GATEWAY CITIES COUNCIL OF GOVERNMENTS

Committee on Homelessness

AGENDA

Monday, June 11, 2012
6:00 PM Meeting

Office of the Gateway Cities Council of Governments
1st Floor Conference Room
16401 Paramount Boulevard, Paramount, CA
(Corner of Paramount & Jackson)

STAFF REPORTS AND OTHER WRITTEN DOCUMENTS ARE AVAILABLE AT THE GATEWAY CITIES COUNCIL OF GOVERNMENTS OFFICES, 16401 PARAMOUNT BOULEVARD, PARAMOUNT, CALIFORNIA, 90723. ANY PERSON HAVING QUESTIONS CONCERNING ANY AGENDA ITEM MAY CALL THE COG STAFF AT (562) 663-6850.

FOR YOUR INFORMATION: The Committee on Homelessness will hear from the public on any item on the agenda or an item of interest that is not on the agenda. The Committee on Homelessness cannot take action on any item not scheduled on the agenda. These items may be referred for administrative action or scheduled on a future agenda. Comments are to be limited to three minutes for each speaker, unless extended by the Committee on Homelessness, and each speaker will only have one opportunity to speak on any one topic. You have the opportunity to address the Committee on Homelessness at the following times:

A. AGENDA ITEM: at this time the Committee on Homelessness considers the agenda item OR during Public Comments, and

B. NON-AGENDA ITEMS: during Public Comments, comments will be received for a maximum 20-minute period; any additional requests will be heard following the completion of the Committee on Homelessness agenda; and

C. PUBLIC HEARINGS: at the time for public hearings.

Please keep your comments brief and complete a speaker card for the Chair.

I. CALL TO ORDER

II. ROLL CALL – BY SELF INTRODUCTIONS

III. PLEDGE OF ALLEGIANCE
IV. AMENDMENTS TO THE AGENDA - This is the time and place to change the order of the agenda, delete or add any agenda item(s).

V. PUBLIC COMMENTS

VI. REPORTS

A. Recommendation to Award Proposal to Serve as Implementation Agency for the Gateway Cities Homeless Action Plan

SUGGESTED ACTION: RECOMMEND TO THE BOARD OF DIRECTORS THAT PATH PARTNERS BE RETAINED TO SERVE AS THE IMPLEMENTATION AGENCY FOR THE GATEWAY CITIES HOMELESS ACTION PLAN.

VII. COMMENTS FROM COMMITTEE MEMBERS

VIII. ADJOURNMENT

NOTICE: New items will not be considered after 6:30 p.m. unless the Committee votes to extend the time limit. Any items on the agenda that are not completed will be forwarded to the next scheduled meeting.

IN COMPLIANCE WITH THE AMERICAN WITH DISABILITIES ACT, IF YOU NEED SPECIAL ASSISTANCE TO PARTICIPATE IN THIS MEETING, PLEASE CONTACT THE COG OFFICE AT (562) 663-6850. NOTIFICATION 48 HOURS PRIOR TO THE MEETING WILL ENABLE THE COUNCIL OF GOVERNMENTS TO MAKE REASONABLE ARRANGEMENT TO ENSURE ACCESSIBILITY TO THIS MEETING.
VII. REPORTS

Item A

Recommendation to Award Proposal to Serve as Implementation Agency for the Gateway Cities Homeless Action Plan
To: Committee on Homelessness

From: Richard Powers, Executive Director

Subject: Recommendation to Award Proposal to Serve as Implementation Agency for Gateway Cities Homeless Action Plan

Background

In March, 2011, the Board of Directors of the Gateway Cities Council of Governments adopted the Gateway Cities Homeless Action Plan, crafted through funding from the County of Los Angeles and intended to address the problem of homelessness in the 27 cities as well as the unincorporated communities within the Gateway Cities subregion. Key elements of the Plan are to identify homeless “hot spots” and encampments, facilitate rapid re-housing for families, and develop permanent housing opportunities with needed supportive services.

COG staff worked closely with staff of the County Chief Executive Office to develop a Request for Proposals from organizations interested in serving as the Implementation Agency for this program. Funding in the amount of an initial $1,160,000 is being provided by the County of Los Angeles for the initial year. It is anticipated that this will be a multi-year effort with funding provided by the County. However, an important consideration stated in the Request for Proposals was the extent to which a proposing agency could articulate a plan to leverage other resources to assist in the program to move homeless individuals and families into interim and permanent housing.

Summary

In response to the Request for Proposals, three organizations submitted proposals to serve as the Homeless Action Plan Implementation Agency: PATH Partners, Volunteers of America Greater Los Angeles, and Root 66. A panel made up of three city managers and two representatives of the County Chief Executive Office reviewed the proposals and interviewed representatives of the organizations. At the conclusion of the process, the panel unanimously recommended that PATH Partners be retained as the Implementation Agency for the program.

The review panel judged PATH Partners’ proposal to be particularly strong in its understanding of the program. Another strong point is PATH Partners’ familiarity with the Gateway Cities subregion based on their extensive involvement in the local communities. Additionally, PATH Partners has secured commitments from four local organizations to serve as collaborating partners for each of the four local coordinating alliances (LCAs): Helpline Youth Counseling; Whittier Area First Day Coalition; Our Place Housing Solutions; and the City of Long Beach.
The proposal submitted by PATH Partners is attached to this report for your review.

**Recommended Action**

It is recommended that the Committee on Homelessness recommend to the Board of Directors that PATH Partners be retained to serve as the Implementation Agency for the Gateway Cities Homeless Action Plan.
April 25th, 2012

Members of the Board or Directors
Gateway Cities Council of Governments
16401 Paramount Blvd.
Paramount, CA 90723

Dear Ladies and Gentlemen of the Board:

On behalf of People Assisting The Homeless (PATH), and the homeless individuals and families we serve, I respectfully submit this application to serve as the Program Implementation Agency for regional implementation of the Gateway Cities Homeless Action Plan.

PATH is uniquely equipped to successfully serve in this capacity, with nearly three decades of experience designing and implementing local strategies to end homelessness. PATH also oversees the largest homelessness prevention and rapid re-housing program in Southern California, is nationally recognized for the success of its strategic street outreach team, and has more than 1,000 units of permanent housing either completed or in the development pipeline through its housing development arm, PATH Ventures.

In an effort to streamline the implementation process and reduce the amount of time before rapid re-housing services can actually be provided, PATH is submitting its application in conjunction with four other agencies, each of which will provide local street outreach, housing entry services, and community mobilization within its respective Local Coordinating Alliance (LCA).

We thank you for your ongoing partnership, and look forward to continuing to work alongside you during the upcoming year. If you have any questions regarding this grant proposal, please contact Katie Hill at (323) 644-2229 or katieh@epath.org.

