



**Coordinated Entry System (CES) Request for Proposals (RFP)**  
**CES Service Planning Area (SPA) Plan**

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<b>SPA: 6</b>	
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Pastor Richard Adrian	New Direction Community Programs



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## SPA 6 CES COMMUNITY PLAN OVERVIEW

The Service Planning Area Six (SPA 6) Coordinated Entry System (CES) was built on the collaboration of partners and the coordination of resources to ensure the most appropriate resource connection to individuals experiencing homelessness. In September 2013 the concept of CES brought multiple stakeholders together in an unprecedented manner. Homeless service providers, LA County Department of Mental Health, Veterans Affairs and others worked together to create a new way of serving individuals experiencing homelessness in SPA 6. Organizations reassessed their existing resources to leverage services in an effort to align with the shared regional purpose and pilot the new concept of coordinated entry. The 2016 SPA 6 CES community planning process that informed this document was a culmination of all the hard work, joint-decision making, transparent communication, shared accountability, strengthened regional capacity, and commitment which has enabled us to benefit from this monumental time of political will and investment in homeless and housing services in the City and County of Los Angeles.

This document includes details about the following in relation to SPA 6 CES: strengths of the existing infrastructure; gaps and growth opportunities for the SPA 6 CES; innovative ways to strengthen the system through the LAHSA and United Way Home For Good Funders Collaborative CES RFP processes; leveraged resources available through collaborative partners; key coordination pieces to develop a Youth CES within the framework of the larger systems; and how to integrate the three systems of care for all populations experiencing homelessness in SPA 6.

The creation of this SPA 6 CES Community Plan was a collaborative effort of more than 60 individuals representing 30 public and private agencies from multiple sectors. The region convened for 12 hours from April through June 2016 to conduct an in depth SCOPE analysis of SPA 6 to examine its: Current Situation, Core competencies, Obstacles and gaps that need to be addressed to strengthen coordination and improve clients overall service experience in the region, Prospects for expansion, growth and development, and Expectations for objectives and outcomes as a result of our collective effort. SPA 6's Community Planning process also included in depth discussions specifically about special considerations for sub-populations including persons with severe and persistent mental illness; men and women returning to the community from jail or prison; survivors fleeing domestic violence; and transitional age youth.

The purpose of the SPA 6 CES Community Plan is to demonstrate the region's collective vision of how existing and requested resources will be collaboratively used to respond to homelessness in the SPA. The plan provides in-depth details about: 1) the coordination of all funded and leveraged resources to create a timely and seamless regional response to permanently house single adults experiencing homelessness in SPA 6; 2) the structure and mechanics of SPA 6 CES that promote coordinated regional care plans, multi-agency communication strategies, outreach and engagement, coordinated efforts and shared decision-making and accountability; and 3) the SPA 6 single adult and TAY continuum of care components, connection points and resources that will lead to the stated SPA-Wide Outcomes.



**COMMUNITY PLAN**

**I. SPA-WIDE OUTCOMES AND STAFFING (SEE CES SPA-Wide Community Plan Workbook, B2. Outcomes and Staff)**

The attached *SPA-6 Wide Community Plan Workbook, B2. Outcomes and Staff* provides target outcomes as well as a rationale for the number of individuals that SPA 6 proposes to serve and permanently house under each system component for one year, relative to the staffing requests.

**II. SPA-WIDE RESOURCE COORDINATION**

**A. Outreach**

**1. How does the SPA plan to coordinate various outreach partners to ensure geographic coverage of your SPA?**

The number of unsheltered single adults experiencing homelessness in LA County has grown significantly according to the 2016 Point-In-Time Count data. In SPA 6, we have visibly seen the increase of individuals living on the streets and in other places not meant for human habitation. Outreach and field based engagement is a core component of the Region’s Coordination efforts. Currently in SPA 6, there are multiple public and private agencies with active outreach teams, listed in **Table 1.0** below, that provide one or more of the following in the fields: mental health service connection, multi-disciplinary team triage, CES connection, basic needs and transportation to crisis housing, and onsite primary healthcare and dental services.

AADAP Inc. WorkSource	LA City Health Department	St. John's Well Child & Family Center Mobile Clinic
Bell Shelter SSVF	LAHSA Emergency Response Team	St. Joseph's Vehicular Outreach
Central City Community Health Clinic	LAPD Newton Division (Homeless Outreach Officer)	VOA Battle Buddies
Charles Drew, HIV Clinic	Pacific Clinics	VOA SSVF
Dentext	PATH SSVF	VOA TAY
Department of Health Services	PATH Veterans	Weingart Family Solution Center-Family Response Team (FRT)
Department of Mental Health (HOME Team, SB 82 Team, and PMRT)	Salvation Army	West Angeles CDC
Exodus Recovery	SPA 6 CES	Watts Labor Community Action Committee
FAME	SSG/HOPICS (SPA-wide CES Outreach and CD 9 Targeted)	SCHARP (PATH, MIT and HUD VASH)



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SPA 6 plans to coordinate outreach efforts in order to ensure full geographic coverage, minimize duplication of services, and develop a comprehensive plan of action to collaboratively impact the lives of individuals and transitional age youth (TAY) experiencing homelessness on the streets of South LA, Compton and Lynwood. SPA 6 is divided into three sub-regions: North, South and Southeast as shown on the attached SPA 6 map. The SPA-Wide Outreach Coordinator will be responsible for working with and coordinating with the sub-region leads and multiple agencies conducting outreach. Each sub-region will have at least one dedicated outreach team funded through CES in addition to proposed SPA-wide teams. The sub-regional teams will ensure that each area of the SPA is covered regularly in coordination with other outreach efforts in SPA 6 by way of the outreach-collaborative communications strategies described later in this section. Also, SPA 6 CES is presently working with PATH (SPA 7 CES Lead and Gateway Cities Homeless Services Agency) to coordinate efforts in the Southeast sub-region including Compton, Lynwood and Paramount since these three areas overlap in SPA 6 and the Gateway Cities Jurisdiction. SSG/HOPICS conducts joint outreach with PATH's subcontractors in SPA 7 CES Region Three.

Initially, SPA 6 CES will convene all of the listed agencies to gather the following information about each of the outreach teams: geographic areas covered, type of personnel on the team, area(s) of focus/services provided in the field, primary outreach objectives, and existing connection to SPA 6 CES. Subsequently, the group will discuss overlap and identify any areas in the region with little or no outreach coverage. The group will work with the SPA 6 CES Outreach Coordinator develop plans of action to ensure that outreach coverage is increased in underserved parts of the SPA. For areas that have multiple outreach teams in that part of the region, agencies will either 1) coordinate joint outreach days and the intended outcome those efforts, 2) coordinate to conduct outreach on different days in the same area, or 3) collaborate if the focus areas of the overlapping outreach teams are different. Agencies conducting outreach that are not already connected to CES will go through the SPA 6 CES Orientation to enhance their ability to connect clients to housing resources.

SPA 6 plans to expand its regional outreach capacity by increasing the number of personnel assigned to field-based engagement through the LAHSA and or United Way Funder's Collaborative Request for Proposal funding opportunities in Summer 2016. If funded at the proposed amounts, then SPA 6 CES will increase its outreach Full Time Equivalency (FTE) by three (3). All of the agencies applying for outreach funding have committed to participating in the SPA 6 CES coordinated outreach efforts. The exploration of existing outreach resources and the coordination of proposed/new funding resulting from this community planning process will ensure that we have full geographic coverage of SPA 6.

SPA 6 CES will convene Regional Outreach monthly meetings to discuss the logistics and coordination of field-based engagement across the SPA. These meetings will also be used as a forum to share trends, observations, tips, lessons learned and discuss noted changes in the landscape of the unsheltered homeless single adults in SPA 6. While the focus of the sub-regional outreach teams are homeless single adults, if they encounter TAY they will still provide outreach services and refer them to the Youth CES lead CRCD for TAY specific services. Additionally, for the last two years the Lead Agency has facilitated a multi-agency weekly outreach case conference call. This call will continue and expand to include new outreach teams funded through the LAHSA and United Way Summer 2016 funding cycle. The Outreach Call agenda will also be expanded to focus on sub-regional efforts to ensure weekly field-based engagement SPA-wide.



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**2. Describe the infrastructure for field-based outreach, responsive outreach, access sites or hotlines, and coverage during and after business hours. How will the SPA embed new outreach resources into the outreach structure?**

SPA 6 is comprised of multiple outreach teams as described and listed earlier in this document. During the community planning process, the stakeholders discussed the needs for a comprehensive approach to how we find, identify and respond to requests for community outreach; and to how we minimize access barriers to housing services. Given that, SPA 6 plans to significantly expand access to CES and thereby permanent housing through a multi-faceted approach. All new outreach resources and agencies will be fully incorporated in the coordination infrastructure described in section A.1 of this document. The onboarding process involves a SPA 6 CES Orientation, and subsequent one-one-meetings with the SPA 6 CES Lead Agency Coordinator/Manager, if necessary, to ensure that agencies have a comprehensive understanding of the SPA's CES infrastructure and clearly understand how their direct services are a part of the coordinated effort and bigger picture.

