

ATTACHMENT 5 – PROGRAM DESIGN

1. Causal Theory of Homelessness – Please describe what your agency believes is the cause of homelessness for your target population. (1/2 page)

Our target population is low-income tenants at risk for homelessness because they are threatened with eviction. According to a study by Shelter Partnership, 32.6% of families are homeless as a direct result of being evicted. A representative sample of Legal Aid Foundation of Los Angeles (LAFLA) client data (April-May 2009) and Neighborhood Legal Services of Los Angeles County (NLS-LA) self-help center data from the first five months of 2009 show that nonpayment of rent is the single largest reason for eviction (83% of LAFLA eviction clients and 99% of SHLAC unlawful detainer litigants).¹ Many of our target population are victims of the economic crisis, having suffered a job loss, reduction in salary or loss of medical insurance. Others cannot pay the rent due to unstable family situations brought on by medical or mental problems, substance abuse, domestic violence, or because they have accumulated debt and/or are unable to budget and manage their money effectively.

The 2009-2010 economic forecast recently released by the Kyser Center predicts that the unemployment rate for L.A. County will average 12.8% in 2010 and that personal income will decline by 1.6% in 2009 in L.A. County, which means we can anticipate that additional low-income tenants will face eviction because they cannot pay their rent.² The upsurge in tenants not paying rent has a spiraling effect: landlords do not have sufficient revenue so they fall behind on their mortgage payments and eventually go into foreclosure, which leads to additional evictions of tenants and to the deterioration of rental property as landlords try to recoup their losses by not making repairs. In the past, landlords had the impetus of higher rents pushing them to evict long-term tenants in rent-controlled apartments. In the current economy, however, they are anxious to hold on to tenants who can pay the rent, which should give them an incentive to work with our project.

2. Client Eligibility – Describe the eligibility criteria for the project and any tools you will use to determine eligibility. (1/2 page)

The Los Angeles City Homeless Prevention Project (LACHPP) will use a two-step standardized format to screen clients. Whether the applicant appears at the NLS-LA Van Nuys Self Help Legal Access Center (SHLAC), Inner City Law Center (ICLC), the Legal Aid Foundation of Los Angeles or wherever LACHPP does outreach, the eligibility criteria and tools will be the same. The first step will be an initial screen, conducted at first contact, either in person at the SHLAC or in person or by telephone at ICLC or LAFLA or outreach locations. The initial screen will consist of three “yes or no” questions. Only individuals with positive responses to all three questions will be determined to be possibly eligible for HPRP assistance:

1. Is the individual/household at risk for homelessness? (For example, has an Unlawful Detainer for failure to pay rent that has been filed against the individual/household?)

¹ Reasons given by self-help center litigants in order of most to least frequent reasons for failure to pay rent were: 1] lost job, 2] reduced hours, 3] personal emergency and/or juggling bills that forced tenant to use rent money for personal emergency or to pay another necessary bill, 4] bad conditions, 5] soaring rents.

² Kyser, Jack and Nancy Sidhu, Kemberly Ritter and Ferdinando Guerra, 2009-2010 Mid-Year Update Economic Forecast and Industry Outlook, July 2009.

2. Is the subject property in the City of Los Angeles?
3. Is the household income less than 50% of Area Median Income for the family size?

If all responses to the initial screening are affirmative, the second step will be a thorough assessment to determine the risk of homelessness, the ability of the project to keep the applicant housed, and the extent of assistance to be provided. The assessment is an abbreviated psychosocial assessment conducted by a social worker. If the applicant is deemed to be “at risk of homelessness” and the project can provide services that could keep the applicant stably housed for the long-term, the applicant will become a client in the program. See attached.

