

ATTACHMENT 2

Cover page sheet

1. Applicant and Implementing Organization:

Applicant: City of Los Angeles

Implementing Organization: City of Los Angeles

Specific unit or office within the implementing organization:
City of Los Angeles - Council District 4

Imp. Org's Address 200 N. Main Street Ste 1500

City Los Angeles County Los Angeles ZIP Code 90012

Imp. Org's Tax ID Number 95-6000735

2. Project Director:

Name Sarah Tanberg

Title Senior Homelessness Deputy

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3. Grant Administrator:

Name Brian Buchner

Title City Homelessness Coordinator

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4. Contact person for application, if different than Project Director:

Name _____

Title _____

Telephone _____

Email _____

The applicant certifies that, to the best of his or her knowledge and belief, the data in this application are true and correct.

Name of Authorized Official

Print Brian Buchner

Signature  Date 12/29/2021

Part 1: Implementation Unit Structure and Capacity

1. Describe the specific unit or office within your organization that will implement the ERF Program grant. Please identify the implementing unit's mission, goals, values, geographic service area, and existing efforts and practices related to serving people living in encampments.

The Los Angeles (LA) City Council District Four's (CD4) Homelessness Team will implement this place-based operation. CD4's Homelessness Team is a specialized team that works to compassionately and effectively address homelessness across the Fourth Council District in Los Angeles. The goal of the team is to coordinate homelessness response across the network of homelessness service providers, City departments, County and state agencies, to increase resources available to the council district to address homelessness, to speedily address all constituent concerns and to build rapport with residents experiencing homelessness in order to support them on their path indoors.

Through consistent, trauma-informed outreach and trust building, the CD4 Homelessness Team has successfully executed four place-based operations in Los Feliz and Hollywood. The Team measures the success of these operations through the voluntary relocation of individuals to interim housing and the rate of retention and re-housing once they are placed. The Team utilizes motivational interviewing and advocacy skills in their work both with constituents experiencing homelessness and the agencies that serve them. They accompany outreach and sanitation teams to encampments along the LA River geographic area, and are well-positioned to use their expertise to work with people experiencing homelessness (PEH) to identify the resources needed and to coordinate those resources in order to facilitate re-housing.

2. Describe your organization's relevant existing partnerships and ability to develop new partnerships and collaborations in support of services to people experiencing homelessness in encampments.

The CD4 Homelessness Team has built strong partnerships with organizations that are integral to facilitating a program that successfully moves unhoused people living along the River indoors. An innovation proposed to be implemented through this strategy is through partnering with volunteers from NoHo Home Alliance (NHHA) and Silver Lake, Echo Park, Los Feliz and Hollywood Neighborhood Homelessness Coalition (SELAH) (Non-profit Partners). Members of these organizations have existing relationships with individuals along the LA River through their regular volunteer programming which includes outreach efforts.

In previous successful operations in Hollywood and Los Feliz, CD4's Homelessness Team coordinated with the Service Provider Area (SPA) Leads People Assisting the Homeless (PATH) and Los Angeles Homeless Services Authority (LAHSA) to secure housing resources while established relationships between People Experiencing Homelessness (PEH) and volunteers with SELAH were utilized to quickly move them indoors. Additionally, CD4 recently partnered with NHHA to contract a case manager for the Sherman Oaks and Studio City geographic areas of the district. NHHA has agreed to expand their contract to focus case management resources to PEH living alongside the River in the San Fernando Valley to support this project.

In the proposed place-based operation, CD4's Homelessness Team will lead on outreach coordination and the identification and acquisition of housing resources with the participation of the SPA leads and LAHSA.

The CD4 Homelessness Team has also worked with Government Agency Partners, both within the City, as well as with County, State and Federal agencies on previous engagements within the River and districtwide. These partnerships include: the City of Los Angeles Department of Sanitation (LASAN), LAHSA, the California Department of Transportation (CalTrans), the Los Angeles County Department of Mental Health (DMH) and the Army Corps of Engineers (Army Corps).

3. Describe how the entity's structure and partnerships will lead to efficient and effective implementation of the proposed ERF Program.

CD4's Homelessness Team's previous successful place-based operations have utilized consistent outreach and engagement to ensure positive outcomes, including with individuals who are initially hesitant to enter housing. The team adheres to a trauma-informed approach and prioritizes meeting individuals' immediate needs to build trust between unhoused people and the agencies that are meant to serve them.

These person-centered approaches of the Homelessness Team's work are driven by a foundation of relationship building, transparency, consistency, and follow-through — all values shared by SPA Leads and volunteer organization partners SELAH and NHHA. Each individual living alongside the River will be engaged by volunteers and case managers whose shared goal will be meeting their immediate needs (hygiene, medical, personal items), getting to know them as a person, and determining appropriate pathways to interim and permanent housing.

