

MERCY  HOUSE

City of La Habra
Permanent Supportive
Housing Project Proposal



Program Design Options

Option #1

- Project provides permanent supportive housing to a homeless family to ensure continuity with current residential population.
- Mercy House master leases the unit from the property owner and household enters into sublease agreement with Mercy House.
- Mercy House funds the project through reallocation of secured HUD PSH Continuum of Care grant. Grant is eligible for continued renewal.
- Family served by the program must be documented as chronically homeless and must be by referral from the Family Coordinated Entry System ("FCES") and based on prioritization policies of CES.
- Preference for La Habra residence may be established in following way:
 - 1) The City of La Habra enters into an Professional Services Agreement with Mercy House as the supportive service provider for the unit and states requirement to serve La Habra resident and/or North SPA resident in the cases when an appropriate La Habra resident cannot be identified through FCES for participation in the program.

Priority for meeting the residency requirement may be established as such:

Priority #1: Was homeless in the City of La Habra at the time of entry into FCES, OR, held residency in the City of La Habra prior to becoming homeless.

Priority #2: Currently working in the City of La Habra (proof through paystub) or has children enrolled in a school within the City of La Habra.

Priority #3: Was homeless in any North SPA city at the time of entry into FCES, OR, held residency in any North SPA city prior to becoming homeless.

➤ Data from FCES as of 12/10/2021 demonstrates:

- 1) There is one family of five (single mom with 4 children that would meet Residency Priority #1. Chronic homeless status is not fully documented at this time but has a probability to be established.
- 2) There are eleven (11) families (with 3-5 members) that would meet Residency Priority #3. Chronic homeless status is not fully documented at this time but has a probability to be established.
- 3) Residency Priority #2 cannot be established based on current FCES data but could be determined through dynamic case conferencing with homeless service providers who provide referrals into FCES

Option #2

- Project provides permanent supportive housing to a homeless family to ensure continuity with current residential population.
- Household enters into rental agreement the property owner. Mercy House provides security deposit, utility, and rental assistance directly to the landlord and/or utility vendor.
- The City of La Habra provides the needed funding for the program.
- The City of La Habra retains the ability to send direct referral to the program.

Project Budget

Budget	Expense Detail
One-Time Costs	
\$1,000	Security Deposit
\$2,500	Furniture
\$3,500	Subtotal
Annual Costs	
\$2,427	PSH staff (\$21/hr)
\$728	Benefits (30%) (\$27.30/hr with benefits)
\$200	Transportation Assistance (\$200/HH)
\$200	Food Assistance (\$200/HH)
-	Rent*
\$2,400	Utilities (\$200 per month)
\$750	Maintenance
\$260	Staff Mileage (.50 x 520 miles)
\$2,755	Admin Costs
\$9,719	SUBTOTAL*
\$13,219	TOTAL

Project Info	
1	Total service units (2 bedroom)
0.06	PSH Staffing (1:18)
\$13,219	Per unit cost
3%	Budget assumes Annual expense inflator per year

* Rent to be determined by unit, cannot exceed Fair Market Rate as required by 24 CFR Part 578.49.



Agency Experience

Mercy House has operated successful homeless service programs for over 31 years and in that time has served more than 110,000 individuals. Over the years they have created a system of care based on a blend of both continuum of care and housing first models of ending homelessness. This includes operating a variety of programs ranging from homeless prevention, street outreach, emergency services and shelters, transitional housing, rapid rehousing programs, permanent supportive housing, low-income affordable housing and residential services. The intention of these programs is to address homelessness at every level. The diversity of these programs has afforded them the experience of working with a wide variety of homeless subpopulations including, but not limited to; families, adult men and women, mothers and their children, veterans, chronically homeless individuals, persons living with HIV/AIDS, individuals overcoming substance addictions, and those who are both physically and/or mentally disabled. **Last year alone they ended or prevented the homelessness of 2,090 individuals.**

They provide homeless services across the Counties of Orange, San Bernardino, Riverside, Ventura, Kern and Los Angeles and in Maricopa County, Arizona with 500+ employees.

With over 31 years of experience in providing services to the homeless, including the chronically homeless, their staff have extensive knowledge of the needs and barriers faced by the homeless as well as a variety of resources and best practices which may prove helpful to their success. Their executive staff has more than 100 years of combined experience in providing services to homeless and at-risk populations and serve in a number of leadership roles throughout Southern California. Over the past 10 years, they have shifted the focus of their agency and have made programmatic adjustments to ensure that they were sufficiently contributing to a vision of ending homelessness by serving the most vulnerable in their communities, including the chronically homeless.