3. Client Location – How will you find your clients? What public and private organizations will you work with to locate your clients? (1/2 page)

LACHPP will capitalize on our extensive relational networks and geographic coverage to reach clients. First, the project will get client referrals from the Unlawful Detainer Courts. Each courthouse has a legal services referral list that is attached to the unlawful detainer. Contact information for each of the collaborative’s legal services partners is on the list. Second, Self-Help Legal Access Centers will be a great source of potential clients. In 2008, the Self-Help Centers assisted over 91,000 individuals of which 13,272 were individuals/households with Unlawful Detainers. This is significant because the total number of 27,946 Unlawful Detainers filed in the City of Los Angeles in Fiscal Year 07-08 was only slightly more than twice the number of unlawful detainers seen at the Self-Help Centers. Third, ICLC will accept referrals from the Weingart Access Center on Skid Row. Fourth, LAMP, the preeminent supportive services provider for disabled people at risk for homelessness, will conduct outreach in and around Skid Row to identify especially high-risk households that could benefit from our services. Fifth, the project coordinator will create a brochure detailing information about the project to be distributed to HACLA, Project One and Two providers, and other legal and social service agencies that serve the project’s potential client base. Finally, each of the collaborative’s legal services providers are well-known in the community and are contacted by a high volume of tenants threatened with eviction. LAFLA’s Eviction Defense Center, for example, gets thousands of calls requesting eviction defense services.

4. Client Selection – How will you prioritize clients for program participation? (1/2 page)

Client prioritization will be accomplished uniformly regardless of intake site or legal service agency delivering the services. Individuals presenting with Unlawful Detainers will be prioritized over individuals presenting with Notices to Terminate a Tenancy. Beyond that, the psychosocial assessment will be the basis for prioritizing households that demonstrate the highest risk of homelessness related to causal factors. Priority will be given to tenants who have suffered a sudden and significant loss of income and/or have experienced a recent traumatic life event or health crisis that can be addressed within six months. However, to avoid selecting only households requiring minimal to moderate intervention, LACHPP will prioritize slots for individuals with a mental disability or households with at least one individual diagnosed with a mental or physical disability. These individuals often have the greatest barriers to maintaining housing. They would, therefore, as a matter of course be given a low priority for HPRP services. However, because LACHPP will be partnering with case managers with a long history of successful intervention with individuals with mental health disabilities, we believe that successfully serving this population is reasonable and consistent with the project goals.

5. Client Intake and Assessment - (1 page)

a) Describe your initial assessment process, including how you will assess barriers to housing and other services? Please include copy of an assessment tool, if available.

The initial assessment will be through the intake workers at one of the three legal service agencies or their Self Help Legal Access Centers. If a household is identified as potentially HPRP eligible, as described above, there will be both a legal and psychosocial assessment of barriers to housing. The LA CHPP attorneys will determine if there are substantive legal defenses to the eviction, including the sufficiency of the legal notice and/or habitability claims.

The psychosocial evaluation, which will be conducted by a trained social worker, will assess barriers to housing as well as the need for psychosocial services to overcome those barriers. The factors evaluated will be: number and timing of past evictions; number and timing of prior homeless episodes; rent as a percentage of household income; type and timing of event that caused failure to pay rent; credit history and current debt; educational level; employment history and/or marketable skills; recent or history of physical or mental health disability or illness; number of emergency room visits in the past 12 months; history of domestic violence; involvement of DCFS and/or foster placement for children in household; family unit changes in the prior 12 months; history or current substance abuse; and history or current involvement in criminal justice system. The project partners are in the process of developing the written assessment tool in conjunction with NEW, LAMP and the social workers at LAFLA. See attached draft of legal and psychosocial assessment tools.

b) What types of documentation, if any, will you ask for during intake and assessment?

We will require documentation to verify tenancy, address, and income. We will establish tenancy using a lease whenever possible. The Unlawful Detainer complaint will serve as proof of residency in the City of Los Angeles as well as a certification of potential homelessness. [Additional confirmation of ownership is described in Section 6B(a)] To confirm that the household does not have an alternate housing option, we will require a signed statement from the head of household indicating that the family has no other means of maintaining housing if evicted. (See attached). Income can be verified by, among other things, a pay stub, Unemployment Insurance benefit notice or receipt, public benefits notice (e.g. SSI or CalWORKs), electronics benefits transfer (EBT) card, benefit ID, DPSS Notice of Action, etc. For those who are paid in cash, we will use third-party verification. Clients will also sign a retainer agreement detailing the services that will be undertaken on their behalf.