Once engagement begins, case managers will enter client data into the Homelessness Management Information System (HMIS), and program managers will match individuals with interim housing allocated for the population around the River. CD4 Homelessness Team staff will schedule weekly River coordination meetings to

include SPA leads and LAHSA to enable matching within the CES and will work with these partners to identify what City resources are needed for deployment at encampments, including sanitation services. After this is determined, CD4 staff will leave and only those with HMIS access will be allowed to participate in a case-conferencing discussion. During these case-conference meetings, case managers will discuss people's needs with program managers. Case managers will continue to engage clients once indoors and will act as housing navigators so that each program participant will be connected with permanent housing options.

Success of this project will be measured by the following client outcomes:

1. Number of connections to health and supportive services
2. Number of increases in benefit enrollment
3. Number and percent engaged in case management and housing navigation
4. Number and percent with a housing stabilization plan
5. Number and percent exited to interim housing
6. Number and percent exited to permanent housing
7. Number and percent remaining homeless after operation
8. Number and percent whose housing status is unknown after operation
9. Number and percent of those who fall back into homelessness from interim or permanent housing after operation
10. Participants' evaluation of engagement experience via survey

Part 2: Prioritized Encampment and Population to be Served

1. In detail, describe the specific encampment site, section of an encampment, or closely linked community of encampments, being resolved. The description must include the specific location, physical size of the area to be served, the types of

structures people are residing in at the site, and any other relevant or notable physical characteristics of the site to be served.

This project aims to service the network of encampments along the Los Angeles River (River) beginning East of the 405 in the neighborhood of Sherman Oaks, near the Sepulveda Basin to the Glendale Narrows on Riverside Drive and Fletcher Drive in Silver Lake.

There is a closely linked community of individuals living alone and in encampments in CD4 along this 15-mile stretch of the Los Angeles River. Approximately 80 percent of this portion of the River, its banks, and the pedestrian and bike paths that line portions of it are in CD4, with the other 20 percent in Council Districts 2 and 13, the City of Burbank and the unincorporated area of Universal City. The program will focus on the portion of the River within the border of CD4. Encampments along Riverside Drive across the 5 Freeway from the LA River in Los Feliz and Silver Lake are included in the area to be served as part of the inflow to the encampments on the River. This is because people living along the River will relocate to Riverside Drive in the winter to avoid the dangers the rainy weather presents. There are a number of large groupings of tents and makeshift structures that make up the majority of encampments to be targeted by this program. This geography is unique, however, in that unhoused individuals can also be found living on islands within the river itself and along the banks in areas sheltered by contours of the concrete riverbed, while others live near bike or walking paths abutting portions of the river. Many of these areas are secluded behind fences or otherwise not accessible to the public.

2. Provide the number of the individuals living in the area that the applicant is requesting funding to serve, any available demographic information, and how this information was determined, including the extent to which estimates were used.

According to data provided by LAHSA from HMIS, between January 1, 2021 to December 15, 2021 only 95 contacts were made with 45 individuals living along the stretch of the LA River within CD4. Of these individuals, 30 identified as male and 15 as female and 73 percent were between the ages of 24 and 54. While LAHSA reports that 88 percent of the individuals contacted were white, the data did not capture their ethnicity. Of these participants, 16 were identified to be chronically homeless, while 90 percent had an acuity score of eight (8) or higher. The LAHSA Access & Engagement team determined these numbers by identifying boundaries of the CD4 River geography on HMIS and confirming all persons who were contacted within the boundaries during the reported period.

In addition to the HMIS data provided by LAHSA, staff from the CD4 team conducted a mapping of locations of individuals and encampments living within the River boundaries between December 3, 2021 and December 6, 2021. This survey was conducted on foot over the three day period and staff documented findings using GPS coordinates. During this survey, over 40 encampments populated by one (1) or more individuals were identified. The HMIS data indicates only 45 individuals having been contacted in the last year, this survey by CD4 staff, as well as informal counts by SELAH and NHHA indicate there are at least 60 people encamped along this section of the River. Most were observed to be on islands within the River channel, and have been difficult for outreach workers to consistently visit, due to the terrain and complicated nature of the multiple jurisdictional authorities throughout the River.

3. In detail, describe why this specific encampment site is being prioritized for resolution support. This may include concerns related to public health, safety, and environmental hazards that pose a particular risk to the people living in the target area as compared to other encampments, or demographic factors related to addressing racial equity or

servicing populations disproportionately impacted by homelessness. This may also include the environmental, health, and safety impact of the encampment site to the community at large.

PEH along the River are some of the most difficult to serve among Los Angeles' unsheltered homeless population. The encampments in this geography are physically difficult to access, both along steep concrete slopes and within the river itself. These communities have largely been ignored by government agencies due to the difficulty of the terrain and hidden locales where individuals encamp. The dangers for communities and individuals living along the river are significant. The most immediate threat is flooding. In a typical year, the LA River has minimal to moderate water flow running through its channel, which can make it appear to be a safe spot to set up camp. When the rain comes, it can sweep away encampments and the people who live in them quickly and mercilessly. In 2019 and 2020, the Los Angeles Fire Department reports making at least five (5) emergency rescues on the River of people experiencing homelessness. In addition to the risk of flooding, PEH are exposed to pollutants and bacteria, including fecal coliform bacteria and hazardous levels of copper, total zinc, and diazinon.

