

# CITY OF COSTA MESA HOMELESS SHELTER OPERATOR PROPOSAL



**Proposal Contact:**

Allison Davenport  
Program Development/Compliance Director  
PH: (714) 836-7188 x114  
EM: [allisond@mercyhouse.net](mailto:allisond@mercyhouse.net)  
PO Box 1905 Santa Ana, CA 92702

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## **PART I: Applicant Qualifications**

Mercy House has operated successful homeless service programs for over 28 years and in that time has served more than 80,000 individuals. This includes operating a variety of programs ranging from homeless prevention, emergency services and shelters, transitional housing, aftercare programs, rapid re-housing programs as well as permanent supportive housing facilities and residential services program. The diversity of these programs has afforded us the experience of working with a wide variety of homeless subpopulations including, but not limited to; families, adult men and women, mothers and their children, Veterans, seniors, chronically homeless individuals, persons living with HIV/AIDS, individuals overcoming substance addictions, and those who are both physically and/or mentally disabled.

With over 28 years of experience in providing services to the homeless, including the chronically homeless, Mercy House staff have extensive knowledge of the needs and barriers faced by the homeless in our community as well as a variety of resources which may prove helpful to their success. Our primary focus as an agency is providing emergency shelter and services, housing placement and housing stabilization services to homeless and chronically homeless individuals and families.

Through our success and innovative approaches we have earned a reputation as being an authority on homeless issues. We have been contracted as consultants or key advisors with a number of cities to provide strategies and solutions to homelessness within their respective jurisdictions, including the City of Costa Mesa. We work cooperatively with their teams and provide public relations support to their respective councilmembers and other decision makers. We provide presentations on their behalf to address concerns that community members might have of any new programs or ideas. We have become a well-respected agency in the business community for our management and leadership. We show respect to the concerns and needs of businesses and include them in regular Good Neighbor outreach efforts. They know they can turn to us if a problem arises. We have a long history of working well in the neighborhoods in which we operate our programs. The agency becomes a positive partner by interacting with neighbors through neighborhood association meetings and volunteering with local activities. We have held community meetings and forums to give concerned members a voice in how our projects will impact them and their families and have used these concerns to find creative solutions.

### **History of Service in Costa Mesa**

Mercy House has a strong history of working in and with the City of Costa Mesa. Through these efforts we have been recognized by City staff and officials for our service to the homeless in the community.

Our presence and history with the City of Costa Mesa includes:

- Our Executive Director is a long-time resident of Costa Mesa and has extensive knowledge of the needs of not only the homeless in the City but also that of home owners, businesses and other city stakeholders;
- We have been a subrecipient of Costa Mesa CDBG Public Service grants for more than 13 years to operate transitional shelter, homeless prevention and rapid rehousing programs with a history of meeting spending and reporting deadlines and scope of services;
- In 2009, Mercy House was chosen as one of the only two agencies to partner with the City of Costa Mesa to operate a homeless prevention and rapid rehousing program exclusively to Costa Mesa residents;

- We have secured more than \$450,000 in California State Emergency Shelter funding, which the City would not otherwise be entitled to, to exclusively provide Costa Mesa homeless residents with Rapid Rehousing services;
- We have worked as a consultant to help the City create the Costa Mesa Homeless Task Force spawning the current Network for Homeless Solutions;
- We partnered with Vanguard University to conduct a homeless enumeration study for the City;
- We worked with City staff to create a transportation program to bus homeless residents to the Santa Ana Armory Shelter facility;
- We provided housing relocation assistance to guests of the Costa Mesa Motor Inn after its shut down;
- We have provided City staff and Council support in planning efforts and community town hall discussions around permanent supportive housing opportunities within the city;
- We are active members of the Network for Homeless Solutions and have a working relationship with the Lighthouse Church.
- We have contracted for over 6 years with the City to provide homeless street outreach in conjunction with the City's community outreach workers and together have created a seamless outreach service delivery model. This long-standing, cooperative, working relationship between Mercy House and City staff, that is unmatched by any other competitive shelter operator, will be the catalyst for successful program operations.

## Key Service Accomplishments

### HOUSING PLACEMENTS

During the 2017-18 fiscal year, Mercy House set an ambitious goal to prevent or end the homelessness of 1,300 individuals. **We surpassed that goal by 21% providing a permanent housing solution to 1,570 men, women, and children.**

### YEAR ROUND EMERGENCY SHELTERS

**Bridges at Kraemer Place** – Since inception 168 individuals have ended their homelessness and entered permanent housing upon exit. Of those that exited the program to permanent housing, 52% did so within 90 days or less. The average length of stay for a successful housing placement was 123 days.

**HomeAid Orange County Family CareCenter**– Since inception 147 parents and children have ended their homelessness and entered permanent housing upon exit. Of those that exited the program to permanent housing, 95% did so within 60 days or less. The average length of stay for a successful housing placement was 45 days.

### HOUSING AND SHELTER PORTFOLIO

Mercy House currently manages and/or provides supportive services to:

- 908 beds of emergency shelter

- 667 units of low-income and permanent supportive housing
- 995 units of low-income and permanent supportive housing currently in development

## Project Experience

### Transportation- Based Reservation Shelter Models

As the chief architect of the County of Orange’s Year Round Emergency Shelter Management Operations and Public Safety Plan, the policies and procedures of the no walk-up, transportation-based, reservation only emergency shelter that was created by our agency has since become the standard for all new emergency shelters in Orange County to mitigate the impact of shelters on the surrounding neighborhoods.

***In actually executing these policies and procedures, Mercy House is the only service provider in Orange County that has had direct experience in providing no walk up, transportation-based, reservation only emergency shelter.*** We have been doing this effectively since the high-profile opening of Bridges at Kraemer Place in May 2017, then again for the HomeAid Family CareCenter in July 2017 and most recently for the opening of the Link in November 2018. We have also for the first time in its history, successfully implemented a no-walk up, reservation only strategy for the Fullerton Armory which began seasonal operation on December 17, 2018.

With this experience comes our knowledge and ability to:

- 1) Manage a bed reservation call line;
- 2) Manage and communicate bed vacancies and inventory to stakeholders including but not limited to police departments, referral partners, clients and service providers;
- 3) Safely and effectively handle walk-up situations and provide support out of the area;
- 4) Prevent and manage issues of loitering and abandonment of property in nearby areas;
- 5) Manage and maintain transportation to and from the shelter site in locally designated and approved areas.

### Implementing Good Neighbor Policies

Our expansion of services, programs and housing developments over the years as afforded us many opportunities to work with a variety of stakeholders in the community. Our strength has been to come into a community, run programs well, provide beautiful, dignified shelter and housing, build relationships, and listen to concerns; thus actively dissolving the “Not in My Backyard” stigma that often exists for those who serve disadvantaged populations.

We have been implementing Good Neighbor policies and procedures continuously in residential-based transitional shelter settings since 1990 and in high profile, mass shelter settings since 2008 when we became operator of the Orange County Armory Emergency Shelter program.

Our Good Neighbor Plan for the Costa Mesa Emergency Shelter is directly influenced by these 28 years of experience and involves a multifaceted approach that includes provisions for:

### Security

Our budget and staffing plan provide for a sufficient number of trained security guards to ensure the safety of clients and the surrounding neighborhood, 24 hours a day. Security guards will be contracted through a third party vendor who will receive "Homeless Sensitivity Training" through Mercy House resources. Security will be on site at all times, stationed both inside and outside the shelter to ensure maximum coverage and will conduct security rounds of the facility as necessary. Shifts will be approximately 6am-2pm, 2pm-8pm, 10pm-6am, with 1

guard riding on the shuttle between 12pm-8pm. A security guard will be assigned to each shuttle pick up location. Upon arrival, clients will go through a security screening process and harmful contraband will be confiscated.

Other program elements that will support security efforts include no walk ups and no loitering policies. Clients will not be allowed to loiter in the neighborhood surrounding the shelter or the shuttle pick up locations at any time and will be included in the shelter client contract rules. We also recommend that in designing the facility the City consider investments in security alarms, cameras and adequate lighting that also promote security at the shelter.

### **Neighborhood Patrols**

Our budget and staffing plan provide for the provision of staff led Neighborhood Patrols to monitor a ½ mile radius around the shelter perimeter every two hours. These patrols will take place at 10am, 12pm, 2pm and 4pm daily. The role of this patrol group is to collect litter, promote cleanliness, engage with neighbors, and enhance safety and cleanliness of the immediate vicinity. They will prevent and control issues of loitering, unauthorized parking of client vehicles in the neighborhood, abandoned property, shopping cards, and other blights.

