



PART 1: IMPLEMENTATION UNIT STRUCTURE AND CAPACITY

- **IMPLEMENTING UNIT/MISSION/GOALS/AREA/EXISTING EFFORTS**

The City of Montebello Fire Department (MFD) will implement the project. MFD is an ‘all hazards’ paid fire department that provides fire and emergency medical services (EMS) to the City of Montebello (population 67,742; 8.25 square miles) which is located in eastern Los Angeles County. The City is classified as low-income and disadvantaged with median household income (\$56,150) significantly below the County (\$68,094), State (\$80,440), and nation (\$65,712). The City is resource-poor, and has few local services to serve the homeless.

MFD’s mission is to provide efficient and effective life safety, property conservation, and environment protection to the community. As the City’s first responder, MFD has been on the front lines of managing and dealing with the City’s homeless for decades – often in a reactive stance and often serving the same individuals repeatedly, i.e., “super utilizers.” The City is in one of the most urban counties in the nation, but there are pockets of open space that are vulnerable to drought and fire, including the Rio Hondo River, which runs along the eastern border of the City. Since the onset of the historic drought in 2012, there have been many large wildfires in these open spaces that were connected to our homeless population. These included the 2015 370-acre Lincoln Fire that was started by a homeless man, exploded in Montebello, and spread into unincorporated parts of the County. The river banks are dense with vegetation and hard-to-reach by vehicle in some locations, making fighting and controlling the fires difficult, expensive, and dangerous. MFD formed the Montebello Community Assistance Program (MCAP) in 2020 to proactively address homeless issues in Montebello, reduce the number of homeless

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'super utilizers' of our emergency services, and to mitigate wildfires and reduce the strain on the firefighters. At that time, 28% of MFD's calls for service were related to the homeless. The Fire Department-based MCAP team is mobile, field-based, multi-disciplinary, and includes: 1) a Firefighter/Paramedic (manages crisis intervention and on-scene emergency medical treatment), 2) Field Response Case Coordinator (conducts on-scene assessment and links to services), 3) Social Worker (focuses on behavioral health assessment and linkage to services), and 4) Housing Navigator (focuses on housing readiness and linkage to housing). The MCAP team provides supportive intervention and prevention services using a Housing First approach, and is integrated into the 911 dispatch system. Once on the scene, the MCAP team provides crisis response first (if needed), and then works to assess the individual's (or individuals') needs, and craft a customized approach to provide services. The needs of Montebello's homeless that are addressed by the MCAP team include: housing, medical and chronic health conditions, mental health and substance use, food and clothing, and other needs as identified and as team capacity allows. The MCAP team also embraces a prevention approach, visiting encampments and other places where the homeless congregate to offer assistance. The current MCAP team is only funded to provide services four days per week (Monday through Thursday) for 10-12 hours per day, and on-call other days based on availability.

- **EXISTING PARTNERSHIPS/ABILITY TO EXPAND COLLABORATIONS**

One of the most significant objectives of the MCAP team has been to identify partners who can provide direct services to MCAP clients. Partner engagement has been and continues to be a key activity of the MCAP team; it is also our biggest

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challenge. The City of Montebello is small, disadvantaged, and there are few local services needed to serve our homeless population. There are few existing housing options—locally, the MCAP team depends on motel/hotel vouchers funded by CDBG but otherwise depends on external partners to link clients to short- and long-term housing (mostly outside of the City); medical assistance is limited to the emergency room at the only hospital in the City, and there are no local behavioral health care services. The lack of services means that the MCAP team is building relationships outside the City, and using valuable time and resources to transport clients to distant locales for services. For instance, if the MCAP team needs to transport a client to urgent behavioral health care (located in Los Angeles), it can be up to five hours round trip. The MCAP team’s current partners include:

- Beverly Hospital: The City’s only hospital, and the largest health care provider for the City’s homeless population (via its emergency room).
- San Gabriel Valley Council of Government (SGVCOG): The regional government planning agency who is funding the current MCAP team and has committed to establishing Operation Stay Safe which will place 30 tiny homes in the City to provide 90-120 days of housing while the MCAP team finds more long-term housing options.
- People Assisting the Homeless (PATH): Nonprofit housing partner located in Los Angeles (eight miles away); a member of the County’s Coordinated Entry System (CES).
- Whittier First Day: Nonprofit homeless services including housing linkages (five miles away).

