

Attachment A

**City of San José**  
**Bridge Housing Communities**  
**Operations and Services**  
**Overview**

**Table of Contents**

1. Introduction.....	2
2. Participant Eligibility.....	4
3. Required Supportive Services.....	8
a) The Plan for Transitioning to Permanent Housing.....	9
4. Community Guidelines.....	11
5. Incident Management and Response.....	16
6. Appeal Procedures.....	18
7. Property Management and Maintenance.....	21
8. Required Staffing and Security.....	29
9. Complaints.....	30
10. Security Plan.....	32
11. Fire and Emergency Procedures.....	33
12. Neighborhood Relations.....	35
13. Miscellaneous.....	36

## Introduction

The City of San José's Bridge Housing Communities (BHC) are intended to provide interim housing opportunities to unhoused adults in a safe, private, and secure environment. Through an array of on-site supportive services, community engagement, and direct contributions to the BHC, residents are empowered to build stability and self-sufficiency while bridging from homelessness to permanent housing.

Each BHC site will be owned or leased by the City of San José. The BHC sites will be operated by a nonprofit organization contracted by the City of San José ("Operator"). The Operator will be responsible for the day-to-day operations and property maintenance as well as programs and services administered at each site.

While the Operator will assume all responsibility for the day-to-day maintenance and operations of the City of San José's BHC developments, they will explore several aspects of self-governance to incorporate into San José's BHCs. Various forms of self-governance have been successfully implemented in other communities or tiny home villages across the country. Successfully implemented self-governance models provide numerous benefits to Authorities Having Jurisdiction (AHJ), site operators, and village residents, including:

- Reduced site operation costs
- Expanded staff capacity and flexibility
- Sense of place and ownership for residents
- Increased self-reliance
- Skill building

During the first year of operation, the Operator will begin developing and phasing in aspects of self-governance within the pilot BHC development and modeling for potential future BHC developments. Based on the BHC population, occupancy duration, and resident skill sets, the following aspects of self-governance may be implemented:

- Security
  - On-site
  - Gate keeping
- Outreach
- Maintenance
- Operations
  - Scheduling
  - New resident orientation
  - Resident exiting
  - Rules Enforcement

### **Oversight and Support Committee**

The Operator will organize and convene an Oversight and Support Committee in conjunction with the City of San José. The purpose of the Committee is to provide guidance and support to the Operator on day-to-day operations of each BHC and that the service provisions are in alignment with the BHC mission and values. The Committee shall be led by the Operator, homeless services stakeholders, BHC residents, and the City of San José. It will meet monthly, on-site, to ensure that all partners involved in the BHC are maximizing their time and effort through effective planning and communication. Meetings will be designed to provide regular updates on program objectives and outcomes, create solutions for BHC challenges, general operating updates and other BHC items that require support and prompt attention such as:

- Security Concerns
- Maintenance Requests
- Rule Violations
- Resident Input

The Operator will provide meeting minutes to the Housing Department no more than 14 days after each meeting. The Committee will guide the Operator in preparing a progress report after a year of operating the BHC in preparation for an annual report to the City Council or City Council Committee on the performance of each BHC. The progress report will be in a format approved by the Housing Department.

### **BHC Advisory Group**

The BHC Operator, in conjunction with the City of San José, will form a BHC Advisory Group (BAG). The BAG will be made up of engaged stakeholders such as community members, local business owners, partner agencies, and government representatives. The Operator will use the Housing Department's list of stakeholders who have expressed an interest in ongoing BHC engagement as well as stakeholders obtained through Operator outreach. The BAG will meet quarterly to review the BHC operations and provide input and feedback from an external perspective to help inform program practices and consider the impact made on the surrounding community.

## Participant Eligibility

### Program Eligibility

The BHC is an interim housing program. Eligible participants will be those enrolled in a Rapid Rehousing Program operated in San José and funded by the City of San José or the County of Santa Clara.

The process steps are outlined below.

1. **Step #1: Referral**
  - a. Eligible referrals to the BHC program include:
    - i. Rapid Rehousing Program participants who were previously referred by the County of Santa Clara to the case management agency from the community queue and are currently enrolled and searching for permanent housing; or
    - ii. Potential Rapid Rehousing participants who have yet to be referred by the County of Santa Clara to a Rental Subsidy Administrator from the community queue with a score range of 4-7 in the Homeless Management Information System (HMIS).
  - b. The Operator will determine the number of referrals needed and work with the Rapid Rehousing Program partners and the County of Santa Clara to coordinate program capacity, intake and enrollment.
  - c. The County Office of Supportive Housing pulls a certain number, as identified by the Operator and partners, of potential residents from the community queue in HMIS to be referred to Rapid Rehousing Program and BHC as the interim housing option and distributes the referrals accordingly.
  - d. The County of Santa Clara will ensure that referrals will meet all of the following criteria:
    - i. Meet the score range in HMIS of 4-7 for individuals; and
    - ii. Are determined literally homeless as defined by HUD; and
    - iii. Are single individuals.
2. **Step #2: Secondary Assessment (to be done by assigned case manager)**
  - a. Once the Rental Subsidy Administrator receives referrals, the Case Manager must facilitate a secondary assessment to evaluate referral and program eligibility.

- b. This is the opportunity to clearly articulate and identify interest and further eligibility, including household size, income requirements, employment history, criminal background, etc.
- c. Any referrals not deemed eligible can be sent back to the County of Santa Clara and the community queue to await appropriate housing services.

### 3. Step #3: **Rapid Rehousing Enrollment**

- a. Once deemed eligible for rapid rehousing and the specific Rapid Rehousing Program to which they were referred, an intake packet must be completed for each new participant with their assigned Case Manager.
- b. The participant will need to undergo the process to become income eligible, and receive a subsidy.
- c. The Case Manager will inform the participant about BHC. An informational flyer with program description and objectives will be provided.
- d. If interested, the Rapid Rehousing Program participant may be referred to the BHC program to access interim housing.

### **BHC Enrollment Process**

In addition to being enrolled in a Rapid Rehousing Program, prospective residents must meet the following minimal screening criteria:

- 1. Employed or employment ready adults (this may vary based on specific site requirements)
- 2. No convictions for arson, meth manufacturing, and sex offenses
- 3. The ability to pay a minimal rent (see rent requirement at “*Property Management and Maintenance*”)

To apply to the BHC, prospective residents will need to comply with the following steps:

The Operator will regularly coordinate with Case Managers who refer prospective residents to find BHC eligible applicants from the community queue. Future BHC’s may have targeted populations, which may alter the types of referrals Operator requests from Rapid Rehousing Program partners and the County of Santa Clara.

