



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="Patrick"/>	<input type="text" value="Siggins"/>
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="Director of Homelessness Services"/>
job title

Email

<input type="text" value="patrick.siggins@lacity.org"/>

Phone

<input type="text" value="(213) 645-7309"/>

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

Secondary Contact

<input type="text" value="Sarah"/>	<input type="text" value="Tanberg"/>
First	Last

Job title

<input type="text" value="Senior Advisor"/>
job title

Email

<input type="text" value="sarah.tanberg@lacity.org"/>

Phone

<input type="text" value="(213) 473-7004"/>

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

Contact Person for Reporting

<input type="text" value="Bindu"/>	<input type="text" value="Kannan"/>
First	Last

Job title

Sr. Administrative Analyst

job title

Email

bindu.kannan@lacity.org

Phone

(213) 574-4392

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

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

90012-4190

Zip Code

Attention to (if applicable):

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.

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)

ERF-3 grant funds will be utilized to expand the existing LA River Project funded through ERF-1. This project proposes to permanently house an additional 90 individuals living along the LA River in a geographic area that includes the initial project implementation area funded by ERF-1 plus a new adjacent expanded service area. Our proposed partner, LA Family Housing (LAFH), is the lead homeless service provider for the Coordinated Entry System (CES) for individuals and families experiencing homelessness in Service Planning Area (SPA) 2. Through the proposed project, LAFH will work with Council District 4 (CD 4) to reach 90 encampment residents living on the LA River between Reseda and Los Feliz. LAFH will provide approximately 90 total residents of the LA Riverbed encampment with Outreach, Case Management, and Time-Limited Subsidies (TLS) with an emphasis on street-to-home housing placement. This will be accomplished primarily through TLS slots, which are to be funded by the proposed budget. With the strength of our combined expertise, the proposed TLS slots, and client-centered case management services, CD4 and LAFH will permanently house 90 PEH living along the LA River.

People Served

Number of people currently residing in prioritized encampment site

60

#

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

30

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

60

#

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?

90

#

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

75

#

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

90

#

*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 population in the prioritized encampment consists largely of higher acuity single unsheltered adults who have experienced chronic homelessness. Per LAHSA's most recently collected data, the average acuity score of Riverbed encampment residents is 8, demonstrating high need. Many have co-occurring mental and physical disabilities, substance use disorders, and impacts of trauma. A census taken by PATH as part of ERF-1 reporting revealed that 63% of LA Riverbed encampment residents are adult men, while 36% are adult women, and 1% are adults of other genders. Over three quarters (76%) identify as white, 43% multiracial, 15% Black, 13% Latine, 4% Asian or Asian American, 2% American Indian or Alaska Native, and 7% prefer not to answer (with multiple allowable selections leading to an excess of 100%). Approximately 4% are 18-24 years old; 15% are ages 25-34; 31% are ages 35-44; 28% are 45-54, 13% are 55-61, and 9% are seniors aged 62 and older.

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)

This proposal includes the 19-mile stretch of encampments along the LA River beginning East of Lindley in Reseda, near the Sepulveda Basin, east through Sherman Oaks to the Glendale Narrows on Riverside Drive ending at Glendale Blvd in Silverlake. There is a closely linked community of individuals living in tents and makeshift structures making a network of encampments, with few vehicle dwellings. People live near bike/walking paths abutting the river, on islands within the river, in storm drains or culverts in the river, in rafters of bridges that cross the river, or along the banks in areas sheltered by contours of the concrete riverbed. Many of these areas are secluded behind fences or otherwise inaccessible to the public.

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)

Encampments along the LA Riverbed are physically difficult to access, built along steep concrete slopes and on islands in the channel. These communities have largely been ignored by government agencies due to the difficulty of the terrain and hidden locales where individuals encamp. The dangers for people living along the river are significant, the most immediate being flooding. In a typical year, the LA River has minimal to moderate water flow through its channel, making it appear to be a safe spot to camp. However, the rains have increased over the last several years resulting from the impacts of climate change. In February 2024, downtown LA received 12.56 inches of rainfall, more than four times its average for the month. Heavy rain can quickly sweep away encampments. In 2023, the Fire Department was dispatched to rescue nine PEH living along the River during storms, demonstrating the urgency in focusing rehousing efforts in this area for the safety of PEH.

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
ERF-3 Map (2).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

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 6/30/2025, we will conduct street-based outreach to 60 encampment residents; through evidence-based outreach practices, over 80% will become enrolled with the program and be receiving services. By 6/30/2027, we will provide 60 Time-Limited Subsidies over 24 months to permanently house 60 people formerly living in the LA Riverbed; over 85% will remain permanently housed at least six months after placement.

For the duration of the grant term, we will provide case management services to 90 people living in or formerly living in the LA Riverbed; 100% of engaged clients will be referred to supportive services by 12/31/2026 (e.g. benefits enrollment, physical and mental health care, substance use services, etc.) to reduce barriers to housing.

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

LAFH Outreach Specialists will conduct daily housing-focused outreach to people living along the LA River in CD4. With water, food, and supplies, and ability to coordinate site-based medical care through leveraged County and City-funded Multi-Disciplinary and Street Medicine Teams, we will build trust with clients and work toward permanent housing readiness. 30 Interim Housing (IH) slots will be leveraged and set-aside by CD 4 over the grant term for those who wish to move indoors immediately, connecting them to housing and case management services, mental health care, substance use care, employment services, and benefits. Using a Housing First approach and the proposal's TLS funds, we will prioritize street-to-home housing for those not accepting IH. 60 new TLS slots will be utilized for participants to realize their individual, customized housing plan. Once housed, LAFH will continue to provide Housing Stabilization services to ensure residents permanently end their homelessness.

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

We will measure progress by evaluating data entered by programmatic staff into the county's Homeless Management Information System (HMIS) and analyzed by Data and Quality Assurance staff. Utilizing HMIS numbers to track unduplicated people experiencing homelessness, our partner provider will measure client-level data including demographics, vulnerability assessment scores, housing outcomes, employment data, and housing retention six months after placement. Data in HMIS will be used to monitor progress toward project outcomes such as the number of individuals referred to Housing Navigation and TLS and the number of placements into interim and permanent housing, with at least quarterly analysis to make adjustments to ensure we hit our targets. This data will be used in conjunction with participant feedback obtained through frequent communication with providers so that we can understand any shift in circumstances, needs, and barriers, and to properly measure the efficacy of services.

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 first challenge is the lack of interim housing (IH) beds. CD 4 will ensure bed availability in IH by holding 20 beds at Highland Gardens (non-congregate) and 10 beds at A Bridge Home Riverside (congregate). If the available IH does not meet the needs of a participant, they will work with LAFH to move directly from the River into a home through case management services with the use of TLS. Another obstacle to meeting this project's goals is the lack of available and affordable permanent housing (PH) in the City. The proposal has budgeted for an allocation of 60 TLS slots and housing stability services to ensure permanent housing subsidies for clients. CD4 currently has three Project Homekey projects in the pipeline and will work to ensure affirmative marketing for these units as they open to ERF-3 participants.