SPA 6 will increase the number of outreach personnel that are dedicated to engaging single adults that are unsheltered through this funding opportunity. These teams will have a weekly or bi-monthly outreach plan that is informed by homeless count hotspot data, observed street homelessness, targeted outreach efforts coordinated through the regional meetings of calls, and requests from elected officials, county departments or concerned citizens. Agencies' sub-regional focus areas will also determine outreach plans. SPA 6 CES Community Design Team and Regional Outreach Group will work, within the first three months of the program start, to develop a regional outreach standard protocol. The SPA 6 Outreach Standard will provide a basic level of consistency in the region regarding outreach practices and data collection processes. The protocol will also support common language, use of terms and messaging about SPA 6 CES, process of becoming permanently housed, and timeframes for the different parts of the continuum of care in SPA 6. Additionally, for the last two years the Lead Agency has facilitated a multi-agency weekly outreach case conference call. This call will continue and expand to include new outreach teams funded through the LAHSA and United Way Spring 2016 funding cycle. The Outreach Call agenda will also be expanded to focus on sub-region efforts to ensure weekly field based engagement SPA-wide.

The SPA 6 CES Lead Agency is presently participating in the Implementation Sessions for the City and County Coordinated Outreach strategies. Accordingly, there is a high probability that LA County will have one centralized telephone number for individuals to contact for all outreach requests; after which the SPA 6 Outreach Coordinator would then be contacted to facilitate a response amongst the CES Outreach teams. Whether or not the County-Wide outreach hotline is realized, SPA 6 CES' collaborative partners will work together to develop a mechanism to share information about inquiries for outreach responses that come from a variety of sources. Currently, each agency responds differently to calls received internally. One of the major functions of the Outreach Coordinator will be to work as a dispatcher and provide support to the SPA's effort to centralize outreach request. Within the first three months of the contract start date, SPA 6 will finalize and formalize 1) the central outreach telephone line or web-based submission for the region, 2) the technology and or mechanism to quickly share data with multiple agencies, 3) the process and methods of how to identify which outreach team to contact for each inquiry, and 4) how to provide coverage for outreach calls and request that are received after hours.



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Through this funding opportunity, the amount and geographical spread of access to service sites will increase in SPA 6 to a total of 12 locations. There will be at least one access site located in each of the three sub-regions. All Access sites will have the ability to use the designated CES survey tool, enter directly into HMIS, directly connect individuals to Crisis or Bridge housing, provide direct housing navigation support or a warm handoff to a SPA 6 CES Rapid Re-Housing provider. Access sites in SPA 6 will also have resources to meet immediate basic needs such as food, clothing, hygiene items, and linkages to mental health, substance use disorder treatment, primary health, and other supports. The main structure of these sites is to triage clients and quickly connect them to the next phase in the SPA 6 Continuum of Care and promote their progress towards permanent housing.

The SPA also identified new clients through a variety of community events and activities. SPA 6 CES Document Days is a bi-monthly occurrence, in which literally unsheltered homeless are picked up from the street in a van or shuttle and transported to secure missing documents such as California identification cards, social security cards, birth certificates, income verifications and other documents necessary to become housed. The day also consists of lunch being served and provides a sense of camaraderie for participants. Also, CES partners coordinate a SPA 6-wide annual Homeless Connect Day and several smaller targeted ones throughout the year. SPA 6 Homeless Connect Days are magnet events with wide-range participation from the region's service providers. At the event, homeless individuals are provided with resources and connected to immediate stabilization, social services and other supports to quickly progress toward permanent housing. The purpose is to have participants move one step closer to one or more objectives related to getting off the street when they leave the event. The DMV issues California IDs onsite, eye glass prescriptions and eyeglasses are provided same day, social security card applications are completed, clients receive mobile phones to remove communication barriers, immediate shelter placement is available, other connections are established, and a multi-agency team of partners triage and directly connect individuals to CES and housing navigation support.

SPA 6 CES also plans to expand partnerships to increase *non-traditional* CES access points at locations that significant numbers of individuals experiencing homelessness frequent. Currently, Kaiser West Los Angeles houses a housing navigator to service frequent users of the emergency department and connect them to SPA 6 CES, among other supports. The region plans to strengthen partnerships with other public and private hospitals and community clinics to create a more seamless process to connect homeless individuals to CES. Additionally, the Lead Agency will develop office hours and on-site services with public libraries through the SPA to better serve the numerous of individuals experiencing homelessness that spend several hours/days per week at those facilities. SPA 6 CES also plans to significantly increase the number of faith based organizations and places of worship that are connected, in some way, to the SPA 6 CES.

### **3. Which agency will be coordinating outreach SPA-wide?**

SSG/HOPICS is the Regional Coordination Lead Agency for SPA 6 and will continue to serve as the Outreach Lead for the region. The SPA-Wide Outreach Coordinator will be employed by SSG/HOPICS; and sub-regional outreach leads agencies are WLCAC for the South region, SSG/HOPICS for the North Region and SCHARP for the Southeast region. In addition to the sub-regional leads, other agencies will also coordinate with SSG/HOPICS as detailed in Section A.1 of this document.

### ***B. Crisis and Bridge Housing***



**1. How will the SPA use crisis and bridge (reserved crisis) housing as a front door to CES in your SPA?**

The SPA 6 Community Planning process included a robust discussion about the current crisis housing system and its role in achieving positive permanent housing outcomes for single adults experiencing homelessness in the region. SPA 6 stakeholders expressed strong support for both 1) enhancing the capacity of crisis and bridge housing providers to serve as the front door and access site for direct connection to CES and 2) the need for immediate linkage to the next step in the SPA 6 continuum of care within 24-48 hours of arrival to a facility in cases where the shelter provider does not directly provide housing navigation or other supports. The SPA also plans to expand the crisis and bridge housing hours of entry to allow individuals experiencing homelessness to access shelter in the evening.

The current year-round crisis housing and proposed crisis and bridge housing providers in SPA 6 are completely engaged in the CES meetings, coordination calls and community planning process. All of the crisis and bridge housing sites already have been or will be trained on the CES survey tool and have the capability to enter into HMIS directly on or before October 1, 2016. Similar to the access sites, all SPA 6 crisis and bridge housing providers will serve as the front door to CES and have the ability to use the designated CES survey tool, enter directly into HMIS, provide direct housing navigation support or a warm handoff to an agency that has housing navigation services or a SPA 6 CES Rapid Re-Housing provider. SPA 6 crisis and bridge housing providers will also have resources to meet immediate basic needs such as food, clothing, hygiene items, and linkages to mental health, substance use disorder treatment, primary health, and other supports.

***C. Rapid Rehousing***

**1. What will be your outreach strategy for identifying Rapid Rehousing clients?**

Through this funding opportunity, SPA 6 will expand the amount of rapid re-housing resources and the number of agencies that have access to the rental subsidy. The regional strategy for increasing the availability of short to medium term rental subsidies in SPA 6 is to strengthen the region's capacity to quickly stabilize individuals with low to moderate barriers. Clients will gain access to rapid rehousing support through one of the following: 1) Access centers or sites, including crisis and bridge housing, 2) self-referral to providers, 3) outreach and field based teams, and 4) other community and faith based organizations. As described in Sections A.1, A.2 and B.1 in this document, SPA 6 is strategically increasing the number and geography of front door-access points into the Coordinated Entry System. Clients that are engaged at the various access sites- including crisis/bridge housing facilities, access centers, mental health clinics, treatment sites- will be surveyed to determine the most appropriate permanent housing intervention. Individuals with priority scores of 1 or 2 will be matched to one of the funded Rapid Re-Housing providers. Individuals assessed previous to the contract start date that are appropriate for short to medium term subsidies will also be connected to Rapid Re-Housing programs within the first month of the new funding cycle. Outreach and field based personnel will also administer the survey and directly connect eligible individuals to Rapid Re-Housing programs. SPA 6 has several unfunded (through this funding opportunity) public and private partners that are connected to CES as Certified Organization. The majority of those agencies are mental health or homeless service providers that have already been trained about CES and the VI/SPDAT; and that have the capability enter directly into HMIS. These organizations are a part of the SPA-wide and sub-region coordination efforts and will also make direct referrals to rapid re-housing services. SPA 6 will connect individuals to the most appropriate rapid rehousing provider based on geography; additional services needed in conjunction with the agency's committed leveraged resources; and the



number of program slots available. SPA 6 has a robust regional plan and network of providers that is able to connect people to resources in their chosen area based on safety considerations, family or social connections, transportation resources.

**If requesting funding for Rapid Rehousing for Youth, what will be your outreach strategy for identifying Rapid Rehousing clients?**

The SPA 6 CES Community strategy includes securing Youth Rapid Re-Housing dollars. This will be accomplished by using both Youth specific funding and allocating a fraction of the rapid re-housing funding for individuals specifically for transitional age youth.

As described in Sections A.1, A.2 and B.1 in this document, SPA 6 is strategically increasing the number and geographic spread of front door-access points into the Youth Coordinated Entry System. Clients that are engaged at the various access sites- including, crisis/bridge housing facilities, access centers- will be surveyed to determine the most appropriate permanent housing intervention. Youth with priority scores of 1 or 2 will be matched to one of the funded Rapid Re-Housing providers. SPA 6 has several unfunded (through this funding opportunity) public and private partners that will be connected to the Youth CES. The majority of those agencies are mental health, supportive services, transitional housing or independent living program service providers that will be trained to administer the VI/SPDAT and other youth specific tools. These organizations will be a part of the SPA-wide and sub-region coordination efforts and will also make direct referrals to rapid re-housing services. SPA 6 will connect youth to the most appropriate rapid rehousing provider based on geography; additional services needed in conjunction with the agency's committed leveraged resources; and the number of program slots available. For youth in SPA 6 the plan is to connect individuals to resources with great sensitivity and consideration for safety, family or social connections, transportation, and ability to access program sites.