Volunteer groups such as Trellis and others, may help support these neighborhood patrols around the shelter and create community “clean up days” to include the shelter vicinity as well as other high-impact areas such as Lion’s Park. Our goal for the shelter is not to adversely impact the surrounding neighborhood but to ***make the West Side of Costa Mesa a better place to live through all of our actions and efforts.***

### **Communication and Resolution of Concerns**

We are committed to ensuring that the shelter has a high level of transparency and that we provide mechanisms to engage with, gather input and address concerns with the surrounding neighborhood, businesses, partner agencies, City Staff and Council, clients and the public at large.

Working with City staff, we will keep a partner list and an Emergency Contact List with emergency phone numbers to allow for communication to control rumors and disseminate information quickly when issues or concerns arise. On-site staff will maintain a Daily Incident Log and record any issues or complaints that arise. On-site staff will relay incidents to management who will inform related partners when necessary to ensure adequate knowledge and discussion regarding an appropriate response. It is expected that all complaints will receive an initial response within 72 hours or less, with intent to find a mutual resolution on an expedited basis. All staff will be fully committed to a customer service response, and will consider the resolution of citizen complaints a high priority. This includes hosting community forums (as needed), helping to create an informational website and other marketing materials that inform progress of the shelter, as well as creating a dedicated phone line to answer questions and address concerns.

We are committed to being responsive to and provide support to City Council Members as needed, in relation to the outcomes and operation of the program. Working with City staff we will also create media policies and protocols for conducting community tours. We will create communication protocols for working cooperatively with police and fire departments. This includes setting policies and procedures for priority reservations for clients and responding to emergencies. It is our intention to act as self-sufficiently as possible and minimize the shelter’s impact on the local police and fire departments by ensuring that staff and security are trained to properly manage and respond to an array of difficult situations that may occur at shelter.

As the Lighthouse Church currently operates as a walk-in, access center for homeless individuals, we anticipate the change to a no-walk up, reservation only shelter will require a communication plan that is targeted to

homeless individuals currently receiving church social services so they clearly understand the new policies and procedures for access. We have direct experience and success in such communication moving the Fullerton Armory from a walk-in to a reservation only shelter.

### **Shelter Advisory Boards**

As needed, Shelter Advisory Boards and/or stakeholder meetings may be established to provide review of the operations of the shelter program and enhance community relations, and bring information of any strengths and concerns from the neighborhood, local businesses, City Staff or Council, service provider partners and shelter clients about the operation of the shelter program.

### **Shelter Experience Portfolio**

#### **JOSEPH HOUSE**

**Service Years:** 1990-2017

**Project Location:** Santa Ana

**Number of beds:** 21

**Program Distinctions:** Transitional Shelter for homeless single men; converted to permanent housing in 2017

**Annual Operating Cost:** \$129,389

**Reference Contact Information:** Scott Larson, Executive Director, HomeAid OC, (949)777-3865, scott@homeaidoc.org

#### **REGINA HOUSE**

**Service Years:** 1994-Present

**Project Location:** Santa Ana, CA

**Number of beds:** 21

**Program Distinctions:** Interim housing for homeless single mothers and their children

**Annual Operating Cost:** \$193,287

**Reference Contact Information:** Scott Larson, Executive Director, HomeAid OC, (949)777-3865, scott@homeaidoc.org

#### **BETHANY HOUSE**

**Service Years:** 2018-Present

**Project Location:** Anaheim, CA

**Number of beds:** 10

**Program Distinctions:** Interim housing for homeless single women

**Annual Operating Cost:** \$117,457

**Reference Contact Information:** Sister Eileen McNerney, Sisters of St. Joseph of Orange, (714) 633-8121

#### **ASSISI HOUSE**

**Service Years:** 2005-Present

**Project Location:** Ontario, CA

**Number of beds:** 26

**Program Distinctions:** Interim housing for homeless single women and men, single mothers and their children

**Annual Operating Cost:** \$129,471

**Reference Contact Information:** Julie Bjork, Housing Director, City of Ontario, (909) 395-2307, jbjork@onatrioca.gov

### **ARMORY EMERGENCY SHELTER**

**Service Years:** 2008-Present

**Project Location:** Santa Ana and Fullerton, CA

**Number of beds:** 400

**Program Distinctions:** Streamlined processes to reduce operational costs, built resource base and community wide support, serves on average 2,000 unduplicated annually including chronically homeless adults

**Annual Operating Cost:** \$1,478,256

**Reference Contact Information:** Kelly Lupro, Manager, County of Orange- Housing and Community Services Department, (714) 480-2744, kelly.lupro@hcs.ocgov.com

### **FAMILY REDIRECTION PROGRAM**

**Service Years:** 2008-2017

**Project Location:** Church partner sites throughout Orange County

**Number of beds:** Varies by location

**Program Distinctions:** Distinction of being first of its kind in Orange County, served on average 500 unduplicated individuals in families annually. Seasonal shelter that was later replaced by HomeAid Family CareCenter to provide year round shelter

**Annual Operating Cost:** \$326,105

**Reference Contact Information:** Kim Goll, Executive Director, Children and Families Commission of Orange County, (714) 567-0152; Kim.Goll@cfcoc.ocgov.com

### **BRIDGES AT KRAEMER PLACE**

**Service Years:** 2017-Present

**Project Location:** Anaheim, CA

**Number of beds:** 200

**Program Distinctions:** First program of its kind in Orange County. Mercy House selected operator through competitive process. At construction completion, will serve up to 200 men and women and will operate a full multi-service center, on-site health clinic, full kitchen, and more. Housing Navigation support is provided to all clients with the intention to connect to CES system and housing opportunities

**Annual Operating Cost:** \$2,347,988

**Reference Contact Information:** Juanita Preciado, Admin Manager/Homeless Programs at County of Orange, (714) 480-2727, Juanita.preciado@occr.ocgov.com

### **HOMEAID ORANGE COUNTY FAMILY CARECENTER**

**Service Years:** 2017-Present

**Project Location:** Orange, CA

**Number of beds:** 56

**Program Distinctions:** Mercy House selected operator through competitive process. Offers shelter and intensive supportive services to up to 15 families at a time and is equipped with a learning lab, kitchen, and play area for children

**Annual Operating Cost:** \$774,229

**Reference Contact Information:** Scott Larson, Executive Director, HomeAid OC, (949)777-3865, scott@homeaidoc.org



## THE LINK

**Service Years:** 2018-Present

**Project Location:** Santa Ana, CA

**Number of beds:** 200

**Program Distinctions:** Mercy House selected operator through competitive process. Housing Navigation support is provided to all clients with the intention to connect to CES system and housing opportunities

**Annual Operating Cost:** \$2,542,500

**Reference Contact Information:** Hafsa Kaka, Homeless Services Manager, City of Santa Ana, (714) 647-5375, HKaka@santa-ana.org

## **PART II: Service Delivery**

### **Services**

**1. Intake /Assessment–** *City initial assessment (M-F); Mercy House: HMIS input and soft intake evenings, weekends and holidays*

- Upon arrival, clients will work with a Mercy House Intake or Logistical Coordinator to be informed of rules and regulations of the shelter, complete necessary intake paperwork and obtain a shelter ID card. We also have a Data Specialist who will enter all client intakes, exits and services into the County-wide HMIS system.

**2. Housing Navigation and Case Management–** *City staff function as primary housing navigation and case managers*

- We will play a supportive role to City staff as the primary agent for these services.

**3. Diversion Assistance–** *City initial assessment; Mercy House: HMIS input and soft intake evenings, weekends, holidays*

- The Call Center/Intake Specialist will screen all clients for diversion prior to entry if not already done so by City staff using a Diversion Questionnaire. If they have an alternate, habitable location where they may stay, they will be diverted from occupying a shelter bed until their resources have been exhausted. Families with children may also be connected to partner agency, SPIN, for diversion assistance resources.

**4. Transportation Services and Assistance–** *Mercy House/Transportation Vendor*

- We will secure the provision of transportation to and from the shelter utilizing a transportation vendor. This vendor may be one in which we already have an established relationship with at other emergency shelters we operate. We will work cooperatively with City staff to establish designated pick up/drop off locations. Security guards will be staffed at each location to ensure only prescreened clients with bed reservations receive transportation to the shelter and to provide security to bus pick up sites. We will also create a plan for safe and effective flow of traffic on and off the property based on the schematics

of the shelter grounds and surrounding neighborhood. Considerations will include provisions for pedestrian, bicycle, and personal transportation and shuttle services.

**5. Security– *Mercy House/Security Vendor***

- Our budget and staffing plan provide for a sufficient number of trained security guards to ensure the safety of clients and the surrounding neighborhood, 24 hours a day. Security guards will be contracted through a third party vendor and will receive "Homeless Sensitivity Training" through the Mercy House resources. Security will be on site at all times, stationed both inside and outside the shelter to ensure maximum coverage and will conduct security rounds of the facility as necessary. Shifts will be approximately 6am-2pm, 2pm-8pm, 10pm-6am, with 1 guard riding on the shuttle between 12pm-8pm. A security guard will be assigned to each shuttle pick up location. Upon arrival, clients will go through a security screening process and harmful contraband will be confiscated.