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

☒ Standalone ☐ Larger initiative

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)

Through strong client relationships built by CD4 staff with participants living in the River, we gathered client input to apply to the outreach strategies involved in this proposed project. Utilizing a single provider to serve the entire community was requested by encampment residents for continuity of services and to ease distrust. During implementation, LAFH will prioritize hiring people with lived experience with homelessness, understanding that being able to connect with peers who have similar history helps heal from experiences of trauma, including retraumatization at the hands of the homeless service system. Outreach Specialists will work with encampment leadership to understand the community's needs and develop a shared vision for encampment resolution that is shaped by encampment members. Frequent communication with clinicians and staff during the housing process will offer our partners regular insights directly from encampment residents.

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

This project will be carried out with a Housing First approach to ensure minimal barriers to housing so that we can quickly and efficiently connect more individuals experiencing homelessness to permanent housing. As a Housing First provider, LAFH is committed to carrying out outreach and permanent housing placement and services without barriers to entry and without judgment. This means that behaviors such as sobriety, treatment, or service participation are not a requirement of entry. There are no preconditions for outreach or placement into housing, such as income level or sobriety, unlike programs that do not advance a Housing First model. No participants will be terminated from the program for lack of participation or for rules beyond normal tenancy. Understanding that housing reduces homelessness, Housing First, however, does not mean Housing Only, as participants will simultaneously be referred to optional comprehensive supportive 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)

Participants will help determine the housing option that best suits them, from preferred geographical area to compatibility for shared housing. Through initial assessment and in ongoing Individualized Support Plans, case managers empower participants to guide their housing goals. No participant will be required to participate in services they are not interested in. Outreach staff are trained in evidence-based, trauma-informed practices such as motivational interviewing to give participants a sense of agency, with an emphasis on practices that promote safety, trustworthiness, transparency, choice, empowerment, peer support, collaboration and cultural humility. The interim and permanent supportive housing residences in CD4 were developed with trauma-informed design in the built environment, such as open sightlines, color, natural light and biophilia.

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)

All outreach staff will be trained in harm reduction principles and Naloxone use, as are all staff at interim and permanent supportive housing sites. These housing sites provide rotating on-site Substance Use Specialists and ongoing harm reduction services, participant-facing trainings, and resources such as testing strips and Naloxone located in common areas of the buildings. No encampment resident will be turned away from services or housing for substance use, and harm reduction principles will be applied to each aspect of the project to help participants reduce reliance on substances and improve mental health, physical health, and housing retention. LAFH is also currently working to become a Safe Syringe Site for needle exchange and safe supervised use.

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)

Recognizing that successful encampment resolution can take upwards of six months, outreach teams seek to build authentic relationships with PEH and preserve their sense of dignity, health and safety. In addition to bringing food, rain gear, tents, water, and pet supplies to PEH, outreach specialists work with each individual to understand their needs and address their concerns related to moving indoors. Many of the residents currently in the LA River have had years of negative experiences with government agencies and service providers, and inherently distrust providers. Outreach specialists work to understand and respect the dynamics and hierarchy that are common within encampments, building trust with encampment leaders to help secure buy-in from others and ensure that decisions are made by the residents, not the provider.

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)

This project is implemented in partnership with trusted service providers with an established track record of conducting trauma-informed, service-enriched, and housing-focused street-based outreach. By partnering with a service provider to conduct coordinated outreach to the encampment, we aim to reduce the number of encampment enforcement efforts conducted that often only serve to further disenfranchise and destabilize encampment residents. Many of LAFH's outreach staff have conducted outreach to PEH over multiple decades and are experts at forging authentic connections with encampment residents based on shared experiences with homelessness, substance use, domestic violence, marginalization, or criminal justice involvement, which is key to successful engagement. LAFH's long history of trauma-informed, person-centered street-based outreach makes them an ideal partner to ensure that this project is carried out in a way that centers encampment residents' choices and needs.

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)

CD4, in coordination with LAFH and encampment residents, will make regular assessments of the sanitation needs in prioritized service zones. CD4 staff will subsequently interface with the appropriate agencies (LA Sanitation, Recreation and Parks, Los Angeles County Public Works, Army Corps) to ensure that any trash pickup or biohazard needs are addressed in a timely manner. Where feasible, CD4 staff can additionally coordinate with the City's Comprehensive Cleaning and Rapid Engagement (CARE) and CARE+ Program within the Bureau of Sanitation (LASAN) to provide regularly serviced portable restrooms to encampments.

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)

Through this project, four housing-focused outreach specialists will conduct daily outreach in the targeted encampment, Monday through Friday, with approximately 15-25 people served per outreach specialist per day. On average, the length of time from initial outreach engagement to permanent housing is nine months. Outreach specialists will provide housing-focused case management, including collecting documents needed for permanent housing, referrals and transportation to partner service providers, including mental healthcare providers and substance use disorder professionals, legal aid organizations, immigration services, and other services based on each individual's unique needs and stated goals. Outreach specialists will provide basic emergency necessities such as socks, food, water, rain gear, and pet supplies to encampment residents to establish rapport and build trust.

For former encampment residents moved into set-aside IH beds for the River Project, the average length of time from IH housing to permanent housing is nine months. In addition to temporary housing and case management services, IH residents will receive three hot meals per day, including meals that cater to a wide range of dietary restrictions, access to on-site services such as mental health care, substance use disorder care, employment services, and enrollment into mainstream benefits programs.

90 participants will be served. LAFH will provide 60 set-aside TLS slots to encampment residents with the proposed funding. LAFH Housing Stabilizers will continue to provide case management services even after participants are housed to ensure they retain their housing over the long-term.

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)

LAFH is the lead CES provider for SPA 2 and The People Concern (TPC) is the lead CES provider for SPA 4. LAFH will partner with TPC to match eligible participants with available PSH units, utilizing affirmative marketing for 170 PSH units opening in CD 4 over the grant period. Recent changes to CES policy in the LA Continuum of Care ensure that PEH who are document ready are prioritized for permanent matches. This new policy will help expedite the prioritization of the matches for participants in this program given the intensive case management services that will be provided to ensure document readiness as quickly as possible for all participants who enter the program from the River bed.

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)

20 non-congregate IH beds at Highland Gardens and 10 congregate beds at A Bridge Home Riverside will be leveraged and set-aside for participants of the River project over the grant term. For shorter-term stays, motel vouchers will be available for clients who need to move indoors quickly when shelter beds are unavailable. All participants at CD 4 IH sites are assigned a case manager who works with participants to develop a permanent-housing plan. Additionally, mental health specialists and substance-use disorder specialists are available, as well as referrals to external providers when a higher level of care is needed. Street Medicine teams and the DHS Mobile Clinic also provide holistic mental health and physical health/medical services to our CD 4 interim housing sites monthly.

60 new TLS slots will be utilized for participants to realize their individual, customized housing plan. The flexibility of TLS allows for a client-centered, participant-informed pathway to permanent housing for those who wish to move directly from their encampment to a permanent unit. For those who move to IH, TLS can augment and expedite throughput for participants not matched to permanent supportive housing. For those reluctant to accept IH, these TLS slots allow case managers to create a realistic housing plan for participants to move directly from the River to a permanent residence.

To increase permanent housing resources, LAFH will leverage 10% of its Housing Location contracts, designed to build relationships with landlords, on top of securing available market-rate affordable housing. 170 PSH units are slated to come online in the next two years in CD 4 through Project Homekey projects at 2010 N Highland, 4818 Sepulveda and 7432 Reseda Blvd. While those beds cannot be held for specific clients due to funding constraints, affirmative marketing will be utilized to ensure participants of the River project have the opportunity to apply to these units when they become available.

