REQUEST FOR COUNCIL ACTION

CITY COUNCIL MEETING DATE:
SEPTEMBER 18, 2018

TITLE:
APPROVE AGREEMENT WITH MERCY HOUSE LIVING CENTERS, INC., TO OPERATE AN INTERIM HOMELESS SHELTER IN SANTA ANA
{STRATEGIC PLAN NOS. 1, 6; 5, 4; 5, 6}

Approved

CONTINUED TO

FILE NUMBER

RECOMMENDED ACTION

Authorize the City Manager and the Clerk of the Council to execute an agreement with Mercy House Living Centers, Inc., to operate an interim Emergency Homeless Shelter in Santa Ana for a period of one year in the amount of $3.1 million commencing on the execution date of the agreement, with the option to renew for up to one additional year exercisable by the City Manager and City Attorney, in an amount not to exceed $6 million, including renewal period, and inclusive of a $250,000 annual contingency, subject to nonsubstantive changes approved by the City Manager and City Attorney.

DISCUSSION

At the September 4th, 2018 City Council meeting, the City Council approved a Memorandum of Understanding (MOU) with the County of Orange to relocate the Courtyard Emergency Homeless Shelter (Courtyard) to a more suitable location and to expand shelter beds for the specific use by the City of Santa Ana. The MOU was ratified by the County on September 11th. This agreement will mitigate the negative impacts of homelessness in Santa Ana, will provide Santa Ana unsheltered homeless with shelter and supportive services, establish a long-term collaborative effort between the City and County, minimize the migration of homeless individuals into Santa Ana, ensure available bed capacity for Santa Ana’s use, and discontinue the Santa Ana Armory program.

Given that the selection and acquisition of a permanent site, tenant improvements and relocation of the Courtyard may take 12-18 months, the City recognizes the need for an Interim Emergency Homeless Shelter to ensure individuals experiencing homelessness from the City of Santa Ana, have a safe and stable place to stay, and to mitigate the impact of homelessness in the community.

A benefit for the City in implementing a Santa Ana only Interim Emergency Homeless Shelter is that the City will define and control the intake and referral process, thus providing safeguards within City boundaries. This is essential, given the data collected from the March 2018, City led Point-In-Time (PIT) count, which found that over 50% of the population arrived in Santa Ana from other parts of Orange County. The PIT count resulted in a 121% increase in the unsheltered homeless.
Agreement with Mercy House Living Centers Inc.,
to Operate an Interim Emergency Homeless Shelter in Santa Ana
September 18, 2018
Page 2

population compared to the 2017 County led PIT count; further validating the City had been
negatively impacted by the lack of homeless shelters throughout the County.

Following the August 3rd, 2018 status hearing with Federal Judge David Carter, the City heard the
Courts recommendation to identify an Interim Plan and to act quickly, especially in light of the
Emergency Armory’s closing in July 2018, creating increased numbers of homeless individuals
sleeping in parks, public right-of-ways and in surrounding communities negatively impacting Santa
Ana. Given the Court’s direction, to have a viable plan by the September 7th status hearing, and at
the direction of the City Council; the City Manager’s Office, City Attorney’s Office, Santa Ana Police
Department and Community Development Agency staff worked diligently to develop an Interim
Emergency Homeless Shelter Plan.

The Interim Emergency Homeless Shelter Plan includes the following requirements in partnership
with a service provider. The agreement will provide for:
- A 200 bed low barrier facility accepting chronically homeless and vulnerable homeless
  population from Santa Ana only.
- A facility with no walk-ins (Santa Ana Police Department and approved service provider
  referrals only)
- A facility operating 365 days, 24 hours a day
- Meals, hygiene facilities, transportation, storage, etc. for up to 200 beds.
- Support services, employment and housing navigation, daytime program activities, and night
  time program monitoring.
- 24-hour security and surveillance
- A Good Neighbor Policy

Given the relatively short period of time to meet the September 7th deadline, Staff solicited
proposals from two non-profit homeless service providers that currently operate homeless shelters
in Orange County and in particular work with the City of Santa Ana. The potential providers
submitted written proposals outlining the provision of programs and services, execution of
operations, budget, and work models to operate the proposed Interim Emergency Homeless
Shelter.

A review committee comprised of Staff from the City Manager’s Office, Santa Ana Police
Department and Community Development Agency, reviewed the two proposals and selected Mercy
House Living Centers Inc. (Mercy House), to operate the Interim Emergency Homeless Shelter.
Mercy House displays best practices in program delivery, safe operations to mitigate negative
impact to community and a cost-effective budget that meets the needs of the City. Mercy House
has agreed to operate the Interim Emergency Homeless Shelter and be fully operational within 60
to 90 days following the execution of the agreement. Furthermore, Mercy House has agreed to a
quick ramp up of 50 beds within the first 45 days, therefore, meeting the need of providing shelter
for the homeless as soon as possible and mitigating the negative impacts in Santa Ana.

Staff recommends the approval of the agreement with Mercy House to operate the Interim
Emergency Homeless Shelter.
Agreement with Mercy House Living Centers Inc.,
to Operate an Interim Emergency Homeless Shelter in Santa Ana
September 18, 2018
Page 3

STRATEGIC PLAN ALIGNMENT

The activities covered by this report allow the City to meet Goal # 1 – Community Safety, Objective # 6 (enhance Public Safety Integration, communication and community outreach); Goal # 5–Community Health, Livability, Engagement & Sustainability, Objective # 4 (Support neighborhood vitality and livability) and # 6 (Focus projects and programs on improving the health and wellness of all residents).

FISCAL IMPACT

The cost for the first year of services will not exceed $3,121,700, which includes $250,000 in contingency funds, if necessary. The funds are available for expenditure from the Contract Services-Professional account as follows:

<table>
<thead>
<tr>
<th>Program</th>
<th>Account</th>
<th>FY 18/19</th>
<th>FY 19/20</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inclusionary Housing Fund</td>
<td>41718820-62300</td>
<td>$2,316,275</td>
<td>$805,425</td>
<td>$3,121,700</td>
</tr>
</tbody>
</table>

The cost for the possible second year of services will not exceed $2,878,300, which includes $250,000 in contingency funds, if necessary. The possible sources of funds anticipated to be available for expenditure are as follows:

<table>
<thead>
<tr>
<th>Program</th>
<th>Account</th>
<th>FY 19/20</th>
<th>FY 20/21</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senate Bill 2</td>
<td>TBD</td>
<td>$1,056,225</td>
<td>$907,075</td>
<td>$1,963,300</td>
</tr>
<tr>
<td>Inclusionary Housing Fund</td>
<td>41718820-62300</td>
<td>$715,000</td>
<td>$0</td>
<td>$715,000</td>
</tr>
<tr>
<td>Emergency Solutions Grant</td>
<td>13518785-62300</td>
<td>$200,000</td>
<td>$0</td>
<td>$200,000</td>
</tr>
<tr>
<td>Totals</td>
<td></td>
<td>$1,971,225</td>
<td>$907,075</td>
<td>$2,878,300</td>
</tr>
</tbody>
</table>

The potential sources of funds and funding amounts for the second year are subject to change, pending final allocations from the U.S. Department of Housing and Urban Development (HUD) for the Emergency Solutions Grant along with an approved Action Plan (HUD), and from the California’s Building Homes and Jobs Trust Fund for the Senate Bill 2 (Building Homes and Jobs Act). If there are insufficient funds from these three identified sources, funds may also be available and budgeted from the Community Development Block Grant and Inclusionary Housing Fund, during the annual budget process.

APPROVED AS TO FUNDS AND ACCOUNTS:

Steven A. Mendoza
Executive Director
Community Development Agency

Sergio Vidal
Assistant Director
Finance and Management Services Agency

Robert C. Cortez
Deputy City Manager
City Manager’s Office

Exhibit: 1. Agreement with Mercy House Living Center

25C-3
AGREEMENT WITH MERCY HOUSE LIVING CENTERS TO OPERATE AN INTERIM EMERGENCY HOMELESS SHELTER

On the 18th day of September, 2018, THIS AGREEMENT was presented to the City Council of the City of Santa Ana, a charter city and municipal corporation organized and existing under the Constitution and laws of the State of California ("City") detailing the terms and conditions provided below for Mercy House Living Centers, Inc. ("Contractor"), to operate an interim homeless shelter.