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

Much of their expansion over the past few years has been through direct invitation by local governments, working either as consultants or to implement new programs in their cities. Their greatest strength they bring to these relationships is in leveraging their leadership to mobilize community support for the projects, supporting any and all public relations efforts and working cooperatively with city councils and other government agencies to help get the projects off the ground. They provide presentations on their behalf to address concerns that community members might have of the new programs or ideas. They have become a well-respected agency in the business community for their management and leadership. They show respect to the concerns and needs of businesses and include

them in regular Good Neighbor outreach efforts. Businesses know they can turn to them if a problem arises. Additionally, they have a long history of working well in the neighborhoods in which they operate their programs. The agency becomes a positive partner by interacting with neighbors through neighborhood association meetings and volunteering with local activities.

They have extensive experience working with collaborative teams in the housing development design phase working with a variety of stakeholders including respected nonprofit affordable housing developers, city governments, church partners and community members alike. These partnerships have operated in an environment of high trust and transparency where knowledge, ideas and best practices for design and construction have been generously shared among collaborative members. Additionally, as a service provider involved in the design process they are able to provide valuable input to projects to ensure that the design meets the needs of the populations it intends to serve and maximizes the social impact of the project. They have a dedicated Chief Housing Officer on staff, Linda Wilson, who has been with the agency for more than 20 years and provides support to these projects working directly with these collaborative design teams.

Executive Leadership

Larry Haynes - Chief Executive Officer
(714) 836-7188 x101
LarryH@mercyhouse.net

Larry Haynes joined Mercy House in May of 1990 as its original employee and continues to serve as the organization's Chief Executive Officer. In addition to developing all of Mercy House's programs, shelters, and housing projects, Larry has also founded several other programs including the Interfaith Shelter Network and Homeless Provider Forum and has served as a consultant to a variety of cities and non-profit corporations.

Larry was one of the co-authors of Orange County's 10 Year Plan to End Homelessness and currently serves on the Orange County Commission to End Homelessness Board of Directors, chairing its Prevention and Outreach committees. He is the Chairman of the local Emergency Food and Shelter Program and is a member of Cal State Fullerton's Community Advisory Board on Homeless Issues.

Larry has previously served on many other boards and public task forces, and has with Mercy House, received dozens of recognition awards. He has also been a speaker at numerous local, state, and national workshops and conferences focusing on homeless, housing and leadership issues.

Larry was also a long-tenured lay preacher at Trinity Episcopal Church, and an adjunct professor of Sociology at Vanguard University.

Patti Long - Chief Operations Officer
(714) 836-7188 x104
PattiL@mercyhouse.net

Patti Long joined Mercy House in 2001. She has worked in the arena of homeless services for over 30 years, including time as a program director of the OC Homeless Task Force, the Chair of the OC Shelter

Provider Forum, and Chair of the Pomona Continuum of Care Collaborative. She currently serves as a Board Member of the Orange County Continuum of Care and is Chair of the Coordinated Entry System Subcommittee. She has served Mercy House for over 19 years and has often led the charge in adopting new programs and services and adapting our services to better meet the needs of the homeless. Patti oversees the day-to-day operations of Mercy House and directs program, administrative, and developmental operations as they serve clients, build relationships with vendors, and engage with our large and dedicated donor and volunteer base.

Mary Ellen Gross – Controller
(714) 836-7188 x113
MaryEllenG@mercyhouse.net

Mary Ellen is a CPA with 18 years' experience in financial aspects of organizations: recording, organizing, processing and analyzing financial data, and disseminating information in a usable format helping team members efficiently and effectively do their job, be they subordinate or executive staff. She has a Bachelor of Science degree in Business Administration/Accounting from California State Polytechnic University- Pomona. She is responsible for all oversight of Mercy House's accounting practices.

Timothy Huynh Chief Program Officer
(714) 836-7188 x132
TimothyH@mercyhouse.net

Timothy graduated with a master's of science degree in Mathematics from University of California-Irvine, which makes him well-versed in analytics and systems-level thinking. Prior to his current role with Mercy House which began in January 2020, Timothy was a former employee with Mercy House's Development Team for four years rising to the ranks of Director of Grant Compliance and Data and overseeing the agency's public grants and compliance program. As Chief Program Officer, Timothy oversees a significant portfolio of program and development activities and well as serve as a critical member of the executive management team. He directly supervises six directors working to build their skills and confidence so that they can mentor, encourage, and motivate other staff. The portfolio includes: 1) Strategic Leadership and Special Initiatives; 2) Program Oversight including Emergency Shelter and Services, Housing Strategies for Families, Permanent Supportive and Rapid Rehousing Programs; and 3) Development Activities.