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)

CD4, with the partnership of LA's City Administrative Officer (CAO), successfully led the first iteration of the LA River Project during the ERF-1 grant term, permanently housing 66 individuals living in the LA River – no small feat given limited permanent housing resources of CD 4 and the greater LA CoC system – with an additional 42 individuals moved out of the immediate danger of the riverbed and placed into IH. The existing partnership has allowed for organized grant management, with CD 4 staff leading operations and programming and CAO staff leading on the contracting, reporting and financial aspects of the grant. We proudly exceeded our goals with the first contract and limited funds thanks to the support of our partners. However, with 60 more encampment residents unsheltered, we are eager to apply the lessons learned from the first round of funding to house more PEH living in the LA River.

Per a report from the LA County Department of Health Services, LAFH's SPA 2 outreach program was ranked among the top five Street Based Engagement Programs in the County, with the most Crisis/Bridge Housing Referrals, Permanent Housing Referrals, and number of people placed into permanent housing. LAFH is also a lead partner of the City's Inside

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

This encampment straddles multiple geographic areas, which allows us to leverage a broader range of resources to ensure that encampment residents have access to IH and PH solutions that meet their needs, including proximity to employment opportunities, medical homes, public transportation, family, and other community connections. Understanding that each person has a unique timeline and readiness for moving indoors, a broad range of IH and PH arrangements empowers encampment residents to make choices about when and where they move. Traditional street-based outreach moves people through a continuum of housing, from the street to interim housing to permanent housing. However, IH sites lacking housing navigation staff and the shortage of affordable housing in the region creates a bottleneck, as people often end up in IH for upwards of six months. This project will provide encampment residents with the option to move to IH or to move straight from the riverbed-to-home, all while allowing them to remain in the encampment until they are prepared to move.

Outreach Specialists work closely with residents, including encampment leaders, to understand the needs and preferences of the community, collaborating with encampment leadership to develop a plan of action and build trust and rapport. This project will prioritize hiring Outreach staff with lived experience of homelessness who can speak to the unique needs and preferences of the community.

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
Highland Gardens (Non Congregate Interim Housing)	No Yes/No	20 beds	Set Aside Pri/Set-Aside/Neither	Lev ERF/Lev/Both	44 %
Motels in and around CD 4	No Yes/No	15 beds	Set Aside Pri/Set-Aside/Neither	ERF-3 ERF/Lev/Both	6 %

Market-Rate Housing in the Community (subsidized by TLS)	Yes Yes/No	60 units	Set Aside Pri/Set-Aside/Neither	ERF-3 ERF/Lev/Both	22 %
ABH Site (Congregate Interim housing)	No Yes/No	10	Set Aside Pri/Set-Aside/Neither	Lev ERF/Lev/Both	22 %
Permanent Supportive Housing	Yes Yes/No	TDB	Neither Pri/Set-Aside/Neither	Lev ERF/Lev/Both	6 %

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 Leveraged Funds?
Market-rate Housing in the Community (subsidized by TLS)	Set Aside Pri/Set-Aside/Neither	60 beds subsidized by TLS	ERF-3 ERF/Lev/Both
Permanent Supportive Housing	No Pri/Set-Aside/Neither	As needed	Lev 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)

CD4 and LAFH's approaches to encampment resolution align closely. Our teams have partnered to ensure that individuals are not displaced during our housing efforts by building rapport with residents prior to move-in efforts and ensuring individuals that outreach workers will continue to work with them even if they choose not to move into IH. CD 4 does not schedule sanitation operations to "clear encampments." Instead, CD 4 works with providers and encampment residents to ensure that everyone is aware of the operation dates ahead of time, and that staff are on-site to support individuals in moving their belongings to a "safe zone" and then moving them back after the operation if they opt to stay outdoors. As a last resort, this project will use motel vouchers at a partner hotel in CD 4 to bring people indoors if no permanent housing option is available, as some participants may otherwise disengage from services if they are told that they need to wait until a shelter bed opens up.

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)

Once permanently housed, participants will be connected to ERF-funded individualized Housing Stabilization services to ensure they have the support and resources necessary to remain housed. They will be re-assessed monthly by Housing Stabilizers. If they are not stabilizing in permanent housing, the provider will make the necessary referrals to connect residents with more appropriate levels of care. This housing-first approach that couples housing with services and allows for the upstreaming of services for higher-acuity individuals works—96% of participants housed by LAFH remain housed long-term. Recognizing that recently housed people often feel isolated from their community, this project will prioritize placements where multiple beds or units are available at the same building, both for IH and PH units. Allowing community members to stay together along their housing journey retains the continuum of support forged among peers, decreasing the chance of falling back into homelessness.

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 along the LA River have always been dynamic. In addition to the general challenges associated with all outreach, the LA River has the added challenge of difficult-to-navigate, isolated terrain and seasonal weather events. Historically, these challenges have limited the outreach efforts in this area, resulting in fewer people making meaningful connections with a provider, increasing their isolation from the very services they need. Our proposal seeks to bridge that outreach gap by not only increasing the outreach presence, but centralizing it through a single lead provider. This proposal will fund the additional teams necessary to forge relationships with the most service-hesitant residents, and allow us to maintain a realtime census of the area to track and immediately respond with outreach to new encampments. Additionally, it enables the coordination to prepare for seasonal flooding events to ensure connections are not severed when encampment residents evacuate the area.

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)

LAFH's trauma-informed principles include the importance of personal agency in individuals' decisions to keep, store, or dispose of belongings they may have accumulated over years of chronic homelessness. Private storage spaces will be rented as needed in close proximity to the client's living situation (whether street, IH or permanent housing) for participants utilizing client service funds from ERF-3 budget. Clients will have their own key to storage and will be able to access as frequently as they wish. Once a client is permanently housed, case managers and clients will plan to either transfer storage unit payment to client or help them move their belongings to their permanent residence. Outreach Specialists and case managers are also trained to respond with compassion and trauma-informed care to behaviors such as hoarding and refer participants with mental health services if they desire.

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)

Outreach Specialists working on this project will bring pet food and pet supplies on daily outreach visits, both as a way to support pets and to build trust among encampment residents. Highland Gardens (20 beds held for River project clients) and A Bridge Home Riverside (10 beds held for River project clients) are both pet-friendly shelter sites. Both of these CD4 interim housing sites also partner with local animal service organizations to provide monthly free pet clinics where participants can receive pet supplies, flea and tick medicine, basic veterinary services, training on pet parenting and behavioral training, and referrals to low-cost or free veterinary services for more major procedures. Although many PSH developments in the region are pet-friendly, outreach specialists and case managers will help encampment residents obtain documentation of their service animals' certifications to ensure that no one is forced to decide between permanent housing and their pet.

Budget and Resource Plan

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

\$4,011,357.95

\$

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

\$1,861,640.00

\$

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)

\$942,840 - Shelter beds- 30 beds set aside for 2 years at CD4 IH sites—funded through a variety of sources, including the City's General Fund as well as HHAP funds.

\$100,000- LAFH plans to leverage HHIP funding toward Housing Location services to secure additional affordable market rate units, placing clients in those units to the extent possible. As a LAHSA partner, as it rolls out its Regional Master Leasing Program, LAFH will place clients in available units through master leasing.

