



Emergency Shelter Management and Operations Plan

**The Salvation Army
Hospitality House**

July 31, 2015



**818 East Third Street
Santa Ana, CA**

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SECTION I. PURPOSE & INTRODUCTION

The purpose of the Management and Operation Plan (MOP) is to satisfy the requirements of the City of Santa Ana Emergency Shelter ordinance (SB2) and promote open communication between community stakeholders and the Salvation Army. The MOP identifies emergency housing services for homeless persons and best practices to maintain a safe and healthy environment for guests and the community. The overall purpose is to assist homeless men to achieve housing stability and self-sufficiency, with goals aligned to The Hearth Act (2009). In addition, the MOP follows the guidelines adopted by the Orange County Commission to End Homelessness (December 2014).

This MOP is required in conjunction with the expansion of the Hospitality House Emergency Shelter at 818 East Third Street, and shall remain active throughout the life of the shelter programming covered by SB2, City of Santa Ana. The Salvation Army and City of Santa Ana will follow all the requirements of this Management and Operation Plan, as well as all applicable City and County Codes and Standards. In coordination with The Salvation Army, the City may inspect the facility at any time for compliance with the facility's MOP and other applicable laws and standards.

Any major changes affecting the MOP are subject to the review and approval of the Commanding Officer of The Salvation Army, So. California Division and the City Planning Manager in consultation with the Chief of Police. A copy of the MOP will be available to the community upon request to the Hospitality House Administration Office or City of Santa Ana, Planning Division well as the City's website at: <http://www.santa-ana.org/pba/planning/SalvationArmyHospitalityHouse.asp>. A Memorandum of Understanding has been recorded against the property with the Orange County Records office, as agreed upon by The Salvation Army and the City of Santa Ana (*Attachment 1*).

Any non-compliance with this MOP will be reviewed and corrected by The Salvation Army. TSA operation of the HH facility is subject to consequences if not followed, including but not limited to Code Enforcement citations and possible fines.

SECTION II. SHELTER ADMINISTRATION

The Salvation Army, established in 1865, is a Christian Church and 501(c)(3) tax-exempt non-profit organization. The IRS determination letter establishing 501 (c) (3) status is held on-site in the HH Policy and Procedure Manual (*Attachment 2*). The following statements define the mission and purpose of The Salvation Army:

A. Mission Statements

The Salvation Army (TSA) Mission Statement

“The Salvation Army, an international movement, is an evangelical part of the universal Christian Church. Its message is based on the Bible. Its ministry is motivated by the love of God. Its mission is to preach the gospel of Jesus Christ and to meet human needs in His name without discrimination.”

The TSA Social Services Mission Statement for Orange County

The Social Services Department will provide a coordinated Social Service system that empowers the homeless, oppressed, captive, broken and vulnerable persons in Orange County to become increasingly whole in Jesus Christ.

The Hospitality House Mission Statement

The Hospitality House (HH) will provide services to adult homeless men of all ages, faiths, race, ethnicity, sexual orientation, gender identity and expression, marital status, HIV status, abilities, and Veteran status in an environment that reduces trauma, encourages healing, and renews persons toward finding housing, success and wholeness.

B. Facility and Program Description

The purpose of Salvation Army Hospitality House is to serve a maximum of 75 single adult homeless men that find themselves in a housing crisis. The building and site layout for the reconditioned HH is shown on the site plan, floor plans and elevations (*Attachments 3 and 4*). Guests are admitted with minimal requirements according to TSA established eligibility policies. Referrals from the Orange County Coordinated Entry System, other Salvation Army programs, Santa Ana Police Department, walk-up requests, and other TSA approved agencies will be considered for admission.

The Hospitality House facility and program is divided into two phases.

1. Hospitality House Phase I - Low Threshold Guests

The Population Served

Phase I is located on the second floor, west side of the building. It consists of 57 “lowest threshold” emergency beds in six large rooms ranging in size from 342 to

743 square feet. Guests are admitted contingent upon bed availability. A person may stay a maximum of 21 consecutive nights per admittance.

Services Provided

The Low Threshold emergency section (Phase I) provides basic services and life skill activities. Participation in activities is voluntary but encouraged. We are committed to provide: shelter, food, showers, storage, and clothing, as well as access to specialized services such as our computer lab, laundry service and case management support.

Each Phase I guest is assigned a bed and bedding for the length of his stay. A hot breakfast and dinner are provided daily as well as evening snacks. A 2 feet by 3 feet storage container is assigned to each guest for all carried-in possessions not needed during the night; these containers will be stored in Guest Storage Room off of the intake area of the building. Guests will have access to their assigned container in the storage room with supervision of a staff person during intake and exit hours. A separate locked storage drawer is offered at the intake desk for personal valuables. New clothing is offered upon intake into the HH; guest's clothes are washed by staff upon intake and weekly upon request. A Clothing Closet will be maintained in the intake area, opposite the intake showers. Each guest must take a shower every evening. Toiletries are provided by HH as needed.

A guest lounge and an outside patio are available for relaxation and social connection. TV, DVD, books, and games are provided in the guest lounge area. A computer lab provides access to e-mail and internet resources for housing and jobs. An Assessment Interview will be conducted for each new guest on the first business night after his arrival, in one of the Interview Rooms in the intake area. Guests may attain clothing vouchers, bus passes, resources, and referrals from case management staff. Computers will be available in the guest computer room to provide access to e-mail and internet resources for housing, jobs, and other business purposes

Program Description

The best social work practices of Strengths Perspective and Trauma Informed Care theories are integrated into all programs. Each guest is welcomed as a person with dignity and respect and treated as a person who has God given strengths. Services are offered with an attitude of compassion that empowers each person toward restoration of body, mind, and spirit. Person-centered service plans are

completed to meet goals toward restoration of housing, employment, health, relationships, and community responsibility.

Phase I guests are encouraged to take advantage of the staff's assistance and to utilize any community resources that might be helpful. During the first assessment interview, each guest is assigned to a case manager for assistance with specific resources. Referrals are made for persons needing to connect to other community services. The Hospitality House staff attempts to meet the needs of the guests and assist them to progress toward growth and empowerment. Evening activities are presented throughout the week to offer resources and supportive services. Most special presentations will be held in the multi-purpose room on the first floor of facility.

A variety of educational opportunities is offered:

- Psycho-educational programs for personal enhancement
- Informative programs to increase knowledge about resources
- Programs to encourage personal health
- Recovery Resources
- Recreational programs and special events
- Spiritual growth opportunities

Participation in all Spiritual growth opportunities and other offered activities is voluntary. Guests staying at the Hospitality House are free to practice any religion, spiritual belief, or none at all. Staff works with those guests of all beliefs and spiritual practices to connect them with organizations that can offer appropriate activities and services if so desired.

Target Goals/Expected Outcomes

Phase I guests will search for permanent, transitional or alternative housing, connect with resources that will decrease barriers of self-sufficiency, and/or gain safety, relationships, life skills, and respect for themselves and others.

2. Hospitality House Phase II - Job and Housing Program Guests

Phase II of the Hospitality House is a second level emergency program to provide housing and services at HH so that guests can maintain stability while working on various needs to move to the next level of housing. Phase II guests apply, are screened, and enter into a signed Program Agreement with mandated requirements. The maximum number of beds for all Phase II programs is 18. The

Phase II living quarters is located in the East Wing of the facility in ten rooms ranging in size from 119 to 189 square feet, each providing beds for two to three people. A separate lounge, bathroom, and laundry facility is provided for Phase II guests. Beds are assigned according to the Phase II program component for which the guest is assigned.

Phase II Program participants are selected from Phase I guests after two weeks of review for motivation, attitude, and appropriateness for the program components offered. Guests must apply and be approved for Phase II participation by HH staff. All Phase II Program participants are screened for sex offender status before being considered. If a participant is on probation or parole, the participant is required to sign an agreement to share information with their Probation Officer and HH staff. Policies and requirements of the Phase II Program are explained to each participant and a Program Agreement is signed upon admission.

Phase II guests receive all services of Phase I guests, plus the services of their particularly designed program component. The total maximum stay for completing Phase I and Phase II is 6 months.

The Phase II Program has three components:

Housing Referral Program (HRP)

Population Served

Persons accepted into the HRP have completed nights for Phase I and are working with a case manager from a referring agency to enter a recovery, temporary housing, or affordable permanent housing within 30-45 days. Veterans, guests with mental health disabilities, persons in re-entry programs from incarceration, persons with physical disabilities, and persons referred by other TSA ministries have priority for admittance. HRP clients must be screened and accepted by HH Case Managers and Staff, show appropriate behavior, remain clean and sober, and be actively pursuing housing and services with the referring agency.

The time length of the HRP program is 30-45 days, depending on availability of housing, guest behavior during his stay, sobriety, and guest follow through with case manager requests for his program.

Services Provided

HRP guests receive stable housing in individual 4-bed rooms, enhanced access to TSA case managers for support, accountability and linking of resources with referring agency, and additional spiritual growth and special events programming.

HRP guests are expected to meet weekly with the Case Manager from the organization assisting them in their housing search, and to follow through with requirements of that organization to obtain housing. They also communicate with HH staff and Case Manager about progress in housing search.

Expected Outcomes

Graduates of the HRP will enter a recovery program or appropriate housing option where they are placed by the referring partner.

Work Search Program (WSP)

The Work Search Program (WSP) is a second level emergency program to provide free housing and services at HH in order to empower participants to find employment and receive income for permanent housing opportunities.

Population Served

Any guest of Phase I may be considered. Applicants must be employable, have all necessary identification to begin work, and be diligently pursuing employment. Applicants will complete an assessment and be selected by Homeless Service staff to enter the program. All participants must test negative for all illegal drugs, narcotics, and alcohol.

The time length of the program is 4 weeks to obtain at least 25 hours of verified employment and 2 additional weeks (or until first full pay check) in that employment. Guests are required to complete an orientation job skills workshop, attend assigned activities, and meet goals set by participant and case manager.

Services Provided

Guests are provided assistance with the job search process, resume writing, and interview skills; as well as clothing and transportation. The participant will have access to an orientation that teaches options for job searches, assistance

with computer technology and job applications, and guidance in elements of writing a resume. As needed, a class will be provided on mock interviews, appropriate clothing and presentation for interviews, and follow up after interview. Each participant meets with a TSA case manager weekly for assistance and support with resources, job search, resumes, and interview skills. A monthly bus pass or gas voucher is provided each guest for help with transportation to places of employment for job search, applications, and interviews.

Four to five bikes will be stored in bike lockers to assist with WSP guest transportation. All persons using TSA owned bikes must sign a user agreement and liability waiver approved by The Salvation Army, So. California Division. Laundry facilities are available for washing and ironing of interview clothing. A clothing closet and vouchers are available for attaining appropriate clothes for job search and interviews. Free haircuts are provided at beginning of program.

Program Description

Work Search Program participants are expected to search for employment from 9am - 3pm five days per week and attend scheduled work skill trainings. Each participant meets with their assigned case manager weekly to review job search log, discuss successes and needs for improvement, be assisted with job resources, and have emotional support during the process. When a WSP guest finds employment, he works with his case manager to find an appropriate housing program or permanent housing.

Guests are randomly tested for sobriety, follow a sobriety program, and attend at least one meeting or Spiritual enrichment opportunity per week. A support group and Spiritual Growth group are offered weekly. A graduation celebration is held for each participant that finds employment when completing the program.

Target Goals/Expected Outcomes

Graduates of the WSP are expected to be working 25 hours per week in steady employment and to obtain next step housing to maintain employment. Other goals are to: learn important work ethics, job search skills, and sobriety skills for sustained employment while being housed in a stable, structured environment; and to obtain transitional or permanent housing at completion of the WSP.

Integrated Employment Model Program (IEM)

The Population Served

The Integrated Employment Model (IEM) is a program which provides up to 90 days of bed nights and services after the participant is employed. Participants are accepted through a screening process while staying as guests in the HH Phase I or Phase II programs. Participants must be employed a minimum of 25 hours in reliable employment, be accepted into the IEM program by HH staff review, test clean and sober throughout the program, sign a Program Agreement and follow the requirements therein.

Services Provided

All basic services for HH Phase II are provided for IEM guests as they continue to meet with their assigned case manager to work on housing, personal, and financial goals.

Program Description

The IEM program offers a person just beginning employment a safe, encouraging environment in which to live while adapting to a new job. Guests meet with their case manager bi-weekly to set “person-centered” goals and attain skills in maintaining their job. The case manager/guest relationship is very important for accountability, follow-through with goals, and emotional support. Budgeting skills are taught and practiced so that money skills are improved for sustaining a stable lifestyle. Guests save a percentage of their net income per month and pay an occupancy fee at the beginning of each month of stay. Case managers also assist guests in their search for suitable permanent housing, help negotiate with landlords, and obtain basic furniture needed for housing.

Target Goals/Expected Outcomes

Graduates of the IEM program are to: maintain employment for six months, save 80% of their net adjusted income earned during program, complete 75% of “person-centered” goals planned with case manager, and obtain suitable permanent affordable housing.

C. Intake and Case Management

1. Admission Criteria and Procedures

Phase I – Low Threshold Emergency Guests

A prospective guest must be able to perform all aspects of his care, follow all HH Rules (*Attachment 5*), and maintain appropriate, respectful behavior to be admitted. A form of ID is required. If no ID is available, the case manager will give the guest an application for a California ID, the guest will apply for the ID, and he will use the receipt from his application as a temporary ID during his stay until the official ID is obtained.

New Guests

- Prospective new guests must be present in the facility courtyard at 3:30 PM for admission
- Prospective guests enter from Garfield Street through the pedestrian gate or parking lot entrance onto HH property.
- Guests wait inside gated courtyard at entrance from Garfield Street for intake
- Smoking is only allowed while waiting, in a specifically designated area
- Guests are not allowed to loiter in the surrounding neighborhood at any time
- Beds are assigned by availability
- OC Central Entry, SAPD, and TSA referred guests receive beds first
- Any other beds will be assigned by lottery to walk-in guests as needed
- Those who do not receive a bed may wait in designated area for 5PM intake
- Unclaimed beds of present clients will be re-assigned

Returning Guests

- Guests may return to Hospitality House between 4pm and 5pm
- Guests enter off Garfield Street through pedestrian gate or parking lot
- Guests wait inside back gated courtyard for intake
- Guests are not allowed to loiter in the surrounding neighborhood at any time
- Smoking is allowed while waiting, only in designated area

- Guests individually enter building from back gated courtyard
- All returning guests must enter grounds for intake by 5pm each night
- At 5:15pm any unclaimed beds will be given to a new guest
- Guests may enter HH to reclaim his bed after 5pm with recorded late call request
- Late calls are requested after intake period the evening before they are needed
- Late calls are only given by HH intake staff with guest's documentation of need
- Persons with late calls must enter HH at designated time, and no later than 10 pm

Exit and Re-Admission Policies

- When a guest exits of his own volition the guest may come for re-admission after 45 days.
- When a guest is asked to exit due to being heavily under the influence of drugs or alcohol, he may return after 45 days if on return he is not under the influence
- When a guest is asked to exit due to disobedience of rules, violence, or criminal activity, attendants will give him the designated time line for which he can be re-admitted
- Attendants follow HH policies on discipline for infractions to set this time line

Phase II - Job and Housing Program Guests

General Policies for all Phase II Guests

- Guests must adequately complete Phase I program
- Guests may ask to apply or be referred by staff to Phase II programs
- All applicants must complete an Intake/Assessment Form, are interviewed by a case manager, and selected for the program for which they apply with the consensus of HH and Case Management staff
- Criteria for admission is the attitude and behavior of guest in Phase I, motivation to move out of homelessness, strengths for succeeding in the program, and ability to find housing and/or maintain employment by end of program

- Guests are read a program agreement and rules of the program and must sign these documents to be admitted
- Guests must be clean and sober as shown by a drug and alcohol test administered at time of admission. A positive test is grounds for denying admission into the program.