#### **A. Operator Screening**

- a. Once the eligibility packet has been received, the Operator will evaluate the prospective resident for acceptance into the BHC Program. To make this determination, a complete eligibility packet must be available for review. A complete eligibility packet includes:
  - i. RRH Eligibility Form
  - ii. Background Check

- iii. Voucher/case manager check to determine if prospective resident can pay the required rent
- iv. BHC Application

## **B. Interview Orientation to Bridge Housing Community & Issuance of Community Guidelines**

- a. Once the initial screening has been completed and the prospective resident is determined eligible for BHC residency, the Operator Resident Advocate will conduct an interview with the prospective resident and their assigned Case Manager. The interview will include procedures in determining eligibility based on the complete eligibility packet. Vital documents such as valid photo identification will be requested from the Rental Subsidy Administrator to document eligibility. During the interview, the Operator Resident Advocate will clarify any information provided by the applicant household and answer questions regarding admission procedures.
- b. Once the interview is complete and the prospective resident agrees to abide by the community guidelines, they will sign the community agreement and schedule a resident orientation (this may take place immediately after the interview is complete). The resident orientation will include:
  - i. Written orientation materials including general information about the BHC Program, resident services offered, community resources, emergency procedures and neighborhood services and amenities;
  - ii. Tour of the site and viewing of different vacant unit types (if made ready and available) for unit selection;
  - iii. A thorough review of the Community Guidelines, Regulations and the provisions of the Community Agreement and addendums; and
  - iv. A thorough review of the move-in preparation procedures.

### **Intake for Returning Residents**

- A former resident is eligible to re-enter the BHC program, unless they exited the program due to:
  - Non-compliance or rules/program elements
  - Acts/threats of violence
  - Confiscation of drugs, firearms, or weapons
  - Excessive disruptive behavior
  - Destruction of BHC property
  - All re-entries must have prior approval from On-site manager

- Returning residents of the BHC program must complete step 3 of the enrollment process for reassessment and reentry into the BHC program.

### **Resident Recertification**

When a resident has been enrolled in the BHC program for one year, the Operator will work with the Case Manager and Rapid Rehousing Administrator to recertify the resident, using the City of San José Rapid Rehousing Housing Eligibility Form. The form should be submitted within a month after the one-year mark.

### **Homeless Outreach**

The Operator will be required to provide homeless outreach services within the immediate area of each BHC. The purpose of outreach to the homeless persons residing around the BHC site is to ensure that they are assessed via the VI-SPDAT, which is the tool used to refer potential residents to housing opportunities throughout Santa Clara County including BHC through the Rapid Rehousing Program. Outreach by the Operator will be conducted in three ways:

- A. Daily BHC Perimeter Monitoring**– The Operator will monitor the immediate perimeter of the BHC daily to ensure that site is free of unpermitted encampments, loitering and abandoned items. Should these situations arise, the Operator will deploy outreach and work with the City of San José’s Homelessness Response Team to respond.
- B. Proactive Outreach**– The Operator will conduct proactive outreach for a minimum of two times per week, within a 300-foot radius of the BHC. The Operator will establish a reasonable boundary to conduct regular proactive outreach to assess those living around the BHC site for shelter and services. The Operator will deploy outreach and work with the City of San José’s Homelessness Response Team to respond.
- C. Reported Encampments**– During regular office hours, the Operator will maintain a BHC phone line for prospective residents, neighborhood residents, vendors and any other potential stakeholders seeking information about the BHC. If during business hours the Operator receives information about a reported encampment in the immediate area of the BHC, the Operator will work with the City of San José’s Homelessness Response Team to respond.

## **Required Supportive Services**

Residents of the City of San José's BHC will be referred from the community queue after meeting the initial eligibility requirements of Rapid Rehousing. Once accepted into the program, the assigned Case Manager assesses the resident to determine their service needs. BHC coordinated services will be designed to augment and bolster services provided by their assigned Case Manager. The primary goal of the Operator Resident Advocates is to work with each resident to design a personalized Housing Plan. Each Housing Plan will identify the resident's specific service needs and a path to securing permanent housing. To achieve the goals identified in each Housing Plan, the Operator will either administer or coordinate services such as legal services, credit counseling, career counseling, or housing placement assistance.

While securing permanent housing is the primary goal of the residents of BHC, it is equally as important to provide appropriate on-site services and linkages to appropriate services that support self-sufficiency (i.e. financial workshops, resume building, nutrition, and conflict resolution) to residents.

### **Drop-In Support Services for On-site Residents**

Drop-in supportive services are provided during regular operating hours for only residents living on-site, provided by the Operator's Resident Advocates. Support services include information and linkages to health resources, employment opportunities, financial budget education, application assistance for external services and resources, guidance in accessing local community services. The drop-in support services are designed to supplement case management service provided by Case Managers already be assigned to residents through other service providers

### **Case Management Support**

While each resident will have a case manager already assigned, the Operator will provide additional support to augment the case management provided through the coordinated assessment. Operator Resident Advocates will assess the resident's needs, then in partnership with the resident and their case manager, they will ensure that a comprehensive service and housing plan is developed in coordination with the residents assigned case manager. Operator Resident Advocate will utilize the agency's individualized case management model to guide their work with the resident.

The model goal for case management of clients is to engage client in the process of setting goals, developing a housing plan to transition to permanent housing; and prepare each client to retain and sustain housing



### **Workshops and Learning Opportunities**

Workshops and Learning opportunities will be offered on-site either facilitated by the Operator, or provided by partner agencies or volunteers. Residents will have the opportunity to engage in various workshops and trainings supporting their housing and service plans. Workshops will focus on addressing areas that residents can apply to day-to-day life, resulting in long-term self-sufficiency. The determination of the workshop schedule will be finalized based on the needs of the residents and may include:

- Pet Health- City of San José Animal Care & Services Office
- Employment- Work2future, SJPL Works, Resume building, and job search techniques
- Financial literacy
- Nutrition
- Conflict resolution- Communication workshops
- Faith-based community services
- Environmental Cleanliness- City of San José Anti-litter, Anti-graffiti, and Illegal dumping

An Operator Resident Advocate will be responsible for the coordination of these services and will provide regular calendar of events to residents and partners. The on-site Manager will prepare for the on-site workshops and:

- Have the assigned resident setup and cleanup the meeting space
- Remind residents to attend
- Welcome the facilitator
- Provide a sign-in sheet

Tools for success will also be provided to each resident including: a map with nearby transportation options, public spaces, and service providers.