Linda Wilson - Chief Housing Officer
(714) 836-7188 x103
LindaW@mercyhouse.net

Linda graduated with a master's degree in Counseling and is a Licensed Marriage and Family Therapist. She has many years of experience in the non-profit sector, including over 25 years at Mercy House. Linda has worked with diverse populations in both direct service and management positions. As Chief Housing Officer, Linda is involved in new development projects and manages the permanent housing programs playing an integral role in shaping the Mercy House model into a self-sustaining, replicable solution to homelessness and creating new housing opportunities for the agency.

Allison Davenport - Chief Strategy and Compliance Officer
(714) 836-7188 x114
AllisonD@mercyhouse.net

Graduating from Cal State Fullerton with a bachelor's in Anthropology, Allison has been with Mercy House for over 10 years contributing to the agency's growth as well as its fundraising and development efforts. In her time with the agency she has helped the agency grow from a Allison is instrumental in the agency's program evaluation, strategic growth, collaborative partnerships, stewardship and compliance.

Project Experience

Mercy House has more than 31 years' experience providing facility-based supportive services to transitional housing and emergency shelter residents and more than 16 years' experience providing facility-based and scattered site supportive services to residents in permanent housing. Their permanent housing portfolio includes the following projects:

Casa Querencia

Project Type: Permanent Supportive Housing

Location: Santa Ana, CA

Number of Units: 56 units

Target Population: Chronically homeless individuals

Year Placed in Service: 2021

Services Provided: Intensive case management, harm reduction, veteran, career and job support, credit and financial literacy, benefits advocacy, life skills, health and wellness, homeless prevention, social activities.

The Orchard

Project Type: Permanent Supportive Housing

Location: Santa Ana, CA

Number of Units: 72 units

Target Population: Chronically homeless individuals

Year Placed in Service: 2016

Services Provided: Intensive case management, harm reduction, veteran, career and job support, credit and financial literacy, benefits advocacy, life skills, health and wellness, homeless prevention, social activities.

Louis Martin Residence

Project Type: Permanent Supportive Housing

Location: Anaheim, CA

Number of Units: 1 single family home with 4 private bedrooms with baths, communal kitchens and living rooms

Target Population: Disabled and chronically homeless individuals

Year Placed in Service: 2015

Services Provided: Intensive case management, harm reduction, career and job support, credit and financial literacy, benefits advocacy, life skills, health and wellness, homeless prevention, social activities.

Permanent Supportive Housing Programs

Project Type: Permanent Supportive Housing

Location: Scattered-site apartments throughout Orange County, CA

Number of Units: 272 units

Target Population: Chronically homeless individuals and families

Year Placed in Service: 2013

Services Provided: Intensive case management, harm reduction, career and job support, credit and financial literacy, benefits advocacy, life skills, health and wellness, homeless prevention, social activities.

Home Front at Camp Anza

Project Type: Permanent housing with supportive services

Location: Riverside, CA

Number of Units: 30 units

Target Population: Low-income; disabled Veterans and their families

Year Placed in Service: 2016

Services Provided: Veteran, youth and educational services, career and job support, credit and financial literacy, benefits advocacy, life skills, health and wellness, homeless prevention, social activities.

The Cove

Project Type: Permanent housing with supportive services

Location: Newport Beach, CA

Number of Units: 12 units

Target Population: Low-income seniors and homeless veterans

Year Placed in Service: 2018

Services Provided: Veteran, senior, career and job support, credit and financial literacy, benefits advocacy, life skills, health and wellness, homeless prevention, social activities.

San Miguel

Project Type: Permanent housing with supportive services

Location: Santa Ana, CA

Number of Units: 1 single family home with 4 private bedrooms with baths, communal kitchens and living rooms. 1 5-unit apartment complex, four 1B/1B units and one 2B/2B unit

Target Population: Formerly homeless individuals and families

Year Placed in Service: 2005

Services Provided: Career and job support, credit and financial literacy, benefits advocacy, life skills, health and wellness, homeless prevention, social activities.

Joseph Residence

Project Type: Permanent housing with supportive services

Location: Santa Ana, CA

Number of Units: 3 units, 15 beds

Target Population: Formerly homeless single men

Year Placed in Service: 2017

Services Provided: Career and job support, harm reduction, credit and financial literacy, benefits advocacy, life skills, health and wellness, homeless prevention, social activities.

