



**California  
Interagency Council  
on Homelessness**

## ERF-3-R, Application

### Part 1 (A): ADMINISTRATIVE INFORMATION

#### Application Window

- ☐ Window #1, 11/3/2023 - 1/31/2024  
☐ Window #2, 2/1/2024 - 4/30/2024  
☒ Window #3, 5/1/2024 - 6/30/2024

*Applications received after 5:00 p.m. on the last day of the application window will be reviewed and evaluated during the following application window. **Note, applications submitted after 5:00 p.m. on 6/30/2024 will not be reviewed.***

#### Eligible Applicant

Select the eligible applicant's jurisdiction type.

- ☐ CoC ☒ City ☐ County

What is the name of the city or county?

City of Los Angeles

### Part 1 (B) Contracting Information

Complete all elements of the below section. This information is required for contracting should this application be chosen for award.

#### Contractor Information

Contractor Name (the legal entity entering into contract with the State)

City of Los Angeles

What is the Federal Employer Identification Number (FEIN # or tax id number) for the contractor?

95-6000735

#### Tax ID Form

gov\_taxpayer\_id\_form ERF 3 Window 3 \_ Signed EGII.pdf

Governmental entities will need to submit a GovTIN Tax Form, and Non-governmental entities will need to submit a STD 204 Tax Form. Links to each are below:

GovTIN: [Taxpayer ID Form \(ca.gov\)](#)

STD 204: [STD 204 - Payee Data Record \(ca.gov\)](#)

## Who is the best contact person for this contract?

### Primary Contact

<input type="text" value="Lourdes"/>	<input type="text" value="Castro Ramirez"/>
First	Last

*This contact will receive ALL grant related correspondence (inclusive of application, award, contract, office hours, information requests, reporting, etc.)*

### Job title

<input type="text" value="Chief Housing and Homelessness Officer"/>
job title

### Email

<input type="text" value="lourdes.castroramirez@lacity.org"/>
---

### Phone

<input type="text" value="(213) 442-9527"/>
---

*This contact will receive ALL grant related correspondence (inclusive of application, award, contract, office hours, information requests, reporting, etc.)*

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### Secondary Contact

<input type="text"/>	<input type="text"/>
First	Last

### Job title

<input type="text"/>
job title

### Email

<input type="text"/>
----------------------

### Phone

<input type="text"/>
----------------------

*This contact will receive ALL grant related correspondence (inclusive of application, award, contract, office hours, information requests, reporting, etc.)*

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### Contact Person for Reporting

<input type="text" value="Yuriko"/>	<input type="text" value="Ruizesparza"/>
First	Last

### Job title

Senior Director of Strategic Initiatives and  
Administration

job title

**Email**

yuriko.ruizesparza@lacity.org

**Phone**

(213) 321-7108

*This contact will ONLY receive grant reporting correspondence  
(inclusive of guidance, report releases/reminders, report follow-ups).*

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**Authorized Representative**

Edwin

First

Gipson II

Last

**Job title**

Assistant City Administrative Officer

job title

**Email**

edwin.gipson@lacity.org

**Phone**

(213) 643-9397

*The Authorized Representative has authority to contract on behalf of  
the eligible applicant*

**If this application is funded, what address should the check  
be mailed to?**

**Address**

200 N. Main Street, Suite 1500

Address Line 1

Address Line 2

Los Angeles

City

California

State

90012

Zip Code

**Attention to (if applicable):**

Attention to: Assistant City Administrative Officer, Edwin Gipson II

 **This Application uses character limits** 

**Reaching these limits is not required, however  
competitive responses will address all parts of each**

**question asked.**

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## **Part 2: PROPOSAL OVERVIEW**

### **Guidance:**

In completing this application, applicants must identify the specific encampment that will be prioritized for resolution.

If an applicant proposes to prioritize a large, noncontiguous, or multiple site(s), the encampments may only be addressed through a single application if: (a) the justification for prioritizing the encampments is the same, **and** (b) the demographics and service needs of the residents of the encampments is sufficiently the same that, (c) the same set of services, and service providers, including outreach, interim and permanent housing programs, will be used to resolve the identified people's experience of homelessness in encampments.

*Applicant must prepare a separate application for each encampment that does not meet the requirements of (a) – (c).*

### **Proposal Summary**

**Summarize the proposed Encampment Resolution Fund (ERF) project, including an overview of all key components and/or phases of the project that will be funded in whole or in part with ERF-3-R resources. (1500-character limit)**

The City of Los Angeles' proposed ERF project aims to resolve encampments within the Historic South Central neighborhood along the I-10 Freeway through Mayor Bass' Inside Safe Initiative. This city-wide, housing-first program supports Angelenos experiencing homelessness to move inside, connect to services, and reach permanent housing. In November 2023, a massive fire erupted in this neighborhood under the I-10 Freeway, burning eight acres along the corridor. This incident prompted an all-hands-on-deck effort among State, City, and County agencies to address safety concerns. Inside Safe builds on this collaborative effort, focusing on resolving encampments through a trauma-informed approach, centering dignity and respect. The Inside Safe Field Intervention Team will engage community members and build trust among encampment residents, offering immediate, voluntary interim housing opportunities to 350 people experiencing homelessness. The City will leverage its existing interim housing sites near the site and secure leases for 100 additional rooms. Through robust cross-system collaboration, participants will receive whole-person supportive services, including case management, housing navigation, healthcare, and mainstream benefits as they transition to permanent housing. By June 2027, Inside Safe will connect 140 participants to permanent housing, ensuring long-term stability and reducing the likelihood of returning to homelessness.

## People Served

**Number of people currently residing in prioritized encampment site**

191

#

**Potential inflow of people into the prioritized encampment site during the grant term.**

150-160

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

191

#

**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?**

350

#

**Of people projected to be served across the entire grant period, number of people projected to transition into interim housing.**

350

#

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

140

#

*This should include both people who transition directly into permanent housing **and** people who may first transition into interim housing.*

**Is the prioritized encampment site part of a larger encampment area?**

☐ Yes ☒ No

## Encampment Information

**1. Briefly describe the characteristics of the people residing within the prioritized encampment site,**

**including demographics, household compositions, disabilities, and projected service and housing needs. Include how this information was gathered. (1500-character limit)**

The prioritized encampment area is home to a diverse population with varied demographics, disabilities, and service needs. The largest demographic groups include Black, African American, or African individuals (36.1%), White individuals (15.7%), and those identifying as White; Hispanic/Latina/e/o (18.8%). Gender distribution shows that men make up a significant majority (66.5%), with women comprising 31.9% and a small percentage identifying as transgender (0.5%). Age distribution highlights that the largest groups are those aged 25-34 years (26.2%), 35-44 years (35.6%), and 45-54 years (18.8%). Disabilities are prevalent, with significant proportions reporting chronic health issues (20.9%), mental health conditions (33%), and substance use disorders (35.6%). Additionally, many residents have developmental (13.6%) and physical disabilities (15.7%). There are also likely veterans within these encampments, given the 2023 Point-in-Time (PIT) count identified nearly 3,000 veterans experiencing homelessness. The Mayor's Field Intervention Team and Los Angeles Homeless Services Authority (LAHSA) gathered information through direct engagement, assessments, and HMIS data. Based on this data, residents will most likely need access to mental and physical healthcare and substance abuse treatment. Interim and permanent housing solutions are essential, with tailored support to address the unique challenges, including those related to disabilities and health conditions.

*If this proposal seeks to serve a particular target population, specify and describe.*

**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 prioritized encampments include makeshift tents made of pallets and tarps, RVs, and cars, surrounded by piles of trash, clothes, wooden furniture, and small equipment, potentially containing gasoline - all adjacent to metal bin fires used for cooking and warmth, presenting visible fire concerns. The Inside Safe Field Intervention Team documented numerous safety hazards, including structural damage to the freeway underpass from encampment fires, flammable and bio-hazardous materials, wire tampering, and exposed manholes. Given the number of people living in a small area without proper access to sanitation services, there are grave concerns regarding the spread of infectious diseases, including Hepatitis C, Typhus, and respiratory illnesses like COVID-19. Encampments are dynamic, and it is possible that the number of people and/or encampments in this area could swell or diminish over the grant term.

**3. Why is this encampment site being prioritized? Applicant should identify any distinguishing needs and/or vulnerabilities of the people living in this encampment and/or any health, safety, or other concerns that led the applicant to prioritize this site over other encampments. (1000-character limit)**

The 2023 public safety data from the proposed encampment area reveals significant safety concerns that threaten the encampment and neighborhood residents, schools, businesses, and the 300,000 daily users of the I-10 Freeway, making it the Mayor's top priority. The area has experienced 60 crime incidents where the victim was experiencing homelessness, including 26 assaults with a deadly weapon or aggravated assault, 6 robberies, and 2 homicides. Victims predominantly fall within the 25-34 and 45-54 age ranges, with a notable proportion being females (over 30%). Data from the LA Fire Department (LAFD) shows a total of 593 EMS responses related to PEH, with 11 resulting in patient deaths. The area has also experienced a significant number of fire-related incidents. According to the LAFD, 493 fire-related incidents have been linked to encampments in the area, further highlighting the severe risks the entire community faces.