6. Project Detail – Describe in detail how your agency will provide and coordinate the services described in Section 3.1, 3.2, or 3.3. Please articulate how this approach will fulfill LAHSA's goals set forth in this RFP. (2 pages)

LACHPP brings together a complementary combination of services not previously tried in Los Angeles: rental assistance, case management and legal advocacy. Now low-income tenants who formerly might have received rental assistance without the representation of an attorney to negotiate a long-term agreement and tenants who formerly would not have received legal assistance even though they had a strong defense to their eviction because they could not pay the rent, will get the support they need to stay in their affordable housing for the long-term. The project will be guided by an experienced attorney and social worker who will ensure that each client receives the mix of services needed to move them towards housing stability and self-sufficiency.

Entering the program - Our project will be accessible to households in every area of the City of Los Angeles. Potential clients will be referred to one of the three legal services providers (LAFLA, NLS-LA or ICLC) by the court, a social services agency, HACLA, Project One or Project Two agencies, or by contacting one of the providers directly. (See also question 3 above). **LAFLA** has two intake screeners dedicated to responding to calls from callers threatened with eviction. Some potential clients will get to LAFLA via its self-help centers in Long Beach, Torrance, Inglewood, and Santa Monica (many individuals and families from the City of LA use these centers). LAFLA will see clients at its 8th and Union office (clients from Metropolitan Los Angeles to Hollywood through downtown Los Angeles), its Long Beach Office (clients from San Pedro), its Santa Monica Office (clients from the Westside), its South Office (clients from South Los Angeles and the Crenshaw area), and its East Los Angeles Office (clients from the Eastside). **NLS-LA** will get potential clients via its self-help center located in the Van Nuys Courthouse and from individuals who call or walk into the NLS offices in Pacoima and Glendale. It will serve the San Fernando Valley. **ICLC** will serve clients in the downtown and Skid Row areas, and clients living on the Eastside through court referrals, walk-ins to ICLC or referrals from Lamp or other community partners.

Intake and Assessment - Potential clients will be filtered from the thousands of clients to whom the project partners already provide free legal services. All the clients that seek help with an eviction will be screened by legal staff for basic project eligibility to determine whether they 1) are at risk for homelessness; 2) reside in the City of Los Angeles; and 3) have income at less than 50% of AMI. Clients that meet these requirements will then be assessed by a case manager for the more complex requirements (see question 5). Within 24 hours of the case manager's assessment, the case manager and an attorney will jointly accept or reject the potential client into the project.

Service Team - Once the client³ has been accepted into the program, the client will work with a service team composed of a case manager, paralegal, and an attorney. The attorney will begin preparation for litigation and negotiation, review all the facts of the case and develop legal theories to defend the eviction. She/he may conduct discovery to obtain additional information from the landlord. The attorney will begin negotiations with the landlord or their attorney, if they are represented, to keep the client in their home or to give the client sufficient time to find another home. If the negotiations fail, the attorney will represent the client in eviction court in order to keep the client in their home or give them sufficient time to find another home. The attorney will also be responsible for drafting agreements, leases, and any other required documents to keep clients stably housed. The case manager will screen all the members of the household for public benefits eligibility. If the case manager determines that any household member should be eligible, the case manager will assist with the benefits application. Based on the psychosocial assessment, the case manager will work with the household to create a housing stability plan. Depending on the plan, the case manager will assist the client with identified needs, (e.g. working on a budget, credit repair) and/or connect the client to additional legal services provided by LACHPP partners but not funded by the HPRP grant (for example, assistance with government benefits, Medi-Cal, veterans benefits, unemployment benefits denials, domestic violence or family law problems, bankruptcy assessment, record expungement, drivers license reinstatement, wage claims, etc. Case managers will also refer clients to needed services from WorkSource Centers, credit counseling, mental health, etc.

