DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT
DIVISION OF HOUSING POLICY DEVELOPMENT
651 Bannon Street, Suite 400, Sacramento, CA 95811
(916) 263-2911 / FAX (916) 263-7453
www.hcd.ca.gov

ERF 2R Los Angeles County — Skid Row

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SUBMISSION PORTAL OVERVIEW

Is the Application a "Test" Submission?
No, this is my official Submission.

Part 1: ADMINISTRATIVE INFORMATION

Application Window

This application is being submitted in the following application window:
Window #1, 12/1/2022 - 2/28/2023

Eligible Applicant

Select the eligible applicant's jurisdiction type.
County

What is the name of the city or county?
Los Angeles County

Implementing Organization

Implementing Organization
Los Angeles Department of Health Services

Specific Unit or Office Within the Implementing Organization
Housing for Health

Implementing Organization's Address
313 N Figueroa St

City	Zip Code	County
Los Angeles	CA	90012

Implementing Organization's Tax ID Number
95-6000927

Project Director

Name
Elizabeth Boyce

Title
HFH Deputy Director

Phone	Email
(818) 633-8423	eboyce@dhs.lacounty.gov

Grant Administrator

Name
Julio Alvarado

Title
Director, DHS Contract and Grants Division

Phone	Email

(213) 288-7819 jalvarado@dhs.lacounty.gov

Contact Person for Application

Name
Jeannette Ban West

Title
HFH Project Manager

Phone
(310) 500-9914

Email
jban@dhs.lacounty.gov

Authorized Representative

Name
Sieglinde Von Deffner

Title
LA County Skid Row Coordinator

⚠This Application uses character limits ⚠

Reaching these limits is not required. Competitive responses may fall well short of these limits.

Part 2: PROPOSAL OVERVIEW

People Served

Number of people currently residing in prioritized encampment site
2,695

Of people currently residing in prioritized encampment site, how many will be served by this proposal?
2,000

Given the potential for inflow of people into the prioritized encampment site, how many people are projected to be served across the entire grant period?
3,000

Of people projected to be served across the entire grant period, number of people projected to transition into interim shelters
2,500

Of people projected to be served across the entire grant period, number of people projected to transition into permanent housing
2,000

Is the prioritized encampment site part of a larger encampment area?
No

Encampment Information

1. Briefly describe the characteristics of the people residing within the prioritized encampment site. The description must include demographics and may include household compositions, disabilities, and projected service and housing needs. (1500 character limit)
According to the 2022 Greater LA Homeless Count, there were 4402 people experiencing homelessness in Skid Row, 2695 of whom were unsheltered. 92% of people experiencing homelessness were individual adults who were 25 and older. 36% of people reported a serious mental illness, 33% reported substance use disorder, 25% reported physical disability, and 13% reported a developmental disability. 38% reported

a DV/IPV experience. Furthermore, a total of 1933 people on Skid Row were experiencing chronic homelessness. The population of Skid Row attests to the disproportionate representation of people of color, specifically Black/African American individuals, in Los Angeles' homeless population. A total of 56% of people experiencing homelessness in Skid Row identify as Black/African American, while another 24% identify as Hispanic/Latinx. Skid Row also has the highest rate and number of overdose mortalities in Los Angeles County. Skid Row is the Los Angeles community with the highest concentration of unhoused people. Between September 2021 and October 2022, the percentage of unsheltered people living in Skid Row increased by 13%. To create a thriving neighborhood, a collaborative response will be required by the County, City, and community-based partners. This will be achieved by providing additional housing resources and low barrier, robust services that provide comprehensive and wraparound support to transition some of the most vulnerable residents of Skid Row into permanent housing.

2. Briefly describe physical characteristics of the prioritized encampment site in which the people you are proposing to serve are residing. The description must include the specific location, physical size of the area, the types of structures people are residing in at the site, whether vehicles are present, and any other relevant or notable physical characteristics of the site. (1000 character limit)
The proposed project will serve a community of encampments in Los Angeles' Skid Row neighborhood. For the purposes of this application, Skid Row is defined as having boundaries from 3rd Street to the north, 7th Street to the south, Alameda Street to the east, and Main Street to the west. This relatively small area encapsulates a roughly 50-block square area but represents the densest concentration of people experiencing homelessness in the county.

The landscape includes a mixture of high-density housing with a high concentration of Single Room Occupancy units, as well as commercial and industrial areas nearby Downtown Los Angeles. A diversity of homelessness also exists in the area, with numerous interim housing sites, along with people experiencing unsheltered homelessness residing in tents, cars, vans, RVs, and other makeshift structures. Unsheltered individuals also live directly on the sidewalks and streets, exposed to the sun, cold, rain, and wind throughout the day and night.

3. Why is this particular encampment site being prioritized? (1000 character limit)
The Skid Row area became a neighborhood in downtown LA for unhoused and working poor over 40 years ago. Since that time, the rates of homelessness, disabilities, and impact on disenfranchised populations are higher in Skid Row than anywhere else in the county. In addition, it has the highest number of unsheltered people. There needs to be a strong and holistic response to undo the decades of status quo in Skid Row.

Residents of Skid Row are disproportionately Black/African American with significant health, mental health and substance use histories as well as substantial trauma prior to and during their experience of homelessness. Increasing access to housing and supportive services for the most vulnerable is critical to address the racial, economic and healthcare inequities that continues to be pervasive in Skid Row. While Skid Row has housing and services, the availability is insufficient to meet the scale of need for those with multiple complex conditions.

Attachment: Map
Skid Row Map - HFH Headquarters.pdf

4. Is the prioritized site on a state right-of-way?
No

Proposal's Outcomes

5. What are the outcomes this proposal seeks to accomplish by the grant close (6/30/2026)? If

funded, what are the primary activities you are planning to implement to achieve the proposal's outcomes? (1000 character limit)
The proposal bridges recent City and County investments in the area, including the City's Proposition HHH and Inside Safe Initiative, the County's Measure H and the Skid Row Action Plan. Additionally, the proposal builds off Housing for Health's (HFH) long-term presence in the Skid Row community. Proposal outcomes include:
- Decrease the number and size of encampments
- Increase interim and permanent housing placements of unsheltered individuals
- Increase access to supportive services
- Foster a healthy and safe Skid Row community

To accomplish this, the proposal will:
- Enhance existing outreach teams to engage encampment residents
- Create a Safe Landings space that provides 24/7 health and behavioral health services with triage beds
- Enhance existing and create new interim housing sites
- Connect participants to intensive case management services including housing navigation
- Facilitate permanent housing placements with the appropriate level of services

6. How will the applicant measure progress towards the proposal's outcomes? (1000 character limit)
Outcomes will be collected through our local CoC's HMIS and HFH's CHAMP data systems, to measure and report the following on a quarterly basis:
- Number of unsheltered residents served through street outreach in Skid Row
- Number of participants placed into and served in interim housing
- Number of participants matched to a permanent housing resource
- Number of participants who move into permanent housing
- Retention rates for permanent housing placements

A primary outcome is a reduction in the number of people experiencing unsheltered homelessness in Skid Row as quantified annually through the Homeless Count and throughout the year by outreach teams.

Finally, we will apply an equity lens to all outcome measurements to ensure the project promotes equity and justice for Skid Row residents.

7. Are there any local ordinances, resources, or other factors that may hinder achieving the proposal's outcomes? If so, how will the applicant navigate these challenges? (1000 character limit)
The severe lack of affordable housing in Los Angeles presents significant challenges in moving unsheltered individuals in Skid Row into permanent housing and preventing new people from repopulating the area. This proposal, however, will leverage a myriad of permanent housing investments made by LA City and County over the last several years, including the production of new project-based permanent supportive housing. Another challenge is the availability and accessibility of mental health and substance use disorder services. On January 10, 2023, the County passed an Emergency Declaration to help address this challenge. Mission 3 in the Declaration is to provide mental health and substance use disorder services to unsheltered and sheltered people experiencing homelessness at the level needed to meet their needs. In addition, the County's Skid Row Action Plan calls for a 24/7 healthcare center and drug user health hub, which we're working towards and hope to implement during this project.

8. Is this proposal a standalone project or part of a larger initiative?
Larger initiative

8. a) How would this larger initiative be categorized?
Part of a larger project for this specific encampment site

Please describe. (1000 character limit)
This proposal will be part of Inside Safe, Los Angeles Mayor Bass' citywide, proactive housing-led strategy to bring people inside from encampments for good, and to prevent encampments from returning to the Skid Row community. In support of Inside Safe, the LA County Board of Supervisors passed a motion declaring County support of the City's state of emergency on homelessness and has since galvanized County resources towards a collaborative emergency response. The proposal incorporates significant components of the larger Skid Row Action Plan, created by a motion passed by the LA County Board of Supervisors on June 28, 2022. This plan aims to create and improve interim and permanent housing in Skid Row; develop a Safe Services space and establish a 24/7 low barrier healthcare and clinical center. The plan's components and principles strive to reflect a healthy, safe and culturally vibrant and diverse Skid Row community and meet their residents' needs.

Part 3: IMPLEMENTATION

Core Service Delivery and Housing Strategies

9. Describe the proposed outreach and engagement strategy, case management, and / or service coordination for people while they are continuing to reside within the encampment site. Quantify units of service to be delivered including the ratio of staff to people served, frequency of engagement, and length of service periods. (2000 character limit)

The proposal leverages and enhances the robust framework of existing outreach and engagement to support unsheltered individuals in Skid Row as they transition into Interim Housing (IH) and/or directly into Permanent Housing (PH).