RECITALS

A. The City desires to retain a contractor to administer and operate an interim, low barrier emergency homeless shelter in the City of Santa Ana ("Shelter").

B. Contractor has submitted a proposal that was selected by the City for this purpose. Contractor is qualified by experience, preparation, organization, staffing, and management to operate programs on behalf of homeless individuals, and is familiar with existing homeless services in the City.

C. In undertaking the performance of this Agreement, Contractor represents that it is knowledgeable in its field and that any services performed by Contractor under this Agreement will be performed in compliance with such standards as may reasonably be expected from a professional contracting firm in the field.

NOW THEREFORE, in consideration of the mutual and respective promises, and subject to the terms and conditions hereinafter set forth, the parties agree as follows:

1. SCOPE OF SERVICES

   a. Contractor shall provide all premises, approvals, facilities, labor, staffing, training, equipment, building improvements, services, and items (collectively, the "Services") appropriate and necessary to fully and adequately perform, and shall perform, the Scope of Services established for the Shelter as described in Contractor’s proposal to the City, which is attached as Exhibit A and incorporated in full. All Services shall be performed at a site, included within the City’s SB-2 zone (Senate Bill 2 Building Homes and Jobs Act), secured by the Contractor and acceptable to the City, and in accordance with the provisions of this Agreement and all applicable local, state, and federal laws, rules, and regulations.

   b. Contractor shall ensure that all equipment, as listed in Exhibit A, purchased with funds pursuant to this Agreement, and utilized for and at the Shelter, will be disposed of in accordance with the direction of the City. In addition, all equipment furnished to the Contractor by the City and/or purchased by the Contractor with funds pursuant to this Agreement, will be limited to use within the activities outlined by this Agreement and will remain the property of the City. Upon termination of this Agreement, Contractor will immediately return all equipment to the City or dispose of it in accordance with the direction of the City.
2. EFFECTIVENESS AND TERM OF AGREEMENT

This Agreement shall not become effective unless and until a site for the Shelter and Services has been secured by Contractor as evidenced by a signed lease or other signed written instrument to the City’s satisfaction, provided that if no site is secured on or before October 31, 2018, this Agreement shall be void and have no force and effect. Such proof of a secured site shall be subject to review and written approval by the City Manager, which on the date approved, the City shall provide a written acceptance to the Contractor ("Effective Date"). The Agreement will commence upon the Effective Date and continue for one year, unless terminated earlier in accordance with Section 15, below. The term of this Agreement may be extended for a period of up to one year by mutual agreement of the parties.

3. START-UP FUNDING AND COMPENSATION

   a. Upon the Effective Date of this Agreement, City agrees to provide Contractor with up to $550,000 in start-up funding as provided in Exhibit A.

   b. From and after the Effective Date, City shall pay Contractor the monthly fee of $185,141.67 as compensation for all Services rendered under this Agreement (for year 1). The parties acknowledge that the monthly fees or other related reimbursable items provided in Exhibit A may be adjusted in year 2 of the Agreement, if extended, provided that the total not to exceed amount for the Agreement, specified in subsection 2.c. below, remains unchanged.

   c. The total sum to be expended under this Agreement, including any extension periods, shall not exceed $6,000,000. This sum is comprised of (1) the amount of $2,871,700 for year 1 costs, (2) $2,628,300 for year 2 costs, if the Agreement is extended, and (3) an annual contingency of $250,000 for additional services and reimbursable items to be provided by Contractor at the sole discretion and approval of the City. A summary of year 1 costs is attached as Exhibit B.

   d. With the exception of the payment required by Section 3.a., all other payments by City shall be made within forty-five (45) days following receipt of proper invoice evidencing fees, costs or services performed, subject to City accounting procedures.

4. SERVICE DELIVERY MONITORING

The City Manager or his or her designee shall have the right to access all activities and facilities operated by Contractor under this Agreement. Facilities include all files, records, and other documents related to the performance of this Agreement. Activities include attendance at staff, board of directors, advisory committee and advisory board meetings, and observation of ongoing program functions. Contractor shall permit on-site inspection of the Shelter by City and ensure that Contractor’s employees and board members furnish such information, as in the judgment of the City may be relevant to the question of compliance with contractual conditions, or the effectiveness, legality, and achievements of the Services.
5. **REPORTING**

Contractor shall provide to the City a weekly written report of the Services, in a format to be approved by the City and as further described in Exhibit A.

6. **INDEPENDENT CONTRACTOR**

Contractor shall, during the entire term of this Agreement, be construed to be an independent contractor and not an employee of the City. This Agreement is not intended nor shall it be construed to create an employer-employee relationship, a joint venture relationship, or to allow the City to exercise discretion or control over the professional manner in which Contractor performs the services which are the subject matter of this Agreement; however, the services to be provided by Contractor shall be provided in a manner consistent with all applicable standards and regulations governing such services. Contractor shall pay all salaries and wages, employer's social security taxes, unemployment insurance and similar taxes relating to employees and shall be responsible for all applicable withholding taxes.

7. **INSURANCE**

Prior to undertaking performance of work under this Agreement, Contractor shall maintain and shall require its subcontractors, if any, to obtain and maintain insurance as described below:

a. **Commercial General Liability Insurance.** Contractor shall maintain commercial general liability insurance naming the City, its officers, employees, agents, volunteers and representatives as additional insured(s) and shall include, but not be limited to protection against claims arising from bodily and personal injury, including death resulting therefrom and damage to property, resulting from any act or occurrence arising out of Contractor's operations in the performance of this Agreement, including, without limitation, acts involving vehicles. The amounts of insurance shall be not less than the following: single limit coverage applying to bodily and personal injury, including death resulting therefrom, and property damage, in the total amount of $1,000,000 per occurrence, with $2,000,000 in the aggregate. Such insurance shall (a) name the City, its officers, employees, agents, volunteers and representatives as additional insured(s); (b) be primary and not contributory with respect to insurance or self-insurance programs maintained by the City; and (c) contain standard separation of insureds provisions.

b. **Business automobile liability insurance, or equivalent form, with a combined single limit of not less than $1,000,000 per occurrence.** Such insurance shall include coverage for owned, hired and non-owned automobiles.

c. **Workers’ Compensation Insurance.** In accordance with the California Labor Code, Contractor, if Contractor has any employees, is required to be insured against liability for workers' compensation or to undertake self-insurance. Prior to commencing the performance of the work under this Agreement, Contractor agrees to obtain and maintain any employer’s liability insurance with limits not less than $1,000,000 per accident.
d. If Contractor is or employs a licensed professional such as an architect or engineer: Professional liability (errors and omissions) insurance, with a combined single limit of not less than $1,000,000 per claim with $2,000,000 in the aggregate.

e. The following requirements apply to the insurance to be provided by Contractor pursuant to this section:

(i) Contractor shall maintain all insurance required above in full force and effect for the entire period covered by this Agreement.

(ii) Certificates of insurance shall be furnished to the City upon execution of this Agreement and shall be approved by the City.

(iii) Certificates and policies shall state that the policies shall not be canceled or reduced in coverage or changed in any other material aspect without thirty (30) days prior written notice to the City.

(iv) Where the amounts or coverage provided by the certificates of insurance provides coverage greater than those listed by this Agreement, the amounts provided by the certificates of insurance shall be incorporated by reference into the Agreement.

(iv) Contractor shall supply City with a fully executed additional insured endorsement.

f. If Contractor fails or refuses to produce or maintain the insurance required by this section or fails or refuses to furnish the City with required proof that insurance has been procured and is in force and paid for, the City shall have the right, at the City's election, to terminate this Agreement. Such termination shall not affect Contractor's right to be paid for its time and materials expended prior to notification of termination. Contractor waives the right to receive compensation and agrees to indemnify the City for any work performed prior to approval of insurance by the City.