³ Client will be used to refer to both individuals and households.

Lead-based paint inspection - LACHPP partners have significant experience in preventing lead poisoning. LAFLA was a founding member of the Healthy Homes Collaborative, and a subgrantee of a HUD grant to encourage enforcement of the federal lead disclosure law. LAFLA is a founding participant and ICLC currently provides outreach services for LAHD's lead-safe code enforcement pilot program. Greg Spiegel of ICLC was a primary architect of LAHD's lead-safe code enforcement program, helped train LAHD staff and to draft the 2003 state law upon which the pilot program is based. Based on this experience, for pre-1978 HUD "target housing" LACHPP proposes the following protocols that can be amended based on the requirements of LAHD and LAHSA: (1) Train team members in lead safety. LACHPP will encourage households with children under six years of age to have them screened for lead poisoning. If needed, LACHPP will provide referral to a free community health clinic, such as St. John's Well Child and Family Center. (2) Assess landlord compliance with federal disclosure law⁴ by reviewing the lease for required lead disclosure language; assessing whether landlord provided tenant with lead information pamphlet; assessing whether landlord secured and retained signed tenant certifications; seeking to gain landlord compliance with disclosure law; where compliance cannot be achieved, referring to HUD/EPA enforcement. (3) Assess unit compliance with paint stabilization requirements for Tenant-Based Rental Assistance governed by 24 CFR Subpart M. For units occupied by a household with children less than 6 years of age, the team will: 1) conduct a visual assessment of unit and common areas; 2) refer units with visual hazards to LAHD Code Enforcement for complaint inspection; 3) educate tenants to identify unsafe work practices; 4) consult with Esperanza Community Housing Corporation's Healthy Homes health promoters to document lead dust hazards; 5) monitor unit for unsafe work practices; 6) refer unsafe work practices to LAHD for enforcement; 7) screen landlords for eligibility for LAHD's Lead Hazard Remediation Program.

Rental/Utility Assistance - The attorney and case manager will verify that the check request and any accompanying paperwork are complete and email the check request to the project coordinator. The project coordinator or LAFLA managing attorney must approve the check request before it goes to the accounting clerk. She/he will also verify that all the required information and documents are present. If so, she/he will cut the check, get it signed by two authorized signers and send it by FedEx to the landlord within 24 hours. If tenancy is maintained, the case manager will continue to work with the client on housing stability, and re-certify that the client is HPRP eligible at 3 and 6 months. If tenancy is not maintained, the tenant will be referred to the Rapid Re-housing Project.

Data Collection and Reporting - Demographic data and outcomes for each client will be maintained in a data base at each agency from which a report will be generated and emailed to LAFLA for input into the HMIS. A running tabulation of the number of clients above 30% of the AMI will be kept to ensure that the project serves no more than 25% at this level. The project coordinator will compile quarterly and annual performance reports and correct errors entered into HMIS. The accounting clerk will maintain a spread sheet of all payments made by agency and will issue a monthly report, as well as integrating the data into the fiscal reports required by the funder.

6B. Project 3: Homelessness Prevention Services Applicants ONLY (1 ½ pages)

a) Describe in detail how your agency will administer financial assistance in-house or through contracted services. Describe the process for the following: identify legal property owner, assess rent reasonableness (as defined by HUD); disburse financial assistance

⁴24 CFR Section 35.80 Subpart A

payment to the legal property owner or authorized management company; and fraud detection.