**6. Meals– *Mercy House/Food Vendor/Volunteers***

- Based on current estimates, the Lighthouse Church provides approximately 2,000 meals per month from volunteers associated with various church and other organizations and are expected to maintain this level of service for the interim bridge shelter. This represents approximately 45% of the 4,500 meals that will be required at the shelter each month. We will secure the provision of the other 55% of meals needed (and more as needs arise) utilizing a food vendor. This vendor may be one in which we already have an established relationship with at other emergency shelters we operate. We will also purchase food supplies and daily snacks.

**7. Employment/Job Placement Referrals– City staff housing navigators/case managers and community partners**

- We will play a supportive role to City staff as the primary agent for these services. We have secured the commitment and support of Second Change Orange County as a partner agency to the shelter who may provide these services.

**8. Laundry– *Mercy House***

- Shelter logistical staff will be in charge of maintaining shelter cleanliness including completing laundry tasks on site. This includes at least weekly for clients who are in the shelter, for any bed turnover, and in cases of sickness or other hygiene concerns. Staff will be trained at on-boarding of universal precautions in handling of fluids, client clothing, laundry, and in all cleaning of premises.

**9. Health Care Resources– City staff housing navigators/case managers and community partners**

- We will play a supportive role to City staff as the primary agent for these services. We have secured the commitment and support of SOS as a partner agency to the shelter who may provide these services.

**10. Crisis Evaluation/Mental Health Resources– City staff housing navigators/case managers and community partners**

- We will play a supportive role to City staff as the primary agent for these services. We have secured the commitment and support of SOS as a partner agency to the shelter who may provide these services. We also have working relationship with OC HCA

**11. Drug & Alcohol Treatment Referrals**– City staff housing navigators/case managers and community partners

- We will play a supportive role to City staff as the primary agent for these services. We have secured the commitment and support of SOS as a partner agency to the shelter who may provide these services. We also have working relationship with OC HCA.

**12. Storage**– Mercy House

- We recommend that the shelter include ability for clients to have personal storage space inside the facility and outdoor storage bins that may be available to clients through a reservation process. Additionally, a refrigerated storage area should be available to clients with medication needs.

**13. Monthly Service Provider Calendar with Community Resources and Partner Services**– Mercy House; City Volunteer Coordinator

- We will help to recruit, manage and maintain a monthly calendar and reservation schedule in collaboration with the City's Volunteer Coordinator.

**14. Client Housing Aftercare**– City staff aftercare housing navigator/case manager

- We will play a supportive role to City staff as the primary agent for these services.

**15. Animal Management**– Mercy House

- We will work with the City to define rules and policies around pets, service animals and animal management at the shelter. We will contract with Heart- Healthcare and Emergency Animal Rescue Team, who works with us at Bridges at Kraemer Place shelter, to help provide animal management services at the shelter. Such services include but are not limited to: examination of pet health upon entering shelter and throughout, spaying/neutering services, vaccinations, treatments for injuries/health issues and pet owner education.

**16. Storage Management**– Mercy House

- Assigned staff will help to manage all forms of client storage on-site including medication and outdoor bins. We will set and communicate designated times in which items can be retrieved. A log will be kept and clients will sign Storage Agreement Forms that include rules and policies for storage. Shelter rules will prohibit the storage of illegal substances or contraband on site.

**17. Call Center**– Mercy House

- Our staffing plan includes a dedicated Call Center/Intake Specialist available Monday-Friday from 8am-3pm. Referrals from City outreach and/or Police Department will be transferred to a bed reservation hotline. Clients meeting eligibility requirements will be assigned a bed reservation number and given instructions on transportation options and designated arrival time. If no bed is available, they will be provided with additional resources. Bed vacancies will be disseminated daily to police department, City outreach and any other designated groups to ensure that bed utilization is maximized each evening

**Additional Services**

**18. Benefits Enrollment** - Mercy House/ community partners

- We will work with County agencies and the VA to provide on-site and off-site referrals for benefits enrollment. We have secured the commitment and support of SOS as a partner agency to the shelter

who may also provide these services. We have a certified SOAR specialist on staff who may also support clients through the SSI and SSDI application process.

#### **19. Life Skills Classes - Mercy House/ volunteers**

- We will work in cooperation with the City's Volunteer Coordinator to help establish on-site life skills classes. Volunteer groups such as Trellis, may help support classes such as financial literacy and tenant education to help prepare shelter clients for their transition back into housing. Life skills classes will be provided during the day to encourage clients to stay at the shelter and take advantage of available services and programming.

#### **20. Recreational Activities - Mercy House/ volunteers**

- We will work in cooperation with the City's Volunteer Coordinator to help establish on-site health and recreational activities such as games, movie nights, yoga classes. These types of activities will help shelter clients maintain a positive attitude while at the shelter and deflect conflict, isolation and depression and encourage them to stay on-site during the day.

#### **21. Rapid Rehousing Resources - Mercy House**

- We have secured and/or have pending Rapid Rehousing resources specifically targeted to Costa Mesa residents that will be used to support shelter clients and ensure that the shelter has early positive housing outcomes. Shelter clients may also have potential access to other Mercy House housing programs available through connection to the Coordinated Entry System.

## **Coordination with Vendors and Collaborative Partners**

### **Vendors**

As we currently operate 5 mass shelter sites throughout Orange County, we have established relationships with a number of security, food, laundry, transportation, pet management vendor that, 1) may be scaled to support operations of the Costa Mesa interim bridge shelter, 2) enable us to ensure opening of the shelter can be done in the proposed expedited timeline; 3) allow for greater opportunities to negotiate prices to keep operational costs low.

### **Collaborative Partners**

As mentioned previously throughout this proposal, we currently have working relationships with the City of Costa Mesa's outreach team, the Network for Homeless Solutions and the Lighthouse Church that make us uniquely adept to be a successful operator for this project. Additionally, we have verbally secured the endorsement and commitment from the major nonprofit groups operating in Costa Mesa to work cooperatively with us to provide operational and service support to the project should we be named operator.

These groups include:

Group	Type of Services
<b>Trellis</b>	Volunteer support for outreach, neighborhood patrols, shelter cleans, life skills, recreation activities, etc.
<b>Fresh Beginnings Ministries</b>	Trained Mentors
<b>Share Our Selves (SOS)</b>	Medical Services, Dental Services , Behavioral Health, Women’s Health, Children’s Services, Health Education, Pharmaceutical
<b>Second Chance Orange County</b>	Employment support for those in substance abuse recovery
<b>Serving People in Need (SPIN)</b>	Diversion and housing resources for homeless families with children
<b>Human Options</b>	Alternative shelter, counseling, and housing resources for victims of domestic violence
<b>One Step Ministry</b>	Supportive services for single parent families

In addition to these Costa Mesa-based groups, we will also recruit partners we work with at our other shelters including departments of the County of Orange and nonprofits who provide services county-wide to provide on-site services to Costa Mesa shelter clients. We will help to maintain a monthly calendar and reservation schedule of these partners in collaboration with the City’s Volunteer Coordinator.

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Jan 13	7:30am 10:30am 1736 Veteran Outreach 8:30am 10:30am HCA - Behavioral Health 5:00pm 6:00pm Alcoholics Anonymous (Conference Room 219C) 6:30pm 8:00pm HEART Pet Clinic		7:30am 10:30am 1736 Veteran Outreach 8:30am 11:30am HCA - Behavioral Health	4:00pm 7:00pm Careerwise	7:00pm 9:00pm Healthy Relationships (Conference Room 219C)	Narcotics Anonymous (Conference Room 219C)																																																																															
Jan 20	7:30am 10:30am 1736 Veteran Outreach 8:30am 10:30am HCA - Behavioral Health 5:00pm 6:30pm Orange County Rescue Mission Outreach 5:00pm 6:00pm Alcoholics Anon	7:00am 9:00am OC Public Health Nurse 8:30am 4:30pm Social Services Agency (Conference Room 219C)	7:30am 10:30am 1736 Veteran Outreach 8:30am 11:30am HCA - Behavioral Health 3:00pm 8:00pm CareerWise	12:00pm 1:00pm Orangewood Foundation (Ages 18-24)	7:00pm 9:00pm Healthy Relationships (Conference Room 219C)	Narcotics Anonymous (Conference Room 219C) 9:00am 11:00am Flu Clinic																																																																															
Jan 27	7:30am 10:30am 1736 Veteran Outreach 8:30am 10:30am HCA - Behavioral Health 5:00pm 6:00pm Alcoholics Anonymous (Conference Room 219C)		7:30am 10:30am 1736 Veteran Outreach 8:30am 11:30am HCA - Behavioral Health 3:00pm 8:00pm CareerWise		Feb 1	2																																																																															

Example of a monthly shelter partner schedule

## Housing Strategy

While primarily charged with the day-to-day operations of the proposed interim bridge shelter, Mercy House will operate the shelter as a **“Housing Focused Shelter”**, following nationally recognized best practices, to ensure that the ultimate goal of the shelter is achieved – to transition shelter clients from homelessness to housing.