### **The Plan for Transitioning to Permanent Housing**

Upon the start of BHC service engagement, the Operator Resident Advocate will conduct an initial needs assessment developing an individual self-sufficiency plan for each resident. This plan will incorporate each resident's case managers plan for permanent housing. This plan will identify the challenges the resident faces, as well as their goals around housing stability, self-sufficiency, and wellness. The Operator Resident Advocate will help the residents develop a timeline around their goals and identify services and resources that will help accomplish goals. The Operator Resident Advocate will assist the residents in conducting regular evaluations and updates of the housing plan.

The Operator Resident Advocate will work on-site and will be accessible to residents during weekday business hours. They will coordinate closely, with the Case Managers, Community agencies and on-site property management to ensure the needs of all residents are addressed. In addition to overall program management and coordination, staff will provide case management, employment assistance, housing search assistance, information and referrals, and community support during crisis.

**Resident & Program Goals:**

1. Assist residents in preparing for residing in a permanent housing setting.
2. Obtain and maintain income to secure permanent housing.
3. Increase resident's access to appropriate permanent housing.
4. Increase resident's ability to utilize community-based services to address barriers to housing.
5. Increase resident's awareness of their strengths and ability to access tools for success.

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## **Community Guidelines**

Each BHC site may operate differently based on several factors including site governance, target population, and site amenities. The Operator will develop and implement site specific rules as an appendix to the overarching Operations and Services Plan. While sites may have site specific rules, all BHC's will include common site rules that apply to all City of San José BHC's.

### **Common Site Rules**

1. Residents will respect others regardless of ethnicity, religion, gender, sexual orientation, physical and mental disabilities.
2. No firearm, ammunition, or any other weapons allowed in the BHC property.
3. No violent behavior.
4. No harassing or threatening behavior toward other residents or their visitors. Harassment includes verbal, physical and visual conduct that creates an intimidating, offensive, or hostile environment for any resident, visitor, or site staff. Examples include racial slurs; ethnic jokes; posting of offensive statements or posters; or other similar conduct. Sexual harassment includes solicitation of sexual favors, unwelcome sexual advances, or other verbal, or physical conduct of a sexual nature.
5. Respect common areas rules.
6. No illegal drugs, alcohol, or marijuana in common areas or open areas within the BHC.
7. Smoking will only be permitted in designated areas.
8. No open flames will be permitted in Cabins or common buildings.
9. No illegal activities on the premises.

### **Site Specific Rules**

The Operator will develop and implement site specific rules that shall include:

1. Good neighbor policy
2. Noise
  - a. Quiet hours
3. Pet Policy
  - a. Number of pets
  - b. Types of pets
  - c. Pet behavior
  - d. Pet owner responsibilities
- e. Designated pet areas
4. Drug and alcohol policy
5. Loitering
6. Storage
  - a. Accumulation
  - b. ESC storage
  - c. Accessory storage
7. Vehicle and Parking

## **Rules Violations**

When a rule violation occurs, Operator will document the rule violation by filling out an Incident Report. The offenders case manager will receive a copy of the Incident Report. The Operator is responsible for verifying that the level of intervention is appropriate. Once the intervention is determined, staff will provide written notice of the incident to offender and their case manager; and discuss the intervention with the rule breaker and case manager. The alleged offender has two options:

1. Accept the Incident Report with the proposed level of intervention.
2. Request an appeal.

### **Rule Violations Levels of Intervention:**

- Level 1 – Verbal Warning
- Level 2 – Written Warning and/or Behavioral contract
- Level 3 – Notice of Residency Termination

Minor rule violations will be tracked for a 3-month rolling period.

Any resident who violates the rules multiple times throughout the 3-month rolling period, will be asked to exit the program. An offenders case manager will be notified each time he or she breaks a rule.

More severe rule violations may require action at a heightened level of intervention even though the rule violation may be a first offense. The Operator will deal with these rule violations on a case-by-case basis unless defined in this manual. Any rule violations that may impact the public safety of BHC residents and staff on-site, should be reported to the appropriate City of San José staff and affected-resident case manager.

In cases where resident is asked to exit the program, where resident is not an imminent threat to others, the resident will be given a reasonable amount of time to plan for their safety.

## **Visitor Policy**

Visitors will not be allowed to visit during the first month of program implementation; this will be done to ensure that residents and staff become accustomed to BHC Community Guidelines. After one month has passed, the following information will be applicable.

Due to the small size of the premises, BHC residents are permitted one (1) visitor at a time. All visitors are required to sign in at the BHC main service office and be accompanied by a resident. Visitors will be issued temporary passes during their visit. Any visitor found on property without a pass will be asked to leave. Program residents are responsible for their visitors and must ensure

that they are following property and program rules. Visitors may not bring pets, drugs, weapons, or alcohol into the property. No persons under the age of 18 are permitted on the BHC site.

All visitors must exit BHC property by 10pm every day. Visitors must not loiter in or around the BHC property or neighboring businesses or properties. See Loitering Policy. Site operator reserves the right to ban specific individuals from the property for a specified period, or permanently, if resident or their visitor violate the Visitor Policy or House Rules. A photo gallery of individuals who have been banned from the BHC site will be kept near the front gate, and anyone providing security needs to be familiar with it.

### **Shopping Carts**

Shopping carts are not allowed on, around, or near the BHC site. If shopping carts are found, resident will be assigned to take it back to the identified business or schedule shopping cart to be picked up.

### **Loitering Policy**

Loitering on BHC property is not allowed. Residents and their visitors shall not loiter outside of the BHC site. Residents are responsible for individuals that visit them at BHC. Loitering on any private property, including local businesses, around the BHC site is also prohibited. Although the Operator cannot enforce loitering rules from other businesses, Operator will support those businesses with behavioral concerns involving any village resident and, if not addressed, continued concerns brought to the attention of Operator may impact that resident's participation.

### **Noise Policy**

Residents will keep the volume of any radio, TV, stereo or musical instrument sufficiently reduced at all times so as not to disturb others and shall refrain from excessive loud talking or singing. During quiet hours (10 p.m. to 8:00 a.m.) resident will not visit other cabins unless invited by another resident to do so.