Often, the only formal outreach to this population is conducted in tandem with enhanced clean-ups which involve LASAN, as well as State and Federal partners with jurisdiction along the River. This outreach has also been done alongside law enforcement which can make the process of building the trust necessary to move people indoors more challenging.

The limited amount of contacts made over the past year along the River demonstrates how minimal the City's efforts have been in this area of concentrated

homelessness. While the terrain has deterred service providers from engaging in outreach along this geography, unhoused individuals have used the pedestrian pathways along the LA River to travel and connect with others encamped along the river bed and surrounding neighborhoods. PEH move up and down the river and surrounding areas regularly and are familiar with one another due to this movement. The encampments along the River are therefore connected communities.

The proposed place-based operation recognizes the importance of community agency and ensures that community leaders are consulted and included in engagement efforts. In contrast to prior city clean-up efforts, the operation will use a community led, housing first, person-centered approach that will include mental health resources and referrals. Considering average acuity scores are eight (8) and over for those engaged by LAHSA in recent River interventions, addressing the well-being and safety of individuals will be prioritized.

Part 3: Core Service Delivery and Provision of Housing Options

1. In detail, describe the proposed services and interim and permanent housing options that will be provided to individuals experiencing homelessness in this specific encampment site and describe how the proposed services will be aligned with Housing First principles, tailored to meet the specific needs of the people served and address the health and safety challenges posed by the specific encampment site.

The proposed place-based operation utilizes a combination of outreach, case management, non-congregate shelter options, healthcare, and permanent housing solutions to fully address the needs of individuals living along the LA River. A needs assessment will be conducted during outreach to determine the unique requirements each client has to address immediate health and safety concerns.

Services will include arranging any documentation required to admit individuals to a shelter option of their choosing, and the program will provide storage for those who require it. Non-congregate shelters will be prioritized, and grant funds will be utilized for temporary partnerships with hotels to be used as interim housing with onsite services. For participants who are seeking treatment for substance use disorders, CD4's partnership with Tarzana Treatment Center will be utilized to enroll participants in their suite of treatment programs, shelters, and permanent housing. Those who are in need of additional health services will be given a referral to County DMH. Ultimately, case managers would utilize a combination of available vouchers, grant funds, and other resources to place individuals into permanent housing and would continue to follow up with clients to ensure that the placement is sustainable.

2. State how many individuals experiencing homelessness will be served by the proposed project and how the services and interim and permanent housing options to be provided will prioritize the physical and mental health and wellness of the people served while supporting their transition out of the encampment and onto meaningful pathways to safe and stable housing.

The project will serve approximately 60 clients living in the LA River's basin between Fletcher Drive and the 405 Freeway, along its banks, and on nearby streets. Conditions along the river can pose immediate life safety risks, especially during the winter months. This program will allow for 60 individuals to be connected to interim housing quickly while allowing those who need more time to receive continued outreach. The difficulty of accessing this specific geography has resulted in current residents having had little contact with service providers or City representatives. Sustained, intensive outreach in coordination with community groups would be conducted in order to build trust with participants. Finally, because some residents along

the river are subject to serious health conditions, a suite of medical treatment and care options will be made available to participants in addition to shelter and housing.

3. Describe how the proposed activities will result in sustainable restoration of the encampment site to its original state or intended use while prioritizing the health and wellness of people experiencing homelessness.

As residents are moved indoors, and their belongings are safely placed into storage, LASAN will be deployed to conduct a comprehensive clean-up of the River's bike path. With assistance from the Los Angeles Police Department, as required by current City of Los Angeles protocols, LASAN teams will assist with the clean-up of the River channel in coordination with the Army Corps. By ensuring that the River is cleaned immediately following the placed-based operation, the City and its partners will be able to restore the River to its intended condition and use. These measures will only be deployed after residents have voluntarily accepted interim housing and have moved from the River.

After the initial cleanup, CD4 will request an assessment of the condition of the bike path by the Los Angeles Department of Transportation to identify areas in need of maintenance or repair that were previously inaccessible due encampments. Additionally, in partnership with Friends of the Los Angeles River (FoLAR), a community River cleanup will be conducted in conjunction with the restoration of the River. None of these measures will need to be supported by the grant funds requested, as the City's budget includes funding for these services.

Part 4: Coordination of Services and Housing Options

1. In detail, describe how the entity will coordinate with other systems and describe any new or innovative partnerships established in support of this program. This may include partnerships with healthcare, behavioral health, workforce development, long term

services and supports, interim and permanent housing options, and other systems of service delivery.

The LA River place-based operation will pioneer unique partnerships between SPA Leads, neighborhood volunteer groups, and government agencies. Two primary innovations will enable better outcomes in this project.

