not create a hazardous or inconvenient condition to adjacent or surrounding uses.

Findings
Khoury Dental Office Addition | MaUP/SDP
772 South Dora Street; APN 001-313-11
File No. 21-6738

The access to on-site parking areas will remain the same, with the addition of two five-space, covered bicycle rack along the northern side lot line. On-street parking is available along South Dora Street and Pomolita Avenue. The proposed addition to the building along the side lot line will not alter the access to parking spaces.

- D. *Sufficient landscaped areas have been reserved for purposes of separating or screening the proposed structure(s) from the street and adjoining building sites, and breaking up and screening large expanses of paved areas.*

The lawn area along both front lot lines will remain, creating a vegetative buffer between parking areas. All existing trees, and the brick planters would remain. A portion of the side yard will be removed for the building addition. The wood fence along the side lot line on Pomolita Street will remain as screening for the adjacent residence.

- E. *The proposed development will not restrict or cut out light and air on the property, or on the property in the neighborhood; nor will it hinder the development or use of buildings in the neighborhood, or impair the value thereof.*

The proposed addition would be sixteen feet (16') maximum. All required yard setbacks will be maintained, serving as a space buffer between neighboring structures. The dental office is a similar use to neighboring structures along South Dora Street. The proposed improvement of the existing dental office will not hinder development or use of neighboring buildings, and is not anticipated to impair their value.

- F. *The improvement of any commercial or industrial structure will not have a substantial detrimental impact on the character or value of an adjacent residential zoning district.*

The Neighborhood Commercial (CN) Zoning District is typically located adjacent to residential zoning districts, to allow for local service businesses to support the surrounding neighborhoods. The Project Site is adjacent to a residence along Pomolita Street. The commercial building and residence are separated by a wood fence along the shared property line. The proposed addition will be added toward this shared lot line, however, the required five-foot (5') setback will be met, maintaining a spatial buffer to minimize impacts to the neighboring residence. The larger dental office would continue to service the neighboring residential zoning district.

- G. *The proposed development will not excessively damage or destroy natural features, including trees, shrubs, creeks, and the natural grade of the site.*

The three foot (3') diameter tree in the front yard, six inch (6") diameter tree and tree cluster in the side yards would remain. No significant grading of the site would be necessary for the construction. There are no creeks on or near the Project Site.

- H. *There is sufficient variety, creativity, and articulation to the architecture and design of the structure(s) and grounds to avoid monotony and/or a box-like uninteresting external appearance.*

The proposed addition will match the existing structure in colors, materials, and architectural design. The Design Review Board unanimously recommended approval of the proposed design at its meeting on January 27, 2022.

**CONDITIONS OF APPROVAL FOR KHOURY DENTAL OFFICE ADDITION
MAJOR USE PERMIT AND MAJOR SITE DEVELOPMENT PERMIT
772 SOUTH DORA STREET
(APN 001-313-11); FILE NO. 21-6738**

The following Conditions of Approval shall be made a permanent part of the Major Use Permit and Major Site Development Permit, shall remain in force regardless of property ownership, and shall be implemented in order for this entitlement to remain valid.

Project Description. An application was received from Ron Verdier, for approval of a Major Use Permit and Major Site Development Permit to allow a 1,553 sf addition to an existing dental office building. The project would also comprise the following.

- *1,553 sf addition to existing 2,122 sf building;*
- *Matching colors and materials to existing structure*
- *Existing trees to remain*
- *Existing sign to be relocated*
- *Accessible entrances to be installed at front and side of building*
- *Eight (8) standard parking spaces, with one (1) Accessible parking space*
- *Two 5-space bicycle rack, for a total of ten bicycle spaces*
- *Requests relief from parking requirements*

The following Conditions of Approval apply to the project.

City of Ukiah Special Conditions

1. In the event that prehistoric archaeological features such as a concentration of flaked stone artifacts, or culturally modified soil (midden) or dietary shell are encountered at any time during preparatory grading or underground excavation to remove existing structures, all work should be halted in the vicinity of the discovery. A qualified archaeologist should be contacted immediately to make an evaluation and determine if the discovered material represents a definite cultural resource. If it is determined that a potentially significant feature has been revealed, a temporary suspension of earth disturbing activities should be enforced until an appropriate mitigation program can be developed and implemented to satisfy the Community Development Department - Planning Division. An archaeological monitor shall observe all further work during construction activities that are located within or near an archaeological site area, and formal tribal consultation may be required.

City of Ukiah Standard Conditions

2. This approval is not effective until the 10-day appeal period applicable to this Major Use Permit/Site Development Permit has expired without the filing of a timely appeal. If a timely appeal is filed, the project is subject to the outcome of the appeal and shall be revised as necessary to comply with any modifications, conditions, or requirements that were imposed as part of the appeal.

Draft Conditions of Approval
Khoury Dental Office Addition | MaUP/SDP
772 South Dora Street; APN 001-313-11
File No. 21-6738

3. All fees associated with the project planning permits and approvals shall be paid in full prior to occupancy.
4. As outlined in Article 20, Administrative and Procedures, of the Zoning Code this planning permit may be revoked through the City's revocation process if the approved project related to this Permit is not conducted in compliance with these stipulations and conditions of approval; or if the project is not established within two years of the effective date of this approval; or if the established use for which the permit was granted has ceased or has been suspended for 24 consecutive months.
5. All Conditions of Approval shall be printed on all sets of building permit project plans pertaining to any site preparation work or construction associated with the development of the project and ancillary site improvements approved by the Site Development Permit.
6. All use, construction and the location thereof, or occupancy, shall conform to the application and to any supporting documents submitted therewith, including any maps, sketches, or plot plans accompanying the application or submitted by applicant in support thereof.
7. Any construction shall comply with the "Standard Specifications" for such type of construction now existing or which may hereafter be promulgated by the Public Works Department - 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 such standards shall be met.
8. Building permits shall be issued within two years after the effective date of the Site Development Permit, or same shall be null and void.
9. In addition to any particular condition which might be imposed; any construction shall comply with all building, fire, electric, plumbing, occupancy, and structural laws, rules, regulations, and ordinances in effect at the time the Building Permit is approved and issued.

Department of Public Works

10. All work within the public right-of-way shall be performed by a licensed and properly insured contractor. The contractor shall obtain an encroachment permit for work within this area or otherwise affecting this area. Encroachment permit fee shall be \$45 plus 3% of estimated construction costs.
11. Applicable City water and sewer connection fees shall be paid at the time of building permit issuance.
12. All driveway and parking areas shall be paved with asphaltic concrete, concrete, or other alternative surfacing, subject to approval by the City Engineer.

Electric Utility Department

13. Developer will need to provide EUSERC approved electrical equipment that is to be used on this project, before any Main Switchgear/Service Panels are purchased for the proposed project.
14. Prior to beginning any work on the electric panel, Permittee must contact the Electric Utility Department, at (707) 467-5775, if electric panel is intended to be relocated, upgraded in size, or set to become an underground feed.

Draft Conditions of Approval
Khoury Dental Office Addition | MaUP/SDP
772 South Dora Street; APN 001-313-11
File No. 21-6738

15. Developer shall incur all costs of project, to include labor, materials, and equipment.
16. Permittee shall contact the Electric Utility Department, at (707) 467-5775, for any future disconnect.

Building Division

17. A permit will be required for T.I. (Tenant Improvements). Please submit plans, building permit application, and hardship form see links below. Please submit four complete plan sets, two wet stamped and signed.
18. The design and construction of all site alterations shall comply with the 2019 California Building Code, 2019 Plumbing Code, 2019 Electrical Code, 2019 California Mechanical Code, 2019 California Fire Code, 2019 California Energy Code, 2019 Title 24 California Energy Efficiency Standards, 2019 California Green Building Standards Code and City of Ukiah Ordinances and Amendments.

DRAFT

PROJECT REVIEW REFERRAL

Please provide comments by: January 19, 2022

The City of Ukiah Community Development Department is soliciting input on the project described below for use in the staff analysis, CEQA document, and public hearing documents. Please identify any questions you have or missing information you need to complete your review, as well as suggested Conditions of Approval.

TO:			
	City Planning Director		Mendocino County Planning and Building
X	City Building Official		Mendocino County Surveyor/Assessor
X	City Public Works Dept.		Mendocino Transit Authority
X	Ukiah Valley Fire Authority		US Army Corps of Engineers
X	City Police Dept. Captain		Regional Water Quality Control Board
	City Police Dept. Community Service Officer		CA Dept. of Fish and Wildlife
X	City Electric Utility Dept.		CA Dept. of Transportation
	Ukiah Municipal Airport Operations Manager		Sonoma State Northwest Information Center
	Airport Land Use Commission		AT & T
	Mendocino County Air Quality		PG & E (gas)
	Mendocino County Environmental Health		PG & E (Land Rights)
	Military Review-Large Development Projects		
FROM PROJECT PLANNER: Mireya G. Turner, Planning Manager			

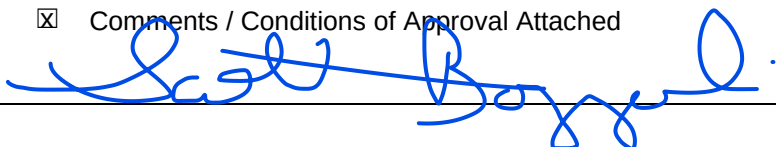
PROJECT INFORMATION:	
Project Name & Permit #:	Khoury Dental Addition, #21-6738
Site Address & APN:	772 S. Dora St.; APN 001-313-11
General Plan:	Commercial
Zoning:	"CN" Neighborhood Commercial
Airport Compatibility Zone:	Other Airport Environs
Date Filed:	12/16/2021
Resubmittal:	N/A
Date Referred:	1/5/2022
Prev. Projects on Site (include file #)	N/A
Applicant/Agent Name:	Ron Verdier, Architect
Phone:	707-489-1491
Email:	vas@pacific.net
Project Summary: The Applicant proposes a 1,553 sf addition to the existing 2,122 sf building. The addition will be located in the southwest section of this corner parcel and will be visible from Pomolita Dr. The addition is to increase the number of treatment rooms at the existing dental practice, and enclose the front entry. The Applicant also requests relief from parking requirements and maximum lot coverage.	

Please indicate whether you have comments and sign and date below. Return this Project Referral Form by the date noted above to the Project Planner listed.

Name and Affiliation/Department (please print) Scott Bozzoli-Electric Department

☐ No Comment

☒ Comments / Conditions of Approval Attached



Signature



Date 1/6/2022

Comments / Conditions of Approval:

Khoury Dental Addition #21-6738

The Electric department will need to be involved if the electric panel is intended to relocate, be upgraded in size or set to become an underground feed. Please contact Scott Bozzoli 707-467-5775, prior to any work being performed.

Owner shall use a EUSERC approved panel, with an approved new location. Please also call Scott Bozzoli 707-467-5775 for future disconnect.

Mireya Turner

From: Jason Benson
Sent: Tuesday, January 11, 2022 9:49 AM
To: Mireya Turner
Cc: Tim Eriksen; Daniel Flores
Subject: RE: Request for review of proposed demolition - 1102 & 1104 S. State St. - REVISED

Mireya –

Public Works has reviewed this project and have no comments.



Jason Benson, PE
Public Works – Senior Engineer
C: (707)510-5485

From: Mireya Turner
Sent: Wednesday, January 5, 2022 2:08 PM
To: Matthew Keizer <mkeizer@cityofukiah.com>; Tim Eriksen <teriksen@cityofukiah.com>; Jason Benson <jbenson@cityofukiah.com>; Ian Broeske <ibroeske@cityofukiah.onmicrosoft.com>; Noble Waidelich <nwaidelich@cityofukiah.com>; Cedric Crook <ccrook@cityofukiah.com>; Scott Bozzoli <sbozzoli@cityofukiah.com>; Sonu Upadhyay <supadhyay@cityofukiah.com>; Mendocino County Air Quality Mgmt District <mcaqmd@mendocinocounty.org>; Alyssa Ballard <mendocinocountyhistory@gmail.com>
Subject: Request for review of proposed demolition - 1102 & 1104 S. State St. - REVISED

My apologies. The referral pdf I just sent contained pages related to a different demolition review request. Attached please find the much shorter, corrected version. I apologize for any inconvenience.

Cordially,



Mireya G. Turner, MPA (*she, her*)
Planning Manager
Department of Community Development
300 Seminary Avenue, Ukiah, CA 95482
P: 707.463.6203
www.cityofukiah.com/community-development

PROJECT REVIEW REFERRAL

Please provide comments by: January 7, 2022

The City of Ukiah Community Development Department is soliciting input on the project described below for use in the staff analysis, CEQA document, and public hearing documents. Please identify any questions you have or missing information you need to complete your review, as well as suggested Conditions of Approval.

TO:		
	City Planning Director	Mendocino County Planning and Building
X	City Building Official	Mendocino County Surveyor/Assessor
X	City Public Works Dept.	Mendocino Transit Authority
X	Ukiah Valley Fire Authority	US Army Corps of Engineers
X	City Police Dept. Captain	Regional Water Quality Control Board
	City Police Dept. Community Service Officer	CA Dept. of Fish and Wildlife
X	City Electric Utility Dept.	CA Dept. of Transportation
	Ukiah Municipal Airport Operations Manager	Sonoma State Northwest Information Center
	Airport Land Use Commission	AT & T
	Mendocino County Air Quality	PG & E (gas)
	Mendocino County Environmental Health	PG & E (Land Rights)
	Military Review-Large Development Projects	
FROM PROJECT PLANNER: Mireya G. Turner, Planning Manager		

PROJECT INFORMATION:	
Project Name & Permit #:	Khoury Dental Addition, #21-6738
Site Address & APN:	772 S. Dora St.; APN 001-313-11
General Plan:	Commercial
Zoning:	"CN" Neighborhood Commercial
Airport Compatibility Zone:	Other Airport Environs
Date Filed:	12/16/2021
Resubmittal:	N/A
Date Referred:	12/17/2021
Prev. Projects on Site (include file #)	N/A
Applicant/Agent Name:	Ron Verdier, Architect
Phone:	707-489-1491
Email:	vas@pacific.net
Project Summary: The Applicant proposes a 1,553 sf addition to the existing 2,122 sf building. The addition will be located in the southwest section of this corner parcel and will be visible from Pomolita Dr. Off-street parking is along both S. Dora Street and Pomolita Drive. The addition is to increase the number of treatment rooms at the existing dental practice, and enclose the front entry.	

Please indicate whether you have comments and sign and date below. Return this Project Referral Form by the date noted above to the Project Planner listed.

Name and Affiliation/Department (please print) IAN BROESKE, UVFA

☒ No Comment

☐ Comments / Conditions of Approval Attached

PROJECT REVIEW REFERRAL

Please provide comments by: January 7, 2022

The City of Ukiah Community Development Department is soliciting input on the project described below for use in the staff analysis, CEQA document, and public hearing documents. Please identify any questions you have or missing information you need to complete your review, as well as suggested Conditions of Approval.

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	City Police Dept. Community Service Officer		CA Dept. of Fish and Wildlife
X	City Electric Utility Dept.		CA Dept. of Transportation
	Ukiah Municipal Airport Operations Manager		Sonoma State Northwest Information Center
	Airport Land Use Commission		AT & T
	Mendocino County Air Quality		PG & E (gas)
	Mendocino County Environmental Health		PG & E (Land Rights)
	Military Review-Large Development Projects		
FROM PROJECT PLANNER: Mireya G. Turner, Planning Manager			

PROJECT INFORMATION:	
Project Name & Permit #:	Khoury Dental Addition, #21-6738
Site Address & APN:	772 S. Dora St.; APN 001-313-11
General Plan:	Commercial
Zoning:	"CN" Neighborhood Commercial
Airport Compatibility Zone:	Other Airport Environs
Date Filed:	12/16/2021
Resubmittal:	N/A
Date Referred:	12/17/2021
Prev. Projects on Site (include file #)	N/A
Applicant/Agent Name:	Ron Verdier, Architect
Phone:	707-489-1491
Email:	vas@pacific.net
Project Summary: The Applicant proposes a 1,553 sf addition to the existing 2,122 sf building. The addition will be located in the southwest section of this corner parcel and will be visible from Pomolita Dr. Off-street parking is along both S. Dora Street and Pomolita Drive. The addition is to increase the number of treatment rooms at the existing dental practice, and enclose the front entry.	