Given the complex health, mental health, and substance use disorder needs of individuals experiencing unsheltered homelessness on Skid Row, there are over 20 outreach teams provided by several different entities, each with specialized skillsets: 1) Generalist Los Angeles Homeless Services Authority (LAHSA) outreach teams that serve Skid Row and focus on providing case management services, 2) LA County's Department of Mental Health (DMH) outreach teams which specialize in serving people with serious mental health illnesses and 3) DHS multidisciplinary outreach teams (including two teams focused solely on vulnerable women through the State funded Every Woman Housed Initiative) that specialize in responding to the most vulnerable with health, mental health, and/or substance use needs. Each of the DHS outreach teams serve 250 people and have 5 team members per team. In addition, there are several other outreach providers who focus on serving specific target populations including veterans, sex workers, etc.

These teams provide generalist/specialty outreach services that are coordinated through regular case conferencing and on the ground collaboration. By combining a range of clinical and lived expertise among team members, outreach teams are uniquely equipped to engage, assess, connect to services, and provide direct care on the streets. These street teams provide sustained engagement to build trust and rapport among the unsheltered in Skid Row and to develop a plan for each to come inside and begin working towards housing stability.

The outreach teams have been actively engaging individuals for several years and are on the street working with existing and new clients Monday through Friday. Several outreach teams work on weekends as well.

10. Describe the role of Coordinated Entry in the context of this proposal and how Coordinated Entry policies or processes will support and / or hinder the implementation of this proposal. (1000 character limit)

For this proposal, HFH will work with system partners to provide opportunities for individuals experiencing homelessness to be assessed, prioritized, and referred to permanent housing resources that meet their needs and preferences through LA's Coordinated Entry System (CES). CES is designed to equitably connect the highest need, most vulnerable persons in the community to available housing and supportive services by implementing a person-centered process; increasing access and reducing barriers; and integrating services between providers and across CES. If funded, the County plans to use a new approach in LA CES - which was highlighted by the Skid Row residents during the SRAP process and aligns with the City's Inside Safe Initiative - that focuses on more intentionally connecting people served by outreach and IH to the permanent housing resources in their community. In this way, we can ensure that there are pathways from the streets in Skid Row to the PH getting created in Skid Row.

11. Please describe the interim shelter and permanent housing opportunities proposed to support this proposal and provide evidence of the applicant's demonstrated ability and commitment to deliver permanent housing for people residing in the prioritized encampment. (2000 character limit)

Since HFH was founded in 2012, HFH has supported more than 18,000 people with moving into and retaining permanent supportive housing and 27,000 people placed in interim housing. In addition, HFH created the multidisciplinary team outreach approach in Skid Row in 2016. This approach has been

expanded to 115 multidisciplinary teams throughout LA County, administered by HFH. HFH's headquarters have been in Skid Row since 2014, which includes a health clinic and other social services, and is home to the County's Skid Row Coordinator. Because HFH has a strong presence in Skid Row, and facilitates the Resident Advisory Board Committee, we are well-positioned to implement the following housing portfolio which provides an array of options for client choice.
Interim housing:
- Enhancing the existing 1,000 interim housing beds funded by the City and County of LA in Skid Row to capacitate them to serve a more complex and acute population using client-centered, harm reduction and trauma-informed care practices
- Creating new temporary interim housing capacity for Skid Row that includes innovative and flexible service models for maximum client choice including the following:
*Non-congregate site solely for female identifying individuals with female identifying staff
*Safe Landing, which will be open 24/7 for walk-ins to access clinical services, access to interim housing beds on site and/or triage and connections to the most appropriate IH or other resources as needed.
Permanent housing:
- Project-based permanent supportive housing located in Skid Row which includes turnover of existing units, as well as 751 new units scheduled to come online during the grant term
- 250 new permanent local rental subsidies that will be created to house encampment residents, and 250 new local time limited subsidies
- Other permanent housing through traditional matching that happens via CES and other referral pathways, estimated to provide 750 PSH opportunities leveraged for Skid Row

12. Describe how this proposal is tailored to meet the needs and preferences of people residing within the prioritized encampment. (1500 character limit)
In designing this proposal, three sources of data were used. 1) The 2022 homeless count which indicates that approximately 50% in Skid Row are unsheltered, 92% are single adults, 25% have a disability, and 33% are women. 2) The 2022 Downtown Womens' Center Report that highlighted the need for low barrier, trauma informed non congregate IH. 3) The Skid Row Action Plan, created with Skid Row residents. The SRAP included a Resident Advisory Committee, which continues to inform all Skid Row targeted housing and services. The Governing Principles of the SRAP include using trauma informed practices that recognize the culture of Skid Row, developing housing and services that pay attention to the most vulnerable and that are designed with client choice at the core. Lastly, creating homelike and welcoming environments that include well-trained, compassionate, and non-judgmental staff.

The housing and supportive services being proposed and leveraged for this effort will use information gleaned from the residents of Skid Row in the following ways. Increasing the portfolio of low barrier non congregate IH to provide options for those unwilling to go into congregate settings; prioritizing community hiring; implementing a capacity building team to provide intensive training for housing providers to implement services that thoughtfully address behavioral health, harm reduction, and trauma informed care; and housing navigation to remove barriers for a high need, high acuity population.

Table 1: Projected Living Situations Immediately Following the Encampment

Briefly Describe Each Projected Living Situation Immediately Following the Encampment	Is This Permanent Housing?	Quantify The Capacity (e.g., number of beds/units, frequency of bed/unit availability)	Prioritized or Set-Aside for ERF-2-R?	Is this living situation funded by ERF-2-R and / or Leveraged Funds?	% of Served Persons Projected to Fall Within This Living Situation

Safe Landing: 24/7 facility for walk-ins or through outreach teams, emergency responders, or law enforcement for immediate access to a clinical team and non-congregate triage and interim housing beds.	No	90 IH and triage beds	Set-Aside	Both	20
The Grand Hotel Enriched Services Non-Congregate Interim Housing: IH for individuals with multiple complex health, mental health and substance use issues. Enriched services and a low barrier model.	No	350 IH beds	Set-Aside	Both	20
The Village Interim Housing: Clinically enhanced IH beds and services in the heart of Skid Row	No	45 IH beds	Set-Aside	Both	5
Vagabond Interim Housing: Clinically enhanced non-congregate and high intensity services for	No	45 IH beds	Set-Aside	Both	5

high acuity women					
Other HFH Skid Row Interim Housing	No	404 IH beds	Prioritized	Leveraged	20
DMH Skid Row Interim Housing	No	119 IH beds	Prioritized	Leveraged	5
LAHSA Skid Row Interim Housing	No	455 IH beds	Prioritized	Leveraged	25
Permanent Housing: Our intent is to offer all unsheltered people interim housing, but some people will move directly into permanent housing options that are detailed on Table 2	Yes	90 IH beds	Both	Both	5

Table 2: Projected Housing and Service Pathways to Permanent Housing

Describe Projected Housing and Service Pathway to Permanent Housing	Quantify the Capacity of the Housing and Service Pathway	Is this Housing and Service Pathway Funded by ERF-2-R and / or Leveraged Funds?
Flexible Housing Subsidy Pool (FHSP): Locally funded rental subsidies paired with intensive case management and tenancy support services. 250 slots dedicated to this proposal.	250 slots	Both
Project-Based Permanent Supportive Housing Pipeline: New project-based PSH expected to open in Skid Row during the project period.	751 slots	Leveraged
Time Limited Subsidies: Time-limited permanent housing subsidies and supportive services provided by LAHSA.	250 slots	Leveraged
Other Permanent Supportive Housing matched through CES: A portion of existing and new resources in the PSH system such as turnover in existing projects, the project based PSH pipeline	750 units	Leveraged

outside of Skid Row, CoC, other FHSP, other subsidies through CES.		
Problem Solving and/or Family/Friend Reunification	150 estimated participants	Leveraged

Table 3: Strategies to Mitigate Displacement

Strategy	Is this Strategy Funded by ERF-2-R and / or Leveraged Funds?
Multiple agencies provide different specialized outreach services meeting the multiple needs of the unsheltered in Skid Row. These services are highly coordinated within Skid Row	Leveraged
Housing Navigation will provide intensive services that wrap around each participant making loss to follow-up less possible	Both
Enriched clinical services and training on how to address the needs of the most vulnerable are offered within Skid Row IH facilities to ensure throughput into PH and not back to an encampment	Both
A variety of interim and permanent housing options on Skid Row will be leveraged to rapidly house individuals reducing loss to follow-up	Both
The Safe Landing space will allow for 24/7 access to clinical services, IH and triage beds	Both

Table 4: Strategies to Mitigate Returns to Unsheltered Homelessness

Strategy	Is this Strategy Funded by ERF-2-R and / or Leveraged Funds?
The IH implemented/leveraged is low barrier and includes enriched supportive services on site to address psychosocial needs. In addition, the majority of new IH will be non-congregate which unsheltered report as critical to agreeing to IH.	Both
A capacity building team will be providing intensive training for housing providers to implement services that thoughtfully address behavioral health, harm reduction, and trauma informed care.	Both
Permanent Supportive Housing pairs housing subsidies and intensive case management services to provide wraparound support including behavioral health and in-home caregivers. These services promote housing retention and improved health outcomes.	Both
Other permanent housing, such as time limited subsidies, will also be provided to participants to prevent return to unsheltered homelessness.	Leveraged

13. Describe how this proposal considers and plans for the dynamic nature of encampments including potential inflow of people into the geographically served areas. (1000 character limit)
There are approximately 20 outreach teams in Skid Row that are well coordinated and know the unhoused residents. These teams are aware of all activities that occur in Skid Row, how each block is organized, who are the street leaders, and how to work with them successfully. By implementing a new 24/7 Safe Landing site, individuals that are new to Skid Row can be quickly referred. At Safe Landing, they will be assessed to determine where they come from and under what circumstances to develop a plan for immediate resolution. Stemming the inflow into Skid Row will be achieved when current unhoused residents have alternatives to sleeping on the streets and when the individuals entrenched in addiction and/or behavioral health conditions are well cared for. This is a bridge to a permanent campus site in Skid Row that we hope to complete during this grant term with other funding. This proposal is central to initiating this vision, showing proof of concept and opportunities to adjust the model.