8. INDEMNIFICATION

Contractor agrees to and shall indemnify, defend, and hold harmless the City, its officers, agents, employees, consultants, special counsel, and representatives from liability: (1) for personal injury, damages, just compensation, restitution, judicial or equitable relief arising out of claims for personal injury, including death, and claims for property damage, which may arise from the operations or willful misconduct of the Contractor or its, subcontractors, agents, employees, or other persons acting on their behalf which relates to the services described in section 1 of this Agreement; and (2) from any claim that personal injury, damages, just compensation, restitution, judicial or equitable relief is due by reason of the terms of or effects arising from this Agreement. This indemnity and hold harmless agreement applies to all claims for damages, just compensation, restitution, judicial or equitable relief suffered, or alleged to have been suffered, by reason of the events referred to in this Section or by reason of the terms of, or effects, arising from this
Agreement. The Contractor further agrees to indemnify, hold harmless, and pay all costs for the defense of the City, including fees and costs for special counsel to be selected by the City, regarding any action by a third party challenging the validity of this Agreement, or asserting that personal injury, damages, just compensation, restitution, judicial or equitable relief due to personal or property rights arises by reason of the terms of, or effects arising from this Agreement. City may make all reasonable decisions with respect to its representation in any legal proceeding. Contractor's indemnification obligations in this section shall survive expiration of this Agreement.

9. RECORDS

Contractor shall keep records and invoices in connection with the work to be performed under this Agreement. Contractor shall maintain complete and accurate records with respect to the costs incurred under this Agreement and any services, expenditures, and disbursements charged to the City for a minimum period of three (3) years, or for any longer period required by law, from the date of final payment to Contractor under this Agreement. All such records and invoices shall be clearly identifiable. Contractor shall allow a representative of the City to examine, audit, and make transcripts or copies of such records and any other documents created pursuant to this Agreement during regular business hours. Contractor shall allow inspection of all work, data, documents, proceedings, and activities related to this Agreement for a period of three (3) years from the date of final payment to Contractor under this Agreement.

10. CONFIDENTIALITY

If Contractor receives from the City information which due to the nature of such information is reasonably understood to be confidential and/or proprietary, Contractor agrees that it shall not use or disclose such information except in the performance of this Agreement, and further agrees to exercise the same degree of care it uses to protect its own information of like importance, but in no event less than reasonable care. "Confidential Information" shall include all nonpublic information. Confidential information includes not only written information, but also information transferred orally, visually, electronically, or by other means. Confidential information disclosed to either party by any subsidiary and/or agent of the other party is covered by this Agreement. The foregoing obligations of non-use and nondisclosure shall not apply to any information that (a) has been disclosed in publicly available sources; (b) is, through no fault of the Contractor disclosed in a publicly available source; (c) is in rightful possession of the Contractor an obligation of confidentiality; (d) is required to be disclosed by operation of law; or (e) is independently developed by the Contractor without reference to information disclosed by the City.

11. CONFLICT OF INTEREST CLAUSE

Contractor covenants that it presently has no interests and shall not have interests, direct or indirect, which would conflict in any manner with the performance of services specified under this Agreement.

12. NOTICE

Any notice, tender, demand, delivery, or other communication pursuant to this Agreement shall be in writing and shall be deemed to be properly given if delivered in person or mailed by
first class or certified mail, postage prepaid, or sent by fax or other telegraphic communication in the manner provided in this Section, to the following persons:

To City: Clerk of the City Council  
          City of Santa Ana  
          20 Civic Center Plaza (M-30)  
          P.O. Box 1988  
          Santa Ana, CA 92702-1988

With courtesy copies to:

          City Manager  
          City of Santa Ana  
          20 Civic Center Plaza  
          Santa Ana, CA  
          92702

To Contractor:

          Mercy House Living Centers, Inc.  
          P.O. Box 1905  
          Santa Ana, CA 92702  
          Attn: Larry Haynes, Executive Director

A party may change its address by giving notice in writing to the other party. Thereafter, any communication shall be addressed and transmitted to the new address. If sent by mail, communication shall be effective or deemed to have been given three (3) days after it has been deposited in the United States mail, duly registered or certified, with postage prepaid, and addressed as set forth above. If sent by fax, communication shall be effective or deemed to have been given twenty-four (24) hours after the time set forth on the transmission report issued by the transmitting facsimile machine, addressed as set forth above. For purposes of calculating these time frames, weekends, federal, state, County or City holidays shall be excluded.

13. EXCLUSIVITY AND AMENDMENT

This Agreement represents the complete and exclusive statement between the City and Contractor regarding the subject matter therein, and supersedes any and all other agreements, oral or written, between the parties. In the event of a conflict between the terms of this Agreement and any attachments hereto, the terms of this Agreement shall prevail. This Agreement may not be modified except by written instrument signed by the City and an authorized representative of Contractor. The parties agree that any terms or conditions of any purchase order or other instrument that are inconsistent with, or in addition to, the terms and conditions hereof, shall not bind or obligate Contractor or the City. Each party to this Agreement acknowledges that no representations, inducements, promises or agreements, orally or otherwise, have been made by any party, or anyone acting on behalf of any party, which are not embodied herein.
14. ASSIGNMENT

With the exception of subcontractors identified in Exhibit A for the provision of certain services, Contractor may not assign, transfer, delegate, or subcontract any interest herein without the prior written consent of the City and any such assignment, transfer, delegation or subcontract without the City's prior written consent shall be considered null and void. Nothing in this Agreement shall be construed to limit the City's ability to have any of the services which are the subject to this Agreement performed by City personnel or by other contractors or consultants retained by City.

15. TERMINATION

This Agreement may be terminated by the City upon thirty (30) days written notice of termination. In such event, Contractor shall be entitled to receive and the City shall pay Contractor compensation for all services performed by Contractor prior to receipt of such notice of termination.

16. NONDISCRIMINATION

Contractor shall not discriminate because of race, color, creed, religion, sex, marital status, sexual orientation, age, national origin, ancestry, or disability, as defined and prohibited by applicable law, in the recruitment, selection, training, utilization, promotion, termination or other employment related activities or in connection with any activities under this Agreement. Contractor affirms that it is an equal opportunity employer and shall comply with all applicable federal, state and local laws and regulations.

17. GOVERNING LAW AND VENUE

This Agreement has been executed and delivered in the State of California and the validity, interpretation, performance, and enforcement of any of the clauses of this Agreement shall be determined and governed by the laws of the State of California. Both parties further agree that Orange County, California, shall be the venue for any action or proceeding that may be brought or arise out of, in connection with or by reason of this Agreement.

18. PROFESSIONAL LICENSES

Contractor shall, throughout the term of this Agreement, maintain all necessary licenses, permits, approvals, waivers, and exemptions necessary for the provision of the services hereunder and required by the laws and regulations of the United States, the State of California, the City of Santa Ana and all other governmental agencies. Contractor shall notify the City immediately and in writing of its inability to obtain or maintain such permits, licenses, approvals, waivers, and exemptions. Said inability shall be cause for termination of this Agreement.

19. MISCELLANEOUS PROVISIONS

a. Each undersigned represents and warrants that its signature herein below has the power, authority and right to bind their respective parties to each of the terms of this Agreement, and shall indemnify City fully, including reasonable costs and
attorney's fees, for any injuries or damages to City in the event that such authority or power is not, in fact, held by the signatory or is withdrawn.

b. All Exhibits referenced herein and attached hereto shall be incorporated as if fully set forth in the body of this Agreement.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement the date and year first above written.

CITY OF SANTA ANA

Raul Godinez II
City Manager

CONTRACTOR

Name:
Title:

ATTEST:

Maria D. Huizar
Clerk of the Council

APPROVED AS TO FORM:

SONIA R. CARVALHO
City Attorney

By: John M. Funk
Assistant City Attorney

RECOMMENDED FOR APPROVAL:

Robert Cortez
Deputy City Manager
Santa Ana
Interim Emergency Shelter

Scope of Services
Interim Emergency Shelter Program Description

The Santa Ana Interim Emergency Shelter Program will accommodate up to 200 clients while providing access to a range of programs and supportive services. The Program is designed to provide safe shelter, basic needs, and navigation services to move individuals and families out of homelessness and into permanent housing opportunities. Clients will be admitted with minimal, "low-threshold" requirements so that chronic and vulnerable homeless people in the city of Santa Ana can easily enter and remain in shelter until they can find permanent housing. Those accessing the Interim Emergency Shelter Program will be limited to homeless single men and single women, couples and families living on the streets from the City of Santa Ana. Mercy House will provide weekly outcome reports including at a minimum numbers served, housed, exited with destinations. Mercy House will work with the city to provide additional non-HIPAA information as requested.