Regina Residence

Project Type: Permanent housing with supportive services

Location: Santa Ana, CA

Number of Units: 3 units

Target Population: Low-income and formerly homeless families

Year Placed in Service: 2018

Services Provided: Career and job support, harm reduction, youth services, credit and financial literacy, benefits advocacy, life skills, health and wellness, homeless prevention, social activities.

Bethany Residence

Project Type: Permanent housing with supportive services

Location: Anaheim, CA

Number of Units: 3 units

Target Population: Formerly homeless single women and low-income families

Year Placed in Service: 2018

Services Provided: Career and job support, harm reduction, youth services, credit and financial literacy, benefits advocacy, life skills, health and wellness, homeless prevention, social activities.

Emmanuel Residence

Project Type: Permanent housing with supportive services

Location: Santa Ana, CA

Number of Units: 1 unit, 21 beds

Target Population: Formerly homeless and low-income individuals with HIV/AIDS

Year Placed in Service: 2015

Services Provided: Career and job support, harm reduction, credit and financial literacy, benefits advocacy, life skills, health and wellness, homeless prevention, social activities.

Katharine Drexel Residence I/II/III

Project Type: Permanent housing with supportive services

Location: Orange, CA

Number of Units: 3 single family homes

Target Population: Low-income and formerly homeless families

Year Placed in Service: 2012

Services Provided: Youth and educational services, career and job support, credit and financial literacy, benefits advocacy, life skills, health and wellness, homeless prevention.

Frederic Ozanam Residence

Project Type: Permanent housing with supportive services

Location: Santa Ana, CA

Number of Units: 2 units

Target Population: Low-income and formerly homeless families

Year Placed in Service: 2017

Services Provided: Youth and educational services, career and job support, credit and financial literacy, benefits advocacy, life skills, health and wellness, homeless prevention.

La Placita Cinco

Project Type: Permanent housing with supportive services

Location: Santa Ana, CA

Number of Units: 51 units

Target Population: Low-income families

Year Placed in Service: 2021

Services Provided: Youth and educational services, career and job support, credit and financial literacy, benefits advocacy, life skills, health and wellness, homeless prevention.

Guadalupe Residence

Project Type: Permanent housing with supportive services

Location: Ontario CA

Number of Units: 15 units

Target Population: Low-income and formerly homeless families

Year Placed in Service: 2015

Services Provided: Youth and educational services, career and job support, credit and financial literacy, benefits advocacy, life skills, health and wellness, homeless prevention.

Francis Street

Project Type: Permanent housing with supportive services

Location: Ontario, CA

Number of Units: 15 units

Target Population: Very low-income households

Year Placed in Service: 2009

Services Provided: Youth and educational services, career and job support, credit and financial literacy, benefits advocacy, life skills, health and wellness, homeless prevention.

Begonia Street

Project Type: Permanent housing with supportive services

Location: Ontario, CA

Number of Units: 4 units

Target Population: Very low-income households

Year Placed in Service: 2012

Services Provided: Youth and educational services, career and job support, credit and financial literacy, benefits advocacy, life skills, health and wellness, homeless prevention.

Residential Services Program

Project Type: Permanent housing with supportive services

Location: Orange County, CA and Maricopa County, AZ

Number of Units: 525 units

Target Population: Low-income households

Year Placed in Service: 2014

Services Provided: Youth and educational services, career and job support, credit and financial literacy, benefits advocacy, life skills, health and wellness, homeless prevention.

Permanent Support Housing Statistics- FY2020-2021

PEOPLE SERVED

397 chronically homeless and disabled individuals were provided housing and services

HOUSING RETENTION RATE

98% of households have exited to or remain in permanent housing

INCOME INCREASES

55% of adults who stayed in the program gained or increased their income

QUALITY OF LIFE IMPROVEMENTS

67% of those surveyed reported an increase in their outlook on life since being housed

64% of those surveyed reported an increase in their sense of safety since being housed

60% of those surveyed reported a decrease in overall stress since being housed

52% of those surveyed reported a decrease in interactions with the police since being housed

Permanent Supportive Housing - Services Approach

The supportive services provision for the permanent supportive housing units is based on Housing First principles coupled with ongoing education and supportive services that focus on chronically homeless individuals. Motivational Interviewing strategies allow staff to address the individual's identified needs, allowing trust and rapport to develop. Regular availability and visibility on-site will reduce the barrier of connecting to a service provider as needed and reduce lengthy time lapses to connecting to services.

Mercy House follows best practices and proven and effective models of permanent supportive housing by providing the services and resources that are necessary to both address the health and disability – related issues faced by chronically homeless residents as well as the wrap-around services and support that address their barriers to maintaining permanent housing, resolving crisis situations and preserving tenancy.