14. Describe how this proposal will support individuals with continued access to and / or the storage of their personal property. (1000 character limit)
Los Angeles City maintains two 24/7 facilities within Skid Row that provide storage bin access for residents experiencing homelessness to utilize as free personal storage. Since 2020, nearly 2,550 storage bins are available for unhoused people in Skid Row. “The Bin” offers expanded storage options for personal belongings, clothing, and other valuables and ensures that participants are unencumbered by the burden of carrying and protecting personal possessions while living on the street or in a congregate setting. The Bin provides a secure location to keep official documents such as social security cards, driver’s licenses, and/or marriage certificates which are essential to accessing public benefits or other resources. In addition, because of the new non- congregate IH that will be implemented, individuals can keep their personal belongings with them in their unit if they so choose.

15. Describe how this proposal will support individuals with service animals and/or pets. (1000 character limit)
Recognizing that pets and/or services animals play an important role in enriching and stabilizing the lives of people experiencing homelessness, this proposal will support individuals with a service animal, and this will not be a barrier for housing. HFH and our partner agencies implement and manage low barrier facilities with service provision that aligns with Housing First principles. Service animals and/or pets are welcome at every HFH-contracted facility to ensure that any person seeking shelter does not experience additional barriers to coming inside. Additionally, if needed, several of the outreach teams in Skid Row include a licensed clinician who can sign off on forms required for the certification of service animals.

Budget and Resource Plan

16. State the total amount of ERF-2-R funds requested.
$59,483,733.55

17. State the estimated dollar value of secured, non-ERF-2-R resources that will help meet this proposal’s outcomes.
$279,312,000.00

18. Identify and describe these non-ERF-2-R resources. (1000 character limit)
Leveraged resources come from the City of Los Angeles ($40M), LAHSA ($60), other County departments ($25M), local Public Housing Authorities ($55M), and from other HFH funding largely from the County Homeless Initiative ($100M). This funding covers a portion of:

- HFH staff and leadership coordinating PH, IH, and outreach
- Safe Landing lease costs

- Grand Hotel base interim housing services and lease costs
- Vagabond operations and lease costs
- Street based outreach teams
- Intensive Case Management Services

It also covers all of:
- Approximately 1,000 beds of interim housing
- Time limited subsidies
- Estimated 1,500 units of PSH

Leveraged resources sustain many ERF activities into later years, ensuring the 50% expenditure deadline can be met while allowing clients to receive ongoing services.

19. Describe how the proposal is a prudent and effective use of requested funding relative to the number of people it seeks to serve and the types of services and housing to be provided in the proposal. Include an explanation of how the requested ERF-2-R amount was determined. (1000 character limit)
The budget is effective due to substantial leveraging and use of longstanding practices to ensure contractors' budgets are efficient. Essential components of the project, including most street outreach and permanent housing, are entirely leveraged. HFH's existing infrastructure and network of contracted providers limits startup and program oversight costs. Interim housing costs are reduced by economies of scale and by partners covering key components such as leases. The Safe Landing site was designed to control costs while offering intensive services.

Interim housing and outreach costs are based on detailed contractors' budgets. Permanent housing costs are based on current rates with providers, rental subsidy maximums mirroring local housing authorities', and move-in costs based on experience. A ramp-up timeline was applied based on expected time to move-in and ramp-down time for services that are expected to end. Staffing costs were developed based on established salary ranges.

Attachment: Standardized Budget
ERF Standardized Budget_Los Angeles County_02.23.xlsx

Key Entities and Staff

20. First, describe the implementing organization and specific unit or office within the implementing organization that would administer ERF-2-R. Then, describe their role and primary responsibilities for this proposal. Finally, if these entities have managed a complex homelessness project or grant, describe how those experiences informed this proposal. (1500 character limit)
HFH, established in 2012 as a division in the LA County Department of Health Services, provides supportive housing to unhoused individuals with complex medical and behavioral health issues. A recipient of significant federal, state, and local funding investments, HFH administers more than $600M from approximately 35 different funding sources. HFH develops and implements complex projects that yield increased health outcomes and long-term housing stability for the County's most vulnerable residents. HFH is committed to "whatever it takes" to address the unique and urgent needs of unhoused as they transition from street to PH. Within HFH, there is a Street-Based Engagement unit responsible for the

administration of multidisciplinary teams, 4 mobile medical vans and the County's Skid Row Coordinator.

This proposed project will be managed and coordinated under the Skid Row Coordinator. The Skid Row Coordinator will be responsible for ensuring that: 1) the HFH IH unit contracts with a community-based organization for the new IH being implemented, and manages all IH referrals, placements, step-downs, etc. with staff solely focused on Skid Row; 2) all Skid Row housing providers have completed intensive training to build capacity for thoughtful harm reduction practices and trauma informed care; 3) the HFH Permanent Housing unit prioritizes Skid Row residents and administers contracted PH with the appropriate level of enriched services to ensure individuals stay permanently housed.

Table 5: Key Staff

Title	Currently Filled Position?	FTE of Staffing for This Proposal	Funded by ERF-2-R and / or Leveraged Funds?	Brief Description of Duties
HFH Deputy Director	Yes	0.10 FTE	Leveraged	Will be administrative lead on this project. Manages outreach (including Skid Row Coordinator), IH, and Enriched Residential Care
HFH Skid Row Coordinator	Yes	1 FTE	Leveraged	Will be the day-to-day lead on this project. Oversees and coordinates all Skid Row-based activities on behalf of the County and is based at HFH
Staff Analyst, Interim Housing	No	2 FTEs	Both	Will provide oversight/program management of all Skid Row IH to ensure quick and immediate access to beds, regular case conferences, and support of low barrier and service enriched care
Staff Analyst, Permanent Housing	No	1 FTE	Both	Will provide oversight/program management to ensure Skid Row residents are prioritized for PH, assist with housing agreements and deposits/move in assistance, regular case conferencing on progress toward lease ups, and ensuring successful move-ins
Staff Analyst, Permanent Housing	No	2 FTE	Both	Will provide oversight/program management on the Housing Navigation (HN) program tracking the providers progress on HN, coordination of care of new PH placements, and coordination of HN referrals and follow-up.
Assistant Staff Analyst, Interim	No	2 FTE	Both	Assist the Staff Analysts in all aspects of program management

Housing				to support all Skid Row IH providers.
Assistant Staff Analyst, Permanent Housing	No	2 FTE	Both	Assist the Staff Analysts in all aspects of program management to support HN, and PH placements of Skid Row residents.
Staff Assistant I	No	1 FTE	Both	Will oversee all referrals in HFH database, sending regular communications to providers, support all ERF-2-R staff analysts on all clerical activities.
Staff Analyst, Interim Housing	No	3 FTE	Both	To develop and implement an intensive capacity building training for housing providers to implement services that thoughtfully address behavioral health, harm reduction, and trauma informed care for a high need, high acuity population.

21. First, describe key partners that will collectively pursue the proposal's outcomes. Then, describe their role and primary responsibilities for this proposal. Finally, if these entities have managed a complex homelessness project or grant, describe how those experiences informed this proposal. (1500 character limit)

The City of Los Angeles is a key and critical partner in this proposal. They lead Inside Safe, a LA city-wide project that reduces the number and size of encampments by providing immediate access to IH. The City will cover the lease and basic shelter costs for the Grand Hotel Interim Housing site as well as a significant portion of the lease costs at the Safe Landing IH site. In addition, the City will leverage their PH investments to bring Skid Row unhoused into permanent housing opportunities. The Los Angeles Homeless Services Authority (LAHSA), the CoC lead in Los Angeles County and joint powers authority of the City and County, provide IH and outreach in the Skid Row area and administer time limited subsidies which will serve people in this project. The Chief Executive Office-Homeless Initiative (CEO-HI) is the central coordinating body for the County's efforts to expand/enhance services for unhoused residents. HFH and CEO-HI work closely on the implementation of the Skid Row Action Plan and on the City/County emergency declarations on homelessness. These 3 entities along with HFH regularly collaborate and coordinate planning and implementation efforts. Due to this partnership, we bring a comprehensive understanding of what is working, what the gaps are and how to address them and how to comprehensively conduct outreach, provide IH and secure PH for the unhoused.

22. Describe specific examples of how Local Jurisdiction(s) and the CoC have collaborated on the design and implementation of this proposal. (1000 character limit)

The City of LA, HFH, CEO-HI and LAHSA, coordinated closely on the design and implementation of this proposal. There was much planning on the strategy on what to apply to ERF-2-R and how to implement it as well as what could be leveraged from each partner, as can be witnessed in the significant leveraging commitments. The City is the main source of PH resources and are leveraging their Inside Safe model towards the lease and other costs of IH to be partnered with the enriched services provided by HFH. LAHSA's outreach teams are a vital component of the coordinated outreach approach in Skid Row which will be central in this project. In addition, LAHSAs contracted IH beds will be leveraged for those with less acute conditions. HFH, DMH, and LAHSA all participate in daily "Air Traffic Control" meetings to discuss

the best IH placement options for individuals given our respective resources as well as those needing to be stepped up or down to more/less enriched service IH sites.