Timeline

Our usual ramp up time to engage vendors, purchase materials, hire and train staff is 60-90 days. Mercy House will do everything possible to have a soft opening of 50 beds approximately 45 day after activation of a contract.

We would strive for the following timeline:

45-60 day   50 beds - soft opening (single adults only)
60-90 days  150 beds (Singles, couples)
90-120 days 200 beds (Singles, couples, and families)

Start-up Funding and Monthly Payments

City will provide up to $650,000 upon the Effective Date, as defined in the Agreement, for startup cost followed by a monthly payment to ensure smooth operations.

Access to safe shelter

The Interim Emergency Shelter Program will be accessible 24 hours a day, seven days/week, 365 days a year. In order to decrease the impact to the surrounding neighborhood, access to bed availability will be handled through a reservation system. No walk-ins for the Interim Emergency Shelter Program or services will be permitted. Mercy House will provide on-site staff to track daily bed inventory and communicate daily bed vacancies with local service providers. Additionally, a predetermined percentage of beds will be held each night to prioritize referrals from the Santa Ana Police Department.

Length of Stay

There is no set minimum or maximum length of stay. However, consistent with national best practices, the goal for length of stay is 30 days or less. Each client will have an Employment and Housing Navigator supporting their progress toward Housing Stabilization. The program is designed to provide this support until a housing option becomes available. However, at any time a client may be exited from the shelter for safety or continual shelter violations. Additionally, if a client exceeds 30 days, an intensified housing location and exit plan strategies will be implemented.
Sleeping Areas

Due to the temporary nature of this project, beds provided will be individual cots. Each client will be assigned a cot and bedding for the length of their stay.

Space will be divided to allow for separate sleeping areas for men and women, couples and families.

Flexible sleeping space will also be provided for transgendered populations, those dealing with illness or for other special needs populations.

Meals

Breakfast, lunch, dinner and snacks will be provided for all clients in a central dining area. Mercy House will work the community to attempt to secure donated breakfast, lunch and snack items. Hot meals will be purchased and delivered to the site. These meals will be served to clients of the shelter by both paid staff and volunteers.

Hygiene Facilities

Hygiene facilities will be provided on-site including toilets and showers. Clients will be encouraged to utilize these facilities as daily resources to them. Toiletries will be provided by Mercy House to clients as needed. Laundry will be done by paid staff and volunteers at intake and on a weekly basis to ensure a healthy shelter environment.

Transportation

No walk-ups will receive shelter access. New clients and returning clients will receive direct transportation to and from the shelter daily. It is recommended that there be up to three (3) designated locations that provide ample geographic range for those seeking shelter services in Santa Ana as well as take into consideration community impact and safety considerations. Locations will be selected by the city and police department.

Security

Mercy House will contract with a state licensed security vendor that will be stationed inside and outside of the shelter property. Mercy House will follow policies and procedures that promote utmost safety for clients, staff, volunteers, and the community and will strive to provide an atmosphere that promotes community, stays alert for signs of conflict, and confronts behaviors before they escalate. The security plan will include a multi-faceted approach involving secured entrances, security searches upon entrance, confiscation of harmful contraband, trained security personnel providing around-the-clock indoor and outdoor coverage, security cameras and lighting. Other program elements that will support security efforts include no walk ups and no loitering policies.
Security will be on site at all times, and will conduct security rounds of the facility as necessary.

- Security staff will be stationed both inside and outside the shelter to ensure maximum coverage.
- Program and Security staff will have communication with each other via portable electronic equipment.
- Security staff will be contracted through a third party vendor.
- Security staff will receive "Homeless Sensitivity Training" through Mercy House's resources.

Storage

All clients will have access to personal storage space. Each client bed will have a small storage bin for personal items that are needed while staying at the shelter. Additionally, they will have a secured storage bin that will be available to clients through a reservation process or at exit from the program. Additionally, a refrigerated storage area will be available to clients with medication needs.

Employment and Housing Navigation Services

Upon entering the shelter, each client will be assigned to an Employment and Housing Navigator. The primary function of the Employment and Housing Navigator is to work side-by-side with the client to create a pathway toward permanent housing opportunities, with the ultimate goal of ending their homelessness within a 30-day timeframe. Additionally, the Employment and Housing Navigator is to provide resources and support to the client during their stay. Together the Employment and Housing Navigator and the client will complete a Housing Plan, which will guide their efforts toward securing permanent housing opportunities. Meeting weekly, the Employment and Housing Navigator will document the client's progress towards actions outlined in the Housing Plan.

The Employment and Housing Navigator will ensure that all clients have explored all natural supports and mainstream resources that may assist them with securing housing. For clients that are in need of a deeper housing intervention, the navigators will complete an assessment, gather documentation and enter them into the Coordinated Entry System.

Daytime Program Activities

As a 24-hour Interim Emergency Shelter Program, staff will encourage all clients to stay on-site during the day and to take advantage of the on-site services provided to them during the daytime. The role of Mercy House is to recruit and manage a group of partner agencies specialized in providing an array of supportive services beneficial to Interim Emergency Shelter Program clients.

Daytime program activities include but are not limited to, the following:

- Access to day-time service providers
- Life skills classes and workshops
- Indoor and outdoor recreational activities

25C-16
Services Provided

The Interim Emergency Shelter will include at a minimum the following baseline services:

<table>
<thead>
<tr>
<th>SERVICE PROVIDED</th>
<th>PROVIDED BY</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Intake/Assessment/Housing Navigation</td>
<td>Mercy House</td>
</tr>
<tr>
<td>2 Diversion Assistance</td>
<td>Referral Partner/Mercy House</td>
</tr>
<tr>
<td>3 Transportation Services and Assistance</td>
<td>Mercy House/transportation vendor</td>
</tr>
<tr>
<td>4 Security</td>
<td>Mercy House/security vendor</td>
</tr>
<tr>
<td>5 Meals</td>
<td>Mercy House/food vendor</td>
</tr>
<tr>
<td>6 Enrichment Activities</td>
<td>Mercy House/Service Partner</td>
</tr>
<tr>
<td>7 Employment/job placement Referrals</td>
<td>Service Partner</td>
</tr>
<tr>
<td>8 Laundry</td>
<td>Mercy House</td>
</tr>
<tr>
<td>9 Health Care Resources</td>
<td>Service Partner</td>
</tr>
<tr>
<td>10 Crisis Evaluation/Mental Health Resources</td>
<td>Service Partner</td>
</tr>
<tr>
<td>11 Drug and Alcohol Treatment Referrals</td>
<td>Service Partner</td>
</tr>
<tr>
<td>12 Storage</td>
<td>Mercy House</td>
</tr>
<tr>
<td>13 Resource and Referral services (on/off site)</td>
<td>Mercy House/Service Partners</td>
</tr>
</tbody>
</table>

Program Layout

The shelter project will include

- Shelter Sleeping Area
- Pet accommodations
- Dining/Commons Area
- Food storage, refrigeration and prep area
- Security Offices/Station
- Site Administration and Operations Offices
- Intake and Private meeting Areas
- Restroom and Shower Areas
- Laundry Facilities
- Client Storage Area
- Recreational Opportunities
- Access to Computers

In addition, the site would also feature the following:

- Outdoor Facilities/Areas
  - Bike Rack Area
  - Outdoor Commons
  - Pet Area
Hours of Operation

The Interim Emergency Shelter Program is open 24 hours, 365 days per year. These hours of operation will be in effect seven days per week, every week regardless of holidays or weather.