The CD4 Homelessness Team will coordinate efforts by assigning zones to small outreach teams composed of a CD4 Homelessness Team member, a case manager from a service provider, at least one (1) outreach worker from a City funded LAHSA Homeless Engagement Team (HET) and members of the volunteer organizations SELAH and NHHA. By building off of the years of work developing relationships by these community groups, case managers will be able to quickly develop the necessary trust with participants to enroll them and place them in the shelter and housing resources they're seeking.

With CD4 acting as a liaison, these outreach teams will be in direct contact with Caltrans, relevant City departments, and the Army Corps to arrange visits to sections of the river area that require permission, supervision, and assistance in accordance with State and Federal law. Given the river's myriad intersecting jurisdictions, this unprecedented degree of collaboration between unhoused residents, community stakeholders, service providers, and government departments will be the foundation of the LA River place-based operation's success.

2. Describe any new, enhanced, or innovative partnerships the entity intends to carry out with State entities and/or philanthropy to create new or enhanced models of service delivery in support of this project.

CD4's Homelessness Team has established relationships with LAHSA and the SPA 2 and 4 Los Angeles Continuum of Care (CoC) leads. These partnering agencies will coordinate with paid outreach teams from NHHHA in SPA 2 and another established service provider in the LA Basin area under CD4's leadership. NHHHA and SELAH will also deploy volunteers to supplement paid case management outreach efforts, to provide light-touch outreach and consistent engagement through dedicated advocates who build rapport with consistent visits and by supporting immediate needs. Coordination with service providers will allow this project to utilize case managers' expertise and existing relationships with residents towards rehousing efforts, and ensure the project's resources are additive rather than duplicative in allocating resources to this population.

CD4 will work closely with CalTrans to access encampments in their jurisdictions. The CD4 Homelessness Team currently holds bi-weekly meetings with CalTrans to discuss work programs concerning encampments and maintain open lines of communication with relevant staff. CalTrans works with LAHSA to grant outreach teams access to areas of the River in their jurisdiction. For the proposed project, CD4 will continue existing coordination efforts with CalTrans to ensure safe access to CalTrans property and communicate updates and timelines for engagement efforts around River encampments, with more intensive coordination as necessary.

3. Describe how these new or enhanced partnerships will mitigate risk and address safety concerns, while ensuring a pathway for individuals living in encampments to move into safe and stable housing.

Hygiene kits and personal needs such as clothing and protective shoes will be purchased and distributed. NARCAN and Fentanyl test strips and other harm-reduction

tools that will be administered as necessary. In advance of this outreach, LASAN will place trash receptacles and service them on a weekly basis.

SELAH and NHHA volunteers have conducted outreach in the LA River basin for multiple years. These organizations have been able to maintain safety of their membership by training their volunteers in street engagement best practices, ensuring proper protective attire and equipment (closed toed shoes, water-resistant shoes with good traction, long pants, masks to protect against COVID-19), and sending out groups of two or more to conduct outreach in the River. In collaboration with non profit partners and service providers, volunteers and outreach teams will be deployed in teams of two (2) or more to ensure safety. Personal protective equipment for case managers is included in the program budget to further protect them while conducting outreach in the LA River.

4. Describe how the applicant will implement a coordinated approach that is data-informed to assist individuals in the encampment and ensure future outcomes can be measured.

Outreach for this project will begin with the CD4 Homelessness team's outreach creating four (4) neighborhood-based zones along the River. An initial count of residents will be conducted and will include a survey to determine which services, shelter, and housing resources clients are seeking. Participants are then matched with case managers who will enroll them in HMIS. In coordination with LAHSA, program staff will determine which shelter, housing, and treatment resources are available within the Coordinated Entry System (CES), including new interim housing resources secured with

the funds from this grant. Participants will be matched with known available services while outcomes are tracked within HMIS. Clients will have the ability to stay in regular contact with the teams, even after they move indoors, creating a more supportive transition to permanent housing. If the participant is interested, they are engaged as advisors and peer support in future place-based efforts.

Part 5: Ensuring Dignity, Safety, and Wellness

1. Describe how people with lived experience were included or consulted in the planning of this project and how people with lived experience will be involved in implementing and/or assessing the impact of the project. Describe the extent to which the people living in the encampment to be served will be engaged in the implementation and assessment of the proposed project.

CD4 has secured a commitment from an individual who was placed into interim housing during a recent place-based operation at the LA River to advise us on this project. This individual will be liaising with the Senior Homelessness Deputy and team on the approach to outreach, motivational interviewing and alleviating barriers to going indoors. Their familiarity with the terrain and challenges of being unhoused along this geography will support this projects' competency and efficacy.

Additionally, during weekly outreach at encampments along the LA River, unhoused residents were surveyed about the resources and types of shelter they were seeking and were incorporated in the design of the proposal for the LA River place-based operation.

2. Briefly describe how the proposed project and strategies exemplify Housing First values and will be non-punitive, trauma-informed, and culturally appropriate.