Optional Upload: Evidence of Cross-Jurisdictional Collaboration
Board Motions.zip

Letters of Support.zip

23. Identify any entities that have a right to and/or control of the property upon which the encampment site resides and discuss whether each of these entities committed allowing the implementation of this proposal. If they have not committed, please explain how you have or plan to engage with this entity to implement your proposal. (1000 character limit)
The City of Los Angeles holds municipal authority over the region that encompasses Skid Row and will be partnering with the County to implement this proposal. Please see the uploaded Letter of Support from the City of Los Angeles.

Additionally, the Skid Row Action Plan was developed in collaboration with the stakeholders, business owners, and community members who live and work in Skid Row.

Centering People

24. How were persons with lived experience meaningfully incorporated into the planning and proposed implementation of this proposal? Please identify whether any perspectives were incorporated from persons that are currently unsheltered and / or formerly or currently residing within the prioritized encampment. (1000 character limit)
The planning of this proposal occurred with the support and input from people with lived expertise of homelessness in Skid Row through the development of the Skid Row Action Plan. HFH facilitated a total of 15 workgroup meetings to bring together community members, local organizations, service providers, LA City and County departments, and a Skid Row Resident Advisory Committee composed of sheltered and unsheltered Skid Row residents. The Resident Advisory Committee hosted a festival for the community to review draft recommendations, provide feedback, and identify priorities. Workgroups advocated firmly against inflexible service models or enforcement activities, and towards creating a safe neighborhood achieved through empowerment and community cohesion. The main tenets of this feedback built into this proposal include a focus on non-congregate IH, low barrier access to housing and services, 24/7 access to clinical care, and more capacity building/training for housing providers.

25. Briefly describe how the proposal exemplifies Housing First approaches as defined in Welfare and Institutions Code section 8255. (1000 character limit)
The proposal exemplifies a Housing First approach using a very low barrier model with no service participation requirements or preconditions to accessing services, interim or permanent housing.

All programs funded or leveraged by this proposal will:
- Accept individuals regardless of their sobriety or substance use activities
- Not reject individuals based on poor credit or financial history, poor or lack of rental history, criminal convictions, or behaviors that indicate a lack of “housing readiness”
- Accept referrals directly from outreach, IH, access/drop-in centers, or other crisis response systems frequented by vulnerable people experiencing homelessness
- Provide supportive services that emphasize engagement, problem solving, and a whatever it takes
- Not imply any requirement for service participation or to access housing and/or services

26. Briefly describe how this proposal will center an individual’s choice and provide trauma informed services and supports. (1000 character limit)
This proposal was designed to promote individual choice as is evidenced in the array of outreach, IH and PH that is/will be available. This is very intentional because no one size fits all. The housing and services

need to be right sized and ready as soon as an individual chooses to come inside and/or get services. Housing, services and interventions will be focused on 'meeting people where they are at' to ensure strong rapport building and follow-up as well as recognizing the signs and symptoms of trauma to support health and safety. Outreach teams go through rigorous training on trauma-informed care which teaches them to build rapport while minimizing retraumatizing conversations that push people further away from engaging. Additionally, a capacity building team from HFH will be providing training and technical assistance for housing providers on Skid Row. This team will develop and implement training that highlights trauma informed care.

27. Describe how this proposal will operationalize harm reduction and provide services that improve a person's health, dignity, and safety while they continue to reside within the prioritized encampment site. (1000 character limit)

HFH contracted services are required to utilize harm reduction methods to ensure that that we align our practices with "whatever it takes." HFH provides our contractors with a variety of supports to build their harm reduction expertise including funding, training, and harm reduction supplies. In addition, a new DHS-funded harm reduction outreach team was implemented in Skid Row to focus on individuals most likely to overdose and roves around the area reversing overdoses. HFH also funds a sobering center in Skid Row across from our headquarters which provides safe space for individuals who are under the influence and who may be a danger to themselves on the street. Harm reduction techniques are central to the sobering center services. Currently, DHS is also seeking other funding to implement a health hub in Skid Row for substance users to be seen by a clinician and/or receive harm reduction counseling to support individual's overall wellbeing.

28. For encamped locations that are objectively dangerous, describe how the proposal will seek to prevent harm for people experiencing unsheltered homelessness in these locations. (1000 character limit)

This proposal seeks to prevent harm for unsheltered people in Skid Row by providing service enriched outreach, IH and PH. Harm reduction practices and trauma informed care are techniques are used to reduce the risk of any behavioral health escalations. Outreach staff are well trained in patient and thoughtful service delivery and de-escalation strategies. Teams are very visible in Skid Row, with good relationships with the community and law enforcement. In addition, through the Skid Row Action Plan, HFH will be implementing a Community Ambassador Program that will employ Skid Row residents to promote community safety and care to the unhoused residents of Skid Row. Community Ambassadors will be hired from the community and will de-escalate, problem solve, and advocate on behalf of their fellow residents. Lastly, the SRAP Resident Advisory Committee will continue to advocate on behalf of the residents, provide ongoing feedback, problem solve and uplift concerns to governmental partners.

29. Identify what controls are or will be in place to ensure that all ERF-2-R funded parties will not penalize homelessness. The term "penalize homelessness" means to impose, by a governmental unit, criminal or civil penalties on persons who are homeless in a manner that is related to those persons' engagement in necessary human activities, including sleeping, resting, and eating. (1000 character limit)

It is not the intent of this project to penalize homelessness in Skid Row. Instead, it is to increase and create more compelling IH and PH for the unhoused in Skid Row. Under the leadership of Mayor Bass, the City of Los Angeles has implemented Inside Safe, a citywide, proactive housing-led strategy to bring people inside from tents and encampments, and to prevent encampments from returning.

Inside Safe supports the following goals and citywide outcomes:
- Decrease the number and size of encampments across the city
- Decrease the time of moving someone from an encampment into housing
- Increase interim and permanent housing placements
- Increase access to mental health care and substance use treatment for people experiencing homelessness

These goals/outcomes are central to this project.

30. Describe how this proposal considers sanitation services for people residing in the prioritized encampment. This may include but is not limited to non-intrusive, curb-side waste removal and access to clean and available bathrooms. (1000 character limit)
Skid Row currently receives regular sanitation services through the City of LA's Operation Healthy Streets, which provides regular, comprehensive sidewalk cleaning. Signs indicating scheduled cleaning times are posted to ensure street sleepers are prepared for sidewalk cleaning. LAHSA HET teams accompany the sanitation teams to provide outreach services to individuals impacted by the cleaning. The City of LA funds a Refresh Spot in Skid Row which provides free access to toilets, showers, and laundry facilities for anyone who resides in Skid Row. This service is vital to the unhoused residents in Skid Row.

Accelerated Timeline

31. How is your community currently supporting and / or engaging with people residing within the prioritized encampment? (1000 character limit)
Since 2012, HFH has taken the lead in coordinating services for Skid Row residents. In 2014, HFH moved its headquarters to Skid Row. Since that time, HFH has created over 300 IH beds in Skid Row, partnered on several Skid Row PH projects for the most vulnerable, and launched the Star Health Clinic to provide primary medical care to patients with complex medical and behavioral health needs. In addition, HFH created the five multidisciplinary teams in Skid Row, which was the pilot for the 100 current multidisciplinary teams throughout the County. HFH is also home to the County's Skid Row Coordinator, who is recognized by the community as a significant advocate for Skid Row and who oversees the County departmental responses to the needs of Skid Row residents. Lastly, during the SRAP, a Resident Advisory Committee was created to provide input/guidance on new plans and/or projects targeting Skid Row. This Board will continue in its role to help create a healthy and safe Skid Row community.

32. If this proposal is selected, in advance of receiving funding, what steps will your community take to support the people living in the encampment and swift implementation of this proposal? (1000 character limit)
HFH is deeply rooted in the Skid Row community and is ramping up implementation of the Skid Row Action Plan. Every Woman Housed and our multidisciplinary teams continue to provide outreach services. HFH's Star Health Clinic accepts walk-ins and serves the most complex individuals on Skid Row. The Homeless Initiative is partnering with Medi-Cal Managed Care Plans to implement Enhanced Care Assessment Teams that will assess clients for medical, behavioral, functional, and social service needs to inform housing placements and service connections to in-home care giving for Skid Row residents who need this service to be successfully housed. HFH will ensure that all contracted service providers have the capacity to begin service provision as soon as funding becomes available. In addition, we continue to collaborate with our partners to support the residents of Skid Row by coordinating outreach, maximizing the use of Skid Row IH, and prioritizing Skid Row residents for PH opportunities.

Table 6: Projected Milestones

Outreach to the people residing in the prioritized encampment site began / will begin in month ____.	**This proposal will reach full operating capacity in month _____.**	**The first planned exit of a person or household from the prioritized encampment will occur in month_____.**	**The last planned exit of a person or household from the prioritized encampment will occur in month _____.**
June2023	July2024	June2023	June2026

Attachment: Standardized Timeline
ERF-2-R Project Timeline _LA_COUNTY_0223.xlsx

Applicants must use the ERF-2-R Timeline Template available on box.com

CERTIFICATION

Before certifying, applicants are strongly encouraged to review the NOFA.