Other admission policies differ with the component of the Phase II program to which client applies and is included in the forms which guest signs upon acceptance into that program.

Exit and Re-Admission Policies

- Phase II guests may be exited before end of program for drug or alcohol use, non-compliance with program, or disobedience of program rules as stated in program agreement.
- Phase II guests may re-apply for the WSP or IEM program in one year, if needed. The same entrance requirements as for first admission are followed.

2. Intake and Orientation Procedures

Phase I - New Guests

All guests entering the HH for the first time, or coming back to the HH after the required interim period, partake in intake for new guests:

- Guests are informed of the purpose, scope and contents of services offered at the Hospitality House at the outset of service delivery.
- Guest identifies himself and provides a picture ID if available
- A temporary ID may be assigned to guest until a picture ID is procured
- Staff checks intake history to determine if the person is eligible to return on this date
- Staff assigns a bed and gives client assessment sheet to complete
- Guest reads and signs Hospitality House Rules agreement
- Guest fills out Information Card
- I.D. is kept at Intake Desk until after intake and shower
- Staff provides a clothing bag to wash a guest's clothes and explains laundry policy
- Staff provides a tote for the guest to secure belongings not allowed in the shelter

- All belongings not coming into shelter are placed in assigned storage container and put in the storage closet, under supervision of a HH Attendant or Volunteer
- Storage containers are kept in locked storage closet at intake area of facility
- Staff provides a change of clothes (if necessary)
- Guest signs bed and meal intake sheets
- Guest completes Client Assessment Form
- An explanation of HMIS and computer data policies are explained
- Guest signs HMIS agreement sheet
- Once guest finishes intake, he must remain at facility until exit in the morning

The orientation for new guests begins at intake. Orientation is conducted in a way that is clear, consistent, and understandable and includes:

- Identification of the Attendant and their role
- Information about how the program operates
- Mission, program and services of the Hospitality House
- Clear communication regarding clients rights and responsibilities
- Information regarding grievance procedures

Phase I - Returning Guests

All guests returning after they have been assigned a Phase I bed follow a daily intake procedure:

- Staff reads the Hospitality House Rules prior to entry
- Guests may go to storage locker for any needed belongings
- All of guests' possessions brought into shelter are inspected
- Guests sign bed sheet and meal sheet
- All guests take a shower
- Staff enters intake onto guests' intake cards and into Bridges software

Phase II - Guests

- Guests proceed to entry desk and sign in on Phase II guest roster
- Attendant inspects contents of backpack and any bags guest is carrying
- Guest proceeds to Phase II living area for shower and relaxation
- WSP and HRP guests must arrive at Hospitality House for intake by 7pm

- WSP and HRP guests may arrive after 7pm but before 10pm with permission from staff
- IEM guests arrive at Hospitality House by 7pm unless work shift is later
- IEM guests provide HH attendants with work schedule weekly
- Rationale for late admission must be communicated to attendants before 7pm
- Request for late admission is documented and posted at entry desk

3. Hours of Operations

Phase I - Guests

The Hospitality House is open 24 hours, 365 days per year. Phase I guests may reside in the facility for up to 21 consecutive nights, between 4pm and 7am and may come back to the facility for a bed 45 days after exit.

The schedule for Phase I Guests is:

- 6:15am - Breakfast
- 6:45am – Guests may gather belongings from storage area
- 7:00am - Guests exit the facility
- 7:00am-3:30pm – Guests may not loiter at facility or in immediate residential neighborhood
- 3:30pm - New guest registration
- 4:00pm - Returning guest registration
- 4:00pm - Intake, assessment, and showers
- 5:00pm - Latest time guests can sign into shelter without an approved late call
- 5:15pm - Unclaimed beds given out to waiting guests
(Spending the night away from the shelter is excusable only in an emergency situation and with prior approval of the Hospitality House Manager).
- 5:30pm - Dinner
- 6:00pm - Evening Activities
- 7:00pm - Late Guest Intake Curfew
- 7:15pm - Evening snacks
- 7:30pm-9:00pm - Late calls & wake-ups arranged, clothing & laundry services requested
- 10:00pm - Lights out/quiet hours begin

Phase II - Job and Housing Guests (HRP, WSP)

- 6:30am - Breakfast

- 7:00am - Chores, Ready for Daily Goals
- 9:00am-3:00pm - Clients out of shelter, pursuing work and appointments
- 3:00pm-5:15pm - Showers, chores, case manager appointments
- 5:15pm - Dinner
- 6:00pm - Evening programs, meetings, case manager appointments
- 7:00pm - Entry Curfew; requests made for Late Calls as needed
- 7:15pm - Evening Snacks
- 7:30pm - Free Time
- 11:00pm - Lights Out/Quiet Time
- Guests may stay in facility on weekend days

Phase II – Job and Housing Guests (IEM)

- Guests leave the facility according to work schedule and shift
- Guests sign out when exit facility and sign in when return
- Guests re-enter facility according to work schedule
- Guests go through intake and sign in when re-enter facility
- Belongings that are taken out of shelter are inspected upon return to shelter
- Guests provide staff with work schedule to communicate hours
- Guests may be in facility on days off and during hours not working

4. Case Management Services Policy

A qualified Case Manager interviews each Phase I guest on his first business night of stay and is assigned to that person for remainder of stay for support, resources, and referrals as desired. The guest and case manager formulate a service plan for the length of the guest's stay. The case manager follows up with assigned guests weekly for assistance, resources and accountability to the plan.

Referral Policy

If a prospective guest cannot be admitted into the shelter, staff and/or volunteers attempt to locate another housing resource. If a housing source is available, a referral may be made. If another placement is not available, staff will refer persons to 211 OC or to the Orange County Coordinated Entry (CE). If a guest must be exited for any reason, the case manager tries to assist with resources and referrals for appropriate housing or refers the guest to CE for future assistance.

Guest Termination Policy

Guests exit when completing the time limit of their stay, voluntarily leaving the program before the time limit, finding more appropriate housing before end of stay, needing a medical facility, or being exited for violations of rules and/or inappropriate behavior. If a guest is exited due to procedure violations, the Guest Termination Policy is followed. The length of time before a guest can return to the facility is determined by the guidelines of this policy.

Computer Data Policies

1. Policy restricting computer access records to authorized staff

Only trained attendant staff, case management staff, and management staff persons are authorized to access the software program, Bridges, the information system for persons receiving residential services from TSA. Each staff has to be approved by their immediate supervisor to enter, change, or read data in either system. Each staff has a separate password for entry. Only staff has access to the programs and parts of the data base for which they need to enter or gather information. Staff is to only use computers that are Salvation Army authorized and at the location for which they are assigned. No persons without a user name and password set up by The Salvation Army IT department has access to TSA computers.

2. Procedures to protect confidentiality of client records including HMIS

The Salvation Army does not use HMIS for its primary data base. The Salvation Army does use HMIS for reporting for Continuum of Care purposes. HMIS confidentiality policies are explained, signed, and followed.

Disclosure of guest information to other social service agencies, whether on a referral to or from The Salvation Army, may be permitted only with the client's written consent. Disclosure of records relating to clients may be released without client consent in certain circumstances as required by law.

Documentation of Case Management

All Hospitality House guests have a paper file and are entered into The Salvation Army Bridges data base system. All guests are documented for demographics, Veteran status, and services that assist The Salvation Army in reports for grants and donations. Those guests choosing to receive assessment and case management are documented for strengths, needs for resources and referrals,

disabilities, recovery needs, and housing placement. Case Managers keep case notes in both hard copy and data base files to track progress, resources and referrals given, and support rendered. Outcomes are recorded at exit.

Confidentiality of documentation is kept between case manager, Homeless Services Coordinator, and members of team. Data based files require authorization and password to enter. The Salvation Army IT Department loads every computer with safety features.

5. Daytime Program Policies

Phase I: Guests who have not been able to meet with their case manager during evening hours, may request a daytime appointment from 9:30am – 3:00pm Monday through Friday. Guests may enter facility for a pre-arranged appointment.

Case Management appointments are made for guests currently residing at the Hospitality House or by phone for previous guests who have a need that the case manager was helping to resolve while a guest. Walk-in persons will be referred to The Salvation Army Family Service Office in Santa Ana or to County multi-service centers for other assistance.

Phase I guests may also stay at the facility by permission of the Hospitality House Manager for special circumstances.

Phase II: HRP and WSP guests are allowed to remain at the Hospitality House until 9:00am each week day and return at 3:00pm. On weekends and holidays guests may stay at facility during day time hours as needed. Guests must sign in and out for daytime entry. If a guest has an interview for housing or potential employment, the guest may come into facility to prepare for the interview with advanced notice. Guests may remain in Hospitality House due to illness during stay if the illness does not deter from his goals for his program. Phase II guests may get permission to be absent overnight for matters approved by HH Manager and Case Manager.

IEM program participants may stay at the facility when they are not working. They may exit the facility by notifying HH staff and signing out. They may enter facility by being identified through intercom system and signing in. Guests leave a work schedule with HH staff as verification if they need to enter facility after 7:00pm and before 7:00am.

Partners and community may use facility during daytime hours by registration of event on the HH community calendar. People coming to the facility for a special program or meeting will use the front business entrance at 818 E. Third St. and park in HH lot or in designated spaces on the street.

D. Community Coordination and Communication

1. Communication & Coordination with Lacy Neighborhood

The Hospitality House staff is committed to communication with neighbors on an ongoing basis. As part of this commitment, prior to commencement of demolition or construction for the expanded Hospitality House, an information flyer will be distributed to the Lacy Neighborhood (*Attachment 6*). This flyer will include an introduction to the purpose of the Hospitality House, estimated date to begin and complete construction, and phone number/ contact information for any question or concerns.

In addition, it is suggested that TSA distribute informational flyers to the neighborhood and interested stakeholders midway through building construction and prior to grand opening.

After the Emergency Shelter is reopened, the public can call the Hospitality House day or night, to speak with staff and/or leave a message at (714) 542-9576. The HH phone number will be posted on facility signage outside the building for easy access. All citizen complaints and/or inquiries arising out of the Hospitality House will be recorded and forwarded to the appropriate TSA Social Services staff for prompt investigation. The Hospitality House is fully committed to an appropriate customer service response and will consider the resolution of citizen complaints a high priority.

Visits by members of the community are available Monday – Friday 9:00am - 3:00pm, and by appointment on weekends. Tours may be requested. Program brochures are available, highlighting various parts of The Salvation Army including corporate, organizational and volunteering opportunities. All community and media contacts will be made in concert with The Salvation Army Public Relations Department and TSA media guidelines, with an emphasis on how the Hospitality House helps guests progress to permanent housing, employment, and self-sufficiency. The Hospitality House will communicate with all guests entering the facility about the importance of following good neighbor principals.

Advisory Committee

A Good Neighbor Advisory Committee will be established and maintained to advise the Hospitality House in implementing this Operation and Management Plan, enhance community relations, and bring information of any strengths and concerns from the neighborhood or city about operation or program of Hospitality House. The operations, management, and program of the HH are governed by The Salvation Army; input by the Committee is considered advisory.

Participation will be limited to no more than 10 people and will include, if possible, a Lacy Neighborhood Association (LNA) representative, the City of Santa Ana Neighborhood Improvement staff person, a City of Santa Ana Planning representative, the Santa Ana Police Department (SAPD) liaison officer to Lacy Neighborhood, a Lacy Neighborhood business representative, two Salvation Army Hospitality House representatives, a homeless/formerly homeless individual, and 2 other members of the community as invited by this core group. A representative of the Publics Work Maintenance Division will be included when needed. The composition and selection of members for Advisory Committee will be a joint consensus decision by TSA and the City

The Good Neighbor Advisory Committee will meet monthly during the first six months of operation of the new facility. An initial meeting will be arranged by The Salvation Army to set a schedule for these six meetings. TSA staff will compile the agenda based on input from the Advisory Committee, and City staff will assist in meeting notification by way of email distribution. All meetings may be held at The Hospitality House facility or at other community buildings as decided by the Committee.

After six months of operation, the Advisory Committee will make an evaluation of the process and submit a report of the results to the City Planning Manager, including any recommendations for revision to The Plan. The Salvation Army Social Services will submit a report showing service levels achieved and outcomes after the first six months of operation and annually thereafter. This report will be shared with the Advisory Committee and submitted to the Santa Ana Planning Manager.

Hospitality House staff will:

- Address safety, health, and security issues with stakeholders as needed
- Immediately call the SAPD in the case of an emergency or witnessed criminal activity
- Involve Santa Ana PD when necessary for expulsion of a guest from HH premises after guest has been asked to leave and has refused, or if the guest refuses to voluntarily leave the premises.
- Exit guests who are consistently non-compliant with house rules
- Call 911 for immediate assistance needed at site

Policies for Community Involvement/Relationship

The Salvation Army and HH staff is active in Santa Ana and Orange County sponsored community events. To the extent reasonable and feasible for The Salvation Army to perform, TSA Staff will attend meetings of the Lacy Neighborhood Association as invited, review LNA newsletter, and communicate with LNA representatives. The Salvation Army may hold requested community events in the Hospitality House at the sole discretion and approval of TSA – OC. The Salvation Army and Hospitality House may sponsor special events which will include the community and the neighborhood on various occasions. As appropriate, temporary outdoor activities will require the application and approval of a City Land Use Certificate as described in Santa Ana Municipal Code (S.A.M.C). Section 41-195.5.

General operational standards shall apply to the property that support good neighbor relationships; such as maintaining safe, sanitary and attractive conditions on the site. In addition; all business shall be conducted and located within the facility grounds; and any activity permitted shall be conducted in such a manner as not to have a detrimental effect on permitted adjacent uses by reason of refuse matter, noise, light or vibration (SAMC 41-2008).

A Courtesy Patrol has been established of HH staff and volunteers. This group walks weekly (usually Saturday) through the neighborhood between Garfield and French Street on Second and Third Streets to collect litter, promote cleanliness, engage with neighbors, and enhance safety and cleanliness of the immediate vicinity. A log will be kept of the weekly patrols. Conditions that need attention will be recorded and reported to appropriate City agencies or to MySantaAna smart phone app.

The Salvation Army has an outreach team of staff and volunteers to minister to homeless persons living unsheltered in Orange County. This ministry, OC614, will be available to meet anyone homeless in the neighborhood for relationship and assistance. This ministry also includes outreach and to homeless people Santa Ana Civic Center area.