Subsequent to the service team (attorney and case manager)'s determination that a client is a candidate for rental or utility assistance, the project will administer financial assistance in-house as follows:

Identification of Property and Fraud Detection

California law requires that in an Unlawful Detainer action the owner or manager identify themselves in the pleadings usually under penalty of perjury. The case manager or attorney will review the eviction documents to determine who is claiming ownership and will confirm the ownership by using the Los Angeles County Assessor's Parcel Viewer to find the site and description, and then run the APN (parcel number) listed on parcel viewer through Dataquick, Westlaw, or Lexis; or by requesting proof of ownership. This will be printed and kept as documentation. We will determine if Los Angeles County can provide direct line access to the County Assessor to verify the owner's name and address for property tax purposes, and/or a direct line to the County Recorder to verify whether recent transactions have taken place. The case manager will use a commercial database such as People Finder to ensure that the client is not related to the owner. We will also ensure that no tenants living in the residential properties owned by subcontractors New Economics for Women or Lamp Community receive rental subsidies.

Determining Rent Reasonableness

The case manager or attorney will determine whether a property is receiving federal housing rental assistance such as Section 8 vouchers. If it is, rent reasonableness analysis will not be needed since it was already done by the administering agency. For all other properties the staff will use one of the following methods: 1) run a report on www.rentometer.com to determine if the rent is reasonable. Rentometer compares the rent of the unit to rents in the neighborhood to determine whether the rent of the unit is below or above market; 2) use in-house data from all the tenants the project partners have assisted to determine if the rent is reasonable; 3) use HUD data to ensure that the rent of the units is at or below the Fair Market Rent for the Los Angeles as determined by HUD.

Collecting Documents and Filling out Check List

The attorney will negotiate with the landlord over terms, set up an agreement and if appropriate, obtain a completed and signed W-9. [If the landlord refuses to comply, we will issue a check for the rent minus income tax withholdings. In the experience of a San Francisco rental assistance program, this usually results in compliance. Once the W-9 is in hand, the withheld amount will be sent to the landlord.] The attorney will fill out the check list with the following items: client name, client number, amount of payment, payor name, payor address (must be a physical address not a P.O. Box), purpose (rent/utilities), months involved, amount per month, for utilities, copy of bill must be attached, method of calculation, other information or payment instructions, attorney of record, attorney's signature and date. The case manager will then verify that all of the information is complete. If not, she/he will return it to the attorney for completion. If it is complete, she/he will scan and email along with a copy of the W-9, if one is needed, to the project coordinator. The project coordinator or managing attorney will check the information again and, if it is order, sign

and date the approval line.

Check Disbursement and Reporting

A check list will then go to the accounting clerk, who will do a final review to make sure the check request information is complete, issue the check and then get two signatures from designated check signers. She/he will open a file for each landlord to maintain the information and prepare a summary spreadsheets with every payment made during the month by agency, which will be submitted to the project coordinator and consolidated with the monthly fiscal reports required by the funder.

b) Describe the process for determining the amount of financial assistance a client will receive. Include any assessment tools, if available.

A client accepted into the project may receive financial assistance as follows:

1. The rent that is owed to the landlord and that the client can not pay up to the maximum authorized by the RFP;
2. Utility payments that the client is responsible for and that are necessary to maintain the unit habitable up to the maximum authorized by the RFP

The project coordinator will develop forms to analyze the client's monthly income and debt to determine how much of the rent and utilities the client can afford and the amount of financial assistance required to stabilize their housing. Each case will be assessed on an individual basis based on household budget, reasonableness of rent, etc. The amount of financial assistance for a client will be initially determined by the case manager and attorney assigned to the case, and, the case manager will reassess the financial assistance determination to ensure that the client remains stably housed.

7. Number of Clients Served (1/2 page)

a) How many total clients will your program serve in a day?

We expect that we will need to screen up to 15 individuals for each applicant accepted into the program. We will serve an average of 2-3 new clients per day. Many clients will return for follow-up visits, so we estimate that each day, each agency will serve at least 5-10 clients.

b) How many total clients do you anticipate serving in the course of one year?