Please indicate whether you have comments and sign and date below. Return this Project Referral Form by the date noted above to the Project Planner listed.

Name and Affiliation/Department (please print) CEANE CROOK UKIAH PD

- ☒ No Comment
- ☐ Comments / Conditions of Approval Attached

Mireya Turner

From: Matthew Keizer
Sent: Monday, February 7, 2022 12:28 PM
To: Mireya Turner
Subject: Re: Looking for comments for Khoury

Hey sorry
Just put in standard building comments please.

Need a permit

2019 codes

Thank you

Sent from my iPhone

On Feb 7, 2022, at 10:31 AM, Mireya Turner <mturner@cityofukiah.com> wrote:

Hi Matt,
Would you please send me your comments for the Khoury Dental Office Addition project? I am working on the Staff Report now.
Thank you very much.

Cordially,

<image001.png>

Mireya G. Turner, MPA (*she, her*)

Planning Manager

Department of Community Development

300 Seminary Avenue, Ukiah, CA 95482

P: 707.463.6203

www.cityofukiah.com/community-development

<772 S Dora St_Khoury Dental Addn_Referral.pdf>

**CITY OF UKIAH
DESIGN REVIEW BOARD SPECIAL MEETING MINUTES
Held remotely via Zoom
January 27, 2022
3:00 p.m.**

1. CALL TO ORDER

Chair Liden called the Design Review Board meeting to order at 3:08 p.m.

Chair Tom Liden presiding.

2. ROLL CALL

Present: Members Meaux, Hawkes, Morrow, and
Chair Liden

Absent: None

Staff Present: Neil Davis, Community Services Director
Mireya Turner, Planning Manager
Jesse Davis Planning Manager

Others Present: Kevin Doble
John Goldman
Jason Bisho
Jeff Fowler
Steve Hunnicut
Ron Verdier

3. CORRESPONDENCE

No correspondence was received.

4. APPROVAL OF MINUTES

a. Approval of Draft Minutes of the November 8, 2021 Special Meeting

Motion/Second Morrow/Hawkes to approve the November 8, 2021 Special Meeting Minutes, as submitted. Motion carried by a unanimous voice vote.

b. Approval of Draft Minutes of the December 8, 2021 Special Meeting

Motion/Second Morrow/Hawkes to approve the December 8, 2021 Special Meeting Minutes, as submitted. Motion carried by a unanimous voice vote.

5. COMMENTS FROM AUDIENCE ON NON-AGENDA ITEMS

None

6. NEW BUSINESS

6a. Review and Recommendation Regarding Offer of Public Artwork to be Located at the Alex Thomas Plaza, 310 South State Street (APN 002-265-09).

Planning Manager Mireya Turner presented the project.

Chair Liden opened the item for public comment at 3:15 p.m. No one was present wishing to speak and Chair Liden closed the public comment

Motion/Second Morrow/Meaux made a motion to recommend approval of the project to the Planning Commission, as presented.

The motion was passed by roll call vote (4 ayes).

- 6b. Review and Recommendation for a Major Use Permit to Allow Phased Development of 1117 Commerce Drive (Project Site). Phase 1 Facilitates Construction of a 7,773 sf Concrete Masonry Structure for the Repair, Maintenance, Cleaning, and Detailing of Automobiles Exclusively Associated with Fowler Automotive; and Continued Use of the Project Site for Automotive Inventory Storage, as well as the Non-Conforming Structure; APN 180-070-03; File No. 20-5874

Planning Manager Jesse Davis presented the project.

Chair Liden opened the item for public comment at 3:28 p.m. Kevin Doble, Jeff Fowler, Steve Hunnicut, and Jason Bisho spoke. No one else was present wishing to speak and Chair Liden closed the public comment at 3:36 p.m.

Motion/Second Morrow/Meaux made a motion to recommend approval of the project to the Planning Commission, with the substitution of Valley Oak for the new trees.

The motion was passed by roll call vote (4 ayes).

- 6c. Review and Recommendation to the Planning Commission for a Major Use and Site Development Permit to Allow for Construction of an Addition to an Existing Dental Office Building; 772 South Dora Street; APN 001-313-11; File No. 21-6738

Planning Manager Mireya Turner presented the project.

Chair Liden opened the item for public comment at 4:02 p.m. and Ron Verdier spoke. No one else was present wishing to speak and Chair Liden closed the public comment at 4:07 p.m.

Motion/Second Hawkes/Morrow made a motion to recommend approval of the project to the Planning Commission, as presented.

The motion was passed by roll call vote (3 ayes, Member Meaux ABSTAIN).

7. **MATTERS FROM THE BOARD**
None

8. **MATTERS FROM STAFF**

9. **ADJOURNMENT**
There being no further business, the meeting adjourned at 4:12 p.m.



DATE: March 1, 2022
TO: Planning Commission
FROM: Craig Schlatter, Director of Community Development
SUBJECT: **13a. Unfinished Business – Bi-Annual Status Update and Report Regarding Community Center and Winter Homeless Shelter at 1045 South State Street**

Background:

On July 26, 2017, the City of Ukiah Planning Commission adopted findings that conditionally approved a Major Use Permit and Site Development Permit to allow for the establishment and operation of a Community Center and Winter Homeless Shelter, the Building Bridges – Homeless Resource Center (“B2”) at 1045 South State Street. As part of the Conditions of Approval, 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.

Over the course of the last two years, the Community Development Director has presented four bi-annual reports to the Planning Commission in accordance with condition #15:

- Report #1 - February 26, 2020,
- Report #2 - October 14, 2020,
- Report #3 - April 14, 2021, and
- Report #4 - September 22, 2021.

All four of the aforementioned reports are included as Attachment 1 to this Staff Report. As of September 22, 2021, the reporting requirements per condition of approval #15 were technically satisfied. Additionally, with the passage of AB 101 and the City Council’s adoption of related amendments into the City’s zoning code on September 1, 2021, low-barrier navigation centers such as RCS’s B2 facility are no longer subject to use permit requirements. However, given the successful collaborative history between City and RCS staff in addressing community impacts, the City requested and RCS agreed to continue reports for the foreseeable future.

Discussion:

In preparing this August 6, 2021 – February 6, 2022 report (#5), 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, the Ukiah Police Department (UPD) Chief, and the Ukiah Valley Fire Authority (UVFA) Chief on Wednesday, February 23, 2022; and subsequent email correspondence with B2 on-site manager on March 1, 2022;
- Number and types of police calls received from August 6, 2021 – February 6, 2022 (Attachment 2);
- Number of calls for service for UVFA at the B2 location;
- Updated B2 Manual January 2022 (Attachment 3); and
- B2 2021 annual report submitted by RCS (Attachment 4).

Details and analysis are below.

1. Complaints received from Public

Zero (0) complaints were received from the public during the period 8/6/21 – 2/6/22.

2. Report of Police Activity

60 calls for police service at 1045 S State St were made during the period 8/6/21 – 2/6/22. This compares to 69 in report #4, 135 in report #3, 189 in report #2, and 131 in report #1.

3. Report of Fire/Emergency Medical Services Calls

The UVFA Chief reported 21 calls for Fire/EMS services at 1045 S State St during the 8/6/21 – 2/6/22 period. This compares to 10 calls in report #4 and 35 calls in report #3.

4. Virtual City-RCS Meeting: City Assessment and RCS Responses

City staff from the Community Development Department, Ukiah Police Department, and Ukiah Valley Fire Authority met virtually with executive staff of RCS and the Building Bridges Homelessness & Housing Support Manager on February 23, 2022. There was productive discussion related to 1-3 above. Additionally, RCS provided the following information related to program changes within the B2 manual. Please note the below information is taken directly from an email received from the B2 Homelessness & Housing Support Manager on March 1, 2022.

Program changes reflected in B2 Manual (Attachment 3):

- Updated hours of operation:
 - o The day portion of B2 is open to the public when there are sufficient staffing levels to support guests with accessing services safely. Hours of public operation can vary depending on these staffing levels, but will occur between the hours of 9:00am and 6:00pm.
 - o The emergency shelter is open 7 days/nights a week and accessible to shelter guests 24 hours a day as long as staffing levels are sufficient to maintain safety. The shelter will be open year-round as long as funds are available to support safe operations. If funds are not available to support year-round operations, B2 will prioritize keeping the shelter open during the winter/spring months of November—April.
- Public community forums changed to quarterly after discussion with the B2 Stakeholder Council.

- Discharge: Involuntary policy revised to provide guidance on what kinds of incidents could lead to a guest being denied services at B2, when to create a behavior contract with a guest, etc.
- Parking Log Use policy updated to provide details restricting vehicle repair work and making it clear that vehicles that do not operate could be towed.
- Added addendum with *Details on Services Provided*. This document gives information on how people can access the various services B2 offers (shelter, showers, housing navigation, etc.).

An updated B2 Program Manual is included with this report (Attachment 3). RCS also submitted a copy of their 2021 Annual Report (Attachment 4).

5. Conclusion

Operational changes and enhancements put in place by RCS B2 since report #2 continue to reduce impacts to public safety professionals and the surrounding neighborhood. Both RCS staff and public safety staff have commented on their improved working relationship and partnership over the last two years.

6. Staff Recommendations

Staff recommends Planning Commission receive this status update and report and discuss any questions related to its content and provided statistics.



AGENDA ITEM NO. 13a.
 Department of Community Development
 Planning Division
 300 Seminary Ave.
 Ukiah, CA 95482

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**

Fire Department Conditions:

3. Applicant shall be required to obtain any permit or approval, which is required by law, regulation, or ordinance, be it required by Local, State, or Federal agency. Specifically, the following fire protection measures shall be completed by the applicant, and approved by the Ukiah Fire Marshal, prior to the opening of the shelter facility:
 - A. One Class 2-A rated fire extinguisher for each building of project, dormitory, showers, and general office space.
 - i. If no obstructions are present, an exterior extinguisher can service both the showers and office spaces if located on the exterior landing. Exterior extinguishers shall be securely mounted in a protective case.
 - ii. Dormitory extinguisher shall be located in the interior, in close proximity to the exits. T19 Sec. 567 & 568.
 - B. Interior, internally illuminated exit signs with emergency lighting shall be located at exits. This signage shall be hard wired with a battery backup capable of operation for a period of not less than 90 minutes. CFC Sec. 1011.3 & 1011.6.3
 - C. All exit access, exits, and exit discharges shall be continuously maintained and free from obstructions. CFC Sec. 1030.2
 - D. Any drapes, hangings, curtains, and other decorative material that would tend to increase the fire and panic hazard shall be made from a nonflammable material, or shall be treated and maintained in a flame retardant condition with a flame-retardant solution approved by the State Fire Marshal. T-19 Sec. 3.08
 - E. New and existing buildings shall have approved address numbers placed in a position to be plainly legible from the street or road fronting the property. CFC Sec. 505.1.
 - F. Prior to receiving an occupancy certificate, the Fire Marshal shall provide an inspection verifying that all conditions for life and safety have been met, and that access to the exits are clearly open and unobstructed. All cots must be in place so that the Fire Marshall can visually see the layout and egress.

Building Department Conditions:

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

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 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

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

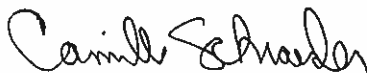
18 **As acknowledgement of receipt of, and agreement to comply with the conditions**
19 **of approval, please sign and return a copy of this letter. This signed letter must**
20 **be returned before the Building Permit can be issued.**
21
22

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

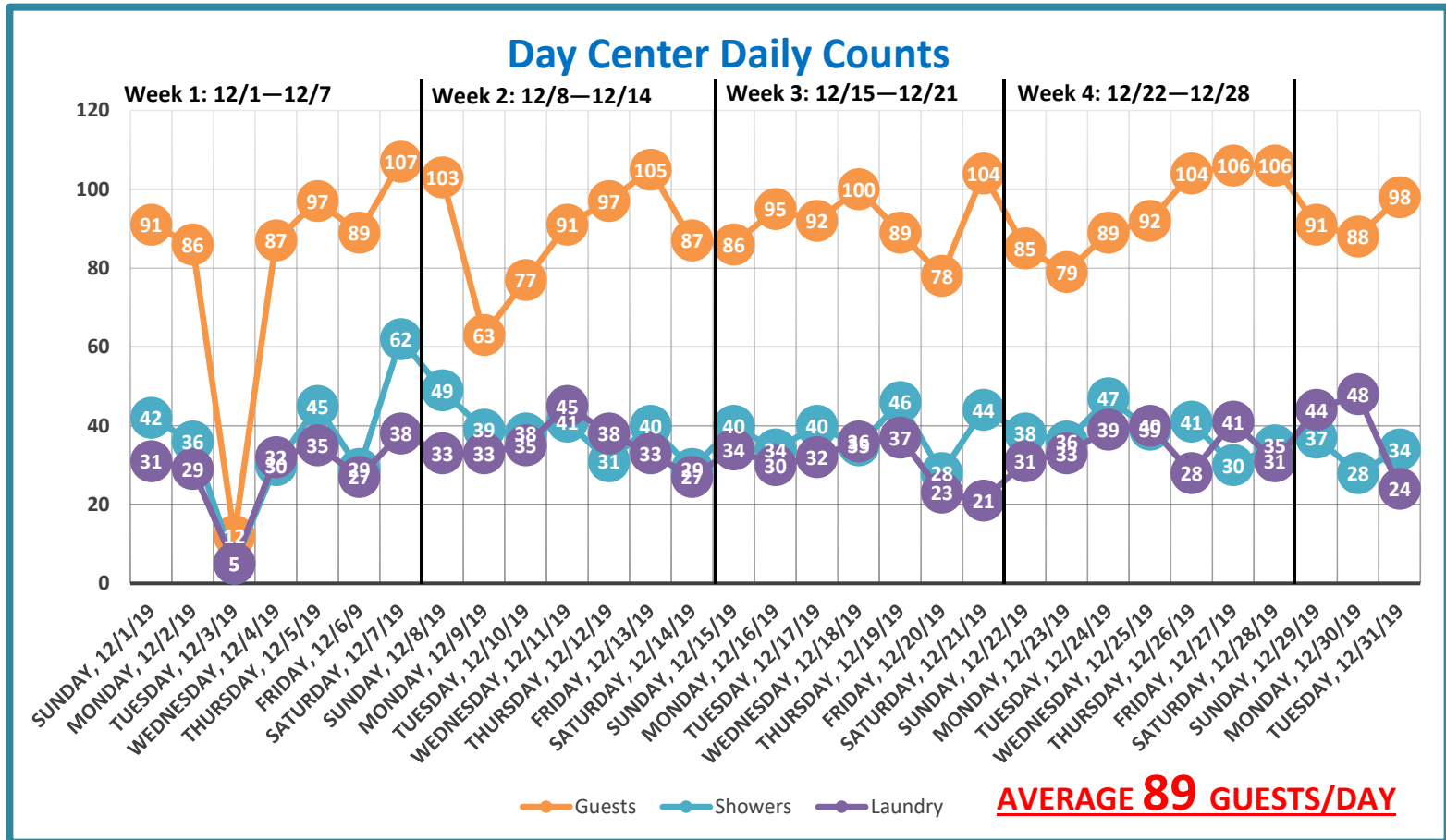
41 Project Proponent/Property Owner

Date

42
43
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!