\$818,800.00- Personnel funds leveraged by LAFH and CD4 staff CD4 has received earmarks at the State and Federal levels to resolve homelessness. These requests can be made should additional funding needs arise. Philanthropic funds may also be applied for towards the PH portion of the project should the need exceed the grant amount. Our office has also elevated the LA River encampments to the Mayor's Office for potential Inside Safe operations, given the safety issues during the rainy season.

*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)

The 90 PEH identified for this proposal have been historically underserved due to a lack of service-provider coordination, inconsistent outreach presence, limited Interim and Permanent Housing options, but most importantly– the necessary funding to bridge these intersecting service barriers. Our proposal centralizes the outreach effort under one lead agency, coupled with the necessary Interim and TLS slots to bring these participants indoors permanently through individualized, client-informed housing plans not possible without this funding. This proposal funds the tools necessary to address individual participant barriers for storage, transportation, document retrieval, pet support, etc.—all while having TLS slots on hand to ensure customized permanent-housing outcomes. Additionally, by augmenting the current system with specific funding for these additional teams and TLS slots, we will alleviate the currently under-resourced Coordinated Entry System without increasing the net burden.

Attachment: Standardized Budget

City of Los Angeles_ERF-3.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)

CD4, in partnership with the CAO, has successfully administered the ERF-1 River project. Prior to and concurrent with the execution of ERF-1, the CD4 Homelessness Team oversaw multiple placed-based efforts within the District and has established regular channels of communication with service providers, nonprofit volunteers and City departments that will help facilitate voluntary transitions into housing as well as cleanup efforts. They oversee project contracts and coordination efforts between the CD4 office and service providers to meet program goals and have the capacity to secure interim housing within the council district. CAO has staff dedicated to managing ERF grants. They oversee the legislative and contracting processes necessary to apply and receive state funding, as well as manage reporting documentation throughout the term of the grant.

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-ERF-3-R) funds, and a brief description of the duties. Please provide responses in Table 3 below.

Title	Currently Filled	FTE of Staffing for This	Funded by ERF-3-R and /	Brief Description of Duties
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	Position?	Proposal	or Leveraged Funds?	
Director of Housing Stabilization	<input type="text" value="Yes"/> <small>Yes/No</small>	<input type="text" value=".1"/> <small># FTE</small>	<input type="text" value="Both"/> <small>ERF/Lev/Both</small>	Oversee implementation and strategy of TLS and Housing Stabilization programs
Asst. Director of Scattered Stabilization	<input type="text" value="Yes"/> <small>Yes/No</small>	<input type="text" value=".25"/> <small># FTE</small>	<input type="text" value="Both"/> <small>ERF/Lev/Both</small>	Work with Director to oversee the implementation and strategy of TLS and Housing Stabilization programs
Housing Stabilization Manager	<input type="text" value="Yes"/> <small>Yes/No</small>	<input type="text" value=".5"/> <small># FTE</small>	<input type="text" value="Both"/> <small>ERF/Lev/Both</small>	Oversee team of Housing Stabilization staff and help with the upstreaming of services/housing when higher level of care is needed
Housing Stabilizer	<input type="text" value="No"/> <small>Yes/No</small>	<input type="text" value="3"/> <small># FTE</small>	<input type="text" value="Both"/> <small>ERF/Lev/Both</small>	Work with recently housed households to ensure they have the support/resources necessary to remain housed
Director of Outreach	<input type="text" value="Yes"/> <small>Yes/No</small>	<input type="text" value=".1"/> <small># FTE</small>	<input type="text" value="Both"/> <small>ERF/Lev/Both</small>	Oversee implementation and strategy of outreach programs, including coordinating with partner agencies to ensure region-wide outreach coverage
AD of Outreach	<input type="text" value="Yes"/> <small>Yes/No</small>	<input type="text" value=".25"/> <small># FTE</small>	<input type="text" value="Both"/> <small>ERF/Lev/Both</small>	Work with Director to provide strategic guidance and clinical support to Outreach team
Outreach Manager	<input type="text" value="Yes"/> <small>Yes/No</small>	<input type="text" value=".5"/> <small># FTE</small>	<input type="text" value="Both"/> <small>ERF/Lev/Both</small>	Oversee day-to-day operations of outreach to River-specific encampment
Outreach Specialists	<input type="text" value="No"/> <small>Yes/No</small>	<input type="text" value="4"/> <small># FTE</small>	<input type="text" value="ERF-3"/> <small>ERF/Lev/Both</small>	Provide five-day-a-week housing-focused outreach to encampment residents to begin the process of moving them indoors.

Sr. Homelessness Deputy	Yes Yes/No	.2 # FTE	Lev ERF/Lev/Both	Lead the Council District office's implementation and coordination of River-specific initiative with City departments and external partners. Work with CAO and LAFH to ensure data reports are submitted and expenditures are met by Cal ICH deadlines
Homelessness Deputy	Yes Yes/No	.15 # FTE	Lev ERF/Lev/Both	Coordination with LA Sanitation, Army Corps, LA County and joint outreach with LAFH Outreach specialists
Homelessness Deputy	Yes Yes/No	.15 # FTE	Lev ERF/Lev/Both	Coordination with LA Sanitation, Army Corps, LA County and joint outreach with LAFH Outreach specialists

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)

LAFH will serve as the primary Outreach, Housing Location and Housing Stabilization service provider on this project. LAFH brings a 40-year history of trauma-informed, person-centric service provision to their work as one of the largest homeless service providers and affordable housing developers in Los Angeles County. Their success earned them the role of Coordinated Entry System Lead for both families and individuals in Service Planning Area 2. In this role, LAFH has collaborated with various partners, public agencies, and developers to successfully implement innovative programs and housing models, and leads regional efforts to improve system throughput, improved data collection efforts, and improve communication and collaboration between social service agencies and public agencies. Their significant successes with encampment resolution in the past few years, combined with their wealth of experience as a social service provider, an affordable housing developer, and a regional leader, helped infuse best practices and strategies into this proposal to ensure the success of the project.

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 LA Riverbed encampments span elected-office boundaries, 2 SPAs, and multiple established CoC zones, making this a complex area to navigate for homeless services. Historically, these bureaucratic challenges have hindered coordination, sanitation mitigation, government property access, inclement-weather support, and law enforcement. Our proposal understands and bridges these barriers. Central to this project is the consolidation of outreach coordination, case management, and housing placement to one lead agency. The lead service provider will have streamlined oversight of the entire effort from outreach to interim and permanent housing plans and placement. Council District 4 staff will support and navigate jurisdictional and non-service provider related concerns that intersect with the logistical operations including, but not limited to, coordinating with partners such as Army Corps, LA County Department of Public works, LA Recreation and Parks, and LA Sanitation.

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

LAHSA ERF CD 4 LOS 6.27.24_SIGNED_encrypted_.pdf

LAFH Letter of Support.pdf.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)

Army Corps – Army Corps staff is engaged with our office around our housing operations and outreach in the LA River and will continue close coordination around PEH living in their jurisdiction throughout the grant term.