Our staff has direct experience in providing Housing Navigation services in mass shelter facilities and last year alone helped 213 individuals secure permanent housing upon exit from Bridges at Kraemer Place and the Family CareCenter. Our team will work cooperatively with the City Staff Housing Navigators/Case Managers to support their role in guiding shelter clients to achieve their Housing Plans and provide any technical assistance or support necessary to ensure they are successful. An important element of this cooperative relationship that we hope to introduce to the shelter will be the advent of regular case conferencing meetings between Mercy House staff, City Staff Housing Navigators/Case Managers and service partners. At these meetings, case managers from the different agencies will discuss client cases (while maintaining client confidentiality protocols) to collectively figure out a course of action for each shelter client and provide enhanced opportunities for housing and service connections. Through this platform, we will be able to collectively and creatively problem-solve through difficult cases. Through this model, which we have employed through a number of other collaborative projects, we have seen a number of harder to serve clients connected to housing or able to retain housing due to these efforts. On a quarterly basis, we hope to host a Service Provider Collaborative Meeting in which partner agencies may meet to discuss operational goals, ideas and issues for the shelter.

Additionally, the Mercy House Leasing Agent staff position will complement the work of the City Staff Housing Navigators/Case Managers by building relationships with properties and landlords and creating housing leads for shelter clients who may have the resources to secure housing on their own or have been connected with vouchers and/or rental assistance. The Leasing Agent may also assist in setting up application appointments and provide tenant education such as preparing for and presenting for a housing appointment. As one of the largest providers of both rapid rehousing assistance and scattered-site permanent supportive housing in all of Orange County, we are extremely versed in the housing landscape of the County and have a strong network of property managers we currently work with. Annually we help secure on average 350 units of housing through these programs. We will use these existing relationships to help propel the interim bridge shelter toward success.

Of the 380 individuals housed by the City of Costa Mesa from 2013-2017, the majority of them have been housed through a Mercy House operated housing program. We have currently secured or have pending rapid rehousing resources for FY2019-2020 specifically targeted to Costa Mesa residents. This includes \$80,000 in a secured California State Emergency Solutions Grant and \$20,000 pending for Costa Mesa CDBG. Our intention is to use these resources to house approximately 18 clients exiting directly from the shelter. Additionally, we manage and/or operate over 200 units of permanent supportive housing and 45 units of low-income affordable housing in Orange County that may be available to shelter clients as vacancies arise.



*A Mercy House shelter staff uniform states “Let’s talk about your housing plan.” – reinforcing through each interaction the goal of the shelter to move people toward housing.*

Lastly, as a “Housing Focused Shelter” everyone on-site, from the program manager, leasing agent, to logistics coordinators, are all trained to remain focused on the goal of the shelter toward housing. This in turn creates a shelter culture and environment that continuously reinforces, motivates and inspires shelter clients toward positive outcomes.

## **Integration with Coordinated Entry System**

One of the key values and vision for the shelter is to serve as an access point for the Orange County Coordinated Entry System (CES), whereby each and every program participant has increased opportunities to housing and housing support programs. As such, clients who have not previously been enrolled in CES will work with their assigned City Staff Housing Navigators/Case Managers to complete an assessment to gain entry and access to housing opportunities. City Staff Housing Navigators/Case Managers will also help clients secure housing eligibility documentation and assist in navigating and scheduling housing appointments.

A significant challenge of the current CES for outreach workers and housing providers alike is the ability to find and locate unsheltered and transient individuals as they move through the Coordinated Entry process. The shelter will offer a substantial solution to this problem whereby assessment staff members and housing providers alike will have reliable, consistent and safer conditions in which to engage clients through the housing connection process. The inclusion of the Leasing Agent in the shelter staffing plan will also help to jump start the housing search process for shelter clients, especially those who may have opportunities to access housing outside of the CES system.

Mercy House provides substantial leadership to the Orange County Coordinated Entry System that will enable us to advocate on behalf of the shelter and shelter clients. Our Associate Director, Patti Long, serves as a Board Member to the Orange County Commission to End Homelessness and is the Chair of the Coordinated Entry System subcommittee. Mercy House is a founding member of the Family Solutions Collaborative, a 23-member group of family homeless service providers that helped to launch a Coordinated Entry System specifically for homeless families. Our Chief Operations Director, Elizabeth Andrade, was the former Director of the Family Solutions Collaborative who spearheaded the adoption and launch of the OC Family CES system.

## **Evidence Based and Best Practices at the Shelter**

### **1. Housing First**

Mercy House believes to end homelessness, we must support evidence-based models of care. This is a moral and economic imperative. This has led our agency to move away from traditional shelter models of “Treatment First” to a “Housing First” model of care. The “Housing First” model for families and individuals differs by design from traditional models that require consumers to achieve "housing readiness" by meeting program or treatment prerequisites in shelter or transitional housing settings prior to permanent housing placement. Instead, Housing First is a homeless assistance approach that prioritizes providing permanent housing to people experiencing homelessness, thus ending their homelessness and serving as a platform from which they can pursue personal goals and improve their quality of life. This approach is guided by the belief that people need basic necessities like food and a place to live before attending to anything less critical, such as getting a job, budgeting properly, or attending to substance use issues

It also reduces the need for costly long-term social services that may or may not be necessary. The vast majority of homeless individuals and families fall into homelessness after a housing or personal crisis. For these households, the Housing First approach provides them with short-term assistance to find permanent housing

quickly and without conditions. In turn, such households often require only brief, if any, support or assistance to achieve housing stability and individual well-being.

## **2. Bridge Housing**

The shelter will employ the evidence-model of Housing First by 1) reducing barriers to entry to ensure that the most vulnerable individuals and families have access; 2) acting not simply as an emergency shelter but as Bridge Housing – a evidence based model of care.

Bridge Housing supports Housing First by providing safe, short term temporary shelter/housing while awaiting permanent housing placement with the goal to end someone’s homelessness within 90-180 days.

## **3. Diversion**

Diversion is a strategy that prevents homelessness for people seeking shelter by helping them identify immediate alternate housing arrangements and, if necessary, connecting them with services and financial assistance to help them return to permanent housing. Diversion programs can reduce the number of individuals and families becoming homeless, the demand for shelter beds, and the size of program wait lists. Prior to entering the shelter each client will complete a Diversion Questionnaire that aims to identify and help reconnect a client to any housing options that they may be able to access rather than utilizing a shelter bed that may be better suited for a homeless person who lacks additional safety-net resources.

## **3. Case Management Best Practices**

Under the shelter’s proposed “hybrid model” the City Staff Housing Navigators/Case Managers will be the primary agents providing case management. None the less, Mercy House uses and will expose our staff working with clients to the tenets of these best practices including:

- **Strengths Based Approach**  
Instead of asking “How can I fix this person?” we approach participants’ strengths and base the housing process and road to long-term housing stability around them. These strengths often include resiliency, determination, resolve and desire to return to a safe housing environment.
- **Motivational Interviewing**  
Motivational interviewing is a collaborative, person-centered approach to elicit and strengthen motivation to change. It offers our staff a useful framework for being with and interacting with people who are experiencing homelessness or struggling with substance use, mental illness, and traumatic experiences. Motivational Interviewing is rooted in an understanding of how hard it is to change learned behaviors, many of which have been essential to survival on the streets.
- **Trauma Informed Care**  
Trauma Informed Care is an evidence-based practice that focusses on the triggers and vulnerabilities of trauma survivors. For all of our clients, homelessness is traumatic involving the loss of home, community, stability, safety, and social networks. Trauma Informed Care enables us to provide care to trauma survivors more effectively, while avoiding re-traumatization.