Documentation of Good Neighborhood Policies

A digital and printed copy of the Community and Coordination Section of The Plan, describing key good neighborhood policies, will be filed at The Hospitality House Intake Area and HH Administrative Office. Members of the community may have access to this section with prior notice to the HH Manager or Homeless Services Coordinator. Copies of the Management and Operation Plan may also be obtained through the City of Santa Ana Planning Division by phone 714.647.5804 or website www.santa-ana.org/pba/planning/default.asp.

The HH Manager will provide an overview of the good neighbor policies in the MOP during employee and volunteer orientations.

2. Coordination with City, County, and Service Providers

The Salvation Army works in collaboration with numerous other service providers, community, and government organizations to serve the needs of the homeless population in Orange County. Special collaborations are in place for referrals from Veterans, Re-Entry, Mental Health and Emancipated Youth programs who are helping men establish stable housing. Current Collaborations are outlined in *(Attachment 7)*.

E. Operation and Management of Facility and Grounds

1. Safety Policies

Agency Maintenance Plan – of Facility and Grounds

The Hospitality House keeps a schedule for regular maintenance – cleaning of refrigerator, stove, freezer, rotation of food, and cleaning of laundry room; as well as, changing of filters, smoke detectors, and lights. Attendants and cooks on each shift rotate regular maintenance duties and inspections for minor repairs and replacements. Maintenance and cleaning forms are used to track completion of each task and reviewed monthly. The HH Manager is responsible for staff training and performance in these duties.

The outside grounds are incorporated into the maintenance schedule and rotation including cleaning of parking lot, pruning and care of landscape, watering of plants, maintenance and cleaning of sidewalks and patio areas, and checking of outside lights and furnishings. Graffiti is reported to the Santa Ana Graffiti hotline and/or TSA maintenance department within 24 hours for removal.

Need for repairs are reported promptly by staff to HH Manager. Minor repairs may be completed by staff as trained. Major repairs are reported to the Property Director of TSA – OC. The Property maintenance crew will come to inspect and repair any needs. Difficult repairs are sent out to vendors for bids and subsequent approval by TSA.

The Salvation Army is committed to maintaining a pest free environment throughout the premises. No food is allowed in living areas of facility. Trash bags are emptied daily in all areas. Inspection of guest rooms and lockers are conducted for any items that would attract pests. All staff has received appropriate training for the identification of common pests as well as prevention and control measures. A Pest Control company is contracted by TSA - OC and comes monthly to spray for bugs, check for infestation of pests, and perform other pest prevention or extermination treatments that is seen on their visits or reported by staff.

Fire & Earthquake Safety:

Evacuation Plan for Ambulatory and Non-Ambulatory Residents

The Hospitality House staff is trained in providing for the safety of everyone in the facility. HH staff will respond quickly and safely when an emergency, incident, or natural disaster occurs. Evacuation Routes and Exits are posted in each major area of facility. An evacuation point outside is designated.

In case of the need for evacuation, the Lead Attendant present during the emergency will notify all staff and guests to evacuate, call 911, and direct evacuation plan. Staff is assigned to oversee the evacuation of guests in each work area. Staff checks guest areas, assigns assistance to non-ambulatory and disabled persons, and leads guests to safety through the nearest safe evacuation exit. Staff then assembles guests outside at designated evacuation point, reads bed list for attendance and searches for any missing guests as safety conditions allow.

In case of fire these additional protocols are completed:

- The Lead attendant pulls the nearest fire alarm if it is not already sounding; the Fire Department monitors the alarm and will respond immediately.
- While evacuating guests, staff attempts to close all door(s), if safe to do so
- Before exiting a room, the lead staff will touch back of hand to the door to determine if the door is cool, then open it a crack, smell for smoke, and if deemed safe, open the door and leave the building to the evacuation meeting point.
- If the door is hot, it is not opened and staff leads guests to leave via the nearest window.
- Staff will locate and use appropriate fire extinguishers if safe to do so
- When the Fire Department arrives, a staff person will speak to the officer in charge and give the officer a set of staff keys
- Staff will contact the HH Manager or his/her delegate as soon as possible, if not on site
- Staff will report incident and procedure in Incident Report and staff shift notes as directed in TSA policies

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

- Contact The Salvation Army OC Coordinator to locate TSA locations and disaster team if assistance is needed for guest shelter, meals or services.
- Contact other Homeless Providers for services as needed

For a false alarm or other short term evacuation, staff will direct occupants back into the building once the Fire Department has authorized an “all clear.”

Fire Prevention Procedures

A code compliant fire detection system will be installed as part of the building of the new facility. All fire exits will be constructed in compliance with laws, ordinances, and fire codes. Code compliant emergency lighting will be installed both inside the facility and outside on the grounds for safety and in compliance with all codes.

No smoking is allowed inside or outside the building within 20 feet of doors. A smoking section will be designated and posted.

Fire Drills and Documentation

Fire drills are conducted at least quarterly and reported on the designated form and in shift report. Documentation of fire drills is kept for three years in HH Manager files.

Fire Inspections and Extinguishers

The most recent annual fire inspection is posted in kitchen area of facility. Fire extinguishers are hung in each area of the building as shown in facility plans and in evacuation plan. Fire extinguishers are inspected and maintained per city and county requirements. A certificate of the last most recent OC fire inspection is posted in the kitchen area.

Earthquake Safety

Earthquake drills are conducted quarterly by staff. Drills are documented on designated forms. The evacuation route and procedures are the same as for other hazards. A guest tally and search is conducted once evacuation is conducted.

In case of an actual earthquake that causes damage to facility or grounds, the OC Property Department will be called to inspect the facility as soon as safety permits. Guests will be evacuated from building and transported to other shelter as needed. The Salvation Army disaster team will be called and respond to set up shelter and food as part of the normal disaster procedures.

2. Security Plan

The Hospitality House follows policies and procedures that promote safety for guests, staff, volunteers, and community in a multi-faceted plan. We strive to provide an atmosphere that promotes community, stays alert for signs of conflict, and confronts behaviors before they escalate. All HH employees receive training in communication techniques that de-escalate confrontations.

Entrance and Exit Procedures

All staff and guests will enter and exit through one main entry at the back of the building. This entry will be the center of staff operations for the shelter. It will be equipped with security cameras for inside and outside the facility, safety alarms, and an intercom system to control entrance into building. All areas of the building will be locked when not in use. The building will be zoned so that guests will only

have access to the areas for which they need. An electronic key system will be installed to prevent use of keys by undesignated users.

All guests will present identification upon entry, sign in upon entrance, and sign out upon exit from building. The doors and windows will be locked at all times when not in use. Guests will enter HH property through one gate on Garfield Street side of building most away from residential housing in the neighborhood. There will be a security gate constructed at the entrance to property for pedestrians and automobile drivers. Gates will be open during daytime hours. The TSA drivers and staff will have access to the automatic entrance through the gate at all hours. Passage through security gates will be accessed through use of an intercom system for admittance. Other vendors and visitors must gain access through intercom at gate entrance after dark.

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

A HH staff will monitor security through cameras at intake desk and administrative office areas at all times. During occupancy times, a staff will conduct security rounds of the facility every 15-30 minutes, be accessible and visible to guests, and survey facility for any potential concerns. Staff will have communication with each other via portable electronic equipment. A public intercom system will be used in guest and staff areas for announcements and instructions in case of unsafe incidents.

Guests are expected to remain outside of the Hospitality House property and immediate surrounding area between morning exit and evening entrance to the facility. Repeated violations of this rule may cause a guest to be exited from the facility and/or extend the time between when a guest may return for services. Guests will enter property for intake directly as they come into the neighborhood and will wait for Hospitality House intake in the guest courtyard within the HH property.

Policy regarding storage of guest possessions

The Hospitality House will have enclosed areas for storing any guest property he may need during his stay. A Hospitality House guest may store personal property in his assigned storage container inside the storage closet. The storage area may

be accessed each evening at intake and each morning at exit, with staff supervision.

Guests' property stored in the provided spaces may not be taken into living areas of the facility without permission from HH staff. Only laundered clothes,, approved personal property, and hygiene items may be kept in living areas inside the storage locker at each bedside.

Personal items such as money, important documents, and small electronic equipment, may be placed in an assigned, locked cabinet at intake desk that may be accessed by the guest with HH staff supervision upon exit or for emergency needs. A guest who qualifies and requests his personal effects to be stored in our locked cabinet must sign the "Hospitality House Storage Locker Agreement" form which states that HH staff is not responsible for any items that are lost, stolen, or damaged.

All items are stored for the length of the guest's stay at HH. Right to store items may be revoked based on violation of rules and/or the HHs management's discretion. Once a guest has exited the Hospitality House, any personal effects may be stored for up to 3 days; after which, if not picked up, the property is donated or disposed of. In the event the guest cannot come to retrieve his own property, he may name a proxy of his choosing to pick up his effects by filling out an Authorization for Release of Personal Property form. The guest is responsible for asking his designated contact person to retrieve property, if needed.

No contraband items may be stored at the Hospitality House. Contraband items include but are not limited to: weapons, explosives, flammable or volatile substances, illegal drugs, drug paraphernalia, bio-hazardous items or environmentally harmful goods, food and perishable items, and wet or dirty clothing.

Policy pertaining to authorized/unauthorized search of guests' property by staff

The Hospitality House staff has the right to inspect all storage areas to ensure compliance with HH contraband polices. When inspecting a guest's possessions without him present, two staff persons will be responsible for the search. An Authorization Form is signed by the guest at time of entrance into facility when he places items into storage closet. When a guest is found to have items unsuitable for storage in the facility, he can choose to have staff dispose of the item or guest

may store property off of facility premises at his regular storage area. Guests may not leave facility to store items and re-enter the facility, but must forfeit the remainder of nights and exit premises until his next eligible night for re-entry. Staff has the right to designate a period of time when a guest is ineligible for re-entry to facility, if contraband is found. Length of ineligible time is documented according to pre-determined policy.

Policy on Possession of Weapons On-Site

The Hospitality House rules state that no weapons or objects which can be used as weapons can be brought into the facility. Definition of “weapon” is outlined in the HH Policy and Procedure Manual. All of a guest’s belongings that he is carrying on-site upon entry are searched and inspected for weapons and items that could be used as such. Anyone found with a weapon or dangerous material that can be used as a weapon will be asked to immediately leave the premises and neighborhood of the facility. Sharp objects such as tools or scissors are stored in locked cabinet at intake desk and not taken into facility living areas.

All kitchen knives and sharp objects, hazardous materials, and cleaning equipment that could be used as a weapon are kept in locked areas with only staff accessibility.

Policy on Reasons and Length of Time People are Exited

The Hospitality House believes in redemption and second chances. However in order to maintain a safe, empowering and effective facility, we follow a policy of set consequences violating any of the House Rules. All consequences specified are for first violations. Second or more violations will be more severe, including up to permanent exit from the Hospitality House.

Guests who use our facility, programs, and services in violation of a specific rule will be obliged to adhere to those consequences. The consequences may also be subject to intervention by law enforcement, and if necessary, prosecution up to the limit of the law.

The Hospitality House maintains a zero tolerance policy towards violence, sex misconduct, other criminal activity, and toward drugs and medications used or possessed beyond the scope permitted in HH Policy and Procedures. These behaviors, when substantiated, will be cause for immediate expulsion from facility.

A full list of House Rules violations and consequences is available in the HH Policy and Procedure Manual at the Intake Desk of the facility.

Procedure on Contacting Police

The Hospitality House has policies and procedures in place on how and when to contact police for conflict resolution, trespassing, theft, unruly behaviors, loitering around property, mental health evaluation, and emergencies. A 911 protocol is established and followed. All staff are trained in these procedures. 911 will be called for any medical emergencies, violent behaviors that endanger others, and suicidal ideation. Refusal to leave the premises for illegal activity on-site will result in the SAPD being called to escort guest off the property. The SAPD Heart Team is contacted for other needs of guests, appropriate to team's scope of services.

3. Health Policies

Housekeeping Policy

The Hospitality House understands the importance of maintaining hygienic, sanitary environments for the well-being of guests, volunteers and staff. The Hospitality House maintains written, standardized housekeeping procedures. Each procedure is designed for safety of staff and guests and for a consistent, high standard of housekeeping. Staff is provided with TSA training in these procedures, are monitored in performance of the procedures, and evaluated in their effective use of them. Training includes education about any hazardous materials with which staff may come into contact when carrying out their assigned work tasks. The complete list of procedures is included in the HH Policy and Procedures Manual, available to all employees in hard copy and computer document form.

The HH Manager and/or designated lead staff member are responsible for ensuring household tasks are assigned and completed. Particular attention is paid to the primary sources of household biohazards, kitchens and bathrooms. The Hospitality House will take steps to prevent the spread of infection in bathrooms, bedding, and food.

All living areas of facility are washed with institution strength anti-bacterial products daily. Bathrooms and showers are given priority attention. The kitchen and dining area are cleaned according to health standards after each meal. Special

duties are assigned on a weekly and monthly schedule. Public meeting rooms are cleaned after each use and weekly. Offices are cleaned twice per week.

To prevent cross-contamination, guests are required to store personal toiletries in plastic sealable bags on their beds when not in use. Guests are assigned a set of linens at intake for their use while in the shelter. The guest is responsible for making and maintaining their bed each morning. Staff washes bed linens weekly in hot water with bleach. Towels are laundered daily.

Phase II guests are responsible for cleaning their room, making their beds, and washing their personal laundry. A separate laundry area on the Phase II side of the building is available for guest use. A schedule is maintained according to guest's work schedule. Guests are also assigned tasks in helping keep the Phase II lounge, bathrooms, and laundry area clean. These are assigned weekly by case manager and supervised by HH staff. HH staff thoroughly cleans Phase II side weekly.

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

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

Volunteers who assist with cleaning in the facility, including Phase II guests responsible for certain chores, are trained in these cleaning and safety procedures and supervised by staff in their duties.

The outside grounds are included in the housekeeping standards and schedule. The facility courtyard, patio, parking lot, and green areas are cleaned daily from debris and litter. Chairs and tables are washed according to inside standards. Staff cleans parking lot and patio area thoroughly each week. Cleaning of exterior walls

of building and windows is scheduled and performed by the Property Department of TSA, OC or its approved vendors.

Possession and Use of Controlled Substances

The Salvation Army has a strict policy prohibiting the possession or use of alcohol or controlled substances on Army premises by employees, residents, clients, and general public.

It is the intent of the Army to promote a safe, healthy and productive environment for everyone. The Army recognizes that the illegal and/or excessive use of drugs, alcohol, or the inappropriate use of prescribed drugs is not conducive to a safe living environment. It is the objective of the Army to have an environment that is free from the influence of controlled substances (illegal drugs) and alcohol at all times on Army premises. The unlawful purchase, possession, transfer, manufacturing, distribution, dispensation or use of any illegal drug is inconsistent with the Army's objective of operating in a safe and efficient manner, is strictly prohibited and is contrary to the Army's mission. No one shall use controlled substances or alcoholic beverages on Hospitality House premises.