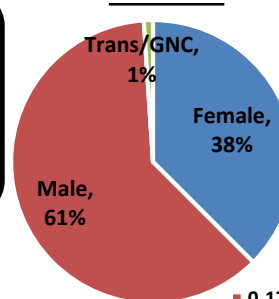
96 individuals provided shelter
 for a total of **1463** bed-nights

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

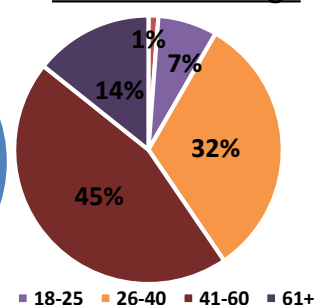
41 exits over the month. Of those:

- 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

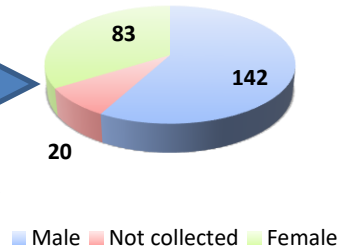
2017—2018 Winter:

- 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

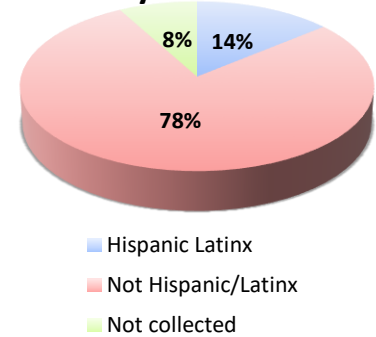
Inland Winter Shelter November 2018 – April 2019 Report

244 unduplicated
individuals
provided with
shelter!

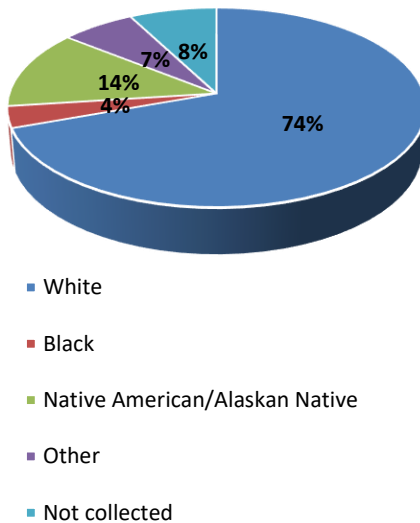
Gender



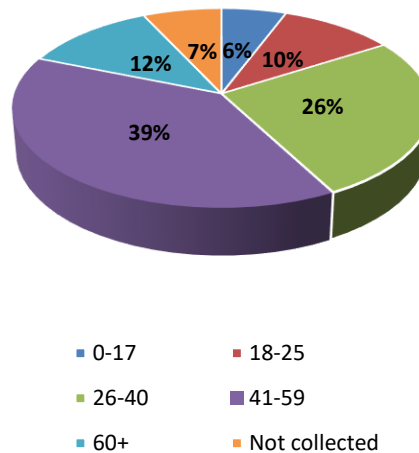
Ethnicity



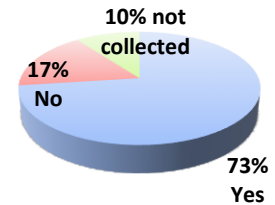
Race



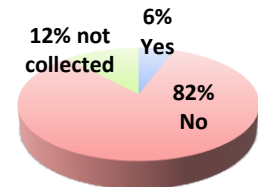
Age



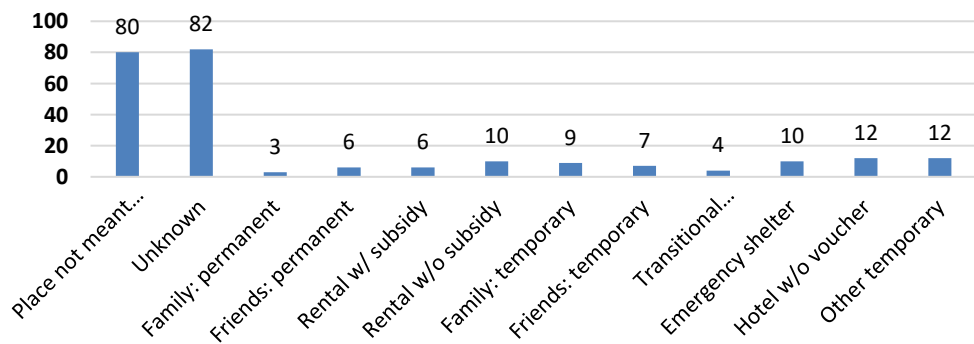
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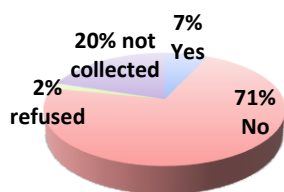
Veteran



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



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: March 18, 2021
TO: Planning Commission
FROM: Craig Schlatter, Director of Community Development
SUBJECT: **13a. Unfinished Business – Third 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, 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 (Attachment 1) and the second six-month report to the Planning Commission on October 14, 2020 (Attachment 2). Shortly after the first 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 of future Planning Commission report dates.

Although no (0) public complaints had been received during the first reporting period, August 6, 2019 – February 6, 2020, a total of eight (8) complaints were received during the second reporting period, February 6, 2020 – August 6, 2020. Additionally, 189 police calls were reported in the second reporting period compared to 131 in the first period.

Because of complaints received during the second reporting period and the increase in police activity, and in accordance with Use Permit #15, Community Development staff analyzed the RCS Building Bridges ("B2") Program Manual for possible modification. To inform if modifications were needed, City staff in the Police Department and Community Development Department met with RCS staff on October 1, 2020 to discuss the questions in the Discussion section below. These questions were established as the baseline for evaluating impacts related to RCS B2 for future 6-month reports.

Discussion:

In preparing this August 6, 2020 – February 6, 2021 report (#3 of 4), 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, the Ukiah Police Department (UPD) Chief of Police and Captain, and the Ukiah Valley Fire Authority (UVFA) Chief Thursday, March 11, 2021; and subsequent email correspondence with the B2 on-site manager
- Major Use Permit/Site Development Permit Conditions of Approval for 1045 S State St
- Number and type of police calls received from August 6, 2020 to February 6, 2021
- Number of calls for service for UVFA at the B2 location
- B2 Program Manual, last updated in February 2020 (Attachment 3)

Details and analysis are below.

1. Complaints received from Public

No (0) complaints were received from the public during the period 8/6/20 – 2/6/21, excepting the two complaints that were received in September 2020 and incorporated into the second report.

2. Report of Police Activity

135 calls for police service at 1045 S State St were made during the period 8/6/20 – 2/6/21 (see Attachment 4). This compares to 189 in the previous six months and 131 in the first six months.

3. Report of Fire/Emergency Medical Services Calls

The Ukiah Valley Fire Authority Chief reported 35 calls for Fire/EMS services at 1045 S State St during the period 8/6/20 – 2/6/21.

4. Building Bridges Program Manual

Baseline questions established during the second 6-month report for evaluation during future reports, including this report, are listed below. These questions were presented to RCS staff during the March 11, 2021 meeting and in a follow-up email to RCS staff dated March 11.

- Page 26, Community Council- how frequently did the Community Council meet in the previous 6-month period?
- Page 27- Being Good Neighbors policy. Did B2 staff make it a daily practice to tour the neighborhood, picking up litter and redirecting B2 guests who may be loitering?
- Pages 31-32- police activity was down approximately 29% since the previous 6-month period. Even with this trend downward, does RCS feel additional changes are needed 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 permanent operational plan at B2 during the previous six-month period? Please do not include emergency operational changes put in place due to the COVID-19 pandemic.
- Page 35, Cooperation with the City of Ukiah- would it be possible for the City to receive performance reports every quarter?
- Page 44, Security & Safety- are any changes needed to this section?

- Page 44, Daytime Measures- did RCS keep a daily log?

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

City staff from the Community Development Department, Ukiah Police Department, and Ukiah Valley Fire Authority met virtually with executive staff of RCS and the Building Bridges Homelessness & Housing Support Manager on March 11, 2011. There was productive discussion related to 1-4 above. Summaries of RCS responses to questions posed in Section #4 above are below.

- Page 26, Community Council- how frequently did the Community Council meet in the previous 6-month period?
 - o **RCS Response:** "The B2 Council met 5 times between 8/6/20 and 2/6/21. The B2 Community Forum met 4 times between 8/6/20 and 2/6/21."
- Page 27- Being Good Neighbors policy. Did B2 staff make it a daily practice to tour the neighborhood, picking up litter and redirecting B2 guests who may be loitering?
 - o **RCS Response:** "Yes, this continues to be a daily practice. Additionally, we have been conducting a monthly event where we invite volunteers (anyone from the community is welcome) to join B2 staff and guests with a more thorough neighborhood cleanup. This is held on the second Saturday of each month, starting at 9am. We are very grateful for those who have been joining us so far and are excited to see more energy coming each time we do the event."
- Pages 31-32- police activity was down approximately 29% since the previous 6-month period. Even with this trend downward, does RCS feel additional changes are needed to the Guest Code of Conduct (VIII), Guest Responsibilities (IX), and/or Guest Personal Rights (X) sections of the Program Manual?
 - o **RCS Response:** "...At this time, we do not want to make any additional changes to the Program Manual or facility operations. Rather we want to see how the changes we've already implemented continue to show improvement..."
- Page 33, section XI- has RCS altered its permanent operational plan at B2 during the previous six-month period? Please do not include emergency operational changes put in place due to the COVID-19 pandemic.
 - o **RCS Response:** "RCS has not altered its permanent operational plan as of now. We are working on updates to the Program Manual with the B2 Council and these will be presented to the City Planning Department and Planning Commission prior to the next 6-month review."
- Page 35, Cooperation with the City of Ukiah- would it be possible for the City to receive performance reports every quarter?
 - o **RCS Response:** "Yes, RCS will provide the City with quarterly performance reports."
- Page 44, Security & Safety- are any changes needed to this section?
 - o **RCS Response:** "Not at this time."
- Page 44, Daytime Measures- did RCS keep a daily log?
 - o **RCS Response:** "RCS keeps a daily logbook of activities, important information, and notes on incidents. This logbook is shared between staff. We also keep a separate log of incidents and complaints."

RCS also reported two new program enhancements that may lessen the impact to the surrounding community, as well as providing educational information to neighborhood residents and businesses about services. See below for a description from RCS staff of these two service enhancements.

Taxi Program

From RCS staff: “RCS is striving to reduce utilization of the limited ambulance resources. Building Bridges has received funding through HHSA and the Mendocino County Homeless Services Continuum of Care (the ESG-Cares shelter funding). A small part of this funding is being used to pay the taxi fare for non-life threatening medical emergencies. There are some injuries and ailments that people want to go to the emergency room for, but do not require the kind of immediate intervention that an ambulance and paramedics would provide. Building Bridges is not able to provide people with transportation to the emergency room via company or personal vehicles, so using a taxi is our way of getting people connected to the help they need without tying up the community’s limited ambulance and paramedic services. We will be tracking these taxi rides so we can report on how many ambulance calls we were able to avoid.”

Building Bridges Public Relations and Marketing Plan

From RCS staff: “It’s important to us that people in the community have information about what it is that Building Bridges provides and who is accessing the resources available. We may be doing a lot of great work and we may be exploring ways to improve, but if it isn’t shared out people may not be aware of what we do. RCS will be sharing data and interesting information relating to homelessness. Some of this data will be from Building Bridges, reporting on who we are serving, how many people get housing, etc. And some of it will be from county, state, and national sources, reporting on what other communities are seeing regarding homelessness and on research being done. We also want to share information about what it means to be a low barrier, Housing First facility and what that model looks like in action. We want to provide people living on the street and in the shelter with a platform for sharing their stories and helping people understand their perspective. Much of this sharing will be through the RCS Facebook page, so watch that for updates. We are also using the RCS Facebook page to advertise the B2 Community Forum (second Wednesday of each month at 5:30pm via Zoom) and other activities we invite the public to. We believe that homelessness will not be solved by one agency. It takes the whole community coming together with a commitment to housing and aiding those who are vulnerable living on the streets.”

Conclusion:

Department staff are satisfied that RCS staff reviewed and responded to complaints and police activity information reported in the previous 6-month period. Solutions identified during this previous 6-month period were deployed successfully and are having the intended impact- i.e. it appears impacts to the surrounding neighborhood have been reduced and safety has improved. These areas will continue to be monitored over the next six-month period to evaluate if future adjustments are needed.

Recommendation:

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



DATE: September 17, 2021
TO: Planning Commission
FROM: Craig Schlatter, Director of Community Development
SUBJECT: **13a. Unfinished Business – Fourth 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, Building Bridges (“B2”) at 1045 South State Street, for the applicant Redwood Community Services (RCS). As part of the Conditions of Approval, 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.

Over the course of the last one and a half years, the Community Development Director has presented three six-month reports to the Planning Commission in accordance with condition #15: report #1 on February 26, 2020 (Attachment 1); report #2 on October 14, 2020 (Attachment 2), and report #3 on April 14, 2021 (Attachment 3). This report, report #4, represents the final six-month report required as part of the Use Permit.

Shortly after the first 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. Additionally, starting with report #2, the City Manager’s Office requested information on the number of Fire and Emergency Medical Services (EMS) calls made by and to the RCS B2 facility for the Ukiah Valley Fire Authority.

Although no (0) public complaints had been received during the first reporting period, August 6, 2019 – February 6, 2020, a total of eight (8) complaints were received during the second reporting period, February 6, 2020 – August 6, 2020. Additionally, 189 police calls were reported in the second reporting period compared to 131 in the first period.

Because of the increase in both the number of complaints received during the second reporting period and the number of calls for police services, and in accordance with Use Permit #15, Community Development staff analyzed the RCS B2 Program Manual for possible modification.

To inform if modifications were needed, City staff in the Police Department and Community Development Department met with RCS staff for each of the last two reports to discuss the questions in #4 of the Discussion section below. The Ukiah Valley Fire Authority has also attended and provided information at these meetings. Questions in #4 below have been established as the baseline for evaluating impacts related to RCS B2 for future 6-month reports.

For the third reporting period, August 6, 2020 – February 6, 2021, no (0) complaints were received from the public or City Manager's Office. 135 calls for police service were made during the third reporting period, compared to 189 in the previous period. The Ukiah Valley Fire Authority reported 35 calls for Fire/EMS services.

Discussion:

In preparing this February 6, 2021 – August 6, 2021 report (#4), 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, the Ukiah Police Department (UPD) Captain, and the Ukiah Valley Fire Authority (UVFA) Chief Tuesday, August 24, 2021; and subsequent email correspondence with B2 on-site manager
- Major Use Permit/Site Development Permit Conditions of Approval for 1045 S State St
- Number and type of police calls received from February 6, 2021 – August 6, 2021 (Attachment 4)
- Quarterly reports submitted by RCS related to activity at B2 (Attachment 5)
- Number of calls for service for UVFA at the B2 location
- B2 Program Manual, last updated in February 2020 (Attachment 6)

Details and analysis are below.

1. Complaints received from Public

Two (2) complaints were received from the public during the period 2/6/21 – 8/6/21.

2. Report of Police Activity

69 calls for police service at 1045 S State St were made during the period 2/6/21 – 8/6/21. This compares to 135 in the previous six months, 189 in report #2, and 131 in report #1.

3. Report of Fire/Emergency Medical Services Calls

The Ukiah Valley Fire Authority Chief reported 10 calls for Fire/EMS services at 1045 S State St during the period 2/6/21 – 8/6/21. This compares to 35 calls in report #3.

4. Building Bridges Program Manual

Baseline questions established during the second 6-month report for evaluation during future reports, including this report, are listed below. These questions were presented to RCS staff during the August 24, 2021 meeting and in a follow-up email to RCS staff dated August 25.

- Page 26, Community Council- how frequently did the Community Council meet in the previous 6-month period?

- Page 27- Being Good Neighbors policy. Did B2 staff make it a daily practice to tour the neighborhood, picking up litter and redirecting B2 guests who may be loitering?
- Pages 31-32- police activity was down nearly 100% since the previous 6-month period. Even with this trend downward, does RCS feel additional changes are needed 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 permanent operational plan at B2 during the previous six-month period? Please do not include emergency operational changes put in place due to the COVID-19 pandemic.
- Page 35, Cooperation with the City of Ukiah- is the City continuing to receive performance reports every quarter?
- Page 44, Security & Safety- are any changes needed to this section?
- Page 44, Daytime Measures- did RCS keep a daily log?

5. Virtual City-RCS Meeting: City Assessment and RCS Responses

City staff from the Community Development Department, Ukiah Police Department, and Ukiah Valley Fire Authority met virtually with executive staff of RCS and the Building Bridges Homelessness & Housing Support Manager on August 24, 2021. There was productive discussion related to 1-4 above. Summaries of RCS responses to questions posed in Section #4 above are listed below.