*ERF authorizing legislation requires funding be used for "prioritized" encampments. Applicants must, therefore, provide a justification for the prioritization of the encampment proposed to be served. Except in very small communities where it may be possible to justify prioritizing all of a small number of encampments for resolution using this fund source, ERF is not intended to be used to fund a community-wide encampment resolution program.*

**Attachment: Map**

Layout.pdf

*The provided map should clearly indicate the area of the prioritized encampment. The map may also indicate the location of other key service, shelter, and housing resources described in this proposal.*

**4. Is the prioritized site on a state right-of-way?**

☐ No ☒ Yes - partially ☐ Yes - entirely

**Attachment: Caltrans Letter of Support**

ERF3 Letters of Support City of Los Angeles.pdf

Projects entirely or partially on a state right-of-way must include a Letter of Support from Caltrans.

- This letter must include confirmation from Caltrans that they are aware of and in support of the ERF project, including the projected timeline, and that they will only take action on that encampment site in collaboration with and at least 2 weeks-notice to the ERF grantee, unless critical circumstances exist when an encampment poses an imminent threat to life, health, safety, or infrastructure and must be immediately addressed.
- This letter should be signed by the local Caltrans Deputy District Director of Maintenance (DDDM) or their designee.
- This letter may also include Caltrans role in the proposal and what Caltrans resources are being leveraged.

## Proposal's Outcomes

**5. What outcomes does this proposal seek to accomplish by 6/30/2027? Outcomes should be specific, measurable, attainable, relevant, and time-bound (SMART). (1000-character limit)**

By June 2027, provide interim housing to 350 people experiencing homelessness, ensuring access to person-centered supportive services, including housing navigation, mainstream benefit access, food, and healthcare.

Provide permanent housing to 140 people experiencing homelessness within one year of intake to interim housing.

Develop and launch a pilot program by February 2026, identifying 5 community ambassadors with lived experience who can broker and facilitate genuine mutual respect between the community and PEH.

Collaborate quarterly with LAHSA, the Lived Experience Advisory Board, and/or community stakeholders to facilitate cross-system collaboration and integrate lived experience.

To shatter the stereotypes and misperceptions of homelessness, the City will implement a storytelling campaign to share 12 inspiring stories of Inside Safe participants and program.

To increase access to interim housing, the City will expand its portfolio by securing 100 additional units by June 2025

**6. What are the primary activities the applicant will implement to achieve each of the proposal's outcomes? (1000-character limit)**

The Inside Safe Field Intervention Team will use person-centered, trauma-informed approaches to build trust and encourage voluntary relocation to one of the 42 existing interim housing sites. Coordination with LAHSA will provide housing and access to services like housing navigation, food, medical and behavioral healthcare, and mainstream benefits. Asynchronously, the team will identify and negotiate leases for additional rooms, ensuring they are equipped and ready for occupancy. LAHSA will connect people to permanent housing within one year of intake via time-limited subsidies and the Master Leasing program. The FIT team will collaborate with LAHSA to recruit community ambassadors, facilitating regular engagement activities to build relationships. An established meeting schedule with LAHSA/LEAB/stakeholders will provide consistent engagement and create mechanisms for continuous feedback, ensuring the program remains responsive and person-centered.

**7. How will the applicant measure progress towards the proposal's outcomes? (1000-character limit)**



The City and LAHSA will measure progress toward the proposal's outcomes using the following quantitative metrics collected through HMIS and monthly & quarterly reports:

Number of clients placed into and served in interim housing from the three proposed zones

Housing Retention rate of these clients

Number of clients who are still in interim housing and have social security cards and ID Cards for permanent housing requirements

Number of clients matched to permanent housing, including reunification with family or friends

The average duration of stay in interim housing before transitioning to permanent housing

Number of clients who move into permanent housing

Retention rates for permanent housing placements

The City will also track the following quantitative and qualitative metrics:

Participants' feedback on their satisfaction with the services received

Insights from quarterly meetings

Number of stories shared through storytelling campaign

Number of Community Ambassadors participating

**8. 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 shortage of affordable housing and support services presents challenges. To accelerate development, the Mayor's Executive Directive 1 streamlined the approval process for 100% affordable housing projects, resulting in 18,000 new units. Collaborating with the LA Housing Department, Housing Authority, and the affordable housing community, the City is committed to developing more housing. In 2023, Mayor Bass and four other cities signed a historic MOU with the White House to tackle homelessness, securing commitments to relax regulations and expedite housing placements, prioritizing housing over bureaucracy, and reducing paperwork delays. The City will also leverage the 2024 LA City Council-approved LAHSA Master Leasing Program to secure long-term leases of private residential buildings for unhoused residents. For services, the County's 2023 Emergency Declaration will strengthen the cross-system integration of services, enhancing service delivery and reducing access barriers.

**9. Does this proposal fund a standalone project, or is the proposed project one component of a larger initiative?**

☐ Standalone ☒ Larger initiative

**If it is part of a larger initiative, describe the role and significance of this project in achieving the objectives of the larger initiative. (1000-character limit)**

Mayor Bass launched the Inside Safe Initiative by executive directive on December 21, 2022. This initiative takes a person- and community-centered approach to encampment resolution and service delivery, addressing barriers and inequities across the homelessness and housing spectrum using accurate data collection and analysis. Inside Safe rejects the status quo that leaves unhoused Angelenos waiting in encampments, relying on cross-systems collaboration with City Council Offices, City Departments (e.g., Sanitation and Transportation), LAHSA, LA County, and community-based service providers, bolstered by the Lived Experience Advisory Board. Through Inside Safe, people experiencing homelessness receive interim housing immediately upon encampment resolution. They are connected to direct supportive services, including case management, meals, healthcare, connection to mainstream benefits, and housing navigation - ensuring that participants receive permanent housing within one year.

## Centering People

**10. Describe how the perspectives of people with lived experience of homelessness meaningfully contributed to the content of this proposal? How will people with lived experience be part of the implementation of this ERF project? If individuals living in the encampment site were included in the development of this proposal, describe how their input was obtained and how that input shaped the proposal. (1000-character limit)**

Input from the Lived Experience Advisory Board and those the program serves has identified barriers and suggested practical solutions based on firsthand experiences to shape Inside Safe. For example, input from participants led to the inclusion of services ensuring that not only were people cared for but also their pets, as people cannot move forward while worried about their pets' health. This resulted in organizing mobile vet services at interim housing and providing transportation for any person in interim housing to attend. The Field Intervention Team (FIT) consists of individuals with lived experience, including previously unhoused, foster systems impacted, survivors of violence, human trafficking, and former gang affiliation. FIT builds trusted relationships with PEH and acts as the coordinator between LAHSA, city departments, and public safety agencies, ensuring that all engagement and support align with lived experience and core tenets of Inside Safe's person-centered approach.

**11. Briefly describe how the proposal exemplifies Housing First approaches as defined in Welfare and Institutions Code section 8255. (1000-character limit)**

The Inside Safe program embodies a Housing First approach using a voluntary, low-barrier, non-punitive, person-centered model. Its core principle is first to provide a safe and stable living environment and then address the underlying causes of homelessness. Inside Safe challenges stereotypes by affirming that housing is a basic right, not a reward. The program offers unconditional housing, removing barriers such as sobriety, financial history, or criminal records. It also prioritizes keeping residents from encampments together and near their familiar neighborhoods to maintain community bonds. Individualized supportive services are tailored to each person's needs, including mental health care, addiction treatment, and life skills training. Referrals are accepted from interim housing facilities, drop-in centers, and other crisis response systems. The supportive services emphasize engagement and problem-solving without requiring service participation to access housing or other services.

**12. Describe how each of the following service delivery practices are incorporated into the outreach, interim shelter (if applicable), and permanent housing aspects of the proposed ERF project: (a) individual participant choice and (b) trauma informed care. (1000-character limit)**

Individual choice is emphasized by allowing participants to decide whether to accept housing and services without preconditions such as sobriety, income, or employment status. The Field Intervention Team makes a concerted effort to tap into their own lived experience to inform how to address, engage, and transition each person indoors. Staff are trained in trauma-informed care, understanding the prevalence of trauma, recognizing its impact on everyone involved, resisting re-traumatization, and applying this knowledge in practice. Although the LAPD is present at encampment resolutions, they are staged near but out of sight to avoid triggering past traumas that may impact a person's ability to receive help. Upon entering interim housing, a Housing Services Plan is created with each participant, outlining strengths, needs, goals, and strategies to achieve housing stability, aiming to secure their preferred type/location of permanent housing within one year of intake.

**13. Describe how harm reduction principles will be incorporated into the outreach, interim housing (if applicable), and permanent housing aspects of this ERF project. (1000-character limit)**

Inside Safe incorporates harm reduction principles in its outreach, interim housing, and permanent housing services. Clients receive a range of harm reduction resources, including hygiene kits, infectious disease prevention supplies, drug test kits, and overdose reversal drugs. There are no punitive sanctions for substance use choices. Outreach staff are trained in relationship building, service delivery, systems navigation, and de-escalation strategies. Case management provides healthcare and social services, using motivational interviewing to support gradual change. Guests are offered private rooms, granting them more autonomy than traditional shelters. The City collaborates with the Substance Abuse Collaborative led by Tarzana Treatment Center, AADAP, Social Model Recovery Systems, Beacon House, and People Coordinated Services of Southern California to provide voluntary substance abuse services at no cost, ensuring comprehensive support for individuals on their path to stability.