The proposed project is designed to use targeted outreach resources to match individuals with the shelter and housing options they are seeking. There are no

conditions placed on the utilization of these services. At no time in the course of this project will any individuals be coerced into accepting services under threat of punishment or displacement. There is a strong commitment to match participants in this program with an outreach partner who can best understand their needs. Team members composed of paid case managers and volunteers come from a wide range of backgrounds, speak multiple languages, and have all been trained in trauma-informed care and active listening.

3. Briefly describe any local laws, ordinances, and current or planned responses to community concerns regarding the encampment to be served, including any existing local encampment resolutions plans that may impact the project site. Describe how the entity will implement the proposed project and navigate potentially conflicting intentions, to ensure that the proposed activities support the dignity, safety, and wellness of people experiencing homelessness within the encampment site.

Some PEH are residing on CalTrans property adjacent to nearby freeways, and per state law are encamped illegally. The Riverbed is specified as the Los Angeles Flood Control Channel, and entrance in the channel is not permitted due to safety and environmental concerns. Per state and city law, it is also not legal to block a bike path, and many PEH are living near the bike path that runs alongside much of the river. Regardless of where individuals are encamped, this project will carry out its goals of navigating individuals living by the river into safe, stable housing without the threat of arrest. There are no existing resolutions planned for the encampment sites along the river at the City level.

Part 6: Personnel

1. Provide a list of all positions (both administrative and programmatic) which are integral to providing services under this proposal, including their title, a brief description of their duties, and the approximate full time equivalent (FTE) of staffing for the grant project.

.25 FTE - Senior Homelessness Deputy. Lead the Council District office's implementation and coordination of River-specific initiative with City departments and external partners;

.25 FTE - Homelessness Deputy: Coordination with CD4 Homelessness liaison, outreach and housing navigators; Position is leveraged as part of the existing CD4 team, and service providers for homelessness-related issues during site visits

1 FTE - Homelessness Liaison: Provide direct service contact with unhoused constituents including, but not limited to, litter removal, item storage, resource referrals, and other duties as assigned; Position is leveraged as part of the existing CD4 team.

1 FTE - Program Manager: The program manager will supervise the Outreach, Housing Navigators and Case Management and oversee program implementation

3 FTE - Outreach, Housing Navigator and Case Management: With access to the CES, these positions will provide initial outreach paired with volunteers, housing navigation and case management throughout the program.

6 FTE - Facility Monitors: Serve as on-site monitoring and support for clients at interim housing facilities.

2. Briefly describe any factors that make the key staff for this project uniquely qualified to carry out this grant successfully. This may include specialized training, cultural competency, lived expertise, and demonstrable past success with similar projects.

The Senior Homelessness Deputy has overseen multiple placed-based efforts within the District and has established channels of communication with service providers, nonprofit volunteers and City departments that will help facilitate voluntary transitions into housing. They oversee project contracts and coordination efforts between the Council Office and service providers to meet program goals and have the

capacity to secure interim housing through relationships with service providers and motel owners.

The Homelessness Deputy has experience leading operations for place-based operations in CD 4, specifically within the Los Feliz area of the LA River. They have expertly navigated various agencies and systems needed to ensure unhoused constituents receive the support they require and advocated for placement in the interim housing the client is most interested in and is the best fit for their needs. They lead efficiently and proactively dispatch outreach teams, CD4 homelessness team members and other City agencies to encampment locations utilizing person-centered goals for each visit.

The Homelessness Liaison has over four (4) years of experience working with people experiencing homelessness in the Los Angeles area with LAHSA. They engage with constituents experiencing homelessness in CD4 and have a proven record of building trust. By utilizing relationships with case managers and management at LAHSA and other agencies, determining unhoused constituents' immediate needs and long-term goals through motivational interviewing, they are able to support clients on their path indoors. They have been vital in CD4's place-based efforts in Los Feliz as part of LAHSA's HET program and have experience engaging with unhoused individuals along the LA River in the Los Feliz area in previous place-based operations. Throughout these operations, they advocated for individuals' placements into interim housing and supported LAHSA with transportation and intake. They are also fluent in Spanish, which is essential to engagement of unhoused individuals whose first language is Spanish.

Part 7: Proposed Budget and Fiscal Planning

1. Briefly explain how the award amount requested from the available funds was

determined for the size of the proposed project and number of people to be served and how this project could be scaled if more or less than the requested funds are available.

The total of \$1,747,385 being requested for this grant is based on the funds and resources used during successful place-based strategies executed within the City of Los Angeles. In July 2021, the City implemented a large-scale "Encampment to Home" operation at the Venice Beach boardwalk where over 200 unsheltered individuals living on the Venice Beach Boardwalk were successfully moved into interim housing after extensive outreach efforts. The project secured enough beds within the Venice bridge housing site and vouchers for nearby motels to serve each individual residing on the boardwalk prior to the operation to ensure that outreach workers had an immediate resource to offer people. The budget for the Venice Encampment to Home program, along with input from NHHA, served as the model for this proposed program.