- Page 26, Community Council- did the Community Council meet in the previous 6-month period?
 - o **RCS Response:** Yes. "The B2 Council met once a month, on the second Wednesday of each month, during the period. A public forum was also held once a month during the period."
- Page 27- Being Good Neighbors policy. Did B2 staff make it a daily practice to tour the neighborhood, picking up litter and redirecting B2 guests who may be loitering?
 - o **RCS Response:** Yes- B2 staff monitor the neighborhood daily. RCS staff have also built relationships with neighboring property owners.
- Pages 31-32- police activity was down approximately 49% since the previous 6-month period. Even with this continued trend downward, does RCS feel additional changes are needed to the Guest Code of Conduct (VIII), Guest Responsibilities (IX), and/or Guest Personal Rights (X) sections of the Program Manual?
 - o **RCS Response:** "No changes to these sections. RCS appreciates the relationship and partnership that has developed between B2 and the Ukiah Police Department. The measures that B2 has implemented to address and reduce conflict at the facility have been effective in reducing calls to police. We will continue monitoring this closely."
- Page 33, section XI- has RCS altered its permanent operational plan at B2 during the previous six-month period? Please do not include emergency operational changes put in place due to the COVID-19 pandemic.
 - o **RCS Response:** RCS has implemented changes in response to the COVID-19 pandemic but has not implemented changes related to the Use Permit.

- Page 35, Cooperation with the City of Ukiah- would it be possible for the City to receive performance reports every quarter?
 - **RCS Response:** “Yes. Two quarterly reports were provided to the City for the period being reviewed.” Producing quarterly reports for the City is now standard practice through RCS’s Quality Control Department.
- Page 44, Security & Safety- are any changes needed to this section?
 - **RCS Response:** “RCS is exploring putting an automatic gate opener on the gate and installing a gate where people can walk on to the facility grounds inside the fence. This gate and the drive-in gate would be locked from the outside, but able to open automatically when someone wants to exit the property. We would implement a practice of guests who want to come in to the facility needing to buzz staff from the Gate and get buzzed in or met at the gate. This would help staff more closely monitor who is on the property and further prevent incidents of conflict and violence.”
- Page 44, Daytime Measures- did RCS keep a daily log?
 - **RCS Response:** “Yes, this is part of our regular practice.”

RCS noted during the meeting that they planned to implement a Public Relations plan in the future to continue to keep the community and surrounding neighborhood residents informed.

6. Conclusion

Operational changes and enhancements put in place by RCS B2 since report #2 appear to be reducing both the number of service calls to the Ukiah Police Department and Ukiah Valley Fire Authority and impacts to the surrounding neighborhood. Staff are satisfied that RCS staff reviewed and responded to complaints and police/fire/EMS activity information reported in the previous 6-month period.

Overall, since report #2 and evaluative metrics discussed with RCS, there has been a 63% decrease in calls for police service and a 71% decrease in calls for fire/EMS services. Two complaints related to the RCS B2 facility have been reported to the City in the last year of operation. RCS staff have also implemented other programs such as the Taxi Program to further offset impacts to public safety. Both RCS staff and public safety staff have commented on their improved working relationship and partnership over the last year.

Report requirements under Use Permit condition #15 have been satisfied with the completion of this report. However, given the relative success of these reports and meetings in reducing the impacts to public safety services and the surrounding neighborhood, City Staff proposes continuing the reports in the future.

7. Staff Recommendations

Staff recommends Planning Commission receive this report and discuss any questions related to the report. Staff also recommends Planning Commission continue to request six-month reports for the RCS B2 facility in the future (note: this would not be a requirement related to RCS’s approved Use Permit).

Ukiah PD Calls for Service 8/7/21 - 2/6/22

Total CFS: 60

Complaint	Date & Time	Landmark	Call Number	Address	City
DUPLICATE	01/31/2022 07:56:22	WINTER SHELTER	220103249	1045 S STATE ST	UKIAH
INFO	01/31/2022 07:49:28	WINTER SHELTER	220103247	1045 S STATE ST	UKIAH
INFO	01/30/2022 11:31:57	WINTER SHELTER	220103187	1045 S STATE ST	UKIAH
INFO	01/29/2022 11:39:14	WINTER SHELTER	220103063	1045 S STATE ST	UKIAH
DIST	01/20/2022 22:37:21	WINTER SHELTER	220102116	1045 S STATE ST	UKIAH
SUSP CIRC	01/20/2022 12:59:59	WINTER SHELTER	220102040	1045 S STATE ST	UKIAH
829	01/20/2022 11:41:54	WINTER SHELTER	220102033	1045 S STATE ST	UKIAH
INFO	01/18/2022 11:30:26	WINTER SHELTER	220101823	1045 S STATE ST	UKIAH
INFO	01/17/2022 17:23:42	WINTER SHELTER	220101753	1045 S STATE ST	UKIAH
CIVIL	01/14/2022 21:27:51	WINTER SHELTER	220101479	1045 S STATE ST	UKIAH
820	01/13/2022 22:06:56	WINTER SHELTER	220101337	1045 S STATE ST	UKIAH
10851	01/10/2022 20:48:45	WINTER SHELTER	220101022	1045 S STATE ST	UKIAH
SUSP CIRC	01/08/2022 08:53:22	WINTER SHELTER	220100771	1045 S STATE ST	UKIAH
INFO	01/05/2022 11:27:06	WINTER SHELTER	220100414	1045 S STATE ST	UKIAH
INFO	12/30/2021 12:48:01	WINTER SHELTER	211203088	1045 S STATE ST	UKIAH
TRAFFIC STOP	12/29/2021 12:48:37	WINTER SHELTER	211202990	1045 S STATE ST	UKIAH
TRESPASS	12/28/2021 12:11:14	WINTER SHELTER	211202887	1045 S STATE ST	UKIAH
INFO	12/26/2021 20:58:49	WINTER SHELTER	211202747	1045 S STATE ST	UKIAH
INFO	12/25/2021 23:56:17	WINTER SHELTER	211202691	1045 S STATE ST	UKIAH
829	12/20/2021 16:32:10	WINTER SHELTER	211202142	1045 S STATE ST	UKIAH
TRESPASS	12/16/2021 17:37:57	WINTER SHELTER	211201707	1045 S STATE ST	UKIAH
829	12/13/2021 14:14:43	WINTER SHELTER	211201378	1045 S STATE ST	UKIAH
THEFT	12/06/2021 21:14:31	WINTER SHELTER	211200685	1045 S STATE ST	UKIAH
829	12/04/2021 22:40:02	WINTER SHELTER	211200484	1045 S STATE ST	UKIAH
INFO	11/29/2021 16:24:40	WINTER SHELTER	211102880	1045 S STATE ST	UKIAH
SUSP CIRC	11/27/2021 10:37:00	WINTER SHELTER	211102637	1045 S STATE ST	UKIAH
ERROR	11/24/2021 19:09:59	WINTER SHELTER	211102405	1045 S STATE ST	UKIAH
INFO	11/24/2021 01:12:33	WINTER SHELTER	211102326	1045 S STATE ST	UKIAH
TEST CALL	11/23/2021 09:51:02	WINTER SHELTER	211102245	1045 S STATE ST	UKIAH
SUPP	11/22/2021 13:33:37	WINTER SHELTER	211102174	1045 S STATE ST	UKIAH
Animal	11/20/2021 10:41:43	WINTER SHELTER	211101974	1045 S STATE ST	UKIAH
DOMESTIC	11/18/2021 13:37:22	WINTER SHELTER	211101801	1045 S STATE ST	UKIAH
INFO	11/18/2021 10:51:30	WINTER SHELTER	211101776	1045 S STATE ST	UKIAH
FRAUD	11/11/2021 14:43:24	WINTER SHELTER	211101081	1045 S STATE ST	UKIAH
CIVIL	11/10/2021 16:42:29	WINTER SHELTER	211101001	1045 S STATE ST	UKIAH
INFO	10/29/2021 03:21:27	WINTER SHELTER	211003233	1045 S STATE ST	UKIAH
PARKING	10/27/2021 18:46:54	WINTER SHELTER	211003092	1045 S STATE ST	UKIAH
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Bike Stop	10/16/2021 12:30:00	WINTER SHELTER	211001852	1045 S STATE ST	UKIAH
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5150	10/05/2021 09:10:54	WINTER SHELTER	211000514	1045 S STATE ST	UKIAH
INFO	10/03/2021 01:48:54	WINTER SHELTER	211000255	1045 S STATE ST	UKIAH
INFO	10/02/2021 20:44:11	WINTER SHELTER	211000234	1045 S STATE ST	UKIAH
Animal	10/02/2021 15:59:21	WINTER SHELTER	211000195	1045 S STATE ST	UKIAH
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INFO	09/29/2021 00:00:22	WINTER SHELTER	210903068	1045 S STATE ST	UKIAH
INFO	09/22/2021 23:22:41	WINTER SHELTER	210902360	1045 S STATE ST	UKIAH
THEFT	09/21/2021 11:11:14	WINTER SHELTER	210902157	1045 S STATE ST	UKIAH
242	09/15/2021 07:58:14	WINTER SHELTER	210901516	1045 S STATE ST	UKIAH

Ukiah PD Calls for Service 8/7/21 - 2/6/22

Total CFS: 60

Complaint	Date & Time	Landmark	Call Number	Address	City
INFO	09/12/2021 19:23:29	WINTER SHELTER	210901218	1045 S STATE ST	UKIAH
INFO	09/11/2021 19:47:29	WINTER SHELTER	210901092	1045 S STATE ST	UKIAH
INFO	09/09/2021 20:39:42	WINTER SHELTER	210900891	1045 S STATE ST	UKIAH
SUSP CIRC	09/08/2021 06:12:06	WINTER SHELTER	210900701	1045 S STATE ST	UKIAH
INFO	09/05/2021 12:30:47	WINTER SHELTER	210900459	1045 S STATE ST	UKIAH
TRESPASS	09/04/2021 19:05:54	WINTER SHELTER	210900389	1045 S STATE ST	UKIAH
DIST	08/30/2021 19:36:44	WINTER SHELTER	210803257	1045 S STATE ST	UKIAH
DIST	08/29/2021 16:32:29	WINTER SHELTER	210803134	1045 S STATE ST	UKIAH
INFO	08/27/2021 20:15:59	WINTER SHELTER	210802941	1045 S STATE ST	UKIAH
824	08/26/2021 15:04:52	WINTER SHELTER	210802794	1045 S STATE ST	UKIAH
WEL CHECK	08/21/2021 12:20:30	WINTER SHELTER	210802265	1045 S STATE ST	UKIAH

Building Bridges

Homeless Resource Center

Manual

January 2022



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. OVERVIEW

a. Agency Overview

Redwood Community Services, Inc. (RCS) is a multi-service, private, non-profit agency 501c(3) serving Lake, Mendocino, and Humboldt Counties. The organization began its community services in 1995 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.

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.

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 and Managers. 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. Each RCS program is collaboratively developed, implemented, and overseen by this leadership team.

d. RCS Administrative Departments

RCS has developed their administrative infrastructure to provide extensive support to the programs, staff, and people 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 Services Department

The Information Services (IS) 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 supported by a Community Council, which is comprised of B² staff, people experiencing homelessness, neighboring residents, neighboring businesses, partnering agencies and organizations, and other stakeholders.

1. Resource Center

The community resource center includes restroom and shower facilities, laundry space with washers and dryers, a resource room with tables and chairs, non-commercial food preparation area, office space, and donation sorting and distribution space inside. There are community and private spaces 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 to meet with guests, hold a clinic or workshop, or conduct other activities. B² is built and designed to reduce barriers to access for people with disabilities throughout the whole building. Outside the facility has an area behind the building for people to rest, smoke away from the building, put their dogs in the dog run, barbeque, and eat. There are also two storage units made of shipping containers. One of these is used for storing guest belongings. People who are not staying at the B² emergency shelter are prioritized for this guest storage. The other storage unit is used for B² supplies and belongings that have been abandoned by guests (B² holds on to abandoned items for a short time). The facility has a parking lot behind a fence and gate and some parking for the public on the street side of the fence. The intention is to have a resource center which provides integrated services to those who are homeless, assisting them to build resiliency and break barriers to housing.

2. 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 works with the Ukiah Police Department, Redwood Community Crisis Center, and Mendocino County Adult Protective Services to get people who are especially vulnerable off the street, knowing that people are less likely to be arrested or get hospitalized and are more likely to get connected to appropriate resources if they are in shelter with providers supporting them.

f. Foundational Practices

1. Housing First Model

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 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. Housing First does not require people experiencing homelessness to address all 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. 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.

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. 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%. Studies have shown that RRH helps people exit homelessness quickly – in one study, within an average of two months – 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.

2. 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 that includes safer use, managed use, abstinence, meeting people who use drugs “where they’re at,” and addressing conditions of use along with the use itself. Because harm reduction demands that interventions and policies designed to serve people who use drugs reflect specific individual and community needs, there is no universal definition of or formula for implementing harm reduction.

However, National Harm Reduction Coalition considers the following principles central to harm reduction practice:

- Accepts, for better 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 use 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 people who use drugs 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 people who use drugs (PWUD) themselves as the primary agents of reducing the harms of their drug use and seeks to empower PWUD 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 that can be associated with illicit drug use

3. Trauma-Informed Care

Trauma Informed Care (TIC) is an approach that embraces an understanding of trauma at every step of service delivery. This model requires a compassionate and understanding attitude, to address the intersecting effects that trauma can have on people's lives. It seeks to create a culture of nonviolence, learning, and collaboration in all aspects of treatment, while also recognizing the physical, psychological, and emotional importance of guests' and providers' safety.

TIC does not have to be directly focused on delivering trauma-related services or treatments. Rather, it is an approach that is incorporated into the structure of a variety of practices, including housing, primary care, mental health, and addictions services. The aim is to provide services in ways that are appropriate and welcoming for those who may have been affected by trauma.

While the effects of trauma frequently have an impact on services and organizations, trauma often goes undetected. Thus, interfering with their recovery and healing, individuals may be re-traumatized by the services and organizations that they interact with.

Adopting a TIC approach as a service provider, organization, or system involves:

- Recognizing the wide-spread nature of trauma and its effects
- Understanding the potential avenues for recovery and healing
- Being able to identify signs and symptoms of trauma in staff, guests, patients, residents, and other members of the system
- A complete integration of trauma-related knowledge and information into policies, settings, practices, and procedures

Many people experiencing homelessness have faced traumatic events, such as being exposed to violence, experiencing losses, and dealing with severed relationships. The experience of homelessness itself is traumatic, as it involves a lack of stability, a loss of safety and the disconnection from one's community at large.

Research has found that a large proportion of people who accessed emergency shelters, transitional housing, and permanent supportive housing programs, experienced traumatic events during their childhoods. Many met the criteria for Post-Traumatic Stress Disorder (PTSD). Furthermore, intergenerational trauma affects Indigenous communities, which have been gravely impacted by colonial practices, such as: the destruction of Indigenous institutions, disruption of traditions (including Indigenous systems of governance), linguicide, and the implementation of the reserve system, to name a few. Interwoven in many Indigenous experiences of homelessness are the impacts of individual and community traumas, often leading to high levels of mental, cognitive, behavioral, social, and physical challenges.

Trauma, depression, and substance abuse tend to occur simultaneously, and have the potential to impact the ability of people to form healthy relationships, work consistently, and conduct activities of daily living effectively.

The effects of trauma have serious health outcomes for individuals, families, and communities, and thus, services must recognize the role they play in creating supportive and welcoming environments. As there are many different types of traumas affecting people of all ages and across all socioeconomic backgrounds in society, a trauma informed care approach should be an essential component of B²'s practices.

4. Motivational Interviewing

Motivational interviewing (MI) is a person-centered, empathic guiding approach that can lead people to make significant changes in their lives. The practice of MI involves a unique and creative approach of combining spirit and technique. Some have referred to it as a means of practicing "kindness with skill." It is an approach utilized to reach and draw out people experiencing homelessness, to get them ready to accept change and to become motivated to change their circumstances. MI is grounded in mutual trust, and an emphasis on the guest's personal choice and autonomy. MI works not only with homeless individuals, but also with those who may be concurrently suffering from alcohol or other substance abuse, mental illness, and disabilities.