## Staffing Plan

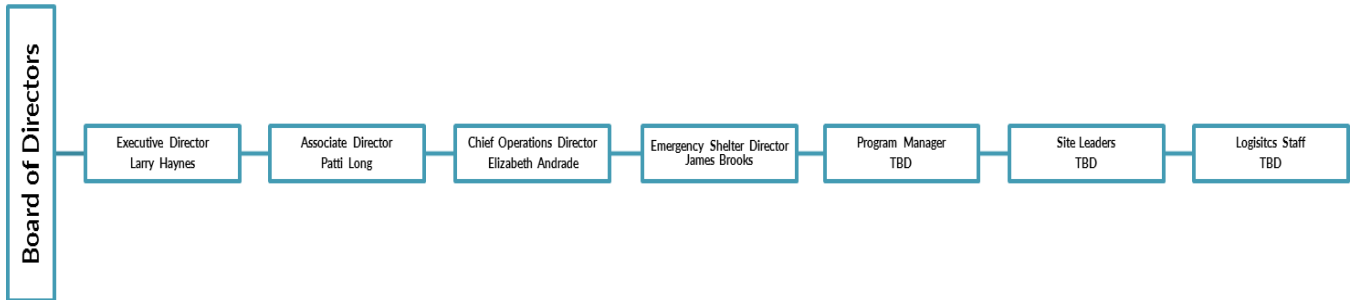
Position Title	Duties	Supervisor	FTE
<b>Executive Director</b>	Manage overall agency and acts as the primary contact for media, agencies, and government officials.	MH Board of Directors	.06FTE
<b>Associate Director</b>	Assists upper management in setting goals that promote quality programs. Oversees daily activity of the agency. Prepares budgets and staff plans.	Executive Director	.09FTE
<b>Chief Operations Director</b>	Monitors program performance, budget and operations. Develops new programs.	Associate Director	.12FTE
<b>Financial Manager</b>	Responsible for organizing and preparing the agency's accounting information to ensure that the organization's financial records are accurate.	Associate Director	.08FTE
<b>Accounting Clerk</b>	Responsible for the routine accounting work, including regular grant reports, issuing checks to vendors.	Financial Manager	.28FTE
<b>HMIS Data Specialist</b>	Responsible for data collection and entry of client enrollments and services into HMIS.	Program Manager	.52FTE
<b>Human Resources</b>	Oversees all Human Resources tasks for the agency, employee trainings, worker-compensation tasks, and benefit packages.	Associate Director	.18FTE
<b>Administrative Associate</b>	Responsible for daily administrative duties including ordering supplies, filing, and inventory.	HR/Finance Manager	.30FTE
<b>Program Director</b>	Oversees emergency shelter programs to ensure effective services, and housing focus. Manage, supervise, and mentor program managers. Assists with case management and client issues when necessary.	Chief Operations Director	.28FTE
<b>Volunteer Coordinator</b>	Responsible for recruitment, on-boarding, scheduling and training of community volunteers.	Program Manager	.30FTE
<b>Program Manager</b>	Responsible for coordinating all day to day activities and program services for the Emergency Shelter Program. Provide oversight and direction to Site Leaders, Intake Specialist, Overnight Coordinators, and Logistics Team.	Program Director	1FTE
<b>Leasing Agent</b>	Develop relationships with local landlords and properties. Provide one-on-one mobile (on-and off-site) housing navigation for those seeking housing.	Program Manager	1FTE
<b>Site Leader</b>	Oversee and assist in the implementation of shelter activities including logistics and guest intakes to ensure quality, guest focused, and trauma informed delivery of services.	Program Manager	2.8FTE
<b>Overnight Logistics Coordinator</b>	Responsible for providing supportive services and logistical support to the Emergency Shelter Program during designated shifts. Assist with shelter setup and maintenance.	Program Manager	5.4FTE

<b>Call Center/Intake Specialist</b>	Manage guest reservation process .Conduct diversion interviews. Manage intake process.	Program Manager	.87FTE
<b>Logistics Staff/ Neighborhood Patrols</b>	Responsible for providing supportive services and logistical support to the Emergency Shelter Program during designated shifts. Assist with shelter setup and maintenance. Conduct neighborhood patrols to minimize potential impact on the surrounding community.	Program Manager	4FTE

## Weekly Staffing Schedule

Position	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
<b>Program Manager</b>	Varies	Varies	Varies	Varies	Varies		
<b>Overnight Logistics</b>	11pm-7am	11pm-7am	11pm-7am	11pm-7am	11pm-7am	11pm-7am	11pm-7am
<b>Overnight Logistics</b>	11pm-7am	11pm-7am	11pm-7am	11pm-7am	11pm-7am	11pm-7am	11pm-7am
<b>AM Logistics/Meals</b>	5am-1pm	5am-1pm	5am-1pm	5am-1pm	5am-1pm	5am-1pm	5am-1pm
<b>Neighborhood Patrols</b>	10am-5pm	10am-5pm	10am-5pm	10am-5pm	10am-5pm	10am-5pm	10am-5pm
<b>AM Logistics/Laundry</b>	7am-3pm	7am-3pm	7am-3pm	7am-3pm	7am-3pm	7am-3pm	7am-3pm
<b>AM Site Leader Relief</b>	7am-3pm	7am-3pm					
<b>AM Site Leader</b>			7am-3pm	7am-3pm	7am-3pm	7am-3pm	7am-3pm
<b>PM Site Leader</b>			3pm-11pm	3pm-11pm	3pm-11pm	3pm-11pm	3pm-11pm
<b>PM Site Leader Relief</b>	3pm-11pm	3pm-11pm					
<b>PM Logistics - Intake Specialist</b>	3pm-10pm	3pm-10pm	3pm-10pm	3pm-10pm	3pm-10pm	3pm-10pm	3pm-10pm
<b>PM Logistics</b>	3pm-11pm	3pm-11pm	3pm-11pm	3pm-11pm	3pm-11pm	3pm-11pm	3pm-11pm
<b>Call Center/Intake Specialist</b>	8am-3pm	8am-3pm	8am-3pm	8am-3pm	8am-3pm		
<b>Leasing Agent</b>	3pm-9pm	3pm-9pm	3pm-9pm	3pm-9pm	3pm-9pm		
<b>Data Specialist</b>	3pm-9pm		3pm-9pm		3pm-9pm		
<b>Security Guards</b>	12am-12pm	12am-12pm	12am-12pm	12am-12pm	12am-12pm	12am-12pm	12am-12pm

## Shelter Organizational Chart



## PART III: Project Implementation Timeline

**Mercy house is committed to ensuring the soft opening of the 50-bed interim bridge shelter by April 15, 2019.**

We have a long history of implementing new programs under similarly expedited timelines and are confident we can achieve the following outcomes after execution of the contract with the City:

- 30 days after execution of contract we will finalize management plan, conduct staff recruitment, and vendor bids.
- 60 days after execution of contract we will execute vendor contracts, have staff hired, trained and ready for shelter opening.

## PART IV: Operational Budget

<b>Administrative Salaries</b>	
Executive Director	\$8,000.00
Associate Director	\$8,000.00
Chief Operations Director	\$10,000.00
Financial Manager	\$5,000.00
Accounting Clerk	\$10,000.00
Human Resources	\$10,000.00
Administrative Associate	\$5,000.00
Volunteer Coordinator	\$10,000.00
Program Director	\$15,000.00
Data Specialist/HMIS	\$25,000.00
<b>Administrative Costs</b>	
Professional Fees	\$10,000.00
Insurance	\$14,000.00
Equipment, phones, etc.	\$10,000.00
<b>Subtotal Admin Costs</b>	<b>\$140,000.00</b>
<b>Percent of total Budget</b>	<b>10%</b>
<b>Operational Costs – Program Salaries</b>	
Program Manager	\$50,000.00
Leasing Agent	\$42,000.00
Site Leader	\$84,000.00
Overnight Logistics Coordinator	\$120,000.00
Call Center / Intake Specialist	\$66,000.00
Logistics Staff/Neighborhood Patrols	\$150,000.00
<b>Subtotal Program Salaries</b>	<b>\$512,000.00</b>
<b>Percent of total Budget</b>	<b>35%</b>
<b>Program and Facility Costs</b>	
Janitorial	\$80,000.00
Replacement Reserves (furniture, bedding, etc.)	\$10,000.00
Security Guards	\$415,000.00
Supplies	\$5,000.00
Pet Care	\$10,000.00
Meals, Snacks and Beverages*	\$90,000.00
Transportation	\$120,000.00
Van	\$25,000.00
Gas and Repairs	\$50,000.00
<b>Total Program and Facility Costs</b>	<b>\$805,000.00</b>
<b>Percent of total Budget</b>	<b>55%</b>
<b>TOTAL BUDGET</b>	<b>\$1,457,000.00</b>

\* We anticipate the ability to possibly bring this cost down in partnership with the City Volunteer Coordinator and volunteer groups.

## **Fundraising Support and Efforts to Reduce City Investment**

Mercy House is committed to working with City staff and/or councilmembers to engage in private fundraising that may help to off-set City funds supporting operational expenses of the shelter.

Additionally, we will support to the fullest extent possible opportunities to seek in-kind donations of goods and/or services that may help to reduce shelter expenses. Outreach efforts may include foundations, corporations, local businesses, churches, community service groups including groups who currently support Mercy House.

The service provider partners we have enlisted to support our proposal will help to provide valuable services and support at no-additional cost to the shelter and we will continuously seek and engage collaborative partnerships with service and housing providers who may further provide added value to the shelter.