**14. Describe the services that will be provided to improve people's health, dignity, and safety while they continue to reside within the prioritized encampment site. (1000-character limit)**

Well-trained outreach staff build compassionate, trusting relationships, deliver services, navigate systems, and employ de-escalation strategies. These teams are highly active near the encampments, maintaining positive relationships with the encampment residents, the surrounding community, City Departments (e.g., sanitation, transportation, law enforcement), County departments, and non-profit organizations. The program offers health and behavioral healthcare access, distributes hygiene supplies, and conducts regular wellness checks. To enhance health, dignity, and safety, the City will pilot a Community Ambassador Program to foster mutual respect and appreciation among merchants, workers, and residents, including those experiencing homelessness. Community Ambassadors will bridge racial and socioeconomic divides through peaceful interactions, connect with relevant agencies to address issues, protect encampments from harassment, and provide bystander support and documentation.

**15. Identify what controls are or will be in place to ensure that all ERF-3-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)**

Inside Safe is a prevention-focused, non-punitive initiative that addresses homelessness through housing and whole-person supportive services rather than police sweeps. Law enforcement supports the Inside Safe Field Intervention Team and LAHSA to ensure public safety during encampment resolutions. Still, LAPD remains out of sight to avoid triggering past traumas that may impact a person's ability to receive help. Housing status alone is not grounds for lawful detention or arrest; all detentions and arrests must adhere to applicable laws. Department personnel are prohibited from involuntarily moving a homeless individual from a lawful location without legal justification, such as a safety concern. Respect, compassion, and support must be afforded to individuals experiencing homelessness, and personal belongings, including medication, important papers, medical appliances, and pets, must be treated with care and respect.

**16. 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)**

Since 2019, the City's Bureau of Sanitation (LASAN) has established a Comprehensive Cleaning and Rapid Engagement (CARE) program that provides encampment clean-ups and removes trash, debris, and health/safety hazards on the City's public rights-of-way. Non-intrusive, curbside waste removal services will be regularly provided to manage and dispose of trash and debris, maintaining a clean and safe environment. LASAN will coordinate scheduled clean-ups, ensuring that waste removal is conducted efficiently and respectfully without disrupting residents. LASAN also assists with RV septic tank maintenance. Additionally, hygiene kits, including essential items such as soap, sanitizer, and personal hygiene products, will be distributed to residents. These efforts will contribute to a healthier living environment and improve the overall well-being of encampment residents, ensuring their dignity and safety.

## **Part 3: IMPLEMENTATION**

### **Core Service Delivery and Housing Strategies**

**17. 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)**

Outreach begins with the Inside Safe Field Intervention Team, LAHSA, Inside Safe providers, and County multi-disciplinary teams. These teams, comprising members with lived experience, social work, and clinical expertise, engage with encampment residents through asset-based needs assessments to identify specific needs and address immediate social, health, and safety concerns. They are trained to protect privacy and ensure services are person-centered, trauma-informed, and based on harm reduction strategies. Street outreach aims to build trust and rapport with encampment residents, encouraging them to move into interim housing. Outreach staff respects a person's space and always asks permission to approach, allowing clients to feel safe and able to leave if desired. They foster transparent engagement by sharing information with every resident, including encampment protocols and options for housing, shelter, and services, ensuring accessibility for those with literacy issues or who do not speak or read English. Medical and behavioral health outreach is also integrated to evaluate the health of every person living in an encampment, including their symptoms of and exposure to climate and environmental hazards.

Inside Safe providers maintain a ratio of approximately one staff member to every twenty-five clients, ensuring personalized and effective service delivery. Outreach teams conduct regular visits to the encampments, offering consistent engagement to build relationships and provide support. Participants are matched with case managers and housing navigators who enroll them in the Homeless Management Information System (HMIS).

**18. 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)**

The CES is vital to this proposal, streamlining the process of identifying, assessing, and connecting individuals experiencing homelessness to the right resources. CES uses pre-screening questions to determine the appropriate support, such as prevention resources for those not identified as homeless or connections to victim service providers for those fleeing domestic violence. It also employs diversion strategies, screening for safe housing options before resorting to emergency housing, and offering problem-solving assistance when viable alternatives exist. For individuals confirmed as homeless, providers complete a Release of Information, Intake, and Housing Needs Assessment, including the VI-SPDAT. This helps prioritize clients for housing resources. Immediate needs are addressed, and a Housing Action Plan is formulated, ensuring pathways from the identified encampments to interim/permanent housing across the city.

**19. Describe each of the specific (a) interim housing and (b) permanent housing opportunities that will be used to achieve the proposed outcomes of this ERF project. Demonstrate that any ERF-3-R funded interim housing capacity is either non-congregate or clinically enhanced congregate shelter. (2000-character limit)**

To accelerate interim housing capacity, the City has acquired 507 units, including 294 units at the Mayfair Hotel, which will receive augmented services from the County through a State Encampment Resolution Fund award. The City also holds contracts with 42 motels across Los Angeles, adding 1,238 rooms to its interim housing portfolio. Additionally, the City has completed six interim housing projects, providing 712 beds, and established a Safe Parking site for 50 cars. In 2024, with assistance from the Mayor's Office, the City secured \$33,241,866 from the CA DHCS Behavioral Health Continuum Infrastructure Program (BHCIP) Emergency Stabilization Bed Grant to support the development of up to 500 beds of interim housing citywide. Mayor Bass' Executive Directive 1 (ED1) is accelerating affordable housing development, expediting the review of over 20,006 affordable housing units as of May 31, 2024. This initiative has significantly reduced permit processing times from 6-9 months to an average of 45 days, resulting in an 85% increase in affordable housing applications. In total, 248 affordable housing projects have applied for ED1, and 129 project cases have received entitlements. The Weingart Tower 1 in downtown LA will provide 275 Permanent Supportive Housing (PSH) units beginning in July 2024. The LAHSA Master Leasing Program, approved by the City Council in February 2024, enables the County and LAHSA to lease residential buildings and sublease individual units to unhoused residents. This program helps overcome barriers such as criminal records, employment status, and credit scores, facilitating their transition to permanent housing. It allows property owners to lease units without managing tenant challenges, appealing to developers and landlords who might otherwise avoid affordable housing projects. These efforts collectively aim to expand the City's interim and permanent housing capacity, ensuring that the community's needs are met sustainably and efficiently.

**20. Demonstrate the applicant's commitment and ability to deliver permanent housing solutions to the people residing in the prioritized encampment, including by providing examples of prior successful efforts to permanently house similarly situated individuals. (2000-character limit)**

Housing Navigation (HN) begins with the intake of individuals into interim housing, where they undergo a thorough assessment to determine their specific needs and eligibility for various housing programs. HN supports clients in gathering documentation, such as identification and social security verification. Housing Navigators use person-centered, trauma-informed approaches to build client trust and understand their unique circumstances and preferences. HN assists clients in searching for available units, coordinating with landlords, and organizing viewings. Transportation ensures clients can attend appointments and view potential housing options. Regular resource coordination meetings are held to review housing plans, share updates, and coordinate efforts to address any barriers to securing housing. HN also helps clients complete housing applications, ensuring all required documentation is submitted and support with any follow-up actions needed to process applications. Upon identifying a suitable housing option, clients are directed to TLS programs that offer rental assistance and support services - from lease signing to move-in. TLS programs handle the logistics, ensure clients understand their lease terms, and provide initial move-in support, all to facilitate a smooth transition into permanent housing.

The City's commitment to delivering permanent housing solutions is exemplified by its proactive measures, such as expediting the allocation of housing vouchers. HACLA has successfully housed 7,717 people with choice vouchers in the past year, a 48% increase from the previous year. Beginning in July, the Weingart Tower project will also provide 275 permanent supportive housing to interim housing residents. This project showcases the City's ability to rapidly develop and utilize permanent housing resources to address homelessness effectively. As of December 2023, over 3,500 Angelenos have been provided permanent housing.

**21. Describe how this proposal is tailored to meet the needs and preferences of people residing within the prioritized encampment. (1500-character limit)**

In the weeks before an Inside Safe encampment resolution, the Mayor's Office FIT engages with members of the encampment and the surrounding community to increase trust and transparency. Concurrently, the Mayor's Office coordinates with City departments such as LADOT, Animal Services, and LASAN to prepare for the encampment resolution operation. A "By Name List" (BNL) is created with the encampment members interested in housing. On the day of the encampment resolution, LADOT transports residents who have accepted the offer of interim housing to Inside Safe motels and hotels, providing non-congregate housing, supportive services, security, and storage space for belongings. Daily wellness checks, housekeeping, meals, hygiene products, clean towels, and clothes are also provided. Once settled, participants can attend County-City Service Connection Days to become document-ready and connect with County services directly to initiate additional care. During Housing Navigation (HN), participants complete a Housing Preference Tool, which identifies their current and preferred living areas, specific housing needs such as first-floor units or accessibility features, and their primary mode of transportation. The tool also assesses their willingness to live in housing associated with services or treatments, preferences for shared housing options, and long-term service needs. HN also provides the preferred and needed move-in resources, assisting with deposits and furnishings.

*Where applicable, identify the people, data, evidence, and / or other sources of information that was relied upon for this proposal.*

**Table 1: Projected Living Situations Immediately Following the Encampment**

For people served who exit the encampment, what are the projected Living Situations Immediately Following the Encampment, including but not limited to, permanent housing, interim sheltering, and unsheltered?