LA County – The CD4 office is in regular communication with LA County's Department of Public Works (LACDPW) to coordinate sanitation treatments on their property adjacent to the River. CD4 will keep LACDPW updated on River project operations that affect their jurisdiction and request LACDPW clean up operations following encampment move-ins to ensure that any debris left is cleared from their property. LA Sanitation (LASAN) and LA Recreation and Parks – CD4 staff schedule and coordinate sanitation efforts in LA City jurisdiction, including park land along the LA River to ensure that residents have access to clean living spaces, as well as to help clear debris following participant move-ins.

Accelerated Timeline

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

CD4 staff and LAHSA outreach teams have been engaging unhoused residents in the prioritized encampment, building rapport and making referrals. Leveraged Street Medicine teams from Healthcare in Action have also been frequenting the River as requested to treat individuals needing medical care. CD4 will continue to do outreach with the goal of obtaining a high-level understanding of the specific needs of all PEH living along the River in order to connect them with outreach specialists at LAFH and provide advocacy and support for individuals as we work to move them into permanent housing using ERF-3 funds. Our team is also scheduling sanitation operations as needed in collaboration with individuals living in the River to ensure safe and sanitary conditions while they await placement in interim and permanent housing.

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)

While LAFH recruits and hires for new roles, CD4 and LAHSA Homeless Engagement Teams will continue to conduct outreach in the LA River and prepare participants for a warm handoff to LAFH Outreach Specialists. CD4 will provide LAFH with a map of all known encampments within the prioritized encampment along with any relevant information about individuals the office is aware of. CD4 and the current contracted teams will work swiftly to conduct safety-based outreach and safety planning in the event of inclement weather during the transition period.

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
9/1/2024	All new staff hired and onboarded	Project Management	As the SPA lead service provider, LAFH is well-positioned to onboard, train, and equip staff in all client-centered, trauma-informed practices.
10/1/2024	First planned exit from the encampment	Place	Utilizing reserved CD4 IH slots for this project, outreach teams will have reliable, dedicated spaces to incorporate IH into participant housing plans. We estimate within the first four weeks of the program PEH should begin moving into reserved IH.

11/1/2024	30 people moved from encampment into interim housing/motels	Place	Utilizing reserved CD4 IH slots for this project, outreach teams will have reliable, dedicated spaces to incorporate IH into participant housing plans
12/1/2025	30 people moved from encampment into interim housing/motels	Place	Utilizing reserved CD4 IH slots for this project, outreach teams will have reliable, dedicated spaces to incorporate IH into participant housing plans
3/1/2025	First planned move from interim to permanent housing	Place	Utilizing the dedicated River Program case management and accompanying client-service resources, we project an initial slate of participants will be document-ready and prepared for PH outcomes including family reunification, self-stabilization, and initial utilization of the proposal's 60 TLS slots.

6/1/2025

30 People moved into permanent housing that meets their needs

Place

Expanding on our 3/1/25 initial move-ins, we forecast the dedicated River Program case management and accompanying client-service resources, we project a total of 30 participants will be document-ready and prepared for PH outcomes including family reunification, self-stabilization, and initial utilization of the proposal's 60 TLS slots

8/1/2025

15 People new to encampment(s) since program began to have been outreached, engaged, moved into IH and/or connected to TLS.

People

Our proposal accounts repopulation for an additional impact of 30 new residents over the period of the grant.

9/1/2025	45 people moved into permanent housing that meets their needs	Place	Expanding on our 6/1/25 initial move-ins, we forecast the dedicated River Program case management and accompanying client-service resources, we project an initial slate of participants will be document-ready and prepared for PH outcomes including family reunification, self-stabilization, and initial utilization of the proposal's 60 TLS slots.
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12/1/2025	60 people moved into permanent housing that meets their needs	Place	After 9 months of dedicated case management, client-driven housing plans, and robust client-service resources, we project 60 participants will be permanently housed utilizing the 60 TLS slots, family reunification, CES-resourced PSH, and self-stabilization
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4/1/2026	15 People new to encampment(s) since program began to have been outreached, engaged, moved into IH and/or connected to TLS.	People	Our proposal accounts repopulation for an additional impact of 30 new residents over the period of the grant.
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9/1/2026	90 people moved into permanent housing that needs their needs	Place	After 12 months of dedicated case management, client-driven housing plans, and robust client-service resources, we project 90 participants will be permanently housed utilizing the 60 TLS slots, family reunification, CES-resourced PSH, and self-stabilization.
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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.
09/2024	10/2024	10/2024	09/2026

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

Bindu

Kannan

First

Last

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

Title

Sr. Administrative Analyst II

Email

bindu.kannan@lacity.org

		ELIGIBLE USE CATEGORY	~5 WORD DESCRIPTION	NAME OF ENTITY OR PART OF PROPOSAL				ERF-3-R PROPOSED BUDGET	LEVERAGED FISCAL SUPPORT	~2 SENTENCE DESCRIPTION			
Guidance and Intended Use	This budget template may be slightly modified to meet local needs. If awarded funding, this budget, once approved, will serve as your community's official project budget. Any future changes to this budget must be authorized through the change request process.	Use dropdowns. See NOFA, III. A.	Enables Cal ICH to immediately understand the line item.	Enables Cal ICH to associate the line item with specific entities or parts of a proposal.				Only ERF-3-R Funds	Non ERF-3-R Funds That WILL be Used to Support this Proposal	Enables Cal ICH to better understand the line item, context, and / or other pertinent information related to the proposed line item.			
PERSONNEL COSTS					SALARY	FTE	MONTHS						
Director of Outreach	Street Outreach	Personnel	LA Family Housing	113,000.00	0.10	24	22,600.00		Direct program operations, outcomes, and reporting, ensures team objectives are achieved and addresses barriers to program operations. MSW with experience in providing homeless services and ensure clinical oversight and direction to Outreach.				
AD of Outreach	Street Outreach	Personnel	LA Family Housing	88,000.00	0.25	24	44,000.00		Oversee operations of outreach program, including mentorship and mgmt. of Program Manager, guidance and develop of front line staff, coordinates between outreach coordination, CBOs and outreach team. Lead compliance efforts in partnership with LAFH data and QA team. Support Director with budget oversight and support manager with program oversight				
Outreach Manager	Street Outreach	Personnel	LA Family Housing	74,000.00	0.50	24	74,000.00		Manage street-based engagement program operations and provide direct oversight of staff, acts as liaison with partner agencies and CBOs, builds relationships with systems and supportive services agencies (LAPD SLO, LAFD, Hospitals, DMH, Access centers, IH Programs, etc.)				
Outreach Specialists	Street Outreach	Personnel	LA Family Housing	54,000.00	4.00	24	432,000.00		Provides housing focused case management including referral, transition and coordination of placement into Interim Housing and Perm Housing, support with document readiness, housing search, and resource connections for basic needs, health, mental health, legal, employment, benefits, etc.				
Director of Scattered Stabilization	Rapid Rehousing	Personnel	LA Family Housing	113,000.00	0.10	24	22,600.00		Directs program operations, outcomes, and reporting, ensures team objectives are achieved and addresses barriers to program operations. MSW with experience in providing homeless services and ensure clinical oversight and direction to TLS program.				
AD of Scattered Stabilization	Rapid Rehousing	Personnel	LA Family Housing	88,000.00	0.25	24	44,000.00		Oversee operations of Housing Stabilization/TLS program, including mentorship and mgmt. of Program Manager, guidance and develop of front line staff, coordinates between HS program, HN program, CBOs and outreach team. Lead compliance efforts in partnership with LAFH data and QA team. Support Director with budget oversight and support manager with program oversight				
Housing Stabilization Manager	Rapid Rehousing	Personnel	LA Family Housing	74,000.00	0.50	24	74,000.00		Manage HS program operations and provide direct oversight of staff, acts as liaison with partner agencies, landlords, employment programs, and CBOs, builds relationships with systems and supportive services agencies and support.				
Housing Stabilizer 1	Rapid Rehousing	Personnel	LA Family Housing	54,000.00	1.00	24	108,000.00		Provides trauma informed case mgmt. including clinical support to transition into perm Housing, support increasing income/budgeting, case mgmt., resource connections for basic needs, health, mental health, legal, employment, benefits, etc. 1 housing Stabilizer for 24 months, 1 for 18 months and one for 12 months				
Housing Stabilizer 2	Rapid Rehousing	Personnel	LA Family Housing	54,000.00	1.00	18	81,000.00		Provides trauma informed case mgmt. including clinical support to transition into perm Housing, support increasing income/budgeting, case mgmt., resource connections for basic needs, health, mental health, legal, employment, benefits, etc. 1 housing Stabilizer for 24 months, 1 for 18 months and one for 12 months				
Housing Stabilizer 3	Rapid Rehousing	Personnel	LA Family Housing	54,000.00	1.00	12	54,000.00		Provides trauma informed case mgmt. including clinical support to transition into perm Housing, support increasing income/budgeting, case mgmt., resource connections for basic needs, health, mental health, legal, employment, benefits, etc. 1 housing Stabilizer for 24 months, 1 for 18 months and one for 12 months				
Fringe Benefits @27%					8.70		258,174.00		employee benefits @27% per FTE				
LAFH Subtotal													
Subtotal - Personnel Costs								\$	1,214,374.00				