Whenever possible we will also seek opportunities to reduce costs. On a quarterly basis, our Executive and Accounting team will analyze and review program budgets and expenditures to find ways to reduce operational costs and find greater efficiencies without compromising quality of services or program integrity. To the greatest extent possible, we will seek opportunities to leverage resources that may supplement or supplant program or operational costs that are paid for by budgeted sources.

**Attachment A:**  
**Resumes of Key Personnel and**  
**Job Descriptions of positions to be hired**

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## **PROFESSIONAL EXPERIENCE**

### Employment History

1990 – Present	Executive Director, Mercy House Santa Ana, Calif.
2007 – 2014	Adjunct Sociology Professor, Vanguard University Costa Mesa, Calif.
1988 –1990	Case Manager, Orange Coast Interfaith Shelter Costa Mesa, Calif.

### Key Accomplishments

- 28 years' experience as Executive Director of Mercy House, one of the longest tenures in Orange County, California
- Grew current agency from the smallest most unstable shelter provider to one of the most respected homeless service providers in Orange County, Calif.
- Increased current agency's financial position from \$20,000 in cash and no assets to an agency with several million dollars in assets, three months operating reserve, and no current debt service.
- Speaker at numerous local, state, and national workshops and conferences on homelessness, housing, and leadership issues.
- Created and acquired funding for the Family Redirection Program preventing hundreds of families from having to spend a night in an armory. From 2009 to 2016, served nearly 2,000 homeless families including 7,000 parents and children.
- In 2009 launched Mercy House's Rapid Re-Housing program. Since inception has placed over 2,700 homeless individuals into housing.
- Under leadership, agency currently prevents or ends the homelessness of more than 1,200 annually.
- Created 194 units of permanent housing and 36 units of low-income housing with another 123 units of PSH and low-income housing currently in development.
- Named operator of the County's first year round emergency shelter program – Bridges at Kraemer through a highly competitive local process.
- Leader in a number of collaborations and cohorts including: A2 Cohort, a group of 8 family homeless service providers and 2-1-1 dedicated to the creation of Family Coordinated Entry System and end to family homelessness in Orange County; OC PSH Collaborative I and II, group of 7 PSH providers offering 220 units of PSH in Orange County; Year Round Shelter Collaborative – group of 30+ service providers dedicated to providing housing opportunities and supportive services to homeless individuals.
- Created and developed 71 units of dignified, permanent supportive housing serving as a model for effectively ending chronic homeless in Orange County and throughout the country.

## **EDUCATION**

B.A. from Southern California College, Costa Mesa, Calif., Major: History/Political Science, Minor: Biblical Studies, 1986, Summa cum Laude

# Patricia Long

## Experience

2001 – Present                      Mercy House                      Santa Ana, CA

### **Associate Director**

- Promoted from Program Coordinator of the Mercy House Center to Program Manager of Regina House to current position.
- Worked in every area of the organization Program, Development, and Administration.

1999 – 2001                      Fullerton Interfaith Emergency Services                      Fullerton , CA

### **Program Manager of the Child Shuttle Too Program**

- Responsible for program Development, grant management, training and coordination of collaborative agencies.

### **Case Management Coordinator of the New Vista Transitional Living Center**

- Increased support services for the New Vista residents, Developed, maintained, and documented successful program plans for individual families.

1995 – 1999                      Homeless Intervention Program                      Placentia, CA

### **Executive Director**

- Managed two shelter programs.
- Responsible for program development, grant writing and administration, staff supervision and volunteer management.

1989 – 1995                      Orange County Homeless Issues Task Force                      Irvine, CA

### **Program Director**

- Promoted from Case Management Coordinator
- Responsible for overseeing the Interfaith Shelter Network Program and the Orange County Employment Action Network Program.
- Responsible for program development, grant writing and administration, staff supervision and volunteer management.

## Education

1986 – 1992                      California State University                      Fullerton, CA

- 90 semester units toward a Bachelor of Science Degree in Human Services

1984 – 1986                      Southern California College                      Newport Beach, CA

- 24 semester units emphasis of study, Liberal Arts

## Interests

Reading, writing, music, scrap booking, camping

## Volunteer Experience

### **Community Member, Common Life Community**

- Developed and managed program to assist the homeless in Santa Ana
- Prepared and served meals twice a day



# ELIZABETH ANDRADE

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Fountain Valley, CA 92708 | 714.721.2254 | e\_andrade\_lares@yahoo.com

## PROFESSIONAL EXPERIENCE

<b>MERCY HOUSE</b> , Orange County, CA <b>Chief Operations Director</b>	2019-Present
<b>FAMILY SERVICES COLLABORATIVE</b> , Orange County, CA <b>Director</b> , 2018- 2019 <b>Member</b> , 2017-2018	2017-2019
<b>FAMILIES FORWARD</b> , Irvine, CA <b>Director of Housing Programs and Services</b> , 2015-2017 <b>Housing Program Manager</b> , 2014-2015 <b>Lead Case Manager</b> , 2013-2014 <b>Case Manager</b> , 2012-2013	2012-2018
<b>CRYSTAL CATHEDRAL MINISTRY</b> , Garden Grove, CA <b>Community Liaison for Hope Center / Executive Assistant to CEO</b>	2006-2012

## EDUCATION, PROFESSIONAL DEVELOPMENT AND LEADERSHIP

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<b>Advisory Board Member</b> , <u>University of California Irvine, ESSPRI</u>	2018- Present
<b>Orange County Continuum of Care Board Member</b> , <u>COUNTY OF ORANGE</u> ,	2018- 2019
<b>Emerging Leaders of Orange County</b> , <u>FIELDSTONE FOUNDATION</u> ,	2016
<b>Conference Participant</b> , <u>NATIONAL ALLIANCE TO END HOMELESSNESS</u> ,	2014-2018
<b>Member</b> , <u>YOUNG NONPROFIT LEADERS OF ORANGE COUNTY</u> ,	2018-Present
<b>Certificate, Nonprofit Leadership</b> , <u>FIELDSTONE FOUNDATION</u> , <i>Professional Development Program (eight month) for Nonprofit Management</i>	2016
<b>Presenter</b> , “ <b>Systems Impact &amp; Collaboration: Sustainable Impact of Cross Collaboration</b> ” Training for annual County-wide conference, <u>FAMILIES AND COMMUNITIES TOGETHER</u> ,	2017
<b>B.A., Sociology</b> , <u>CALIFORNIA STATE UNIVERSITY, FULLERTON</u> , Fullerton, CA,	2009

# James T. Brooks

(512) 897-3050  
351 N. Ford Avenue #116  
Fullerton, CA 92832

JamesB@mercyhouse.net  
www.mercyhouse.net

<b>Experience</b>	<p><b>Mercy House December 2008 – Present</b> <b>Orange County Director of Adult Services, Mercy House</b></p> <ul style="list-style-type: none"><li>▪ Mercy House Board Member since 2015</li><li>▪ Oversees Permanent Supportive Housing Programs for chronically homeless adults</li><li>▪ Anaheim Check-in Center, Directed the implementation of client storage solutions, resource and referrals, and permanent housing placements the CES.</li><li>▪ Oversees Adult Emergency Shelters,<ul style="list-style-type: none"><li>-Bridges at Kraemer Place Year Round Emergency Shelter, Anaheim, CA. A 200 bed year round emergency shelter with plans for medical and multi-service center.</li><li>-The Link Interim Year Round Emergency Shelter, Santa Ana, CA. A 200 bed shelter that serves individual men and women, adult couples, and families with minor age children.</li><li>-Orange County Armory Emergency Shelter, providing 400 emergency shelter beds to homeless men and women. 200 beds in the City of Santa Ana and 200 beds in the City of Fullerton.</li></ul></li></ul> <p><b>Training</b> First Responders Training Crisis Intervention Training Mental Health First Aid</p> <p><b>Awards</b></p> <p>Awarded Scholarship (2012) to attend the National Alliance to End Homelessness in Washington D.C.</p>
<b>Education</b>	<p><b>Western Michigan University – Kalamazoo, MI – BS, Music Business</b> 1984</p>

## **Emergency Shelter Program Manager Job Description**

**Introduction:** This Program Manager is responsible for coordinating all day to day activities and program services for the Emergency Shelter Program. This position requires dependability, responsibility, organizational skills; and strong written and verbal communication skills. Primary responsibilities include executing national best practices ensuring a guest centered and housing focused approach, program management, program development, and outreach and community relations. This position reports to the Emergency Services Director. This position includes supervising support staff and requires a flexible schedule (weekend, morning, evening and holiday shifts). This position may require the transportation of supplies. Fluency in Spanish is a significant value.