***D. Housing Navigation***

**1. Describe the process by which Housing Navigators will be assigned clients and how client progress towards permanent housing will be monitored.**

SPA 6 will have multiple entry ways into the system; and multiple agencies will have the capacity to administer the survey tool and connect individuals to CES. Clients will be assigned to housing navigation support in one of three ways: 1) through designated CES access centers and sites, 2) by the SPA 6 CES lead or sub-regional lead agencies, or 3) through outreach teams. Clients will be triaged to determine what level of housing navigation and case management services are needed. Clients that are eligible to be or already matched to long term subsidies that are not connected to a case manager will be prioritized for housing navigation assignment.

The SPA 6 strategy is to ensure that the agencies designated as access sites and entry points into SPA CES described in section A.2 of this document have direct housing navigation resources or are formally attached to a different agency that has secured housing navigation dollars. Clients that are surveyed at an agency with housing navigation resources will be internally assigned to a navigator within that organization. Otherwise, individuals will be linked to a different SPA 6 organization based on sub-region.



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In cases where SPA 6 CES affiliate agencies- such as faith-based partners, libraries, law enforcement and other non-service providers- the SPA 6 Lead and sub-region lead agencies will be responsible for directly providing the housing navigation or coordinating with a different agency to assign a navigator based on geography and availability. Also, as outreach teams encounter clients that are not connected to housing navigation support, they will work with the Outreach Coordinator to assign them to one of the funded SPA 6 providers based on geography and availability.

The communication and collaboration strategies detailed later in this document focus on regular exchange of information, on-going review of permanent housing successes and shared accountability to ensure client progress. The lead agency will continue to facilitate case conference calls and other collaborative meetings to discuss and track progress towards housing. The SPA 6 Community Plan includes a regional objective to permanently house individuals within 120 days of being matched to a housing resource. The collaborative partners will regularly review the data from HMIS to analyze the average length of time from match to placement and permanent housing numbers as a part of the on-going process improvement effort for SPA 6 CES.

## **2. How will your SPA ensure case management and housing navigation is coordinated across providers?**

SPA 6 CES has been able to accomplish several things to strengthen collaboration, better align, and maximize resources to improve permanent housing outcomes; and plans to build on the existing structure to expand and improve coordination. SPA 6 CES is set-up to focus on care coordination for the client instead of focusing on multiple program objectives for different service providers that the client is attached to.

The semi-monthly Community Design Team Meetings focus on continuous process improvement; coupled with the weekly case conference calls that allow different organizations from multiple disciplines to share client information, case consult, discuss best approaches to remove barriers and develop comprehensive plans for housing navigation. Additionally, the CES lead agency and sub-regional leads, will be responsible for maintaining regular contact with housing navigation providers to minimize duplication, ensure client service coordination, and broadly understand the client to staff ratios, scope of services and gaps in the region.

SPA 6's CES Community Plan to strengthen coordination is the development of a way to implement SPA 6 community case management plans for individuals accessing services through multiple providers in the region. Within the new contract year, the SPA 6 Stakeholders will continue to plan and work out the details of how to realize the following objectives:

- 1) Collaborate to establish SPA 6 wide information sharing policies and practices that allow more in-depth case conferencing and coordination;
- 2) Determine how to better use technology to streamline information and document sharing;
- 3) Establish mechanisms to clearly understand the services being provided by each agency (working with the same client) to structure each agency's service provision in a way that compliments and supports common housing plan goals;
- 4) Develop a regional SPA 6 CES Case Plan that includes input and buy in from services providers connected to the same individual; and establish protocols for when SPA-6 Case Plans are necessary and appropriate.



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Additionally, SPA 6's plan is to use the strengths of the existing CES Adult system to inform and support the Youth CES. Due to the limited resources specifically earmarked for Youth CES components, within the first quarter of the contract start date, SPA 6 will work to establish clear points of natural connection and overlap for the adult CES and newly designed Youth SPA 6 CES. The planning to establish appropriate Systems interaction guidelines will focus on matching people to permanent housing resources, case conferencing, SPA-wide CES process improvement activities, housing location/landlord engagement, and ensuring appropriate resources are in place for housing retention. The primary objective of this effort is to ensure that transitional age youth in SPA 6 have full access to the broad spectrum of (non-TAY specific) permanent housing and other resources.

### **3. How will your SPA connect and serve special populations, including Transition Age Youth (TAY), Domestic Violence (DV), Veterans, and Severely Persistently Mentally Ill (SPMI)?**

SPA 6's CES Community Planning included several discussions about special considerations and gaps for subpopulations such as Transition Age Youth (TAY), Domestic Violence (DV), Veterans, Reentry, and Severely Persistently Mentally Ill (SPMI). The existing SPA 6 CES currently incorporates participation from public and private agencies that specialize in serving each of the aforementioned populations. SPA 6 plans to expand the targeted focus for TAY through the newly developing SPA 6 Youth CES. To accomplish this, the community planning process intentionally engaged TAY providers from throughout the region to weigh in on SPA-wide conversations and decisions about our funding acquisition strategy. The South LA TAY and Foster Youth Collaborative also participated in these efforts and provided guidance about this population through dialogue and by sharing information from their strategic plan that was completed two years ago. TAY will have full access to the CES Components through the mechanisms described in section A of this document. The total package of funded components - access points, housing navigation, crisis housing, rapid re-housing and long term subsidies - will be available to TAY through the mechanisms described in sections A and B of this document. The details about designated TAY agencies are provided in the attached Collaborative Resource Distribution worksheet. Additionally, several TAY providers (not funded through this funding opportunity) have committed to both provide leveraged services and participate in the Youth CES Regional coordination and implementation efforts.

For the past two years, SPA 6 CES stakeholders have extensively discussed the need to improve interactions between the Coordinated Entry System and the Domestic Violence provider network. One of the primary challenges is the concern about safety for survivors of domestic violence trying to attach to the broader homeless systems. During the community planning sessions, SPA 6 recognized the need to continue planning to more fully evolve existing connection points which attach survivors to CES without jeopardizing safety and security. This dialogue will continue throughout the funding contract cycle; and the plan is to have a comprehensive plan by the end of the first contract year. However, for now, the SPA agreed to allow the domestic violence agencies to make the determination internally when a survivor is ready to be connected to permanent housing resources such as rapid re-housing and or a long-term subsidy. At which point, the Lead Agency will coordinate with the provider to facilitate case conferencing and collaboration in a secure manner.

SPA 6 has incredible collaborative partnerships with public and private agencies that focus on veteran services. Three SSVF and VASH providers are intricately involved in the community design team and coordinated outreach efforts in SPA 6. Additionally, the Department of Veterans Affairs - Greater Los Angeles works in coordination



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with several CES stakeholders in SPA 6 to check eligibility, case conference, coordinate outreach, and crisis intervention. The total package of funded components - access points, housing navigation, crisis housing, rapid re-housing and long term subsidies - will be available to veterans experiencing homelessness through the mechanisms described in sections A and B of this document.

Only second to homeless services providers, public and private mental health agencies make up the largest group represented at the SPA 6 CES Community Design Team and case conference sessions. All three LA County DMH Directly-Operated Clinics and the DMH Outreach unit actively participate in SPA 6 CES coordinated efforts along with the majority of community mental health clinics serving the region. These organizations focus on individuals with Severe Persistent Mental Illness (SPMI) and serve as access points into CES, enter into HMIS directly, leverage housing navigation support in some cases, participate in case conferencing and coordinated case management, and provide an array of leveraged behavioral health services. Individuals that are SPMI primarily access long term subsidies through the matching process; and the aforementioned partners provide retention support and required long term supportive services for scattered site permanent supportive housing.

#### **4. If requesting funding for Youth Housing Navigation, please include a description of how Youth Housing Navigation will be coordinated.**

The SPA 6 Youth CES will have three ways to access housing navigation support: 1) through designated Youth CES access centers and sites, 2) by the SPA 6 CES lead or sub-regional lead, or 3) Referring partners such as leveraged partners providing independent living or transitional housing programs or faith based groups. At the access centers or crisis housing sites, clients will be triaged to determine what level of housing navigation and case management services are needed. Clients that are eligible to be or already matched to long term subsidies that are not connected to a case manager will be prioritized for housing navigation assignment.

The SPA 6 strategy for both the Adult and Youth CES is to ensure that the agencies designated as access sites and entry points without housing navigation funds are formally attached to a different agency that has secured housing navigation resources. Clients that are surveyed at an agency with housing navigation resources will be internally assigned to a navigator within that organization. Otherwise, individuals will be linked to a different SPA 6 organization based on sub-region and capacity.

In cases where SPA 6 Youth CES affiliate agencies - such as faith based partners, libraries, law enforcement and transitional housing providers - refer clients, the SPA 6 Lead will be responsible for directly providing the housing navigation or coordinating with a different agency to assign a navigator based on geography and availability.

The lead agency will facilitate case conference calls and other collaborative meetings to discuss and track progress towards housing and coordinate care for youth. SPA 6 Youth CES has been designed to focus on care coordination for the client instead of focusing on multiple program objectives for different service providers that the client is attached to.

The semi-monthly Case Coordination Meetings will focus on continuous process improvement; a forum for different organizations with multiple disciplines to share client information; and case consultation. Additionally, the Youth CES lead agency will be responsible for maintaining regular contact with housing navigation providers



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to minimize duplication, ensure client service coordination, and broadly understand the client to staff ratios, scope of services, and gaps in the region.