### **Vehicle Policy**

There will be a limited amount of parking spaces available at each BHC site. Parking spaces are available on a first-come-first service basis. In the case that all parking spaces are occupied, residents will be required to park their vehicle on the street.

Residents with a valid driver's license may have up to one vehicle parked in the BHC parking lot. Program residents must complete the Parking Use Agreement (to be developed) available in the BHC staff office. The vehicle must be registered, in working condition, and must not present a blight issue (e.g. kept free of garbage or other nuisances). Individuals are not to use the vehicle

to sleep in while on property. Vehicles must not block gates. No recreational vehicles, motor homes, or other residential/ camping vehicles will be allowed.

If residents do not follow these guidelines, staff will work with City of San José Vehicle Abatement program to have the vehicles towed at the owner's expense. Resident will be held responsible for not complying with Vehicle policy, as they will have understood this when they signed community agreement. Operator must comply with City of San José Municipal Code 11.56.020, which only applies to vehicle parked or left standing upon a street or highway; or Chapter 11.104 which applies to abandoned/ inoperable vehicles on private property.

### **Storage Policy**

- **Interior Storage-** Living units have limited storage capabilities. Belongings stored inside of the cabin should be kept organized and tidy to ensure cleanliness and avoid creating inadvertent hazardous situations.
- Residents exhibiting signs of hoarding will be referred to their case manager and given a chance to correct behavior/ comply with BHC storage policy. An incident report form will be filled out by Home First staff, and a copy shall be provided to resident and their case manager. Residents are encouraged to be responsible for the safety of their belongings.
- **Exterior Storage-** Residents will be allowed to store personal belongings at a community storage. Operator will manage storage Access. Checking items into and out of the storage is limited to once a week. Residents needing to access their belongings will inform Operator. When returning a resident's items to them from the storage container, staff will have resident sign that they have received all of their belongings. The exact amount of space for storage per resident will vary by site. Operator has discretion to decide what appropriate storage amount per resident will be.

### **Pet Policy**

- All pets must be tagged with ID as required by local regulations.
- No pets may be acquired after admittance into BHC.
- All pets must be spayed and neutered prior to moving on site.
- All animals must be kept on a leash and be under supervisor at all times.
- Dogs may roam free if in the dog run area only.
- The owner is responsible for proper health and care of their pet, must pick up all solid waste for their pet and keep their pet from annoying other residents either through trespass, barking or any other means. Failure to do so can result in the HF staff ejecting the pet from the premises.

- Residents must provide the proper care for their pets including food, exercise and veterinary care. Should the resident need support in providing veterinary care of food HF staff may help find the needed resources.
- All pet food shall be kept in the unit in a plastic bin or pest proof packaging.
- If the pet is destructive they must be crated in the unit at all times while the resident is away. If needed a crate will be provided by front office staff.

### **Drug and Alcohol Policy**

The BHC program does not require absolute sobriety for program admittance but there are strict rules of behavior in the BHC community. If behavior violates the community guidelines, this could result in denial of services. The length of the denial will depend on the behavior. Residents are not allowed to have illegal drugs, manufacture drugs, or have drug paraphernalia on BHC property. Alcohol and marijuana are not allowed in common/community/shared spaces.

## **Incident Management and Reporting**

The Operator in coordination with the City of San José , will develop incident management and reporting protocols for the BHC. The Incident management and reporting protocol will be included as an appendix to the overarching Operations and Services Plan.

### **Accidents & Injuries**

If there is an accident and/ or injury on-site requiring an ambulance, the following will occur:

- Operator will respond by:
- Contacting 911
- Gather all necessary information from residents.
- Complete an incident report

If the resident refuses to obtain medical care, staff will include this information in the incident report. The incident report will be emailed to the resident's case manager and to appropriate City of San José Housing Department staff.

If there is an incident and/or injury that does not require an ambulance, the following will occur:

- Complete an incident report
- The incident report will be emailed to the resident's case manager and to appropriate City of San José Housing Department staff.

### **Violence, Threats, or Aggressive Behavior**

If any person on-site exhibits violence, threats or aggressive behavior, the following procedure will occur:

- The Operator will investigate all reports of violence, threats, or aggressive behavior.
- If violence, threats, or aggressive behavior has occurred, the resident will be required to leave the program immediately.
- Staff will make a report to the San José Police Department if illegal activity has occurred.
- Staff will complete an incident report and submit to their Supervisor or project manager, the resident's case manager, and the designated City of San José staff within 3 hours.

### **Theft or Vandalism of BHC Property**

If theft or vandalism is not witnessed by staff, it will be investigated by Operator and:

- If theft or vandalism of property can be reasonably proven, the resident will be asked to leave the program immediately
- At the sole discretion of the Operator, staff may make a report to appropriate law enforcement agency.



- If a report is made, the Project Manager or their designee will complete an Incident Report within 1 business day and submit copies of documents to the appropriate City of San José staff.
- Theft, vandalism of property belonging to residents, staff or volunteers:
  - The resident, staff, or volunteer will be encouraged to make a report to the appropriate law enforcement agency.
  - If theft or vandalism is proven by law enforcement agency or staff reasonably prove who was to blame, the resident will be asked to leave the program immediately.

### **Firearms and Weapons**

Firearms and other dangerous weapons are not permitted anywhere in or near the Bridge Housing Community. Blade or knives over 4 inches are considered weapons. Operator will use discretion to identify items as a weapon. At the sole discretion of the Operator, residents found with firearms or other weapons may be asked to leave the program. Residents allowed to stay, will need to find storage for these items off-site or staff will dispose of them.

## **Appeal Procedures**

The BHC Appeals Procedure is in place to ensure that a clear process is in place to terminate a resident's BHC residency for non-compliance. Each BHC has clear program expectations that all residents must be adhered to. During the BHC orientation, each incoming resident will be provided the program rules and expectations to review. Residents will be required to sign an acknowledgment that they have received, reviewed, and understand the expectations of BHC residency.