Sincerely,

[Signature]

Joel John Roberts
Chief Executive Officer
Enclosures:
1. Proposer Capacity and Experience Narrative
2. Program Design Narrative
3. Program Budget
4. Local Coordinating Alliance MOUs
5. COG Community Letters of Support
Attachment A - Proposer Capacity and Experience

1. Description of Lead Agency and Collaborating Partners

**PATH (Lead Agency)** – PATH was founded in 1984 by a community collaborative that came together to address the problem of homelessness in their neighborhood. PATH operates services in communities throughout Southern California, connecting clients to a comprehensive continuum of homelessness prevention, street outreach, employment preparation and placement assistance, individualized case management, supportive services and, ultimately, permanent housing. The opening of our Los Angeles Center in 2002 revolutionized the way communities respond to homelessness by bringing together 98 beds of transitional housing with our innovative PATH Mall collaborative. Homeless individuals gain access to more than a dozen supportive services in one location, including: mental health care, substance abuse treatment, healthcare, legal aid, public benefits assistance, domestic violence counseling, employment services, family services, and even a full-service beauty salon to help prepare clients for job interviews and restore their sense of dignity and self-worth. In partnership with the nationwide 100,000 Homes campaign, PATH’s staff has spearheaded homeless registry efforts in numerous different communities, surveying more than 880 individuals living on the streets. PATH is transforming from a traditional homeless services agency into one focused on permanent supportive housing development, rapid re-housing, strategic outreach and homelessness prevention, better enabling us to permanently end homelessness for the most vulnerable individuals and families in our communities. Our strategic approaches to ending homelessness are resulting in successful outcomes and the creation of model programs that can be replicated in other communities. By providing homeless and low-income individuals with the full range of resources they need to achieve self-sufficiency, PATH is working toward the ultimate goal of eliminating homelessness throughout Southern California and America. PATH’s staff consists of 59 full-time employees and 28 part-time employees. The organization’s operating budget for FY 2012-2013 is $7,522,438.

**Helpline Youth Counseling (Proposed Representative for LCA 1)** – HYC was founded in 1967 by a group of parents concerned with the rising levels of juvenile delinquency, drug and alcohol use, gang affiliation, violence, and child abuse. Since its incorporation in 1971, its primary purpose has been to provide assistance to at-risk, low-income children, youth and their families, with an expertise in the prevention and intervention of child abuse, family violence and juvenile delinquency. HYC’s programs are designed to provide a holistic approach to working with youth and their families to enhance their resiliency and empower them for future success. Services include individual, group and family counseling; intensive case management; skill-building such as life skills, conflict resolution, anger management and parenting; mentoring; access to basic needs such as health care enrollment and retention services; mental health treatment and community education; an on-site therapeutic day treatment school; gang intervention and induction prevention; community organizing; and economic development activities. Clinical Services staff provide therapy and psychiatric interventions to adolescents and adults with emphasis on the dual diagnosis of mental health and substance abuse challenges and prevention and early intervention for clients who have previously or are currently experiencing trauma. HYC holds a leadership role as one of the largest nonprofit youth and family service providers in Southeast Los Angeles County. In 2010, HYC was subcontracted by PATH to provide HPRP services in the City of South Gate. Through this program, HYC provided housing location assistance, case management, financial counseling, and other supportive services to individuals and families who are homeless or at risk of homelessness, distributing over $500,000 in short term rental assistance and serving nearly 100 households since the program began. HYC is also contracted by the Los Angeles County Department of Mental Health to provide mental health services to all of SPA 7, and brings a great deal of expertise and ability to leverage DMH resources to help solve homelessness throughout the GCCOG, with a focus on LCA 1.

**Whittier Area First Day Coalition (Proposed Representative for LCA 2)** – Whittier Area First Day Coalition (Whittier First Day) is a Housing and Supportive Services Agency whose vision is “A Healthy, Safe and Vibrant
Whittier Community” and mission is “To help homeless and at-risk individuals and families transition toward self-sufficiency.” The agency was established in 1989 as a half-day Social Service Referral agency. Today Whittier First Day operates four centers. These Centers are Prevention, Outreach, Housing, and Health and Wellness. The Housing Center includes a 45-bed emergency shelter for single unattached adults and a transitional housing unit for families. The Health and Wellness Center is a collaborative between Presbyterian Intercommunity Hospital (PIH) and Whittier First Day. This center provides primary health care to our residents and also to the chronically homeless on the streets through our Outreach Center. As a part of the national 100,000 Homes Campaign, Whittier First Day initiated the Whittier Counts effort, in collaboration with PATH. Through this locally supported effort, Whittier First Day conducted a Vulnerability Index that surveyed the city’s chronically homeless, identifying the most vulnerable and prioritizing them for housing. Since the registry was completed in November, Whittier First Day has successfully placed 9 chronically homeless individuals from the registry into permanent housing and looks forward to implementing these same techniques in conjunction with this project.

Our Place Housing Solutions (Proposed Representative for LCA 3) – Our Place Housing Solutions (OPHS) was incorporated in 2007 by local residents passionate about developing affordable housing solutions for individuals and families that would strengthen lives and communities in the Gateway Cities of Los Angeles County. In 2008, OPHS was designated an official Community Housing Development Organization by the city of Bellflower to acquire, rehabilitate and/or develop permanent affordable housing. Since then, OPHS has developed three units of affordable housing, one in Bellflower and two in the city of Paramount. OPHS has a project in development phases in Bellflower that will create 3-5 units of affordable housing. Over the last three years OPHS has been instrumental in the successful administration of the Homelessness Prevention and Rapid Re-housing Program (HPRP) for the cities of Bellflower, Paramount, and Lakewood, exceeding national housing sustainability averages every year and serving three times as many household as originally anticipated. OPHS assisted with LAHSA’s 2011 Homeless Count, heading up the only complete city-specific homeless count in Southeast LA County. As a part of the national 100,000 Homes Campaign, OPHS initiated the Bellflower Counts effort, in collaboration with PATH. Through this locally supported effort, OPHS conducted a Vulnerability Index that surveyed the city’s chronically homeless, identifying the most vulnerable and prioritizing them for housing. In just six months, OPHS exceeded its initial annual goal to house 12 people, by housing 13.

City of Long Beach (Proposed Representative for LCA 4) – The City of Long Beach operates the Multi-Service Center (MSC), a homeless access center with staffing provided through the Department of Health and Human Services (DHHS) and 13 co-located non-profit social service agencies that provide comprehensive homeless services. The MSC is designed to provide one-stop access to resources for individuals and families experiencing homelessness within the City of Long Beach and serves as the point of entry for homelessness services city-wide, providing a wide range of services linking street outreach and transportation to childcare, medical care, mental health services, substance abuse treatment, HIV/AIDS, integrated case management, and housing coordination. All services are designed to be in pursuit of economic and housing stabilization. Several subpopulation specific programs are offered under the Long Beach Continuum of Care (LBCoC) such as domestic violence shelters, substance abuse programs, HIV/AIDS case management and services, and supportive services and housing for veterans, homeless with mental health and the chronically homeless population. The DHHS Housing Coordinator identifies housing resources in the community and assists clients with renting these units. The Housing Coordinator also works closely with case management staff in order to assist with linkage to the portfolio of housing services available including Transition In Place, HOME Security Deposit Assistance, Housing Choice Vouchers (Section 8), HUD-VASH, Shelter Plus Care and Permanent Supportive Housing. As the representative for LCA 4, the City of Long Beach would conduct housing entry and engagement activities for all communities within the LCA.

Led by PATH, this team of collaborative partners provides the combined experience and the local and regional expertise needed to successfully implement the Homeless Action Plan in partnership with the Gateway Cities Council of Governments.
2. Mission and Project Alignment

PATH’s mission is to “end homelessness for individuals, families, and communities.” We believe that this goal can only be accomplished through creative approaches, collaborative efforts, and embracing change. PATH specializes in creating and implementing customized, regional solutions to ending homelessness, recognizing that no community can truly end homelessness through a “cookie-cutter” approach.

