

Work Plan for Encampment Resolution Grant: Los Angeles Continuum of Care

Addressing Unsheltered Women Experiencing Homelessness in Skid Row

Part 1: Implementation Unit Structure and Capacity: The lead entity within the Los Angeles Continuum of Care (LA CoC) carrying out the encampment resolution activities will be the Los Angeles Homeless Services Authority's (LAHSA) Access and Engagement Department (A&E). LAHSA's A&E team has over 200 staff and is dedicated to critical health and safety response throughout the LA CoC. LAHSA's A&E plays several roles, including proactive outreach and relationship building with people experiencing homelessness, providing for basic necessities, and connecting them to services including interim housing and permanent housing. LAHSA A&E also carries out other functions, including emergency response to people experiencing homelessness to ensure their safety before, during, and after natural disasters, including wildfires, flooding, and health crises including the COVID-19 pandemic.

The A&E unit within LAHSA operates from a set of key guiding principles, including providing a trauma-informed housing-first-aligned outreach response that aims to 'meet people where they are at' and recognize the unique circumstances that each client faces, using motivational interviewing techniques and a non-judgmental approach to build trust. The existing department covers all 85 cities within the LA CoC, as well as Unincorporated Los Angeles County, an area which is home to over 9.4 million people.

Activities vary by team. A&E deploys Homeless Engagement Teams (HETs) across the County who provide proactive, housing-focused outreach to support people experiencing unsheltered homelessness to access interim housing, needed services,

and prepare for permanent housing by securing needed documentation and completing Coordinated Entry System assessments. LAHSA's A&E deploys 'Homeless Roadmap' teams, that are each focused on specific City Council districts, with the aim of filling new interim housing resources as they open in each Council District in alignment with the City of Los Angeles Homelessness Roadmap.

There are a number of geographically-focused teams within LAHSA, including four teams dedicated to the Skid Row area. These teams are managed by a Skid Row Coordinator, as well as LAHSA's Associate Director for Unsheltered Strategies. These staff liaise daily with community organizations, partner agencies in the City and County of Los Angeles, including the Los Angeles County Department of Health Services (DHS), and the Los Angeles County Department of Mental Health (DMH), both of which deploy specialized outreach teams that focus on health and mental health response, all sharing a focus on people experiencing homelessness in Skid Row.

Other key outreach partners in the Encampment Resolution Grant-funded program will include DMH's HOME teams and DHS' C3 teams.

DMH's Homeless Outreach and Mobile Engagement (HOME) teams provide street-based comprehensive specialty mental health care to those experiencing chronic unsheltered homelessness coupled with severe mental illness. These teams harness the skills of specialized multidisciplinary teams (including psychiatrists, nurses, licensed mental health clinicians, substance use counselors, and peers, among others) to offer care and services to people experiencing homelessness with severe mental illness.

Commented [MR1]: Add community providers and specify that this sentence is about work focused on Skid Row.

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DHS' C3 Teams are multidisciplinary outreach teams that specifically work in the Skid Row community. These teams provide case management, street medicine services, mental health, health, and substance use counseling services. The teams consist of two case managers, a substance use counselor, and a mental health clinician.

Commented [MR3]: This seems like it should come before the paragraph on E6 coordination

There is existing infrastructure to coordinate activity between outreach partners, which is funded through Los Angeles County's Measure H. This strategy (*Strategy E6: Countywide Outreach System*) provides a framework for different outreach teams to coordinate, with 850 teams across multiple public agencies participating in E6. At the local level, individual outreach teams meet for case conferencing between agencies, while the leadership of these agencies meet on a regular basis to strategize and plan larger, multi-agency efforts at key encampments. As a result of this coordination, outreach engagements have tripled from 11,747 in 2016 to 46,533 by 2020.