### **Appeals**

The BHC Program defines a resident appeal as: ***a written dispute or concern about initial determinations, related to termination of residency.***

### **Process**

If a resident has received a Notice of Residency Termination (NRT) from the BHC Coordinator in accordance with the BHC Termination for Non-Compliance Process (i.e. prior written notification of non-compliance), the client has a right to dispute that decision by requesting an Appeal Review Meeting (ARM) with the Operator Resident Advocate and the Director of Services within seven calendar days of receiving the NRT to make their case reinstatement. The resident may request their case manager to attend the ARM. If the client isn't satisfied with the final decision after the ARM, the resident has a right to appeal the decision.

*Process Note: The Appeals Process shouldn't be confused with the Grievance Procedure – as the Grievance Procedure is related to concerns about service quality, programmatic deficiencies, or disciplinary challenges, not a residency termination.*

### **Appeals Process Steps**

**Step #1:** If the resident has attended the ARM and has not been reinstated and wishes to continue pursuing an appeal, the resident must submit a letter to the City of San José, within seven calendar days of the ARM, stating why they disagree with the residency termination decision and attach any supporting documentation. The letter should also include a preferred contact phone number and email for follow-up purposes.

**Step #2:** the letter/information must be mailed, faxed, delivered, or emailed to the City of San Jose Homelessness Response Team (HRT) for review. HTR contact information will be included with the NRT.

**Step #3:** a representative from the HRT will review the case and make a final determination within five calendar days of receiving the appeal letter.

**Step #4:** the HRT representative will send an official letter with the final decision to the residents and case management agency.

Process Note: the residents case manager may also submit evidence, including prior written notification to the client of compliance issues, and other supporting documentation that supports their decision. If the Residency Termination for Non-Compliance process wasn't followed, the client may be reinstated.

### **BHC Termination for Non-Compliance – Process and Expectations**

The City of San José BHC's have clear community guidelines and expectations that must be followed to maintain residency. Failure to follow the BHC requirements may result in residency termination. As noted above, during the BHC orientation, each incoming resident will be provided the community guidelines, and expectations to review. Residents will be required to sign an acknowledgment that they have received, reviewed, and understand the expectations of BHC residency.

#### **Examples of violations that may result in residency termination include:**

- Late or nonpayment of rent
- Continuous Non-Compliance of BHC program rules after reaching level 3 intervention
- Illegal activity
- Continuous violence, threats, or aggressive behavior
- Theft, vandalism of BHC property, other residents, staff, or volunteers
- Absence from BHC program for a period longer than 96 hours without communication and/or prior approval from Operator

#### **Non-compliance**

If a resident is found to be out of compliance with the requirements of the BHC the following steps will be taken before a resident is issued a NRT:

**Step #1:** The resident will be notified in writing, that they are currently out of compliance. The notice will state the reason(s) they are out of compliance (i.e. late rent payments, rules violations, etc.). The notice will also provide guidance on how to achieve program compliance and results of non-compliance (residency termination). The client will have a one-time 14 calendar day opportunity, with Case Management support, to become compliant with the program expectations.

*Process Note 1: The client must be asked to sign/acknowledge the written notification, describing the compliance issue. If the client refuses to sign, the BHC Coordinator will document the refusal and still move forward with the one-time 14 calendar day opportunity.*

*Process Note II: if the Operator Resident Advocate believes the resident has demonstrated program compliance after the 14 calendar days – then the resident will be moved to an “in-compliance” status. If the client, at some point, reverts to a “non-compliance” status – that resident will be exited from the program (30-calendar day notice).*

**Step #2:** If after 14 calendar days, the client remains out of compliance, the Resident Advocate will review the non-compliance status with the Director of Services to determine if a seven-day extension will likely result in the resident achieving compliance. If the Property manager and Director of Services determine that it is unlikely that the resident will achieve compliance with an extension, a NRT will be issued to the resident.

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## **Property Management and Maintenance**

Each BHC includes 40 individual Emergency Sleeping Cabins (ESC) for program residents. In addition to the sleeping cabins, each BHC offers community space that will include shower facilities, a common kitchen, laundry facilities, storage, meeting rooms, staff offices, and designated smoking areas. Further, the grounds include a parking lot, trash enclosure, a temporary dog run (if spacing permits), community garden space, and other socializing options. Emergency Sleeping Cabins are equipped with minimal amenities (bed, personal storage, electricity) and therefore access to the centralized community options are expected to be highly utilized.

### **Rent**

Consistent with rapid rehousing program requirements, residents will be required to pay monthly rent. Residents will be required to pay nominal rent for the first six months of residency equal to 10% of the resident's income or \$20 if not employed. For employed residents, rent will increase by 10% every 6 months of residency with a cap of 30%, consistent with the Department of Housing and Urban Development HUD requirements for subsidized housing for low-income persons and compliance with requirements under AB 2176.

### **Operation and Maintenance Reserve**

The Operator will open and maintain an Operations and Reserve Account (O&R Account) for each BHC. The Operator will collect monthly rent from residents and deposit into the O&R Account. The Operator will track all deposits and expenditures from the account and provide the City of San Jose with monthly statements along with monthly invoices for contracted operations and services. The Operator will use funding from this account for all BHC maintenance. If there are insufficient funds for required maintenance in the O&R Account, the operator will submit for reimbursement to the City's Housing Department in accordance with its agreement.

### **Hours of Operation**

The BHC site is a 24-hour operation. Residents are free to come and go as they deem necessary. However, all residents are required to abide by community guidelines and policies. Additionally, access to site amenities such as laundry, showers, and kitchen maybe restricted to separate operating hours and may vary by site. A detailed visitor's policy can be found in the *Community Guidelines* section.

### **Site Amenities & Community Spaces**

Common areas are for the use of all BHC residents. Residents shall respect the right of others to share and use these areas and shall clean up after themselves. Residents may not remove any furnishings or other items placed in common areas. Operator reserves the right to restrict

common area usage as necessary to ensure the quiet and peaceful enjoyment of all residents. Guests are permitted in common areas only if accompanied by program resident they are visiting during permitted visiting hours.

### **Kitchen Space**

Residents will have the ability to prepare and cook simple meals in the kitchen area. Keeping in mind that program residents may have varying work schedules, this community space will be accessible 24 hours a day.

### **Community Restrooms**

The toilets, sinks, and showers shall be used only for purposes for which they were designed. Residents are responsible for cleaning up after using shared shower and toilet facilities. Water should be used in reasonable quantities to promote water conservation and reduce waste

### **Community Working Space/ Tools**

Residents will have access to a community working space, which will provide access to computers, wi-fi access and a job board. To print any employment, housing, or health related documents, residents will need to ask Operator for permission to use the staff printer.