I certify that all information included in this Application is true and accurate to the best of my knowledge.

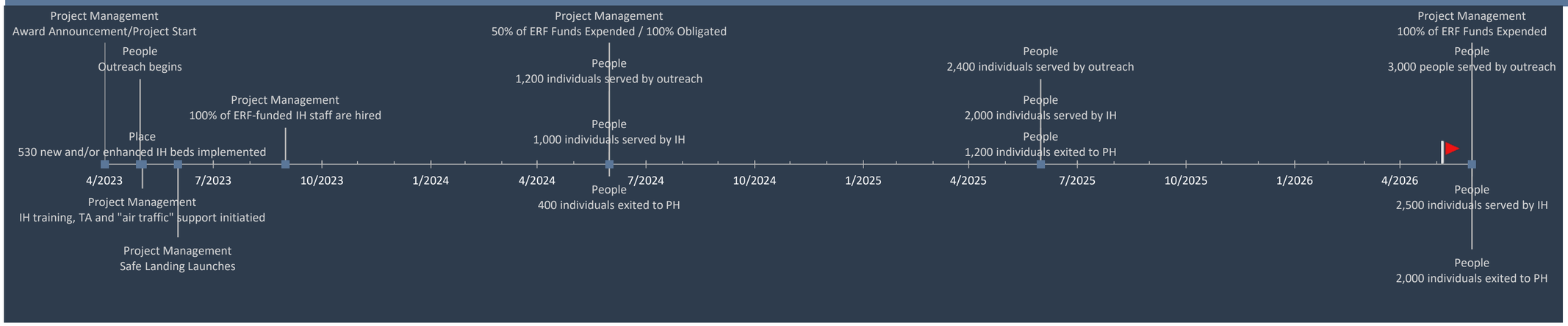
Name
Elizabeth Boyce

Title
HFH Deputy Director

Email
eboyce@dhs.lacounty.gov

ERF-2-R Project Timeline

JURISDICTION



Project Milestones

Date	Milestone	Category	Vertical Position	Additional Detail for Milestone
4/30/2023	Award Announcement/Project Start	Project Management	50	
5/30/2023	Outreach begins	People	35	
6/1/2023	530 new and/or enhanced IH beds implemented	Place	0	
6/1/2023	IH training, TA and "air traffic" support initiatied	Project Management	-10	
7/1/2023	Safe Landing Launches	Project Management	-30	
9/30/2023	100% of ERF-funded IH staff are hired	Project Management	15	
6/30/2024	1,200 individuals served by outreach	People	30	
6/30/2024	1,000 individuals served by IH	People	5	
6/30/2024	400 individuals exited to PH	People	-5	
6/30/2024	**50% of ERF Funds Expended / 100% Obligated**	**Project Management**	**50**	**Statutory Deadline for 50% of ERF funds to be spent and 100% Obligated**
6/30/2025	2,400 individuals served by outreach	People	35	
6/30/2025	2,000 individuals served by IH	People	15	
6/30/2025	1,200 individuals exited to PH	People	0	
6/30/2026	3,000 people served by outreach	People	35	
6/30/2026	2,500 individuals served by IH	People	-5	
6/30/2026	2,000 individuals exited to PH	People	-35	
6/30/2026	**100% of ERF Funds Expended**	**Project Management**	50	**Statutory Deadline for 100% of ERF funds to be spent**

PROJECT TIMELINE TIPS

1. Fill in the light blue cells to customize this template with your project's specific milestones.

2. Insert entire rows to the Project Milestones table to add additional milestones.

3. Column B should be a date

3. Column C should be the milestone name- however your team refers to it.

4. Column D provides a dropdown menu with options to help categorize milestones into broad groups. To add an option, go to sheet 1 and add the option in one of the green calls at the bottom of the list.

5. Column E Indicates the *Vertical Position* of milestone markers in the Project Milestones table at the top of the sheet. Changing this number allows you to change the vertical position of the milestone relative to the horizontal axis. Use positive numbers to position them above the axis and negative numbers to position them below.

6. Column F is a space to provide additional context, detail, or description for a specific milestone.

		ELIGIBLE USE CATEGORY	<5 WORD DESCRIPTION	NAME OF ENTITY OR PART OF PROPOSAL				ERF-2-R PROPOSED BUDGET	LEVERAGED FISCAL SUPPORT	2 SENTENCE DESCRIPTION
Guidance and Intended Use	*This budget template may be slightly modified to meet local needs. If awarded funding, this budget, once approved, will serve as your communitys official project budget. Any changes to this budget must be authorized through the change request process.*	*Use dropdowns. See NOFA, III. A.*	*Enables Cal ICH to immediately understand the line item.*	*Enables Cal ICH to associate the line item with specific entities or parts of a proposal.*				*Only ERF-2-R Funds*	*Non ERF-2-R Funds That WILL be Used to Support this Proposal*	*Enables Cal ICH to better understand the line item, context, and / or other pertinent information related to the proposed line item.*
	PERSONNEL COSTS				**SALARY**	**FTE**	**MONTHS**			
		Delivery of Permanent Housing	HFH staff coordinating permanent housing	DHS Housing for Health	$ 127,386.17	9	36	1,586,226.63	1,853,200.00	Salary total reflects average full maximum cost of contracted positions, including benefits and maximum step for budgeting purposes. Includes leveraged HFH staffing, both leadership and staff overseeing programs.
		Interim Sheltering	HFH staff coordinating interim housing	DHS Housing for Health	$ 131,761.23	20.5	36	3,077,375.19	5,025,940.75	Salary total reflects average full maximum cost of contracted positions, including benefits and maximum step for budgeting purposes. Includes leveraged HFH staffing, both leadership and staff overseeing programs.
		Street Outreach	HFH staff coordinating street outreach	DHS Housing for Health	$ 144,400.00	3.5	36	81,050.00	1,435,150.00	Salary total reflects average full maximum cost of contracted positions, including benefits and maximum step for budgeting purposes. Includes leveraged HFH staffing, both leadership and staff overseeing programs.
	Subtotal - Personnel Costs							**$ 4,744,651.81**	**$ 8,314,290.75**	
	NON-PERSONNEL COSTS				**UNIT**	**RATE**	**TIME**			
		Interim Sheltering	Safe Landing Operations	DHS Housing for Health	96 beds	$210/night	37 months	$ 18,896,000.00		Contractor's rate for enhanced Safe Landing services including interim housing and 24/hour drop in services. Assumes lower costs in final year as site ramps down.
		Interim Sheltering	Safe Landing Lease Cost	DHS Housing for Health	1 lease	$1.5M/year	37 months	$ 2,050,000.00	$ 2,050,000.00	Estimated lease for Safe Landing site.
		Interim Sheltering	Grand Hotel Enhanced Services	DHS Housing for Health	350 beds	$45/night	25 months	$ 9,202,188.00		Contractor's rate for enhanced interim housing services at Grand Hotel. Layer of clinical enrichment on top of basic services. Assumes lower costs in final year as site ramps down.
		Interim Sheltering	Grand Hotel Base Services	DHS Housing for Health	350 beds	$40/night	25 months		$ 7,665,000.00	Contractor's rate for base interim housing services at Grand Hotel. Assumes lower costs in final year as site ramps down.
		Interim Sheltering	Grand Hotel Lease	DHS Housing for Health	350 beds	$1.6M/mo	25 months		$ 30,271,500.00	Lease for Grand Hotel
		Interim Sheltering	The Village Operations	DHS Housing for Health	45 beds	$90/night	37 months	$ 1,550,033.00	$ 2,861,600.00	Contractor's rate for clinically enhanced interim housing services at the Village interim housing.
		Interim Sheltering	Vagabond Hotel Operations	DHS Housing for Health	45 beds	$160/night	37 months	$ 2,918,302.00	$ 5,181,698.00	Contractor's rate for clinically enhanced interim housing services at Vagabond Hotel.
		Interim Sheltering	Vagabond Hotel Lease	LA County CEO Homeless Initiative	1 lease	$131,000/mo	37 months		$ 4,641,000.00	Cost to lease entire hotel site, including supportive services and restaurant space.
		Interim Sheltering	Leveraged HFH Skid Row Interim Housing	DHS Housing for Health	404 beds	$96.50/night	37 months		$ 42,650,000.00	Average rate for clinically enhanced existing interim housing operated by DHS HFH in Skid Row, available to project participants.
		Interim Sheltering	Leveraged LACDMH Skid Row Interim Housing	Depatment of Mental Health	119 beds	$58.5/night	37 months		$ 7,622,842.50	Average rate for interim housing operated by the LA County Department of Mental Health in Skid Row, available to project participants.
		Interim Sheltering	Leveraged LAHSA Skid Row Interim Housing	Los Angeles Homeless Services Authority	455 beds	$50/night	37 months		$ 24,911,250.00	Average rate for existing interim housing operated by LAHSA in Skid Row, available to project participants.
		Street Outreach	HFH Skid Row Outreach Teams	DHS Housing for Health	6 Teams	Varies	37 months	$ 1,200,000.00	$ 9,300,000.00	Contractor's rate to provide street outreach services. Multidisciplinary teams meet a variety of participants' needs and connect them to interim and permanent housing.
		Street Outreach	Leveraged Non-HFH Skid Row Outreach Teams	Various incl. LAHSA, DMH, service providers	15 Teams	Varies	37 months		$ 26,100,000.00	Estimated value of partner outreach teams based on staffing levels. Teams meet a variety of participants' needs and connect them to interim and permanent housing, some provide specialty mental health, harm reduction, or medical support.
		Delivery of Permanent Housing	Pre-Match Intensive Case Management Services	DHS Housing for Health	600 slots	$450/mo	37 months	$ 7,240,000.00	$ 1,080,000.00	Contractor's rate to provide case management to participants while they await match for a permanent housing subsidy, as well as after they become housed.
		Delivery of Permanent Housing	Rental Subsidies and Move In Support	DHS Housing for Health	250 subsidies	Varies	36 months	$ 8,850,000.00	$ 7,200,000.00	Locally funded scattered site rental subsidies, paired with tenancy support services and move in costs. Calculation assumes ramp up and rent mirroring local Housing Authority Voucher Payment Standards.
		Rapid Rehousing	Time Limited Subsidies	LAHSA	250 subsidies	Varies	36 months		$ 16,505,250.00	Estimated value of time-limited subsidies provided by LAHSA to project participants.
		Delivery of Permanent Housing	Community Project Based Pipeline	Various incl. HACLA, City of LA, DHS HFH, private developers	751 units	$2,400/mo	Varies	$ -	$ 37,257,000.00	Estimated value of project based permanent housing, both rent and supportive services, which is expected to open in Skid Row in the project period. Value calculated based on current projected open dates.
		Delivery of Permanent Housing	Other PSH Resources	Various incl. HFH, HACLA, LACDA	750 subsidies	$2,400/mo	36 months	$ -	$ 32,400,000.00	Estimated value of permanent housing, both rent and supportive services, available through other programs which may be used by project participants. Assuming move in throughout period.
	Subtotal - Non-Personnel Costs							**$ 51,906,523.00**	**$ 257,697,140.50**	
	ADMINISTRATIVE COSTS									
		Administrative Costs	Charged as 5% of other costs					2,832,558.74	13,300,571.56	To be charged as 5% of other expenses.. Leveraged funding provides comperable admin to benefit overall project.
	Subtotal - Administrative Costs							**$ 2,832,558.74**	**$ 13,300,571.56**	
	TOTAL BUDGET							**$ 59,483,733.55**	**$ 279,312,002.81**	