Please provide responses in the table below. Add a row for each projected living situation. (250-character limit for each cell)

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-3-R?	Is this living situation funded by ERF-3-R and / or Leveraged Funds?	% of Served Persons Projected to Fall Within This Living Situation
Motel-Based Interim Housing Nightly Rates	No Yes/No	737 units	Prioritized Pri/Set-Aside/Neither	Both ERF/Lev/Both	40 %
Motel-Based Interim Housing Occupancy Rates	No Yes/No	367 units	Prioritized Pri/Set-Aside/Neither	Both ERF/Lev/Both	10 %
Mayfair Permanent Interim housing units	No Yes/No	294 units	Prioritized Pri/Set-Aside/Neither	Leveraged ERF/Lev/Both	10 %
New Interim Housing Units/ ERF Grant	No Yes/No	100 units	Set-Aside Pri/Set-Aside/Neither	ERF-3-R ERF/Lev/Both	29 %

## Table 2: Permanent Housing Opportunities

A permanent housing opportunity is a combination of project and/or service provided to an individual with the goal of helping the individual obtain permanent housing. Of course, applicants cannot and do not need to provide every possible scenario; Cal ICH is looking to understand the primary, expected permanent housing opportunities for people projected to be served by this proposal.

Please provide responses in the table below. Add a row for each projected opportunity. (250-character limit for each cell)

Describe the Permanent Housing Opportunity	Prioritized or Set-Aside for ERF-3-R?	Quantify the Capacity of the Housing and Service Opportunity	Is this Housing Opportunity Funded by ERF-3-R and / or
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	unity	Leveraged Funds?
Time-Limited Subsidies	Prioritized Pri/Set-Aside/Neither	40% of Inside Safe Clients ERF-3-R ERF/Lev/Both
Housing Navigation	Prioritized Pri/Set-Aside/Neither	100% of Inside Safe Clients ERF-3-R ERF/Lev/Both
Permanent Supportive Housing - HHH / Homekey	Prioritized Pri/Set-Aside/Neither	20% of Inside Safe Clients Leveraged ERF/Lev/Both
Connect Days	Prioritized Pri/Set-Aside/Neither	75% of Inside Safe Clients Leveraged ERF/Lev/Both
Rental Assistance Programs - HCV, EHV, Stability	Prioritized Pri/Set-Aside/Neither	10% of Inside Safe Clients Leveraged ERF/Lev/Both

**22. Describe strategies the applicant will use to ensure that people are not displaced from the prioritized encampment into another unsheltered location. Include strategies that are in addition to/complement the interim shelter and permanent housing opportunities that are part of this proposal. (1000-character limit)**

To prevent displacement, various interim and permanent housing options in or near the encampments will be leveraged to house individuals rapidly. The Mayor's Office has worked with the Los Angeles Department of General Services to enter into a series of agreements with 42 hotels and motels to allow people to immediately move indoors from encampments during Inside Safe operations, preventing them from being displaced to another encampment or location. Multiple agencies provide specialized, highly coordinated outreach services to meet the diverse needs of encampment residents. The City's navigation centers, located throughout the City, offer 24/7 access to clinical services, interim housing, and triage beds, ensuring continuous support and stability for those transitioning from encampments.

**23. Describe specific strategies and/or services the applicant will use to prevent returns to unsheltered homelessness among people from the prioritized encampment who are sheltered and housed through this ERF project. Include whether these strategies will be funded with ERF-3-R funds and, if not, what other resources will be leveraged. (1000-character limit)**

Inside Safe, a voluntary program, brings encampment communities indoors, allowing participants to maintain their social networks. The interim housing proposed is a non-congregate, low barrier, and includes enriched on-site supportive services to address each client's unique needs. The repopulation team returns to the encampment weekly to assess and connect with anyone who may return to assess the problems. After moving into permanent housing, clients receive ongoing case management and support to ensure they remain housed and stable. This includes regular check-ins, assistance with rental payments, and connections to community resources and services. Case managers work with clients to develop housing stabilization plans, focusing on maintaining their housing and addressing any challenges that may arise, such as providing access to employment services and benefits advocacy.

**24. 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)**

Encampments are dynamic, and the number of people could swell or diminish over the grant term. The Inside Safe Field Intervention Team actively engages with new individuals in the encampments, quickly referring them for services. They assess each person to determine their background and circumstances and develop a plan for immediate resolution. Stemming the inflow into the encampments will be achieved by providing current unhoused residents with alternatives to sleeping on the streets and ensuring individuals with addiction and/or behavioral health conditions receive appropriate care. Much of the inflow has been driven by word of mouth that services are being provided. Community Ambassadors can assist with inflow while teams are not onsite, offering information about available services and contact points. This proactive approach ensures that new arrivals are promptly integrated into the service network, reducing the likelihood of encampment growth and promoting a stable environment.

**25. Describe how participants in this ERF project will be supported with continued access to, and storage of, their personal property while in the encampment, in interim housing (if applicable), and in permanent housing. (1000-character limit)**

The City maintains three 24/7 facilities that provide storage bin access for residents experiencing homelessness, offering nearly 2,633 storage bins across the City since 2020. "The Bin" provides expanded storage options for personal belongings, clothing, and other valuables, ensuring participants are not burdened by carrying and protecting their possessions while living on the street or in a congregate setting. This facility offers a secure location to keep essential documents such as social security cards, driver's licenses, and marriage certificates, which are crucial for accessing public benefits and other resources. Individuals can keep their personal belongings in their units with the new non-congregate interim housing. While proximity to storage facilities might be challenging, clients can coordinate with service providers to ensure easy access through provided transportation.

**26. Describe how participants in this ERF project who have service animals and/or pets will be supported while in the encampment, in interim shelter (if applicable), and in permanent housing. (1000-character limit)**

Inside Safe recognizes the entirety of an encampment community, including the role of service animals/pets. The program understands that service animals and pets play a crucial role in enriching and stabilizing the lives of people experiencing homelessness. This proposal ensures that individuals with service animals/pets will not face barriers to housing. Housing for Health (HFH) and partner agencies implement and manage low-barrier facilities with service provision that aligns with Housing First principles. Service animals and pets are welcome at every HFH-contracted facility to ensure that no person seeking shelter experiences additional barriers to coming inside. Additionally, several outreach teams include a licensed clinician who can sign off on forms required to certify service animals. Inside Safe also organizes mobile veterinary services to ensure their health and well-being.

## Budget and Resource Plan

### 27. State the total amount of ERF-3-R funds requested.

\$45,226,723.00

\$

### 28. State the estimated dollar value of secured, non-ERF-3-R resources that will help meet this proposal's outcomes.

\$9,922,754.57

\$

### 29. Identify and describe each leveraged non-ERF-3-R resource and how that specific resource will be used to help meet the proposal's outcomes, including the permanent housing outcomes. (1000-character limit)

The City of Los Angeles will leverage several non-ERF-3-R resources to support the proposal's outcomes. General funds of \$4,414,381.57 for FY 24-25 will cover City personnel costs. The Mayor's Office will provide \$150,000.00 for communications and community engagement services. Interim housing motel costs will total \$550,000.00, and mobile vet services will cost \$30,000.00. LA County will host 12 Connect Days events at \$20,000.00 per event, totaling \$240,000.00, to provide streamlined access to various services for homeless individuals. Additionally, the City will leverage \$18,375.00 for 45 storage units over 3 months to ensure secure storage for personal belongings during the transition from encampments to interim housing. The City of LA will also leverage \$2,520,000.00 for HHH Homekey, covering 20% of the cost for permanent supportive housing for 70 individuals, ensuring long-term stability and support for those transitioning out of homelessness.

*Applicants are directed to provide a detailed description of other fund sources, and system capacity, that will be leveraged to achieve the outcomes proposed for the ERF-3-R funded project (**especially as it relates to meeting this proposal's permanent housing outcomes**) and, if applicable, to sustain the new programming beyond the end of*

*the grant term.*

*This includes prior ERF awards, HUD unsheltered NOFO, and other federal, state, and local funding sources.*

*Applications will be evaluated with the understanding that communities vary significantly with respect to the current availability of other fund sources that can be used as leverage for their proposed projects and to sustain the projects beyond the grant term.*

*In the absence of currently available resources, Applicants are encouraged to provide a specific plan for obtaining the funding necessary to sustain their project beyond the grant term if the project is intended to continue.*

**30. Describe how the proposal is a prudent and effective use of requested funding relative to the number of people it seeks to serve, the types of services and housing to be provided, and any benefits to the community's efforts to address homelessness that will extend beyond the grant term, including ongoing expansion of interim and permanent housing capacity. Include an explanation of how the requested ERF-3-R amount was determined. (1000- character limit)**

This proposal is a prudent and effective use of requested funding as it will provide 350 people experiencing homelessness with interim housing and permanent housing to 140 PEH. The CA HCD highlights that Housing First programs enable tenants to secure housing more quickly and maintain stability longer, with over 90% achieving lasting housing stability, fostering greater autonomy, and reducing public costs. This proposal allocates funding to a data-informed, service-rich encampment resolution program that voluntarily transitions people from encampments to interim and permanent housing, resolving homelessness through non-punitive and compassionate approaches. ERF and leveraged funding will support interim housing, supportive services, TLS, and robust community engagement efforts. Supportive services include housing navigation, access to mainstream benefits, and healthcare. The City determined the ERF request based on the costs of these services and the number of Angelenos to be served.