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- Behavioral Health Care: Urgent care via the County Department of Mental Health's (DMH) in the City of Industry (nine miles away) and Exodus Recovery in Los Angeles (closest location is seven miles away); long-term care via Arcadia Mental Health (eight miles away); and substance abuse detox (closest is 18 miles away).
- SHARE! Collaborative Housing: Emergency shelters throughout the County (closest is eight miles away in Norwalk).

The Montebello Homeless Task Force, which was launched by the City in 2020 to coordinate services, will play a key role in recruiting new partners and expanding the local network. The Task Force currently includes the MCAP team, other departments from the City such as Police and Housing/Planning, Beverly Hospital, and PATH. Most of the MCAP provider partners (listed above) are not current Task Force members, but they will be recruited to join the Task Force during the proposed project.

- **STRUCTURE/PARTNERSHIPS THAT WILL SUPPORT IMPLEMENTATION**
Strong City Support and Homeless Task Force. The existing MCAP team has been operating and serving the City's homeless for the last 13 months. They have support from the highest levels of City government including City Council members, the City Manager's Office, and MFD leadership, all of whom are represented on the Montebello Homeless Task Force and many participated in a 2021 video to promote the MCAP team (see: https://www.youtube.com/watch?v=gFZtmh_uzY0). This support from the highest levels of City government will facilitate expedited new staff hiring. Their involvement also lends the prestige needed to accelerate recruitment and engagement of new partners (led by the MCAP team).



Involvement of the Original MCAP Team. Further supporting the successful implementation of the proposed project is the involvement of the current MCAP team and the MCAP Director. The current team will train the new MCAP team members to ensure consistency in process and procedures. The MCAP Director manages the team on a day-to-day basis. She is a master's degree-level social worker with more than 20 years of directly-related experience working with the homeless and other disadvantaged populations and leading field-based, grant-funded outreach teams.

Part 2: *Prioritized Encampment Site and Population to be Served*

- **DESCRIPTION OF ENCAMPMENT SITE**

The targeted encampment is located along on the banks of the 3.7-mile stretch of the Rio Hondo River on the eastern border of the City beginning at Telegraph Road to the south, and up to Lincoln Avenue to the north, see Fig. 1. As described above, the river banks are the location and/or source of multiple large wildfires in the City, the vast majority of which are caused by the homeless who the start the fires



Fig. 1: City of Montebello showing the Rio Hondo River (blue line along the City's eastern border), the location of the targeted encampment.

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for innocent reasons such as warmth and cooking, though some have been arson.

In 2021 alone, MFD has responded to 39 fires on the river bank in the City limits.



Fig. 2: Homeless individuals observing a large fire burning their encampment in the dense brush along the Rio Hondo River in Montebello.

The river bank has heavy brush and trees, and is bordered by a paved walking and biking trail.

The homeless are drawn to the river banks because they can hide in the brush and it is hard-to-reach. The homeless move their camps up and down along the river bed. A recent assessment of the river bed conducted by the MCAP team on December 22, 2021, found that there are currently 12 major groups located on the river bank within the City limits.

Structures being used include tents, cardboard boxes, sheets/tarps, wooden structures built by the homeless, and some individuals are burrowing into the ground for shelter; most of the groups set up under bridges, in culverts, or in the more heavily wooded areas. The sites are full of litter, graffiti, and as the camps move along the river banks they will sometime abandon furniture, wooden structures they have constructed, and hazardous materials including hypodermic needles, fuel, etc.



Fig. 3: Photos showing a camp in the river bed under the Whittier Bridge (top) and the heavy brush along the river (bottom).