Policy for Drug Testing

The Hospitality House does not test guests for drugs or alcohol before intake into Phase I area of the facility. However, staff has the right to refuse entrance to any guest who is noticeably under the influence, exhibiting behavior that is inappropriate due to influence, or otherwise cannot follow the rules and expected behaviors of a guest while residing at the Hospitality House. If alcohol, illegal substances, or paraphernalia are found in guest's possession while he is at the Hospitality House, that guest will be asked to exit the facility and neighborhood immediately and will not gain entrance until his next eligible intake date. The illegal drug or alcohol will be disposed of and documented by two HH staff following written protocol in HH Policy Manual.

All Phase II clients are tested before admission into the program, sign an agreement for voluntary random drug testing and searches of living area, and are tested regularly throughout the program. Any Phase II client found to be under the influence or in possession of controlled substances will be asked to exit the program and facility.

Security, Use and Access of Prescription Medications

If a guest has medications that must be administered throughout the evening/night or will be damaged by extreme heat or cold, or he may store them in a locked cabinet at designated storage area in entry area. If a medication needs to be refrigerated, the medication will be packaged and labeled with person's name, bed number, and name of medication and placed in the designated locked refrigerator in locked kitchen area.

A guest who qualifies and requests his medications to be stored in a locked area must sign the "Hospitality House Shelter Storage Locker Agreement" form and will have access to the medications as soon as possible by his request to the Attendant on duty. The guest is responsible for requesting and taking his own medications within limits of how they are prescribed. Only the person whose name is on the medications may retrieve them.

Guest Use of Over-The-Counter Medications

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

Guest Access to Emergency and Medical Care

Guests may have access to medical care at any time. Guest should communicate to attendant on duty his need for medical care, if possible. If a guest requires first aid items, he may access them from attendant at intake desk. Attendant may assist guest in first aid care with guest's permission, as he/her is trained, and using universal precautions.

In case of a seizure, HH attendants are trained in appropriate safety precautions and will call 911 if seizure persists or causes bodily harm. If a guest needs emergency or serious medical care, the Hospitality House staff on duty will call 911 and follow 911 procedures. In case of an injury, attendants do not move the guest. They will contact other Hospitality House staff, call 911, and if appropriate, check breathing and pulse and begin CPR if needed. One attendant or trained volunteer attempts to keep the guest comfortable and keeps other guests away from immediate scene, while another attendant waits for medical personnel, gives medical personnel information about guest, and directs them to guest. HH Manager is called as soon as possible. After client emergency or incident has been

controlled, the lead attendant will complete an "Accident & Injury" report form (which is sent to TSA – OC Human Resources the following day).

A guest may also receive a bus pass to travel to routine medical appointments for which he has verification. Bus passes are approved and given by case management staff according to protocol.

First Aid Equipment, Supplies and Procedures

The Hospitality House has a first aid supplies kit available at all times and is located at entry desk, in staff supply closet, and in office areas. The first aid kit is inspected monthly, updated as items expire, and re-stocked after each use. Attendants are trained annually in universal precautions, first aid care, seizure, CPR, Mental Health crisis awareness and hold a current certificate in CPR. Any incident occurring at the Hospitality House requiring first aid is documented in the shift report and an Incident Report is prepared and sent to HR the following day.

Policies & Procedures for Disease Prevention

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

When an accident or injury to an employee or client occurs or when there has been damage to Salvation Army property, there is a set protocol which includes:

- Immediately contacting Supervisor about the situation
- Dealing with any injuries
- Securing the accident scene by obtaining names, addresses, and phone numbers of witnesses if possible, taking photos if possible, and noting any unusual circumstances
- Recording all necessary information to complete a formal report
- Not accepting any responsibility on behalf of The Salvation Army
- Reporting all accidents or injuries within 24 hours to Salvation Army insurance carrier

The Hospitality House procedures for cleaning help prevent disease spread. If a guest shows symptoms of a contagious disease that might threaten another person, the guest is sent to a doctor, urgent care, clinic, or emergency room for diagnosis and treatment. A bus pass is given for non-emergency transportation. If a guest is hospitalized, the hospital or guest may call the facility and his bed will be reserved for him for three days. The Hospitality House will only store possessions up to three days without communication from hospital or guest. If a guest leaves the HH due to disease, the bedding and guest's clothes are washed, bed cleaned, and bedding replaced on bed. Clothes are stored in designated area. Universal precautions are used for all handling of guest possessions. Staff follows hand washing techniques recommended by OC Health Department.

All staff is tested for TB as required by OSHA standards and written in HH Policy and Procedures. If a guest shows symptoms of tuberculosis, the guest is sent for medical diagnosis and asked to receive a TB test. Hospitality House guests are not tested and screened for the presence of tuberculosis. Refusal of test or positive results will result in the person needing to leave the premises for more appropriate housing. Case Management will assist in this process.

4. Food Policies

Provision of Nutritional Needs of Guests

The Hospitality House provides a hot breakfast and dinner to each client every day. A menu is planned to serve meals that are nutritious and balanced. The cooks at the HH are trained in diet and food preparation. Meals serve a balance of protein, vegetable, fruit, grains, and dairy products. Most food for meals are obtained through donations. Food is supplemented with fresh food and vegetables from food bank and grocery purchases as necessary.

A client that states he is on a special diet for medical purposes is provided food items on that diet if possible. However, special meals are not prepared for each guest.

Food will be served at designated times of operation for registered shelter guests, volunteers, and staff only.

Meeting the Health Department Standards

The Hospitality House meets all OC Health Department standards. Inspections are completed by the Health Department and any changes are made if indicated. The certificates for Health Department inspection results are posted in the Kitchen area of the facility.

Provisions for the Sanitary Storage and Preparation of Food

The new facility will have an updated, state of the art kitchen and dining area. Adequate storage is planned for storage of dry foods, refrigerated foods, frozen foods, and supplies. There is a separate refrigerator/ freezer space for guest foods and medications. The kitchen will have the most up to date preparation areas provided. All cooks are trained annually in food preparation and cleanliness standards. Current certificates of food handling safety are posted in kitchen area and in employee file for each cook. Cooks and volunteers assisting them follow the procedures of the OC Health Department as taught in the Safe Serve food handling classes. All volunteers are supervised by a cook employee. Other employees are only allowed in kitchen area under supervision of cook.

All storage areas are cleaned on a planned schedule and outdated food is disposed of. There is a rotation schedule for storage and use of food in freezer, refrigerator, and dry good pantry that maximizes use of food so that it does not become outdated. Food that cannot be used by Hospitality House is given to TSA Family Services pantries, clients of other TSA programs, and other agencies to distribute food before it is outdated.

5. Transportation Policies

Pedestrian Traffic

All HH guests will enter/ exit property through the Garfield Street gate. If gate is closed, an intercom may be accessed to get permission to enter facility. Visitors and vendors may enter and exit property through Third Street Front Door. An intercom system will contact attendant for admittance.

The following transportation measures will be implemented:

- Hospitality House guests will exit from the facility at a time which will limit their contact with nearby children going to school (Note, Garfield Elementary School daily start time ranges from 7:45 am to 8 am, with dismissal at 2:20pm.)
- Intake times will be scheduled at times which will limit client contact with nearby children coming home from school
- A map of transportation resources and bus routes will be given to each guest on initial exit from the facility (*See Attachment 8*).

Bicycle Traffic and Parking

Bicycle use is encouraged for guests and employees. Covered bicycle lockers will be provided in a secured area next to patio/entrance area of facility. Bike locks are encouraged. The cost for a lock may be requested to Case Management and provided as funds are available. Secured bike parking is also available at public bike huts and lockers close to the facility.

Bus Transportation

Guests will have bus access at First Street, Grand Street, and at Bus Terminal on Santa Ana Boulevard. Guests can walk this short distance to available busses. If a guest is disabled, he can apply for OCTA Access Bus that will pick him up on-site by reservation. An HH case manager can assist him in this process. Hospitality House does not provide shuttle service for guests.

Vehicles Transportation and Parking

HH parking lot spaces are for current guest and staff vehicles. Volunteers, vendors, and community visitors will park their vehicles in HH lot while at the facility. All who are travelling to the facility will also be encouraged to use public transit, bike, or walking as an alternative mode of transportation. A current guest may park his vehicle in the lot when he is physically present at the facility. No daytime parking is provided for Phase I guests. Vehicles eligible to park in HH lot are listed on the Vehicle Parking Form by license plate and client name. Vehicles in lot overnight must be registered on this log each night when guest enters facility. HH attendants include parking lot and vehicles in their nightly security rounds.

Guests who have vehicles parked in lot due to non-operation, with permission of HH Manager will be allowed to keep vehicle in lot for a limited time (no more than 72 hours) while other arrangements are made. If the vehicle is not moved by designated time limit, the Hospitality House has the right to have the car towed and impounded. Hospitality House staff also has the right to call SAPD for a tow of any vehicle abandoned on HH lot or on surrounding property.

Guests are not allowed to have any person or pet stay in their vehicles while they are residents at the Hospitality House, either in parking lot or in immediate parking area surrounding facility. Violation of this policy will be grounds for being exited from program.

Transportation Flow On and Off Property

Bikes and pedestrians will leave facility through guest gate and proceed north or south on Garfield out of immediate neighborhood. The proposed route for all traffic flow on and off the Hospitality House property will be to exit facility via Garfield Street, walk or ride on Garfield Street to a main non-residential thoroughfare to get to any destination. A map with directions to nearby bus stops will be provided to all Phase I guests at intake.

Staff Transportation of Guests

HH staff may transport a guest a short distance for other housing or in special circumstances. Permission must come from HH Manager under transportation protocols. Any transportation is provided in a TSA fleet vehicle driven by an HH staff with valid California Department of Motor Vehicles (DMV) license and certificate of TSA training in Decision Driving. The Decision Driving certificate is updated annually.

6. Financial Policies

Financial Requests from Guests

The Hospitality House follows strict accountability policies set by The Salvation Army, processed by the Southern California (S. CA) Divisional Financial Council, and directed by the S. CA (or their) Divisional Finance and Business Director. Hospitality House does not have access to any funds at its location. Requests for funds for repairs, supplies, and guest services are made through the Finance and Business Director's office for The Salvation Army, Orange County. A strict protocol must be followed.

When guests receive a financial assistance service at the HH, it must be requested and received through the case management office. Guests must sign a designated log when they receive the requested item (bus pass, clothing voucher, TSA check for I.D, etc.). A log is kept for each kind of service and given to TSA –OC Finance Office before any other items or checks can be ordered. Bus passes and voucher books are kept in locked safe in locked closet in locked case management office at all times when not in use.

Guest Possessions and Funds

No funds of Phase I or Phase II – HRP & WSP guests are handled by the Hospitality House staff. Clients with funds that they keep at the Hospitality House are responsible for their security and safety. It is encouraged by staff for guests not to have funds on site, and to store wallet, electronic devices, and any cash in appropriate locked storage as per the policies for storing guest property. The HH has a policy of not being responsible for lost or stolen items that is included in HH Policy manual, listed in signed HH Rules agreement, and read nightly when rules are reviewed before intake.

The Homeless Services Coordinator collects Occupancy Fees monthly from participants of the Phase II IEM program. These fees are collected in the form of a money order or personal check, signed by guest, and given to Coordinator in person. Two staff persons are present when guest pays the fee. The fee is recorded in the Occupancy Fee log. A three ply receipt book, approved by TSA Finance Director is used when fees are paid. The guest receives one ply sheet of the receipt, the second sheet is sent to the TSA-OC Administrator, and the third sheet stays in the receipt book. The receipt book is locked in the safe located in the Hospitality House Homeless Services Office. When fees are collected, the check, appropriate ply of receipt, and a copy of the signed guest fee record is put in the Homeless Services Office safe and transported to the TSA – OC Administration Office within 3 work days. The record book is signed by the bookkeeper indicating she received fees and is transported back to the Homeless Services Office and placed in safe.

Annual Outside Audit

An independent financial audit of The Salvation Army, Orange County Coordination is performed annually by Deloitte and Touch, LLP of Los Angeles. The

most current audit is kept on file at the TSA - OC Administration Office and is available for review if needed.

A program audit for each TSA - OC program is also conducted annually by auditors from the S. CA. Divisional Headquarters. The results of this audit are recorded at the TSA - OC Administration Office. Violations of policy are discussed with each program and corrected immediately. The finances and program of the Hospitality House are included in both audits.

Financial Reports Review

Financial reports of TSA – OC are reviewed every other month by the Advisory Board and its Finance Committee. Hospitality House finance reports are also received each month from the DHQ Finance Chairperson. Each finance report is reviewed by the Hospitality House Manager, Homeless Services Coordinator, and the Director of Social Services.

The Administration Office of TSA-OC reviews financial statements and budget with each Department Head on a quarterly basis. Adjustments are made in spending as necessary.

7. Legal Policies

Policy for Compliance with Local Laws

The Salvation Army of Orange County complies with all local laws of the City and area within which they offer services. The Hospitality House (HH) complies with all local laws of the City of Santa Ana that pertain to the City of Santa Ana's Emergency Shelter Ordinance (SB2) and zoning requirements. In addition, the HH follows all OC Health Department and Fire Code requirements, and has staff trained for food handling, CPR, fire drills and other disaster evacuation procedures. The HH utilizes the SAPD for any breaking of laws by HH clientele while on its premises. HH will cooperate with SAPD on investigations for persons wanted for crimes as much as is possible while maintaining TSA policies on client confidentiality.

Policy for Compliance with Labor Laws

The Salvation Army and the Hospitality House comply with all required labor laws. OSHA training and review are done during staff meetings on a quarterly basis.

OSHA flyers are posted in the HH employee lounge and administrative office.

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

8. Non-Discrimination Policies

The Salvation Army policy of non-discrimination is stated in the Salvation Army Mission Statement. “The Salvation Army Hospitality House does not discriminate in the provision of client care based on age, race, color, religion, sex, sexual orientation or gender identity and expression, marital status, geographic, national or ethnic origin, HIV status, disability, or veteran status.”

At the Hospitality House the target population served is men 18 years of age or older. Other populations are served in other areas of The Salvation Army Homeless Services.

Policy for Compliance with Americans with Disabilities Act

The Salvation Army complies with all standards of The Americans with Disabilities Act. The new structure for the Hospitality House will be accessible to all persons with any disability of sight, hearing, motor, emotional, mental, and brain injury required by federal and state law, city and county ordinances, fire and health department standards. Staff receives training to work appropriately with persons with disabilities. All persons will be treated with dignity, value and respect.

Gender-Specific Programming Policy

Persons in the Hospitality House are identified by the gender identification for which they choose. The HH will provide beds to persons of gender identity, expression and sexual orientation with due regard to privacy and client rights. Bathrooms and showers are constructed with maximum privacy for all guests, regardless of sexual orientation, expression, or identity. All Phase I and Phase II programs and services are available with the dignity of all guests as highest priority.

Sexual Harassment Policy

All guests, volunteers, and employees should be able to co-exist at The Hospitality House in a trauma informed care environment, free from sexual harassment and inappropriate sexual behavior.