**Attachment: Standardized Budget**

ERF-3-R Budget Template\_City of Los Angeles\_0624.xlsx

*Applicants must use the [ERF-3-R Budget Template](#) available on box.com*

## **Key Entities and Staff**

**31. First, describe the implementing organization and specific unit or office within the implementing organization that would administer ERF-3-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)**

The City of Los Angeles serves as the lead, with cross-departmental collaboration between the Mayor's Office, the City Council, and the CAO's Office. The CAO will leverage its capacity to handle grant administration and financial reporting, ensuring efficient and transparent fund management. The Mayor's Office of Housing and Homelessness Solutions will coordinate cross-system and government coordination. The Deputy Mayor of Homelessness and Community Health and the Inside Safe Director will oversee day-to-day operations, lead the Field Intervention Team (FIT), and coordinate with city and county partners. Supervisors and FIT team members will actively engage within encampments, conducting outreach and support activities. This diverse and multi-disciplinary team has successfully conducted 52 Inside Safe operations to house individuals from encampments, resulting in over 2,809 Angelenos voluntarily accepting interim housing, with a retention rate of 71.8%. All departments and teams have extensive experience managing complex homelessness projects and grants. Their prior work has informed this proposal by emphasizing the importance of integrated services, cross-system collaboration, and data-driven strategies to address homelessness and achieve sustainable outcomes effectively. This experience ensures a well-structured approach to achieving the proposal's goals, leveraging best practices and lessons learned from previous initiatives.

**Table 3: Key Staff**

Identify all staff positions (e.g. administrative, programmatic, development etc.) which are integral to this ERF project and to achieving the proposal's outcomes. For each position include the title, whether the position is filled or vacant, the approximate fulltime equivalent (FTE) of the position dedicated to the ERF project, whether the position is funded through ERF-3-R and/or Leveraged (i.e.non-ER-3-R) funds, and a brief description of the duties. Please provide responses in Table 3 below.

Title	Currently Filled Position?	FTE of Staffing for This Proposal	Funded by ERF-3-R and / or Leveraged Funds?	Brief Description of Duties
Field Intervention Specialist (10)	yes Yes/No	30% # FTE	Leveraged ERF/Lev/Both	The Field Intervention Specialists (10) are responsible for engaging with individuals in encampments, coordinating with LAHSA for the needs assessments, and providing immediate support and resources to facilitate their transition into interim housing

FIT Managers (7)	yes Yes/No	30% # FTE	Leveraged ERF/Lev/Both	The seven FIT managers oversee the Field Intervention specialists, ensuring effective coordination and implementation of outreach activities, monitoring team performance, and providing guidance and support to team members.
Housing Navigation Deputy Director	yes Yes/No	20% # FTE	Leveraged ERF/Lev/Both	The Housing Navigation Deputy Director leads the strategic planning and execution of housing navigation services, overseeing the development and implementation of policies and programs
Housing Navigation Manager	yes Yes/No	20% # FTE	Leveraged ERF/Lev/Both	The Housing Navigation Manager manages daily operations of the housing navigation team, coordinating with service providers and stakeholders to facilitate housing placements, and ensuring that clients receive comprehensive support
Housing Navigation Coordinator	yes Yes/No	20% # FTE	Leveraged ERF/Lev/Both	The Housing Navigation Coordinator supports the housing navigation team by managing client intake processes, maintaining accurate records, coordinating appointments, and providing logistical support to ensure housing placement

IS Senior Director	yes Yes/No	10% # FTE	Leveraged ERF/Lev/Both	The Inside Safe (IS) Senior Director provides overall leadership and direction for the Inside Safe program, ensuring alignment with strategic goals, managing high-level partnerships, and overseeing program effectiveness and sustainability.
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IS Senior Manager	yes Yes/No	20% # FTE	Leveraged ERF/Lev/Both	Data Analyst supports the Inside Safe program by managing and analyzing data related to program outcomes, service delivery, and client needs to inform decision-making and improve program effectiveness.
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Data Analyst	yes Yes/No	20% # FTE	Leveraged ERF/Lev/Both	Oversees the implementation of strategic initiatives and administrative functions to support the Inside Safe program and ensure alignment with overall program goals.
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Data Analyst	yes Yes/No	20% # FTE	Leveraged ERF/Lev/Both	Oversees the implementation of strategic initiatives and administrative functions to support the Inside Safe program and ensure alignment with overall program goals.
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Deputy Mayor of Homelessness and Community Health	yes Yes/No	10% # FTE	Leveraged ERF/Lev/Both	Focuses on improving the coordination, integration, and delivery of services, including social, health, and behavioral health, for people experiencing or at risk of homelessness.
---	---------------	--------------	---------------------------	--

Sr. Director of Strategic Initiatives and Administration	yes Yes/No	20% # FTE	Leveraged ERF/Lev/Both	oversees the implementation of strategic initiatives and administrative functions to support the Inside Safe program and ensure alignment with overall program goals.
Special Projects Associate	yes Yes/No	20% # FTE	Leveraged ERF/Lev/Both	supports the Inside Safe program by managing special projects, coordinating with stakeholders, and providing administrative support to ensure successful project execution.
Executive Officer, Mayor's Office of Housing	yes Yes/No	10% # FTE	Leveraged ERF/Lev/Both	Supports the Inside Safe program by coordinating housing initiatives, managing relationships with housing providers, and overseeing the implementation of housing policies and programs.
Data Director	yes Yes/No	10% # FTE	Leveraged ERF/Lev/Both	Oversees the Data Team and implementation of strategic initiatives and administrative functions to support the Inside Safe program and ensure alignment with overall program goals.

**32. First, describe key partners that will be responsible for implementing this ERF project and achieving the proposal's outcomes (e.g. service providers, public agencies, development entities etc.). 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 the lead partner, with specific involvement from the Mayor's Office, City Council, and the CAO's Office. LAHSA, as the lead Continuum of Care (CoC) agency in LA County and a joint powers authority of the City and County, will support outreach in the encampments with the Inside Safe Field Intervention Team. LAHSA will administer time-limited subsidies, manage the Coordinated Entry System (CES) and the Homeless Management Information System (HMIS), and provide interim housing services. The LA County Chief Executive Office-Homeless Initiative (CEO-HI), the County's central body for expanding and enhancing services for unhoused residents, will also play a crucial role. Contracted service providers, including LA Family Housing, iSt. Joseph's Center, PATH, The People Concern, and others will work with LAHSA on case management and housing navigation, coordinating CES assessments and housing placements. These entities and other City and County partners will collaborate in a coordinated effort to achieve the proposal's outcomes. LAHSA's Lived Experience Advisory Board will inform the development of the Community Ambassador Program and provide ongoing advice on its implementation. These entities have previously managed complex homelessness projects and grants and currently manage ERF efforts. Their experience coordinating large-scale initiatives and providing integrated services ensures a well-structured approach to achieving the proposal's outcomes.

**33. 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, County, and LAHSA have collaborated extensively throughout the implementation of Inside Safe, creating a robust cross-system ecosystem where each effort depends on this partnership. This proposal reflects the ongoing, data-informed, and successful collaboration among these entities, ensuring a well-coordinated approach to addressing homelessness and achieving project outcomes. LAHSA and the County have provided significant guidance on this proposal, drawing on their Pathway Home efforts and service implementation across the County. Additionally, the City and Caltrans have jointly designed the implementation plan, identifying prioritized encampments and coordinating efforts and resources. The City will keep Caltrans informed of the timeline, ensuring seamless collaboration throughout the implementation process.

*Applicants may upload evidence of cross-jurisdictional collaboration such as MOUs, letters of support, or interagency agreements etc. in the field immediately below.*

**Optional Upload: Evidence of Cross-Jurisdictional Collaboration**

ERF3 Letters of Support City of Los Angeles.pdf

**34. Identify any entities that have a right to and/or control of the property upon which the encampment site resides. Describe how applicant has engaged with these entities and confirm that each of these entities has committed to allowing the implementation of this proposal. (1000-character limit)**

The City will coordinate with Caltrans for the right of way and collaborate with Caltrans' Office of Homelessness and Encampments Initiatives to align efforts and develop innovative, long-term solutions for encampment resolution along the I-10 Freeway. Following the November fire, the City worked closely with CalTrans to swiftly deploy Inside Safe, addressing encampments along the freeway underpass. This collaboration successfully transitioned individuals experiencing homelessness from RVs, cars, and tents/makeshift shelters into interim housing. Both entities are committed to allowing the implementation of this proposal and continue to work together to ensure its success.

## **Accelerated Timeline**

**35. How is your community currently supporting and / or engaging with people residing within the prioritized encampment? (1000-character limit)**

In response to the November fire, the City collaborated with CalTrans and swiftly deployed Inside Safe to address encampments along the freeway underpass. Inside Safe successfully transitioned people experiencing homelessness from RVs, cars, and tents/makeshift shelters into interim housing. Additionally, the Inside Safe Field Intervention Team recently assessed conditions within the encampment in preparation for resolution. LAHSA is currently engaging the encampment through street outreach and relationship building, establishing trust and laying the foundation for a successful resolution.