NON-PERSONNEL COSTS				UNIT	RATE	TIME		
Client Food Supplies (\$5 per meal, as neec Street Outreach		Direct CIt Assistance	LA Family Housing	60	5	24	7,200.00	60 meals at \$5 per meal per month to ensure PEH have access to basic food supplies when residing outdoors.
Client Lodging (Motel Vouchers) @ \$110/night	Interim Sheltering	Direct CIt Assistance	LA Family Housing	15	110	270	445,500.00	15 units of emergency motel units, 270 days at \$110 per night. Motels will be used to support transitions into interim and perm housing and when ptc is medical vulnerable.
Client Services/Participant Needs: clothing, life and safety supplies, hygiene supplies, doc readiness costs, harm reduction supplies, storage payments, laundry supplies etc.)	Delivery of Permanent Housing	Direct CIt Assistance	LA Family Housing	90	250	1	22,500.00	Expenses associated with supporting the well-being and safety of clients living on the street and Perm Housing such as linking clients to interim and permanent housing including document fees (ID replacement/renewal, birth certificates), toiletries and personal items, transportation, medical supplies, job readiness, etc.\$250/ PEH in encampment over 24 months
Client Rental Application Fees	Delivery of Permanent Housing	Direct CIt Assistance	LA Family Housing	120	40	1	4,800.00	Application and background fees associated with market rate apartment lease up procedures @\$50 per application 2 per person
Client Reunification Assistance (bus, train, flight to reunify out of city	Prevention and DIsersion	Direct CIt Assistance	LA Family Housing	5	1000	1	5,000.00	Provide \$1000 for bus, train and other transportation assistance to reunify 5 PEH with family out of city/county/state.
Client Transportation: Lyft, gas cards, TAP	Delivery of Permanent Housing	Direct CIt Assistance	LA Family Housing	25	25	24	15,000.00	25 \$25 Lyft rides or \$25 TAP cards per month for PEH to support with job search, housing search, and transportation to and from medical or benefit appts.
Personnel Expenses: hiking boots, rain coats, sun hats, outreach personnel supplies	Street Outreach	Program Operations	LA Family Housing	4.5	500	2	4,500.00	Outreach appropriate work shoes, field based safety equipment, field based containers for documentation, trash bag, gloves, first aid kits for vehicles, backpacks, water for staff, flashlights, storage bags, t shirts, weather appropriate attire for staff safety \$500 per FTE per year
Transportation - Staff Mileage	Delivery of Permanent Housing	Program Operations	LA Family Housing	8.70	22	24	4,593.60	transportation expenses for staff when driving ptc to and from appt, medical visits, home visits, housing search activities, etc. Federal mileage rate 8 FTE @ .55 cents per mile per month, 40 miles per month
Vehicle Rental	Delivery of Permanent Housing	Program Operations	LA Family Housing	2.00	770	24	36,960.00	Vehicle Lease \$550/ mo. and insurance \$220/mo. per car
Vehicle Gas	Delivery of Permanent Housing	Program Operations	LA Family Housing	2.00	400	24	19,200.00	Gas:\$400/month to drive ptc to and from appt, housing search, etc.
Vehicle Repairs	Delivery of Permanent Housing	Program Operations	LA Family Housing	2.00	500	2	2,000.00	Repairs at \$500/ year
Staff Training/Development	Delivery of Permanent Housing	Program Operations	LA Family Housing	8.70	500	2	8,700.00	Training to staff in TIC, HR, Housing first, Document collection, CTI and clinical interventions to support SUD, MH, DV, etc. \$500/ FTE per year
General Liability Insurance	Delivery of Permanent Housing	Program Operations	LA Family Housing	8.70	600	2	10,440.00	General and Personal Liability insurance required to operate the program \$600/ FTE/YR
IT Supplies & Equipment (Computers/Cell Phones for Staff) Wi-Fi services	Delivery of Permanent Housing	Program Operations	LA Family Housing	8.70	3300	1	28,710.00	\$2200 for year 1 for IT start up costs for new employees such as new phone, new computer, new hot spot software, Wi-Fi, etc. Plus \$1100/yr. for ongoing software licenses needed to support program
Office Space, office utilities	Delivery of Permanent Housing	Program Operations	LA Family Housing	8.70	30	24	6,264.00	office space and office utilities utilized by program staff \$30 per FTE /mo.
Office Supplies	Delivery of Permanent Housing	Program Operations	LA Family Housing	8.70	20.83	24	4,349.30	pens, paper, folders, files, etc. needed to operate program \$20.83/FTE/ mo.
Client Furnishings	Delivery of Permanent Housing	Direct CIt Assistance	LA Family Housing	50.00	2000	1	100,000.00	home good and furnishings for PTC new units including couch, bed, kitchen table, desk, cookware, lighting, blankets 90 households at \$2000 per household each
Client rental arrears	Delivery of Permanent Housing	Direct CIt Assistance	LA Family Housing	25.00	250	1	6,250.00	emergency rental arrears for 25 household @\$250 per household
Client Security Deposits	Rapid Rehousing	Direct CIt Assistance	LA Family Housing	60.00	2500	1	150,000.00	Security Deposits for PEH enrolled in ER Program. Will be used to secure market rate units, PSH units and in master leased settings. 60 SD @ \$2500 per move in
Client Rental Assistance	Rapid Rehousing	Direct CIt Assistance	LA Family Housing	60.00	1100	24	1,584,000.00	Rental Assistance for PEH enrolled in ER Program. Subsidies for 60 households per year for up to 24 months of market rate rent. Ptc will also pay a portion of the rent each month.
Client Utility Deposits	Rapid Rehousing	Direct CIt Assistance	LA Family Housing	15.00	1000	1	15,000.00	Water, power deposits for PEH moving in to new market rate apts.
Client Utility Arrears	Rapid Rehousing	Direct CIt Assistance	LA Family Housing	25.00	200	1	5,000.00	Utility arrears payments for water, power, gas to support PEH once in housing
Client Holding fees	Rapid Rehousing	Direct CIt Assistance	LA Family Housing	50.00	2400	1	120,000.00	Holding fees and landlord incentives to secure market rate units for program ptc. up to \$2400 per unit/landlord
LAFH Subtotal							\$ 2,605,966.90	
Subtotal of Operating Expenses							\$ 3,820,340.90	
Subtotal - Administrative Costs							\$ 191,017.05	
Total Budget							\$ 4,011,357.95	