- **DESCRIPTION OF INDIVIDUALS AND ASSESSMENT METHOD**

The assessment of the encampment by the MCAP team found 12 groups on the 3.7-mile river bank ranging in size from 3 to 16 individuals and included approximately 65 individuals (though the count is likely low because of current rains). The team estimated 85% are men and 15% are women; 93% of individuals are Hispanic and 7% are white. The assessment lasted three hours (7:00–10:00 a.m.), and was conducted by three current MCAP team members.

- **ENCAMPMENT SITE SELECTION RATIONALE**

The Rio Hondo River encampment was selected for three reasons: 1) It is the largest encampment in the City. A focus on the river bank will yield the best outcomes for the proposed investment of grant funds. 2) The encampment is the source of numerous costly and dangerous wildfires. In 2021 alone, MFD has responded 39 wildfires along the river bank caused by homeless persons either inadvertently or purposely. The river bank is remote and hard-to-reach by MFD's vehicles; as a result, the time to reach a fire is often lengthened and fires get out of control quickly. 3) The Rio Hondo River is a designated flood control channel and presents a significant hazard for the individuals who reside there. A recent analysis by the U.S. Army Corps of Engineers found the 60-year-old Whittier Narrows Dam no longer meets the agency's tolerable-risk guidelines, and that a future mega-storm (rendered all the more inevitable due to climate change) would quickly overwhelm the dam and create a wall of water flowing down the Rio Hondo River endangering all who are present.



PART 3: CORE SERVICE DELIVERY AND PROVISION OF HOUSING OPTIONS

• PROPOSED SERVICES AND HOUSING OPTIONS

The City will expand the MCAP team by adding five new full-time team members. The expanded team will bring the total capacity of the MCAP from the current coverage of four days per week to seven. The expanded team will divide their time as follows: four days each week focused on the Rio Hondo River encampment, the largest encampment in the City (the focus of this funding request); with the remaining hours in the week focused on homeless in other parts of the City (funded by SGVCOG and the City).

1. MCAP CORE SERVICES:

1.1 Housing

Housing Navigation: The City will hire a full-time Housing Navigator who will focus on finding housing for MCAP clients which includes addressing housing readiness (e.g., acquiring identification, income documentation, etc.), conducting a housing assessment to identify housing needs and options, linking the client with housing options throughout the local area and County, advocating for client needs, and identifying new partners to expand housing options inside and outside the City.

Interim Housing: The only local housing options are short-term, and include hotel/motel vouchers, and Operation Stay Safe tiny homes (30 available starting in March 2022; funded by SGVGOG) which will provide 90-120 days of housing. The MCAP team will use its partner network to identify other interim housing options outside of the City (with housing costs supported by these partners).

Permanent Housing: All permanent housing options are currently located outside the City, and the Housing Navigator is critically important for identifying these options and

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linking them with MCAP clients. Currently, these are options identified by the CES-affiliated partner PATH. Actual housing costs are supported by our partners.

Housing Support Funds: The proposed project will establish funds to assist MCAP clients in acquiring housing and includes funds to pay for utilities and utility deposits, rental application fees, and security deposits.

1.2 Medical

Field-Based Emergency Treatment: The new full-time MCAP Firefighter/Paramedic will provide emergency treatment including advanced life support in the field, assess immediate medical needs, and stabilize conditions until the individual can be transported to the emergency room or referred for other treatment (if needed).

Assessment and Linkage to Services: The proposed Field Response Case Coordinator is responsible for conducting on-scene screening of individuals using the CES's standardized assessment tool (VI-SPDAT and F-VI-SPDAT for families), which takes just 10 minutes to implement, and identifies health needs, chronic disease, etc. The Case Coordinator will link the client to the new full-time MCAP Healthcare Coordinator and to services at Montebello's Beverly Hospital, which is the largest provider of medical services to MCAP clients (or to other services outside the City such as USC Medical Center in Los Angeles). **Healthcare Advocacy and Case**

Management: The MCAP Healthcare Coordinator will be stationed at Beverly Hospital and will work with homeless clients starting at discharge from the hospital. The Healthcare Coordinator will accompany the client to appointments if needed, and will conduct follow-up to ensure clients remain engaged in their prescribed treatment or medication. The Healthcare Coordinator will work to address barriers such as lack of

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transportation or by assisting with benefits enrollment. The MCAP Healthcare Coordinator will also serve as a liaison between hospital staff and the MCAP team to better coordinate services and identify opportunities to create efficiencies that better serve homeless individuals and stop the “revolving door” of repeat visits at the hospital. The Healthcare Coordinator will also lead efforts to identify new health partners such as John Wesley Health Center, a large Federally Qualified Health Center (FQHC).