### III. SPA COORDINATION AND MUTUAL ACCOUNTABILITY

#### 1. Please describe your governance structure and any regional leadership bodies. How will partners create peer-to-peer accountability?

SPA 6 CES has been able to accomplish several things to strengthen collaboration and better align and maximize resources to improve permanent housing outcomes. SPA6 CES is set-up to focus on care coordination for the client instead of focusing on multiple program objectives for different service providers that the client is attached to. Specifically, the structure of CES includes regular communication, joint outreach efforts, shared decision-making, transparent processes, ongoing expansion efforts to increase the participating organizations, and close alignment with public agencies. The semi-monthly Community Design Team Meetings focus on continuous process improvement; coupled with the weekly case conference calls that allow different organizations with multiple disciplines to share client information, case consult, discuss best approaches to remove barriers and develop comprehensive plans for housing navigation.

The CDT serves as the Steering Committee for SPA 6 CES and is comprised of housing navigation and case management providers, crisis housing agencies, LA County Departments of Mental Health and Public Health, permanent housing providers, Department of Veterans Affairs, local veteran providers, and TAY providers. The weekly co-case management conference calls are designed for SPA 6 agencies to discuss detailed information about client progress, permanent housing barriers, shared clients, housing retention efforts, case coordination to minimize duplication, new available resources, and time sensitive system changes. SPA 6 CES also convenes a monthly Housing Navigator/Permanent Housing Meeting to discuss changes and strategies to get individuals housed, landlord engagement techniques, share permanent housing resources, and align efforts to increase unit availability throughout SPA 6. This multi-agency meeting is open to all direct service housing locators, navigators, and case managers serving SPA 6. Additionally, as previously mentioned in Section A, SPA 6 CES holds weekly outreach conference calls to coordinate field based efforts.

The SPA 6 Stakeholder meetings provide cross-sector input and participation in CES. These meetings are held every other month and are designed to provide an opportunity for the larger Stakeholder community to weigh in on system policies, protocols, gaps and needed coordination efforts. The plan is to expand SPA 6 CES' Stakeholder group to regularly include representation from faith based organizations, law enforcement, primary care providers, libraries, reentry providers, community residents and consumers.

Organizations and community groups can participate in SPA 6 CES in two ways. First, agencies that plan to administer the VI/SPDAT are classified as "Certified Organizations (CO)". COs are required to participate in the SPA 6 CES Orientation. The CDT developed an Orientation curriculum which is a half-day training that covers: the SPA6 CES protocols for information sharing, data collection, client flow, process and procedures. The optional second half-day portion of this training teaches people how to administer the VI/SPDAT. The other way to partner with CES is to become a "CES Affiliate". Community groups, agencies and community residents can be Affiliates- which means that they understand the CES access points and will make or accept referrals; but will not survey individuals. Collaborative relationships will be maintained utilizing the aforementioned regular means of



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communication, on-going process evaluation, systematic weekly multi-disciplinary team meetings/calls and semi-monthly partner meetings.

## 2. How will the SPA ensure resources associated with a specific organization serve the entire SPA?

SPA 6 CES stakeholders initially divided the region into two sections. More than one year ago, the SPA determined added a new region and is currently organized in three regions: 1) North- the area north of Florence Ave, 2) South- the area north of Florence Ave; and 3) Southeast- the cities of Compton, Lynwood and parts of Paramount. The SPA will continue to have discussions about the possibility of adding a fourth sub-region.

During the community planning process the SPA focused on ensuring that both the funded and leveraged resources are disbursed through the entire region. The establishment of an infrastructure, “Certified Organization” and “Affiliate”, detailed in Section III.1, helps increase collaborative partners and bring additional resources and leveraged support to CES clients. The proposals submitted in response to this funding opportunity are strategically coordinated for SPA-wide coverage. Some of the housing navigation and outreach resources are designed to serve sub-regions to address access barriers. All of the rapid re-housing dollars are available to individuals through SPA 6. Case coordination through the weekly calls will allow the SPA to regularly assess geographic disbursement of services. The Lead Agency will work with CES stakeholders to develop a mechanism for the SPA to map outreach encounters and volume at designated access sites for on-going review. Also, the semi-monthly CDT meeting will include regular conversations about how and where resources are being utilized. SPA 6 CES works closely with the City of Los Angeles Council Districts (CD) eight (CD8) and nine (CD9) to coordinate efforts, conduct geographically targeted efforts, and increase resources for those areas. During the contract year, the region will work to enhance partnerships with CD10 and CD15 to have similar coordination.

The Southeast region is the newest target area and SPA 6 CES has worked extensively to strengthen collaboration and bring additional resources to the Cities of Compton and Lynwood. The SPA 7 CES Regional Coordinating Agency takes the lead on the City of Paramount due to its strong connection with the Gateway Cities including housing the Headquarter office. In April 2015, the City of Compton adopted a formal resolution to work with the SPA 6 CES lead agency to reduce homelessness in the City. The SPA 6 CES lead agency worked with Compton’s Housing Authority to bring additional resources to City. SPA 6 CES in conjunction with SPA 7 CES helped the City of Lynwood form a Mayor’s Homeless Solutions Taskforce which consists of community residents, neighborhood watch captains, faith based groups, Lynwood Sheriff’s Department and Fire Department, and other stakeholders. As a result of the collaborative efforts, Lynwood identified first time resources to match private dollars to fund a dedicated housing navigator to be located in the City. Additionally, through this community planning process- if funded- the region has established an access center in the city of Lynwood to reduce access barrier for individuals experiencing homelessness in the Southeast SPA 6 CES sub-region.

## 3. How will the SPA integrate new partners into your existing CES SPA structure?

The recent Community Planning process helped to engage additional partners to expand the capacity of SPA 6 CES. The on-boarding process for new agencies will involve participation on the existing SPA 6 CES Orientation described throughout this document in earlier sections. The Regional Coordinating agency will work with organizations to better understand their desired level of participation and commitment to SPA 6 CES. Accordingly, new partners will be



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identified as “Certified Organizations” or “CES affiliates”. Additionally, the lead agency will provide guidance and support to all new partners to gain HMIS access, if necessary.

The SPA 6 CES Stakeholders, within the first three months of the contract, will continue to develop a systematic and consistent way to gain a clear understanding of the following information from new partners early on: what resources they bring to the region; what existing gaps their agency helps SPA 6 fill based on the gaps analysis conducted during the planning process; what service gaps their agency has that might be addressed through existing CES partners; the new agency’s level of interest and commitment to being a part of the regional coordinated effort; and the agency’s training needs.

One of the major challenges to coordinated service delivery is been to help partnering agencies figure out how to balance the need to maintain organizational strength and programmatic outcomes in conjunction with CES services and goals. SPA 6 commits to working with new partners to help establish service provision strategies that allow participation in CES to complement and not simultaneously compete with individual organizations’ needs and resources.

#### **4. If requesting funding for Youth CES coordination, how will the SPA ensure ongoing coordination with TAY partners?**

SPA 6 plans to expand the targeted focus for TAY through the newly developing SPA 6 Youth CES. To accomplish this, the community planning process intentionally engaged TAY providers throughout the region to weigh in on SPA-wide conversations and decisions about our funding acquisition and resource leveraging strategy. Additionally, SPA 6’s plan is to use the strengths of the existing CES Adult system to inform and support the Youth CES.

The Youth CES collaborative partners will have semi-monthly case conference calls to coordinate client care, discussion and address service gaps, minimize duplication and align efforts and resources. The Lead Youth CES Regional Coordinating agency will facilitate those calls in addition to convening weekly or bi-weekly operations meeting with paid and leveraged partners to discuss the role out of the system, develop systematic ways to increase coordination among TAY partners, strengthen multi-agency service delivery practices, and use data for on-going process improvement. The SPA plan is to have well-defined coordination plans for Youth which will be largely implemented by the end of the first contract year.

The lead SPA 6 regional coordinating agencies for the Adult and Youth CES will work very closely together to coordinate resources for TAY. Due to the limited resources specifically earmarked for Youth CES components, within the first quarter of the contact start date SPA 6 will work to establish clear points of natural connection and overlap for the adult CES and newly designed Youth SPA 6 CES. The planning to establish appropriate Systems interaction guidelines will focus on outreach for TAY, matching people to permanent housing resources, case conferencing, SPA-wide CES process improvement activities, and housing location/landlord engagement. The primary objective of this effort is to ensure that transitional age youth in SPA 6 have full access to the broad spectrum of (non TAY specific) permanent housing and other resources.

#### **5. How will the SPA ensure that case conferencing meetings are transparent, consistent, and client driven?**

SPA 6 has successfully coordinated care and resources for CES clients for three years through weekly conference calls and semi-monthly in-person meetings. The number of participating agencies in the CES meetings/calls has grown



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exponentially during the past year to as a result of the mutual beneficial information exchange that takes place routinely. The recurring meetings with a set location and a standardized agenda has established a stability and dependability factor and a trustworthy structure for CES partners to present and learn about barriers and challenges; seek assistance and advise about organizational and process issues; have meaningful discussions about policy implications; discuss client details in a safe space; and participate in a regional movement/system that is improving the service experience and timeframe to move individuals from homelessness to permanent housing stability. Additionally, the case conference and other SPA 6 CES meetings foster an environment of shared accountability, a community-driven system and process, joint decision making, and honest and open dialogue.