### **Garbage Schedule**

Operator will be responsible for establishing a contract and schedule with appropriate Garbage company. Trash and refuse receptacles (**not confirmed**) will be provided to every resident when they move in. Residents agree to use such containers, not allow an accumulation of trash, and to keep the sleeping cabin clean and orderly. Residents will be expected to empty cabin garbage into on-site dumpster. A garbage schedule will be provided to residents during orientation within the BHC welcome packet (to be developed).

### **Designated Smoking Areas**

Residents will only be allowed to smoke in designated smoking areas marked by “Smoking Allowed” signage.

### **Mail**

- All current BHC residents will be allowed to use the BHC address to receive mail. Any mail received not belonging to a current BHC resident will be returned to the post office.
- All mail will be delivered to the front office and kept in a file drawer alphabetically in a locked room.
- Residents may pick up their mail at any time from front office staff.

- No large items that would not fit comfortably in the units will be accepted for delivery by HF Staff.

### **Site Management & Maintenance**

To successfully manage the BHC property, the BHC operator will carry out services internally when appropriate, obtain service contracts with vendors as necessary, and coordinate services with partner agencies and volunteer groups to supplement core facility amenities. All maintenance related activities will fall under the City's contracted BHC Operator. The BHC Operator will develop and implement a Property Management Plan (PMP) as an appendix to the overarching Operations and Services Plan. The PMP will provide procedures and schedules for property oversight including:

- Maintenance Staffing Plan
- Cabin inspection schedules
- Emergency repair procedures
- Maintenance schedules
- Contracted repairs and services
- Resident repair requests
- Preventative maintenance
- Major repairs
- Managing outside and resident volunteers
- Janitorial
- Pest and vector control

### **Maintenance Staffing Plan**

Operator is responsible for the contracting and monitoring of utility services, and will manage the sites electric, water, and garbage vendors. Operator will assign a maintenance specialist for the maintenance of the site. Maintenance staff will ensure the necessary maintenance tasks that residents can perform are completed in a timely and thorough manner. Additional contracted services may include landscaping and pest control vendors if there are no residents who have this background. Any specialized work such as plumbing or electrical work may need to be done by the Maintenance Specialist or a contractor outside of the Specialist's job scope.

### **Maintenance Tasks For Residents**

It is always preferable that residents take responsibility for as many maintenance tasks as possible. Providing residents w/ maintenance tasks will help residents with self-esteem development and contribution to program success.

Tasks will be decided during weekly internal meetings and provided via hard copy to residents at the biweekly meetings. The Operator will provide incentives to any resident who signs up for extra duties. Possible incentives may include: reference/ recommendation letter for any resident searching for permanent housing or gift cards from partner agencies.

On-site and off-site maintenance tasks may include: litter pickup, sweeping, cleaning the common spaces, and cleaning windows, litter pickup, sweeping, and reporting illegally dumped items. Maintenance tasks are subject to change upon approval from appropriate City of San José staff and Operator

### **Requesting Maintenance**

When requesting maintenance for an ESC or any of the community spaces, residents must notify the Operator and inform them about the problem. Routine maintenance requests will be addressed during normal business hours within 72 hours. Emergency maintenance requests will be addressed within 24 hours or as soon as possible.

### **Sleeping Cabin**

Sleeping cabins are equipped with a bed and mattress, trash receptacle, light fixture, smoke detector, electricity for small appliances (e.g. laptop computer), and 1 key to access the unit. Each unit will have a smoke detector. Fire extinguishers will be available on-site. Neither smoking nor cooking in the sleeping cabin is permitted as both present fire hazards. All trash should be disposed of in the designated dumpsters on a regular basis. Residents are encouraged to be responsible for the safety of their belongings.

### **Cabin Items**

Before the program is open for enrollment the Operator will confirm what items have been provided per unit. Inventory per cabin will be updated when items are acquired and provided to residents. Each resident will review their cabin inventory log when they move into the unit.

Residents will understand that items will only be provided once. Any items that are damaged or defective will be tracked through the cabin inventory list. Resident will be provided with one set of keys. No copies are to be made of unit key. Residents should not share their keys with other program residents or copy the key. After reviewing and signing the cabin inventory list, each resident will receive a copy of the inventory list they signed, and the Operator will keep the original.

### **Sleeping Cabin Assignment**



After a resident has completed the program orientation and signed community agreement, staff will allow the residents to choose a unit if multiple units are available for selection. If only one unit is available for selection, resident will be assigned that unit.

### **Cabin Etiquette**

All program residents are responsible for maintaining their home in a clean, sanitary, and uncluttered condition with unrestricted ingress to and egress from all windows and doors in the premise. Doors shall be able to open fully and shall not be blocked. If premise requires maintenance or repair, resident is required to submit a Maintenance Request to the BHC staff office.

### **Cabin Decoration**

- No hammering any décor into the unit structure.
- No painting allowed (unless pre-approved by the Operator)

### **Cabin inspection schedules**

The Operator will conduct regular inspections on a quarterly basis. The Operator reserves the right to inspect units on an as-needed basis in addition to the routine inspections. Inspections will ensure safety, house rules compliance, fire safety and pest control. Additionally, inspections will allow Operator to identify potential maintenance needs or health and safety hazards. Outside of threats to life-safety of the occupant or other residents in the BHC, the Operator will provide 24-hour notice to residents of impending inspections.

### **Cabin Inspection Process**

- Staff will inspect unit and fill out inspection sheet. The following items will be assessed for compliance during inspections:
  - Cleanliness of mattress for pest control (bed bugs)
  - Windows free of cracks
  - Screen in-tact on windows
  - Unit free of garbage & perishables
  - Insulation and radiant barrier in-tact and attached
  - Smoke detectors attached and working
  - Storage containers being utilized appropriately
  - No changes to unit structures
  - No personal belongings outside the unit with the exception of 1 bicycle and 1 bag of recyclables.
- Findings/ observations should be documented on inspection sheet

- After the inspection is over, Operator will provide a copy of the inspection sheet to the appropriate resident.

Units that fail inspections will be placed on a monthly inspection schedule until they are brought up to compliance. Once the unit has been in compliance for two straight inspections, the cabin will return to being inspected quarterly. Failure to comply with sleeping cabin inspections could lead to denial of program services. Residents refusing to allow staff to enter their unit will be asked to leave program immediately.