2. Clearly identifies all the funds currently being used or anticipated to be used in support of the proposed project, including all federal, state, philanthropic and/or local funds, and the proportion of the project cost to be supported through this grant.

The implementation of this grant will only be possible with the leveraging of other funds and programs within the Los Angeles CoC systems and existing City programs. Investments from the City that will be leveraged for this program include: LAHSA HETs (\$5,632,620), Multidisciplinary Teams (MDTs) (\$450,000), LASAN Comprehensive Cleaning and Rapid Engagement (CARE+) teams to conduct River clean-ups (\$19,696,483) funded by the General City Purposes Fund and the State of California Homeless Housing and Assistance Program (HHAP) grant. Funds to maintain the LA River (\$13,350,000), including staffing and graffiti abatement is provided by the American Rescue Plan (ARP).

3. Provides a clear, relevant, and compelling explanation of how the proposal will maximize use of resources for program services and how the funds requested through this grant and other leveraged funds reflect an efficient use of public dollars for the intended activities and outcomes.

Of the \$1,747,385 being requested for this application, just under \$950,000 will go to direct benefits and services for participants - such as motel vouchers, meals and funds for general needs. \$578,100 will be used to compensate service provider staff, who will be prioritizing outreach, followed by housing navigation and placement into permanent housing. Outreach conducted by CD4 staff will be funded by leveraging existing positions on the Council Offices team. The remaining program funds are for necessary operating costs, such as internet, cellphones and program supplies. Grant funds will not be used for any City staff time needed to execute the goals of the program and will be focused on providing services to the clients above all else.

4. Describes clear, specific, and relevant strategies to ensure that 50% of allocated funds are expended by June 30, 2023, and 100% by June 30, 2024.

Past place-based operations in the City have successfully moved clients to interim housing within six (6) months or less of funding being appropriated to the program. On December 11, 2021 the Los Angeles City Council (Council) approved \$1,222,569 from the City's General City Purposes fund for a place-based program in CD4 within the East Hollywood and Los Feliz areas, which is anticipated to begin in January 2022. By the time the grant funds are distributed, the initial Encampment to Home program will be winding down, and CD4 will be able to maintain a contract with a service provider to transition to the LA River place-based operation. This will supplement the existing contract CD4 has with NHHA, which will provide outreach, housing navigation and case management services in the Valley region of the LA River

program. These existing relationships allow the program to begin quickly, rather than being stalled by hiring timelines, which are often the cause of delays in programming.

Additionally, the CD4 team will ensure that interim housing placements are available for vouchers to be utilized by activating existing relationships with hotel and motel owners who have expressed interest in being part of these initiatives, especially as Project Roomkey sites are decommissioned. These placements will be identified in advance of outreach to ensure resources are available for the teams to offer clients immediately upon engagement. The cost of motels is the largest piece of the budget, and quick placement into these interim housing options will ensure funds will be at least 50 percent expended before June 30, 2023, if not more.

ENCAMPMENT RESOLUTION FUNDING EXPENDITURE PLAN					
USE CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24	TOTAL	
Program Staff <i>(outreach, housing navigation, case management, site monitors)</i>	\$ 115,620.00	\$ 375,765.00	\$ 86,715.00	\$ 578,100	
Supportive Services	\$ 119,610.00	\$ 518,310.00	\$ 159,480.00	\$ 797,400	
Operating Costs	\$ 10,186.40	\$ 33,105.80	\$ 7,639.80	\$ 50,932	
Delivery of Permanent Housing	\$ -	\$ 120,000.00	\$ 30,000.00	\$ 150,000	
One-time Costs	\$ 12,100.00		\$ -	\$ 12,100	
Indirect Costs	\$ 31,770.64	\$ 103,254.58	\$ 23,827.98	\$ 158,853	
<i>Subtotal</i>				\$ 1,747,385	

5. Provides a clear, relevant, and logical budget narrative and line item budget that demonstrates how resources made available through this grant will be allocated.

[Work plan budget is uploaded separately.](#)

Below is the line item budget for the proposed Los Angeles River (LA River) Encampment to Home program. Funds for this program will exclusively be used to place unhoused residents living along the LA River into interim housing, and eventually into permanent housing. The funds requested are broken into five (5) use categories: Program Staff, Supportive Services, Delivery of Permanent Housing, Operating Costs and One-time Costs. Program staff includes salaries and benefits for a program manager, outreach, housing navigation and case management, as well as fringe benefits. The Supportive Services category includes the cost for motels vouchers, meals and client aids funds for general needs such as acquiring documents, transportation, clothing and other basic needs. \$150,000 is set aside within the Delivery of Permanent Housing category to serve as bridge funding to move clients into permanent housing - whether as a landlord incentive to hold a unit, security deposits, or furniture. The remaining funds cover the operating and one-time costs needed to keep program staff connected to their clients and provide trauma informed care.