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>5:00 AM</td>
<td>Early Wake Up Call</td>
</tr>
<tr>
<td>5:00 AM-8:00 AM</td>
<td>Breakfast served</td>
</tr>
<tr>
<td>6:00 AM</td>
<td>First shuttle for morning drop-offs</td>
</tr>
<tr>
<td>7:00 AM</td>
<td>Second Wake Up Call</td>
</tr>
<tr>
<td>8:00 AM-10:00 PM</td>
<td>Commons Area Open</td>
</tr>
<tr>
<td>10:00 AM</td>
<td>Second (final) shuttle for morning drop-offs</td>
</tr>
<tr>
<td>11:00 AM-1:00 PM</td>
<td>Lunch served</td>
</tr>
<tr>
<td>3:00 PM-4:00 PM</td>
<td>Snack served</td>
</tr>
<tr>
<td>4:00 PM</td>
<td>First shuttle for evening pick-ups</td>
</tr>
<tr>
<td>6:00 PM-9:00 PM</td>
<td>Dinner served</td>
</tr>
<tr>
<td>7:00 PM</td>
<td>Second shuttle for evening pick-ups</td>
</tr>
<tr>
<td>10:00 PM</td>
<td>Lights Out In Sleeping Area</td>
</tr>
</tbody>
</table>

Admission Criteria

All shelter clients must be literally homeless in the City of Santa Ana which will follow the acknowledgement of local preferences as attached. Clients will be admitted through the reservation system. A prospective client must be willing to participate in creating and working a housing plan, follow shelter expectations and maintain appropriate behavior with consideration for other clients of the shelter. All clients must review and sign a copy of the "Shelter Expectation" document prior to entry. Intake staff will assist any clients who may have difficulty understanding or reviewing these expectations.

A form of official identification is required to verify identity; however, a client will not be denied access to shelter services without one. Employment and Housing Navigators will assist clients in obtaining a California ID, providing each client with a no-cost ID voucher.

Additionally, all Shelter Program clients will receive a shelter-specific identification card upon entering the shelter that will be used for readmission during the duration of their stay. Shelter ID components include a photograph, fingerprints, name and other identifying information.
Exit Procedures

When a client is asked to exit due to violation of shelter expectations, violence, or criminal activity, security will escort the person off the property and those exited will be transported to a self-directed location out of the surrounding area.

Grievance Procedure

A client can file a grievance to dispute an action or inaction to address any client/staff conflict within 48 hours. Staff will make every effort to conduct an investigation and make a decision within 10 days.

The grievance procedure does not suspend the rules or consequences established in the Program Expectations.

Clients have the right to file a grievance without fear of harmful repercussions from staff.

All grievances need to be documented on a Grievance Form and submitted to the Program Director. Contact information for Directors is provided on the Grievance Form. Grievances should include the names of all parties involved, a detailed account of the nature of the problem and requested action to be taken.

Grievance forms may be obtained from any staff member.

Program Directors will make every effort to resolve the conflict or concern with the client and or staff involved. If they are unable to do so they will submit the grievance to the Associate Director.

The Associate Director will review grievances submitted and investigate the complaint. The Associate Director will acquire all documentation and interview involved parties as necessary. If the Associate Director feels that there is not enough information to determine if the matter was handled in an unfair manner a formal meeting will be called.

At the meeting, the claimant will begin by stating his/her case to a Committee that will include the Associate Director, the Executive Director or his proxy. If necessary the Executive Staff may request a board member to sit on the committee as well. The committee may also request additional information from additional parties involved. The Committee will review all documentation and testimony and make a decision regarding any misconduct or need for repeal of action. If the complaint involves the Executive Staff a board member will take their place on the committee.

Good Neighbor Policy

Mercy House is committed to communication with neighbors on an ongoing basis. As part of this commitment, a public inquiry phone number and contact information will be posted. Community stakeholders may call this number for information about the site or to have any questions answered. Any community complaints and/or inquiries about the Interim Emergency Shelter Program will be
recorded and forwarded to the appropriate staff for prompt investigation. Mercy House will be fully committed to an appropriate customer service response and will consider the resolution of community complaints a high priority.

Mercy House will also create and maintain a program website that will include important information for community stakeholders and clients alike. The website will include a “Frequently Asked Questions” section which will help to provide instant answers to community concerns. Mercy House will highlight volunteer, in-kind and donation opportunities encouraging community support for the program.

Mercy House is committed to communicating and working collaboratively with the Santa Ana police and fire departments through all stages of program implementation - from facility design to program execution. The intention of Mercy House is to be as self-sufficient as possible and minimize the shelter’s impact on the local police and fire departments. This includes ensuring that staff and security are trained to properly manage and respond to an array of difficult situations that may occur at the shelter.

Mercy House will provide an array of services and support that will be beneficial to local police and fire departments. During Phase I, these services include, but will not be limited, to:

- Security Officers stationed both on-site and at shuttle locations
- Designated beds reserved each night for law enforcement referrals
- Staff Neighborhood Patrol will monitor surrounding area to control issues of loitering, abandoned property, and other blight
- Training opportunities on mental illness, homeless sensitivity or other topics of interest to supplement existing department trainings
- Direct referral access to the Coordinated Entry system to assist local law enforcement officers to connect homeless individuals with housing opportunities
- Statistical reports on number of clients served, length of stay and/or demographic information

Mercy House will be committed to active participation in city and county-wide community events. To the extent that reasonable and feasible representatives of Mercy House will attend meetings of the local Neighborhood Association(s) and local Chamber of Commerce(s) when invited, and communicate with neighborhood and business participants.

Additionally, Mercy House may sponsor special events, such as community resource fairs, which will include the community and the neighborhood on various occasions.

**Staff Plan**

Mercy House will exercise their best efforts to prioritize Santa Ana residents while hiring for this shelter.

The **Mercy House Orange County Program Director of Emergency Shelter Program, Services, and Outreach** will be responsible for the performance of all Emergency Shelter Program, Services, and Outreach Activities in Orange County. Their primary responsibilities include program management, development, and community relations, which includes supervising the Program Manager of the
Emergency Shelter Program. They will oversee scheduling and coordination of all Shelter sites and services, implement new services, manage the budget, and assist in various aspects of staff’s duties.

All Shelter operations and staff will be supervised by the full time Program Manager of Emergency Shelter Program. The Manager will be a full time, salaried position with an Associate’s Degree and at least 2 years of direct life experience working with long-term homeless, low income, and diverse populations. The Program Manager will be responsible for coordinating program services for the Emergency Shelter Program. Primary responsibilities include supervising support staff. This position may require the transportation of supplies. This position will report directly to the Orange County Program Director of Emergency Shelter Program, Services, and Outreach.

The Emergency Services Site Leader will be responsible for overseeing services and activities in the Interim Emergency Shelter Program. They will oversee all shelter activities including logistics and client intake, oversee distribution of services, and assist in coordination of volunteers and supportive services. They will provide support to staff during designated shifts and will assign tasks, oversee administrative duties that support program services. The Site Leader reports directly to the Emergency Shelter Program and Services Program Manager, reporting any staff or shelter issues as needed.

The Emergency Shelter Program Intake Coordinator will be responsible for the reservations, bed inventory, and intake and diversion for the Emergency Shelter Program.

The Employment and Housing Navigator position will require an Associate’s Degree and at least 2 years of direct life experience working with long-term homeless, low income, and diverse populations and have working knowledge of mental health and addiction issues. The Employment and Housing Navigator will provide assistance to Shelter clients and conducts an individual assessment of needs, followed by provision of targeted services focused on returning individuals to permanent housing as quickly as possible. The Employment and Housing Navigators will conduct the VI-SPDAT assessment, determine eligibility, enters assessment into Central Intake System for prioritization and linkage to housing provider, helps clients obtain necessary documents, and provides individuals with employment guidance and community resources. When clients are referred to other programs, the Employment and Housing Navigator provides a warm hand-off to the service provider.

The Emergency Shelter Volunteer Coordinator will be responsible for coordinating volunteer services for the Emergency Shelter Program. The volunteer coordinator will work directly with volunteers, conducts orientation, training and provides support to volunteers at the shelter.

The Emergency Services Program Logistics Support Coordinator will be responsible for providing supportive services and logistical support to the Emergency Shelter Program during designated shifts. This position will require a flexible work schedule including weekend, morning, evening, and holiday shifts to provide optimal coverage during Shelter hours. This position will report directly to the Emergency Shelter Program and Services Program Manager. This position will assist with shelter setup.

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and maintenance, general cleanliness and safety of facility, assisting and receiving orders from vendors, posting and updating signs and service calendars, and more as needed.

The Emergency Services Overnight Coordinator will be a part time position that covers overnight shifts at the Emergency Shelter Program. They resolve conflicts and file incident reports as necessary, report violations and general events in the daily log. They also oversee the cleaning crew and conduct property checks. The Overnight Coordinator provides general support for clients, ensuring their safety during the night.