**36. 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)**

The foundation of a strong encampment resolution effort involves preparing the necessary information, personnel, procedures, and resources to align with the forecasted operational needs of encampment residents and the jurisdictions and organizations supporting them. The City will notify the County and LAHSA about upcoming Inside Safe operations and coordinate to identify the SPA Regional outreach coordinator, lead outreach team, and any supporting outreach teams, as well as the lead service provider and location(s) for the motel-based interim housing site. LAHSA will begin preparing for developing a By Name List (BNL), identifying PEH members of the encampment community. In the lead-up to the response operation, outreach teams will start engaging residents to assess their needs and prepare them for the transition, addressing barriers such as ADA accommodation, pets, and partners.

**Table 4: Project Timeline**

Cal ICH should be able to use the project timeline to understand the general parameters of the project and how it will be implemented.

This Standardized Project Timeline Template will not perfectly capture every nuance - that's Ok. However, applicants are strongly encouraged to provide incremental milestones for achieving the interim shelter and permanent housing goals set out in the proposal. For projects that include interim shelter and/or permanent housing development, the timeline should include major development milestones.

Where there is ambiguity, conflict, or silence, use your judgment.

Date	Milestone	Category	Additional Detail for Milestone
10/1/2024	Planning phase	Project Management	Initial planning, community readiness assessment, begin resource coordination & inspection.

10/1/2024	Quarterly Meetings with LAHSA, Lived Experience Advisory Board, and Community Stakeholders begin	People	Facilitate cross-system collaboration and integrate lived experience into the project
1/1/2025	Operations Phase begins	Place	Outreach, safety, security, storage, property disposition, interim housing intake, communications, and service connection events.
6/1/2025	Throughput process begins	People	Case conferencing, diversion efforts, document readiness, develop housing plan, permanent housing navigation, connection to TLS, data processing, and reporting.
6/1/2025	Full Operating Capacity reached	Project Management	Ensure all systems are in place and functioning at full capacity, 100 additional units secured.
7/1/2025	Community Ambassador Program Launch	People	Identify community ambassadors with lived experience to foster mutual respect and relationship building.
7/1/2025	Storytelling Campaign Launch	People	Share inspiring stories of Inside Safe participants and community ambassadors to shatter stereotypes and misperceptions

4/1/2027	Final Phase of Operations and Stabilization	Project Management	Finalize permanent housing solutions for all interim housing residents. Conduct intensive case management and support services to ensure successful transitions
6/1/2027	Project Completion	Project Management	All project goals achieved, including housing 350 individuals in interim housing and 140 in permanent housing.
1/1/2025	Mitigation Phase begins	Place	Maintenance and repair of encampment site, outreach to mitigate repopulation.

## Table 5: Projected Milestones

Answer the following questions in relationship to June 30, 2024. Cal ICH assumes disbursement will occur approximately 3-6 months after June 30, 2024.

Please provide responses in the table below including the month and year. (15-character limit for each cell)

Outreach to the people residing in the prioritized encampment site began / will begin in mm/yyyy.	This proposal will reach full operating capacity in mm/yyyy.	The first planned exit of a person or household from the prioritized encampment will occur in mm/yyyy.	The last planned exit of a person or household from the prioritized encampment will occur in mm/yyyy.
10/2024	06/2025	01/2025	04/2027

## 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

Christa	Leonard
---------	---------

First

Last

*This does not have to be an authorized representative or signatory.*

**Title**

Grant Development Consultant

**Email**

christa@collectiveemergenceconsulting.com

[illegible]

## California Department of Transportation

CALTRANS DISTRICT 7 MAINTENANCE  
100 S. MAIN ST.  
LOS ANGELES, CA 90012  
[www.dot.ca.gov](http://www.dot.ca.gov)



July 15, 2024

Jeannie McKendry  
Grants Development Section Chief  
California Interagency Council on Homelessness  
801 Capitol Mall, Suite 601  
Sacramento, CA 95814  
[calich@bcsh.ca.gov](mailto:calich@bcsh.ca.gov)

Subject: Letter of Commitment for the City of Los Angeles's Application for Funding through the Encampment Resolution Funding Program (ERF-3R)

Dear Chief McKendry:

On behalf of the California Department of Transportation (Caltrans) I want to express our partnership with City of Los Angeles' application to the Encampment Resolution Program. We are supportive of City of Los Angeles' decision to focus their effort on serving an anticipated 350 people in three encampment zones on the State Right-of-Way along the Interstate 10 corridor. The three identified zones cover an encampment area from the Interstate 10 and Interstate 110 Interchange to San Pedro Street, the heart of Downtown Los Angeles. This project area was scarred by the November 2023 fire that burned eight acres along the 10 Freeway, closing that section of the Interstate for over a week. In response, Mayor Bass has worked alongside state and local agencies, including Caltrans, to support both the infrastructure needs and the homeless population affected by the incident. This proposal seeks to immediately decrease the number of individuals experiencing homelessness in City of Los Angeles by expecting to move 350 people living in the identified encampments into interim housing, of which 140 are anticipated to move into permanent housing by the end of the grant period.

Interstate 10 through Downtown Los Angeles comprises a key transit artery in Southern California, which has become a magnet for encampments. Caltrans has conducted 143 encampment removals along Interstates 10 and 110 over the 2023-2024 Fiscal Year. We often see Persons Experiencing Homelessness returning to encampments after the conclusion of removal operations. City of Los Angeles' staff has worked in close collaboration with Caltrans District 7 to identify the encampment locations being addressed in this proposal. The encampment zones include communities that are among the most disproportionately impacted by homelessness and poverty in all of Los Angeles County.

City of Los Angeles's proposal is informed by years of experience serving the unhoused, as well as new innovations in delivering much needed housing like the Inside Safe program. ERF funds will be used for comprehensive support services, including case management, housing navigation, healthcare, and access to mainstream benefits.

Chief Jeannie McKendry

July 15, 2024

Page 2

Caltrans is committed to only act on the encampment sites in the proposal in collaboration with Los Angeles County, and with at least two weeks' notice to the ERF grantee (unless critical circumstances exist when an encampment poses an imminent threat to life, health, safety or infrastructure and must be immediately addressed).

We are eager to partner with City of Los Angeles to serve unhoused community members living along the Interstate 10 corridor through Downtown Los Angeles. I fully support Los Angeles County's application for the State of California Encampment Resolution Funding Grant. These State resources will be instrumental in serving Persons Experiencing Homelessness along State Right-of-Way in City of Los Angeles with dignity in moving them into permanent housing. If additional information is needed, please contact Charles Isaac at (323) 303-9225.

Sincerely,



[Godson Okereke \(Jul 15, 2024 16:30 PDT\)](#)

Godson Okereke

Deputy District Director, Caltrans District 7

godson.okereke@dot.ca.gov

(213) 817-2087








# City of Los Angeles Caltrans ERF Support Letter

Final Audit Report

2024-07-15

Created:	2024-07-15
By:	Roberto Rubalcaba (s153205@dot.ca.gov)
Status:	Signed
Transaction ID:	CBJCHBCAABAAE-58TwhmKJKuOcOzkIp4u0HBaQGTCLKe

## "City of Los Angeles Caltrans ERF Support Letter" History

-  Document created by Roberto Rubalcaba (s153205@dot.ca.gov)  
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-  Document emailed to Godson Okereke (godson.okereke@dot.ca.gov) for signature  
2024-07-15 - 10:30:11 PM GMT
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Signature Date: 2024-07-15 - 11:30:10 PM GMT - Time Source: server- IP address: 149.136.33.252
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2024-07-15 - 11:30:10 PM GMT





KAREN BASS  
MAYOR

June 27, 2024

The Honorable Secretary Tomiquia Moss  
California Interagency Council on Homelessness  
801 Capitol Mall, Suite 601  
Sacramento, CA 95814

**Re: Support for the City of Los Angeles' Application for the Encampment Resolution Funding Program**

Dear Secretary Moss,

I write in strong support of the City of Los Angeles' application for the California Interagency Council on Homelessness' Encampment Resolution Funding (ERF) Program. This proposal will bolster the City's Inside Safe program, a cornerstone of our strategic and urgent approach to confronting the homelessness crisis in Los Angeles.

Inside Safe is a bold, citywide, voluntary, and proactive housing-led strategy to bring people inside from tents and encampments and prevent encampments from returning. The devastating fire that erupted under the I-10 Freeway on November 11, 2023 underscored the urgency of bringing individuals inside safely and the severe vulnerabilities of the City's unhoused residents who live in encampments near and under freeways. In response, the City worked with CalTrans to address encampments along the freeway underpass, successfully bringing people into interim housing.

Through this grant, the proposed expansion of Inside Safe along the I-10 Freeway and adjacent neighborhoods aims to bring 250 people experiencing homelessness into interim housing and provide person-centered supportive services, including case management, housing navigation, healthcare, and access to mainstream benefits, with the ultimate goal of securing permanent housing.

Our Inside Safe operations are completed in collaboration with members of the Los Angeles City Council, the Los Angeles County Board of Supervisors, the Los Angeles Homeless Services Authority, and a wide array of dedicated service providers and advisors with lived experience. This collective effort embodies the spirit of unity and urgency that defines our city's response to homelessness.

For these reasons, I ask for your full and fair consideration of the City's ERF application. Thank you for your attention to this matter.