If drug paraphernalia or other prohibited items are seen or found in a unit, the item(s) will be confiscated, disposed of, and reported to the appropriate law enforcement agency, and resident may be asked to leave immediately.

### **Smoke Detectors**

In addition to routine cabin inspections, the Operator will perform monthly smoke detector checks to ensure all smoke detectors are intact and fully functional.

### **Cabin Heating**

No personal electric or battery-operated heating devices will be utilized in units. Instructions for managing extreme temperatures and signs of exposure will be posted in each unit and the BHC Office.

### **Cabin Electricity**

Power is available inside the unit and community spaces. If a resident is found to be tampering with any electrical outlets, poles, breakers, or any other electricity, it will be considered a rule violation.

### **Cabin Garbage**

Trash receptacles will be provided to every resident when they move in. Residents agree to use such containers, not allow an accumulation of trash or recyclables, and to keep the sleeping cabin clean and orderly. Residents will be expected to empty sleeping cabin garbage into on-site dumpster. Items that are thrown into the dumpster are not to be removed by residents for any reason.

- Each resident is limited to one garbage bag of recyclables at any given time.
- Recyclables must be redeemed weekly.
- Recyclables will be kept outside of unit
- No other recyclables or collected items are allowed, below are some examples:

- Batteries
- Bicycle parts

Operator has sole discretion on-site if recyclable collection becomes a nuisance, attract unwanted pests or damage City property.

### **Cabin Food Storage**

Food is allowed in limited quantities inside of the units. Food must not be left out in the open. All food waste must be disposed of daily in the dumpsters provided on site. Perishable food shall not be stored in the units.

1. All residents will be provided limited space in the shared kitchen for items that need to be refrigerated or items that require dry storage. Each resident will be provided with a rodent and insect resistant container with their name on it for dry storage use.
2. Perishable food purchased by residents with their own resources may be stored in the shared refrigerator and should be labeled with their name and date.
3. Residents are responsible for disposing of the food that has gone bad on a weekly basis. Should perished items remain in the fridge, the Operator will dispose of them.

All food that enters the village as a donation must be stored in the community food pantry in an appropriate sealed container. Donated food must be signed out and only a single serving should be taken at a time.

### **Pest Control**

Regular pest control services will be contracted through a professional vendor to provide both external and internal treatment and maintenance. Additionally, vendors will be contracted to accommodate individual unit treatment when necessary, e.g. bedbug treatment

### **Weekly Internal Operations Meeting**

For the first six months of the program, City of San José staff will be invited to participate in weekly site operations meetings typically reserved for Operator only. During each meeting staff will review the following:

- Challenges and success with residents, including participation of volunteering and services offered on-site;
- Troubleshooting staff concerns or questions regarding operations of BHC program;
- Coordination of action items moving forward;
- Staff check-in

### **Resident to Resident Meetings**

Feeling as an integral part of a community is a goal the BHC program encourages, and to achieve this, residents will be invited to attend the on-site Resident-to-Resident meeting. During the meeting residents will:

- Review program rules and guidelines
- Review weekly schedule and upcoming activities
- Review of any scheduled mandatory activities
- Address areas of concern
- Review assigned tasks

Attendance at the Resident-to-Resident meeting is voluntary. Operator will provide a copy of the meeting updates and announcements to every resident.

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## **Required Staffing and Security**

A security kiosk will be present at all BHC entrances to monitor ingress and egress. The security kiosk will be monitored by BHC staff or resident volunteers 24 hours, 7 days a week. Only residents, BHC staff, and members of the Oversight and Support Committee may enter the site unaccompanied. A photo gallery of exited people who have been excluded from the site will be kept near the front gate, and anyone providing security needs to be familiar with it.

Additionally, the Operator will provide at least one on-site Operator Resident Advocate to staff the front desk of the administrative building during business hours.

Staffing the Front Desk includes the following duties:

- Answer phone calls
- Register visitors
- Document any disruption to normal operations in the Front Desk Log
- Inner perimeter checks
- For further details on this duty, see the “Front Desk Duties and Information” sheet posted at the Front Desk.

### **STAFFING**

Each BHC will have different staffing requirements based on the targeted population, number of residents, and service model. The BHC Operator will provide an individualized staffing plan for each BHC. In addition to the staffing plan, the operator will develop security post in partnership with the contracted security company and the City of San José, to ensure clear role and responsibility of the security officer.

## **Complaints**

The grievance procedures are in place to ensure that the rights of residents, visitors, and BHC staff are protected. The City of San José and its partners are committed to a fair and just relationship with its residents. All clients shall have the opportunity to address any conditions he or she believes to be unfair. Any client dissatisfied with the application of program regulations, services by the staff, or refusal from the program may file a grievance.

*Process Note: The grievance procedures should not be confused with the BHC Termination for Non-Compliance process. The Grievance Procedure is related to concerns about service quality, programmatic deficiencies, or disciplinary challenges, not a residency termination.*

### **POLICY**

- Clients have the right to file a grievance, without being discriminated against by the BHC staff or volunteers.
- Clients should feel safe to file a grievance, without fear of being denied program services.
- All grievances relating to program rules, service by program staff, or dismissal from should be filed within 24 hours (or one business day), so that the process can begin as quickly as possible for the Veteran.
- The written grievance will constitute the definition of a formal complaint/grievance. If a client would like to file a grievance, there will be readily available grievance forms for them to fill out at the front desk of the BHC on-site offices, or available from program staff.

### **PROCEDURE**

- When a resident has a grievance, they should first speak to their assigned case manager to try and solve the issue.
- All grievances relating to program regulations or refusal must be filed within 48 hours.
- If the client and case manager are unable to solve the issue, the grievance should be put in writing and presented to the Resident Advocate.
- The Resident Advocate will schedule a meeting with the case manager/staff (if applicable) and the client to hear the case within seven (7) working days. The resident is encouraged to bring advocates to the meeting, to support them in this process.

- If an informal resolution is not achieved by the above, or if the resident does not feel comfortable discussing the matter first, the resident shall put the grievance in writing and present it to the Director of Services overseeing the BHC program.
- If the resident is not satisfied with the resolution at this level, they may appeal in writing, to the Oversight and Support Committee.
- The appeal meeting will occur within five (5) working days of the first meeting.
- The resident will be provided with a formal written decision in writing.
- The Oversight and Support Committee decision will be final, if it reaches that level.