The SPA ensures that all collaborative communication efforts are client-driven by jointly setting priorities and agendas based on performance driven objectives directly related to client case coordination and permanent housing placement successes. Transparency is a cornerstone of the SPA 6 CES partner engagement and will continue to be in the new contract year. This is accomplished by consistency and clearly communicating specific details pertaining to policy, operations, funding and resource allocation. Also, open discussions and joint-decision making about all CES-related matters in the recurring meetings is essential to maintaining strong collaboration and buy-in from all CES partners. The SPA established the strategies and goals collectively for the forth-coming coordinated entry system expansion. So, the underlying impetus for all case conference calls and meetings will be client driven to provide seamless coordination for the entire continuum of care in SPA 6 to permanently house more people faster.

The Regional Coordinating agency will continue to work with the CES partners to establish a matrix and formal evaluation process that measures how the overall SPA 6 CES structure of the case coordination activities leads to permanent housing for individuals experiencing homelessness.

## **6. What is your vision for a successful coordinated system in the SPA? How will you evaluate the success of the coordination efforts?**

The SPA 6 Community plan ultimately seeks to permanently house individuals quickly by removing barriers to meeting access, services, subsidies and affordable housing. The vision of this SPA is to streamline services and timelines to move people through the SPA 6 continuum of care into housing. The key factors of the vision are:

1. Bridging all of the gaps between service providers and functions through intensive collaboration on the back-end so that the individuals are not responsible for system navigation as it currently exists. The systems navigation and connections should be a function of the providers achieved through coordination among public and private agencies master applications. This includes multi-agency SPA-wide case plans.
2. Establishing a clear Regional Mission and Vision Statement for SPA 6 homeless systems of care, including the Single Adult, Youth and Family CES'.
3. Clearly describing the system and continuum of care in SPA 6 and defining each component within the process from identification to housing stability/sustainability. The CES partners began some of this work during the community planning process. The dialogue will continue through the stakeholders meetings to define the components and outline timelines from point to point in the continuum.
4. A completely digital HMIS that includes electronic client signatures among other features.
5. Comprehensive technology infrastructure to share information, data, documents and materials among CES partners in real time.



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6. Efficient processes between community providers and the Public Housing Authorities to reduce the amount of time it takes to get a client housed.
7. Broad participation from cross-sector stakeholders in CES+.
8. Sufficient resources for outreach and field-based homeless services in SPA 6 for all populations.
9. Adequate affordable housing options for low income individuals.

As SPA 6 CES strengthens and expands through this funding opportunity, the community planning process will continue as new contracts are implemented by way of the CES Stakeholder meetings. In those sessions, the SPA will formalize an appropriate methodology to evaluate the success and impact of SPA 6's coordination efforts. In the interim, the SPA will use the following measures to evaluate the CES coordination efforts: length of time for permanent housing placements; client engagement and service retention; CES partners frequency of participation in coordination meeting or calls; client service experience in the SPA; efficiency to resource leveraging and alignment; and review of contract outcomes for SPA 6 CES partners.

## **7. What are your SPA's biggest strengths, as outlined in this plan, and in what areas does the SPA anticipate needing additional support or technical assistance?**

The SPA 6 CES has developed into a strong and recognized collaborative effort within the last three years. It has been able to accomplish several things to strengthen collaboration and better align and maximize resources to improve permanent housing outcomes. SPA 6 CES is set-up to focus on care coordination for the client instead of focusing on multiple program objectives for different service providers that the client is attached to. Specifically, the structure of CES is strong and includes regular communication, joint outreach efforts, shared decision-making, geographical coverage expansion efforts to increase participating organizations, and close alignment with public agencies.

In an effort to scale up the SPA 6 CES, community-based organizations have been empowered through education and training on how to coordinate services with other agencies. SPA 6 CES has been intentional about creating a new normal in the development of the SPA 6 Homeless Continuum of Care focusing on CES participants being community clients. This approach has transformed the service environment in the SPA from "first come, first serve" to prioritization and appropriate service connections based on clients' specific needs and preferences.

The level of commitment demonstrated by both public and private CES partners is one of the greatest strengths. The agencies involved in SPA 6 CES tirelessly participate in the multiple recurring meetings/calls for four main reasons: 1) their buy-in and sense of joint-ownership of the system the SPA has created together; 2) they mutually benefit from coordination and information exchange; 3) the structured and open dialogue; and 4) the noticeable improvement in the experience and process of obtaining permanent housing stability for their clients.

SPA 6 is also proud of the diverse group of organizations and people that drive this system. The talented people that have shaped SPA 6 CES are passionate, resourceful, compassionate and innovative. Collectively, the SPA has designed and implemented creative ideas to benefit clients including, as an example, Document Days- which occurs semi-monthly across the entire SPA and expedites the document collection process for hundreds of literally homeless clients annually. Innovations to incentivize landlords and increase the number of units available in the SPA have also been implemented through CES partners. In conjunction with United Way Funder's Collaborative, SPA 6 developed a 24-hour Landlord Crisis Hotline to provide round the clock support to property owners and managers. The Hotline is available to landlords



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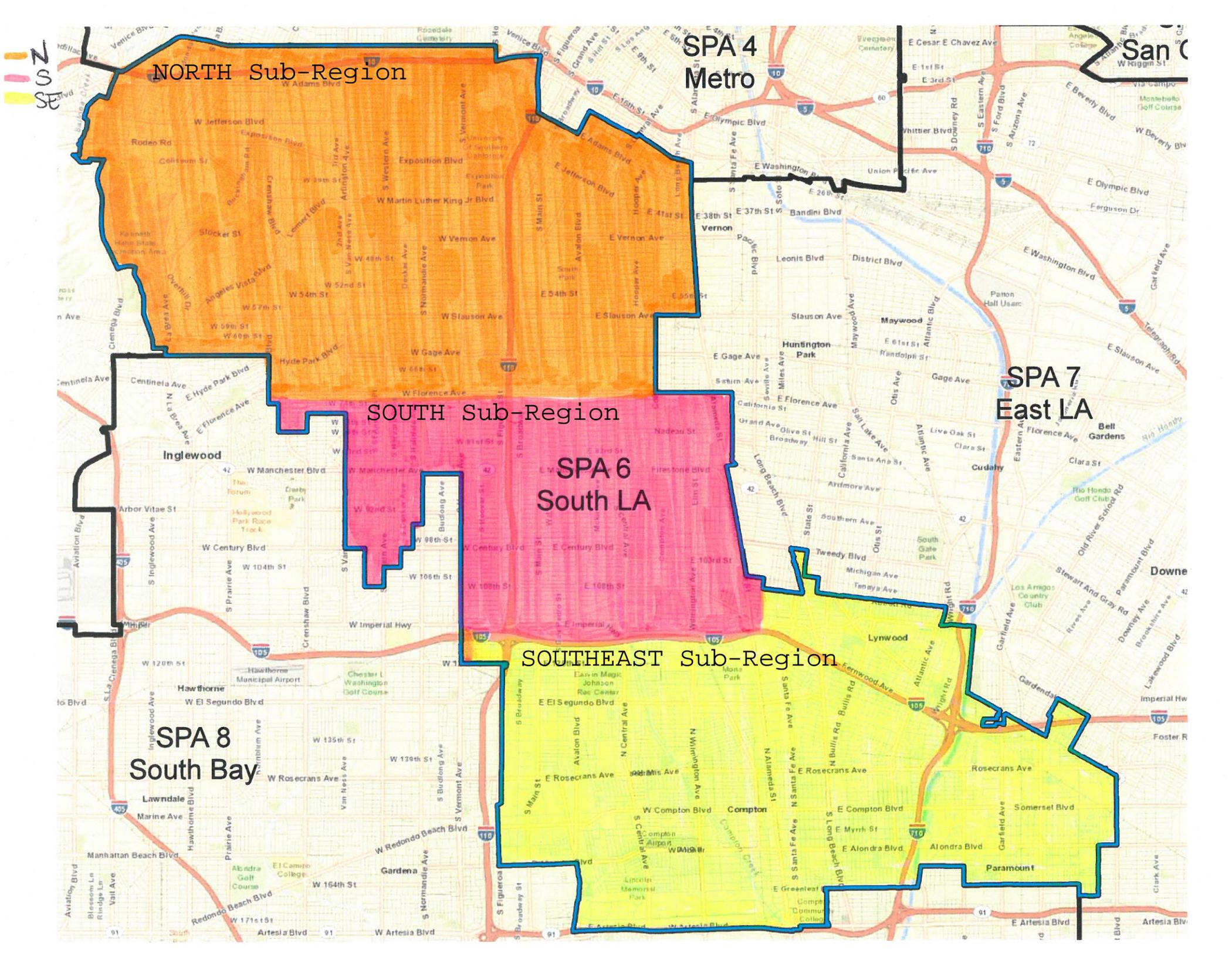
connected to all three of the SPA 6 systems. Also, SPA 6 CES hosts monthly Landlord Breakfasts events to grow the number of owners working with CES. The previously referenced SPA Housing Navigation monthly meetings to specifically enhance coordination for the housing location efforts has been extremely valuable to clients and CES partners.

The SPA looks forward to the expansion and strengthening of its coordinated entry systems for single adults and youth; and is well positioned to do so. However, during the community planning process the CES partners identified the following areas that SPA 6 requires support in to increase the regional capacity even more.