1.3 Behavioral Health

Crisis Intervention: The MCAP Firefighter/Paramedic and MCAP Social Worker are responsible for implementing crisis intervention in the field. These situations may include threats of suicide, severe mental distress, addiction crises and overdoses, violent and threatening behavior and more. **Assessment and Linkage to Services:**

The new full-time MCAP Social Worker will conduct a behavioral assessment of MCAP clients who are involved in behavioral health crises or who are identified on the VI-SPDAT assessment as likely having behavioral health needs. The Social Worker will link the client to services and will serve as the primary liaison with behavioral health providers (all located outside of the City). The Social Worker will provide follow-up to ensure consistent client engagement in prescribed treatment and medication, and work to address barriers such as benefits enrollment and transportation. The Social Worker will also lead efforts to identify new behavioral health partners.

2. MCAP SUPPLEMENTARY SERVICES

- Benefits Enrollment and Identification Documentation. This will be conducted with each client and will include Medi-Cal, CalFresh, SSI benefits and/or disability, driver’s license or ID cards, income verification, CalWORKS, etc.

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- Landlord Outreach Campaign. The campaign will be implemented by the Housing Navigator in Montebello to expand options for local permanent housing. The campaign will identify landlords with candidate properties, and conduct targeted outreach to share the benefits for partnering with MCAP and the services provided by MCAP to ensure clients' successful housing engagement. The campaign will be modeled on PATH's successful Housing Partnership Program, and initial meetings with PATH have already taken place to learn about the program's best practices.

- Reunification Funds. The MCAP team is increasingly receiving requests from clients for funds to reunite with family and friends. The proposed project will include a pool of funds for a limited number of Greyhound bus tickets for this purpose.

- Public Transit Funds. The proposed project will include a pool of funds for transit bus tokens and cards to access Metrolink commuter rail and Metro light rail to provide access to medical appointments, job interviews, housing interviews, etc.

- **NUMBER OF INDIVIDUALS TO BE SERVED AND PRIORITIZATION OF PHYSICAL AND MENTAL HEALTH**

Number of Individuals to be Served: The expanded MCAP team will serve a minimum of 65 homeless individuals from the Rio Hondo River encampment. This number is based on the December 22, 2022, assessment by the current MCAP team.

Prioritize Physical/Mental Health and Transition to Safe/Stable Housing: The MCAP is a multi-disciplinary team that allows different team members to focus on different core services for clients, including an intense focus on housing by the Housing Navigator. The MCAP model ensures that housing is prioritized. The assessments that will be conducted by the MCAP team will identify the specific housing, medical, behavioral health, and other needs of each client. The current MCAP team has embraced the

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Housing First, field-based, multi-disciplinary approach to providing wraparound services and will be responsible for training the new MCAP team members. In addition, to formalize the MCAP team's commitment to providing trauma-informed services, all MCAP team members will participate in a one-day training¹ that will cover the evidence-based model Seeking Safety which focuses on providing services that are present-centered, positive, encouraging, and avoid a focus on clients' past trauma.

- **RESTORATION OF THE ENCAMPMENT SITE**

After the encampment is vacated, the clean-up will include: 1) picking up trash and hazardous materials, 2) graffiti cleanup on bridges and culverts, and 3) establishing plants and trees that are drought- and fire-tolerant. These activities can be conducted by the City's Public Works and Parks and Recreation Departments as an IN-KIND activity and part of their ongoing volunteer program that focuses on citywide cleanup.