**Qualifications:** Associate's Degree and at least 2 years of direct life experience working with long-term homeless, low income, and diverse populations and have a working knowledge of mental health and addictions issues. Ability to plan, organize and prioritize duties; clearly communicate information and instructions verbally and in written form; maintain a positive, professional and safe environment while on duty; and establish and maintain effective working relationships with others. Possess a high level of tolerance and understanding for individuals who present for services with urgent multiple case management and health needs. Ability to perform crisis intervention as needed. Ability to complete job duties that are guest focused, trauma informed, and housing focused. CA driver's license, proof of insurance and reliable vehicle is required.

### **Emergency Shelter Program**

*Goal: Ensure a safe, housing focused and client center shelter that maintains accurate data and strong communication with community partners.*

- Oversee Guest Services and ensure a guest focused, trauma informed delivery
- Coordinates with Case Management, Outreach, and Leasing agent ensuring a housing focused operation
- Encourage and discuss progress toward housing with shelter guest
- Coordinate calendar and services provided by partner agencies
- Oversee the collection and distribution of donations
- Assist with monitoring facility security and maintenance
- Ensure enforcement of our good neighbor policies
- Assist with securing necessary resources
- Oversee collection, input and distribution of intakes / summary sheets / reports
- Develop new partnerships with other agencies in order to enhance our current services
- Manage program budget
- Facilitate Resident Advisory Council and Partnership Meetings

### **Community Relations**

*Goal: Positively advance Agencies reputation in the broader community.*

- Maintain active involvement with neighbors and program partners
- Maintain active involvement with community service organizations

### **Staff Management**

*Goals: 1) Elicit optimal performance from staff; 2) Promote Mercy House staff values*

- Provide oversight and direction to Site Leaders, Intake Specialist, Overnight Coordinators, and Logistics Team.
- Oversee the onboarding of new direct reports and coordinate trainings as needed.
- Foster a spirit of team work and culture that is consistent with the agency's values.
- Maintain transparent communication. Appropriately communicate organization information through group meetings, one-on-one meetings, and appropriate email, and regular interpersonal communication.
- Assist in various aspects of staff's duties
- Assist in coordinating and managing on-site volunteers
- Assist in coordinating and managing special group events and holiday events

- Provide crisis/conflict intervention
- Conduct 90 day, midyear, and annual reviews.

**Miscellaneous**

- Must participate in networking functions and community meetings.
- Attend staff meetings and training workshops as needed
- Assist with general duties (stocking supplies, copies, fax, phone calls, etc.)
- Enhance job performance by applying up-to-date professional knowledge gained by attending seminars and conferences and reviewing professional publications.
- Perform ad hoc projects as appointed by Supervisor

## **Emergency Services Site Leader Job Description**

**Introduction:** The Emergency Services Site Leader is responsible for overseeing services and activities at the Emergency Shelter Program. Dependability, responsibility, and the ability to communicate effectively and respectfully are mandatory skills. Ability to work effectively with a diverse population; plan, organize and prioritize duties; maintain a positive, professional, safe and guest centered environment while on duty; and establish and maintain effective working relationships with others. This position requires a flexible work schedule including some weekend, morning and evening and holiday shifts. This position reports directly to the Emergency Shelter and Services Program Manager. Fluency in Spanish is a significant value.

**Qualifications:** Ability to work effectively with a diverse population; plan, organize and prioritize duties; clearly communicate information and instructions verbally and in written form; maintain a positive, professional and safe environment while on duty; and establish and maintain effective working relationships with others. Possess a high level of tolerance and understanding for individuals who present for services with urgent multiple case management and health needs. Ability to perform crisis intervention as needed. Ability to complete job duties that are guest focused, trauma informed, and housing focused. CA driver's license, proof of insurance and reliable vehicle is required.

### **Shelter**

- Oversee and assist in the implementation of shelter activities including logistics and guest intakes to ensure quality, guest focused, and trauma informed delivery of services.
- Assist in the coordination of volunteers and support services
- Oversee the organization of supplies and facilities needs
- Encourage and discuss progress toward housing with shelter guest

### **Management**

*Goal: Support Identified Program Staff facilitating optimal performance.*

- Support shelter staff during designated shifts
- Assist in various aspects of staff's duties
- Assist in coordinating and managing special group events and holiday events
- Provide crisis/conflict intervention
- Communicate any staff or shelter issues to Program Manager.

### **Administration**

*Goal: Oversee administrative duties that support program services.*

- Coordinate supply and service needs
- Assist with securing necessary resources
- Assist with record keeping and reporting

### **Miscellaneous**

- Attend staff meetings and training workshops as needed
- Assist with general duties (stocking supplies, copies, fax, phone calls, etc.)
- Enhance job performance by applying up-to-date professional knowledge gained by attending seminars and conferences and reviewing professional publications.
- Perform ad hoc projects as appointed by Supervisor

## **Emergency Shelter Program Intake Coordinator Job Description**

**Introduction:** The Emergency Shelter Program Intake Coordinator is responsible for the reservations, intake, and bed inventory for the Emergency Shelter Program. This position requires a flexible work schedule including some weekend, morning and evening shifts. Detail-oriented and computer proficient in Microsoft Word and Excel required. Dependability, responsibility, and the ability to communicate effectively and respectfully are mandatory skills. Fluency in Spanish is a significant value. This position reports to the Emergency Shelter Program and Services Program Manager.

**Qualifications:** Strong computer and data processing skills. Ability to work effectively with a diverse population; plan, organize and prioritize duties; clearly communicate information and instructions verbally and in written form; maintain a positive, professional and safe environment while on duty; and establish and maintain effective working relationships with others. Possess a high level of tolerance and understanding for individuals who present for services with urgent multiple case management and health needs. Ability to perform crisis intervention as needed. Ability to complete job duties that are guest focused, trauma informed, and housing focused. CA driver's license, proof of insurance and reliable vehicle is required.

### **Emergency Shelter Program Services**

- Manage guest reservation process
- Conduct diversion interviews
- Manage intake process
- Maintain intake area and ensure daily forms and supplies are stocked and ready prior to shelter opening
- Supervise on-site reservation and intake volunteers
- Collect guest sign-in sheets and intake packets, counting and verifying signatures and enter guest information on Daily Summary Sheet
- Encourage and discuss progress toward housing with shelter guest

### **Program Reporting**

- Responsible for entering all Bed Nights and Services into data base on a daily basis.
- Scan and file intake packets and other pertinent documents daily.
- Generate monthly, quarterly, and annual reports.

### **Miscellaneous**

- Participate in networking functions
- Attend staff meetings
- Attend training workshops as needed
- Enhance job performance by applying up-to-date professional and technical knowledge gained by attending seminars and conferences and reviewing professional publications.
- Perform ad hoc projects as appointed by Supervisor

## **Emergency Services Program Intake Specialist/Logistics Job Description**

**Introduction:** The Intake / Logistics Program Coordinator is responsible for intakes during the evening shift and providing supportive services and logistical support to the Emergency Shelter Program. This position requires a flexible work schedule including some weekend, morning and evening and holiday shifts. This position reports directly the Emergency Shelter Site Lead. Dependability, responsibility, and the ability to communicate effectively and respectfully are mandatory skills. Fluency in Spanish is a significant value.

**Qualifications:** Possess a high level of tolerance and understanding for individuals who present for services with urgent multiple case management and health needs. Ability to perform crisis intervention as needed; Ability to complete job duties that are guest focused, trauma informed, and housing focused.

### **Shelter Support**

*Goal: Ensure a safe and client focused environment for guest to quickly end their homelessness.*

- Assist Intake Coordinator on Bed Reservations and Intake paperwork
- Conduct diversion and intakes for new guest during designated evening shifts
- Encourage and discuss progress toward housing with shelter guest
- Assist in the implementation of shelter activities to ensure quality, guest focused, and trauma informed delivery of services.
- Assist with shelter setup and maintenance
- Assist with general cleanliness and safety of facility including emptying trash cans and cleaning-up spills.
- Assist with receiving and verifying orders from vendor's, completing tally sheets
- Post and update signs and service calendars
- Audio Equipment set up and monitoring
- Assist in the organization of supplies and facilities needs

### **Administration**

*Goal: Oversee administrative duties that support program services.*

- Assist with keeping detailed daily summary sheets
- Assist with record keeping and reporting

### **Miscellaneous**

- Assist with guest services and program activities if necessary
- complete ad hoc projects as appointed by Supervisor

## **Emergency Shelter Program Volunteer Coordinator Job Description**

**Introduction:** The Volunteer Coordinator is responsible for coordinating volunteer services for the Emergency Shelter Program. This position requires a flexible work schedule including some weekend, morning and evening shifts. Dependability, responsibility, and the ability to communicate effectively and respectfully are mandatory skills for this position. This position reports to the Community Resource Manager and works closely with the Program Manager. Fluency in Spanish is a significant value.

**Qualifications:** Strong computer and data processing skills. Ability to work effectively with a diverse population; plan, organize and prioritize duties; clearly communicate information and instructions verbally and in written form; maintain a positive, professional and safe environment while on duty; and establish and maintain effective working relationships with others Associate's Degree preferred but not required.