1. Increased provider HMIS and data entry specific personnel or volunteers to support the robust data requirements.
2. Specialized support for clients in need of intensive case management or retention support.
3. Specialized housing locators, including licensed realtors to expand the SPA's landlord partners.
4. Move in assistance in the form of movers.
5. Increased outreach capacity.
6. Established volunteer base and dedicated volunteer coordinator.
7. Client advisory committee.
8. Technical Assistance and Capacity Building for:
  - a. Benefits establishment and application completion
  - b. Data and Outcomes
  - c. Funding Acquisition/Capacity Building for smaller agencies.
  - d. Documentation and charting for new agencies.
  - e. Fiscal Practices and Policies.

## VI. COLLABORATIVE RESOURCE DISTRIBUTION BY APPLICANT (SEE CES SPA-Wide Community Plan Workbook)

A matrix of agencies that will be submitting proposals and the funding amounts requested for each agency is attached in the *CES SPA 6-Wide Community Plan Workbook, B3. Collaborative Resource Distribution*.



**SPA 9**  
NORTH Sub-Region

**SPA 4**  
Metro

**SPA 6**  
South LA

**SPA 7**  
East LA

**SPA 8**  
South Bay

**SPA 9**  
SOUTHEAST Sub-Region

# SPA 6 CES COMMUNITY PLAN

## B2. SPA-WIDE OUTCOMES AND STAFFING

**GENERAL INFORMATION**

The purpose of this section is to outline your SPA's goals for the number of individuals served, and to then envision the staffing needed to achieve those goals. Your plan must provide target numbers under each system component (refer to headings in GOLD such as "housing navigation, (outreach)"). Additionally, it must provide the staffing needs to attain that outcome, broken out by current staff, additional staff, and your request in this RFP (measured in terms of FTE). Keep in mind that these goals are only for year one (1) and we will work with you to reevaluate these goals for the year two (2) renewal.

**\* Definitions of Staffing Categories:**

- Leveraged FTE:* includes existing FTE with secured funding for the grant period of this RFP.
- Continued FTE request:* funding requested through this RFP in order to continue FTE that currently exists in the system.
- New FTE Request:* funding for new FTE position(s) created through this RFP.
- Total:* total resources available for achieving SPA-wide target outcomes (add Leveraged + Continued + New FTE)

\*\* While persons served is not applicable to this system component, please still indicate your staffing needs.

Organization/Agency	Region(s) Served or SPA Wide	SPA-WIDE TARGET OUTCOMES		STAFFING FOR TARGET OUTCOMES*			
		Target # Persons Served	Rationale for Target Outcomes (How did you arrive at this number?)	Leveraged FTE	Continued FTE Request	New FTE Request	TOTAL
<b>Regional Coordination**</b>							
<i>Special Service for Groups/HOPICS (SSG/HOPICS)</i>	PA 6 Wide and North Sub-Region	N/A	Based on staffing and other need for SPA-Wide Coordination	1	4	3	8
<i>Southern California Health &amp; Rehabilitation Program (SCHARP)- Collab partner with SSG/HOPICS</i>	SPA 6 Wide	N/A	Our experience in other contracts providing Assessment, referral & outreach coordination	0	0	1	1
<i>WLCAC (Collab partner with SSG/HOPICS)</i>	South Sub-Region	250	Past CES performance plus 20% expansion	1	2	2	5
<b>TOTALS</b>		N/A	N/A	2	6	6	14
<b>Regional Coordination (Youth CES)**</b>							
<i>Coalition for Responsible Community Development (CRCD)</i>	SPA 6 Wide	105	We will provide regional coordination for services/assessment of 105 youth - approximately half of the SPA 6 Homeless TAY Count.	0.5	0	1	1.5
		N/A	N/A				0
		N/A	N/A				0
<b>TOTALS</b>		N/A	N/A	2.5	6	7	15.5
<b>Housing Navigation (Outreach and Case Management)</b>							
<i>Barbour &amp; Floyd Medical Associates</i>	SPA 6 Wide	25	Amount of available services to leverage	2.35	0	0	2.35
<i>Special Service for Groups/HOPICS (SSG/HOPICS)</i>	PA 6 Wide and North Sub-Region	160	Based on experience and SPA-wide need. Ratio of 1:25	3.00	0	5	8
<i>Southern California Health &amp; Rehabilitation Program (SCHARP)</i>	SPA 6 Wide	75	Agency experience in other contracts providing Outreach Case management & Housing Navigation services.	7.1	0	1.67	8.77
<i>New Image (Collab partner with SSG/HOPICS)</i>	North Sub-Region	25	Agency experience and capacity	1	0	1	2
<i>Fathers and Mothers Who Care (Collab partner with SSG/HOPICS)</i>	South Sub-Region	25	Agency experience and capacity	1	0	1	2
<i>WLCAC (Collab partner with SSG/HOPICS)</i>	South Sub-Region	75	Past CES performance plus 20% expansion	4.7		4	8.7
<i>A New Way of Life (Collab partner with SSG/HOPICS)</i>	SPA 6 Wide	25	Agency experience and capacity	3	0	1	4
<i>Pacific Clinics (Collab partner with SSG/HOPICS)</i>	SPA 6 Wide	25	Agency experience and capacity	3	0	1	4
<i>SHARE! (Collab partner with SSG/HOPICS)</i>	SPA 6 Wide	50	25:1 staff ratio with 25% of people maintaining independent housing or reuniting with family within 1 year	1		2	3
<i>Community Build, (Collab partner with SSG/HOPICS)</i>	North Sub-Region	100	Agency experience and capacity			0.5	0.5
<i>St. Joseph Center</i>	SPA 6 Wide	150	Per Agency assessment of need	3.50	0	3.00	6.5
<i>Volunteers of America</i>	SPA 6 Wide	100	1:20 client ratio - moderate to high intensity case management	1	1	3	5
<i>Home at Last (Collab partner with SSG/HOPICS)</i>	North Sub-Region	5	Based on capacity of agency	0	0	0.25	0.25
<i>First to Serve (Collab partner with St. Joseph Center)</i>	SPA 6 Wide	100	Per Agency assessment of need	2.00	0	2.00	4

Organization/Agency	Region(s) Served or SPA Wide	Target # Persons Served	Rationale for Target Outcomes (How did you arrive at this number?)	Leveraged FTE	Continued FTE Request	New FTE Request	TOTAL
<i>Sanctuary of Hope (Collab partner with SSG/HOPICS)</i>	North Sub-Region	25	On average, SOH serves 250 homeless youth annual in a variety of basic need services that include hygiene, food, clothing, and housing referrals. Each year, we place 30 youth and young adults into stable housing that include family reunification, transitional housing, permanent housing (affordable and market rate), Transitional Housing Program Plus, Transitional Housing Program Foster Care, and on-campus housing as well our own independent living programs.	0	0	1	1
<b>TOTALS</b>		965	N/A	32.65	1	26.42	60.07
<b>Housing Navigation (Youth CES)</b>							
<i>Coalition for Responsible Community Development</i>	North Sub-Region	50	RFP provided an amount of \$2,000 per client served as a guide.	1.05	0	2	3.05
<i>Southern California Health &amp; Rehabilitation Program (SCHARP)</i>	SPA 6 - South /South East	15	Our experience in other contracts providing Outreach Case management & Housing Navigation services.	2.1	0	0.33	2.43
<i>WLCAC (Collab partner with CRCD)</i>	South Sub-Region	25	Past CES Performance & Access Point Expansion	1	0	1	2
<i>Exodus Recovery</i>							0
							0
<b>TOTALS</b>		90		4.15	0	3.33	7.48