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LAHSA, as the coordinating entity for outreach in LA CoC, plans to utilize the existing E6 outreach coordination framework for the proposed program. This existing coordination framework is utilized to coordinate tens of thousands of outreach contacts annually, including major encampment resolution operations across the region including recent successes at Venice and MacArthur Park. Weekly case conferencing meetings for this specific project, coupled with daily, continuous contact between service providers, LAHSA outreach, DHS, DMH, and other partners will provide the primary mechanism for this operation.

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Success will be measured through several key metrics, including:

- Number of outreach contacts and number of unduplicated individuals engaged;

- Number of referrals to health, mental health, substance use, and other services;
- Number of placements into interim housing, disaggregating by interim housing type; This number will include disaggregation by chronicity status;
- Number of participants matched to a permanent housing resource;
- Number of participants that are placed in permanent housing;
- Interim housing and housing retention, 90 days after placement;
- Retention rates for Interim & Permanent housing placements, including data on race & ethnicity.

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Success will also be measured through qualitative measures by convening focus groups of people with lived expertise of homelessness and current experience of homelessness on Skid Row to determine perceptions of service availability, community safety, access to interim housing, access to permanent housing, and other factors before, during, and after the launch of this operation.

Part 2: Prioritized Encampment and Population to Be Served

The proposed project will serve a community of encampments in the City of Los Angeles' Skid Row neighborhood, specifically serving women and their associated households that reside in these encampments. There are different definitions of 'Skid Row' for different stakeholders; for the purposes of this grant application, Skid Row will be considered as having boundaries from 2nd Street to the North, 8th Street to the South, Alameda Street to the East, and Main Street to the West. This relatively small area represents a roughly 50-block square area, but within that area is the densest concentration of people experiencing homelessness in the country. The area within Skid

Commented [MR8]: What do we mean by families? We do not see minor children living in encampments in Skid Row so it this meant to imply serving women and their partners and/or adult children that might be with them? If so, we should say serving women and their household members including partners, siblings, children, etc.

Row is varied, but includes high density housing, commercial, and industrial areas. A diversity of homelessness also exists in the area, with numerous interim housing sites in the area providing shelter, along with people experiencing unsheltered homelessness, residing in tents, makeshift shelters, cars, vans, RVs, and other types of structures, while others are completely exposed to the elements.

According to the 2020 Greater Los Angeles Homeless Count, there were 4,662 people experiencing homelessness in Skid Row, 2,093 of whom were unsheltered (45%). The vast majority of these people were individual adults that were 25 and older (91%). A total of 40% of all people on Skid Row were experiencing chronic homelessness (1,845 total individuals). While the majority of Skid Row's population was male (72%), a significant number of females were present (1,311, of which 541 were unsheltered—in addition to that number, another 45 transgender and 11 non-binary individuals are unsheltered in Skid Row). The population of Skid Row also attests to the disproportionate representation of people of color, specifically Black/African American individuals, in Los Angeles' homeless population. A total of 59% of people experiencing homelessness in Skid Row identify as Black/African American, while another 23% identify as Hispanic/Latinx. More recent estimates drawn from Homeless Management Information System (HMIS) data in November of 2021 posit that there are at least 780 unsheltered women residing in Skid Row.

There are several reasons why the LA CoC is seeking to submit an application specifically for unsheltered women in the Skid Row Area. These reasons include:

- Racial equity—as noted above, the population of Skid Row, including women on Skid Row, is disproportionately Black/African American. The LA CoC believes it

is critical to bring services, interim housing, and permanent housing resources to those encampments that have high concentrations of Black/African American people experiencing homelessness to increase racial equity within the homeless services system. LAHSA's *Ad Hoc Committee on Black People Experiencing Homelessness* identified Skid Row as one of the prime locations in Los Angeles where more services, housing, and outreach are needed to ensure more racially equitable service delivery outcomes on a continuum-wide basis.