5. Collaborative Problem Solving

Collaborative problem solving is a strengths-based, neurobiologically-grounded approach for working with children and youth that brings new ideas and new hope for helping those with behavioral challenges. The approach is based on more than 30 years of research in the neurosciences that demonstrates that challenging kids lack the skill, not the will, to behave well

– specifically skills related to problem solving, flexibility, and frustration tolerance. Therefore, unlike traditional models of discipline, collaborative problem solving avoids the use of power and control as motivational procedures and instead focuses on building helping relationships and teaching skills largely through a process of teaching parents and loved ones how to resolve chronic problems collaboratively. While this approach is largely utilized when working with children, it is applicable when working with people of any age. The people we serve at B² are often mistrusting and have lots of experience with not getting their needs met. They learn different ways of getting their needs met and those ways are sometimes very challenging to others they interact with. At B² we believe that there is a valid need behind most, if not all, challenging behaviors. Collaborative problem solving can help staff and guests work together to identify the need or problem and collaborate on a solution without engaging in a power struggle.

g. Theory of Change

1. Etiology Driving the Project

Because homeless adults experience the following:

- High rates of trauma;
- Inadequate access to healthcare and prescription medications;
- A lack of resources to maintain personal hygiene;
- Ostracization in public spaces;
- Exposure to the elements (heat, cold, wet);
- Experiences of theft, assault, and frequent disruption of sleep/rest;
- Lack of financial resources; and
- Inadequate access to shelter, food, and housing;

The result is:

- Isolation from social support systems and networks;
- Untreated medical health challenges;
- Higher rates of substance use, mental illness, and/or a worsening of symptoms related to mental illness and/or physical disability;
- Dependence on emergency services for healthcare and shelter;
- Death at a younger age than people who are housed with comparable physical health challenges;
- High rates of interactions with law enforcement;
- Barriers to employment; and
- Increased barriers to acquiring and sustaining housing.

2. Working Hypothesis

If the following is implemented for people who are homeless:

- Short-term access to emergency shelter 24 hours each day;
- Access to a “one stop shop” resource center dedicated to integrated services;
- Access to short and long-term housing in a supported environment;
- Person-centered supportive services;
- Community outreach and engagement;
- Access to showers, bathrooms, and laundry facilities;
- Opportunities for social interaction and community involvement; and
- Connections to primary care providers;

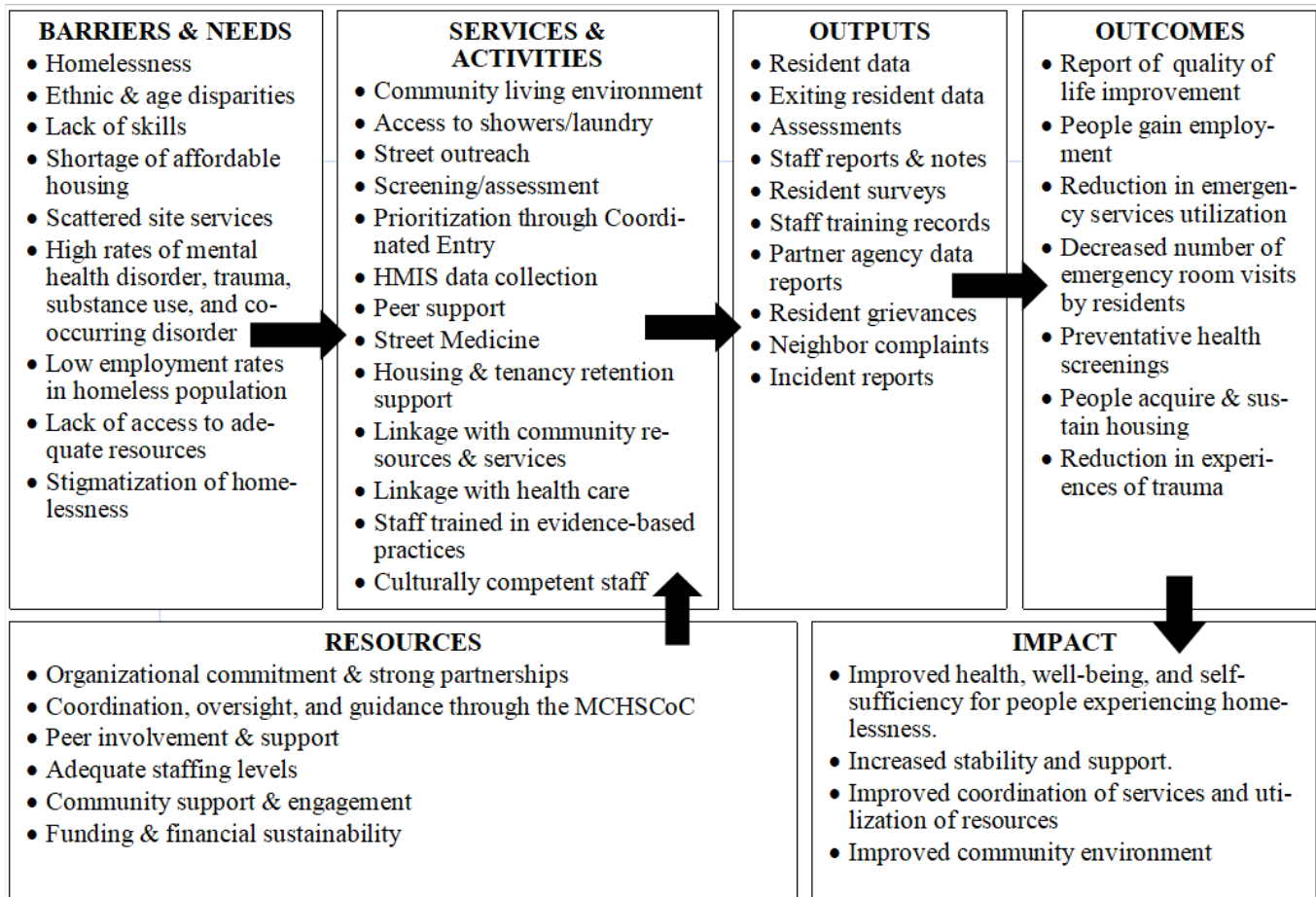
Then people who participate in the program will experience:

- Improved health outcomes;
- Lower rates of substance abuse;
- Increased stability of symptoms related to mental illness, substance use disorders, and other disabilities;
- Increased community inclusion;
- Reduced stigmatization in the community;
- Reduced barriers to permanent housing; and
- Improved relationships;

And the community will:

- Experience a more favorable living environment;
- Realize a reduction in emergency room visits, ambulance calls, and police calls; and
- Improve awareness and reduce stigma relating to homelessness and housing challenges.

3. B² Logic Model



III. 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.

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 second only to that of the city of Detroit, with 161 out of every 10,000 people experiencing homelessness. 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.

The county suffers a lack of affordable housing, with a rental vacancy rate of 4.4% in 2013. 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 housing and over half of renters (52%) pay more than one-third of their income for rent.

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. 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. 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 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.

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). 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. 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. Numerous studies conducted during the past decade identify domestic violence as a primary cause of homelessness in the United States.

b. 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.

c. 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.

IV. 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. Resource Center

The day portion of B² is open to the public when there are sufficient staffing levels to support guests with accessing services safely. Hours of public operation can vary depending on these staffing levels but will occur between the hours of 9:00am to 6:00pm. When the facility is not able to be fully open to public services, people from the public are permitted to come to the facility to check their mail during designated mail hours. They can also come to be screened for shelter access and Coordinated Entry housing resources during designated screening hours. They can meet with facility Housing Navigators and other supportive services by appointment.

The resource center space is accessible to shelter guests 24 hours/day when staffing levels are sufficient to maintain safety.

2. Inland Emergency Shelter

The emergency shelter is open 7 days/nights a week. The shelter dorms are accessible 24 hours a day when staffing levels are sufficient to maintain safety. The shelter will be open year-round as long as funds are available to support safe operations. If funds are not available to support year-round operations, B² will prioritize being open during the winter/spring months of November—April.

c. Target Population

1. Resource Center

The target population of the resource center is those experiencing homelessness and those at risk of homelessness.

i. Resource Center Capacity

The 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 resource center shall not exceed the established occupancy limit.

2. Inland Emergency Shelter

The emergency shelter prioritizes adults who fall within the definition of chronic homelessness. The primary focus is on individuals, with families with children being referred to other community resources. However, given availability of funding, families with children could be sheltered temporarily by placing them in hotels.

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 intense 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. They are also more likely to experience adverse health outcomes. For these reasons and other B² targets this population for services and shelter.

i. Emergency Shelter Capacity

The emergency shelter may have a capacity to serve up to 60 of the community's most vulnerable homeless population. The total number of people in the shelter shall not exceed the established occupancy limit.

d. Program Environment

1. Resource Center

The resource 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 available. The showers, bathrooms, laundry, and food prep space are accessible to both the resource center and the shelter portions of B².

2. Inland Emergency Shelter

The shelter consists of a large open space, with partition walls creating 3 separated spaces, each with rows of beds and bunkbeds. One area is primarily used by and another area is primarily for women. There is an area between the men's and the women's where gender diverse couples can be placed and where we have flexibility with bed assignment. The shelter places people in either

the gendered spaces or the mixed space, depending on their preference and according to their gender (self-disclosed and with their input if there is potential for safety challenges). There is an observation space between the areas, allowing for staff to monitor the shelter guests. The resource room, shower, restroom, laundry, and food prep space are accessible to the shelter 24 hours a day. As long as there are sufficient staff to provide support, the shelter is accessible to people 24 hours a day as well.

3. Outside Areas & Additional Resources

The outside space has a privacy fence all around the perimeter, with a gate across the driveway to the parking lot. There is an outside space within the fenced area for B² guests to utilize. There are picnic tables, gazebos for shade and rain coverage, a dog run area, and dog kennels. 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 a lot of potential for additional development of projects. The Stakeholder Council will collaborate and make decisions regarding new project proposals. Projects that have been discussed, but not decided on, include a community garden, expanded storage space, and development of additional office or shelter buildings. There would be appropriate planning and coordination with relevant parties (i.e., the City of Ukiah and funders) prior to implementing any new developments.

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 resource 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 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.
- 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 for each chemical item used 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.
- Facility maintenance issues will be reported to the Site Safety Officer and a Maintenance Request will be submitted. The RCS Maintenance team will regularly come to B² to do repairs and maintenance. In the case of a maintenance issue that is a threat to safety and health, B² staff will contact the Maintenance team to have them come address it as soon as possible.

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.
- 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. Precautions will be taken, such as wiping up spills and crumbs immediately, asking incoming guests about experiences with lice and other pests, and directing guests to keep clothing and fabric items off the floor to prevent the spread of insects. B² will have pest-control inspections and it addressed professionally when needed. B² staff will be trained in preventing and addressing pest infestations.

f. Building a Community

1. Stakeholder Council

The Stakeholder Council meets once a month to review the effectiveness of B², provide a forum for feedback and discussion with stakeholders, 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.

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

- City of Ukiah representative
- Ukiah Police Department representative
- At least one person who is currently or has recently been homeless
- RCS representative
- Partnering agency representatives
- Ukiah business owner
- B² neighbor

Employees of Mendocino County or other organizations may attend meetings for informational purposes, without holding a seat on the Council.

2. B² Forums & Public Trainings

B² hosts a monthly forum that is accessible to anyone who wishes to attend. This forum is an opportunity for people to hear about what B² is doing and to voice concerns. The forum is also used as an opportunity for training on homelessness, housing challenges, strategies for addressing homelessness, and the work being done in the community around homelessness.

3. B² Guest Community

B² guests have built a strong community that is actively supported by the staff and volunteers who come to the facility. B² hosts events, community meals, activities, and groups to engage this community and build people up.

4. Being Good Neighbors

RCS works to 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 work with neighboring businesses and law enforcement to prevent or address concerns. B² makes it a regular practice to tour the neighborhood, picking up litter and redirecting B² guests who may be loitering. A monthly neighborhood cleanup event is held, with people from the community being invited to participate. B² guests actively participate in this event and are expected to contribute in positive ways to the functioning of B² and neighborhood.

5. 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.

- **Mendocino County Homeless Services Continuum of Care** – RCS is committed to working collaboratively with the MCHSCoC and aims to design programs targeting the homeless population in alignment with the MCHSCoC Strategic Plan.
- **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 and B² work together on serving unhoused youth.
- **Ukiah Police Department (UPD)** – RCS works collaboratively and cooperatively with the UPD. UPD refers people on the street to B² for support.
- **Adventist Health-Ukiah Valley (AHUV)** – The AHUV 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 a room where Street Medicine Program workers can meet with clients during their regular clinic.
- **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

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certificates. B² screens people for CES and provides limited support to people who are selected for CDC resources through CES.

- **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. MCAVHN and B² work together to assist people living on the street. MCAVHN will come to B² to provide supportive services.
- **Manzanita Services** is an adult drop-in center and provides groups and classes, mental health support services, crisis services, and case management. Manzanita and B² work together to assist people living on the street. Manzanita will come to B² to provide supportive services.
- **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. B² works closely with Crisis to support clients who are diverted from hospitalization or are coming out of the hospital.
- **RCS Behavioral Health Services (BHS)** – for people in need of mental health and substance use disorder services.

V. SERVICES OFFERED

B² works 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 | |

See *Appendix F* for more information and details on services offered.

VI. ORGANIZATIONAL & MANAGEMENT PLAN

a. B² Staffing

Staffing for the facility could include, but isn't limited to:

- *Program Manager* oversees the project, ensuring the policies are implemented in compliance with regulations and best practices. They monitor for risk and mitigate issues related to safety. They apply for, secure, and work with RCS' financial department to manage the project's funding. They report to stakeholders and facilitate community meetings
- *Program Supervisor* provides general oversight and guidance to the day to day operation of the facility. They supervise the Peer Support Counselors, provide housing navigation and case management services to guests, conduct community engagement, address guest complaints, and implement the policies of the facility.
- *Housing Navigators* assist guests with acquiring and sustaining housing, while addressing their barriers to housing and connecting them with resources necessary to stabilize in housing.
- *Lead Peer Support Counselor* (PSC) is a mentor to the team working on the floor in the facility, providing guidance and training to the other PSCs. They are skilled in guest engagement and interventions. They act as the facility's Safety Officer.
- *Peer Support Counselors* supervise the space to monitor safety, engage with the guests on individual levels to identify what their needs are, and provide health and safety education. They conduct screening and intake for the shelter and Coordinated Entry. They refer guests to community resources they could benefit from.
- *Licensed Vocational Nurse (LVN) Case Manager* provides medical assistance, medication management, doctor referrals, and case management services while coordinating with pertinent partners on the care of guests.
- *Program Analyst/Assistant* screens guests, conducts guest satisfaction surveys, completes data entry in the Homelessness Management Information System (HMIS), conducts quality assurance and improvement efforts on project data and reporting, compiles reports, and monitors compliance with data requirements.
- Additional service providers could include: mental health service providers, case managers, employment services provider, Street Medicine worker, substance use treatment providers, and other providers from community partner agencies.
- 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.

- Staff working the overnight shift will remain awake through their shift.

1. Staff Training

At least one 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 the facility and project, 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. 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 and trainings, 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.

c. Financial Plan

1. Fundraising

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
- 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 at B² and through RCS' social media outreach. In-kind donations and contributions play a significant role in keeping the cost of operations down.

VII. 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 physical or verbal violent or abusive behavior, including the use of abusive language and/or threats towards others. Violent assault and abuse are grounds for immediate removal from B². Abusive language and threats could be reason for immediate removal from B².
- **SUBSTANCE FREE FACILITY** – Smoking is allowed only in designated outside areas. No use, possession, and/or sale of alcohol and/or illicit substances is permitted on B² grounds. 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 facility. Use, sale, possession, or distribution of illicit substances on facility grounds could lead to 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 excessive belongings. Shelter guests are to keep their belongings contained to their designated cabinet or under their bed if they have that space available. Guests visiting from the public are not to leave their belongings on property when they are not here.
- **SAFE & PRIVATE** – For the safety and comfort of all guests, guests are not to engage in sexual activities. No firearms, pellet guns, explosives, or illegal weapons will be permitted. Knives and other weapons must be locked in the secured locker by staff while on property. In the shelter area, guests are not allowed in other guest's sleeping areas or cabinets.
- **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.