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## **Security Plan**

The BHC Operator will contract with a private security company to assist in monitoring the site. A minimum of one security officer will remain on duty, 24 hours per day, 7 days per week for the first year of operation. Security Post Orders are to be developed in partnership with the contracted security company and the City of San José , to ensure clear role and responsibility of the security officer. Responsibilities will include, but are not limited to: monitoring the grounds, responding to staff requests for assistance regarding program resident or visitor behavioral issues, curb loitering issues on or around the property, collaborating with law enforcement as necessary, directing visitors to BHC service office, etc.

Any incidents that require assistance from any Law Enforcement Agency will warrant that the Operator inform immediately the appropriate staff from the City of San José. Incidents will be documented by the Operator and copies of the police report will be provided to appropriate City of San José staff. If the incident involves a BHC resident, the individual's case manager will be informed, and BHC Operator will schedule an internal meeting to discuss a further plan of action. The internal meeting will require the involved residents case manager, appropriate City of San José Housing Dept. staff, & the BHC Operator.

The BHC Operator will work with the contracted security agency to develop a detailed security manual for the San José BHC's. The security manuals will include:

- Incident protocols
- Security staffing requirements
- Patrol boundaries
- Schedules
- Coordination and communication protocols
- De-escalation protocols
- Reporting requirements
- Coordination with local Law Enforcement

After the first year of operation, Security needs will be re-evaluated by the BHC Operator and City staff.



## **Fire and Emergency Procedures**

### **Emergency Protocol**

Hard wired smoke detectors are required in all Emergency Sleeping Cabins (ESC) and will be maintained on a regular basis. Residents will be notified of a fire or other emergency by word of mouth, and if necessary will relocate and evacuate based upon designated evacuation route (see Fire Safety and Evacuation Map posted at administration and office and provided to each resident within the BHC Welcome Packet). Upon signing Community Agreement, residents accept to assist others and provide medical aid in an emergency.

The operator will be responsible for coordinating the following:

- Oversight fire drills and food storage policy
- Monthly testing of all smoke and CO2 detectors during monthly unit inspections
- Monthly testing of all extension cords and power strips with an approved circuit tester
- Maintenance of systems and equipment installed to prevent or control fires.
- Maintenance and control of fuel hazard sources.

### **Fire Fighting and Fire Protection Measures**

- No recreational fires will be permitted within the BHC site.
- No open flames are permitted within the housing units.
- ABC fire extinguishers will be accessible throughout the BHC site (see Fire Safety and Evacuation Map for locations)
- Smoke detectors and carbon monoxide alarms will be installed in units and common buildings, and will be inspected to insure they are functional and replaced if they are not functional.
- A map of the BHC site will be maintained and provided to the San José Fire Department.

### **Emergency Vehicle Ingress and Egress**

The BHC's have been designed to include emergency vehicle ingress and egress. The BHC Operator will ensure that all fire vehicle access routes are regularly maintained and kept free of debris and other items that might prevent emergency vehicle access.

### **Participation of fire drills by using the following procedure**

- Appoint someone to monitor the drill, activate and reset the fire alarm, and time the evacuation.
- Fire drills shall be conducted at varying times and under varying conditions to simulate conditions that could occur during a fire or other emergency.
- After the evacuation, take a head count at the designated meeting place(s) to account for everyone's participation and safe evacuation.

- At the following, Neighbor-to Neighbor meeting, staff will let residents know how long it took to evacuate the property and steps everyone can take to become more efficient.

### **Evacuation Drills**

In order to educate residents in the preparation for emergency situations, evacuation drills will be scheduled at least once every quarter.

- The project manager or their designee will schedule the drill and inform all program staff.
- The on-site manager or designee will sound the air horn at a predetermined time.
- Residents, visitors and on-site staff will evacuate the facility with their animals to the designated location.
- On-site staff will ensure all residents have evacuated the premises by taking a head count/ attendance after an evacuation.
  - Residents will identify any names and last known locations of anyone not accounted for and provide them to the official in charge.
- Once all residents have evacuated, the on-site manager or their designee will give the on-site staff the “all clear” notification, allowing all to return to the property.
- A designated staff will time the drill.
- At the following, Neighbor-to Neighbor meeting, staff will let residents know how long it took to evacuate the property and steps everyone can take to become more efficient.

## **Neighborhood Relations**

### **BHC Advisory Group**

The BHC Operator, in conjunction with the City of San José , will form a BHC Advisory Group (BAG). The BAG will be made up of Community members, members of the Oversight and Support Committee, local business owners, partner agencies, designated City of San José staff, and government representatives. The BAG will meet quarterly to review the BHC operations and provide input and feedback from an external perspective with the intention of informing program practices that take consideration of the impact made on the surrounding community.

### **Good Neighbor Policy**

The BHC residents and all project partners are committed to being good neighbors to the surrounding community. Management, in coordination with the Oversight and Support Committee, shall regularly meet with the BHC BAG to address questions and concerns that may arise around safety and security of the BHC community and/or the nearby neighborhood. These meetings shall also foster engagement opportunities and programs that will improve the relationship between of residents and members of the surrounding neighborhood.

## **Miscellaneous**

### **Donations to the Program**

Operator will accept all donations and express their thanks to donors. Staff will provide all donors with a donation form for tax purposes. Donors will be responsible for assigning a value to donations. Staff will indicate that they are only allowed to accept:

- Blankets
- Sleeping bags
- Towels
- Hygiene kits or hygiene supplies (shampoo, conditioner, toothpaste, soap, etc.)
- Laundry detergent
- Pet food
- Limited food items depending on storage availability

No household items or clothing will be accepted at this site but can be redirected to the Operator's preferred drop-off location.

### **Meal Donations**

Operator will keep a meal calendar and coordinate meal service with any outside organization.

The meal calendar will be posted on a weekly basis in the Kitchen so that residents so that residents can plan out what meals they will be responsible for.

The Operator will not be responsible for meals that are not provided by community volunteers but will be able to share provide Starbucks salads, sandwiches, protein boxes and other snacks through the Second Harvest food share program.

### **Media**

Members of the media are not allowed on-site unless prior approval is obtained from City of San José & the Operator. To protect the confidentiality of residents, interviews will not be conducted by members of the media without prior notice and approval. If anyone from the media enters the BHC site, on-site staff will escort them off the property and inform them that prior approval is necessary. The operator will provide the contact information for the appropriate City of San José staff.