PART 4: COORDINATION OF SERVICES AND HOUSING OPTIONS

- **COORDINATION ACROSS SYSTEMS/NEW PARTNERSHIPS**

Coordinating Entity. The Montebello Homeless Task Force will continue efforts to coordinate across partners and systems. As noted above, most MCAP partners are not yet Task Force members. One of the key activities will be to formally engage all MCAP partners in the Task Force as well as any new partners identified during the course of the project. Growing the membership of the Task Force, and including all partners in steering homeless services in Montebello, will enhance partner "buy-in."

New Partner Recruitment. The new MCAP team will conduct outreach to several new partners including:

¹Trainer options include the California Center for Excellence on Trauma Informed Care (<http://www.trauma-informed-california.org/training/>) or directly from the model developer, Treatment Innovations (<https://www.treatment-innovations.org/>).

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- Los Angeles Homeless Services Authority (LAHSA), the local Continuum of Care (CoC). The proposed project will provide the resources needed to formally connect with the local CoC. The MCAP team has conducted preliminary outreach to LAHSA, but more staff time will be needed to establish this relationship, integrate into their structure, share information about MCAP, work to engage their busy staff into our Task Force, etc.
- New Housing Partners. Montebello is resource-poor, especially in terms of housing. Identifying new housing partners outside of Montebello will be important for finding long-term and permanent housing options for MCAP clients.
- America's Job Center. This new partner will provide employment support services for all interested MCAP clients. The project will also include a limited number of stipends to pay for certification programs, uniforms, or other related costs as needed. The current MCAP team reports that most clients have stated that they want to work.
- Montebello's Faith-Based Community. Two churches will initially be targeted: St. John's Lutheran Church and Holy Cross Armenian Apostolic Cathedral. Both churches have services that benefit the homeless, currently limited to providing clothing and household items, and providing referrals to the MCAP team.
- Public Health Partners. The project will target FQHCs such as John Wesley Health Center and community health organizations such as The Walls Las Memorias, an HIV/AIDS testing and advocacy organization that also provides specialized health services for LGBTQI2-S, transitional-aged youth, and transgender and non-binary individuals.

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- Human Trafficking Support Organizations such as the Los Angeles-based nonprofit Coalition to Abolish Slavery and Trafficking (CAST) that provides comprehensive, life-transforming services to survivors. An alarming number of homeless men and women in the City are both homeless and caught in the web of labor- and/or sex-trafficking.

- **NEW PARTNERSHIPS WITH STATE OR PHILANTHROPY**

Beginning in 2022, the MCAP team will assist the City in exploring funding opportunities from the State to serve homeless individuals in the City. These include programs from the Housing and Community Development Department such as Permanent Local Housing Allocation (PLHA) and Project Homekey, both of which provide funding to rapidly expand housing for homeless individuals. To date, the City has not had the resources to explore and/or apply to these programs.

- **NEW PARTNERSHIPS MITIGATE RISK/ADDRESS SAFETY CONCERNS**

The primary risks facing the homeless individuals who reside on the river bank include unaddressed medical and behavioral issues, vulnerability to crime or violence, and significant environmental threats related to living in a designated flood control channel and wildfire area. The expanded MCAP team includes a dedicated Firefighter/Paramedic who can attend to immediate medical issues in the field and link to other medical resources via existing partners (Beverly Hospital) and new partners that will be recruited such as local FQHCs. The Housing Navigator will focus on short-term immediate housing while they work with other MCAP team members and the current and expanded partner network to address other needs such as behavioral health, jobs, and permanent housing. This Housing First approach will move residents from the flood- and wildfire-prone encampment to a safer place. The current MCAP

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team has identified a number of homeless in the City who are victims of labor- and/or sex-trafficking due to the proliferation of this type of gang activity in Montebello. The project will also establish a new partnership with an organization that specializes in serving victims of human trafficking to provide the specialized focus needed to address the concerns of these extremely vulnerable individuals.