In this regard, we have worked with the GCCOG to create the Homeless Action Plan, and strongly believe that the Plan is innovative, comprehensive, and collaborative enough to succeed in significantly impacting homelessness throughout the entire Gateway Cities region. We look forward to taking the next step in this exciting process by serving as the Program Implementation Agency.

If selected to oversee the implementation of the Homeless Action Plan by the Gateway Cities Council of Governments, PATH will have the opportunity to play a critical role in ending homelessness for the thousands of homeless individuals and families as well as the 27 cities and unincorporated communities in the COG region. In other words, this project could not be more perfectly aligned with our mission and we would be thrilled to be a part of it.
3. Prior Experience, Success with the Target Population, Similar Service Provision

PATH has served people experiencing homelessness for more than 27 years. Our innovative PATHMall collaborative, which brings together more than a dozen supportive services and 98 beds of interim housing under a single roof, has provided services and housing to homeless individuals since 2002. Through the PATHMall, we provide our clients with on-site access to primary and preventive healthcare, mental health care, substance abuse treatment, job training and placement, legal services, and even a full-service salon. Our Hollywood Center specifically targets high-barrier, chronically homeless individuals, and has successfully provided interim housing and services since 2004. Of the nearly 3,000 individuals to whom PATH provides outreach, supportive services and interim housing each year, 62% are considered chronically homeless, 39% are mentally ill, 33% have substance addictions, 29% are living with a physical disability, and 8% have HIV/AIDS. Since July 2011, PATH has successfully placed 267 chronically homeless individuals who had previously been living on the streets into permanent housing. Thanks in large part to the ongoing support provided by our Navigators after placing individuals in housing, our retention rate is nearly 90%.

PATH has the requisite experience to oversee and manage the implementation of the Homeless Action Plan, as well as to meet each of the objectives as described in the RFP, including:

"Hot Spot" Identification and Engagement of Homeless: Our Outreach teams are nationally recognized for working in dozens of communities to provide hot spot identification and engagement of homeless individuals. Specifically, we are contracted through a variety of sources to provide precisely the same or very similar outreach coordination services as described in the RFP in the following communities: West Hollywood, Hollywood, Silver Lake, San Diego, Los Angeles City Council District 11 (with a focus on Venice and Westchester), Westwood, and Long Beach.

Housing Entry/Management of Financial Assistance Payments: PATH currently administers the Homelessness Prevention and Rapid Re-Housing Programs (HPRP) for the cities of Los Angeles ($1.9 million), Paramount ($900,000), Bellflower ($1.2 million), Lakewood ($1.5 million), and South Gate ($865,273), subcontracting with many agencies to ensure a strong local focus. Additionally, PATH was contracted by the County of Los Angeles ($780,000) to provide HPRP services to 83 cities, until funds were fully expended last year. Through these contracts, we have assisted more than 2,000 individuals and families to secure or retain permanent housing since November 2009. In September 2011, PATH also began operating a new Supportive Services for Veteran Families (SSVF) Program on behalf of the Department of Veterans Affairs, which has already assisted nearly 200 veteran households to secure or retain permanent housing in the past six months ($957,000). Through our HPRP, SSVF, and several other contracts (EFSP, EHAP, Streets to Homes, and City of West Hollywood), PATH has gained a tremendous, diverse amount of experience in coordinating many agencies, providing rapid housing placement and supportive services, and directly administering temporary financial assistance payments to third parties on behalf of participants.

Permanent Housing with Supportive Services: Years ago, PATH recognized that, although accessible supportive services are crucial, homelessness is first and foremost a housing problem. People can’t get off the streets or out of shelters if they don’t have somewhere to go. In 2004, PATH formed PATH Ventures, an independent 501(c)(3), specifically to develop permanent supportive housing long before the “housing first” approach became a national priority. We now have more than 1,000 units of affordable and permanent supportive housing across Southern California that are either completed or in the development pipeline. Upon completion of these 1,000 units, PATH and PATH Ventures will have raised over $300 million in capital funding. By developing housing and providing ongoing support to our residents, we can ensure that people are able to not only get into housing, but also stay in housing long-term.
4. Staff Titles, Responsibilities, and Qualifications

The complex, wide-ranging nature of this project will require the combined efforts of PATH’s organizational leadership team, building upon each individual’s unique skill set and expertise. Thanks to the talent and diverse proficiencies of our team, we are confident that we will be able to accomplish each of the tasks/deliverables set forth in the RFP, as described below:

- **Joel John Roberts, Chief Executive Officer:** Mr. Roberts became the Executive Director of PATH in 1996 when the agency was a local one-site project in West Los Angeles. Under his leadership, the agency has grown into a multi-site, nationally-recognized leader in social services, known for its innovative co-location approach. Mr. Roberts is the CEO of all organizations in the PATH family of agencies, including PATH, PATH Ventures, PATH Gramercy, and PATH Partners. Mr. Roberts worked with the GCCOG to create the regional Homeless Action Plan, and has the unparalleled expertise, connections, creative leadership ability, and knowledge that it will take to ensure the Plan is implemented in accordance with the GCCOG’s intentions.

- **John Molloy, Chief Operations Officer:** Mr. Molloy serves as both PATH’s COO and the Executive Director of PATH Ventures, overseeing all permanent supportive and affordable housing development activities. Mr. Molloy is a 30 year veteran of planning, development, redevelopment, financial management and policy development, serving as Chief Executive of the Housing and Redevelopment Agency in Sacramento and the Executive Director of the Los Angeles Redevelopment Agency. He is known for taking on the tough issues of affordable housing and has overseen the construction, reconstruction, rehabilitation and financing of over 22,000 units in the Sacramento and Los Angeles areas. As head of the Housing Authority in Sacramento, he managed a 4,000+ unit inventory of public housing and more than 5,000 Section 8 rental contracts. Mr. Molloy and his team will work diligently to increase the stock of permanent supportive housing units within the GCCOG region.

- **Katie Hill, Managing Director:** Ms. Hill began her career with PATH in the fund development department, raising over $1 million in private and individual donations through events, direct mail campaigns, donor cultivation and planned gifts. She later took on oversight of the grants department (public and private), increasing PATH’s foundation revenue by nearly 30% in one year and securing over $5 million in new or competitively renewed government contracts plus awards for over 200 (89 project based; 125 tenant based) Section 8 vouchers, and has overseen both fiscal and programmatic compliance for roughly three dozen government contracts, facilitating increased performance and integration across all of PATH’s programs. As Director of Program Development, Ms. Hill facilitated the design and implementation of such complex programs as Streets to Homes (outreach and housing placement in CD11), SSVF (prevention, rapid re-housing and supportive services for veterans and their families), San Diego Connections Housing (89 PSH units, 134 interim beds, on-site FQHC and multi-service Depot), and Direct Access to Stable Housing (a scattered-site PSH program focused on serving vulnerable homeless individuals and families through tenant-based subsidies with the support of Navigators). As Managing Director, Ms. Hill primarily oversees government and private fundraising, program development and implementation, external relations, and strategic alignment, with a focus on PATH’s new initiatives. She is a member of the LAHSA Coordinating Council, the EFSP Local Board, and other advisory committees that are focused on homelessness issues across LA County. She will act as the GCCOG Homeless Coordinator and is uniquely qualified to accomplish each of the deliverables as set forth in Task 4 of the RFP.