VIII. 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.

IX. 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.

X. PROGRAM POLICIES

a. Changes to the Program Manual

The operations of B² are overseen by the B² Stakeholder Council and RCS Leadership. Major changes to project policy or practice will be reviewed by the Council. B² keeps the City of Ukiah Planning Department apprised of updates to project operations and participates in regular reports to the City Planning Commission and/or City Council.

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 agency's 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. 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. B² serves as an access point for CE and will conduct CE screenings with qualifying households using the appropriate screening tool. B² will also provide short-term supportive services to guests selected for housing resources through CE.

e. 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 assault, illegal weapons possession, sale/distribution of illicit substances); or
- Has needs that exceed the resources and expertise of B².

Guests who exit the shelter, whether voluntarily or involuntarily, have a waiting period of two weeks before they can try again to be admitted into the shelter. This is in place to assist with deterring people from repeatedly checking in and checking out of the shelter.

More information on Discharge can be found in the B² policy and procedure (P&P) on Navigating Difficult Behaviors.

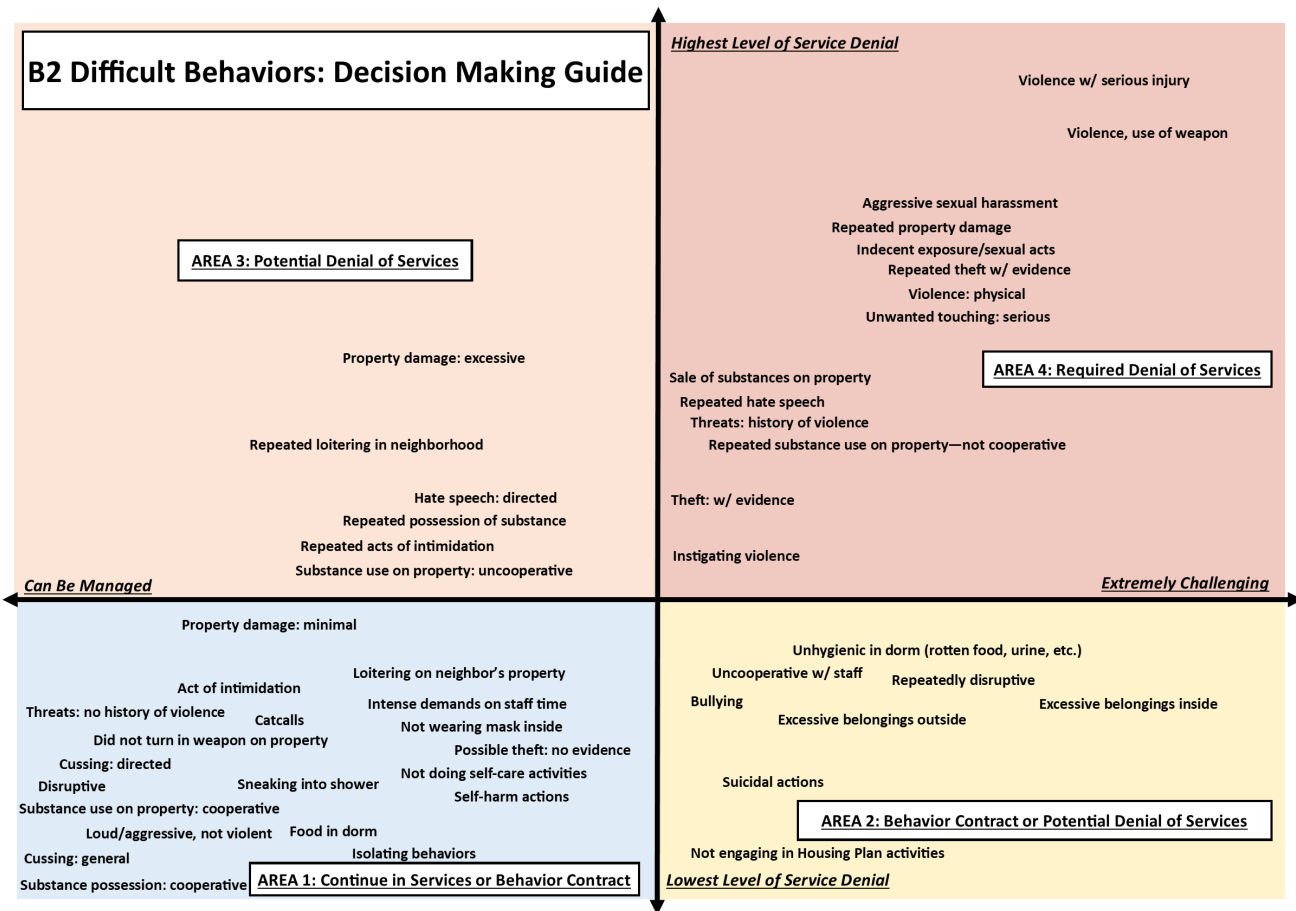
1. Involuntary Discharge & Denial of Services

- i. Guests who engage in violent assault or abusive behavior that presents an immediate threat to the safety of others are subject to immediate dismissal from B². When there has been an assault on property and staff can verify the assault or when staff determine that guest behavior presents an immediate threat to the safety of others, staff may direct the guest (or guests if there are multiple guests responsible for the violence and threat to safety) to leave the facility. When safely possible, staff must contact the Program Manager and/or Supervisor to report the incident. Guests who are exited in this way should be told when they can return to inquire about the status of receiving services at the facility. An investigation will be conducted, and an appropriate response will be determined according to B² protocols.
- ii. Guests who have repeated violations of the Code of Conduct could be exited from services for an established period. When it is not an immediate safety risk, the Program Manager or Supervisor must be consulted on and inform the final decision to ask a guest to exit the facility and will establish the length of denial of services according to the protocols for Navigating Difficult Behaviors.
- iii. B² employees should strive to 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 have another staff with them during the

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discharge process. All guests who are involuntarily exited from the resource 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.

- iv. An Involuntary Exit or Denial of Services from B² requires the completion of an Agency Incident Report (AIR).
- v. B² has established a Decision Making Guide and process for Engaging Difficult Behaviors. Included here is the guide drafted in 2021. This guide and process was created by the whole B² team, with input from guests.



2. Appeal Process

If a guest who has been involuntarily discharged or is being denied services wishes to be considered for re-entry to the resource center or shelter before their period of service denial has expired, they may take the following steps:

- The guest should request a meeting with B² leadership and discuss the matter fully with them. These meetings may be held at the facility if it is safe to do so. If it is not safe to meet at B² an

alternative location will be identified. The B² leadership team will identify any corrective action plan required and consider if the guest's appeal should be granted. If a corrective action plan is indicated, it will include details on what is required of the guest for them to return, if there is a waiting period before they can return, and what should occur if they violate the plan, among other things. The B² P&P on Engaging Difficult Behaviors gives more information on considering appeals.

- If the guest is not satisfied with the outcome of their appeal, 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.

f. Emergency On-Call Support

The B² manager and supervisor rotate being on-call after normal business hours and on weekends to provide back-up support to the facility staff. The staff 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. When staff need to contact emergency departments, they will notify the Program Manager or Supervisor as soon as it is safe to do so.

g. Emergency Situation Beds

B² will work with emergency service providers (law enforcement, the RCS Crisis department, etc.) and hospitals to support guests who need immediate assistance and shelter. Emergency service providers and hospitals can contact the Program Manager or Supervisor to see if a shelter bed can be arranged for the guest. While a bed may not be guaranteed, B² is committed to reducing hospitalization and supporting guests with having a warm place to stay when getting discharged from the hospital.

h. Food

B² could 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 to heat foods. 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.

i. 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. RCS respects the right of individuals to make complaints and there will be no retaliation against the complaining party.

j. Guest Aftercare & Follow-up

Guests may continue to utilize the resource 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 the participant maintains permanent housing.

k. 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 (HHSA). It is used in CE and to collect and manage data associated with assessments and referrals.

l. 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, Supervisor, 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. Agency Incident Reports will be completed on critical incidents according to RCS and B² policy. Communication about incidents and pertinent information will happen between staff during shift change and on the staff log.

m. 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.

n. Laundry

The laundry facilities are available for use by both the resource center and the shelter. While staff or volunteers 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. Resource Center

Guests must sign up with staff 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 Emergency 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.
- On the scheduled laundry day, the guest is to strip their bed and put soiled bedding into the dirty laundry receptacle in each dormitory. Staff will reissue clean bedding for the guest to remake their bed each week.

o. 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 is noticed to have not been taking their medication or taking too much or too little.

1. Guest Guidelines for Self-Administration

- The guest should 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 guests have taken their medications out of the medication locker or put medications into the locker.

3. SHARPS Container

B² has a SHARPS containers secured throughout the facility. For guests who need to discard needles, they may do so in this SHARPS container. The SHARPS containers are removed from the facility when full and disposed of according to proper instructions.

p. 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 require medical verification from the requestor that the accommodation is reasonable and necessary. Admission to B² will not be denied because of disability, so long as the facility is able to safely provide services to the guest. Guests must be ambulatory or able to care for their own hygiene, clothing, feeding, and bathing needs. As the facility does not provide food, guests must be able to acquire their own food.

q. Parking Lot Use

The parking lot is for use by staff, guests, and visitors to B². Car camping and camping in general on B² grounds is not permitted. Vehicles parked at B² must be operational and moved upon request or need. Guests should not use the B² parking lot to conduct vehicle repairs, except with special permission. Vehicles that are non-operational or are abandoned could be towed after notice is given

to the owner or reasonable attempts to give notice are made. The parking lot is primarily a place to park vehicles. It is not a place for group socializing, setting up tents or canopies, setting up a barbeque, or activities other than parking a vehicle there, except for special events.

r. Personal Belongings & Cleaning Expectations

Due to limited space and the need to keep the space we have safe; guests are required to limit the volume of personal belongings they bring inside B² (both the resource 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 resource center or emergency shelter permit the storage of firearms, perishables, alcohol, or illicit substances. B² will also not take responsibility for the storage of guest money or valuables. All knives must be turned in to staff and will be kept in a locked cabinet while guests are on property.

1. Public Guests

Guests who are not staying at the shelter must take their belongings with them when they leave, except for those items they make arrangements to keep in lockers or available storage. Limited storage space inside a locked storage container may be available to guests and will be prioritized to those people who are not staying at the shelter. Personal belongings left on the facility grounds will be considered abandoned after seven days and disposed of.

2. Inland Emergency Shelter Guests

Storage space is available inside the shelter on a limited basis. Each bed has a cabinet assigned to it for the storage of personal belongings. Shelter guests are expected to keep their belongings contained within this cabinet and, if available to them, the space underneath their assigned bed. A small quantity of belongings may be kept on top of the assigned cabinet. No totes or boxes may be kept by the bed on the floor.

Guests may not hang blankets, sheets, towels, or curtains around their bed area or hang clothes off the side of the bed if they are on a bunk bed. Food items may not be stored in the shelter dorms. Guests may store non-perishable food in the locked food cabinets. Bicycles and carts (not grocery carts; this could mean strollers or other kinds of carts) may be kept outside. These should be locked to the bicycle rack. Carts kept outside must be empty of belongings.

Guests may not pile belongings on their beds. Beds are for resting on, not storing their belongings on. Guests are required to keep their bed areas clean and free from trash. If they are not able to accomplish this by themselves staff will assist them. No extension cords may be used in the dorms. Guests must not overload the electrical outlets.

Guests must keep sheets on their beds, covering the mattress, and keep a pillow case on the pillow they are using. When exiting the shelter, guests must leave behind the bedding that belongs to B².

Staff conduct a dorm check on the same day every week (i.e., every Tuesday or every Thursday). During these checks, they are seeing if guests are following the facility guidelines and ensuring the facility remains safe and clean. Guests who have excessive belongings or whose bed area is not clean will be given a specific time and date (likely later the same day or the following morning) to comply with expectations. Staff will complete a shelter dorm cleaning at that time and anything that is not inside of the designated cabinets or under the guests' beds will be cleared from the space. Guests are designating these out of place items as garbage by leaving them out of the approved storage areas (cabinet or under bed area). These things that are cleared from the space could be disposed of by the facility. Guests are informed of this policy as part of their orientation to the shelter and at least weekly if they are struggling with following the requirement.

Guests who exit the shelter or who are discharged 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 disposed of.

3. Guest Vehicles

Guest vehicles may be parked in the parking lot in appropriate places. Guests from the public are not permitted to keep their vehicles parked at the facility overnight. Shelter guests may keep their vehicles inside the fenced parking lot while they are staying at the shelter. Guests may store their belongings in their vehicles. There must not be items on the ground around vehicles or piled on top of vehicles. Guests should not conduct vehicle repairs at the facility. Vehicles must be in working order and able to be driven off the property. Any vehicle that is left unmoved for over a month for any reason could be towed. Guests will receive a warning letter if their vehicle is at risk of being towed. If a vehicle is left at B² after a guest leaves the shelter, it will be considered abandoned after one month and will be towed. B² works with a local towing company to have vehicles removed and this has a cost. Guests could be required to compensate the facility for the cost of towing their vehicle.

s. Pets

Pets will be permitted on a case by case basis. Some limited kennel and crate spaces are available. 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 have a 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.
- All animals must be properly vaccinated.
- 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.
- Pets who are left without being under the care and responsibility of a specific consenting adult could be surrendered to Animal Control.
- B² will report witnessed abuse or neglect of any pet to Animal Control and law enforcement.

t. 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.

u. Reporting to City of Ukiah

B² provides regular reports to the City of Ukiah on community complaints, data and utilization, incidents, and other relevant information.

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 staff at all times 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 could require reporting 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.

Additional security measures include nighttime lighting and cameras overlooking the parking lot and side yard. 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 so they can report 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.

w. Shelter Check-in Time

Shelter guests are required to check-in at the facility by 8pm and should remain on property after 8pm. Guests who do not check in by 8pm or who leave during the night could be exited from the shelter for not using the bed assigned to them. Staff may give guests permission to leave the property after 8pm or to come back later than 8pm, especially to accommodate employment, medical needs, and special events. It is the guest's responsibility to communicate with staff about their needs to be late or to leave the property after 8pm. Guests who want to be away from the shelter for the entire night must speak with the Lead Peer Support Counselor, Program Supervisor, or Program Manager in advance. The bed assigned to that guest may be given to someone else for the night(s) they are out.

x. Shelter Guest Orientation

- Each guest will be assigned a bed, linens, blanket, and pillow.
- Guests should be shown their bed, the bathroom facilities, smoking area, activities area, etc.
- Guests are given the B² Guest Agreement/Code of Conduct to read or staff will read it to them and answer any questions.
- Facility 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 a standardized screening tool. This screening tool is designed to align with the MCHSCoC CE process. 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 specified hours, depending on staff availability. 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. In addition, individuals known to have open warrants will not be permitted for entry until they have resolved the issue with law enforcement.

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. Guests must keep appropriate bedding on their beds.
- Each bed has a cabinet assigned to it for guests to keep their belongings.
- The shelter implements routine procedures for disinfecting the bed and assigned cabinet with each change of guest.

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 a reasonably short period, to not use an excessive amount of water or prevent others from accessing the showers. Persons with infants and young children will be provided adequate space 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 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 with their substances. Guests who refuse to leave could be discharged from the shelter or denied services from the facility for a period, in accordance with the protocols for Addressing Difficult Behavior.
 - 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 are at risk of being denied services.
 - When guests are intoxicated while at B², they are expected to maintain a reasonable level of safe behavior. Staff will provide supportive services as appropriate and, as staff are available, will intervene 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 for guests to make and receive calls and contact the fire department, paramedics, police, and site supervisor personnel. 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 whose violation of the rules is a threat to the immediate safety of others, such as violent assault or abuse, could be subject to immediate dismissal from B² and denial of services. 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 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. Please see the Discharge Section for more information.

ff. Visitors at the Shelter

The shelter does not permit guests to have visitors unless it is during hours the facility is open to the public or by special arrangement.