- **COORDINATED, DATA-INFORMED APPROACH**

MCAP team activities are primarily field-based, so current and new members are equipped with tablet computers to allow them to capture data during and immediately after contacts with homeless individuals. The MCAP team utilizes Foothold to manage and track client data. Foothold is a web-based, federally-certified mental health EMR (electronic medical record) system that is HIPAA-compliant and offers robust case management, client tracking, treatment planning, and homeless information management. In November 2021, the MCAP team also began reporting to the CoC's (LAHSA's) Clarity HMIS system, and thus will be able to fulfil the requirement to report to this system. Project data will be compiled, analyzed, and monitored by a 20% FTE Management Analyst, and the MCAP team (led by the Director) will review performance data monthly to identify implementation shortcomings to allow for real-time problem-solving and timely implementation adjustments.

- **LETTERS OF INTENT.** Four letters are attached from Beverly Hospital (health/medical), America's Job Center (employment), PATH (housing), and SGVCOG (housing and MCAP team support).

PART 5: ENSURING DIGNITY, SAFETY, AND WELLNESS

- **CONSULTATION/ENGAGEMENT OF PEOPLE WITH LIVED EXPERIENCE**

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The project was designed by the current MCAP team who have spent the last 13 months working intensely with the City's homeless. During this time, they have spent thousands of hours working with them, and have learned what these individuals need and what they want; the proposed project directly reflects those needs and wants. The current MCAP team has a combined 53 years of experience working with homeless individuals in Los Angeles County, and they are knowledgeable about the homeless community, the social services landscape, and the barriers facing the City's homeless.

- **HOUSING FIRST/NON-PUNITIVE/TRAUMA-INFORMED/CULTURALLY APPROPRIATE.**

Housing First: The MCAP model does NOT require clients to participate in any

offered service as a condition for receiving housing assistance, and housing is promoted and prioritized in all encounters with homeless individuals. Non-Punitive and Trauma-

Informed: The MCAP model does NOT include

approaches that encourage arrest or routine involvement of the Police, and in fact the approach seeks to divert homeless individuals from the criminal justice system whenever possible. The MCAP is Fire Department (FD)-based which is key to building trust with the homeless. The FD is considered a trusted entity that provides nonjudgmental and non-

punitive services. To reinforce this reputation and further support relationship



Fig. 4: MCAP's Fire Department (FD) affiliation is critical for building trust (top: MCAP's dedicated FD vehicle; bottom: MCAP team wearing FD uniform)

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building, the MCAP team uses an FD vehicle and wears FD uniforms. The proposed project will provide formal trauma-informed training (the evidence-based model Seeking Safety) for all MCAP team members which will teach approaches to ensure that encounters with clients do not inadvertently create additional trauma.

Culturally Appropriate: The vast majority (93%) of individuals who reside in the encampment are Hispanic. All four members of the current MCAP are Hispanic and speak Spanish. Hiring of the new team members will prioritize candidates who speak Spanish, are Hispanic, or have demonstrated experience working with Hispanic populations. This objective will ensure that the team brings cultural and linguistic competence to the project.

- **RELEVANT LOCAL LAWS/ORDINANCES/COMMUNITY CONCERNS**

The City must coordinate cleanup activities with the Los Angeles County Flood Control District, who manages the Rio Hondo River (a designated flood control channel) in Montebello. The City's Public Works Department has coordinated with the District on previous cleanup activities, so no major issues are anticipated. There are no known local laws, ordinances, or community concerns that will affect the proposed project. The MCAP team has strong support throughout the highest levels of City government, and the MCAP team has developed a positive reputation in the community.

PART 6: PERSONNEL

- **PROPOSED POSITIONS.**

The project will hire a new full-time MCAP team that will allow focused efforts on the largest encampment in the City. The new team will include five full-time positions, each focused on a particular issue and thus providing wraparound, comprehensive

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services (all to be hired within two months of award): 1) MCAP Housing Navigator, 2) MCAP Firefighter/Paramedic, 3) MCAP Field Response Case Coordinator, 4) MCAP Social Worker, and 5) MCAP Healthcare Coordinator. In addition to their specific MCAP responsibilities, all members will attend the monthly Montebello Homeless Task Force meetings and assist in expanding the MCAP partner network. The new MCAP team will be supported by a 10% FTE Project Director, who will manage the project budget and schedule, serve as the liaison with the funding agency, supervise all project staff and activities, conduct ongoing performance monitoring, manage the Task Force, and oversee hiring of new staff. A 20% FTE Management Analyst will compile and analyze project performance data, prepare and submit progress reports, and assist with hiring new staff. The four existing MCAP team members will contribute 150 hours each (IN-KIND) for training and ongoing technical assistance to the new MCAP team.