The Salvation Army has a zero tolerance policy for sexual harassment and inappropriate behavior of a sexual nature. No sexual harassment will be tolerated by anyone on the HH facility grounds - including by staff, volunteers, or guests. Guests, staff, and volunteers will be notified if in The Salvation Army's sole discretion any of their remarks, advances, gestures, or attire constitutes sexual harassment toward any person in the Hospitality House facility.

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

Policy Regarding Sex Offenders

The Salvation Army has strict requirements for the safety of children and vulnerable adults. A Protecting the Mission Program for TSA provides yearly training to TSA staff and volunteers in sex abuse definitions, sex offender policies, child abuse, and vulnerable adult abuse. All HH employees must review this training yearly and be certified to have passed its standards.

The Hospitality House follows federal law requirements in reporting sex offenders. The Phase I program does not screen each guest for sexual offenses, due to its all single adult male population and maintenance of a low threshold admittance policy. All guests are monitored by staff rounds and security cameras in living areas.

The Phase II program of the Hospitality House screens for sex offenses through the Megan's Law website and OC Sheriff's Department. Persons registered as sex

offenders are assessed according to their crime and each case is reviewed by program and administrative staff. If the offender is considered safe to enter the program by these staff, a thorough safety plan is written, approved by the OC Coordinator, the plan set in place, and guest monitored during the length of the person's stay. This plan is also made with input from, and a copy of it sent to, the probation officer assigned to that guest.

9. Confidentiality Policies

Personal Confidentiality

People seek help from The Salvation Army program units when they have special needs which may range from fairly simple to painfully difficult. Their need for service and the help that can be given is determined through sharing factual and personal information. For this to be effective, they must be able to trust that the program unit will hold confidential the shared information.

The Hospitality House keeps strict confidentiality practices as written in The Salvation Army Confidentiality Policy. These practices include:

- 1) Fact of Participation: The fact that an individual is or has been a participant in a Salvation Army social service program should not be disclosed except as may be specifically defined. Inquiries by visit, telephone or letter regarding a participant in The Salvation Army residential program should be answered with the statement that information as to whether a particular person is or has been in residence cannot be divulged; that if in fact the individual is in residence, he will be advised of the inquiry, and that, at his discretion, he will or will not communicate with the inquirer.
- 2) Disclosure to Other Agencies: Disclosure of guest information to other social service agencies, whether on a referral to or from The Salvation Army, generally may be permitted only with the person's written consent. Information is to be withheld where enjoined by law and where by contract The Salvation Army has agreed to maintain the confidentiality of guest records (as under the Privacy Act.)

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

- 3) Information to the Client: In some situations it may be required by law to disclose to the participant information contained in his/her own case record. Information disclosed should be limited to that which is included in the formal case record. The formal case record should contain factual information, not counselor notes and observations. Information provided by other agencies should not be shared.
- 4) Law Enforcement Personnel: All requests for information regarding clients originating from law enforcement agents, should be referred to TSA's Legal Department at subpoenas@usw.salvationarmy.org. Before any action is taken on any legal request, the local Salvation Army operations should contact its immediate administrative headquarters. The Salvation Army sets boundaries for the sharing of information with law enforcement personnel according to its policies on client confidentiality (available in TSA Homeless Services Policy Manual) and applicable law.

Phase I guests are asked at assessment whether they would like to sign a Release of Information form that allows for HH staff to share his presence at the shelter with his probation officer. Phase II guests are asked to sign a release of information form that gives HH personnel permission to let the guest's probation officer meet with guest and inspect guest living quarters according to their documented probation requirements.

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

- 5) Written Consent: If there is any doubt as to whether client information should be disclosed, the consent of the client should be first obtained, except as otherwise required by law. The consent will be in writing on TSA Release of Information form, and should identify the information to be disclosed, the person or agency to whom it will be disclosed, the purpose of the disclosure, and the period of time during which authorization is granted.
- 6) Abuse Reporting: The Salvation Army programs will comply with all state and municipal laws requiring reporting to governmental agencies of instances of

child abuse, domestic violence and elder abuse. The Salvation Army reports any suspicion or evidence of child abuse or vulnerable adult abuse according to law's requirements. All HH staff persons are mandatory reporters. A report is also made to the Protecting the Mission staff of The Salvation Army, according to TSA policy.

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

Data Base Confidentiality Policies

Only trained attendants, case managers, and management staff are authorized to access The Salvation Army information system software program, Bridges, for clients receiving residential services from TSA. Each staff has to be approved by their immediate supervisor to enter, change, or read data in this system. Each staff person has a separate password for entry. A staff person only has access to the programs and parts of the data base for which they need to enter or gather information. Staff is only to use computers that are Salvation Army authorized and at the location for which they are assigned. No persons without a user name and password set up by The Salvation Army IT department has access to TSA computers.

The Salvation Army does not use Homeless Management Information System (HMIS) for its primary data base. The Salvation Army does use HMIS for reporting for OC Continuum of Care purposes. HMIS confidentiality policies are followed and client is informed of any information that will be sent to HMIS.

Exceptions to the Confidentiality Policy: All guests are informed that when the law requires TSA to disclose client-related information, such as to prevent danger to self or others, or to report child and elderly/vulnerable adult abuse, TSA will do so.

10. Grievance Policies

The Salvation Army has a grievance policy which is followed by The Hospitality House.

Receiving and Posting

The Grievance Procedure is clearly posted in the Hospitality House Policy and Procedure Manual and available at the Hospitality House Intake Desk. A guest is

given a copy of the grievance procedure when: a conflict has occurred that cannot be resolved satisfactorily between the guest and a staff person or another guest, the guest expresses a concern about being discharged from the Hospitality House involuntarily, or the guest has a complaint about an event that occurred at the Hospitality House involving that guest. The Grievance Policy Form is read by guest and signed.

Meeting with Staff

Hospitality House guests are provided with a reasonable opportunity to express their concerns and/or complaints. Staff has a duty to listen, consider what is being said, and provide the guest with an appropriate response. When a guest has a disagreement with another guest or staff person and there appears to be no informal resolution between the two, the following procedure must be observed:

- A meeting will be arranged with all the parties involved and member of management team
- At the arranged meeting, each party will have three (3) minutes to voice his/her concern
- The solution needed to resolve the problem will be made by the management team representative, in the sole discretion of The Salvation Army.
- If either party is unhappy with that decision, the alternatives will be to notify the Director of Social Services or leave the program

If a guest expresses a concern or makes a complaint concerning their involuntary discharge, he can take the following steps:

- The guest may request to discuss the matter with the HH Manager, who will make a decision on any corrective action required within the boundaries of his/her authority. When appropriate the Manager will notify the Director of Social Services of the client's concerns and the action taken.
- If the guest is still unsatisfied with the outcome, he may submit a request for intervention to the Executive Director, who will acknowledge receipt within a reasonable time frame. The Executive Director will take any corrective action required within 10 days and inform the client, in writing, of the resolution.
- Guests have the right to ask assistance of another person to speak on their behalf, or to help fill out a grievance form.

- Guest grievances are reported in the HH monthly reports. The Executive Director or other Salvation Army entity may review all grievances quarterly and/or annually, providing a level of review that does not involve the guest about whom the complaint was made or the person who reached the decision.
- Grievances and resolutions are documented in Bridges and guest file.

Through Residence Groups

Due to the short term of stay at the Hospitality House Phase I there is not a resident council or peer committee. However, a group of objective peers, not involved in the behaviors or violations being discussed, may be appointed to help in the communication and decision-making as deemed helpful. The HH Manager, if not involved in the dispute, would select the peer committee from current guests who volunteer to serve in that capacity. The Homeless Services Coordinator could also select the committee.

If appointed, the residence focus group will meet monthly to share positive and constructive feedback with each other and staff.

Through Whistle Blower Policy

Guest have several ways in which they may share a grievance – verbally or written, anonymous or through a third party. A suggestion and grievance box is available in the Men’s lounge and is checked weekly by Hospitality House staff. Confidentiality is strictly kept between the person making the complaint and The Salvation Army, which will withhold information internally to the extent prudent where a complaint involves a TSA staff or volunteer.

The Grievance Procedure is clearly posted in the Hospitality House Policy and Procedure Manual and available at the Hospitality House Intake Desk.

SECTION III. PERSONNEL

A. Hospitality House Staff Policies

1. Hiring Policy

The Salvation Army is an equal opportunity employer and a copy of its applicable Equal Opportunity and Affirmative Action Policy may be obtained through the

Southern California Division Human Resources department. All staff positions and newly hired staff are approved by the S. CA. Division before hiring.

Screening Procedure

Applicants are screened at the local unit level by an in-person interview using a standard TSA interview questionnaire. Persons identified as references are contacted for the selected candidate.

Acceptance Procedure

The completed application packet and staff letter of recommendation are then sent to the Division Headquarters Chief Financial Council (DHQCFC) for approval. A criminal background check is conducted. The DHQCFC must approve the candidate and the candidate must pass the criminal background check to be accepted for employment.

Upon hire, the new employee completes an orientation program. The orientation includes training on The Salvation Army Mission, history, and personnel procedures. Each new hire completes a TSA Sexual Harassment Prevention class and Protecting the Mission training on the prevention of abuse of children and vulnerable adults. The Hospitality House Manager and Homeless Services Coordinator then conduct a thorough orientation on all programs, policies, and procedures of the HH and job duties specific to the hired position.

The Salvation Army has a Social Services Code of Ethics that is the policy for all staff of The Salvation Army, OC Social Services Department. The document is in the Hospitality House Policy and Procedure Manual and is to be followed by all HH personnel.

Staffing Policies for Safe Humane Environment

The Hospitality House is staffed to provide a safe and humane environment for all guests 24 hours /day; 365 days/year. HH Staff are identifiable by TSA shirts and name tags.

All Hospitality House operations and staff are supervised by the full time **Hospitality House Manager**. The HH Manager is a salaried position requiring training and experience in facility management. He is responsible for the overall operation of the facility, management of staff, and scheduling of activities at the

HH. A part time Assistant Manager will be hired to assist the HH Manager in all duties.

There will a total of a minimum of 5 full time attendants, 3 part time attendants, 3 full time cooks, and 1 part time cook employed for the Hospitality House. At least 2 and usually 3 attendants will be scheduled for each shift on all days. There will be one **Attendant II** and two **Attendant I** staff assigned for each shift. The Attendant II will act as lead for the shift under the direction of the HH Manager. There will also be a pool of Extra Employee Attendants to cover sick days, vacation time, holidays, and be on-call for other needs. Attendants are responsible for the cleaning, intake, security, and operations of the shelter under the direction of the HH Manager.

Besides the attendants, HH will be staffed by 2 full time and 2 part time **Cooks**. Two cooks will be on duty 4:00 AM – 8:00 PM to provide breakfast and dinner for all guests, clean and manage kitchen, and assist with staff supervision of clients and volunteers during their shifts. One FT **Homeless Services Driver (HSD)** is employed to manage donations, pick-up from vendors, deliveries to programs, and communication with all food providers. A PT Assistant Driver will help HSD in pick-up and deliveries on heavily scheduled days and work as the HSD for holidays, vacation, or sick leave.

The **Homeless Services Coordinator (HSC)** is a salaried position with a related Masters Degree. The HSC supervises all case management staff and student interns. The HSC is responsible for coordinating, planning, and supervising all case management, and programming for the HH. Two **Case Managers** with Bachelor Degrees in a Social Work related field will perform case management for all Hospitality House guests, according to program expectations. **Social Work Interns** at BSW or MSW programs assist Case Managers interns perform assessments and offer resources, referrals, vouchers and other client requests between 3:00 pm and 7:00 pm on weekdays.

The **Director of Social Services (DSS)** is a salaried position with MSW degree and at least 5 years of experience in the field. The DSS oversees the program design, operation, and evaluation for all of The Hospitality House and supervises the HH Manager and Homeless Services Coordinator. All offices are on-site at the facility.

The **Director of OC614**, an outreach ministry for homeless persons, is operated from the Hospitality House. OC614 is a ministry of relationship with anyone who is homeless, to help connect them with God, others, TSA services, and needed resources. A chaplain is assigned to the HH from the Tustin Ranch Corps for Bible studies, worship opportunities, and pastoral care. The chaplain, Director of OC614, and the Director of Social Services are supervised by the Commander of The Salvation Army, Orange County Coordination.

Volunteers assist with intake procedure nightly between 4:00 pm and 7:00 pm, dinner preparations and clean-up, and other chosen duties. Volunteers are supervised by the staff whom they assist.

The Hospitality House Staff Job Descriptions are posted in the HH Policy and Procedure Manual and available at the HH Manager's Office (*Attachment 9 – HH Staff Organization Chart*).

2. Policies for Staff Training

All Hospitality House Staff is trained when hired and annually in emergency evacuation, first aid procedures, reporting of abuse and neglect, crisis intervention, and CPR procedures, and receives on-going in-service training in counseling skills and handling tensions in a non-violent manner. HH Staff is also trained in the Strength – Based Approach, Trauma Informed Care, and positive communication skills. Each staff has a training plan to complete annually, according to the staff person's individual needs. Documentation of training is kept in employee file by HH Manager and is sent to OC-TSA Human Resources for filing, when appropriate.

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

HH staff are trained in fire, earthquake, and chemical spill evacuation procedures when hired and annually. Evacuation drills are held and recorded quarterly. Evacuation protocols are recorded at the front desk for reference. Evacuation maps are posted throughout the facility. All staff are trained in first aid and CPR procedures annually. 911 reporting is taught in orientation and reviewed annually. CPR certificates are kept in staff files. Universal precautions are followed.

Safety Conduct - Prevention of Abuse, Crisis Intervention, Conflict Resolution

The Salvation Army has a required training program in prevention of child abuse, vulnerable adult abuse, child abuse reporting, and sexual harassment titled "Protecting the Mission." Each staff completes this training program annually. Certificates of completion are recorded in HR files.

HH staff complete a course in conflict resolution and crisis intervention upon hire and annually. Documentation of completion is recorded in staff file.

Appropriate Behavior for Dignity and Respect

Operations, Program, and Management staff are trained in the Strengths Based Perspective model of client care – where guest strengths and abilities are primary and priority for all communication, care, and case management. Staff is also trained in Trauma Informed Care, practiced for all guests due to the trauma they have experienced in life and by being homeless. These trainings are held annually for all Social Services staff. Notice of completion is recorded in staff file.

Communication

Clients, Staff, Community

HH staff undergoes classes in communication skills – such as handling phone calls, confidentiality policies, and using "I" messages. The communication skills are reinforced through practice and reviewed at weekly staff meetings as warranted. Courses covering topics such as communication skills with mentally ill persons, receptionist skills, communication with difficult people, and conflict resolution are completed.

Resources and Referrals

Operations and Program Staff are oriented to resources, homeless services, and organizations for collaboration and referral. Staff representatives attend the Homeless Provider Forum, Case Management Forum, and Implementation Committees for the 2020 Plan to End Homelessness in Orange County. Resource lists are updated monthly and kept at front desk, guest lounges, computer room, and case manager offices.

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

Mental Health and Addiction Skills

HH staff attends a mental health training events annually which include naming of symptoms, de-escalation techniques, and safety. Guest speakers present workshops on various aspects of mental health diagnoses, symptoms, and care. Many of the HH guests struggle with addiction. Staff is trained in AA steps, drug testing, symptoms of drug abuse, and referrals for treatment. Recovery programs are encouraged and referrals are made as appropriate.