- 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 currently has limited capacity to provide community service and volunteer opportunities. Individuals who need to complete community service will need to be self-driven and able to complete janitorial tasks without much oversight. B² asks B² guests to volunteer and participate in cleaning the facility, the property, and neighboring properties. B² staff and guests do regular neighborhood cleanup (nearly daily). A larger scale trash collection effort is organized monthly to clean the neighborhood and volunteers are invited to participate. There is an unofficial volunteer role for people soliciting for donations of supplies. There are a handful of amazing people who do this for B².

hh. Weapons

Firearms, including BB guns and explosive devices, and illegal weapons are not allowed on B² grounds. Other weapons must be checked in with B² staff immediately upon entering the facility. 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, scissors, 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.

XI. PROGRAM EVALUATION

a. Project Goal

B²'s goal is for individuals and households experiencing homelessness in Mendocino County to experience decreased barriers to community integration and housing.

b. Performance Measurement

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

Performance Measurement Framework			
Goal	Activity	Output Targets	Outcome Targets
Prevention & Diversion			
• People will maintain their housing.	• Prevention resources	• 90% of guests will be screened for housing options • At least 25% of households presenting with a housing crisis will	• At least 5% of households presenting with a housing crisis will have their homelessness

Redwood Community Services, Inc.

Performance Measurement Framework			
Goal	Activity	Output Targets	Outcome Targets
People will be diverted from requiring shelter and system resources.	- Housing Navigation services - Legal services - Mediation - Family finding services	receive in depth support services to advocate for and/or provide connections to housing resources	prevented or will be diverted from accessing system resources
Resource Access & Equity			
- People can resolve their housing crisis quickly - Access to resources is equitable, with consideration given to the disproportionate impact homelessness has on people from underrepresented backgrounds	- Emergency shelter - Drop-in center - Supportive services - Housing Navigation services - Redwood Equity, Diversity, & Inclusion Committee - Standardized screenings for resources with attention paid to increasing equitable access	- Provide shelter, if diversion/prevention not possible - Provide housing services to 100% of those in shelter - The demographic breakdown of those accessing resources will reflect the breakdown found in the general homeless population and work to reflect the overall Mendocino County population demographics	15% of shelter guests connected with permanent housing within 60 days of shelter entry 35% connected with permanent housing within 90 days of shelter entry <5% of those who obtain housing will return to shelter within a year of obtaining housing
Housing Stability			
People receive the assistance they need to sustain housing and develop their own resources	- Housing Navigation services - Rapid Re-Housing (RRH) program - Permanent Supportive Housing - Other housing resources	- Provide short-term RRH assistance to households - Assist households with developing their own resources to sustain their housing - Connect households with Permanent Supportive Housing resources - Provide supportive services to households receiving RRH/PSH assistance	- Participants remain stably housed after placement: 95% for > 6 months 85% for > 12 months 80% for > 24 months

c. Program Documentation & Evaluation

Program evaluation for the project will include addressing questions designed to assist with determining whether the program's processes are effective and whether the program is resulting in desired outcomes. Questions to be reviewed regularly and the types of data to be collected, include, but are not limited to:

1. Are outreach and recruitment efforts effective for engaging the target population?
 - The data will include documentation of outreach contacts and presentations; CE system by-name list information; the number of guests enrolled in the Shelter and their ranking on the by-name list; the timeframes from entry into the CE system to entry into supportive services and housing; demographic characteristics (age, gender, race/ethnicity, sexual orientation, religion, primary language, etc.); history of homelessness; disability information; veteran status; guest strengths and challenges; and relevant history.
2. Are program services and supports effective for engaging the target population and aiding them with addressing their housing crisis and barriers to housing?
 - The data will include numbers and types of services accessed, length of Shelter stay, exits and re-entries to the Shelter, guest progress on Individualized Housing Plans, history of homelessness, guests exiting to housing, guests sustaining housing after exit, and guests reports on their experiences through surveys and interviews.
3. Are the participants satisfied with the services they receive at B²?
 - The data will include results from guest satisfaction surveys; self-reported changes in quality of life, satisfaction with the program, and severity of symptoms related to physical and behavioral health and other aspects of life; and any formal complaints and grievances filed, including the outcomes of those complaints.
4. Do Center guests experience improvement in their stability, quality of life, and their satisfaction with life?
 - The data will include participant satisfaction surveys results; wellness survey results; reports on emergency room utilization and hospitalization; relevant life changes, for instance: securing employment, completion of a HS diploma or college degree, a new diagnosis; as well as documentation of changes over time in symptoms of chronic conditions.
5. Are guests experiencing improved community inclusion?
 - Are there less complaints about people who are homeless since the Center/Shelter opened? What is the general public attitude regarding homelessness since the Center opened? Qualitative data relating to guest interactions with the housed residents in the community and vice versa could be collected. For example, housed and unhoused community members could be interviewed to gauge perceived acceptance of Center guests into the community. Changes in community collaboration through involvement in social events and community organizations could be monitored to determine the level of community integration between unhoused and housed community members. Data could be collected to assess the number of complaints to local law enforcement and other policy-driven agencies, regarding the homeless community members since opening the Center.

6. Are staffing levels sufficient to meet the needs of the participants, the project, and the staff?
 - The data will include the following related to staff productivity: time sheets or other documentation of time worked, for both paid staff and volunteers; documentation of the nature of the work and the services provided; feedback from participants and staff on the sufficiency of staff availability; and suggestions for improvement in processes.
7. Are there resources available sufficient to support the project?
 - The data will include monitoring staff productivity and progress toward completion of project goals and objectives, income and expenditures to address any gaps in resources in a timely manner, and information from partnering agencies supporting the project.

d. Data Collection Methods

Table 1

Description of Data Sources and Methods.

Data Source	Data Collected	Collection Method	Timeframe
Screening & intake interview	• Demographics • Risk factors • Homelessness history • Functioning • Wellness & health • Resources • Stability • Local prioritization factors	Interview administered to guest by staff to enter into CE system and facility services	• When first engaging in B² services; when seeking enrollment in CE; at least every 6 months until housed
Housing Stability & Barrier Assessment	• Strengths • Areas for engagement (challenges) • Personal goals • Resources • Needs • Team of supports • Health/wellness	Interview Assessment form	• After acceptance into Rapid Re-Housing/Housing Navigation services
Individualized Housing Plan	• Housing goal • Action steps to achieve goal • Timeline for achieving steps	Collaborative meeting of the guest and staff	• For Shelter guests: within 4 days of entrance • For Center guests: for those identified as eligible for additional supportive services
Guest satisfaction survey	• Satisfaction with services, facility, etc.	Anonymous survey	• Quarterly
Exit interviews	• Exit reason • Timeframes • Aftercare plan • Exit destination • Resources	Interview Exit form	• Upon exit from B² services and programs

Redwood Community Services, Inc.

Data Source	Data Collected	Collection Method	Timeframe
	- Wellness - Stability		
Guest records (case notes, assessments, complaints, etc.)	- Timeframes of guest entry/exit - Services - Referrals - Progress on goals - Strengths - Challenges	Audit of guest file	Bi-annual
Partnering organization reports	- Emergency room utilization - Police interactions - Calls to police relating to transient activity - Hospitalization - Resource utilization	Provided by community partners	Bi-annual or annual

e. Using the Data

An individual's response to the specific questions on the B² screening provide a great deal of information for screening, triage, and partnering with guests in developing individualized care plans. It includes questions on the individual's history of housing and homelessness, including the frequency and duration. Additional items on the screening tool include, but are not limited to, the following topics: 1) health needs (physical, mental, substance use, medications); 3) use of emergency services (emergency room, ambulance, hospitalization, other crisis services); 4) risk of harm from others (attack, robbery, exploitation); 5) risk of harming self or others; 6) interactions with law enforcement; 7) social relationships; 8) money management; 9) meaningful daily activities; and 10) abuse and trauma.

Data from the screening tool will be useful for program evaluation at both the program and individual client level. Respondents are asked to consider the last six months when answering many of the questions. The screening can be re-administered every six months and aggregate data can be used to compare changes over time in the guest population. The same data examined at the individual guest level can provide information for the guest and service provider on changes and patterns over time in the guest's risk factors, functioning, and wellness levels. Data from the individualized service plans, wellness surveys, and case notes will also be utilized to gauge progress over time. That kind of feedback can be motivating for guests who are able to witness their wellness indicators improve over time. For those not showing improvement, the information can help point the guest and service providers in the right direction to alter the service plan to better assist the guest. This data will also be useful for evaluating the need for programmatic revisions.

In addition to the screening occurring at intake and then every six months thereafter, guests will participate in quarterly satisfaction evaluations. These, along with any filed grievances and

information from the B² community meetings, will provide stakeholder input on the functioning of the program and inform policy development and revisions. In addition, stakeholder surveys will be distributed to community partners, neighbors, and other residents. These will be utilized to gauge how well the project is helping reduce impacts on the community and if there is a reduction in stigma associated with homelessness.

B²'s goal is for each guest to stabilize in a safe, ideally housed, environment and work to achieve the highest level of independence possible. This could mean long-term residency in the on-site housing units once they are built, or it could mean working towards acquiring other stable, independent, permanent housing in the community. It could mean the guest leaves Mendocino County for a community that can better support them. It could mean short-term assistance is needed or long-term. Success is individualized and will vary between each guest.

The evaluation team will consist of B² guests and staff, agency leaders, community stakeholders, and community partners. The data will be gathered from residents and stakeholders. The purpose of the evaluation plan is to determine if the project is successful as defined by:

- Guests are securing permanent housing;
- Guests are gaining employment and/or education;
- Hospital and emergency responses are being decreased;
- Impact on the community is being decreased; and
- Guests' overall well-being is improving.

The evaluation plan of the program utilizes several data sources due to the program being in its formative stage. The various data collection methods are intentional to assist with the validity of evaluation. Utilizing different data gathering techniques will provide credibility to evidence used to determine if the project is achieving its goals. If the data demonstrate that the program is successful, it can create opportunities to work with additional community partners and build on what is working to increase successful guest outcomes. If the data reveals that areas of the program are unsuccessful, that indicates opportunities to improve the program and adjust. Both options are positive opportunities for growth and community engagement.

XII. 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 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. & Parvensky, 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.

f. Details on Services Offered

This Building Bridges (B²) program manual attachment further describes the services that could be offered through the project and how each of them are accessed and, if relevant, funded.

The B² project services have been funded through MCHSCoC (CESH), Mendocino County Health & Human Services Agency (HHS – General Assistance, CalWORKs, Behavioral Health & Recovery Services, Whole Person Care), State of California Emergency Solutions Grant (ESG), and other sources. The project depends largely on one time funding streams that are not guaranteed to renew year to year. Building the sustainability of the project has proven challenging, as funding for homeless services is not consistent or mandated. There are some elements of the project that may only be implemented for a short time (for example, if there is a funding stream supporting a specific project) or may only be implemented when there is funding sufficient to support the activity (for example, Housing Navigator services may only be offered to the public if there is sufficient funding to support multiple Navigators; otherwise, these services are limited to guests of the shelter or the population specified by the funding source). B² adjusts what kind of services are available and the size of the target population depending on what funding and staffing resources are available. The primary expense associated with operating the project is the personnel costs associated with the B² Peer Support Counselors (PSC). The project prioritizes providing shelter and resources to people staying at the shelter. If the project can bring on additional PSCs, services and resources will expand to support people from the public (people living on the street or experiencing a housing crisis who are not staying at the shelter). The hours the facility is open to the public may vary. Changes to funding streams and the resources available at B² and hours of operation are communicated to partners through the B² Stakeholder Council.

Services Offered Out of Building Bridges

1. Showers: the facility has 5 private shower stalls with dressing space and one ADA shower/bathroom combo. When B² is open to the public, these showers are made available to guests who live on the street or otherwise do not have access to a shower due to their housing crisis. These showers are available to guests staying at the shelter during specified hours (vary depending on staff availability). If B² is closed to the public, community partner organizations such as Manzanita may work with us to host an open shower and laundry day. For example, Manzanita staff could schedule a time to come to B² to support their clients with accessing the facility showers and laundry.
2. Bathrooms: the facility has 4 small private bathrooms (toilet and sink) and 4 private ADA bathrooms (toilet and sink in room). B² aims to make bathrooms available to guests from the public whenever possible if safety can be maintained.

3. Laundry: the facility has four washers and five dryers (1 ADA). These are utilized to wash “house laundry” (facility towels and bedding). Shelter guests can also access them depending on staff availability. When B² is open to the public, laundry can be done by people staying at the shelter and those living on the street or experiencing a housing crisis. Each person is limited to one load per day. If there are machines out of order, laundry access is prioritized in the following way: House laundry first, shelter guest laundry second, public guests last.
4. Community Service & Volunteer Opportunities: B² currently has limited capacity to provide community service and volunteer opportunities. Individuals who need to complete community service will need to be self-driven and able to complete janitorial tasks without much oversight. B² asks B² guests to volunteer and participate in cleaning the facility, the property, and neighboring properties. B² staff and guests do regular neighborhood cleanup (nearly daily). A larger scale trash collection effort is organized monthly to clean the neighborhood and volunteers are invited to participate. There is an unofficial volunteer role for people soliciting for donations of supplies. There are a handful of amazing people who do this for B².
 - This is a service area that could be developed and expanded, potentially needing a volunteer coordinator to help flesh it out.
5. Resource Navigation (case management): B² employs Housing Navigators who provide housing focused case management services to guests assigned to them and a Licensed Vocational Nurse (LVN) Case Manager who focuses on medical needs. The B² PSCs also provide resource navigation services, helping guests get connected to resources available in the community. All B² employees will take opportunities to aid guests with navigating the sometimes complicated services and resources in the community. These services have been funded through MCHSCoC (CESH), Mendocino County Health & Human Services Agency (HHSA – General Assistance, CalWORKs, Behavioral Health & Recovery Services, Whole Person Care), State of California Emergency Solutions Grant (ESG), and other sources.
6. Donation Closet: the facility has a donation room with basic clothing (think comfort clothes and things you would need to live on the street), pet supplies, hygiene supplies, and items useful when you are experiencing homelessness. Community members donate generously and B² distributes the items. B² also receives a large annual shipment of socks through Bombass Socks (big love to them). Community members wanting to donate gently used and new items can bring things to the facility any day of the week between 9am—6pm. Donations items consistently needed:
 - a. THESE ARE THE ONLY CLOTHING ITEMS WE KEEP AT B² – Socks, underwear (new), tshirts, jeans, leggings, sweaters, jackets (rain jackets, heavy coats), shoes (comfy shoes), sweatpants, scarves, gloves, warm hats
 - b. Blankets, single-sized sheets, pillow cases
 - c. Towels, washcloths, hand towels, cleaning towels/rags
 - d. Tarps, sleeping bags, tents
 - e. Luggage, backpacks

- f. Deodorant, razors, shaving cream, toothbrushes and toothpaste, dental floss, lotion, shampoo/conditioner, body wash, liquid handsoap
 - g. Toilet paper and paper towels
 - h. Simple Green cleaning spray
 - i. Bleach
 - j. Garbage bags (all sizes and types...we love big, heavy duty bags and tall kitchen bags)
7. **Connections to Housing:** Guests of the B² shelter are expected to create and work on an Individualized Housing Plan, supported by B² PSCs. B² Housing Navigators assist guests who are assigned to them with applying to all the housing opportunities they may qualify for and are interested in. This could include low income housing, senior housing, subsidized housing, Mendocino County housing resources, transitional housing, and other housing resources. The Housing Navigators work with families enrolled in the Mendocino County CalWORKs Housing Support Program and aid them with acquiring housing. They also work with guests who have been referred to MCHSCoC Permanent Supportive Housing (PSH) resources, aiding them with acquiring and stabilizing in housing while working to connect them with ongoing supportive services. Drop-in Housing Navigation hours are also offered when staff are available. Housing Navigator services have been funded through the MCHSCoC (CESH), CalWORKs, and State of California Emergency Solutions Grant resources. Housing Navigation services are prioritized first to shelter guests, families enrolled in CalWORKs, and participants in B²'s Rapid Re-Housing (RRH) program. If the Housing Navigators can take on additional cases, people seeking assistance will be prioritized based on the MCHSCoC Coordinated Entry System (CES).
8. **Coordinated Entry:** B² is a front door for the MCHSCoC CES, screening people and enrolling them in Coordinated Entry (CE). This service is provided by B² PSCs in both English and Spanish. Use of a language line assists with screening people who use other languages. Follow up support may be provided by the B² Housing Navigators. If B² is not able to support someone they have screened for CE, that person will be referred to a partner agency who provides supportive services related to CE.
9. **Counseling:** B² PSCs provide basic counseling (not therapy or clinical counseling) services to guests. This can include one on one and group work, mediation, motivational interviewing, collaborative problem-solving, and a whole lot of active listening.
10. **Educational Services:** this service is listed in the B² Manual, however, B² staff do not offer this service directly. B² staff will refer people to other educational support services in the community. The B² PSCs may help people apply for schools (including the Ukiah Adult School), financial aid, search for tutoring, and find other resources that could help them with their education. This is a resource that B² would love to develop further, in collaboration with a community provider that is more experienced in this area.
11. **Emergency Shelter:** this is one of the primary reasons that B² came to be. Our overnight shelter has been open year-round since November 2019. The shelter has two parts: an on-site congregate shelter for individual adults and hotel vouchers for families with children. Both resources are operated under a low-barrier, housing focused model.