- **Anna Topolewski, Director of Services, PATH Ventures:** Ms. Topolewski has been with PATH Ventures since 2008. She holds a Bachelor’s degree in Psychology from UC Davis and a Master’s degree in Counseling Psychology from Humboldt State University. Ms. Topolewski is responsible for the overall operation of the permanent housing and supportive services provided by PATH Ventures, and will provide the required clinical supervision and oversight for GCCOG activities.
Though the above team will provide the primary direct leadership and coordination of the project, they will be assisted in various capacities by the following additional staff:

- **Jeremy Sidell, Chief Development & Communications Officer**: Mr. Sidell is responsible for overseeing development and communications for PATH. He has 13 years of fundraising and program development experience for diverse organizations, including Cure Autism Now, the United Way of Greater Los Angeles, and the Los Angeles Times. He has organized nationwide endurance events, developed the HomeWalk in Los Angeles, and overseen the grant-making activities of the Los Angeles Times, and has raised more than $50 million, supporting organizations that work to address many issues including homelessness and poverty. Mr. Sidell will play a role in community engagement and coordination in the GCCOG and will help develop and oversee project-specific strategies for fundraising, communications, and event planning as it relates to Plan Implementation.

- **Sandy Oluwek, Chief Financial Officer**: Ms. Oluwek is responsible for all of the financial functions at PATH, including fiscal management of government contracts, sub-contracts, and financial assistance payments. She has a CPA certification and over 30 years of accounting and financial management experience in both the non-profit and for-profit worlds. Ms. Oluwek has an MBA in Finance from the University of Chicago Graduate School of Business and a BA in Economics from Yale University. She will ensure that all contracts and funds connected with the GCCOG are managed appropriately, and will oversee all related budgeting, billing, auditing and reporting activities.

- **Carlos Gonzalez, Director of PATH Services**: Mr. Gonzalez successfully managed PATH’s eight different HPRP contracts simultaneously, which have permanently housed or prevented homelessness for more than 2,000 homeless individuals and families since 2009. Prior to joining PATH, Mr. Gonzalez worked with the County of Los Angeles GAIN Case Management program where he oversaw programs for job training and placement, education services, case management, and client/community outreach for the County’s Welfare-to-Work program in the East and West San Fernando Valley Regions. Mr. Gonzalez will provide technical expertise, project management, and coordination assistance related to Housing Entry activities for the GCCOG.

- **Rudy Salinas, Director of Community Outreach**: Mr. Salinas oversees PATH’s street outreach programs, and is responsible for staff oversight, program development, community outreach, and grant reporting for all activities related to homeless hot spot identification, client engagement, and navigation/case management. He is known across LA County and the United States as the street outreach expert and has worked with dozens of communities throughout Southern California to conduct vulnerability registries and long-term housing placement activities through multi-agency/multi-sector collaborations. Mr. Salinas will oversee the Homeless Hot Spot Identification and Engagement components of the Plan, including supervision of the direct outreach staff assigned to the project.

- **Homeless Engagement and Coordination Team**: Specific staff to be determined or hired. Further details provided in Attachment B.
5. Organizational Chart

As described in Section 4 (Staffing), numerous staff will support the GCCOG project in different capacities, across our entire organization.

Staff who will play a significant role in the GCCOG project are listed in red.
6. Internal Quality Assurance Monitoring

PATH has internal and external mechanisms in place to ensure program quality and quickly identify and resolve programmatic problems. We use a database system to document the provision of services, analyze findings, and recommend changes to program implementation to ensure that service and outcome projections are being met. Aggregate data will be summarized and reviewed monthly and quarterly by our program management staff to assure that both individual participant and program activities and outcomes are on track to meet contract requirements. We hold weekly meetings/supervision sessions between direct service staff and program management to review program progress, discuss challenges and resolve problems that arise in a timely manner. These meetings foster greater communication and trust between Program Directors, Case Managers and the rest of the direct service staff to improve care for clients and enhance program effectiveness.

PATH measures the success of participants through both quantitative and qualitative methods. Our quantitative method of evaluation is based on benchmark indicators of a stable life, measured using HMIS. Most of PATH’s programs are already participating in HMIS, and data from the COG program will be entered in HMIS by both PATH and the LCA’s, as appropriate. All benchmark indicators will be measured through case notes and documentation in HMIS. Program outcomes are measured qualitatively by assessing whether the services we provide have increased the housing stability of participants. PATH collects feedback from clients and former clients using four major tools: case management sessions, exit surveys, suggestion boxes, and regular retention meetings. All suggestions are initially discussed and evaluated by program staff. If the issue is beyond the program staff’s jurisdiction or if no agreement can be reached, it is brought to the attention of Senior Management and the Board of Directors for evaluation and implementation of any necessary changes. The entire staff is committed to ensuring that programs are meeting the needs of our clients and the community. Senior Management and the Board meet at least monthly, allowing them to identify problems and implement plans to correct them quickly.
7. **Agency Responsibilities and Program Coordination**

PATH is applying as the lead in collaboration with four other agencies. In accordance with the Homeless Action Plan, these agencies will provide the following within each respective LCA:

- Local street outreach and engagement that targets homeless individuals within “hot spots”
- Housing entry activities, including housing location, case management, and other supportive services
- Supportive services for those in permanent housing
- Local community mobilization

As the Program Implementation Agency, PATH will provide the following:

- Regional coordination for outreach/survey/assessment/tracking
- Standardized training/coordination for first responders (law enforcement, fire safety, medical, etc.)
- Advocacy for additional federal/state/county funds for homeless services/housing in the COG
- Advocacy/coordination/leadership for additional Permanent Supportive Housing for the region. This includes working with county and local housing entities, and with SCANPH.
- Advocacy for additional housing vouchers for the region (federal, county, local)
- Coordination and advocacy for scattered-site leasing
- Education/mobilization of local policy makers and staff
- Communication to the wider-region on the success of this program
- Ensure LCA’s are working together to reach the entire region

Please see the attached Memoranda of Understanding, evidencing the relationship and expectations between PATH and each local agency. The specific agencies identified are:

LCA 1: Helpline Youth Counseling, Inc.
LCA 2: Whittier Area First Day Coalition
LCA 3: Our Place Housing Solutions
LCA 4: City of Long Beach

In order to effectively coordinate activities and resources, PATH will work with each Local Coordinating Agency to convene monthly meetings in their LCA between outreach teams, law enforcement, service providers, County agencies, the VA, and other stakeholders. These meetings will address homeless hot spots, surveys, migration patterns, housing resources and engagement activities, tracking a registry of all individuals identified in hot spots within the LCA.

Furthermore, PATH will convene regular regional meetings with representation from each LCA to address homelessness across the entire GCCOG area, including progress towards meeting the objectives of the Homeless Action Plan and completing the tasks and deliverables outlined in the RFP.

PATH has worked with each of the named agencies in different capacities over the years, including HPRP, 100K Homes registry efforts, and other programs. We will maintain open communications between LCA and PATH staff, with the primary point of contact being Managing Director, Katie Hill. Any issues or concerns will be addressed openly at the monthly coordinating meetings/conference calls. PATH will maintain the same quality assurances in this regard as described previously.
Attachment B - Program Design and Budget

1. Homeless "Hot-Spot" Identification

A. Describe your agency’s plan for establishing a centralized entity/contact/referral phone line for all reports of "hot spots".