Current Budget
Superseded by

BOARD OF SUPERVISORS

Hilda L. Solis
First District

Holly J. Mitchell
Second District

Lindsey P. Horvath
Third District

Janice Hahn
Fourth District

Kathryn Barger
Fifth District

County of Los Angeles
Homeless Initiative

COUNTY OF LOS ANGELES
HOMELESS INITIATIVE
Kenneth Hahn Hall of Administration
500 West Temple Street, Room 493, Los Angeles, CA 90012
(213) 974-1257 ceo.lacounty.gov

CHIEF EXECUTIVE OFFICER
Fesia A. Davenport

EXECUTIVE DIRECTOR
Cheri Todoroff

February 22, 2023

Elizabeth Boyce, Deputy Director
Housing for Health
Los Angeles County Department of Health Services
655 S. Maple Avenue
Los Angeles, CA 90014

Dear Ms. Boyce:

This letter serves to inform you that the Los Angeles County Homeless Initiative (HI) looks forward to collaborating with the Los Angeles County Department of Health Services' Housing for Health Division (HFH) on the project that is outlined in their application to the State of California for the Encampment Resolution Funding Program.

The application contains a cross-agency plan for the Encampment Resolution Funding Program funds to serve the Skid Row area. This neighborhood represents California's most visible symbol of homelessness and contains many of the state's most vulnerable residents.

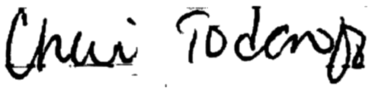
As appropriate and in compliance with all applicable requirements, HI will align HI funded activities to support this proposed Encampment Resolution Project.

The program to be implemented with these funds will incorporate a continuum of housing and services, from outreach through placement into permanent housing units.

We look forward to partnering with HFH to end homelessness for the residents of Skid Row and appreciate your consideration of HFH's application.

Sincerely,

FESIA A. DAVENPORT
Chief Executive Officer



Cheri Todoroff
Executive Director

LOS ANGELES HOMELESS SERVICES AUTHORITY
LAHSA

707 Wilshire Blvd. 10th Floor
Los Angeles, CA 90017
213 683.3333
www.lahsa.org

February 23, 2023

Elizabeth Boyce, Deputy Director
Housing for Health
Los Angeles County Department of Health Services
655 S. Maple Ave.
Los Angeles, CA 90014

Dear Ms. Boyce:

This letter serves to inform you that the Los Angeles Homeless Services Authority (LAHSA) looks forward to collaborating with the Los Angeles County Department of Health Services' Housing for Health Division (HFH) on the project that is outlined in their application to the State of California for the Encampment Resolution Funding Program.

The application contains a cross-agency plan for the Encampment Resolution Funding Program funds to serve the Skid Row area. This neighborhood represents California's most visible symbol of homelessness and contains many of the state's most vulnerable residents.

As appropriate and in compliance with all applicable requirements, LAHSA will align LAHSA funded activities to support this proposed Encampment Resolution Project.

The program to be implemented with these funds will incorporate a continuum of housing and services, from outreach through placement into permanent housing units.

We look forward to partnering with HFH to end homelessness for the residents of Skid Row and appreciate your consideration of HFH's application.

Sincerely,

Stephen David Simon
Interim Executive Director

HACLA

Build HOPE: Investing in People and Place

February 22, 2023

Elizabeth Boyce, Deputy Director
Housing for Health
Los Angeles County Department of Health Services
655 S. Maple Ave.
Los Angeles, CA 90014

Dear Ms. Boyce:

This letter serves to inform you that the Housing Authority of the City of Los Angeles (HACLA) looks forward to collaborating with the Los Angeles County Department of Health Services' Housing for Health Division (HFH) on the project that is outlined in their application to the State of California for the Encampment Resolution Funding Program.

The application contains a cross-agency plan for the Encampment Resolution Funding Program funds to serve the Skid Row area. This neighborhood represents California's most visible symbol of homelessness and contains many of the state's most vulnerable residents.

As appropriate and in compliance with all applicable requirements, HACLA is supportive of the use of HACLA-funded project-based units in the Skid Row area in alignment with this proposed Encampment Resolution Project.

The program to be implemented with these funds will incorporate a continuum of housing and services, from outreach through placement into permanent housing units.

We look forward to partnering with HFH to end homelessness for the residents of Skid Row and appreciate your consideration of HFH's application.

Sincerely,

Douglas Guthrie

Douglas Guthrie
President & CEO

KAREN BASS
MAYOR

February 23, 2023

Elizabeth Boyce, Deputy Director
Housing for Health
Los Angeles County Department of Health Services
655 S. Maple Ave.
Los Angeles, CA 90014

Dear Ms. Boyce:

This letter confirms the City of Los Angeles' commitment to partner with the Los Angeles County Department of Health Services' Housing for Health Division (HFH) on the project outlined in your application to the State of California for the Encampment Resolution Funding Program.

The application contains a cross-agency plan for the Encampment Resolution Funding Program funds to serve the Skid Row area, which represents California's most visible symbol of homelessness and contains many of the state's most vulnerable residents.

As appropriate and in compliance with all applicable requirements, the City will align City funded activities to support this proposed Encampment Resolution Project. As this encampment is located within the jurisdiction of the City of Los Angeles, we intend to offer all associated support necessary for the project to be carried out.

The program to be implemented with these funds will incorporate a continuum of housing and services, from outreach through placement into permanent housing units.

We appreciate the State providing us this opportunity to partner with HFH and end homelessness for the residents of Skid Row.

Sincerely,

Mercedes Márquez
Chief of Housing and Homelessness Solutions

DEPARTMENT OF MENTAL HEALTH

hope. recovery. wellbeing.

LISA H. WONG, Psy.D.
Interim Director

Curley L. Bonds, M.D.
Chief Medical Officer

Connie D. Draxler, M.P.A.
Acting Chief Deputy Director

February 24, 2023

Elizabeth Boyce, Deputy Director
Housing for Health
Los Angeles County Department of Health Services
655 S. Maple Ave.
Los Angeles, CA 90014

Dear Ms. Boyce:

This letter serves to inform you that the Los Angeles County Department of Mental Health (DMH) looks forward to collaborating with the Los Angeles County Department of Health Services' Housing for Health Division (HFH) on the project that is outlined in their application to the State of California for the Encampment Resolution Funding Program.

The application contains a cross-agency plan for the Encampment Resolution Funding Program funds to serve the Skid Row area. This neighborhood represents California's most visible symbol of homelessness and contains many of the state's most vulnerable residents.

As appropriate and in compliance with all applicable requirements, DMH will utilize DMH funded activities to support this proposed Encampment Resolution Project.