- People seeking shelter can come to the facility or call every day between 1:30pm and 2:30pm. The B² PSCs will screen people for the shelter and give them an orientation to the process of getting a bed. If a bed is available, staff will review who has checked in that day between 1:30-2:30 and select the person with the highest vulnerability score according to our standardized screening AND is appropriate for the bed available. If the open bed is a top bunk it will go to the person who can get on a top bunk and has the highest score. If it is a bottom bunk, it will go to the person who has the highest score. Once our dorms are divided by gender again gender will be taken into consideration when filling beds.
 - The hotel vouchers for families with children are currently limited and there is only capacity to help each family for a short time only during the cold winter months. Families can be referred to B² and will be screened. These hotel vouchers are part of B²'s General Assistance contract with HHSA. RCS continues to seek funding to expand this effort. All families are referred to the CalWORKs Housing Support Program and HHSA emergency assistance.
 - RCS works hard every year to secure the funding needed to operate the overnight shelter. Over the years it has proved easiest to secure funding for the winter months. However, people still need shelter in the summer and RCS continues to work with the B² Community Council, MCHSCoC, and Mendocino County every year to identify funding streams that will help the overnight shelter operate year-round.
 - When funding is available to support the additional staffing required to safely do so, B² offers day shelter services to people not staying at the shelter. When this is offered, people from the public can come to B² during specified hours to access showers, bathrooms, laundry, and a place to rest during the day.
12. Food: B² offers coffee to guests through donations from Black Oak Coffee (we love them!) and community members. People from the community can also donate non-perishable food. B² does not have a full kitchen but does have a microwave and toaster for guests to use. Occasionally generous community members will provide meals to the guests.
13. Internet Access: Wi-Fi is offered to the guests staying at the shelter. When B² is open to the public, Wi-Fi is available for use.
14. Job Listings & Employment Support Services: this service is still being developed and has not been fully implemented. The B² PSCs will search for job openings and print them to put on the bulletin board. B² staff refer people seeing employment support services to the Mendocino County CalWORKs program. We would love to develop a partnership and have this resource more fully offered out of the B² facility.
15. Linkage to Medical Services: this service is provided in a number of ways and has been a successful part of B²'s collaborative efforts with community partners. In "house", the B² LVN Case Manager works with guests (prioritizing shelter guests and working with people from the public as time allows) to help them connect with medical services, ideally a primary care provider. The LVN also aids them with medication issues, appointments, and will provide first aid when needed. They work

closely with Adventist Health, Hillside Health Clinic, Redwood Quality Management Company, and other healthcare providers.

- Adventist Health's Street Medicine program conducts a weekly clinic at B², where a doctor comes to the facility to see patients. This resource has been invaluable for helping our guests get healthcare and reduce trips to the emergency room. Adventist Health case managers and the B² LVN will coordinate on follow up appointments.
 - Prior to COVID, nurses from Hillside Health Center were coming to B² weekly to check in with patients and assist guests with navigating medical services. This service has been paused, but we anticipate it starting back up as soon as Hillside can support it.
 - Guests see B² as a place to get help, coming here when walking to the emergency room is too much for them. When someone comes to B² who appears to be in medical need, B² staff will quickly assess and if it is not a life-threatening emergency, they will consult with the B² LVN and Street Medicine doctors (if they are available) on the best way to proceed. If the guest in need has an immediate need for medical care, they will be supported with getting to the emergency room via taxi (first choice) or ambulance (for emergencies). Otherwise, the staff will help the guest get connected to the B² LVN, Street Medicine, and/or their primary care provider.
 - The B² LVN Case Manager is a recent addition to the project, brought on at the onset of COVID. The position is currently funded through ESG-Cares funds. B² is working to identify funding streams to sustain this significant resource.
 - Other medical support services that happen periodically at B² include HEP C testing conducted by MCAVHN and Whole Person Care Wellness Coach services.
16. Lockers & Storage: B² has a limited number of lockers where guests can check in valuables for safe keeping. This resource is prioritized for guests staying at the shelter, where they do not have a secure location at their bed to keep their belongings. For people not staying at the shelter B² has a shipping container with storage spots people can apply for. Each person who is assigned a storage spot has a storage bin where they can put their belongings they wish to store. The shipping container is locked and can only be accessed by a couple of B² employees to minimize risk of things going missing. People can access their belongings under supervision at specified times.
17. Mailing Address: People experiencing a housing crisis can have their mail sent to B². They can check their mail Monday through Friday between 10am—4pm. Mail is delivered to a locked mailbox that is checked once a day (in the morning) and only a few B² staff have the key to minimize risk of mail loss. Packages that do not fit in the locked box are kept at the post office for specified B² staff to pick up. B² is not able to do things like forwarding mail to a new address but will take mail to the post office for USPS to forward to any address the person may register with them. B² will not store mail indefinitely. If someone does not come to pick up their mail within 60 days, it is taken to the post office to return to sender.
18. Medication Support: B² has a locked storage compartment in the locked shelter office, accessible only to staff, where guests can request to store their medication. Guests are not required to store their medication, but many choose to. B² does not dispense medication. When the guest wants to

check out their medication, they can ask staff to open the compartment and get them their bag of medication. Guests are responsible for managing their medications, though B² staff will provide support by giving them reminders. The B² LVN Case Manager will help guests get their medications refilled.

19. **Mental Health Services:** this is a service that is provided through community providers, either by referring guests to mental health organizations or through those agencies coming to B² to provide mental health services. The original plan was for mental health providers to come to B² to meet with clients for clinical services. However, this model has not been implemented by the partners and guests are referred to the mental health offices to receive services. B² does care coordination with mental health providers. The RCS Crisis department works closely with B² and providers come to the facility to meet with clients, especially when diversion from mental health hospitalization is needed. Since COVID, guests of the B² shelter and people living on the street have struggled to access mental health services, as they have primarily gone virtual. The B² Community Council is working on solutions to improve access to mental health services. This is an area that needs development. RCS is interested in having a clinician and mental health rehab specialist stationed at the facility, able to work with the population. At least 65% of the guests have MediCal and could qualify for mental health services if they were able to complete the required steps to get those services started. An in house clinician would be able to complete assessments and develop client plans to initiate services.
20. **Peer Support:** B² strives to hire people with lived experience with homelessness, substance use, mental illness, and other experiences the guests may face. This peer support element is a huge part of the program model. The project also encourages and supports peer support and peer leadership between the guests utilizing the program. Building on the community support system people on the street have developed is an important part of keeping this facility functioning and guests cooperative with behavior expectations. To put it crudely, the guests vastly outnumber the support staff on shift and their buy-in is required. The guests are invested in B² existing and want to support the project's success. Peer support comes through the PSCs and the guests alike.
21. **Phone & Messages Center, including phone charging stations:** guests can access a phone to make and receive phone calls (local and long distance). If someone calls for a guest who is not present at the facility (or who does not want to take the call), B² staff will take a message and post it on a message board. Outlets are available inside and out for people to charge their devices. B² also has a charging station that is locked up where guests can check in their phone for charging and check it back out. This has helped reduce incidents of phone theft.
22. **Rapid Re-Housing Program:** RCS has been operating an RRH program since 2017. Through supportive services and short-term housing assistance (usually security deposit and rental subsidy), participants who have been experiencing literal homelessness are assisted with acquiring and sustaining permanent housing. Participants are primarily selected through the MCHSCoC Coordinated Entry System. Households in the CES who would otherwise be prioritized for PSH resources, but only need a security deposit and do not require the long-term support of PSH, can

be referred to B² for RRH. This program has been funded through State of California ESG, MCHSCoC CESH, ESG-Cares, and other funding sources.

23. Support Groups: B² staff regularly facilitate small groups to mediate challenges at the facility, coaching guests on social skills, independent living skills, anger management, etc. These groups are mostly held on an as needed basis. Other groups such as substance use support, independent living skills, street smarts, and other groups may be scheduled and facilitated by community partners. These groups at B² have decreased since the onset of COVID, with providers going to a virtual model of running groups.
24. Dog & Pet Support Services: B² has a dog run and kennels for guests who come with their pets. B² has collaborated with the Mendocino County Animal Shelter, Humane Society of Inland Mendocino County, and Mendocino Shelter Pets Rescue on getting the animal guests at B² needed veterinary care, vaccinations, licensing, and supplies. B² would love to host vet clinic events at the facility so our furry friends on the street can get seen.
25. Other Services: other community partners have provided services in person at B², though these have decreased since the onset of COVID. These services have included legal consultations through Legal Services of Northern California, domestic violence support through Project Sanctuary, transition age youth support services through the Mendocino County Youth Project and RCS' Arbor, and groups and individual services through Manzanita and MCAVHN.
26. Aftercare & Stabilization Services: B² strives to maintain connections with people after they have moved into housing or stopped accessing B² resources. Stabilization support is an important part of addressing homelessness. The B² Housing Navigators continue to provide supportive services to clients who have been housed. When available, B² may provide gift cards to incentivize past guests to keep in touch and complete follow-up surveys.
27. Conflict Resolution, Mediation, & De-Escalation: these elements are not detailed in the B² Manual as services offered, but they are a vital part of what this project does. The B² PSCs offer these services to people coming to B². Sometimes the conflicts start at B² and sometimes they are happening before the people or person shows up at the facility. B² staff are constantly moving around the facility and engaging with guests, assisting them with processing and navigating challenges. They are trained in conflict resolution, mediation, and de-escalation strategies and tactics. People living on the street are in a near constant trauma state and their responses to interactions with others is informed by that trauma. People experiencing homelessness often support each other and they also victimize each other. Theft, arguments, assault, abuse, property damage, and interpersonal conflict is very present and mitigating the aftermath is part of what B² assists with.
28. Homelessness Prevention: B² Housing Navigators provide supportive services to people who are at risk of losing their housing. Financial assistance may be available to assist with things like back-rent (this depends on funding available). People are also referred to other projects in the community that offer homelessness prevention assistance.

29. Neighborhood Clean-Up: B² staff and guests regularly (almost daily) pick up trash in the neighborhood surrounding B². There is a monthly neighborhood clean-up event organized by B² as well.
30. Diversion: B² works with people to divert them from needing to access homeless services and shelter. This could include helping people reconnect with family in other communities and purchasing them a bus ticket to get back home. Or it could include assisting people with identifying natural supports (family, friends, old teachers, coaches, church members, etc.) who may be willing to let the person live with them. This is largely a service or an engagement strategy, not a program or something that requires funding. If funding is needed to assist someone with being diverted from accessing homeless services, B² will coordinate with the B² Council, Mendocino County HHSA, and other partners to try to get the person what they need.
31. Landlord Engagement: B² Housing Navigators work with landlords to support them with renting to B² guests. They work to build the pool of landlords willing to rent to folks experiencing homelessness. They respond to calls from landlords and assist with mediating challenges.

Brief List of Ideas for Project Elements to Explore in the Future (as funding and resources may allow)

- Community garden
- Street outreach (either coordinated with another community partner who is conducting street outreach or provided through B² directly)
- Closer collaboration with Mendocino County eligibility workers to offer sign-ups to CalFresh, MediCal, etc. on-site
- Social Security assistance support offered on-site
- Family reunification services (more targeted than what is currently offered as part of B²'s diversion strategy)
- Expand the storage capacity for people living on the street and staying at the shelter
- Develop additional resources on this property (for example, construct additional office space for mental health, substance use treatment, medical services [really develop this integrated one-stop, multiple provider agencies all collaborating and "housed" on one site model]; construct a building to be a café and thrift store where B² guests can gain work experience AND income to support the project can be generated; build housing here if possible)
- Expand the family shelter resource
- Secure housing (apartment complex) and operate Permanent Supportive Housing projects connected to B²
- Develop pool of funds to assist with landlord engagement (incentives, damage mitigation fund, etc.)

HOMELESS SERVICES

Redwood Community Services provides support in Mendocino County to people of all ages living in a housing crisis, using a compassionate, person-centered, Housing First approach. This means focusing first and foremost on housing needs and barriers to housing, making it easy to access services and shelter, and working to meet basic needs with the people we serve. The Building Bridges homeless resource center in Ukiah offers a 24 hours a day / 7 days a week emergency shelter. B2 is also a day resource center with public bathroom, showers, laundry, supportive services, housing navigation services, Rapid Re-Housing assistance, and more. As an access point for Coordinated Entry, we assist guests with accessing housing resources connected to our Mendocino County Homeless Services Continuum of Care.

600+
individuals
served at B²
in 2021!



Here is Pepper & fam for December's Birdie's Love Dinner! Grateful to our community who fills bellies and feeds hearts.

62 INDIVIDUALS MOVED INTO PERMANENT HOUSING WITH SUPPORT FROM B²



3,400+
showers taken

3,700+
loads of laundry



B² guests & staff during our monthly neighborhood cleanup event

186

individuals
provided with
shelter



19%

of guests served were part of a family with children experiencing homelessness



83% B² guests
have deep roots in
Mendocino County

Celebrating Transformations at B²

With his permission, we would like to highlight a member of our community some may be familiar with. His roots are deep in Mendo soil. When we began serving him in 2019 he was combative, mistrusting, destructive to himself and others. He was regularly denied services at B2 after volatile incidents. We applied the B2 approach to him over and over, starting each day fresh and trying to connect with him. The staff learned to approach him as soon as he came, asking what his plans were for the day, listening to a song with him, and gently guiding him off the property. We held the boundary that he couldn't receive services if he was not safe to be around while consistently reminding him that we care about him.

There would be brief moments when he would show us the big heart beneath his hurt and trauma. And then he would blast out at us and the community. The team at B2 frequently wondered if we would have to completely stop serving him to maintain safety. Every time we talked, the team circled around to their commitment to accepting him without assumptions about how he would behave. We would work with him for as long as he could engage safely and guide him to leave when he couldn't.

In August of 2021 he made the decision to quit drinking and came to us for help. He said he came here he trusted us to genuinely support him. His alcoholism was hitting dangerous levels that seriously jeopardized his life. He is accepting help from the B2 Team and Adventist Health Street Medicine doctors, and is on the recovery road!

The change in him has been profound. He is passionate about art and writing. He puts a ton of energy into cleaning the property and neighborhood (this has been a big thing for him for years... he wants the community to know that there are people on the street who hate seeing trash around and pick up litter all the time). When asked what he wanted for his birthday a few months ago, he said salmon and beets to heal his liver. He has such a desire to live and live well!

We get the privilege of witnessing his journey and the journey of so many others. We believe in the transformative power of relationships and that when support is as accessible as possible people choose a path of growth and healing. And we know that he is the one doing the real work here. His community is so proud of him. His path will continue to be challenging and we are going to keep leaning in to it with him. And hopefully someday see his art hanging on the walls of his own place.



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