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June 20, 2024

Sarah Tanberg

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

Subject: Letter of Support for Los Angeles City Council District 4's ERF-3-R Application

Dear Ms. Tanberg,

It is our understanding that the City of Los Angeles' Council District 4 will be applying for the Encampment Resolution Funding Program, Round 3, in partnership with the City Administrative Office (CAO). LA Family Housing is pleased to give our enthusiastic and wholehearted support to this project. Additionally, we are proud to be selected to partner with Council District 4 to be the primary service provider for this project.

LA Family Housing (LAFH) is pleased to support this important project with the following services:

- Housing-Focused Street-Based Outreach to unsheltered people in and along the Los Angeles River;
- Time Limited Subsidies and Housing Location services for people experiencing homelessness at encampments in and along the Los Angeles River, utilizing ERF-3 funding;
- Housing Stabilization services for people placed into safe permanent housing from encampments in and around the Los Angeles River;
- Coordination between providers across the region to ensure a wide range of housing resources are being leveraged to support the resolution of this encampment and to ensure a seamless and coordinated provision of services.

LAFH is proud to partner with Council District 4 on this project and bring our depth and breadth of experience as a homeless service provider, as well as our strong background in regional and cross-district coordination as the Service Planning Area 2 CES Lead for both families and individuals, to ensure the success of this project. Over the past 40 years, LAFH has grown to become the largest affordable housing developer and homeless services provider in the San Fernando Valley and among the largest in Los Angeles County. LAFH provides a wide range of housing and supportive services to assist people experiencing homelessness achieve permanent housing. Our four primary service areas include:

(1) Outreach, Engagement, and Prevention: Through daily street-based outreach and at our drop-in centers, LAFH staff engage people living in encampments, cars, and elsewhere, assess their needs, provide immediate referrals, and develop trusting relationships to initiate the housing process.

(2) Housing Navigation and Placement: LAFH provides a full continuum of housing solutions including interim housing to create immediate safety and stability, permanent affordable housing, and permanent supportive housing for participants in need of ongoing case management.

(3) Supportive Services: We design individualized support plans and leverage our broad partner network to provide comprehensive services including physical and mental health care, employment support, legal aid, education, domestic violence treatment, substance use counseling, youth programs, and more.

(4) Real Estate Development: Unlike most other homeless service providers in the region, LAFH is also an affordable housing developer, allowing for a seamless progression of services for participants. We own and operate over 35 housing residences throughout L.A. County.

LAFH ascribes to, integrates, and is trained in the principles of Housing First, Trauma-Informed Care, and Harm Reduction in all aspects of our service provision. As the Service Planning Area 2 CES lead for both families and individuals, LAFH also provides training on these principles to partners, ensuring that all providers in our region have the knowledge and tools to serve this population effectively and ethically. We integrate Housing First by adhering to the principle that all people are 'housing ready' and can achieve stability in permanent housing with differing levels of support. There are no prerequisites or barriers to entry, such as employment or sobriety, for a household to be placed into housing or receive services.

LAFH has a long history of successful encampment resolution efforts, conducted in partnership with various City Council Districts, including Council District 4. We have the highest respect for Councilmember Raman's efforts to address unsheltered homelessness in a humane, person-centric way that prioritizes the needs and wellbeing of unsheltered people. LAFH is proud to partner with Council District 4 to integrate these principles into a successful encampment resolution program along the Los Angeles River.

If you have any questions, please do not hesitate to reach out to me directly at stephanie@lafh.org.

Thank you,

A handwritten signature in blue ink, appearing to read 'Stephanie', with a stylized flourish at the end.

Stephanie Klasky-Gamer
President & CEO
LA Family Housing

June 27, 2024

Jeannie McKendry, Grants Development Section Chief
California Interagency Council on Homelessness
Business, Consumer Services, and Housing Agency
801 Capitol Mall, Suite 601
Sacramento, CA 95814

Dear Ms. McKendry:

On behalf of the Los Angeles Homeless Services Authority (LAHSA) and the Los Angeles Continuum of Care (LA CoC), I want to signal my strong support for the City of Los Angeles, Council District 4's (CD 4) application to the Encampment Resolution Funding Grant Program, Round 3, Lookback Disbursement (ERF), to supplement and expand the ongoing ERF River Project meant to engage and house vulnerable people experiencing homelessness living along the Los Angeles River (LA River). This area has been historically underserved due to the unique challenges its terrain presents. Caseworkers have difficulty accessing the encampments in this area and are limited in the frequency with which they can revisit.

LAHSA is a joint-powers authority of the City and County of Los Angeles and serves as the lead agency in the LA CoC. LAHSA is responsible for working alongside City and County partners to engage, house, and provide supportive services to individuals and families experiencing homelessness in Los Angeles County. As such, LAHSA supports any efforts to expand outreach and services for the most vulnerable people experiencing homelessness.

In 2022, CD 4 received \$1.7 million from the ERF Round 1 application to permanently house 60 people experiencing homelessness along the LA River in the district. LAHSA worked in partnership with CD 4 and service providers to permanently house 66 individuals, and 42 more moved into interim housing where they are receiving housing navigation services and intensive case management. We are enthusiastic about the outcome of this partnership so far and recognize the need to permanently house 90 people living in the LA River. With the new round of ERF funding, CD 4 plans to serve 90 clients, utilizing Time Limited Subsidies, and a "street-to-home" approach.