Regional outreach workers will respond to specific needs highlighted by local leaders, business owners and community members. In order to ensure that the GCCOG’s unique issues are being addressed, PATH will provide a hotline number to field incoming tips and concerns regarding the local homeless population. This will allow our street outreach team to address incoming concerns in an organized and efficient manner. When a member of the team is unavailable or with a client, a voicemail can be left through Google Voice, which will send an email transcription directly to the designated outreach phone, as well as a tablet carried by the regional outreach team. Team members will track the locations to which outreach workers are commonly dispatched to identify key “hot spot” areas where further outreach efforts can be focused.

B. Describe what staff the case management team will include, as well as how the team will operate on a daily basis.

PATH will staff a Gateway Cities region-wide homeless engagement and coordination team, consisting of two workers and a van. Specifically, this team will consist of a Regional Outreach Manager and an Outreach and Engagement Associate. The Regional Outreach Manager will serve in a leadership capacity both on the streets and in terms of community coordination. PATH currently has 4 Regional Outreach Managers acting in a very similar capacity in other communities, and has identified qualified internal candidates who have expressed interest and willingness to utilize their same skill set to assist in implementation of the Homeless Action Plan. The Regional Outreach Manager will oversee hot spot surveys and data tracking, day to day communication with and trainings for stakeholders who encounter homelessness, coordination with community groups and homeless service providers in conjunction with the Managing Director, with assistance from the Outreach and Engagement Associate. This mobile team will respond to the needs of police, government officials, and community members, and will assist in coordination efforts with other service providers to most effectively address the needs of targeted homeless populations, including high-barrier individuals living on the streets.

As previously mentioned, PATH uses this model and similarly staffed case management/outreach teams for communities across Los Angeles, including Westwood, Venice, Westchester, Silver Lake, Hollywood, West Hollywood, and San Diego. We have the systems in place to ensure that, through this structure, we will accomplish all of the deliverables set forth under Task 1 in the RFP.

C. Describe the qualifications of the case management team and how the agency will ensure that a Masters level mental health provider will at a minimum provide clinical supervision and oversight.

Each member of the outreach/case management team will have an educational background in social work or psychology, and a minimum of two years experience in homeless services, outreach or case management. The Regional Outreach Manager will have overseen similar regional coordination efforts in other communities, and demonstrated exceptional proficiency in outreach principles, the identification of homeless hot spots, surveying and conducting assessments of homeless individuals utilizing standardized tools, and working with diverse community stakeholders. Additionally, Anna Topolewski, Director of Services at PATH Ventures, will oversee the team’s efforts from a mental health perspective, conducting case reviews and providing clinical supervision at least once a week. Ms. Topolewski has been with PATH Ventures since 2008, overseeing the provision of supportive services in
PATH Ventures’ permanent housing stock (both scattered-site and project-based). She manages contracts with the LA County Department of Mental Health and HUD, and will be able to conveniently supervise the regional team, since her primary office is located in Long Beach. Ms. Topolewski holds a Bachelor’s degree in Psychology from UC Davis and a Master’s degree in Counseling Psychology from Humboldt State University.

D. Describe how the team will identify the homeless “hot spots”.
Regular “hot spot” surveys of the region will be conducted to give the COG an accurate geographic and demographic assessment of homelessness throughout the region. This will also include locations, migration patterns, and types of places where homelessness persists.

Our regional outreach team will canvass the COG community to observe homelessness patterns within set boundaries, collecting valuable information from various business owners, law enforcement, local residents, and park staff in many areas. We will collect data from calls reporting homeless hot spots to identify commonly-reported areas with high concentrations of homelessness. The team will also work with service providers in the area, with the assistance of the local coordinating agencies, to identify and survey hot spots.

The staff who will serve on this team have a great deal of experience and knowledge related to finding and tracking homeless hot spots and receive extensive training on how to read signs of inhabitation and carefully elicit further information from homeless individuals living on the streets, while maintaining trust and rapport. The regional team will be assisted and supervised in this regard by Rudy Salinas, who has implemented hot spot surveys in dozens of communities.

E. How often per week will the team visit each of the “hot spots” identified.
The case management team will canvas the Gateway Cities area two to three times per week, taking care to try to visit each of the hot spots identified at least once a week. The team will conduct a survey upon the identification of every new “hot spot,” and will conduct follow-up surveys at a minimum of twice per month per “hot spot” or more frequently. The frequency of visits to a respective “hot spot” and the work required at those visits will be determined by the level of need of the homeless individuals at a given location. Our team will work closely with local coordinating agencies and other providers to ensure that regular, local outreach and case management efforts are targeted to these hot spots. Coordination, referral efforts, and communication with service providers will occur on a daily basis, or as frequently as necessary to effectively address each hot spot.

F. Describe the methods the team will use to engage homeless individuals encountered in these locations.
The outreach team will both encounter and engage homeless individuals living in COG communities. PATH defines an encounter as a basic interaction with an individual experiencing homelessness. PATH defines engagement as an interaction with a homeless individual through which the staff person is able to gather information about the individual to assess their needs and/or provide services or referrals to services to meet the individual’s needs.

Our nationally recognized Street Outreach Team will travel by van and by foot to reach out to homeless individuals on the streets throughout the COG communities, focusing on the hot-spots they identify with high concentrations of homeless people. Outreach team members will provide sack lunches, blankets, and hygiene supplies to the homeless individuals they encounter. They will offer a compassionate ear, educate individuals about the services available to them, work to build a rapport that breaks down the barriers of distrust that often prevent people from seeking assistance, and provide transportation to housing and supportive services whenever possible. The ultimate goal of this team will be to directly
work with local agencies to engage homeless individuals in housing entry activities. PATH’s outreach team will focus on these engagements, allowing our team and partnering agencies to provide in-depth assessments, on-the-streets case management, and linkages to services for the individuals identified.

G. Describe how the team will work with community groups and community based service providers to identify “hot spots” and link individuals into existing systems of care.

The COG outreach team will work with community groups and homeless service providers within each LCA to coordinate their efforts with “hot spot” teams. We will provide forums to ensure regular communication and training on homelessness that will guide and support COG stakeholders who encounter homelessness—law enforcement, EMT workers, DMH workers, housing providers, hospitals, and community groups. As we have done in each community we work in, PATH’s team will convene monthly coordination meetings in each LCA, reaching out and ensuring the participation of other outreach teams, law enforcement, service providers, County agencies, the VA, and other stakeholders. These meetings will address homeless hot spots, surveys, migration patterns, housing resources and engagement activities, tracking a registry of all individuals identified in hot spots within the LCA. Through this process, we will leverage resources and link individuals into existing systems of care whenever possible.

H. How will your team track the migration patterns of the homeless individuals as well as service linkages?

PATH and the LCA’s will maintain copious records on each individual who has been identified and surveyed within the LCA. Teams will note migration patterns among individuals as well as groups as soon as they are identified, and will provide a monthly analysis and report on migration trends. Similarly, the collaborative meetings will review each client’s notes regarding service linkages and usage, reconciling input from all local service providers. In Hollywood, PATH’s team serves as the “Air Traffic Controllers” for a comprehensive effort, documenting and recording all such information.

I. Describe how your agency will gather demographic information and will develop an engagement/case management plan for each individual served in the “hot spots”.