Sincerely,

KAREN BASS  
Mayor





County of Los Angeles  
**Homeless  
Initiative**  
**REAL HELP,  
LASTING CHANGE**

**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](http://ceo.lacounty.gov)

**CHIEF EXECUTIVE OFFICER**  
Fesia A. Davenport

**EXECUTIVE DIRECTOR**  
Cheri Todoroff

June 26, 2024

The Honorable Secretary Tomiquia Moss  
California Interagency Council on Homelessness  
801 Capitol Mall, Suite 601  
Sacramento, CA 95814

Dear Secretary Moss:

**SUPPORT FOR THE CITY OF LOS ANGELES APPLICATION FOR ERF-3R**

On behalf of the Los Angeles County (County) Homelessness Initiative, I am writing to express our strong support for the City of Los Angeles' (City) application for the Encampment Resolution Funding (ERF) Program. Los Angeles County has always prioritized collaborative efforts to tackle the regional housing and homelessness crisis, working closely with the 88 cities within our jurisdiction, Councils of Governments (COGs), and other vital stakeholders.

The devastating fire under the I-10 Freeway in November 2023 has intensified the urgency for innovative and comprehensive solutions to the homelessness crisis. This incident highlighted the vulnerabilities of our unhoused population and underscored the critical need for enhanced safety measures and housing solutions.

Our collaboration with the City, particularly through the Inside Safe program, has already yielded significant successes. For instance, a recent Inside Safe operation in Chatsworth successfully transitioned more than 50 unhoused residents to interim housing, showcasing the tangible results of our joint efforts. Moreover, under the fast-tracked Skid Row Action Plan, we have rapidly increased the availability of interim housing beds and are on track to connect thousands of individuals to permanent housing solutions.



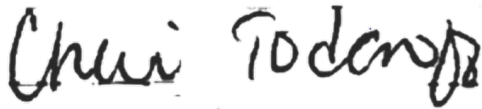
"To Enrich Lives Through Effective And Caring Service"

The Honorable Secretary Tomiquia Moss  
June 26, 2024  
Page 2

The ERF grant is crucial in furthering these initiatives, allowing the City and its partners, including the County, to significantly enhance outreach, wraparound services, and housing provisions. This funding will bolster our collective capacity to provide immediate and sustained assistance to the most vulnerable segments of our population, particularly in areas with heightened risks, such as the I-10 Freeway corridor.

Thank you for considering this application. We are deeply committed to our partnership with the City and our collective mission to end homelessness. With the support of the ERF grant, we are confident that our continued collaboration will drive even more transformative and life-changing results across our communities.

Sincerely,

A handwritten signature in black ink that reads "Cheri Todoroff". The signature is written in a cursive, flowing style.

Cheri Todoroff  
Executive Director



**Alberto M. Carvalho**  
Superintendent

**Members of the Board**

Jackie Goldberg, President  
Scott M. Schmerelson, Vice President  
Dr. George J. McKenna III  
Dr. Rocío Rivas  
Nick Melvoin  
Kelly Gonez  
Tanya Ortiz Franklin

**Los Angeles Unified School District**  
Administrative Offices

333 S. Beaudry Avenue, 24<sup>th</sup> Floor  
Los Angeles, California 90017  
Phone (213) 241-7000

June 27, 2024

The Honorable Tomiquia Moss, Secretary  
California Interagency Council on Homelessness  
801 Capitol Mall, Suite 601  
Sacramento, CA 95814

**RE: LOS ANGELES UNIFIED'S SUPPORT FOR THE CITY OF LOS ANGELES'  
APPLICATION FOR THE ENCAMPMENT RESOLUTION FUNDING PROGRAM**

Dear Secretary Moss,

On behalf of the Los Angeles Unified School District (Los Angeles Unified), the country's second-largest public school district, I am writing to express our strong support for the City of Los Angeles' application for the Encampment Resolution Funding (ERF) Program.

Homelessness significantly impacts the educational experiences and achievements of students. As part of the District's Strategic Plan, Los Angeles Unified is committed to serving the whole child – attending to the social, emotional, and physical health and wellness of our students so they are prepared and energized to focus on learning, growing, and building meaningful connections at school. To support our students' academic and socio-emotional success, we recognize the research that shows a direct nexus between a family's housing instability and a student's ability to learn and graduate. This year there are approximately 16,000 Los Angeles Unified students experiencing homelessness, based on the Student Housing Questionnaire.

However, we are aware of the likely undercount, since not all students/families disclose their housing instability to the District due to myths, stigma and risks associated with disclosing one's housing insecurity. However, the California state audit report findings and the National Center for Homeless Education's reasonable measures that "5 to 10 percent of economically disadvantaged students experience homelessness each year" can be utilized to account for underreported data. For the Los Angeles Unified School District, this means the number of students experiencing homelessness could possibly be closer to 35,000 per school year.

The realities of the homelessness crisis highlight the critical need for robust support systems and interventions like those proposed in the Inside Safe Initiative under Los Angeles Mayor Karen

Bass. Inside Safe's focused efforts to resolve encampments and provide stable housing solutions can profoundly impact our students by reducing transiency, decreasing exposure to violence and trauma, and improving overall student attendance and engagement. For instance, in the 2022-23 school year, over 47 percent of our homeless students were chronically absent, missing 10 percent or more of the school year. While the District is pleased to have reduced this number by nearly 12 percent compared to the prior school year, the numbers remain disproportionately higher compared to the general student population. By providing more stable living conditions and wraparound services, we anticipate improvements in these areas, which are crucial for educational success and supporting our youth in ending the cycle of poverty.

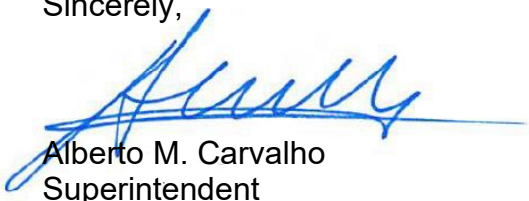
The ERF grant will enable the City of Los Angeles to scale-up outreach and services that benefit these vulnerable populations, particularly children and families living in encampments. Moreover, the proximity of these encampments to our educational institutions also poses risks to our students, necessitating an urgent and effective resolution to mitigate dangers and foster an environment conducive to learning and growth. As of April 2024, Los Angeles Unified staff identified over 70 schools that had one or more homeless encampments located within a 500 foot radius from the school perimeter.

Los Angeles Unified is committed to our partnership with the City of Los Angeles. We recognize that confronting the homelessness crisis is not just about providing shelter but also about creating a stable environment that supports educational success and long-term societal benefits. We are confident that with the support of the ERF grant, the collaborative efforts between Los Angeles Unified and the City of Los Angeles will bring transformative results for our students and communities.

The current efforts by Inside Safe are absolutely necessary to address the persistent challenges the tens of thousands of Angelenos are facing today. Building on these efforts by the City of Los Angeles, Los Angeles Unified is also stepping up to support and advocate for our unhoused students and families. In March 2024, Los Angeles Unified in partnership with Many Mansions, unveiled a 26-apartment permanent supportive housing complex in Sun Valley aimed to provide homes for chronically homeless households.

Thank you for considering this application. We look forward to the enhancements in our students' lives that the ERF program funding will help facilitate. For the reasons stated above, I urge you to give the fullest consideration to the City of Los Angeles grant application.

Sincerely,



Alberto M. Carvalho  
Superintendent  
Los Angeles Unified School District

Ann Sewill, General Manager  
Tricia Keane, Executive Officer

**City of Los Angeles**



LOS ANGELES HOUSING DEPARTMENT  
1910 Sunset Blvd, Ste 300  
Los Angeles, CA 90026  
Tel: 213.808.8808

Daniel Huynh, Assistant General Manager  
Anna E. Ortega, Assistant General Manager  
Luz C. Santiago, Assistant General Manager

[housing.lacity.org](http://housing.lacity.org)

**Karen Bass, Mayor**

The Honorable Secretary Tomiquia Moss  
California Interagency Council on Homelessness  
801 Capitol Mall, Suite 601  
Sacramento, CA 95814

June 24, 2024

Dear Secretary Moss,

I am writing on behalf of the Los Angeles Housing Department to express our strong support for the City of Los Angeles Mayor's Office's application for Encampment Resolution Funding (ERF). Our department is deeply committed to promoting livable and prosperous communities through the strategic development and preservation of affordable housing, substantial neighborhood investment, and the provision of vital social services.

Under Mayor Karen Bass' directive, the Housing Department has embarked on a transformative journey marked by significant milestones, such as the systematic analysis of over 3,300 city-owned parcels. This initiative, propelled by Executive Directive 3 (ED3), aims to identify and expedite the use of these parcels to develop permanent affordable housing and interim shelters, directly addressing the critical needs of our homeless population.

The Encampment Resolution Funding is critical in furthering our comprehensive strategies to address homelessness, particularly following the devastating fire under the I-10 Freeway in November 2023, which highlighted the urgent need for effective solutions. This grant will enhance capacity to swiftly address and resolve existing encampments along the I-10 corridor, improving safety and environmental conditions while restoring public spaces. It also enables the implementation of preventive measures to avert the formation of new encampments through strategic planning and community engagement.

We are confident that with the support of the Encampment Resolution Funding, the City of Los Angeles will continue to make substantial strides towards mitigating homelessness and enhancing the quality of life for all residents. The Los Angeles Housing Department remains steadfast in our commitment to these goals and supporting the Mayor's Office in this critical endeavor.

Thank you for considering this application. We look forward to the possibility of further collaboration with the California Interagency Council on Homelessness and are enthusiastic about the continued positive impact of our joint efforts.