We anticipate serving at least 600 clients per year. This number is based on a calculation in which clients paying an average rent of \$825 receive 6 months of rental assistance (approximately \$5,000 per household). Dividing that into the approximately \$6 million available for rental assistance equals 1,200, meaning that 1,200 households receiving \$5,000 would account for almost the whole pot of rental assistance money. However, in light of the fact that not all households would need the full amount, and, in fact, some households would receive legal assistance and case management but not rental assistance, we increased the total to 1800 for the period of the grant, which breaks down to

600 clients/households per year. We estimate that each case will take at least 20 hours of attorney time and 10-20 hours of case manager time.

8. Project Staff – (1 ½ pages)

a) Provide a brief description of titles, responsibilities and qualifications for direct service staff included in the proposed project.

The project will be coordinated by an experienced social worker, who has a background in homeless prevention and management. As mentioned above, having a social worker along with an attorney guiding the project will ensure that the services are integrated in a manner that is conducive to selecting the clients who are most likely to derive long-term benefits from their assistance and that each client who is selected receives the supportive services he or she needs to move towards housing stability and self-sufficiency.

Attorneys and paralegals will be responsible for carrying out the legal advocacy necessary to safeguard the client's housing; preparing responsive pleadings, conducting discovery, negotiating with landlords, and representing the client in trial. We will seek to hire a mix of experienced and newer attorneys. Attorneys must be licensed in the State of California. We intend to hire staff who are fluent in English, Spanish, and other languages.⁵ Christian Abasto, who will oversee the project and provide supervision to the LAFLA project attorneys, has been practicing eviction defense law for more than twelve years and currently oversees LAFLA's Eviction Defense Center. (See also Attachment 4, question 4.)

Social workers/case managers will assess potential clients to determine eligibility for the project and public benefits, provide ongoing case management (including making a housing stabilization plan and connecting to or providing supportive services), work closely with the legal advocates as part of a "service team," ensure that the documents and data required for rental assistance are in order, periodically re-assess client eligibility and maintain data on client demographics and outcomes, and when necessary inspect housing units for lead. LAFLA will hire two social workers with graduate degrees who will work under the project coordinator, a very experienced MSW. (See attachment 4, question 4.) LAFLA currently has several social workers in other projects (Domestic Violence Supportive Services Project and Torture Survivor Project), one with more than fifteen years of experience in homeless prevention, and thus the ability to provide case management in-house.

The project will subcontract with New Economics for Women (NEW) to provide case management for NLS-LA clients. NEW was founded in 1984 to reduce poverty by creating wealth opportunities for women and children. It is a lead agency in the City's Family Development Network. NEW provides case management, conducts intake and eligibility assessment, provides information and referrals, conducts outreach on behalf of the FDN and provides training to clients in financial literacy, parenting skills, Learning Center Activities and child passenger and traffic safety.

The project will subcontract with Lamp Community (Lamp) to provide case management for ICLC clients. Lamp is a Los Angeles-based nonprofit organization that offers tenants customized services

⁵ The partners currently have the capacity to assist clients who speak English, Spanish, Korean, Chinese (Mandarin and Cantonese), Khmer, Japanese, Vietnamese, Armenian, Arabic, and Farsi, and are committed to using Language Line for any other languages.

such as mental health treatment, drug recovery, healthcare, budgeting, visual and performing arts, job opportunities, and other supports to help them achieve their goals, sustain their housing and become a part of their community. Lamp achieves one of the highest success rates in the nation for ending homelessness – more than 85% of the people they house stay housed permanently.

b) Include a diagram of the proposed staffing structure. See attached.

c) Given your proposal request, what is your anticipated case load per staff member?

It is difficult to determine exactly what the case load per staff member will be. Attorneys, paralegals and case workers will potentially all be working on different components of the same case, although with different degrees of involvement at different times. Depending upon the complexity of the legal issues involved, a case may be open for weeks to months. Obviously, cases requiring representation at trial will be more time consuming than cases settling before trial. As an estimate only, attorneys and paralegals will have approximately 20 cases open at any one point in time, while we anticipate that the case managers will have up to 50-75 cases open during that time frame. Case managers will have higher case loads because they will be performing the 3 and 6 month follow-ups to assure stable housing, and cases will remain open during that time period for follow-up.

d) How many of the proposed project staff will be NEW staff to your organization?