PATH’s experienced street outreach case managers will begin the project by conducting a detailed demographic survey of homeless individuals throughout the Gateway Cities COG. Through this survey, the outreach case managers will reach out to these individuals, collecting information to complete a detailed demographic survey that will provide needed information for case management and provide a benchmark for project evaluation. The survey will also allow PATH’s case managers to categorize individuals served by demographics (veterans, seniors, individuals living with HIV/AIDS, transition-aged youth, etc.), allowing them to better target services to each sub-population. Additionally, the survey will allow PATH’s outreach team to prioritize individuals based on vulnerability, allowing them to target services to those who are most hurting.

PATH’s outreach team will use the survey as a benchmark, allowing them to identify changes in the COG’s homeless population in the surveyed neighborhood and track when individuals are placed into permanent housing and when new others become homeless.

PATH will then work with the LCA’s to develop an individualized engagement/case management plan for all identified individuals, based on the information collected in the survey. Due to the size and geographic coverage of the GCCOG region, PATH’s team will have to rely heavily on the coordinated efforts of local providers, who can conduct more frequent follow up and intensive case management.
J. **How will the team document the assessment, engagement/case management plan and ongoing contact with each individual? Describe how the team will transition individuals from “hot spots” and work with the Housing Entry staff referenced below.**

Once a homeless individual has been identified, PATH’s outreach team and local agencies will begin providing immediate and intensive case management, conducting a detailed needs assessment of the client and working with the client to connect them to appropriate housing and supportive services to address their specific service needs. The teams will continue to provide on-the-street case management and linkages to housing and supportive services for the individuals identified through the initial surveying process, with a special focus on those individuals who have been identified as vulnerable. PATH and local agencies will maintain client case files, which will be updated/consolidated at the monthly coordination meetings. These files will provide all related documentation, including case notes from various staff, referrals forms, follow up information, placement records, etc. PATH’s staff will work with local agencies to ensure consistent and accurate documentation of all activities related to case management, engagement, housing placement, and other supportive services. We hope to enlist local agencies early on in the engagement process in order to truly ensure a seamless transition from PATH’s outreach team to housing entry staff.

We are asking all Local Agencies to adopt the Navigator approach, which we have recently streamlined and replicated agency-wide. As PATH continues to focus on serving the most vulnerable, we have created comprehensive teams of Navigators who provide support throughout each client’s entire journey by helping him/her develop a plan to address barriers, increase their income, and maintain/sustain permanent housing. The Navigator approach prevents high-needs clients from “falling through the cracks,” as often happens in more traditional models (even despite a warm hand-off). The concept blends two time-tested strategies, street outreach and case management, with two evidence-based approaches, peer support and harm reduction, alongside recovery principals, motivational interviewing and kinship. Navigation connects the dots between the myriad systems one individual must encounter to successfully end their homelessness and retain housing. The model is proven to be the most effective approach to helping chronically homeless and high-needs individuals get off the streets in communities across the country, and PATH has seen significantly increased outcomes in our programs since transitioning to this strategy.

Utilizing harm reduction strategies, Navigators start “where the person is at” and address what s/he identifies as needs, building trust and rapport. In a perfect world, clients will have worked with their Navigator since they were first engaged on the streets and throughout the process of applying for housing vouchers, and during their stay in interim housing prior to permanent housing placement. One of the benefits of the Navigator model is that clients are not separated from the staff member(s) with whom they have developed the trusting relationship that facilitates behavior change and housing retention over the long term.

Working alongside the LCA’s Navigation teams, PATH’s regional team will ensure that high-needs clients living on the streets are provided with the resources they need to secure and maintain stable housing.

2. **Housing Entry**

A. **Describe what staff will be used to conduct housing entry activities.**

We will rely on our Local Coordinating Agency (LCA) partners to conduct housing entry activities, through the Navigator model described above. PATH’s regional team will provide support, coordination, and ongoing surveys/follow up activities.
B. Describe how your agency will implement housing location activities and coordinate the housing placement of clients, and ensure access to the supportive services that will be provided to individuals being housed.

The primary focus of the program is to connect homeless individuals with appropriate permanent housing. PATH’s staff includes 2 Housing Locators who work across Los Angeles County to cultivate relationships with landlords, non-profit housing developers, and City and County housing agencies to develop an inventory of housing available to our clients. The Housing Locators work to develop a positive rapport with a wide variety of providers of permanent housing, encouraging them to rent to our clients. The Housing Locators provide the Navigation team with frequently updated lists of current housing available, allowing them to place clients into the housing opportunities that best fit their needs. We will provide assistance to and share resources with local coordinating agencies in this regard. All local agencies have a great deal of experience coordinating the housing placement of clients, and ensuring they have access to the supportive services they need both during transition and after housing placement. We do not feel it is the place of the Regional Implementation Agency to “micro-manage” these local agencies; rather, we will discuss successful strategies, challenging situations, and resources utilized at the ongoing coordination meetings in each LCA.

C. Describe how your agency will coordinate with other public or private organizations to align resources for the housing and supportive services of clients. Describe how housing entry staff will identify and work with landlords to find affordable rental units and how your agency will create effective partnerships to quickly move clients into housing.

The Housing Locators are responsible for the location of permanent housing, and will work with area landlords to inform them about the COG Homeless Action Plan and encourage them to rent to our clients. The Housing Locators will maintain a list of landlords who are willing to rent to our clients and the number of units they have available. They will also work with LCA staff and their clients to link clients with appropriate available units, and will provide assistance communicating with landlords. The Navigators will then accompany clients to view available units and assist them in securing a unit. Once participants have been placed in permanent housing, the Navigators will provide ongoing case management and education for as long as necessary to ensure that participants maintain housing stability. Permanent housing is also provided by PATH Ventures, an agency of PATH, through both scattered-site and congregate developments. PATH and PATH Ventures have developed strong referral relationships and collaborative partnerships with dozens of affordable and permanent supportive housing developers and providers throughout the county. Specific strategies and resources will be shared at local coordinating meetings.

D. Describe what financial assistance your agency will provide for housing entry and how these funds will be administered.

To further assist individuals who are ready to move into permanent housing, PATH will work with local agencies to identify funding sources to provide homeless individuals from COG communities with funds to cover permanent housing move-in costs. We will not only leverage our remaining HPRP funding as long as possible, but also intend to provide significant assistance to our LCA partners by applying for new ESG funds and grant awards from other diverse funding sources. We have applied for move-in assistance funding from the Home for Good Funders Collaborative, and intend to leverage these resources, if awarded, within the COG as well as other communities in which we operate. Additionally, our development team is dedicated to constantly seeking and identifying new diverse sources of funding for our programs, in order to ensure that we are able to continue operating all programs and services at maximum capacity. We will work with the GCCCOG and LCAs to develop a strategy to secure additional funds for financial assistance, and will administer them as we have our HPRP and other similar programs, either through direct payment by PATH or subcontracts with local agencies.
E. Describe the process you will use to identify the legal property owner, determine the reasonableness of rent, determine the amount of financial assistance the client will receive, perform property inspection, disburse financial assistance, and detect fraud.

Note: The following is dependent upon the availability and restrictions of funds provided for rent, move-in costs, or other temporary financial assistance. We provide each property owner with an owner’s packet and checklist. We request for each owner to provide a copy of their W9, a letter of authorization and any relevant ownership documents. In the past we have relied on LAHD to provide us some additional ownership information for HPRP. This information can be pulled from the website http://express.realquest.com/plans/selection.aspx.