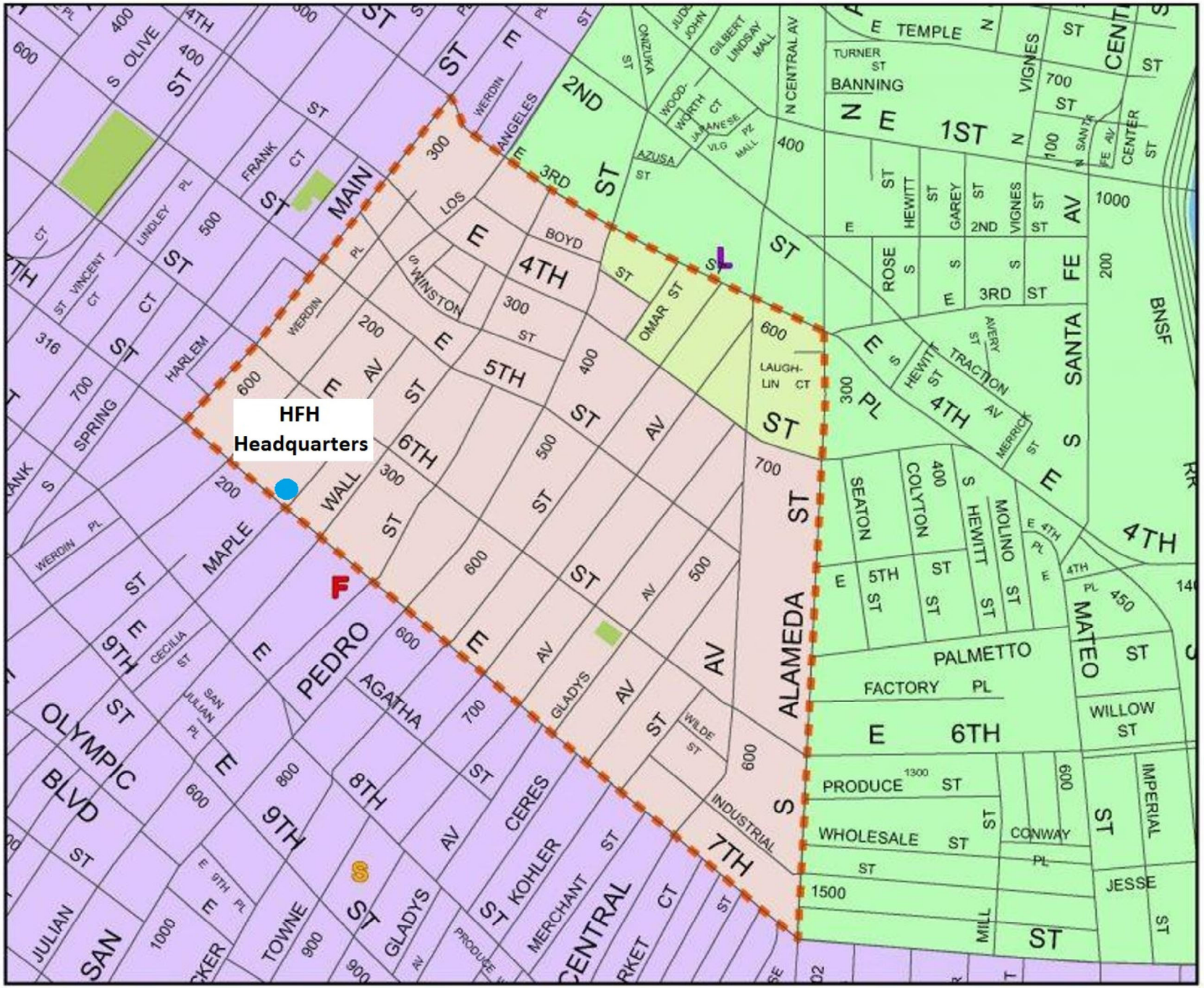
The program to be implemented with these funds will incorporate a continuum of housing and services, from outreach through placement into permanent housing units.

We look forward to partnering with HFH to end homelessness for the residents of Skid Row and appreciate your consideration of HFH's application.

Sincerely,

Connie D. Draxler

Connie D. Draxler, M.P.A.
Acting Chief Deputy Director
Department of Mental Health



CENTRAL AREA

COUNCIL DISTRICT 14

PROPOSED SKIDROW NC

Department of Neighborhood Empowerment
(213) 978-1551 or dial 311
www.EmpowerLA.org
(http//www.EmpowerLA.org/)

- PROPOSED SKIDROW
- DOWNTOWN LOS ANGELES
- HISTORIC CULTURAL NC
- School
- Library
- Fire Station
- Police Station
- Street
- Freeway
- Parks

NOT TO SCALE

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ERIC GARCETTI
MAYOR

PROPOSED - SKIDROW

NEIGHBORHOOD COUNCIL

DEPARTMENT OF NEIGHBORHOOD EMPOWERMENT

CITY OF LOS ANGELES

ENGINEERING
CITY OF LOS ANGELES
GARY LEE MOORE, P.E.
CITY ENGINEER

ERF Budget Change Request Form

This budget change request was submitted on 5/7/2024 5:57 PM

Introduction

Please select from the list of jurisdictions
Los Angeles County

The selected jurisdiction is associated with the following ERF award(s). Select the award(s) for which you are submitting this budget change request:

ERF-2R award in the amount of $59,483,733.55
Yes

Please confirm the selections are accurate before proceeding in this form.

ERF-2R Budget Change Request

Answer all of the questions below. Reponses should be concise and provide specific details explaining any proposed changes to funding and/or project plans.

Generally, the effective date is the date this form is submitted, however, in unique circumstances Cal ICH will consider retroactivity.

What date are you requesting that the revised budget be effective?
7/1/2023

If you would like this date to be retroactive, please explain why.
This budget amendment will shift certain grant activities throughout the year from leveraged funding sources to ERF-funded, and vice versa in later years, to ensure timely expenditure and obligation. These funding shifts will increase overall leveraged funding for the project and increase the number of participants served.

Are you requesting an expedited review?
Yes

Please explain why.
Expedited review will assist us to ensure grant expenditure and obligation deadlines are met in accordance with the proposed changes.

Provide a proposed budget below.
ERF Standardized Budget_Los Angeles County_05.07.2024.xlsx

New Proposed Budget for ERF-2R funds by Eligible Use Category

Rapid Rehousing

Rapid rehousing, including housing identification services, rental subsidies, security deposits, incentives to landlords, and holding fees for eligible persons, housing search assistance, case management and facilitate access to other community-based services.

New Proposed Budget
$0.00

Previously Approved Budget
$0.00

Operating Subsidies

Operating subsidies in new and existing affordable or supportive housing units, emergency shelters, and navigation centers. Operating subsidies may include operating reserves.

New Proposed Budget
$0.00

Previously Approved Budget
$0.00

Street Outreach

Street outreach to assist eligible persons to access crisis services, interim housing options, and permanent housing and services.

New Proposed Budget
$1,965,000.00

Previously Approved Budget
$1,281,050.00

Services Coordination

Services coordination, which may include access to workforce, education, and training programs, or other services needed to improve and promote housing stability for eligible persons, as well as direct case management services being provided to persons.

New Proposed Budget
$500,000.00

Previously Approved Budget
$0.00

Systems Support

Systems support for activities that improve, strengthen, augment, complement, and/or are necessary to create regional partnerships and a homeless services and housing delivery system that resolves persons' experiences of unsheltered homelessness.

Delivery of Permanent Housing

Delivery of permanent housing and innovative housing solutions, such as unit conversions that are well suited for eligible persons.

Prevention and Shelter Diversion

Prevention and shelter diversion to permanent housing, including flexible forms of financial assistance, problem solving assistance, and other services to prevent people that have been placed into permanent housing from losing their housing and falling back into unsheltered homelessness. This category is only available to serve people who were formerly residing in the prioritized ERF

Interim Sheltering

Interim sheltering, limited to newly developed clinically enhanced congregate shelters, new or existing noncongregate shelters, and operations of existing navigation centers and shelters based on demonstrated need that are well suited for eligible persons.

		encampment site.	
New Proposed Budget $196,500.00	**New Proposed Budget** $20,693,000.00	**New Proposed Budget** $0.00	**New Proposed Budget** $33,155,046.88
Previously Approved Budget $244,200.00	**Previously Approved Budget** $16,704,191.63	**Previously Approved Budget** $0.00	**Previously Approved Budget** $38,421,733.19

Improvements to Existing Emergency Shelters	**Administrative Costs**
Improvements to existing emergency shelters to lower barriers, increase privacy, better address the needs of eligible persons, and improve outcomes and exits to permanent housing.	*Up to 5% of grant funds may be applied to administrative costs. Administrative costs incurred by the city, county, continuum of care, to administer its program allocation.*
New Proposed Budget $0.00	**New Proposed Budget** $2,974,186.67
Previously Approved Budget $0.00	**Previously Approved Budget** $2,832,558.73

Budget Change Request Total

Total New Proposed Budget
59,483,733.55

Total Previous Budget
59,483,733.55

Reason for the Request and Resulting Change

What prompted the need for this change?
This budget modification is necessary due to one facility originally proposed in the grant opening later than expected due to construction delays and being significantly scaled back due problems with the site. In addition, it adjusts a variety of line items according to actual spending to ensure that expenditure and obligation deadlines are met and to increase housing and services available for Skid Row. It accommodates the need to extend interim housing services at the Mayfair Hotel, originally planned only through December 2024, through the end of the grant period, and takes advantage of opportunities related to the Crocker Campus in Skid Row, a new campus including an access center, low-barrier services and

enriched residential care beds which will open during the grant period.

At the program level, what will change if this budget change request is approved?

Programmatically, what will be eliminated, reduced, or augmented from the previously approved budget?
We were unable to add interim Housing beds at the Safe Landing project due to issues with the facility. All other ERF funded activities continue as originally planned.