- Complexity of issues facing population of Skid Row: The population of Skid Row face a range of issues. According to the 2020 Greater Los Angeles Homeless Count, 38% of people on Skid Row report a serious mental illness, 35% report a substance use disorder, and 26% report a physical disability. A high proportion of the women on Skid Row report a history of trauma, as well. According to the Downtown Women's Center's *2019 Los Angeles City Women's Needs Assessment*, 36% of homeless women experienced domestic violence in the last 12 months, 44% of women had been a victim of a crime in that same period, and 27% of women had been a victim of sexual assault. This vulnerable population, with an intricate mix of co-morbidities and trauma accrued both prior to their experience of homelessness and during the experience of homelessness, presents an opportunity for encampment resolution that will rely on intensive service coordination between housing agencies, behavioral health, physical health, domestic violence agencies, and other partnerships. An encampment resolution grant to serve this population would allow the LA CoC and State to learn lessons about resolving homelessness for some of California's most

vulnerable populations. Success will be achieved only through targeted outreach, rigorous commitments to partnership, and inter-agency collaborations.

- Need for greater availability of services: While Skid Row does have a wide range of service providers present, including interim housing and permanent supportive housing, availability of services is still far insufficient to meet the scale of need. Advocates and people with lived expertise of homelessness, in a recent listening session, lifted up the many needs of the Skid Row population.
- Visibility of Skid Row: In addition to the aforementioned reasons, Skid Row is the most visible and trenchant symbol of homelessness, not only for Los Angeles, but for California and the United States. With a goal of bringing two-thirds of the women on Skid Row into interim and permanent housing by the end of the grant, the LA CoC's proposed use of the encampment resolution grant would bring a critical change to one of the areas considered to have the most intractable concentrations of homelessness. By making an impact on Skid Row, this encampment resolution grant program can demonstrate that homelessness is a solvable problem when the right resources and interventions are brought to bear.

Part 3: Core Service Delivery and Service Options

The proposed project will aim to bring services to 500 women experiencing homelessness in Skid Row and their associated households to bring them into interim and permanent housing, accounting for about two-thirds of the women on Skid Row.

This intervention will rely on a range of options for these women, in recognition that the participants and their households experiencing homelessness in Skid Row have a host of varied needs and no two women are exactly alike. In summary, the project will

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provide 1) a range of outreach and services to meet people where they are and determine their housing, health, mental health, substance use, and other service needs, 2) non-congregate shelter to transition women and their households into safer, indoor environments, and then 3) bridges to a range of permanent housing resources, followed by 4) stabilization services for those women that are housed during the project timeframe.

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Outreach and services: Given the complex health, mental health, and substance use disorder needs, outreach in coordination by three different entities, each with specialized skillsets: 1) Generalist LAHSA outreach teams that serve Skid Row, 2) DMH HOME teams specializing in outreach to people with serious mental health needs, and 3) DHS C3 teams that specialize in responding to populations with a range of needs, including medical services and substance use treatment services. These outreach teams will also connect people to services that can help identify what the barriers are to moving off the street and into interim and permanent housing for this population. While many will be ready and eager to move into a non-congregate shelter or permanent housing options, other participants may require more extensive engagement and trust building, coupled with the supportive services that address physical health, mental health, substance use disorder, domestic violence, and sex trafficking issues.

As part of the partnership with DHS and DMH to bring outreach and services to the women of Skid Row, the LA CoC is proposing to expand DHS C3 teams to add gender-responsive outreach staff that will engage some of the most vulnerable women in Skid Row that have not yet been connected to services and may have a deep mistrust of the homeless services system; the project will also engage with trusted providers to engage

this population through harm reduction services, this may include providers like the Sidewalk Project, which engages with people with substance use disorders through a range of harm reduction-based engagements, such as needle exchanges.