Staff also uses the website http://housing.lacounty.gov/ for owner verification and to determine rent reasonableness. This allows staff to pull the housing of choice and compare it to at least three neighboring units with similar or equal amenities. Based on the rent reasonableness and client’s income, staff will determine an adequate amount for financial assistance that will be identified as client’s rent burden.

Rent Burden Scale

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<th>Rent to Income Ratio</th>
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<tr>
<td>25-50%</td>
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<tr>
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</table>

PATH staff conducts a walk-through of the identified unit, performing a housing/amenities inspection and assesses human habitability standards and lead base inspections. Once approved a request for financial assistance is submitted to our finance department.

PATH Finance Procedure

1. Upon receiving the approved request, the PATH Finance Department will review and makes sure that the information on the Client Roster, the Certification and Request for Financial Assistance form and W-9 match and are correct. The PATH Finance Department will then provide the approved forms to the PATH CFO for approval.

2. Once approved by the CFO, the PATH Finance Department will;
   a. Process and cut the requested check
   b. Acquire the necessary signatures
   c. Make a copy of the approved check
   d. Provide the Associate Director an Excel check register of the processed and signed checks along with the copies of the processed and signed checks
   e. The AD will review and confirm that all requested checks have been processed and authorize the mailing of the checks. All checks are to be mailed out to the property owner or their appointed management
Fraud is detected through our various points of eligibility determination, ownership packet and online tools that are made accessible to staff. Also, navigation staff performs monthly home visits to ensure all services are being rendered and received correctly.

F. **Describe what funds will be leveraged, including local housing and supportive services resources.**
   Each of the Local Coordinating Agencies will be bringing their own, unique leverage funds to the table from public and private sources. PATH will help access additional funding from the Department of Housing and Urban Development (HUD), including the Emergency Solutions Grant (ESG), Supportive Housing Program (SHP), Section 8 and Shelter Plus Care programs, as well as funding from the Veterans Administration (VA) through Veteran’s Affairs Supportive Housing (VASH) vouchers and the Supportive Services for Veteran Families (SSVF) fund. Upon negotiation of the grant agreement, PATH will develop a full strategy for securing new housing and supportive services resources specifically to support implementation of the Homeless Action Plan.

3. **Permanent Supportive Housing**

A. **Describe how your agency will work to increase the stock of permanent supportive housing units in the Gateway Cities region.**
   PATH Ventures’ Permanent Supportive Housing Program is designed to address homelessness in the greater Los Angeles area through the development and operation of affordable and/or permanent supportive housing.

   We currently operate 200 units of specifically designated permanent supportive housing for formerly chronically homeless individuals and families, including seniors and individuals and families with mental illness or a disability. Another 56 such units will be completed by June 2012. Additionally, 107 units of affordable housing are currently operated with 50 under construction, some of which are located in COG communities. Although some of the units are not officially designated as supportive housing, all tenants have access to the supportive services provided by PATH Ventures. We have more than seven hundred additional units across Southern California in various stages of the development pipeline, and bring a tremendous amount of experience, capacity, and willingness to provide coordination and leadership around housing development in the GCCOG region.

   PATH Ventures is already working to secure funding and move forward on permanent supportive housing projects in the GCCOG region. If contracted as the Regional Implementation Agency, PATH and PATH Ventures will establish a specific plan as to how to increase the stock of permanent supportive housing in the region, providing information as to timelines, leveraging and other needs, considerations, and variable factors.

B. **Describe your agency’s approach to identifying existing affordable housing units that can be utilized to house homeless individuals and families.**
   As mentioned, Housing Locators maintain a comprehensive list of available, affordable housing units and update it constantly. If awarded, we will expand our outreach to potential landlords within the GCCOG, develop local lists of available units, and provide assistance and coordination with local agencies in order to share resources.

C. **Describe how your agency would ensure that supportive services will be provided for all tenants of PSH.**
   All housing that we develop or operate responds to the unique needs of homeless individuals and families by providing intensive case management and connecting residents to the full range of support services they need to gain increased independence and remain stably housed. Services include: case
management, health and dental care, mental health care, after-school tutoring, employment services, life skills workshops, substance abuse treatment and self help support groups, among others. Services are designed according to residents' needs, and are continually evaluated and adapted to reflect the changing needs of the tenant population.

Through the integration of Navigators, clients are able to maintain stable connections and develop trusting relationships with staff, increasing their likelihood of remaining stably housed. PATH will work with local agencies to ensure the provision of ongoing supportive services for high needs clients for as long as they need it.

4. Program Organizational Structure

A. Describe your agency's organizational structure for this program, including staff titles and responsibilities for those who will be directly involved in implementing the program, including identifying staff responsible for administrative duties and maintenance of data and client files.

- Joel John Roberts, CEO: Provide overall leadership, vision and expertise to implement the plan in accordance with the GCCOG's intentions.
- John Molloy, COO (PATH) and Executive Director (PATH Ventures): Ensure the fulfillment of all deliverables related to Task 3 — Increase the Stock of Permanent Supportive Housing, as described in the RFP.
- Katie Hill, Managing Director: Act as the Homeless Coordinator for the project and develop strategies to fulfill deliverables related to Task 4 — Oversee and Manage the Implementation of the Plan and Ensure Coordination.
- Anna Topolewski, Director of Services: Provide the required clinical supervision and oversight for GCCOG activities.
- Jeremy Sidell, Chief Development and Communications Officer: Assist in community engagement and coordination in the GCCOG; help develop and oversee project-specific strategies for fundraising, communications, and event planning as it relates to Plan Implementation.
- Sandy Oluwek, CFO: Ensure that all contracts and funds connected with the GCCOG are managed appropriately, and oversee all related budgeting, billing, auditing and reporting activities.
- Carlos Gonzalez, Director of Services: Provide technical expertise, project management, and coordination assistance related to Housing Entry activities for the GCCOG (Task 2).
- Rudy Salinas, Director of Community Outreach: Oversee the Homeless Hot Spot Identification and Engagement components of the Plan, including supervision of the direct outreach staff assigned to the project.
- Homeless Engagement and Coordination Team: Consists of Regional Outreach Manager and Outreach Associate. This team will provide the deliverables under Task 1, and will maintain data and client files.
- Grants Coordinator: Assist in pursuing federal, State, and local public and private funding opportunities for housing, rental subsidies, and services on behalf of the GCCOG and local agencies.
B. Identify any organizations with which your agency would subcontract to provide any services as part of this contract and describe how those services would be delivered. Please see Attachment A, Section 7 for full details on subcontracting arrangements.

C. How many total clients do you expect to serve in the first year utilizing both direct and leveraged funding?
   Though our estimates are preliminary, based on programs of similar size and scope, we expect to outreach to at least 500 individuals within the first year.

D. How soon after award of a contract would your agency be able to begin full implementation of the program?
   We anticipate full implementation of the program, including at least some activity towards each deliverable, within 60 days of contract execution.