The Data Entry Specialist is responsible for the data input and reporting for the Emergency Shelter Program. The objective of this position is to meet and manage our HMIS data and reporting requirements.

Volunteers will assist with daily ongoing operations of the shelter as needed. Approximately 8 - 10 volunteers will be needed 7 days per week. Volunteers will be assisting with set-up, clean-up, preparing and serving meals, intake, laundry, daytime activities, reservation calls, administrative duties and donations.

Recommended Shelter Operation Staff and Security Coverage

<table>
<thead>
<tr>
<th>Time of Day</th>
<th>Staff Count</th>
<th>Security Count</th>
</tr>
</thead>
<tbody>
<tr>
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<tr>
<td>7:00:00 AM</td>
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<td>9:00:00 AM</td>
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<td>10:00:00 AM</td>
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<tr>
<td>5:00:00 AM</td>
<td>4</td>
<td>3</td>
</tr>
</tbody>
</table>
Staff Training

All Emergency Shelter Program staff will be trained when hired in emergency evacuation, first aid procedures, mandated reporting policies, crisis intervention, and CPR procedures. This training will be repeated and updated annually and as needed. Staff may receive additional training on different topics as opportunities arise and are needed.

Each staff member also receives on-going in-service training in crisis management, strength based approaches, and trauma informed care, motivational interviewing, mediation, and positive communication skills.

Security staff will be provided sensitivity training to better equip them to work with homeless clients, and those in crisis.
Mercy House Orange County Program Director of Emergency Shelter Programs, Services and Outreach

Job Description

Introduction: O.C. Program Director of Emergency Shelter Programs, Services, and Outreach is responsible for the performance of all Emergency Shelter Program, Services and Outreach Activities in Orange County. Primary responsibilities include program management, program development, and community relations. This includes supervising the Emergency Shelter Program Manager. This position requires a flexible schedule especially during the winter months (weekend, morning, evening and holiday shifts). This position may at times require transportation of supplies to shelter locations. The O.C. Program Directors report directly to the Associate Director.

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 addiction issues. 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; 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. Valid CA driver’s license, proof of insurance and reliable vehicle is required.

Program Management and Development
Goal: Oversee the development and implementation of all program services for our Emergency Shelter Program to ensure quality delivery of services.
- Maintain performance of existing shelter services
- Oversee the scheduling and coordination of all Shelter Sites
- Ensure strong communication between Staff and Partner agencies
- Oversee coordination of shelter activities and distribution of services
- Provide monthly reports to the Associate Director
- Develop new partnerships with other agencies in order to enhance our current services
- Oversee Implementation of new services
- Implement new services
- Manage Budget
- Oversee Purchases, Vendor Bids and MOU’s

Staff Management
Goal: Manage Identified Staff facilitating optimal performance.
- Manage and supervise Shelter and Services Program Managers
- Assist in various aspects of staff’s duties
- Provide support and guidance when necessary
- Provide support for crisis/conflict intervention
- Coordinate trainings and orientations when needed
- Conduct Meetings monthly
- Meet with identified staff individually when necessary
- Review and evaluate performances
- Conduct midyear and annual review

Outreach Services
Goal: Provide leadership in critical support in the development and implementation of Outreach Services
• Brainstorm, research and assist in the development of our outreach strategy
• Oversee implementation of our Outreach Program.
• Assist with Front Door Calls when necessary

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

Miscellaneous
• Provide creative input to the Executive and Associate Directors
• Participate in networking functions
• Attend appropriate training workshops as needed
• Attend appropriate house and staff meetings
• Complete ad hoc projects as appointed by Supervisor
Program Manager - Emergency Shelter Program and Services
Job Description

Introduction: This Program Manager is responsible for coordinating program services for the Emergency Shelter Program. This position requires dependability, responsibility, organizational skills; and strong written and verbal communication skills. Primary responsibilities include program management, program development, and outreach and community relations and reports to the O.C. Program Director of Emergency Shelter Program, Services, and Outreach Programs. 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. 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; 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. Valid CA driver's license, proof of insurance and reliable vehicle is required.

Emergency Shelter Program
Goal: Ensure that the Shelter runs smoothly and that we maintain accurate data and strong communication with community partners.

- Oversee Client Services
- Coordinate calendar and services provided by partner agencies
- Support all aspects of operations including direct client services when necessary
- 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
- Provide support with community resources and referrals
- Develop new partnerships with other agencies in order to enhance our current services
- Manage program budget
- Facilitate Shelter and Partnership Meetings.
Management
- Goal: Manage Identified Program Staff, Interns and Volunteers facilitating optimal performance.
- Manage and supervise support staff in all of their duties
- 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
- Coordinate trainings and orientations when needed
- Conduct 90 day, midyear, and annual reviews.

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

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 and safe 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 Program Manager. 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; 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.

Shelter
- Assist in the implementation of all shelter activities to ensure quality delivery of services.
- Oversee all shelter activities including logistics and client intakes
- Oversee distribution of services and all program services while on duty
- Assist in the coordination of volunteers and support services
- Oversee the organization of supplies and facilities needs

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. Associate’s Degree preferred but not required.

Emergency Shelter Program Services
- Manage client 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 client sign-in sheets and intake packets, counting and verifying signatures and enter client information on Daily Summary Sheet

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
**Employment and Housing Navigator**

**Job Description**

**Introduction:** The Employment and Housing Navigator provides assistance to individuals that are literally homeless. This assistance includes an individualized assessment of needs, followed by provision of targeted services focused on returning individuals to permanent housing as quickly as possible. The Navigator will conduct an assessment, determine eligibility, enter assessment into Central Entry System for prioritization and linkage to housing provider, help client obtain documents required for housing placement, provide individuals with employment guidance and community resources.

**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 addiction issues. 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; 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. Valid CA driver's license, proof of insurance and reliable vehicle is required.

**Supportive Services**
- Provide assessment for client within seven days of entering shelter.
- Determine eligibility and enter assessment into Central Entry System for prioritization and linkage to housing provider.
- Assist client with obtaining documents required for housing placement.
- While client is at the shelter provide employment linkage, benefits establishment, linkage to community providers for substance abuse, primary and mental health care, and all other services needed to assist clients in reaching their stabilization goals.
- While client is at the shelter provide strengths based case management and service coordination designed to assist clients in obtaining and maintaining stable housing.
- Conduct crisis and risk assessments in consultation with supervisor and case management team.
- Provide crisis intervention services focused on enhancing the client's ability to independently problem solve, utilize effective coping skills, and manage and self-coordinate own care.
- Provide warm hand off to selected housing provider ensuring a smooth transition from the shelter into housing.

**Documentation**
- Maintain documentation standards as set forth by the program contract and program policies.
- Complete progress notes on every meeting with client.
- Input accurate and complete data into HMIS and update snapshots to reflect client progress.
- Maintain confidential hard copy case files with all relevant documentation in the appropriate section.
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. 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

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 and 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 to the Emergency Shelter Program and Services Program Manager. 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; 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.

Shelter Support
- Assist in the implementation of all shelter activities to ensure quality 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 client 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: 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; 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.

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 client safety.

Program
Goal: Assist Program Manager with program functions and activities.
- Provide general support for clients
- Observe and report concerns
- Provide support for on-site volunteers
- Supervise evening and morning activities
- Organize morning coffee and food
Job Description: Data Entry Specialist

Introduction: The Data Entry Specialist is responsible for the data input and reporting for the Year Round Emergency Shelter Program known as Bridges at Kraemer Place. 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 workweek. This position reports to the 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 clients and data is entered into the HMIS
- HMIS data quality management
- Responsible for entering all Bed Nights, Case Notes and Services into database 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 guests 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
ATTACHMENT B
SHELTER EXPECTATIONS
Sample Shelter Expectations

Welcome to Mercy House. We hope your stay with us allows you to begin your path to ending your homelessness. In order to ensure that all guests are able to comfortably work toward that goal, the following expectations need to be followed while in the vicinity of the shelter, on the provided shuttle vans, and while in the immediate area of our shuttle pick-up and drop-off locations.

1. Demonstrate responsibility for yourself, your actions, and your housing plan.

2. Follow all health and safety policies.

3. Guests are expected to meet with their Housing Navigators at least once a week at a scheduled time to discuss their housing plans. The goal is to get you connected to housing resources as quickly as possible.