Interim housing: As part of a range of interventions to move people off the street on their way towards an eventual goal of permanent housing, LAHSA plans to utilize non-congregate shelter (NCS) and other interim housing options. Throughout the COVID-19 pandemic, LAHSA has found that NCS is an especially effective tool for engaging people, including many who have been unsheltered for months or even years prior to their entry into an NCS site. To that end, LAHSA plans to work closely with the Downtown Women's Center (DWC), a service provider centered in Skid Row and serving homeless women, as well as Los Angeles County, to move women and their families into NCS and provide services on site. DWC has worked with hotel and motel sites, such as the America's Best Value hotel located just 1.5 miles west of Skid Row. The LA CoC will partner with DWC and the County to master lease the hotel, allowing the site to serve dozens of women simultaneously. Additional NCS options will be provided, including motel vouchers (with accompanying transportation). Finally, LAHSA can work with other service providers that operate women's congregate interim housing in the Skid Row area. For participants with more intensive needs, DHS has recently opened a 40-bed recuperative care facility ('the Oasis') in Skid Row. DMH is also committing beds for women with mental health needs.

Transportation and Storage: As women and their households move from unsheltered homelessness into interim housing sites, LAHSA will be working closely with the offices of the Mayor of Los Angeles, the local Council office, the Office of the City

Administrative Officer (CAO), and the City's Unified Homelessness Response Center (UHRC), who will request transportation support from the Department of Transportation for women to move from Skid Row into interim housing sites. In addition, if support is needed to identify storage options for women moving off Skid Row, the Mayor's office, Council office, CAO, and/or the UHRC will coordinate with the City of Los Angeles's Bureau of Sanitation, other City departments, or nonprofit partners to identify possible sites that can support the storing of personal belongings for participants moving into interim housing sites.

Permanent Housing: Once placed into interim housing, LAHSA, partners, and providers will work together with participants to develop plans for transitioning into permanent housing and end their homelessness. Rental assistance, funded by the state, will support immediate placements into housing, longer-term placements will entail leveraging several key resources, including:

- **Emergency Housing Vouchers:** HUD has allocated over 6,800 emergency housing vouchers (EHVs) to public housing authorities within Los Angeles County. This tenant-based rental assistance is currently being utilized to lease up people experiencing homelessness in market-rate units across the region. The LA CoC plays a key role in facilitating use of these EHVs, utilizing the coordinated entry system to make referrals to the housing authorities.
- **Rapid Re-Housing:** The LA CoC is administering Rapid Re-Housing using funds from the State's Homeless Housing Assistance and Prevention Program (HHAP), Los Angeles County's Measure H, and City of Los Angeles funds. Rapid Re-

Housing pairs tenant-based rental assistance with case management to support people experiencing homelessness to be housed in market-rate units.

- **New Permanent Supportive Housing:** Los Angeles County is currently home to thousands of permanent supportive housing (PSH) units in the construction pipeline, funded by local resources such as the City of Los Angeles' Proposition HHH, as well as State resources like No Place Like Home. Taken together, these PSH units will provide vacancies that can be leveraged for those clients with higher acuity needs and the appropriately intensive services and case management.
- **Conversions to PSH:** In addition to new construction noted above, a number of buildings will be converted from other uses into PSH in the coming months, funded in part by the State's Project Homekey. There are a number of buildings undergoing conversion that will provide critical resources, such as Skid Row Housing Trust's Cecil Hotel, which will bring just under 600 units to the Skid Row Area by April 2022. LAHSA is currently working with the operators of the Cecil to determine how to leverage existing rental subsidy resources to support move-ins of women into the Cecil.

Case Management and Retention Services: Given the acuity of need that many of the women of Skid Row face, a portion of resources will be dedicated to enhancing services such as case management for women placed into permanent housing. Housing retention will be a key need, especially for women placed into housing using EHV's, or for women placed into single-room occupancy units that require additional support.

Taken together, this array of outreach, services, interim housing, and housing will provide multiple pathways out of homelessness. By providing health, mental health, and substance use services, the project will 'meet people where they are at' to ensure that we can build the rapport needed to house this vulnerable population. All components funded will employ a Housing First approach, with no service participation requirements or preconditions to access services, interim housing or housing.