This includes:

1. Strength-based practices and motivational interviewing techniques to encourage the resident to participate in social services, develop an Individualized Housing Stabilization Plan and become an agent of change in their own lives.
2. Harm Reduction practices to provide care and support to those with addiction and substance abuse.

3. Trauma-informed practices to enable the Housing Stability Specialist to build trust and rapport with chronically homeless residents who may have experienced long and traumatic durations of housing instability.
4. Critical time intervention strategies will be employed to strengthen the resident's support network and develop their skills to maintain housing on their own.

All services emphasize enhancing the resident's quality of life and include community building activities and events to help residents develop a local support network and increase their sense of self-worth. Housing First strategies such as an Eviction Prevention program are implemented wherein the warning signs of lease violations are identified early, through regular case management meetings, casual observation and interaction, and close coordination with property management staff.

When residents become delinquent in rent, have multiple housekeeping notices, or other lease violations, services staff will supplement the case management services that the residents are already receiving. The extra intervention will help residents to address the issues that have put them at risk of eviction. Mercy House case managers work with property management staff to educate the resident and create a plan for getting back into compliance with the lease.

Upon connection to the resident, Mercy House's Housing Stability Specialists conduct an initial assessment to determine strengths and barriers to housing stabilization. Once the initial assessment is completed, the team works with the resident to develop a Housing Stabilization Plan. Mercy House works to build culturally appropriate rapport with residents in efforts to build trust and also inquire with each individual tenant the types of goals they are interested in achieving. This helps staff determine the types of services most useful and desired by the resident. Giving residents ownership of their goals is vital in efforts to successfully engage residents in services. Mercy House incorporates the goals and interests of residents upon planning case management sessions, community building activities, and educational/ recreational activities. Supportive services provided are therefore reflective of residents' stated needs and goals desired for achievement.

Transitioning from the streets to a new home, and possibly a new community, can be difficult to navigate when systems of care are fragmented and resources scarce. Mercy House staff is trained to utilize a strength-based approach to assessing the tenant's established supports and resiliencies and build upon those foundations. Services staff partner with each tenant to increase independent living skills and further develop the tenant's support networks through one-on-one work, group support, linkages to intensive services and socialization opportunities. Mercy House staff prioritize early engagement by assisting the tenant with the difficult task of documentation collection, completing applications and attending initial appointments. This support continues until the tenant is stable and integrated into the community. The second phase of case management engagement will allow the tenant to show their problem-solving skills and independence. Phase three of case management engagement affirms the roles of the support network and sets in motion long-term goals. Finally, Mercy

House will ask for voluntary feedback from residents through surveys analyzing the success of services provided and ideas for improvement and regularly scheduled community meetings for residents.

The strength of Mercy House's Housing Stability Specialist team is in their ability to build rapport with residents. By proving themselves dependable and knowledgeable, staff have been successful in assisting residents in maintaining connections to services and engaging in physical, mental, and behavioral health care as needed. As staff engage residents in services, they build open lines of communication and trust that encourage residents to reach out to staff in times of crisis. Through regular case meetings, staff and resident's work together to identify the individual needs of each resident and provide them with resources and referrals to meet them. Because residents are active in the service process and creation of their own Individualized Housing Stabilization Plans they are more likely to succeed. Service needs are then consumer-centered and driven and culturally sensitive to the needs, daily lifestyle and comfort zone of the Special Needs resident.

As requested by the resident, staff will reach out to service providers on behalf of the resident or will sit with the resident as they contact the services. Additionally, through their experience in operating a number of permanent supportive housing programs, they have also had great success in reaching out to residents who have periods of inactivity to further engage them and re-connect them to services as needed. In cases of conflict with other residents, property management or other staff, their team is trained in conflict mediation and honors a fair grievance process for all program participants.

Supportive Services for Permanent Supportive Housing Residents

Supportive services are designed with a focus on intensive case management, with emphasis on behavioral health and primary health issues, independent living skills, and employment/educational goals. Intensive case management includes individualized service planning and goal setting, coordination of services, counseling and support, crisis intervention, intensive assistance with accessing mainstream services and other community-based resources.

Supportive services are provided on a voluntary basis. Residents are assertively and respectfully encouraged to participate in the supports and services available to them. All services provided are client driven and may change as emerging needs present themselves.

Supportive services may be provided directly by Mercy House or through County agencies and/or community service providers in which Mercy House has established relationships with. Services may be provided on-site at the property or off-site. Residents receive transportation assistance to off-site services, as needed.