4. Guests are expected to actively work their housing plan! By signing these expectations, you understand that you are not guaranteed housing by enrolling in this program. Part of your Housing Plan will be to identify tasks that you will need to complete in order to achieve your goal of securing housing. Your Housing Navigator will work alongside you to assist you in connecting with resources and addressing potential barriers.

5. Guests are expected to abstain from behavior that is disruptive and unacceptable to others. Examples include: verbal harassment, physical harassment, excessive profanity, threats and/or violent behavior, nudity or obscene behavior, possessing weapons (or items that may be perceived as weapons) or contraband (examples of items considered contraband can be made available upon request), drug dealing, theft, etc. Serious offenses include but are not limited to: use of racial slurs, sexual harassment, violence, and any other inappropriate physical contact. Serious violations may be result in an immediate exit from the shelter. If you are asked to leave, a shuttle driver will transport you to a city-approved drop off location.

6. If a guest’s behavior is extremely disruptive and staff or security asks you to step outside or remove yourself from an area for de-escalation purposes, you are expected to comply with this request. You will be able to rejoin the group when your behavior is no longer a disruption to the other shelter guests.

7. Guests are expected to return each night before 9:00 pm, unless allowed special circumstance by management (ex: for work or school). Guests are not allowed to miss two consecutive nights or more than 2 nights in any calendar month without clearing the absence with their Housing Navigator. Guests are expected to sign in on a daily basis. Guests may not sign in for others. The program manager may grant excused nights out of the shelter upon request if necessary and appropriate.

8. Photo ID’s are required of all registered guests. Mercy House will take photos and thumbprints to produce program ID’s for guests, and for security reasons, if necessary. By entering this program, you give your consent to this. If you do not have a California State ID the MH Staff will assist you in acquiring an ID with in the first few days after enrollment. A photo ID of some sort is required to receive a bath towel and is also used when waiting in the dinner line.

25
9. To promote a healthy and clean environment, all guests are required to shower the day they enter the program. Guests must also submit any clothing/bedding items for laundry the day they enter the program. Guests are then expected to maintain their hygiene (including changing into clean clothes when possible), laundry once a week and showering at least twice a week.

10. Every guest will be assigned a laundry day. Guests will be expected to bag their dirty clothes and bundle their bedding on this day to help streamline laundry services. Laundry should be submitted to staff for cleaning by 9:00 AM on this day.

11. Every guest is allowed 1 indoor bin and 1 outdoor bin. Outdoor bins and indoor bins are accessible only during the designated and posted times. Stackable outdoor bins may be no more than 30 lbs. Trash and recycling may not be brought onto the property. Lockers may be made available, but for the protection of guests' items, no liquids can be stored in them.

12. All prescription medication must be recorded with MH Staff at Intake and stored in your personal storage bin in its original labeled container. Pills or medication NOT matching the original labeled container may be confiscated. No medicinal marijuana will be allowed in your indoor bin at any time. Medical marijuana may only be stored in your outdoor bin with a valid Medicinal Use Card and must be 8 oz. or less.

13. Smoking of tobacco is permitted in the smoking area only. No drugs, paraphernalia, alcohol, or marijuana (recreational or medicinal) will be permitted in or around the shelter.

14. Attend resident meetings and contribute to the community.

15. All guests are expected to be Good Neighbors of the community in which they are served, and have an obligation to comply with all state and local laws and/or ordinances and behave in a courteous manner at all times. Complaints from residents, business owners, or public officials may result in expulsion from Mercy House Programs.

16. In order to remain Good Neighbors, all guests are expected to use the provided shuttles for transportation on to and off of the property. We practice a strict no-walk-up policy. Guests are expected to remain on the property at all times unless when leaving for the day. All guests are allotted one exit and one entry per day, including guests who drive their own personal vehicles (unless under approved special circumstances). Violation of this expectation may result in an immediate exit.

17. Guest vehicles may be parked on shelter property, in designated areas, once the vehicle is registered with program. A valid license and insurance are required. RV's (Recreational Vehicles) are not permitted on-site. Guests with bicycles must use the bicycle racks on the shuttle buses, and allow Mercy House drivers to secure them on the rack. Guests are only allowed one bike per person, and are not allowed to store spare bike parts unless they fit in the outdoor bin. All bicycles brought on property must be registered and photographed.

18. Guests are expected to respect the rest and sleep of their neighbors. When lights are off, indoor voices should be used to limit distractions and not disturb their rest. Likewise, guests are not allowed to use bright lights or play music/watch video with sound in the dorms after lights out.
19. Although we respect everyone's right to privacy, we reserve the right to pat down and search all persons as a precaution against any potential security risks. Items considered contraband may be confiscated and/or destroyed. Guests will always need to be searched any time they access their outside bins, bikes or vehicles.

20. Approved pets, service animals and companion animals will only be allowed into the program with explicit permission given by program management team. All pet owners must agree to and follow the guidelines provided in the Animal Expectations, which is a separate document that will be given upon entry of the animal into the shelter.

21. Neither Mercy House nor any of its vendors are in any way responsible or liable for lost, stolen, or damaged items that guests bring onto premises. Guests are encouraged to keep valuable items close and guarded, and are asked to turn in found items to the staff at the front desk. We advise that those who choose to use the supplied charging stations to have their electronics clearly marked and/or customized for easy identification. Guests may only charge their electronics at the approved charging stations, and may not remain at the station for any extended amount of time.

22. Cash is never to be given to Staff, Volunteers, or Interns at ANY time.

23. Any guest that does not follow these expectations is jeopardizing their ability to accomplish their housing plan and may be exited from the shelter. Because everyone can make a mistake, when an expectation is not met, staff will clarify any misunderstanding of the expectation and discuss ways that each guest can avoid further violations. If the violations continue Mercy House staff and the guest will meet and create an action plan to support the client to get back on track with their housing plan and meeting these expectations. Guests who have five action plans and continue to violate these expectations will be exited from the shelter.

As a result of initialing these expectations and signing this form, I understand that expectations, health and safety policies may change as necessary and that I will be informed of these changes and I am required to abide by these amended policies.

I have read the above and agree to follow the Shelter Expectations.