Sincerely,

Ann Sewill  
General Manager  
Los Angeles Housing Department  
[ann.sewill@lacity.org](mailto:ann.sewill@lacity.org) - (213) 271-4252





The Honorable Secretary Tomiquia Moss  
California Interagency Council on Homelessness  
801 Capitol Mall, Suite 601  
Sacramento, CA 95814

June 26, 2024

Dear Secretary Moss,

On behalf of LA Trade-Technical College (LATTC), I am writing to express our robust support for the City of Los Angeles' application for the Encampment Resolution Funding (ERF) Program. As an institution that witnessed 55% of our students grappling with housing insecurity and 19% facing homelessness in 2022, we support the City's comprehensive efforts to address the housing and homelessness crises, which complement our own.

Located just two miles east of the recent devastating fire near the I-10 freeway, our college community has been directly impacted by the proximity of encampments, heightening safety and security concerns for our students and staff. This recent tragedy highlights the critical need for the effective and compassionate measures proposed in the City of Los Angeles' application, which are essential for the well-being of our homeless populations and for maintaining a secure and conducive educational environment for all students.

Mayor Bass' Inside Safe initiative resonates deeply with our institutional efforts by offering a comprehensive framework for addressing homelessness, including resolving encampments and transitioning individuals to safer, more stable housing conditions. By reducing the number of encampments and bolstering overall safety, Inside Safe significantly improves the learning environment for our students, many of whom have lived experience with housing insecurity.

The ERF grant will substantially enhance collaboration between the City of Los Angeles, the Los Angeles Homeless Services Agency (LAHSA), and LATTC to bolster our students' safety, security, and academic success.

Thank you for considering this application. We look forward to the improvements in our community's safety that this funding will help facilitate.

Sincerely,

Alfred McQuarters  
Alfred McQuarters (Jun 26, 2024 17:29 PDT)

Dr. Alfred McQuarters  
President  
LA Trade-Technical College  
mcquarad@lattc.edu - (213) 763-7052







# Letter of Support\_City of LA\_ERF\_6-26-24

Final Audit Report

2024-06-27

Created:	2024-06-26
By:	April Aragon (AragonAM@lattc.edu)
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## "Letter of Support\_City of LA\_ERF\_6-26-24" History

-  Document created by April Aragon (AragonAM@lattc.edu)  
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-  Document emailed to Alfred McQuarters (mcquarad@lattc.edu) for signature  
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The Honorable Secretary Tomiquia Moss  
California Interagency Council on Homelessness  
801 Capitol Mall, Suite 601  
Sacramento, CA 95814

June 21, 2024

Dear Secretary Moss,

I am writing to express the Los Angeles Homeless Services Authority's (LAHSA) strong support for the City of Los Angeles' application for the Encampment Resolution Funding (ERF) Program. As the CEO of LAHSA, I recognize the critical need for innovative and sustainable solutions to address our city's homelessness crisis. The Mayor's Office, under the leadership of Mayor Karen Bass, has shown exemplary commitment and effectiveness in tackling this issue through the Inside Safe Initiative.

LAHSA, as a program implementation partner and through our Lived Experience Advisory Board (LEAB), has collaborated closely with the Mayor's Office to ensure that the strategies employed under the Inside Safe program are comprehensive and inclusive. The Inside Safe Initiative is a testament to the power of collaborative leadership and a community-centered approach. Since its inception, it has significantly reduced the number of encampments and markedly improved the quality of life for previously unhoused residents. A pivotal component of this initiative is the innovative Master Leasing Program, managed by LAHSA in partnership with the City.

The devastating fire on November 11, 2023, under the I-10 Freeway has further emphasized the critical need for such innovative and flexible housing solutions. This incident not only exposed the acute vulnerabilities of our homeless populations, but also underscored the urgency for swift, adaptive interventions to prevent similar crises. The ERF grant will enable us to implement targeted solutions for ten critical encampment sites along the I-10 corridor. These interventions will be as responsive as they are compassionate, ensuring that our actions not only address immediate needs but also contribute to long-term stability and safety for our community's most vulnerable members.

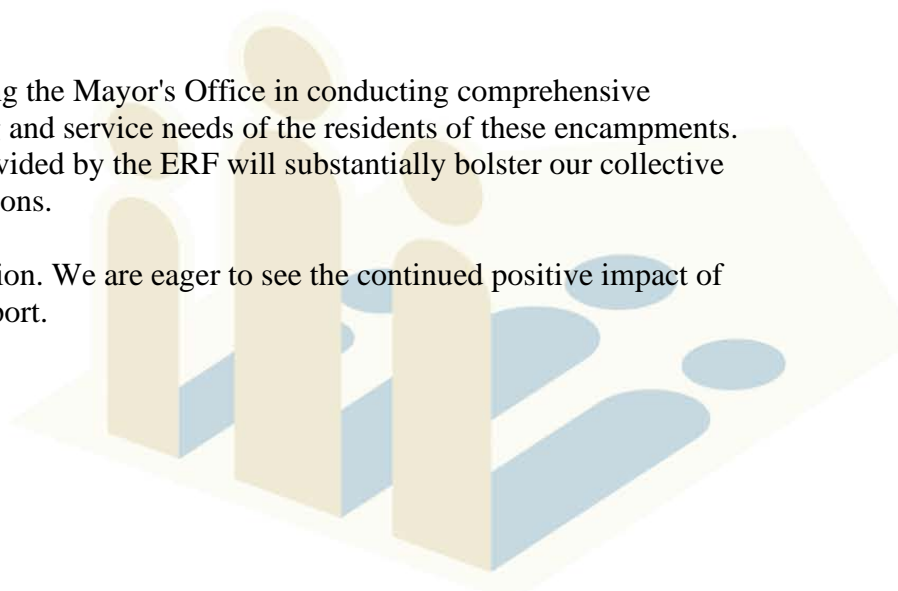
LAHSA is fully committed to supporting the Mayor's Office in conducting comprehensive assessments and addressing the housing and service needs of the residents of these encampments. We are confident that the resources provided by the ERF will substantially bolster our collective capacity to deliver more effective solutions.

Thank you for considering this application. We are eager to see the continued positive impact of our joint efforts and welcome your support.

Sincerely,



**Dr. Va Lecia Adams-Kellum**  
CEO, Los Angeles Homeless Services Authority  
707 Wilshire Blvd Suite 1000  
Los Angeles, CA 90017  
Email: [valecia.adamskellum@lahsa.org](mailto:valecia.adamskellum@lahsa.org)  
Phone: (213) 507-4906



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**CITY OF LOS ANGELES**

CALIFORNIA



KAREN BASS  
MAYOR

**FIRE DEPARTMENT**

KRISTIN M. CROWLEY  
FIRE CHIEF

200 NORTH MAIN STREET  
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FAX: (213) 978-3815

[HTTP://WWW.LAFD.ORG](http://www.lafd.org)

June 28, 2024

The Honorable Secretary Tomiquia Moss  
California Interagency Council on Homelessness  
801 Capitol Mall, Suite 601  
Sacramento, CA 95814

Dear Secretary Moss,

On behalf of the Los Angeles Fire Department (LAFD), I am writing to express strong support for the City of Los Angeles' application for the Encampment Resolution Fund (ERF) Program. The safety and well-being of all Angelenos, including those experiencing homelessness, are of the utmost importance to our department. We recognize the critical need for comprehensive and compassionate solutions to address the challenges faced by our unhoused residents, and we believe that this application to bolster the Inside Safe program is a vital step in this direction.

The LAFD has witnessed firsthand the vulnerabilities and dangers of living in encampments. The devastating fire under the I-10 Freeway in November 2023, which resulted in a significant economic impact and highlighted the severe risks to the unhoused population, underscores the urgent need for initiatives like Inside Safe. This program emphasizes bringing people indoors from encampments, providing low-barrier interim housing, and offering enriched supportive services that align with our mission to protect life and property.

In 2023 alone, the LAFD responded to 14,187 fire incidents related to people experiencing homelessness in the area. These incidents not only endanger the lives of those living in the encampments but also pose significant risks to the surrounding community and infrastructure. The proposed expansion of Inside Safe along the I-10 Freeway and adjacent neighborhoods aims to bring 250 people experiencing homelessness into interim housing and provide person-centered supportive services to secure permanent housing and prevent future incidents.

We are committed to supporting this proposed ERF project through our continued collaboration and response efforts. Working together, we can ensure a safer, healthier, and more compassionate City for all residents. Thank you for considering this application. We are eager to see the continued positive impact of our joint efforts and welcome your support.

Sincerely,

KRISTIN M. CROWLEY  
Fire Chief









**Legend**

Council Districts	Engagement Zones
1 - Eunisses Hernandez	Zone 1
9 - Curren D. Price Jr.	Zone 2
14 - Kevin de León	Zone 3

County of Los Angeles, California State Parks, Esri, TomTom, Garmin, SafeGraph, GeoTechnologies, Inc, METI/NASA, USGS, Bureau of Land Management, EPA, NPS, US Census Bureau, USDA, USFWS

## Legend

Council Districts	Engagement Zones
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1 - Eunisses Hernandez  
9 - Curren D. Price Jr.  
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- Zone 1
- Zone 2
- Zone 3

County of Los Angeles, California State Parks, Esri, TomTom, Garmin, SafeGraph, GeoTechnologies, Inc, METI/NASA, USGS, Bureau of Land Management, EPA, NPS, US Census Bureau, USDA, USFWS