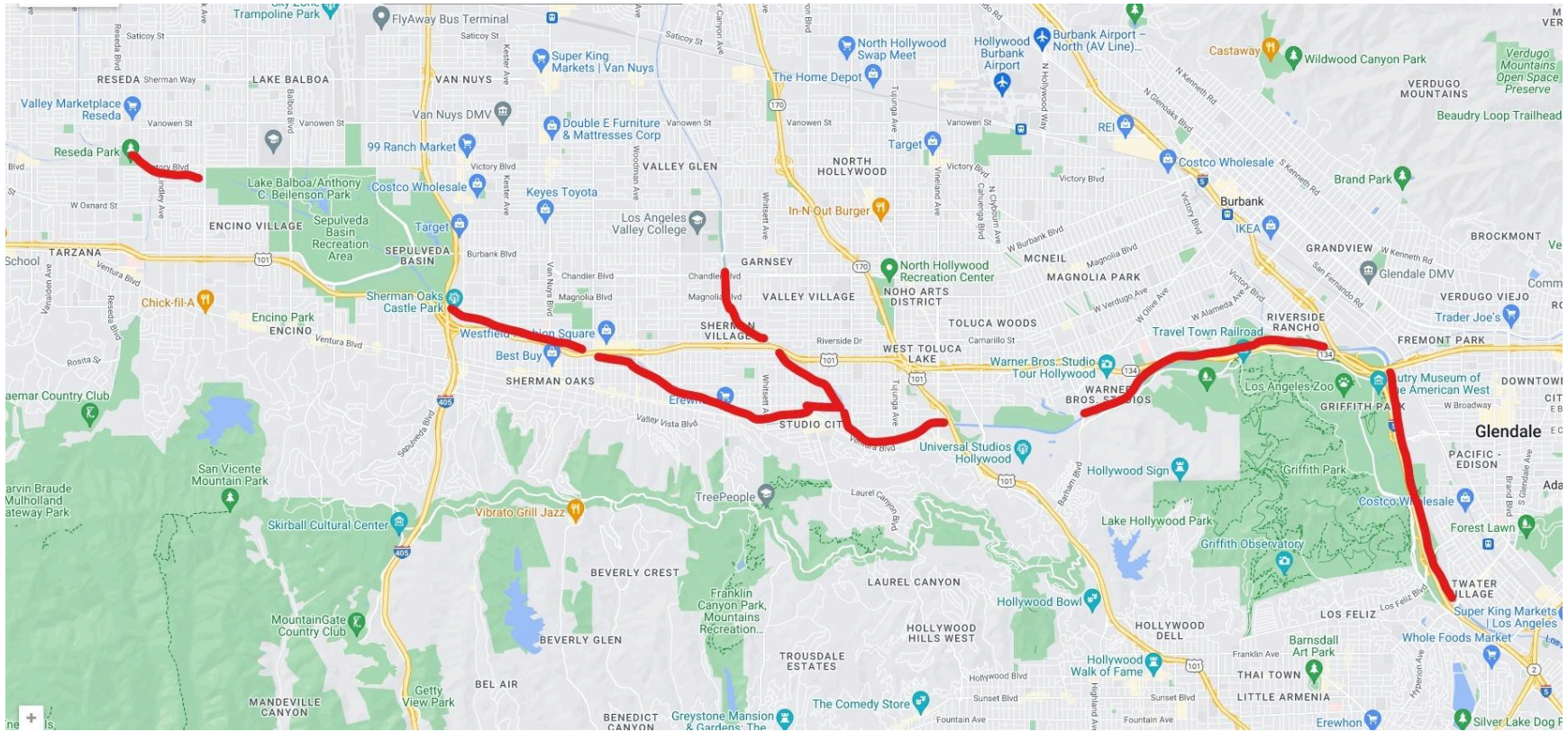
I am confident in the Council District's plan that includes working with a local homeless service provider to provide outreach, case management and housing location services to the individuals living in encampments along the LA River. This holistic approach has led to greater success with the LA River unhoused population and in some cases, has led to individuals accepting offers of housing immediately. The ERF River Project will have a dramatically positive impact on some of the most vulnerable in our community. I highly recommend additional ERF funds to support this crucial request.

Sincerely,

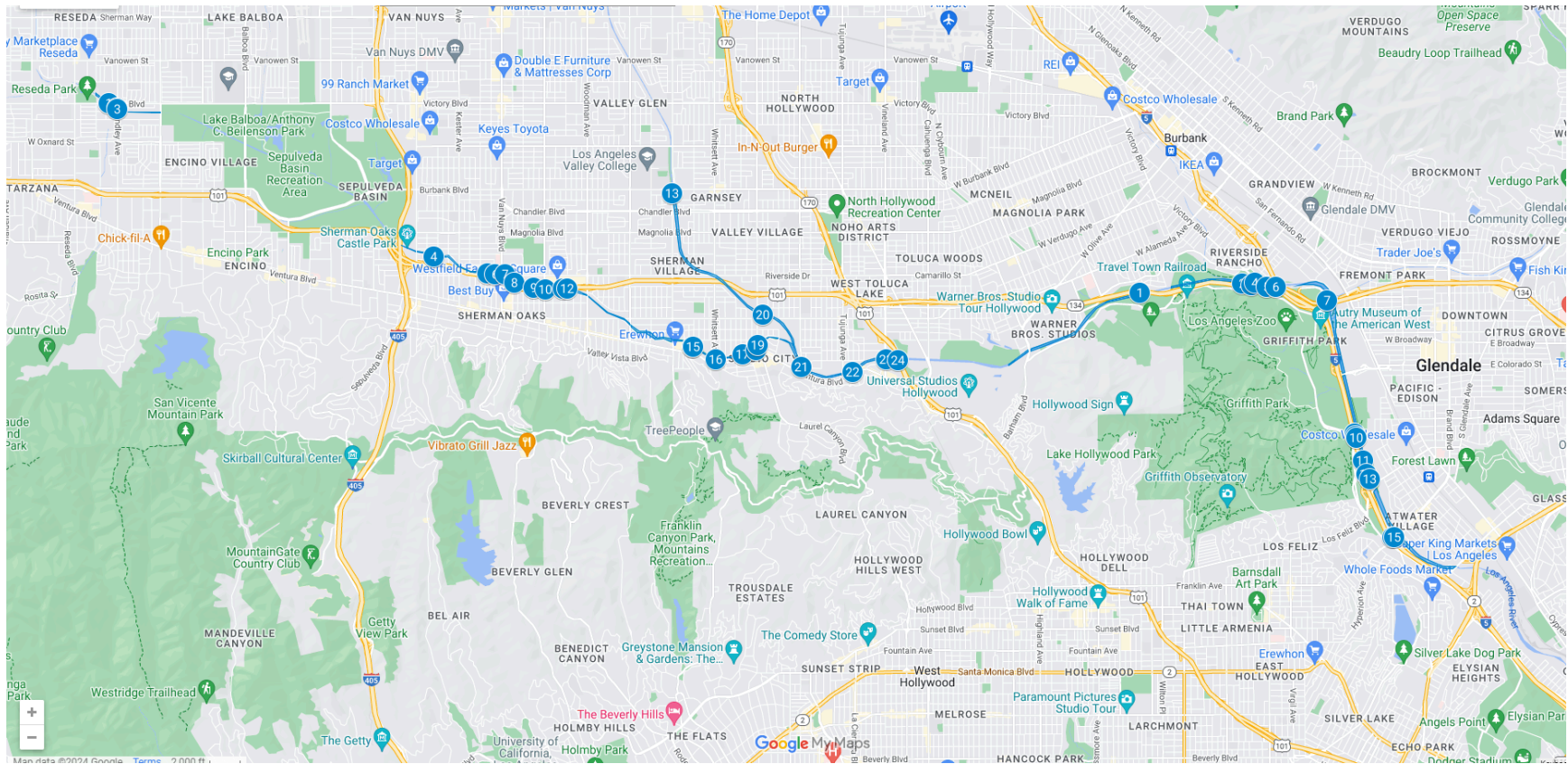


Dr. Va Lecia Adams Kellum





Red line indicates areas of the LA River covered by this proposal



Blue numbers indicate encampment locations along river to be served by ERF-3