Self - Care and Spiritual Support

Weekly staff meetings are held for all staff. Part of the purpose of these meetings is communication and processing of stressors while working with difficult clientele. All meetings are opened with prayer. Staff is instructed in stress reduction techniques, boundaries, and the importance of self-care. Spiritual and recreation days are held annually for renewal of body, mind, and spirit. A chaplain is assigned to the Hospitality House for client and staff support.

Policies for Program Staff Training

Program staff attends the mandatory in-services for all Social Services and HH staff. Also offered is an annual Social Services Staff Education day sponsored by the S.CA Division Social Services Department, which is a day involving inter-agency events and seminars designed for management skills and social work practice, continued education through schools of social work, and pertinent special programs offered by collaborating partners. Each staff person is required to attend two SS. Education Days and two other educational events of their choice per year.

Annual Staff Evaluation and Training Plan

All staff is evaluated annually by their supervisor, using a TSA standardized document. Evaluation ratings are used to request a raise in salary. A Training Plan for each staff is included in the evaluation and followed- through by staff and supervisor quarterly.

Documentation of Staff Training

Staff is given certificates after completing each class or seminar required. Documentation of staff training is recorded in each staff file by the supervisor of that staff. Training required by all Salvation Army Employees is also

recorded in the Human Resources file for each staff person at the TSA-OC Administration building.

B. Hospitality House Volunteer Policies

1. Selection, Screening, and Background Checks

- Volunteers for The Hospitality House complete an Application with The Salvation Army, OC
- Volunteers are screened by in-person interviews at local unit
- References from volunteers are interviewed by phone
- Volunteers are subject to a criminal background check
- Volunteers are assigned to HH by their choice of service

2. Orientation and Training

- A Volunteer Packet is given and explained
- Volunteers complete orientation for HH policies and procedures
- Volunteers are given list of responsibilities and duties
- Volunteers are trained at tasks by HH staff

Identifiable Lines of Authority

- Identifiable Lines of Authority are included in the Volunteer Packet
- Volunteer Packet is read, signed, and filed at HR office
- HH Volunteers are identifiable by volunteer badges

Descriptions of Volunteer Tasks

- Volunteers are given descriptions of tasks and duties which they are asked to perform
- Volunteers answer questions and follow the written procedures of the Hospitality House
- Volunteers defer to the staff persons on duty to give resources, referrals, and handle situations beyond their responsibility and volunteer agreement
- Volunteers have access to the HH Manager, Homeless Services Coordinator, or Social Services Director for questions and grievances

Community Resources and Social Service Programs

- Volunteers receive orientation of resources and programs within the community
- Resource lists for common needs are posted in folders at Intake Desk and in Men's Lounge by category
- The Homeless Service Case Manager and Homeless Services Coordinator are available to update resources for staff
- Volunteers have opportunities to attend community forums and events to receive more training about community resources and network with other community agencies.

3. TSA-OC Advisory Board Policies

Purpose

The Advisory Board of The Salvation Army, Orange County Coordination has the purpose of being a fundraising board as well as making advisory decisions regarding policy and programming.

Advisory Board Organization and Roster

The Orange County Coordination (OCC) Advisory Board is organized annually at its September meeting. Officers for the OCC Advisory Board are elected and board members sign an agreement to serve for the year. New members are introduced and recognized annually (*Advisory Board Roster is Attachment 10*).

Homeless Person Representation

Due to its purpose, The OCC Advisory Board does not have a homeless or formerly homeless person on its roster. However a formerly homeless person does participate on the Program Sub-Committee of the Board.

The Advisory Board is divided into four Committees for discussion and presentation of action items to the Board. One of the Committees is the Program Committee which oversees all decisions and action items for the TSA – OC Social Services Department. Responsibilities of the committee include actions for program at the Hospitality House.

Hospitality House guests have representation through a monthly focus group led by a moderator. The focus group discusses strengths and needs for improvement

of current programs and suggests ideas for the future. Documentation of the meetings are read and kept by HH staff and presented to the Advisory Board Program Committee.

Conflict of Interest Policy for Board and Staff:

The Advisory Board has a written Conflict of Interest policy. The policy is included in the Advisory Board handbook, given to each member annually. Any possible conflict of interest must be discussed immediately with the Administration who will decide whether corrective action must be taken. When a conflict of interest occurs, the employee or Board Member will be given the opportunity to remove the conflict before termination or reassignment is considered.

SECTION IV. ATTACHMENTS

ATTACHMENT 1 Memorandum of Understanding

This document is exempt from payment of a recording fee pursuant to Government Code Sections 27383 and 6103.

**FREE RECORDING REQUESTED BY AND
WHEN RECORDED RETURN TO:**

City of Santa Ana
20 Civic Center Plaza (M-20)
P.O. Box 1988
Santa Ana, CA 92702

APN: 398-484-05

(Space Above This Line For Recorder's Use Only)

**MEMORANDUM OF UNDERSTANDING
(EMERGENCY SHELTER MANAGEMENT & OPERATIONS PLAN)
(818 E. Third Street, Santa Ana, CA)**

This Memorandum of Understanding is entered into on this 17th day of August, 2015, by The Salvation Army, a 501(c)(3) tax exempt non-profit organization, having a mailing address of P.O. Box 93002, Long Beach, CA 90809-3002 (hereinafter referred to as "Operator") and the City of Santa Ana, a charter city and municipal corporation, having a mailing address of 20 Civic Center Plaza, P.O. Box 1988, Santa Ana, CA 92702 (hereinafter referred to as "City").

1. Operator has filed with City an "Emergency Shelter Management and Operations Plan" ("MOP"), pertaining to a certain property located at 818 E. Third Street, Santa Ana, California ("Property"), dated the 31st day of July 2015, as required by Santa Ana Municipal Code section 41-1201(8). Said MOP serves the purpose of setting forth guidelines and rules for administration of an emergency shelter facility ("The Salvation Army Hospitality House") and other improvements. Said MOP has been approved by the Planning Director in consultation with the Chief of Police. All of the foregoing is set forth in the MOP.
2. The term of the MOP shall be for as long as the Property is used as an emergency shelter.
3. The full MOP, as amended from time to time, is on file with the City of Santa Ana and can be reviewed at 20 Civic Center Plaza, 2nd Floor, contact Planning Division.
4. This Memorandum of Understanding is not intended to amend or modify, and shall not be deemed or construed as amending or modifying, any of the terms, conditions or provisions of the MOP, all of which are hereby ratified and affirmed. In the event of a conflict between the provisions of this Memorandum of Understanding and the provisions of the MOP, the detailed provisions of the MOP shall control. The Agreement shall be binding upon and inure to the benefit of the parties and their respective heirs, successors, and assigns, subject to the provisions of the MOP.

IN WITNESS WHEREOF, the parties have executed this Memorandum of Understanding as of the day and year first above written.

ATTEST:

CITY OF SANTA ANA ("City")

Maria D. Huizar, Clerk of the Council

David Cavazos, City Manager

APPROVED AS TO FORM:

THE SALVATION ARMY ("Operator")

SONIA R. CARVALHO
City Attorney

Lisa Storck, Asst. City Attorney

Lt. Colonel Douglas F. Riley
Division Commander, Southern California
Division

RECOMMEND APPROVAL:


RECOMMEND APPROVAL:

Hassan Haghani, Executive Director
Planning & Building Agency

Carlos Rojas, Chief of Police
Santa Ana Police Department

July 31, 2015

ATTACHMENT 2 IRS Determination Letter Establishing 501(3)(c) Tax Exempt Status

 **IRS** Department of the Treasury
Internal Revenue Service
P.O. Box 2508
Cincinnati OH 45201

In reply refer to: 0248558532
Feb. 27, 2009 LTR 4206C E0
94-1156347 000000 00 000
00012681
BODC: TE



THE SALVATION ARMY
TERRITORIAL HEADQUARTERS
% MICHAEL J WOODRUFF
180 E OCEAN BLVD 9TH FLOOR
LONG BEACH CA 90802

120298

Employer Identification Number: 94-1156347
Person to Contact: Mr. Lafollette
Toll Free Telephone Number: 1-877-829-5500

Dear Taxpayer:

This is in response to your Feb. 18, 2009, request for information regarding your tax-exempt status. You have represented that you are a component part of the Salvation Army.

By a ruling dated June 1933, National Headquarters of the Salvation Army was held to be exempt from Federal income tax under section 103(6) of the Internal Revenue Act of 1932, which now corresponds to section 501(c)(3) of the Internal Revenue Code. Even though the organization was issued an individual ruling, the exemption letter covers all component units.

By a ruling dated April 1972, the National Headquarters of the Salvation Army and its component units were classified as those which are not a private foundation within the meaning of section 509(a) of the Code because they are described in sections 509(a)(1) and 170(b)(1)(A)(i).

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to them or for their use are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

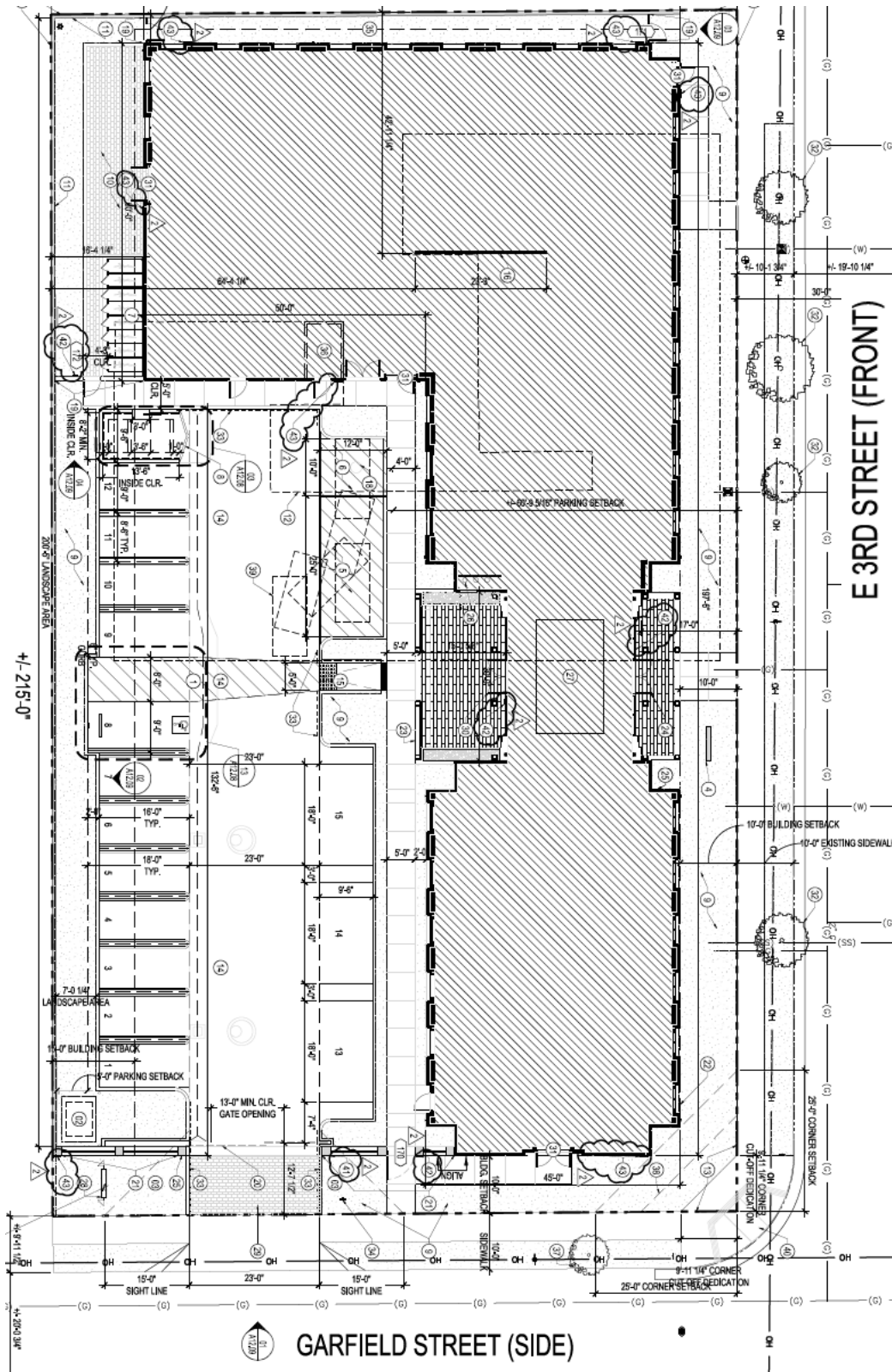
If you have any questions, please call us at the telephone number shown in the heading of this letter.

Sincerely yours,

Michele M. Sullivan, Oper. Mgr.
Accounts Management Operations I

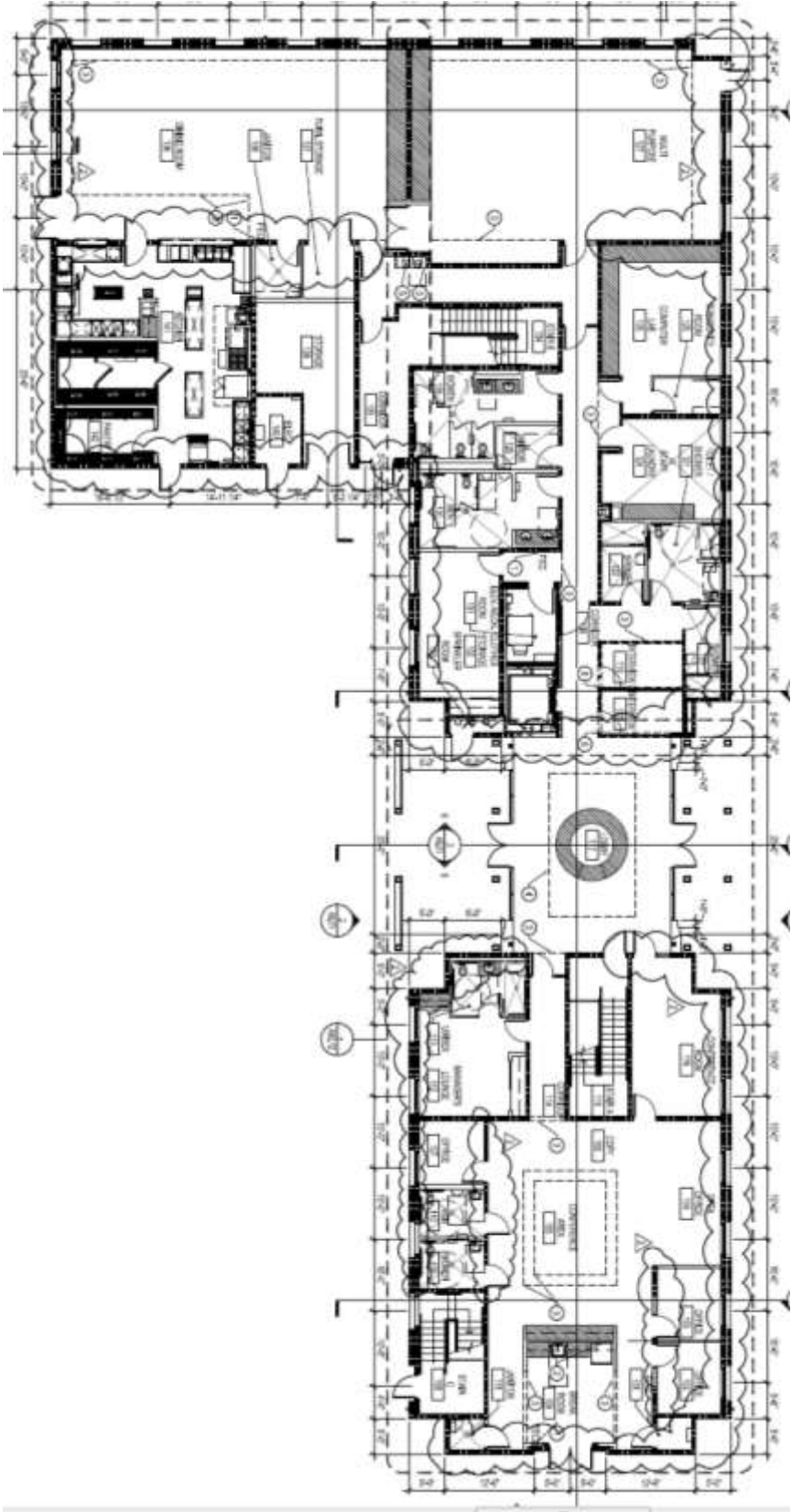
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ATTACHMENT 3 Site Plan