Name (please print): _______________________________________________________

Signature: __________________________ Date: ____________
ATTACHMENT C
ESTIMATED COSTS
<table>
<thead>
<tr>
<th>Administrative Salaries/ Professional Services</th>
<th>200 beds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Director</td>
<td>$10,000.00</td>
</tr>
<tr>
<td>Operations Director</td>
<td>$12,000.00</td>
</tr>
<tr>
<td>Controller</td>
<td>$10,000.00</td>
</tr>
<tr>
<td>Accounting Clerk</td>
<td>$20,000.00</td>
</tr>
<tr>
<td>HMIS Coordinator/Data Entry Staff</td>
<td>$46,000.00</td>
</tr>
<tr>
<td>Human Resources</td>
<td>$10,000.00</td>
</tr>
<tr>
<td>Administrative Associate</td>
<td>$10,000.00</td>
</tr>
<tr>
<td>Community Resource Manager</td>
<td>$10,000.00</td>
</tr>
<tr>
<td>Program Director</td>
<td>$18,000.00</td>
</tr>
<tr>
<td>Insurance</td>
<td>$10,000.00</td>
</tr>
<tr>
<td>Professional Fees - IT, Audit, Etc</td>
<td>$20,000.00</td>
</tr>
<tr>
<td>Office supplies, postage, printing, phones</td>
<td>$15,000.00</td>
</tr>
<tr>
<td>Wi-Fi</td>
<td>$5,000.00</td>
</tr>
<tr>
<td>Equipment Rentals</td>
<td>$4,000.00</td>
</tr>
<tr>
<td><strong>Admin Salaries/Professional Services Totals</strong></td>
<td>$200,000.00</td>
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<tr>
<td><strong>Operation - Program Salaries</strong></td>
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</tr>
<tr>
<td>Program Manager of Emergency Shelter and Services</td>
<td>$50,000.00</td>
</tr>
<tr>
<td>Employment and Housing Navigators</td>
<td>$168,000.00</td>
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<tr>
<td>Reservation and Intake Staff</td>
<td>$18,000.00</td>
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<tr>
<td>Volunteer Coordinator</td>
<td>$38,000.00</td>
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<tr>
<td>Site Leaders</td>
<td>$117,000.00</td>
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<td>Overnight Logistics Coordinator</td>
<td>$126,000.00</td>
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<tr>
<td>Logistics Staff</td>
<td>$244,500.00</td>
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<tr>
<td>Outreach Team</td>
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<td><strong>Program Salary Totals</strong></td>
<td>$780,000.00</td>
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<td><strong>Operations and Program Expenses</strong></td>
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<tr>
<td>Replacement Reserves</td>
<td>$20,000.00</td>
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<tr>
<td>Transportation</td>
<td>$230,000.00</td>
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<td><strong>Facility Expenses</strong></td>
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<tr>
<td>Lease Costs</td>
<td>$268,000.00</td>
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<tr>
<td>Janitorial</td>
<td>$75,000.00</td>
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<tr>
<td>Facility repairs</td>
<td>$5,000.00</td>
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<tr>
<td>Maintenance Supplies</td>
<td>$4,000.00</td>
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<tr>
<td>Cleaning Supplies</td>
<td>$6,000.00</td>
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<tr>
<td>Landscaping</td>
<td>$3,000.00</td>
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<tr>
<td>Trash Disposal</td>
<td>$8,500.00</td>
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<tr>
<td>Utilities</td>
<td>$20,000.00</td>
</tr>
<tr>
<td><strong>Shower and Bathroom Trailers</strong></td>
<td></td>
</tr>
<tr>
<td><em>Working on getting these services donated.</em> <em>Price below if need to pay vendor.</em></td>
<td></td>
</tr>
<tr>
<td>Security Guards</td>
<td>$526,000.00</td>
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<tr>
<td><strong>Client Services &amp; Supplies</strong></td>
<td></td>
</tr>
<tr>
<td>Support Services/Diversion/Housing Barrier Costs</td>
<td>$25,000.00</td>
</tr>
<tr>
<td>Meals, Snacks and Beverages</td>
<td>$292,000.00</td>
</tr>
<tr>
<td>Paper and Plastic Goods for meals, restrooms, etc.</td>
<td>$25,000.00</td>
</tr>
<tr>
<td>Pet Care</td>
<td>$25,000.00</td>
</tr>
<tr>
<td>Laundry/Hygiene</td>
<td>$10,000.00</td>
</tr>
<tr>
<td><strong>Operation and Program Expenses Totals</strong></td>
<td>$1,582,500.00</td>
</tr>
<tr>
<td><strong>TOTAL BUDGET</strong></td>
<td>$2,542,500.00</td>
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## Estimated One-Time Costs

<table>
<thead>
<tr>
<th>Sleeping Areas</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cots/bedding for 200</td>
<td>$ 17,500.00</td>
</tr>
<tr>
<td>Storage bin</td>
<td>$ 2,500.00</td>
</tr>
<tr>
<td>Pet Crates (assumes 10%)</td>
<td>$ 500.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Secured Storage Area</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>200 wheeled bins</td>
<td>$ 8,000.00</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Food Prep Area</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Refrigeration</td>
<td>$ 3,000.00</td>
</tr>
<tr>
<td>Shelving</td>
<td></td>
</tr>
<tr>
<td>Coffee Urns/Serving Utensils/ Cambros</td>
<td>$ 2,800.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Dining Area/Common Area</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Tables / Chairs</td>
<td>$ 5,000.00</td>
</tr>
<tr>
<td>TV / Charging Tables</td>
<td>$ 2,000.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Staff and Security Areas</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Tables / chairs / cabinets</td>
<td>$ 2,500.00</td>
</tr>
<tr>
<td>Laptops/ printers/ copier/ phones</td>
<td>$ 10,000.00</td>
</tr>
<tr>
<td>Shelves</td>
<td>$ 500.00</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Intake and Meeting Areas</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Partitions / table and chairs</td>
<td>$ 3,000.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Outdoor Commons</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Patio Tables</td>
<td>$ 1,500.00</td>
</tr>
<tr>
<td>Urns/trash</td>
<td>$ 1,200.00</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Laundry/ Janitorial Supplies</th>
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</thead>
<tbody>
<tr>
<td>Janitorial</td>
<td>$ 2,000.00</td>
</tr>
<tr>
<td>Washer / Dryers</td>
<td>$ 12,000.00</td>
</tr>
<tr>
<td>Carts</td>
<td>$ 1,000.00</td>
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</table>

<table>
<thead>
<tr>
<th>Security</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cameras/ monitors / lighting</td>
<td>$ 65,000.00</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Building or Parking Lot Improvements</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Assumes a 10% contingency of the overall operations budget for tenant</td>
<td></td>
</tr>
<tr>
<td>Improvements. Actual costs will be negotiated.</td>
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</tr>
<tr>
<td>$ 250,000.00</td>
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<table>
<thead>
<tr>
<th>Estimated Overall Project Costs</th>
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</thead>
<tbody>
<tr>
<td>Estimated One Time Costs</td>
<td>$ 390,000.00</td>
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<tr>
<td>Estimated Operating Budget</td>
<td>$ 2,542,500.00</td>
</tr>
<tr>
<td>Total</td>
<td>$ 2,932,500.00</td>
</tr>
</tbody>
</table>

*Shower and Bathroom Trailers

ADA single shower/restroom Trailer - $4050 a month + 100 delivery              | $ 48,700.00 |

10 Stall Bathroom/ 8 stall Shower Trailer - 11,700 a month + 100 delivery      | $ 140,500.00 |

*Without access to sewer the charge increases to $150,000 a month to include waste disposal.*
ACKNOWLEDGEMENT OF "LOCALS" PREFERENCE

The Contractor hereby:

1. Acknowledges that the City of Santa Ana ("City") intends to provide an interim shelter for local homeless individuals to avoid the necessity, whether actual or perceived, for sleeping, camping, lodging or living on public property not designated for such purposes.

2. Acknowledges that the City's resources are limited and that the City intends that overnight use of the shelter be exclusively for individuals meeting the City-defined criteria for local individuals.

3. Agrees that the City-defined criteria for local individuals are as follows:

A. Individuals must meet the Federal Government criteria for being homeless, as defined by Title 42, Chapter 119, Subchapter I, Section 11302(a) of the United States Public Health and Welfare Code.

B. Individuals must be City of Santa Ana residents. The residency requirement can be established by fulfilling one or more of the following requirements:

1. Proof of strong ties to the community, to include current residency of an immediate family member - mother, father, sibling, or grandparent in the City of Santa Ana;

2. Proof that the individual attended K-12 school in Santa Ana;

3. Proof that the individual resided on property zoned for residential use in Santa Ana and the individual was on the lease and/or paid utilities necessary for legal use of the property for residential purposes; or

4. Knowledge - either first-hand or recorded - by the Santa Ana Police Department that the individual has been a member of the Santa Ana homeless community.

4. Acknowledges that the design capacity of the shelter is for 200 persons.

5. Acknowledges that resources are limited and therefore agree that Contractor will not encourage or seek homeless individuals residing outside the City to come to the shelter for services during the day or night.

6. In the case where a homeless individual being considered for placement also has a current affiliation with a neighboring shelter, Contractor shall use its best efforts to ensure that such individual retain his or her affiliation with that shelter, including without limitations continued residence there.
EXHIBIT B

<table>
<thead>
<tr>
<th></th>
<th>YEAR 1</th>
<th>YEAR 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yearly Costs*</td>
<td>2,871,700</td>
<td>2,628,300</td>
</tr>
<tr>
<td>Contingency</td>
<td>250,000</td>
<td>250,000</td>
</tr>
<tr>
<td>Total Operations Including Contingency</td>
<td>3,121,700</td>
<td>2,878,300</td>
</tr>
</tbody>
</table>

*6,000,000 Total for 2 years*

<table>
<thead>
<tr>
<th></th>
<th>YEAR 1</th>
<th>YEAR 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yearly Costs*</td>
<td>2,871,700</td>
<td>2,628,300</td>
</tr>
<tr>
<td>Startup Payment</td>
<td>(650,000)</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td><strong>2,221,700</strong></td>
<td><strong>2,628,300</strong></td>
</tr>
</tbody>
</table>

Monthly Payments Excluding Contingency and Start-up Payment

- 185,141.67
- TBD

* as delineated in Exhibit A - Scope of Services