Organization/Agency	Region(s) Served or SPA Wide	Target # Persons Served	Rationale for Target Outcomes (How did you arrive at this number?)	Leveraged FTE	Continued FTE Request	New FTE Request	TOTAL
<b>Crisis and Bridge (Reserved Crisis) Housing</b>							
<i>Testimonial Community Love Center (Collab partner with SSG/HOPICS)</i>	SPA 6 Wide	120	30 beds X 4 qtrs = 120 persons served	3	0	2	5
<i>New Direction Community Programs Collab partner with SSG/HOPICS)</i>	SPA 6 Wide	75	30 Crisis/ Bridge Housing beds would turnover three to four times annually	0	0	5	5
<i>First To Serve, Inc.</i>	SPA 6 Wide	400	FTS will have 100 beds available; Ave. length of stay est. at 45 days	0	2	14	16
<b>TOTALS</b>		595		3	2	21	26
<b>Rapid Rehousing</b>							
<i>The Salvation Army Bell Shelter</i>	SPA 6 Wide	40	estimate based upon historic number of veterans served in SPA 6	0	1	0	1
<i>Testimonial Community Love Center (Collab partner with SSG/HOPICS)</i>	North Sub-Region	20	Based on capacity of agency	1	0	0.8	1.8
<i>First To Serve, Inc. (Collab partner with SSG/HOPICS)</i>	SPA 6 Wide	25	Based on experience in 2015-16	0	1	0	1
<i>SHARE! (Collab partner with SSG/HOPICS)</i>	SPA 6 Wide	25	Based on experience in 2015-16	0	1	0	1
<i>St. Joseph Center</i>	SPA 6 Wide	75	Per Agency assessment of need	3	0	3	6
<i>Volunteers of America</i>	SPA 6 Wide	100	1:20 client ratio moderate to normal intensity case mangement	1		4	5
<i>Special Service for Groups/HOPICS (SSG/HOPICS)</i>	SPA 6 Wide	155	Based on experience and SPA-wide need. Ratio of 1:25. 90% placed in housing	3	5	2	10
<i>SHIELDS for Families (Collab partner with SSG/HOPICS)</i>	SPA 6 Wide	50	In consideration of our staffing plan and current capacity and in collaboration with other community partners providing RR services in this SPA.	0	1	2	3
<i>Home at Last(Collab partner with SSG/HOPICS)</i>	North Sub-Region	40	Based on capacity of agency	2	1	0.3	3.3
<i>New Image (Collab partner with SSG/HOPICS)</i>	SPA 6 Wide	40	Based on capacity of agency	0.5	0	1.5	2
<i>Sanctuary of Hope (Collab partner with SSG/HOPICS)</i>	North Sub-Region	20	On average, SOH serves 250 homeless youth annual in a variety of basic need services that include hygiene, food, clothing, and housing referrals. Each year, we place 30 youth and young adults into stable housing that include family reunification, transitional housing, permanent housing (affordable and market rate), and on-campus housing as well our own independent living programs. We work 20 rental housing ready youth and young adults (employed, AB 12, etc.) yearly with finding, locating, and securing long-term places to live.	0	0	1	1
<i>WLCAC (Collab partner with SSG/HOPICS)</i>	South Sub-Region	50	Served 40 people in 4 months in 2015-16	2.5	0	2.5	5
<b>TOTALS</b>		640		13	10	17.1	40.1
<b>Rapid Rehousing (TAY)</b>							
<i>Coalition for Responsible Community Development</i>	SPA 6 Wide	15	RFP provided an amount of \$7,280 per client served as a guide.	0.5	0	0	0.5
<i>Volunteers of America</i>	SPA 6 Wide	50	1:20 client ratio - moderate to high intensity case mangement . Youth less likely to have work experience, and landlords reluctance to rent, requiring more work to place	0.5	0	2	2.5
<i>Community Build, Inc. Collab partner with CRCD)</i>	North Sub-Region	8	6, based on 75% positive outcome goal	0.5	0	0.5	1
<b>TOTALS</b>		73		1.5	0	2.5	4
<b>TOTALS</b>		146		50.15	13	67.02	130.17

# CES SPA 6 -WIDE PLAN

## B3. COLLABORATIVE RESOURCE DISTRIBUTION

### GENERAL INFORMATION

Create a matrix of agencies that will be submitting proposals and the funding amounts requested for each agency. Agencies applying for multiple service components should be added to each applicable category.

Feel free to delete or add sub-sections as necessary.

SYSTEM COMPONENT	LAHSA REQUEST		FUNDERS COLLABORATIVE REQUEST		LEVERAGE		TOTAL
	FTE	AMOUNT REQUESTED	FTE	AMOUNT REQUESTED	FTE	LEVERAGE AMOUNT	
	Based on 12 month allocations		Based on 9 month allocations				
<b>Regional Coordination</b>							
SPA 6 CES Manager, Special Service for Groups (SSG/HOPICS)	0.25	\$ 27,560	0.75	\$ 54,060.00			81,620
CES Sub Region Coordinators, SSG/HOPICS (and Collab Partners)	2.75	\$ 150,689	0.25	\$ 19,468.80			170,158
Matcher, SSG/HOPICS	0.5	\$ 24,633	0.5	\$ 24,633.00			49,266
Outreach Coordinator SPA-wide, SSG/HOPICS	0.5	\$ 26,416	0.5	\$ 26,416.00			52,832
Managers/Directors, SSG/HOPICS (and Collab Partners)	0.3	\$ 35,000	1.15	\$ 61,646.00	0.4	\$ 38,000	134,646
SPA 6 Housing Navigation Coordinator, SSG/HOPICS			0.45	\$ 21,763.00			21,763
Landlord Coordinator SPA Wide, SSG/HOPICS (and Collab Partners)			1	\$ 34,688.00			34,688
Indirect and Operating Expenses, SSG/HOPICS (and Collab Partners)		\$ 80,702		\$ 157,325.20			238,027
Homeless/Housing Program Director, SSG/HOPICS (Collab Partner WLCAC)					0.8	\$ 87,500	87,500
HMIS Specialist, SSG/HOPICS (Collab Partner WLCAC)					0.2	\$ 8,750	8,750
Operating Costs, SSG/HOPICS						\$ 50,000	50,000
							0
							0
							0
<i>Subtotal - Regional Coordination</i>	4.3	\$ 345,000		\$ 400,000.00		\$ 184,250	929,250
<b>CES Coordination (Youth CES)</b>							
Program Manager, TAY CES Regional Coordination, Coalition for Responsible Community Development (CRCD)	1	\$ 60,000			0	\$ -	60,000
Ambassador, CRCD	0	\$ -			0.5	\$ 6,240	6,240
Other (Fringe, Office Supplies, etc.), CRCD	0	\$ 30,000				\$ 52,000	82,000
<i>Subtotal - CES Coordinatino (Youth CES)</i>	1	\$ 90,000				\$ 58,240	\$ 148,240.00
<b>Housing Navigation (Individuals CES)</b>							
Housing Navigators, SSG/HOPICS (and Collab Partners)	13	\$ 546,000			4	\$ 300,000	846,000
Program Director/Managers/Coordinator, SSG/HOPICS (and Collab Partners)	3	\$ 180,000			0.3	\$ 53,571	233,571
Outreach Specialist, SSG/HOPICS (and Collab Partners)	1.75	\$ 82,180			5.25	\$ 359,546	441,726
Mental Health Clinician SSG/HOPICS (and Collab Partners)					2.4	\$ 268,993	268,993
Substance Use Assessor, SSG/HOPICS					0.75	\$ 68,250	68,250
PSH Vouchers, SSG/HOPICS (and Collab Partners)						\$ 2,112,000	2,112,000
Housing Retention Specialist, SSG/HOPICS (Collab Partner WLCAC)					3	\$ 131,250	131,250
Housing Program Coordinator, SSG/HOPICS (Collab Partner WLCAC)					0.7	\$ 44,625	44,625
DMH Crisis Housing Case Manager, SSG/HOPICS (Collab Partner WLCAC)					1	\$ 46,250	46,250
Clinician, SSG/HOPICS (Collab Partner Barbour & Floyd Medical Associates)					0.67	\$ 95,714	95,714
Case Manager, SSG/HOPICS (and Collab Partners)					3.67	\$ 189,228	189,228
Psychiatry -MD, SSG/HOPICS (and Collab Partners)					0.64	\$ 288,874	288,874
LPT, (SSG/HOPICS Collab Partner Barbour & Floyd Medical Associates)					0.67	\$ 65,804	65,804
Food/Distribution Center (SSG/HOPICS Collab Partner New Image)						\$ 179,500	179,500

Employment Services, SSG/HOPICS (and Collab Partners)				1 \$	50,000	50,000
Other Operating Expenses and Indirect, SSG/HOPICS (and Collab Partners)	0 \$	208,325		\$	25,000	233,325
Housing Navigator, Exodus Recovery				1 \$	52,000	52,000
Program Manager Street Outreach, St. Joseph Center	1 \$	78,000				78,000
Street Outreach Navigator, St. Joseph Center	1 \$	54,000				54,000
Street Outreach Navigator, St. Joseph Center	1 \$	48,000				48,000
Operating Costs, St. Joseph Center	\$	31,156				31,156
Total Indirect (Facilities and Administration Costs), St. Joseph Center	\$	23,463				23,463
Housing Navigator, St. Joseph Center (Collab partner First To Serve)	2 \$	108,000				108,000
OPERATING COSTS and Indirect Cost, St. Joseph Center (Collab partner First To Serve)	1 \$	27,000				27,000
DHS ICMS Case Manager, St. Joseph Center				1.5 \$	64,800	64,800
DHS ICMS Mental Health Specialist, St. Joseph Center				1 \$	60,000	60,000
LA VHOP Case Manager, St. Joseph Center				1 \$	48,000	48,000
Operating Costs				\$	31,599	31,599
Total Indirect (Facilities and Administration Costs), (Collab partner First To Serve)				\$	30,300	30,300
Substance Abuse Case Manager, St. Joseph Center (Collab partner First To Serve)				2 \$	108,000	108,000
OPERATING COSTS and Indirect Cost, St. Joseph Center (Collab partner First To Serve)				\$	27,000	27,000
Housing Navigator, VOA	4 \$	171,600		1 \$	67,900	239,500
Outreach Case Manager, VOA				1 \$	33,500	33,500
Program Manager, VOA				0.25 \$	7,150	7,150
Other Operating Expenses and Indirect, VOA	\$	28,400		\$	91,450	119,850
<i>Subtotal - Housing Navigation (Individuals)</i>	<i>27.75 \$</i>	<i>1,586,124</i>	<i>\$ -</i>	<i>\$</i>	<i>4,900,305</i>	<i>6,486,429</i>
<b>Housing Navigation (Youth CES)</b>						
Intake Specialist, Coalition for Responsible Community Development (CRCD)	1 \$	38,125		0 \$	-	38,125
Housing Navigators, CRCD (and Collab Partners)	2.33 \$	120,000		0 \$	-	120,000
Case Manager, CRCD (and Collab Partner SCHARP)	\$	-		1.75 \$	117,857	117,857
Mental Health Clinician, CRCD (and Collab Partner SCHARP)	\$	-		1.3 \$	97,750	97,750
Other Line Items (Fringe), CRCD	0 \$	21,875		\$	46,000	67,875
Housing Retention Specialist, CRCD (Collab Partner WLCAC)				\$	46,250	46,250
Psychiatry CRCD (Collab Partner SCHARP)				0.1 \$	16,150	16,150
<i>Subtotal - Housing Navigation (Youth CES)</i>	<i>3.33 \$</i>	<i>180,000</i>	<i>\$ -</i>	<i>\$</i>	<i>324,007</i>	<i>\$ 504,007</i>
<b>Crisis Housing and Bridge (Reserved Crisis) Housing</b>						
Intake Specialist/HMIS, First to Serve	0.5 \$	24,960		0.5 \$	14,000	38,960
Case Management/Mental Health, First to Serve and Leverage Partners	1 \$	24,960		0 \$	545,000	569,960
Director, First to Serve	0.06 \$	7,200				7,200
Program Manager, First to Serve and Leverage Partners	1 \$	38,400		6 \$	360,000	398,400
Housing Manager First to Serve	4 \$	74,880		3 \$	95,000	169,880
Lead Cook /Cook/Food Server/Maintenance Worker, First to Serve	4 \$	75,648				75,648
Security Guard, First to Serve	4 \$	74,880				74,880
Operation Manager, First to Serve	1 \$	26,880		1.5 \$	81,000	107,880
Benefits Calculated at 30% of salary, First to Serve	\$	104,342				104,342
Operating Costs, First to Serve	\$	543,305				543,305
Indirect Cost, First to Serve	\$	99,545				99,545
Case Manager, SSG/HOPICS (and Collab Partners)	2 \$	91,000		3 \$	160,000	251,000
Program Director SSG/HOPICS (and Collab Partners)				2 \$	83,520	83,520