- **SUCCESS FACTORS OF KEY STAFF**

Current MCAP Team will Train New MCAP Team. The current MCAP Director and four MCAP team members (i.e., Housing Navigator, Case Coordinator, Firefighter/Paramedic, and Social Worker) have been involved in design and implementation of MCAP since its inception in November 2020. They are knowledgeable about MCAP's field-based, first responder model, and they know the Rio Hondo River encampment very well. The current MCAP team will help with hiring the new team, and training and providing ongoing technical assistance to the new team members. The planned launch of the new MCAP team will include new team members shadowing existing team members (e.g., new Social Worker shadows

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existing Social Worker), classroom style training, and ongoing technical assistance. Implementation of the expanded MCAP team will include shifts that include a mixture of new and old team members. The project will include a total of 200 hours per week devoted to the river bed encampment (40 hours per week x 5 MCAP team members). Experienced Project Director. In addition, the MCAP Director oversees the current MCAP team and will also oversee the new MCAP team. The Director is a master's degree-level social worker who brings more than 20 years of directly-related experience to the position, including significant experience working with homeless communities and other disadvantaged populations.

- **RESUMES AND POSITION DESCRIPTIONS.** See attached.

PART 7: PROPOSED BUDGET AND FISCAL PLANNING

- **AWARD AMOUNT DETERMINATION AND POSSIBLE PROJECT SCALING**

How the Grant Request was Determined. The project was designed by the current MCAP team who assessed what would be needed to successfully move the 65 persons residing on the river bank to housing and engage them in the services they need to help them be successful. The project design is based on the current team's experience dealing with the City's homeless population over the past 13 months.

How Proposed Project Can be Scaled. The persons residing on the river bank are classified as hard-to-reach and chronically homeless, and the MCAP team believes that the five new full-time MCAP team members will be needed to serve them. The City will consider absorbing additional costs as in-kind, such as administrative positions (e.g., Project Director and Management Analyst), and resources such as pools of funds for rental security deposits.

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- **LEVERAGED FUNDING**

Leveraged funds that will support the proposed project are estimated to be valued at \$836,850 or approximately 72% of the grant request. The source of these leveraged funds include: 1) SGVCOG for 30 tiny houses for short-term housing, 2) CDBG grant for motel vouchers, 3) City staff for site cleanup, and 4) the current MCAP team for training and technical assistance for new team members.

- **EFFICIENT USE OF PUBLIC DOLLARS/MAXIMIZATION OF RESOURCES**

It is incredibly expensive to serve the chronically homeless with services like EMS, fire control, code enforcement, police, emergency room services, etc. The U.S. Department of Housing and Urban Development estimated that it costs about \$40,000 a year for these services for a homeless person who lives on the streets.² By comparison, the proposed project, if successful, will spend approximately \$17,981 per person annually for the 65 persons that will be served from the river bank encampment (total grant funding divided by persons served by the project).

- **STRATEGIES TO ENSURE THAT 50% OF FUNDS ARE EXPENDED BY JUNE 30, 2023, AND 100% BY JUNE 30, 2024.**

- 1) The project has strong City leadership support that will allow the project to eliminate administrative barriers and fast-track hiring new staff, and quickly set up accounts in the Finance Department to allow the project to proceed expeditiously.
- 2) The MCAP Director will conduct monthly performance monitoring meetings to review expenditures and associated objectives, and allow the team to make real-time implementation adjustments to address deficiencies.

- **LINE ITEM BUDGET AND NARRATIVE.** See attached.

² https://www.huduser.gov/publications/pdf/costs_homeless.pdf