In addition to the subcontractors (NEW and Lamp), all staff hired by NLS-LA and ICLC will be new to their organizations. LAFLA will make the following new hires: project coordinator, accounting clerk, 2 case managers and secretary; 2 of the attorneys will be transferred from other units (they would have been laid off, so the project will save their jobs).

9. List of Services

a) List on-site services proposed and the direct service staff responsible for providing the service. (1 page)

Supportive Service	Direct Service Staff (position) Providing Service
Preliminary intake & answer preparation	LAFLA:2 Paralegals (not charged to grant) NLS – LA Self-Help Center staff (not charged to grant), ICLC – 2 Advocates (paralegals)
Assessment for project eligibility; assessment for public benefits; creation of housing stabilization plan, ongoing case management (provision of and connection to needed supportive services); lead inspection	LAFLA 2 case managers NLS-LA 2 New Economics for Women case managers co-located at NLS-LA office ICLC – 2 Lamp case managers co-located at ICLC office
Payment of rental assistance	Accounting clerk
Representation in court, negotiation with landlord	LAFLA -4 attorneys NLS-LA – 2 attorneys; 1 paralegal, 1 secretary, 1 supervising attorney (not charged to grant)

	ICLC – 2 attorneys; 2 advocates (paralegals)

b) List of off-site services provided through partnerships. (1 page)

Supportive Service	Provider Agency
Literacy Training	Catholic Charities / Community Services; LAUSD / Adult & Career Education; L.A. Public Library / Adult Literacy Services, El Nido Family Services
Job Training	CDD WorkSource Centers; Chrysalis / Changing Lives, Testimonial Community Love Center Through Jobs; R.O.P. / L.A. County Programs, Youth Policy Institute
Mental Health Services	Didi Hirsch Community Mental Health; Para Los Ninos Family Resource Center; Los Angeles County Mental Health, El Nido Family Services, San Fernando Valley Community Mental Health Ctr.
Substance Abuse Services	Didi Hirsch Community Mental Health; Clare Foundation;
Health Services	St. John’s Well Child Center; T.H.E. Clinic; Bresee, North East Valley Community Health Center
Emergency Assistance/Basic Needs	Catholic Charities / Community Services; Salvation Army / Inglewood, Korean Corps, Family Services
Budget & Financial Services	Clearpoint Credit Counseling Services / By Design
Lead Screening	St. John’s Well Child and Family Center

10. Project Objectives (1 page)

a) Please describe your overall project goals, including, but not limited to those listed in 3.4.

- 100% of households will be screened for benefits
- Of those determined to be eligible for benefits, 75% will complete and submit an application
- Of those who submit an application, 80% will receive benefits
- Of the households receiving stabilization services and/or financial assistance, 95% will be stably housed after 3 months
- Of the households receiving stabilization services and/or financial assistance, 85% will be stably housed after 6 months
- 100% of children under six in pre-1978 housing will be referred for lead screening

b) Describe your plan for measuring the project goals listed above.

These goals/outcomes will be tracked by each agency's computerized case management system. Data will be entered by case managers. Periodic reports will be printed compiling the information for each agency's project clients and forwarded to LAFLA for input into the HMIS. The project coordinator will keep a running total of the outcomes to compare against the objectives, which she will discuss with partners at monthly collaborative meetings and as needed between meetings.

c) Who will be responsible for maintaining client data to measure these goals?

Case managers.

11. Referral Network and Procedures

a) Describe your agency referral procedures (include description of follow-up process for ensuring that clients have utilized referral services).