### **Volunteer Coordination**

*Goal: Maintain volunteer retention and satisfaction for the Emergency Shelter Program by ensuring that the volunteer services program is running in an organized manner to promote efficiency and order.*

- Set up facility for volunteer activities
- Greet volunteers
- Ensure that volunteers are easily recognizable while volunteering
- Work with staff to assign volunteers to tasks that are vital to the success of the Shelter Program.
- Train volunteers to perform required tasks
- Ensure that all volunteers are effectively performing assigned tasks, staying on task and behaving appropriately
- Check in with volunteers on a regular basis to ensure volunteer satisfaction and resolve any conflicts that may arise
- Assist with obtaining volunteer feedback
- Assist with volunteer recognition efforts
- Assist with program activities, as needed
- Encourage and discuss progress toward housing with shelter guest

### **Administration**

- Ensure that all volunteers have filled out necessary paperwork before they begin their volunteer service
- Ensure that all volunteers sign-in and out for each shift
- Responsible for making sure all volunteer hours are logged and entered into the data system.

### **Miscellaneous**

- Attend staff meetings and training workshops as needed
- Assist with general duties (stocking supplies, copies, fax, phone calls, etc.)
- Enhance job performance by applying up-to-date professional knowledge gained by attending seminars and conferences and reviewing professional publications.
- Perform ad hoc projects as appointed by Supervisor.



## **Emergency Services Program Logistics Support Coordinator Job Description**

**Introduction:** The Logistics Program Coordinator is responsible for providing supportive services and logistical support to the Emergency Shelter Program during designated shifts. This position requires a flexible work schedule including some weekend, morning and evening and holiday shifts. This position reports directly the Emergency Shelter Site Lead. Dependability, responsibility, and the ability to communicate effectively and respectfully are mandatory skills. Fluency in Spanish is a significant value.

**Qualifications:** Possess a high level of tolerance and understanding for individuals who present for services with urgent multiple case management and health needs. Ability to perform crisis intervention as needed; Ability to complete job duties that are guest focused, trauma informed, and housing focused.

### **Shelter Support**

*Goal: Ensure a safe and client focused environment for guest to quickly end their homelessness.*

- Assist in the implementation of shelter activities to ensure quality, guest focused, and trauma informed delivery of services.
- Encourage and discuss progress toward housing with shelter guest
- Assist with shelter setup and maintenance
- Assist with general cleanliness and safety of facility including emptying trash cans and cleaning-up spills.
- Assist with receiving and verifying orders from vendor's, completing tally sheets
- Post and update signs and service calendars
- Audio Equipment set up and monitoring
- Assist in the organization of supplies and facilities needs
- Conduct neighborhood patrols to minimize potential impact on the surrounding community

### **Administration**

*Goal: Oversee administrative duties that support program services.*

- Assist with keeping detailed daily summary sheets
- Assist with record keeping and reporting

### **Miscellaneous**

- Assist with guest services and program activities if necessary
- complete ad hoc projects as appointed by Supervisor

## **Emergency Services Overnight Coordinator Job Description**

**Introduction:** The Overnight Coordinator is a part time position that covers overnight shifts at the Emergency Shelter Program. Dependability, responsibility, and the ability to communicate effectively and respectfully are mandatory skills. The position's primary responsibilities include security and program support. This position would include overnight shifts including weekends and holidays. The Overnight Coordinator reports directly to the Emergency Shelter Program and Services Program Manager.

**Qualifications:** Ability to work effectively with a diverse population; plan, organize and prioritize duties; clearly communicate information and instructions verbally and in written form; maintain a positive, professional and safe environment while on duty; and establish and maintain effective working relationships with others. Possess a high level of tolerance and understanding for individuals who present for services with urgent multiple case management and health needs. Ability to perform crisis intervention as needed. Ability to complete job duties that are guest focused, trauma informed, and housing focused. CA driver's license, proof of insurance and reliable vehicle is required.

### **Security**

*Goal: Maintain safety and serenity of residents protecting against external and internal disruptions.*

- Provide staff presence during assigned shifts
- Resolve any conflicts and file incident reports when necessary
- Report violations and general events in daily log
- Provide necessary emergency support / follow emergency procedures
- Oversee cleaning crew
- Conduct property checks
- Communicate potential concerns with Security Staff to ensure staff and guest safety.

### **Program**

*Goal: Assist Program Manager with program functions and activities.*

- Encourage and discuss progress toward housing with shelter guest
- Provide general support for guests
- Observe and report concerns
- Provide support for on-site volunteers
- Supervise evening and morning activities
- Organize morning coffee and food

## **Leasing Agent Job Description**

Introduction: This position is responsible for assisting homeless individuals break free from the cycles of need toward greater economic opportunity, independence and permanent housing. The objective of this position is to help households obtain and/or sustain stable housing and assure quality control of housing placements and policies. This position requires a flexible work schedule including some week-end, morning and evening shifts and reliable transportation to attend community appointments.

Detail-oriented and computer proficient in Microsoft Word and Excel required. Dependability, responsibility, and the ability to communicate effectively and respectfully are mandatory skills. Fluency in Spanish is a significant value. This position supervises the Housing Advocates and reports to the Housing Director.

Ability to: Work effectively with a diverse population; plan, organize and prioritize duties; speak effectively before small groups; perform crisis intervention, as needed; clearly communicate information and instructions verbally and in written form; maintain a positive, professional and safe environment while on duty; and establish and maintain effective working relationships with others.

### **I. Housing Advocacy**

*Goal: Secure and maintain quality, affordable housing placements for clients*

- Develop an understanding of the County's housing market and establish strong business relationships in the for profit and nonprofit sectors (i.e. landlords, property managers, real estate owners/brokers, and developers)
- Assemble marketing packets for Rapid Rehousing/SHP Leasing/Shelter + Care/Section 8 Programs to local landlords
- Develop and maintain relationships with local landlords
- Maintain a list of potential housing opportunities for homeless shelter guests
- Implement housing inspections (initial and bi-annual) and rent reasonability standards processes
- Maintain effective relationships with landlords and/or property managers by resolving conflicts and assist in providing necessary emergency support.

### **II. Team Support**

*Goal: Provide support to program staff*

- Answer and respond to phone calls
- Collaborate with and act as a resource for shelter staff on housing issues
- Assist with the collection of documentation and coaching support of shelter guest when necessary

### **III. Fair Housing and Legal Issues**

*Goal: Be knowledgeable of fair housing and legal issues for the benefit of both the agency and clients served*

- Maintain an understanding of Fair Housing Laws and keep current on legal issues and regulations
- Consult with shelter staff on client related legal issues

### **IV. Miscellaneous**

- Must participate in networking functions, community meetings, meet with funders and partnering agencies
- Assist with program activities when necessary
- Attend staff meetings and training workshops, as needed
- Enhance job performance by applying up-to-date professional knowledge gained by attending seminars and conferences and reviewing professional publications
- Develop new partnerships with other agencies in order to enhance our current services
- Perform ad hoc projects as appointed by Supervisor

## **Job Description: Data Entry Specialist**

**Introduction:** The Data Entry Specialist is responsible for the data input and reporting for the shelter. The objective of this position is to meet and manage our HMIS data and reporting requirements. This position requires a dedicated work schedule, primarily based around a regular work week. This position reports to the Data Manager and works closely with the Shelter and Services Program Manager.

**Qualifications:** Strong computer, typing and data processing skills. Ability to work effectively with a diverse population; plan, organize and prioritize duties; clearly communicate information and instructions verbally and in written form; maintain a positive, professional and safe environment while on duty; and establish and maintain effective working relationships with others. Possess a high level of tolerance and understanding for individuals who are present for services with urgent multiple case management and health needs. This person must be detail-oriented and computer proficiency in Microsoft Word, Excel, Outlook and Internet-based browsers is required. Dependability, responsibility, and the ability to communicate effectively and respectfully are mandatory skills. Associate's Degree preferred (but not required).

### **Program Data Entry and Reporting**

- Ensure HMIS intake forms are completed by guests and data is entered into the HMIS
- HMIS data quality management
- Responsible for entering all Bed Nights, Case Notes and Services into data base on a daily basis
- Scan and file intake packets and other pertinent documents daily
- Follow up with staff as needed to ensure needed documents and updated forms are kept to the agency standard
- Assist Housing Navigators and Management team in pulling data as needed and in the enrollment/exit of s as necessary
- Generate weekly, monthly, quarterly, and annual reports that are turned into high-ranking County officials
- Meet data entry deadlines in a challenging and constantly changing atmosphere

### **Miscellaneous**

- Attend staff meetings
- Attend County CoC meetings as needed
- Attend training workshops as needed
- Perform ad hoc projects as appointed by Supervisor