Finally, partnership with sanitation will ensure that when women and their households do move off of Skid Row, their belongings are safely stored or moved with them, and unwanted belongings can be identified for disposal after a collaborative conversation between the participant, outreach teams, and sanitation liaisons.

Part 4: Coordination of Services and Housing Options

This project was developed in coordination with the County's DMH, DHS, and Chief Executive Office, along with the City of Los Angeles' Mayor's Office, CAO, and the Office of Councilmember Kevin de Leon. As a result, coordination is the key strength of this proposed intervention, with outreach from all entities creating easy and seamless referral pathways to key services, along with pathways to interim and permanent housing. Outreach leads for all entities will meet on a weekly basis, while reporting upward to their respective program directors, who will meet on a monthly basis to ensure outreach and service referrals are leading to interim housing and permanent housing placements and any administrative barriers are being removed.

The proposed Skid Row program will create unique partnerships that connect people across key sectors, including harm reduction, women's engagement, mental health,

substance use counseling, and health services to address the range of pathways that must be available to a deeply vulnerable population to ensure their placement and retention in interim and permanent housing. While outreach teams making referrals to these services is a common practice, the Skid Row women's pilot presents an opportunity for teams with direct access to these services to be in constant contact with each other, speeding access. This ability to quickly deliver on access to services will expedite the team's ability to build trust and show that they can deliver for participants who have experienced more than their share of disappointments from systems that have failed them in the past.

These partnerships will be essential in mitigating risk and safety concerns, as well, by providing access to harm reduction approaches such as needle exchange, medication-assisted treatment (MAT), Narcan distribution and training, and substance use counseling services at a moment where deaths from drug use and overdoses continue to rise. By making harm reduction and substance use counseling central to the project, the Skid Row women's pilot will save lives by promoting healthy practices on Skid Row that can be disseminated far beyond the 500 women who participate in the program.

All outreach and services entities participating in the project will have access to the Homeless Management Information System (HMIS), where data will be tracked on the program—this will allow LAHSA, as the lead HMIS administrator, to determine what interventions are most effective for different subpopulations within the cohort of women.

Part 5: Ensuring Dignity, Safety, and Wellness

The development of this proposal occurred with the support and input of people with lived expertise of homelessness. In December 2021, LAHSA convened members of the agency's Lived Experience Advisory Board (LEAB) to discuss the program. Additional people with lived expertise of homelessness, with specific lived experience as women in Skid Row, were present at the meeting and provided insight. Key feedback included support for bringing more resources to Skid Row, and to women, although other participants emphasized that other parts of the CoC have major resource needs. Additionally, participants raised the dire need for housing retention services, substance use services, and other services to address comorbidities. Finally, participants emphasized that there is no 'one-sized-fits-all' approach, and that there is a need for flexibility in services and types of housing interventions available.

Should this proposal be awarded funding, LAHSA will convene a larger group of people with lived expertise, specifically those with experience on Skid Row, to play a role in the planning and implementation of the project. LAHSA has already begun engagement with DWC, along with organizations like the Los Angeles Community Action Network (LA CAN) that are rooted in Skid Row. LAHSA will convene these groups on a quarterly basis to ensure updates, data, and outcomes are being shared, and will work with them on program design around the project. Key stakeholders from the City and County will be part of this group in order to problem-solve any issues that arise.

All services and interventions in the project will be grounded in housing first principles, trauma-informed care, and focused on 'meeting people where they are at.' Outreach teams employed by all partnering entities go through rigorous training on trauma-informed care, cultural competency, and other modules, which allows them to build

rapport with people experiencing homelessness while minimizing the retraumatizing conversations that can push people further away from engaging with public entities.