Programmatically, what will be added, expanded, or augmented in the newly proposed budget?
The following activities will be newly funded with ERF funds:

- 6 additional months of interim housing services for 294 beds at the Mayfair Hotel (services originally provided at the Grand Hotel),
- Capital and startup expenses for Crocker Campus, allowing for the opening of an access center, including a Safe Services program, offering a variety of services and linkages in a low barrier setting; a harm reduction health hub; and 48 beds of enriched residential care. Operations will be funded with leveraged funds,
- Outreach services from 4 additional multidisciplinary teams for 12 months,
- 404 interim housing beds at four sites dedicated to participants from Skid Row for 12 months

The following activities will be newly added within the grant period with leveraged funds:

- 12 additional months of interim housing services at 294 beds at the Mayfair Hotel (services originally provided at the Grand Hotel). Together with ERF funding, this interim housing program will be extended by 18 months,
- 58 beds of interim housing at the DTLA Hotel for at least 12 months,
- 18 months of operations for Crocker Campus

Certify and Submit

Title
Associate Director, Budget and Planning, DHS Housing for Health

Name
Brian McCullom

Phone
(661) 247-9612

Email
bmccullom@dhs.lacounty.gov

[Form.Introduction.JurisdictionAndContractSelection.PleaseSelectYourJurisdiction.JurisdictionSelection] certifies that all information included in this form is true and accurate to the best of their knowledge.
Yes

		ELIGIBLE USE CATEGORY	<5 WORD DESCRIPTION	NAME OF ENTITY OR PART OF PROPOSAL				ERF-2-R PROPOSED BUDGET	LEVERAGED FISCAL SUPPORT	2 SENTENCE DESCRIPTION
Guidance and Intended Use	*This budget template may be slightly modified to meet local needs. If awarded funding, this budget, once approved, will serve as your communitys official project budget. Any changes to this budget must be authorized through the change request process.* ***Prinicple** : Cal ICH should be able to navigate only your submitted budget and understand the general parameters of the proposal and how it may be funded.*	*Use dropdowns. See NOFA, III. A.*	*Enables Cal ICH to immediately understand the line item.*	*Enables Cal ICH to associate the line item with specific entities or parts of a proposal.*				*Only ERF-2-R Funds*	*Non ERF-2-R Funds That WILL be Used to Support this Proposal*	*Enables Cal ICH to better understand the line item, context, and / or other pertinent information related to the proposed line item.*
PERSONNEL COSTS					**SALARY**	**FTE**	**MONTHS**			
		Delivery of Permanent Housing	HFH staff coordinating permanent housing	DHS Housing for Health	$ 95,044.44	9	36	713,000.00	1,853,200.00	Salary total reflects average full maximum cost of contracted positions, including benefits and maximum step for budgeting purposes. Includes leveraged HFH staffing, both leadership and staff overseeing programs.
		Interim Sheltering	HFH staff coordinating interim housing	DHS Housing for Health	$ 114,253.18	20.5	36	2,000,629.88	5,025,940.75	Salary total reflects average full maximum cost of contracted positions, including benefits and maximum step for budgeting purposes. Includes leveraged HFH staffing, both leadership and staff overseeing programs.
		Street Outreach	HFH staff coordinating street outreach	DHS Housing for Health	$ 144,400.00	3.5	36	200,000.00	1,316,200.00	Salary total reflects average full maximum cost of contracted positions, including benefits and maximum step for budgeting purposes. Includes leveraged HFH staffing, both leadership and staff overseeing programs.
Subtotal - Personnel Costs								**$ 2,913,629.88**	**$ 8,195,340.75**	
NON-PERSONNEL COSTS					**UNIT**	**RATE**	**TIME**			
		Interim Sheltering	Safe Landing Operations	DHS Housing for Health	1 Safe Landing program	$175,000/month	37 months	$ 3,900,000.00	$ 4,990,000.00	Contractor's rate for enhanced Safe Landing services including 24/hour drop in services and triage beds. Assumes lower costs in final year as site ramps down. May support related interim housing costs if applicable.
		Interim Sheltering	Grand Hotel/Mayfair Hotel Enhanced Services	DHS Housing for Health	350 beds	$45/night	25 months	$ 10,326,622.00	$ 4,936,260.00	Contractor's rate for enhanced interim housing services at Grand/Mayfair Hotel. Layer of clinical enrichment on top of basic services. Extended through end of grant period. Site was 350 beds through December 2023, when program moved to Mayfair Hotel with 294 beds.
		Interim Sheltering	Grand Hotel/Mayfair Hotel Base Services	DHS Housing for Health	350 beds	$40/night	25 months		$ 13,286,000.00	Contractor's rate for base interim housing services at Grand Hotel. Extended through end of grant period. Site was 350 beds through December 2023, when program moved to Mayfair Hotel with 294 beds.
		Interim Sheltering	Grand Hotel/Mayfair Hotel Lease	DHS Housing for Health	350 beds	$1.6M/mo	25 months		$ 30,271,500.00	Estimated value of lease for Grand Hotel and rooms at Mayfair Hotel
		Interim Sheltering	The Village Operations	DHS Housing for Health	45 beds	$90/night	37 months	$1,435,910	$ 2,861,600.00	Contractor's rate for clinically enhanced interim housing services at the Village interim housing.
		Interim Sheltering	Vagabond Hotel Operations	DHS Housing for Health	61 beds	$160/night	37 months	$ 3,040,646.00	$ 540,160.00	Contractor's rate for clinically enhanced interim housing services at Vagabond Hotel. Site to be discontinued after July 2024.
		Interim Sheltering	Vagabond Hotel Lease	LA County CEO Homeless Initiative	1 lease	$131,000/mo	14 months	$ 1,942,707.00		Cost to lease entire hotel site, including supportive services and restaurant space. Site to be discontinued after July 2024.
		Interim Sheltering	HFH Skid Row Interim Housing	DHS Housing for Health	462 beds	$96.50/night	37 months	$10,508,532	$37,871,468	Average rate for clinically enhanced interim housing operated by DHS HFH in Skid Row, available to project participants. This includes the addition of 58 beds beyond the original grant application.
		Interim Sheltering	Leveraged LACDMH Skid Row Interim Housing	Depatment of Mental Health	119 beds	$58.5/night	37 months		$ 7,622,842.50	Average rate for interim housing operated by the LA County Department of Mental Health in Skid Row, available to project participants.
		Interim Sheltering	Leveraged LAHSA Skid Row Interim Housing	Los Angeles Homeless Services Authority	455 beds	$50/night	37 months		$ 24,911,250.00	Average rate for existing interim housing operated by LAHSA in Skid Row, available to project participants.
		Services Coordination	Crocker Campus - Safe Services and Harm Reduction	DHS Housing for Health	Various	Varies	18 months	$ 500,000.00	$ 30,865,000.00	Startup and ongoing costs for Crocker Campus, including the access center and low-barrier services components which will open during the grant period
		Delivery of Permanent Housing	Crocker Campus - Enriched Residential Care	DHS Housing for Health	48 beds	Varies	18 months	$ 500,000.00	$ 3,900,000.00	Startup and ongoing costs for Crocker Campus, including 48 beds of Enriched Residential Care
		Street Outreach	HFH Skid Row Outreach Teams	DHS Housing for Health	6 Teams	Varies	37 months	$ 1,765,000.00	$ 8,835,000.00	Contractor's rate to provide street outreach services. Multidisciplinary teams meet a variety of participants' needs and connect them to interim and permanent housing.
		Street Outreach	Leveraged Non-HFH Skid Row Outreach Teams	Various incl. LAHSA, DMH, service providers	15 Teams	Varies	37 months		$ 26,100,000.00	Estimated value of partner outreach teams based on staffing levels. Teams meet a variety of participants' needs and connect them to interim and permanent housing, some provide specialty mental health, harm reduction, or medical support.
		Systems Support	Community Engagement and Resident Advisory Comm	DHS Housing for Health	1 contract	$270K/year	12 months	$ 196,500.00	$ 73,500.00	Consultant providing community engagement and supporting a resident advisory council.
		Delivery of Permanent Housing	Intensive Case Management Services	DHS Housing for Health	600 slots	$450/mo	37 months	$ 6,800,000.00	$1,752,000.00	Contractor's rate to provide case management to participants while they await match for a permanent housing subsidy, as well as after they become housed.
		Delivery of Permanent Housing	Rental Subsidies and Move In Support	DHS Housing for Health	250 subsidies	Varies	36 months	$ 12,680,000.00	$ 3,370,000.00	Locally funded scattered site rental subsidies, paired with tenancy support services and move in costs. Calculation assumes ramp up and rent mirroring local Housing Authority Voucher Payment Standards.
		Rapid Rehousing	Time Limited Subsidies	LAHSA	250 subsidies	Varies	36 months		$ 16,505,250.00	Estimated value of time-limited subsidies provided by LAHSA to project participants.
		Delivery of Permanent Housing	Community Project Based Pipeline	Various incl. HACLA, City of LA, DHS HFH, private developers	751 units	$2,400/mo	Varies	$ -	$ 37,257,000.00	Estimated value of project based permanent housing, both rent and supportive services, which is expected to open in Skid Row in the project period. Value calculated based on current projected open dates.
		Delivery of Permanent Housing	Other PSH Resources	Various incl. HFH, HACLA, LACDA	750 subsidies	$2,400/mo	36 months	$ -	$ 32,400,000.00	Estimated value of permanent housing, both rent and supportive services, available through other programs which may be used by project participants. Assuming move in throughout period.
Subtotal - Non-Personnel Costs								**$ 53,595,917.00**	**$ 288,348,830.50**	
ADMINISTRATIVE COSTS										
		Administrative Costs	Charged as 5% of grant total					2,974,186.67	14,780,608.56	To be charged as 5% of grant total. Leveraged funding provides comperable admin to benefit overall project.
Subtotal - Administrative Costs								**$ 2,974,186.67**	**$ 14,780,608.56**	
TOTAL BUDGET								**$ 59,483,733.55**	**$ 311,324,779.81**	