<i>Use Category</i>	<i>Use Type</i>	<i>Est. Cost</i>	<i>Description</i>
Program Staff	Program Manager	\$50,000	1 FTE at \$50k, Supervision, management and program implementation
	Outreach, Housing Navigation + Case Management	\$156,000	3 FTE at \$52k, Case management services, 1:20 ratio (estimated 60 clients)
	Fringe Benefits	\$47,380	Fringe benefits estimated 23%
	Resident Monitors (Night)	\$147,600	On-site facility & client monitoring, 3 FTEs/Shift x 1 shift (overnight)
	Resident Monitors (Swing)	\$147,600	On-site facility & client monitoring, 3 FTEs/Shift x 1 shift (swing)
	Fringe Benefits	\$29,520	Fringe benefits estimated 10%
	Lived Experience Advisor	\$9,000	1 Lived Experience Advisor, \$25 / hour for 10 hours a week for 9 months
		subtotal	\$578,100
Supportive Services	Client Aid Funds	\$32,400	Funds for general client needs such as document assistance, transportation, clothing, basic needs, medication, application fees, etc. Estimated at \$540 x 60 clients
	Food/Meal Supplements	\$117,000	Funds to support food/meal estimated at \$150/week x 60 clients x 13 weeks (targeting clients ineligible/exhausted food stamps, can include food gift cards or purchased meals)
	Motel Costs	\$648,000	Motel funds for temporary housing: \$120/night x 60 clients x 90 days
	subtotal	\$797,400	
Delivery of Permanent Housing	Master Leasing/Housing Options	\$150,000	Funds to support efforts to obtain permanent housing options
	subtotal	\$150,000	
Operating Costs	Staff Training / Development	\$3,500	Staff training at \$350 per FTE (all personnel)
	Office Supplies	\$2,244	General office supplies such as file folders, pens, etc. estimated at \$187/month
	Program Supplies	\$3,000	Misc. program supplies including PPE, hygiene kits estimated at \$50/client x 60 clients
	Cell phone service	\$3,600	Cell Phone services estimated at \$50/month x FTE/month (service delivery personnel only)
	IT network connectivity (wifi)	\$3,600	Wifi network services estimated at \$50/month x FTE/month (service delivery personnel only)
	Space Cost and Usage	\$14,000	Space cost/usage estimate, site specific for case management personnel only
	Insurance	\$12,000	General staff liability estimated at \$100/month x FTE/month (all personnel)
	Other Operating	\$6,900	Storage costs for client belongings estimated at \$1000/month, misc. operating at \$500/quarter
	Staff Mileage / Parking	\$2,088	Staff mileage/parking at 100 miles/month x \$0.58/mile x 3 FTE x 12 month (case management personnel only)
		subtotal	\$50,932
One-Time Costs	Equipment	\$9,700	Laptop at \$1,000 x 3.5 FTEs; Cellphones \$600 x 3 .5 FTEs; walkies at \$50 x 2 walkies
	Harm Reduction Supplies	\$2,400	Fentanyl testing strips, NARCAN
	subtotal	\$12,100	
TOTAL PROGRAM COSTS		\$1,588,532	
Indirect Costs - 10%		\$158,853	
TOTAL BUDGET		\$1,747,385	



December 6, 2021

VIA EMAIL

Ms. Nithya Raman
Los Angeles City Councilmember, 4th District
200 N Spring St, Suite 415
Los Angeles, CA 90012

Dear Councilmember Raman,

We, the Board of Directors of SELAH Neighborhood Homeless Coalition, are writing this letter in support of your office's efforts to bring more resources—in the form of a state grant to Los Angeles City Council District 4 (CD4)—to our unhoused neighbors living along the L.A. River. We understand place-based, intensive outreach can be highly effective to help connect services to people experiencing homelessness. We are eager to cooperate with an approach--which leads with empathy and understanding rather than coercion and criminalization—that is consistent with the mission of SELAH.

For over three years, SELAH has consistently worked with unhoused communities living along the LA River. SELAH volunteers visit our unhoused neighbors from the Glendale Freeway in the south up to the Horse Bridge in the north. Our teams of volunteers visit these areas at least once a month and many of the people living in these areas come to our regular, in-person events at Silver Lake Community Church or Bond Park in Atwater Village, where we can provide support that is not possible in the field. We are proud and protective of the deep, longstanding, trusted relationships we've built with many of the people who are living there. And it is our mission to advocate for them.

Certain factors make this particular area along the L.A. River a good candidate for special attention.

First, the river is difficult to access. Parts of the area are not vehicle accessible and require long walks to reach. Parts are overgrown, atop or below steep embankments, or require visitors to get their feet wet. SELAH river volunteers access these areas routinely and know how to move around and find people.

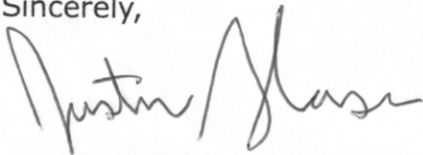
Second, this particular stretch of the L.A. River is an area of overlapping jurisdictions. It is here where CD4 meets CD13 and CalTrans and the Army Corps of Engineers—among others—have a say. This creates a kind of tragedy of the commons where nobody is responsible because everyone is.