To that end, LAHSA will work with the Mayor's office, Council office, CAO, and UHRC to avoid activity, such as sanitation activity, or ensuring compliance with local ordinances, such as Los Angeles Municipal Code 41.18, that would be timed in a manner that would be potentially deleterious to the engagement happening on the ground. As the Mayor's office, Council office, CAO and UHRC all play key coordinating roles in determining the timing of such activities, their continued engagement in the Skid Row women's program will be of paramount importance. As partners in the planning and application stages of this project, we are already in conversation about how to allow for rigorous outreach to occur without interruption to maximize uptake on the services, interim housing, and permanent housing that will end this population's homelessness.

Part 6: Personnel

Several key positions are integral to the coordination and service provision in this proposal. These staff come from LAHSA, DHS, and DMH:

LAHSA Staff

- Deputy Chief of Systems: Nathaniel VerGow
 - Description of Duties, Including Those Related to Project: As LAHSA's Deputy Chief of Systems, Nathaniel will oversee the project, including outreach teams and their coordination, connections to interim housing, and connections to permanent housing. At present, LAHSA's Access and Engagement, Interim Housing, and Permanent Housing Departments are

all part of his portfolio, positioning Nathaniel to create seamless coordination between different teams that will carry out the project.

- FTE Equivalent for Project: 10%, Leveraged
- Unique Qualifications: Nathaniel has over 15 years experience at the intersection of housing, public health, and behavioral health. He was one of the leaders of the County's homeless response to COVID-19, standing up interim housing programs to serve over 10,000 individuals across the County. In addition, through his former role as Director of Access and Engagement for LAHSA, Nathaniel has extensive experience on street-based engagement, application of harm reductions principles, and utilizing tools such as motivational interviewing in street-based settings.
- Resume Attached
- Associate Director for Unsheltered Strategies: Colleen Murphy
 - Description of Duties, Including Those Related to Project: As LAHSA's Associate Director for Outreach Coordination, Colleen will oversee outreach coordination and the refinement of the infrastructure between LAHSA, DMH, DHS, and other partners to ensure the full slate of outreach is available to the women of Skid Row and to facilitate regular flow of information between partnering agencies.
 - FTE Equivalent for Project: 20%, costs leveraged
 - Unique Qualifications: As LAHSA's Associate Director of Outreach Coordination, with over five years of experience in outreach coordination at LAHSA, and a decade of outreach experience, Colleen has been a

pillar the Countywide system for outreach coordination under Measure H Strategy E6. Colleen has played a pivotal role in concentrated engagements at large encampments.

- Resume Attached
- LAHSA Homeless Engagement Team for Skid Row Women
 - 2 FTEs—Currently Vacant—Duty Statement Attached

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DMH Staff

- Deputy Director of Countywide Engagement: La Tina Jackson
 - Description of Duties, Including Those Related to Project: As Deputy Director for DMH's Engagement Division, La Tina will oversee DMH's HOME teams providing mental health outreach on the ground in Skid Row. She will also liaise with other partners at DMH to facilitate coordination of delivery of DMH's needed supportive services.
 - FTE Equivalent for Project: 10%, costs leveraged
 - Unique Qualifications: La Tina has worked in the provision of social services in Los Angeles for over 25 years. She has worked in an array of roles, from working on the ground as a Psychiatric Social Worker for DMH, to working on procurement and contracting for mental health services, to serving as a DMH Clinical Director for nearly 10 years.
 - Resume Attached

DHS Staff

- Skid Row Coordinator: Sieglinde Von Deffner

- Description of Duties, Including Those Related to Project: Sieglinde, as the Skid Row Coordinator for Housing for Health, will oversee the coordination and delivery of outreach services through DHS' C3 teams, while also coordinating and facilitating the delivery of health and other county services, both for those on the street, as well as for those that are placed into interim and permanent housing.
- FTE Equivalent for Project: 10%, time is being leveraged
- Unique Qualifications: Sieglinde has over 17 years experience in homeless services work, with a primary focus on outreach to the most vulnerable on Skid Row. She has spent the last two years as DHS' Skid Row Coordinator. In addition to her MSW and LCSW, Sieglinde has certifications in Harm Reduction and Harm Reduction and Mental Health.
- Resume Attached
- DHS' C3 Teams Women's Engagement Specialists
 - 4 FTE's
 - Currently Vacant—Duty Statement Attached