The social work case managers will have frequent contact with providers in order to maintain a thorough understanding of community programs and the availability of services. All referrals will be determined in response to the specific goals identified in the Individual Housing Stability Plan (IHSP). Referrals will be provided in writing and frequent contact with the client will allow the case manager to ensure that services are provided as indicated in the IHSP and to ascertain whether such services continue to meet the client's needs. Through regular contact with the client, the case manager will monitor the case progression and the clients' responsiveness to interventions. The frequency of contact will vary according to the extent of client needs and the types of services delivered.

b) Describe how your program will address the needs of people you are unable to accommodate in your program.

Most individuals and families not accepted into the program will continue to receive assistance in defending their evictions, either from the self-help centers or LAFLA or ICLC staff not working on the project.

c) Briefly describe your referral network and resources and complete attached referral network chart.

LACHPP will be able to provide many additional legal services in-house: all three agencies have government benefits advocates that can assist with public benefits denials; LAFLA and ICLC have attorneys that assist veterans to obtain or increase VA benefits; NLS-LA has the Health Consumer Center, to which clients experiencing difficulty in accessing health care can be referred; LAFLA and NLS-LA have family law attorneys who can assist with domestic violence issues, divorce, custody, and child support; LAFLA and NLS-LA have employment law unit attorneys to assist with wage claims and unemployment insurance benefits denials and a consumer unit with staff to assist with record expungement and driver's license reinstatement, credit correction, and bankruptcy assessment.

Additionally, each agency has established ties with outside providers. LAFLA's case managers, and NEW and Lamp utilize providers on a regular basis as part of their case management. Some of the main providers are listed on the network chart; however not all could be included. Each case manager has a copy of the Rainbow Resource Directory, which is a comprehensive social service directory that provides current and accurate information about Los Angeles County social welfare organizations and the range of services they provide.

12. Program Design Match to Causal Theory of Homelessness – Describe how your program design addresses the causal theory of homelessness articulated in Attachment 5, Question 1.

We have determined that currently the majority of low-income tenants are evicted for nonpayment of rent, which is in turn brought about by job loss, decrease in wages or some other occurrence related to the economic crisis; family instability caused by medical or mental problems, substance abuse, domestic violence etc.; or debt burden and the inability to effectively manage money. With our three-faceted approach, our project will negotiate with the landlord and in many cases utilize rental assistance to stop the eviction, while working with the client through case management to address some of the underlying problems that led to the nonpayment of rent. For example, the case manager will assist eligible client households to apply for public benefits, assist clients who are unemployed to get benefits to which they are entitled; connect clients to WorkSource Centers and other programs that provide job training and placement; assist clients who have accumulated debts to repair their credit, learn to make a budget, and/or get evaluated for filing bankruptcy; connect clients facing domestic violence to family law attorneys, help clients with substance abuse problems to get into recovery programs, etc. Thus, the attorneys will stop the immediate threat to the client's housing, which will allow the case manager time to work with the client on long-term housing stabilization, which will prevent homelessness.

13. Implementation Timeline – Include a timeline for program implementation, including following milestones: full staffing and service start date.

Prior to notification of grant award – informal search for qualified applicants

Upon notification of grant award – schedule interviews of applicants, meet with partners for initial discussion

October 5th – Project Coordinator, Accounting Clerk, and Core Legal Staff in place

October 5th – October 20th Projector Coordinator works with Program Manager Christian Abasto, Accounting Clerk and partners to finalize intake and eligibility procedures; referral procedures; fraud checking, inspection of housing, reporting and process for getting rental assistance payments made within 24 hours. She/he will also create a brochure detailing services and distribute to partners. LAFLA's Technical Services Director will work with IT staff from NLS-LA and ICLC to ensure that their computerized case management systems collect necessary demographic data and outcomes and can issue a report that can be exported into Excel and emailed to LAFLA for entry into HMIS.

October 20th – all staff in place

October 20th – 30th – training of staff on protocols and procedures; training of non-project staff who will be referring potential clients to the project

November 1st - project is fully operational