Third, the unhoused communities in this area are particularly « invisible » to most Angelenos. Unless you regularly ride the bike path, you may never see many of the people living in this area. They live apart and are further isolated from help and more vulnerable than many of the unhoused living on our city streets.

In line with our mission, SELAH is ready to cooperate with CD4 and local service providers with efforts to provide additional resources to this community. We currently provide direct relief—in the form of food, water, hygiene kits, sleeping bags, Narcan, clothing and special request items to make people more comfortable—to these communities. We also contract with Homeless Health Care Los Angeles, a service provider, to administer case management services to qualified adult individuals interested in housing; we have a van that we use to help people get to and from service providers (e.g. DMV, health appointments, etc.); we assist with payments for storage facilities for people moving off the river and into housing; and we support Urban Alchemy to provide mobile showers at Silver Lake Community Church during our weekly drop-in events, and we provide. As an estimate, at least \$3,000 worth of supplies or contracted services flow through SELAH to this area each month.

We envision a day when nobody lives unhoused along the L.A. River. We hope this grant being sought by CD4, and SELAH's cooperation, can help the unhoused people we know receive the support and resources they need to improve their situations.

Sincerely,



Justin Szlasa, Boardmember
on behalf of the SELAH NHC Board of Directors

CC: Sarah Tanenberg, Senior Homlessness Deputy, 4th District



NoHo Home Alliance

11031 Camarillo Street
North Hollywood, California 91602

nohohome.org

818.762.2909

info@nohohome.org

December 16, 2021

Council District 4

200 N Spring St, Suite 415,
Los Angeles, CA 90012

Re: Letter of Intent—LA River Encampment Resolution Project

To Whom It May Concern:

With this letter, NoHo Home Alliance offers its strongest support of LA City Council District 4's new Encampment Resolution Program focused on the LA River. We urge approval of CD-4's funding request for this novel approach to addressing encampments in the complex terrain of the LA River wash establishing a partnership between the council district, existing community groups, and agencies outreach teams.

NoHo Home Alliance is an unusual, dual-structured 501(c)(3) non-profit: we are both a community-based organization and a LAHSA-certified agency in the East San Fernando Valley. We provide exceptionally effective volunteer-run and staff-led programs to end homelessness. We mount comprehensive pop-up drop-in access centers on faith campuses for persons experiencing homelessness. In addition to providing emergency services, our drop-ins support the unhoused with mail service, housing placements, medical referrals, vaccinations and COVID testing, DPSS and DMV access and more. In addition, we run both paid outreach teams in CD-4 areas of the east San Fernando Valley, as well as regular volunteer outreach teams in the Universal City area, Toluca Lake, North Hollywood, Studio City and Sherman Oaks (from Universal City in the east to the 405 in the west).

For the purposes of the CD-4 LA River Encampment Resolution Program Application, NoHo Home Alliance offers the support of its volunteer outreach teams that are already building and maintaining relationships with unhoused residents in areas and streets near to the LA River between the 405 freeway and Universal City. These relationships are maintained through encampment visits, providing basic supplies and harm reduction tools, connecting individuals to needed services through our drop-in programs, arranging local access to DMV/ID services and more. All our volunteers and staff are trained in harm reduction, cross-cultural, and trauma-informed approaches to outreach and care with the unhoused.

The success of our outreach efforts and drop-in programs has taught us that the most effective ways to assist persons moving from street/encampment to shelter/home is through partnership: partnering well-trained local volunteers professional outreach workers who can conduct needed follow-ups and professional support such as HMIS/CES assessment and housing referrals. (If requested, NoHo Home Alliance could also provide paid outreach staff along with our volunteers in support of this effort on a contractual basis).

Thank you for your leadership in finding effective, community-based solutions to homelessness in our city. Please do not hesitate to contact us if you have any questions or concerns. I can be easily reached via email at: stephanie@nohohome.org or 310.968.7038 (cell/text).

Sincerely,

Rev. Stephanie Jaeger, Ph.D.
Executive Director

VI. ATTACHMENTS

ATTACHMENT 1

Application Organization and Required Document Checklist

A complete application package must consist of the items identified below. Complete this checklist to confirm the items are included in your application. Place a check mark or "X" next to each item that you are submitting to the State. For your application to be responsive, **all required documents listed below must be returned with bid**. This checklist must also be returned with your bid package.

Name/Description

<u>X</u>	Required Attachment Check List (Attachment 1)
<u>X</u>	Cover Sheet (Attachment 2) signed by authorized representative
<u>X</u>	Work Plan (maximum of 20 pages)
<u>X</u>	Work Plan Budget
<u>X</u>	Proof of insurance coverage
<u>X</u>	Two Letters of Support
<u>X</u>	Staff resumes or Duty Statements for key personnel or position identified who will provide RFA related duties during the grant period