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Service Provider Staff

- Harm Reduction Specialists
 - 2 FTEs—Currently Vacant—Duty Statement Attached
- Housing Navigation Staff
 - 6 FTEs—Currently Vacant—Duty Statement Attached
- Non-Congregate Shelter Site Director
 - 1 FTE—Currently Vacant—Duty Statement Attached

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- Non-Congregate Shelter Site Manager
 - 1 FTE—Currently Vacant—Duty Statement Attached
- Non-Congregate Shelter Site Supervisor
 - 1 FTE—Currently Vacant—Duty Statement Attached
- Non-Congregate Shelter Site Service Coordinators
 - 9 FTEs—Currently Vacant—Duty Statement Attached
- Non-Congregate Shelter Site Problem-Solving Specialists
 - 5 FTEs—Currently Vacant—Duty Statement Attached
- Non-Congregate Shelter Site Case Managers
 - 2 FTEs—Currently Vacant—Duty Statement Attached

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Part 7: Budget

The total requested budget is \$14,958,332. This is broken into three primary categories: 1) Outreach and Navigation (\$2.7 million), 2) Non-Congregate Shelter (\$3.9 million), and 3) Rental Assistance (\$8.4 million).

Outreach and Navigation: Outreach and Navigation is estimated at \$2,679,504. There are four primary components to this: 1) A team two LAHSA outreach staff, specializing in outreach to women on Skid Row—this team will cost \$212,352 per year, for a total cost of \$424,704. 2) Gender-focused staff to add to DHS’ C3 teams. These four staff, specializing in outreach to the hardest to serve women, will cost \$326,000 annually, for a total of \$652,000. 3) A team of two harm reduction specialists, staffed by a service provider, who will provide harm reduction services such as needle exchange and assist with engaging women with substance use disorders. This will cost \$163,000 annually,

for a total project cost of \$326,000. 4) Housing navigators—these six staff, who will be employed by a service provider, will operate with a 20:1 case management ratio and will assist with rapidly moving women who have been engaged into available units. This will cost approximately \$638,400 per year, for a total of \$1,276,800 for the duration of the project.

Non-Congregate Shelter: This will cost a total of \$3,895,806 over the project period. The total project cost for non-congregate shelter is estimated to be \$10.4 million, but the first year will leverage County funds, including County HHAP funds. The remaining \$3.9 million will be accounted for by Encampment Resolution Funds. Of this amount, \$853,300 will cover staffing for non-congregate shelter sites, with \$191,737 covering fringe benefits. The largest amount (\$2,667,420) will be utilized to pay for meals and nightly stays at the America's Best Value site, located 1.5 miles from Skid Row. Additional expenses are highlighted in the attached spreadsheet.

Rental Assistance: Total rental assistance costs will comprise \$12.8 million, although LAHSA will work with County and City partners to identify \$4.4 million in funding. The remaining \$8,383,022 in State Encampment Resolution funding will pay for rental assistance costs associated with direct rental assistance, move-ins, move-in kits, security deposits and landlord incentives. Rental assistance costs will serve as a bridge for many women as they await a PSH unit, or for those with lower acuity needs, await potential use of an EHV resource, at which point state-funded rental assistance will no longer be required.

If a larger number of funds are made available for the project, more women can be served. As noted earlier in the narrative, the most recent estimates have found up to

780 women experiencing unsheltered homelessness in Skid Row. As such, an award beyond the requested amount would allow the LA CoC to increase the number of women served. A smaller amount of funds would similarly lead to a smaller number of women being served as the project scales down in terms of rental assistance and non-congregate shelter stay costs.

At present, LAHSA is proposing to have the State Encampment Resolution grant program cover 64% of this program. Other funds will be leveraged for the program, including \$4 million in County HHAP funds and \$4.4 million in County Measure H funds.

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