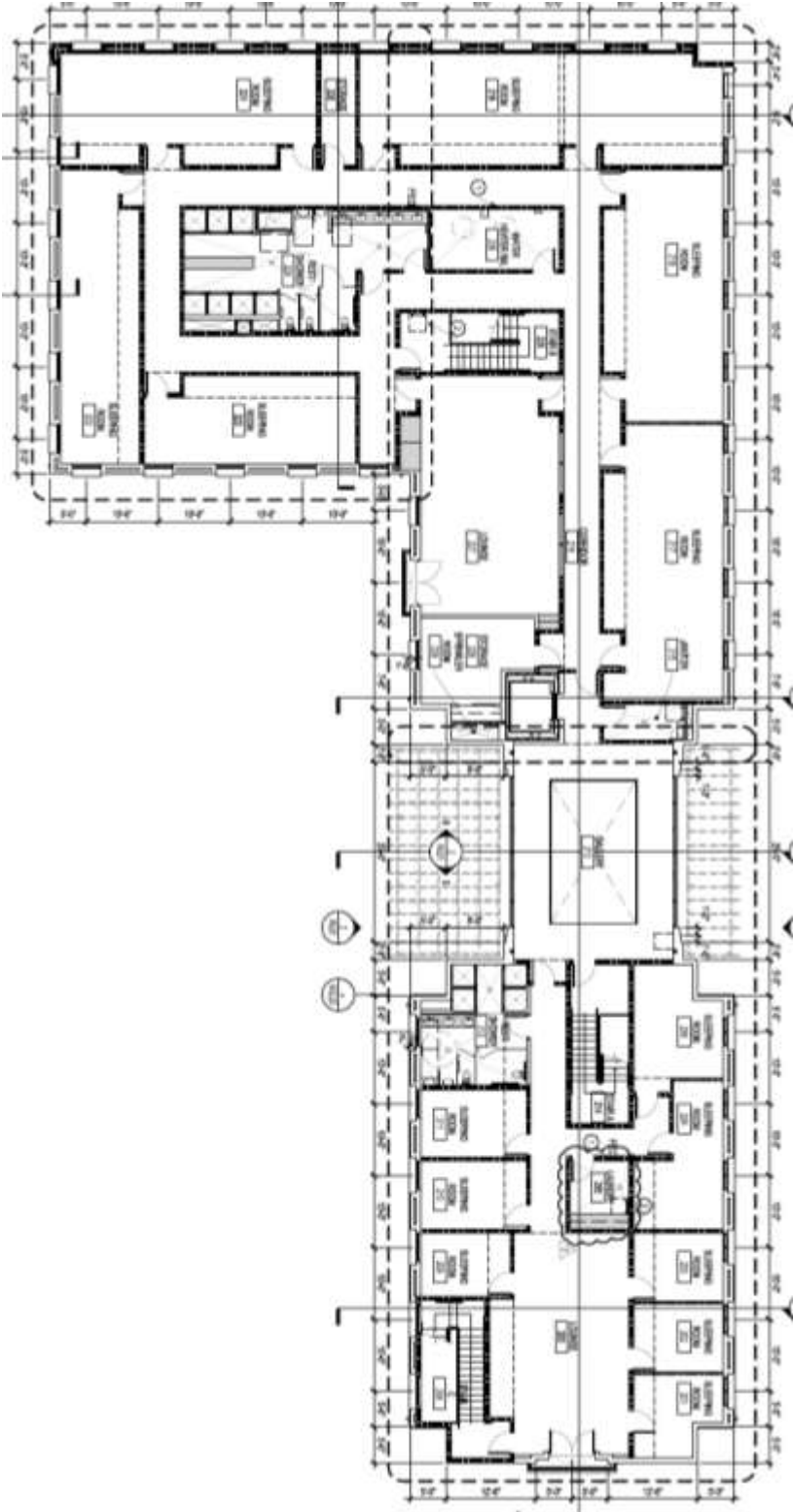
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ATTACHMENT 3 Floor Plan (First level)



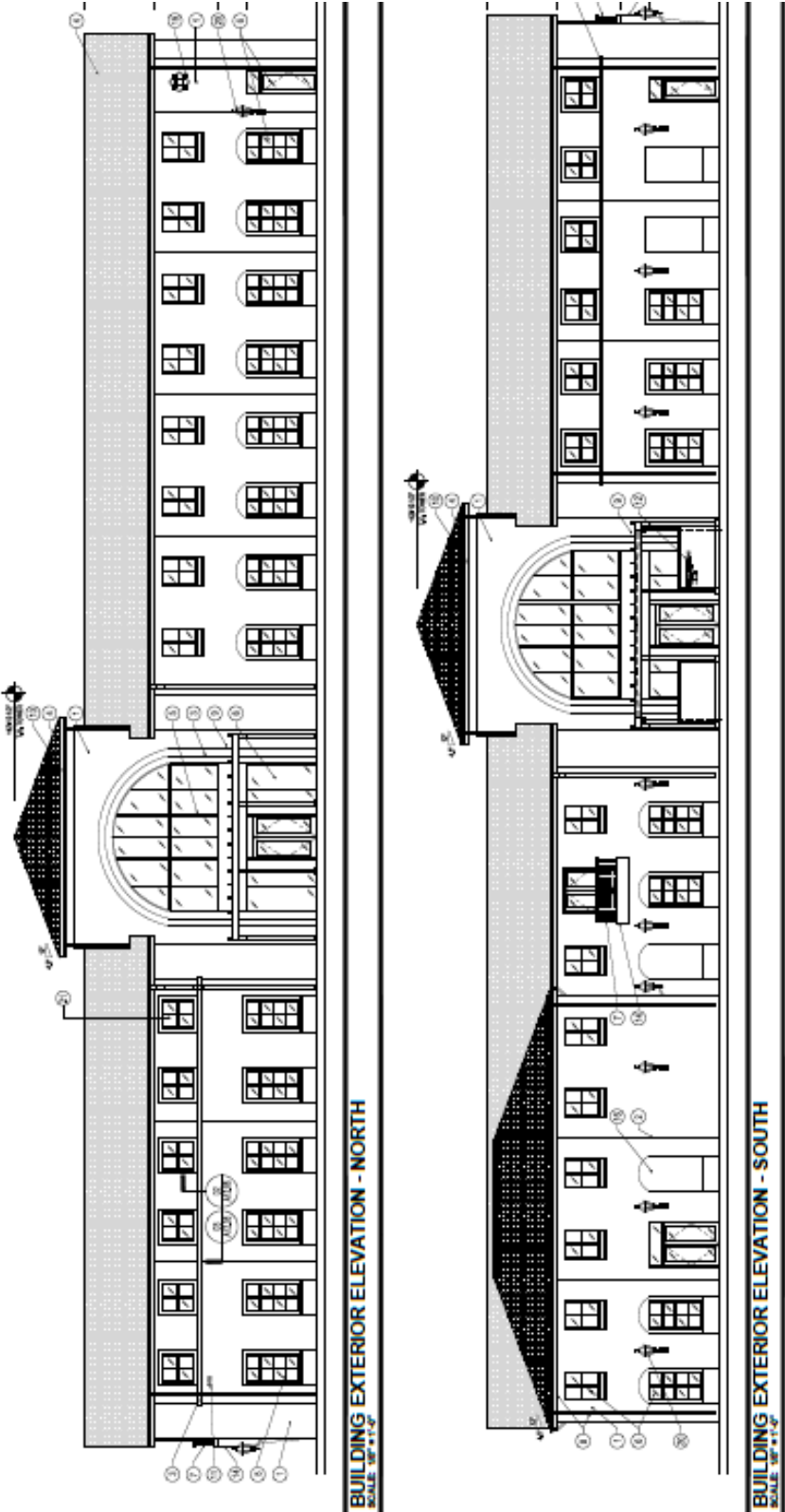
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ATTACHMENT 3 Floor Plan (Second level)



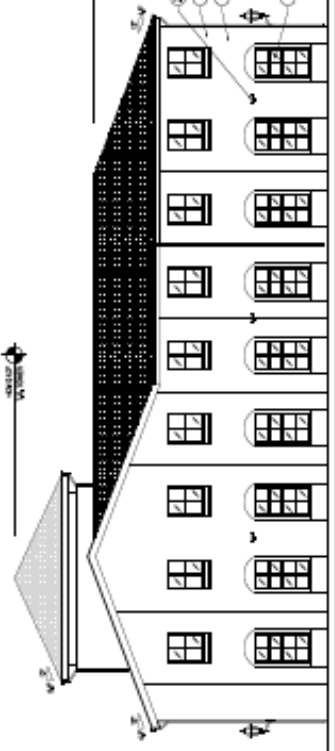
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ATTACHMENT 4 Elevations (North and South)

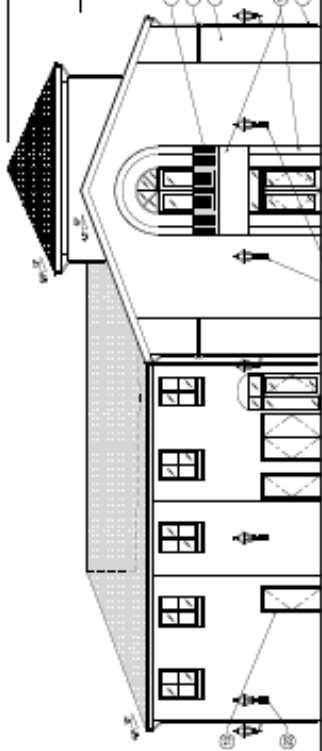


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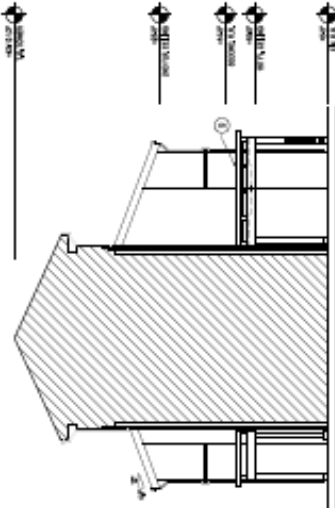
ATTACHMENT 4 Elevations (East and West)



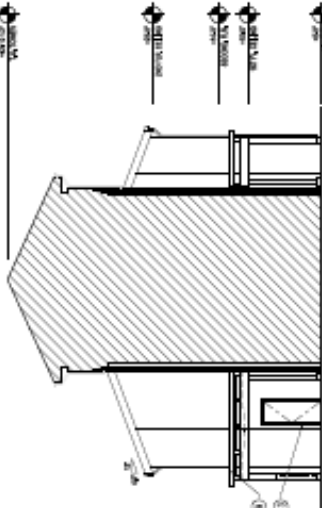
5 BUILDING EXTERIOR ELEVATION - WEST
SCALE: 1/8" = 1'-0"



6 BUILDING EXTERIOR ELEVATION - EAST
SCALE: 1/8" = 1'-0"



BUILDING EXTERIOR ELEVATION - EAST LOBBY ENTRY
SCALE: 1/8" = 1'-0"



BUILDING EXTERIOR ELEVATION - WEST LOBBY ENTRY
SCALE: 1/8" = 1'-0"

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ATTACHMENT 5 The Salvation Army Hospitality House Rules

1. Guests may stay 21 consecutive nights, depending on bed availability. A period of 45 days must be maintained between stays. Everyone must show a form of I.D. to stay in the Hospitality House Shelter.
2. Check in time for a new guest is 3:30pm. All other returning guests must check in between 4:00 – 5:00 pm. Guests who **do not check in by 5:00 pm and do not have a verified late call will forfeit their bed.** No one may leave the shelter after they have checked in for the night.
3. **Absolutely no drugs, alcohol, pornography or weapons are permitted on the property.** All personal items will be checked into assigned storage container at intake. Guests may not enter the Hospitality House under the influence of drugs or alcohol; each situation will be handled on a case by case basis. Medications, toiletries and personal items that fit into a large zip lock bag are allowed in the dorm and/or in an assigned locked storage drawer.
4. All food must be stored in HH approved storage area or thrown away.
5. Personal items not retrieved from the dorm, bin and/or storage locker, by the guest within 3 days of exiting the shelter, will be donated and/or disposed. TSA Hospitality House is **NOT RESPONSIBLE** for any personal items lost, stolen and/or damaged.
6. Late returning calls are set up with the Front Desk Attendant the night before & only for verified employment and/or appointments. Late Call check- in is by 7:00 pm. No late meals are provided after 6:45pm. If a late call is made for 7:00 pm or later and a guest returns before 6:45pm, a dinner will **NOT** be provided.
7. **Showers are required every day.** Showers should be less than 10 minutes in duration and be taken between 4:00 and 7:00 pm. Towels are issued with an I.D., which is left at the front desk until the towel is returned. Guests cannot lie on their bed until after they have showered. **You will be asked to leave if you do not take a daily shower.**
8. New clients must surrender at least 4 complete outfits to be washed before entering the dorm. All new guests are eligible to receive 1 outfit to wear while we wash your clothes.