Substance Use Support				1 \$	55,000	
Mental Health Clinician Resident Manager, SSG/HOPICS (and Collab Partners)	2 \$	130,000		3 \$	195,000	130,000
Cook, SSG/HOPICS (and Collab Partners)	2 \$	56,000				56,000
Janitorial Staff, SSG/HOPICS (and Collab Partners)	3 \$	84,000				84,000
Security Guards, SSG/HOPICS (and Collab Partners)	3 \$	96,000				96,000
Other Operating expenses, SSG/HOPICS (and Collab Partners)	0 \$	200,000		\$	25,000	225,000
<i>Subtotal - Crisis and Bridge (Reserved Crisis) Housing</i>	12 \$	1,752,000	\$ -	\$	1,613,520	3,365,520
<b>Rapid Rehousing (Individuals CES)</b>						
Poegram Manager, SSG/HOPICS (and Collab Partners)	3 \$	195,000				195,000
Intake Specialist/Case Manager, SSG/HOPICS (and Collab Partners)	4 \$	184,000				184,000
Case Managers/Housing Navigator, SSG/HOPICS (and Collab Partners)	8 \$	424,000				424,000
Housing Locator/Specialists, SSG/HOPICS (and Collab Partners)	2.25 \$	110,250				110,250
Benefits Specialist, SSG/HOPICS (and Collab Partners)	1.25 \$	63,750				63,750
Indirect and Operating Expenses, SSG/HOPICS (and Collab Partners)	0 \$	421,118				421,118
Legal Services, SSG/HOPICS Collab Partner Inner City Law Center				0.25 \$	25,000	25,000
Mental Health Clinician, SSG/HOPICS (and Collab Partners)				3 \$	250,000	250,000
PSH Vouchers, SSG/HOPICS (and Collab Partners)				\$	1,320,000	1,320,000
Employment Specialist, SSG/HOPICS (and Collab Partners)				2 \$	126,000	126,000
SA Counselor, SSG/HOPICS (and Collab Partners)				1.5 \$	128,206	128,206
Financial/Rental Assistance, SSG/HOPICS (and Collab Partners)	0 \$	2,596,505				2,596,505
Program Manager, St. Joseph Center	1.00 \$	78,000				78,000
Housing Navigator, St. Joseph Center	1.00 \$	54,000				54,000
Housing Locator, St. Joseph Center	1.00 \$	48,000				48,000
Operating Costs, St. Joseph Center	\$	31,157		\$	31,157	62,314
Total Indirect (Facilities and Administration Costs), St. Joseph Center	\$	83,428		\$	84,317	167,745
Financial/Rental Assistance, St. Joseph Center	\$	547,175		\$	575,664	1,122,839
DHS RRH Case Manager, St. Joseph Center				1 \$	43,200	43,200
LA VHOP Mental Health Specialist, St. Joseph Center				1 \$	58,800	58,800
DHS ICMS Mental Health Specialist, St. Joseph Center				1 \$	57,600	57,600
Housing Specialist, VOA	4 \$	194,688		2 \$	37,440	232,128
Housing Coordinator, VOA				1 \$	55,000	55,000
Program Manager, VOA				0.1 \$	7,150	7,150
Financial/Rental Assistance, VOA	\$	465,130		\$	440,737	905,867
Other Operating Costs, VOA	\$	-		\$	80,824	80,824
Employment Services (HVRP) - 25 individuals @ \$2,000/each, VOA				\$	50,000	50,000
Indirect Costs, VOA	\$	65,982		\$	67,115	133,097
Social Worker, TSA Bell Shelter				1 \$	57,284	57,284
Housing Specialist, TSA Bell Shelter				1 \$	57,284	57,284
<i>Subtotal - Rapid Rehousing (Individuals CES)</i>	25.5 \$	5,562,183	\$ -	\$	3,552,778	9,114,961
<b>Rapid Rehousing (Youth CES)</b>						
Case Manager, CRCDC	0 \$	-		0.25 \$	12,500	12,500
Support Services Coordinator, CRCDC	0 \$	-		0.25 \$	10,000	10,000
Other Line Items (Fringe, Rental assistance, transport, etc.), CRCDC	0 \$	112,500		\$	19,050	131,550
Housing Specialists, Volunteers of America (VOA)	2 \$	97,344		0.5 \$	24,336	121,680
Housing Coordinator, VOA				\$	55,000	55,000
Financial/Rental Assistance, VOA	\$	235,565		\$	211,960	447,525

Other Operating Expenses, VOA		\$ 33,291		\$ 65,069	98,360
Subtotal - Rapid Rehousing (Youth CES)	2	\$ 478,700	\$ -	\$ 397,915	876,615
<b>TOTAL</b>	<b>76</b>	<b>\$ 9,994,007</b>	<b>400,000</b>	<b>\$ 11,031,015</b>	<b>21,425,021</b>

### Funding Amounts Requested Per Agency

Regional Coordination		
	Requested LAHSA Amount	Leverage
SSG (and Collab Partners)	\$ 345,000	\$ 184,250
<b>Total:</b>	<b>\$ 345,000</b>	<b>\$ 184,250</b>

CES Coordination (Youth CES)		
	Requested LAHSA Amount	Leverage
CRCD	\$ 90,000	\$ 58,240
<b>Total:</b>	<b>\$ 90,000</b>	<b>\$ 58,240</b>

Housing Navigation (Individuals CES)		
	Requested Amount	Leveraged
SSG (and Collab Partners)	\$ 1,016,505	\$ 4,278,606
St. Joseph Center (and Collab Partner)	\$ 369,619	\$ 369,699
VOA	\$ 200,000	\$ 200,000
Exodus Recovery	\$ -	\$ 52,000
<b>Total:</b>	<b>\$ 1,586,124</b>	<b>\$ 4,900,305</b>

Housing Navigation (Youth CES)		
	Requested LAHSA Amount	Leverage
CRCD (and Collab Partners)	180,000	\$ 324,007
<b>Total:</b>	<b>\$ 180,000</b>	<b>\$ 324,007</b>

Rapid Rehousing (Individuals CES)		
	Requested Amount	Leveraged
SSG (and Collab Partners)	\$ 3,994,623	\$ 1,849,206
St. Joseph Center	\$ 841,760	\$ 850,738
VOA	\$ 725,800	\$ 738,266
TSA Bell Shelter	0	\$ 114,568
<b>Total:</b>	<b>\$ 5,562,183</b>	<b>\$ 3,552,778</b>

Rapid Rehousing (Youth CES)		
	Requested LAHSA Amount	Leverage
CRCD	\$ 112,500	\$ 41,550
VOA	\$ 366,200	\$ 356,365
<b>Total:</b>	<b>\$ 478,700</b>	<b>\$ 397,915</b>

Crisis Housing and Bridge (Reserved Crisis) Housing		
	Requested LAHSA Amount	Leverage
First to Serve	1,095,000	\$ 1,095,000
SSG/HOPICS (and Collab Partners)	657,000	\$ 518,520
<b>Total:</b>	<b>\$ 1,752,000</b>	<b>\$ 1,613,520</b>

Total Funding Request by Agency	Requested LAHSA Amount	United Way Funding Request	Leverage	Total Project Amount
CRCD (and Collab Partners)	\$ 382,500		\$ 423,797	806,297
First to Serve	\$ 1,095,000		\$ 1,095,000	2,190,000
SSG (and Collab Partners)	\$ 6,013,128	\$ 400,000	\$ 6,830,582	13,243,709
St. Joseph Center	\$ 1,211,379		\$ 1,220,437	2,431,816
VOA	\$ 1,292,000		\$ 1,294,631	2,586,631
Exodus and TSA Bell Shelter	\$ -		\$ 166,568	166,568
<b>Total:</b>	<b>\$ 9,994,007</b>	<b>\$ 400,000</b>	<b>\$ 11,031,015</b>	<b>\$ 21,425,021</b>