9. **No fighting or profanity will be allowed.** Everyone is to be treated with respect and courtesy. Guests violating these rules will be asked to leave immediately.
10. Dinner is served between 5:15- 5:30 pm. Shoes, socks and proper attire must be worn in all public areas.
11. Evening Front Desk Attendants are available for basic resources and referrals between 7:00 – 8:00 pm. **If you require further assistance please see a Case Manager(s).**
12. Special scheduled programs begin at 6:00 pm. The dorm will be closed all during evening programs.
13. **Lights are turned off at 10:00 pm.** Cell phones and/or other hand held devices are not allowed to be used in the dorm after 10:00 pm.
14. **Wake up time is 6:00 am.** Earlier wake up calls are possible by arranging a Wake -Up request with the evening Front Desk Attendant. There are **NO** morning showers. Breakfast is served at 6:15 am.
15. **Check out time is 7:00 am.** Shelter guests may retrieve any personal items from the storage areas between 6:45 – 7:00 am. All guests must leave the shelter by that time and may return to the property no earlier than 4:00pm.
16. Guests may leave their personal possessions on their bed each morning only if they are returning that same evening. **Items may only be on bed or storage space provided.** **The Hospitality House is not responsible for any lost, stolen or damaged personal items.**
17. Shelter guests may smoke only as allowed in designated smoking area.
18. Shelter guests are encouraged **not to loiter or litter in the surrounding residential area** in order to contribute to good neighbor relationships.

ATTACHMENT 6 Community Notice

La Casa De Hospitalidad

La casa de hospitalidad de el Salvation Army abrio sus puertas en 1964 proveyendo refugio de emergencias y recursos de ayuda para esos marginados por falta de hogar. Despues de 50 anos de servicio, estamos felizmente anunciando que estamos renovando nuestras instalaciones.

La nueva Casa Regugio proveera:

- Instalaciones nuevas y modernas**
- Proveera servicio de 24/7 de supervision y seguridad**
- Expandermos nuestras instalaciones para ayudar a un numero mayor do personas con recursos vitais**
- Tendremos una atmosfera positiva para rehabilitar la salud y el proposito personal**
- Ayudaremos a mas hombres indigentes a encontrar hogares estables, trabajos, y a vivir una vida plena**
- Incluiremos programas de entreno, y comunitarios**



Alerta a la Comunidad
Salvation Army casa de hospitalidad de Santa Ana bajo renovacion

El primer paso esta a un par de semanas, por favor "perdonen nuestro polvo" mientras trabajamos.

Gracias por su comprension y pasiencia.

Favor **llamar a The Salvation Army al 714-832-7100** si tienen alguna pregunta, o visite nuestra pagina web en www.salvationarmyoc.org para ver nuestra manual de operaciones.

Espera la fecha de comienzo que sera aproximadamente el 19 Octubre 2015.



THE HOSPITALITY HOUSE
818 E. Third Street, Santa Ana, CA 92701

COMMUNITY NOTICE
SALVATION ARMY SANTA ANA
HOSPITALITY HOUSE RENOVATION

THANK YOU FOR YOUR SUPPORT

The Salvation Army's Hospitality House opened its doors in 1964, providing emergency shelter and resources to those marginalized through homelessness. After fifty years of service, we are pleased to announce that we are undertaking a major renovation.

The "NEW" Hospitality House will:

- Be an upgraded, modernized facility
- Provide 24/7 staff supervision and security
- Increase capacity to serve more individuals with vital resources
- Offer a safe, positive environment in which to recover health and purpose
- Assist more homeless men into stable housing, employment, and proactive lives
- Include program and training spaces for the community

The first step is only a few weeks away, so we ask that you will please "pardon our dust" as work gets underway.

Thank you for your understanding and patience.

Please call The Salvation Army at **714-832-7100** if you have any questions, or visit our website at www.salvationarmyoc.org to view the **Management and Operation Plan**.

EXPECTED DATE OF PROJECT TO COMMENCE: October 19, 2015

ATTACHMENT 7 List of Collaborative Partners

Food: For provision of food for all Hospitality House clients in Phase I and Phase II programs

Second Harvest and OC. Food Banks – provide bulk food for the guest’s meals
Albertson’s, Ralphs – Food rescue programs supply fresh foods, snacks, and sandwiches.
Starbucks, Pizza Hut, Chipotle – pastries, pizzas and chicken/steak for meals
Health Care Agency, OC, OC Social Services – food stamps for clients

Housing Providers: Emergency, Transitional, Rapid-Rehousing and Permanent Supportive Housing

The Cold Weather Shelter/ Mercy House – coordination of services
First Baptist Church, Buena Park - emergency shelter referrals
Village of Hope, Joseph House, and Interfaith Shelter Network, American Family Housing, Vets First, and others - referrals for transitional housing
Veterans First, Volunteers of America, Mental Health Association – permanent housing for homeless veterans
Mental Health Association, Health Care Agency, Behavioral Health, MHSA Wrap - Around Programs – permanent housing and health services for men with mental health diagnoses
Pathways of Hope, Mercy House, SOS, SPIN - Rapid re-housing referrals

Case Management:

Build Futures, STAY – to assist Young Adult homeless men with services and housing
REACH, OC614 – to provide case management and services to unsheltered homeless men
Lights On, OCREP, Great Escape – referrals for housing and services for men re-entering community from incarceration.
SAPD HEART Program – case management, services, referrals, transportation, reunification for clients from Santa Ana eligible to receive services from the program

Medical:

Orange County Rescue Mission Hurt Family Clinic - medical, dental, and counseling referrals
Lestonnac and SOS free medical clinics - medical/dental assistance referrals
La Farmacia- Prescription assistance
Health Care Agency, OC – flu shots, medical education programs, health screening
OC Social Services – General Relief and Medical insurance
Lenscrafters and Target – eye exams and glasses

Legal:

OC Homeless Court, Public Law Center, and Legal Aid – referrals for assistance with legal issues.

Santa Ana Police Department – 911 calls, safety issues for shelter and neighborhood, SAPD Heart Program

The OC Sheriff and the Probation Departments – housing and services for homeless persons exiting incarceration

Addiction Treatment/ Recovery:

TSA Adult Rehabilitation Center, Phoenix House, SPIN, sober living homes - recovery from substance abuse.

Charle Street and Roque Center – Detox

Santa Ana Alano Club, Adult Rehab Center, Anaheim Corps – recovery meetings

Employment:

Women Helping Women; Working Wardrobes – job search assistance, clothing, classes

Santa Ana Work Center – job search

Great Escape – job search and services for ex-offenders

City of Santa Ana, Community, and County of Orange:

Lacy Neighborhood Association - Courtesy Patrol, neighborhood events, good neighbor practices, and communication

City of Santa Ana– requirements and design for new facility, oversight of Operations and Management Plan, collaboration with City for healthier community

Homeless Providers Forum, 2020 Planning Commission, Orange County Partnership, County Implementation groups - networking, surveys, resources, education, HMIS, planning, coordination and improvement of services.

Commission to End Homelessness/ Hearth Act; Home-Aid - participation in planning through implementation groups for emergency housing, homeless prevention, RRH programs, and Central Intake and Assessment, OC 211

Education:

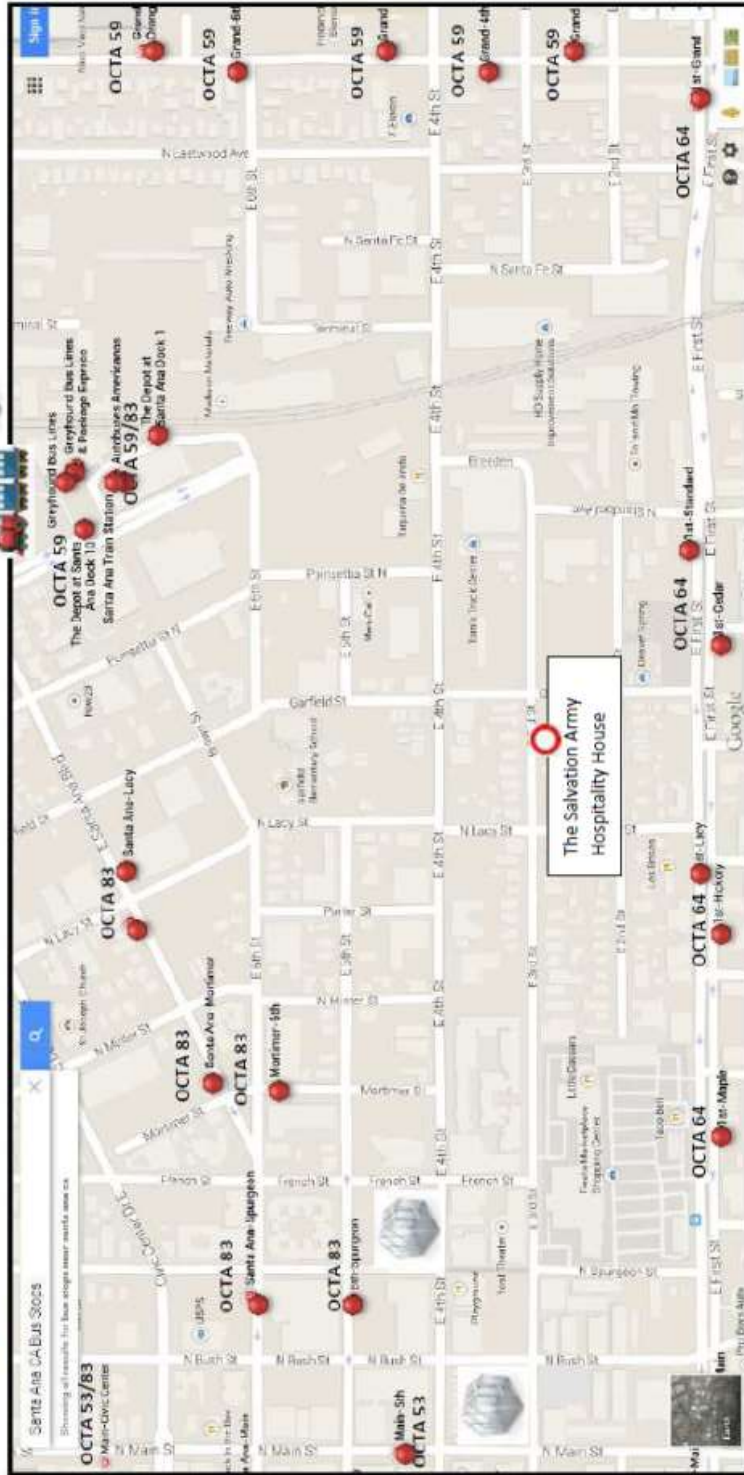
CSULB, USC and Azusa Pacific University - field placement and supervision for MSW interns **UCI** – research assistance for program development and evaluation

Numerous churches, community groups, and individuals

ATTACHMENT 8 Transportation Resources & Bus Routes Map

OCTA Local Bus Stops

The Salvation Army Hospitality House
818 E. Third, Santa Ana, CA 92701



Legend



Bike Huts



Train Station



Bus Stations

More Information

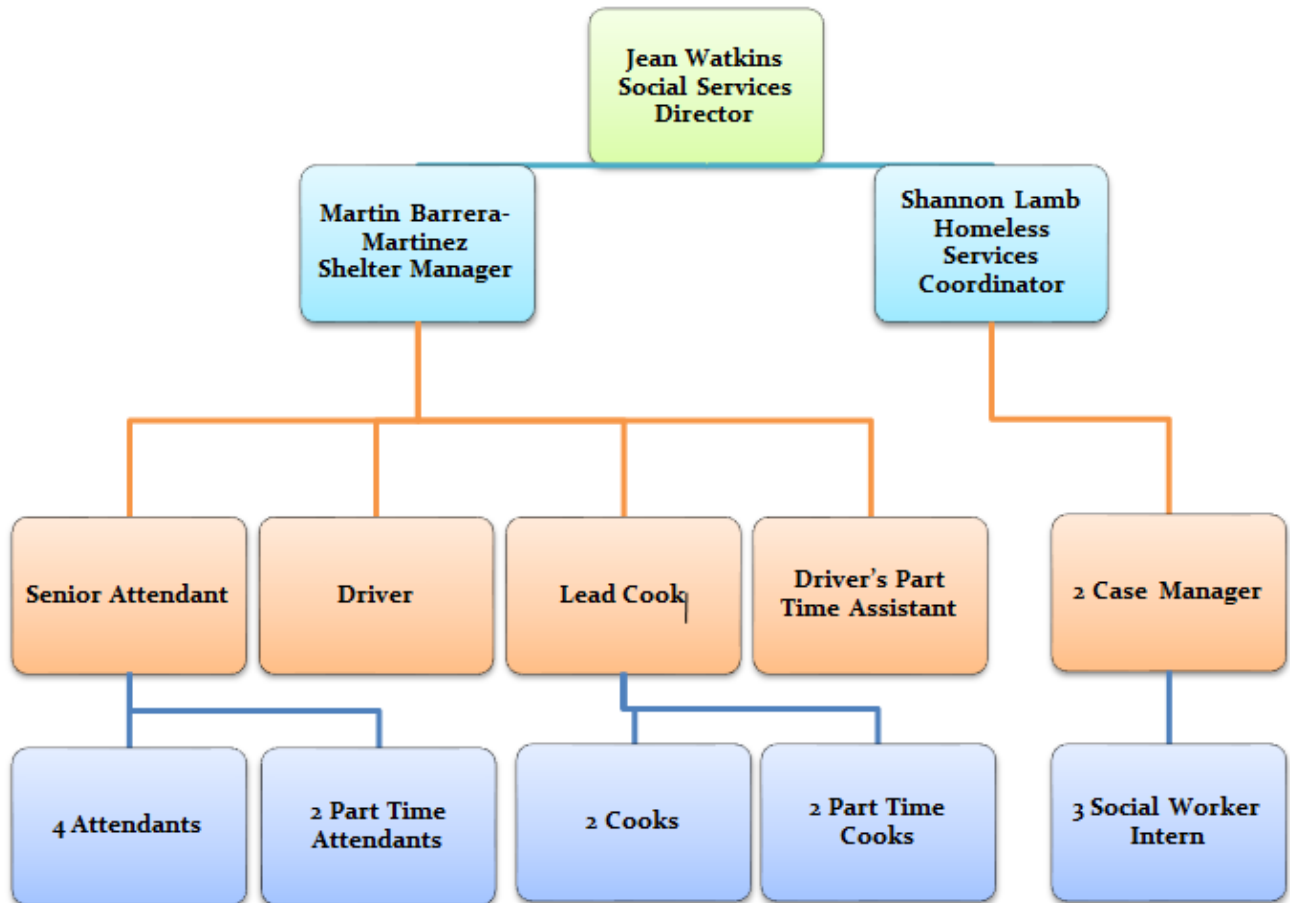
<http://www.santa-ana.org/bikehuts/>

http://www.metroinktrains.com/stations/detail/station_id/125.html

<http://www.octa.net/Bus/Routes-and-Schedules/System-Map/>

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ATTACHMENT 9 Hospitality House Staff Organization Chart



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ATTACHMENT 10 Advisory Board Roster (2015)

Alvarado, Robert
Boyd, Jeff
Buster, Larry
Castillo-Cou, Wanda
Colombo, Lolly
Cross, Captain Nigel
Cullen, Don
Faassen, Sue
Freeman, Ed
Gilchrist, Don
Hardy, Dr. Carolyn
Hedlund, John
Henley, Doy
Hewitt, Dr. Rocky
Mejiho, Dominic
Melilli, David
Morrison, Sharon
Sarandan, Lydia
Schmid, Dick
Simpson, Jim
Terrell, Jackie
Threshie, Dave
Waldron, Joann

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