5. HMIS

A. How will your agency ensure that all information on individuals served is entered into the HMIS system?
   In order to track progress towards stated goals, PATH and our partner LCAs will enter client information into HMIS. In order to track linkages to services, staff will document in case notes and HMIS the referrals provided using the Client Referral Tracking Form. In order to track screening for Rapid Re-Housing, the COG team will use the Referral Tracking Form to document if the client was screened, if the client was determined eligible, and the subsequent referral and outcome. The screening and all referrals will be documented by referral forms to the relevant service providers. Follow-up will take place through phone calls, emails and faxes to the service providers, as well as through client statements. Follow-up and outcomes will be documented in case files and in HMIS through case notes and back-up documentation (benefits applications/awards, housing verification, medical documentation, etc).

   PATH will oversee and quality-control all data from the partner agencies. Each partner will provide a monthly report including activities and progress towards goals. Each LCA staff will be required to collect and maintain client data related to eligibility, case management, and achievement of goals. Paper case files will be used in addition to entering data into HMIS. If case management staff is not able to enter data into HMIS, PATH staff will assist by visiting the site and assisting in training and data entry. At this time, we are unsure what data HMIS will be collecting for this specific program, and if these goals and objectives are not set up in HMIS, we will track additional data using proprietary systems.
6. Budget

BUDGET for Implementation of the GCCOG Homeless Action Plan

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Budget Justification

Only a few categories under the total implementation budget are anticipated as direct awards through this RFP. In the budget above, we have made the following assumptions:

1) PATH will directly provide the Engagement and Coordination through the staffing described previously (Regional Outreach Manager and Outreach Associate). However, based on our best estimates, $90,000 does not provide adequate funding to fully implement this piece. Therefore, we have allocated additional vehicle expenses under the $100,000 Coordination/Implementation line item. Other sources of funding and in-kind contributions will be leveraged to account for additional costs that cannot be sufficiently covered with $90k, including administration and overhead, supervision provided by Rudy Salinas, food and program supplies, etc. Therefore, we have broken down the $90k as follows:
   - Regional Outreach Manager: 1 FTE at $42,000 annual salary plus 25% taxes and benefits = $52,500
   - Outreach Associate: 1 FTE at $21,200 annual salary plus 25% taxes and benefits = $26,500. Note: we will be leveraging additional funds to pay any expected surplus of this individual’s salary. Salary was the lowest possible calculation based on entry level position in order to fit within the $90k categorical restriction for Identification and Engagement.
   - Van costs, mileage, insurance, computers, and phones: $11,000. Self explanatory breakdown provided above.

2) PATH will not have control of the $20,000 designated to the Social Serve database.

3) PATH will subcontract with each of the identified local agencies in the amount of $120,000 ($480,000 total) to provide Navigation, housing entry services, and the other duties listed in the MOUs. Some flexibility will be given to each LCA to determine their own budget, but PATH has provided the following suggested breakdown for guidance purposes:
   - Senior Navigator: 1 FTE, $50k including benefits
   - Navigator: 1 FTE, $40k including benefits
   - Operating Expenses and Admin Costs: $30k

4) PATH will not have control of the $400,000 for Permanent Supportive Services in Housing at this point in time. County will provide wrap-around services.

5) PATH will directly oversee the administration of the $100k for Coordination, as follows:
   - Managing Director: .5 FTE at $80,000 annual salary plus 25% taxes and benefits = $50,000. This position will serve as the Homeless Coordinator and perform the duties previously described.
   - Grants Coordinator: .3 FTE at $36,000 annual salary plus 25% taxes and benefits = $13,500.
   - Director of Services, PATH Ventures: .05 FTE at $80,000 plus 25% taxes and benefits = $5,000 to provide clinical oversight.
   - Chief Executive Officer and Chief Development and Communications Officer: .025 to .05 FTE with fringe and taxes = $14,376.
   - Additional Outreach and Vehicle Costs (carryover from Engagement and Coordination Team): $5000
   - General administration and indirect costs, IT support, supplies, financial oversight: $12,124

6) PATH will not oversee the $60,000 allocated to administration of the COG.

7) PATH will oversee the $10,000 to host the Regional Homeless Summit, but we did not feel that it warranted a detailed breakdown without reasonable estimates for costs. Costs would include refreshments, location fees, signage and communications materials, marketing and community outreach, general event coordination, etc.
MEMORANDUM OF UNDERSTANDING
BETWEEN
PATH (PEOPLE ASSISTING THE HOMELESS)
AND
WHITTIER AREA FIRST DAY COALITION
FOR THE
REGIONAL IMPLEMENTATION OF THE GATEWAY CITIES HOMELESS ACTION PLAN

This memorandum of understanding serves as evidence that PATH (People Assisting The Homeless) and Whittier Area First Day Coalition intend to work together to address the problem of homelessness in the Gateway Cities as articulated in the GCCOG Request for Proposals for Regional Implementation of the Gateway Cities Homeless Action Plan. This entire MOU is contingent upon funding and GCCOG approval.

Scope of Services
PATH has identified Whittier Area First Day Coalition as the local agency to perform housing entry and engagement activities for Local Coordinating Alliance (LCA) 2, including:

- Local street outreach
- Case management
- Housing placement
- Supportive services for those in permanent housing
- Local community mobilization

PATH will serve as the Program Implementation Agency and will provide the following:

- Regional coordination for outreach/survey/assessment/tracking
- Standardized training/coordination for first responders (law enforcement, fire safety, medical, etc.)
- Advocacy for additional federal/state/county funds for homeless services/housing in the COG
- Advocacy/coordination/leadership for additional Permanent Supportive Housing for the region. This includes working with county and local housing entities, and with SCANPH.
- Advocacy for additional housing vouchers for the region (federal, county, local)
- Coordination and advocacy for scattered-site leasing
- Education/mobilization of local policy makers and staff
- Communication to the wider-region on the success of this program
- Ensure LCA's are working together to reach the entire region

We, the undersigned, as authorized representatives of our agency, do hereby approve this agreement. The agreement may be amended at any time by either party with prior written notification.

Ted Knoll, Executive Director
Whittier Area First Day Coalition
Date: 3/26/12

Joel John Roberts, CEO
PATH (People Assisting The Homeless)
Date: 3/26/12
MEMORANDUM OF UNDERSTANDING
BETWEEN
PATH (PEOPLE ASSISTING THE HOMELESS)
AND
OUR PLACE HOUSING SOLUTIONS
FOR THE
REGIONAL IMPLEMENTATION OF THE GATEWAY CITIES HOMELESS ACTION PLAN

This memorandum of understanding serves as evidence that PATH (People Assisting The Homeless) and Our Place Housing Solutions intend to work together to address the problem of homelessness in the Gateway Cities as articulated in the GCCOG Request for Proposals for Regional Implementation of the Gateway Cities Homeless Action Plan. This entire MOU is contingent upon funding and GCCOG approval.

Scope of Services
PATH has identified Our Place Housing Solutions as the local agency to perform housing entry and engagement activities for Local Coordinating Alliance (LCA) 3, including:

- Local street outreach
- Case management
- Housing placement
- Supportive services for those in permanent housing
- Local community mobilization

PATH will serve as the Program Implementation Agency and will provide the following:

- Regional coordination for outreach/survey/assessment/tracking
- Standardized training/coordination for first responders (law enforcement, fire safety, medical, etc.)
- Advocacy for additional federal/state/county funds for homeless services/housing in the COG
- Advocacy/coordination/leadership for additional Permanent Supportive Housing for the region. This includes working with county and local housing entities, and with SCANPH.
- Advocacy for additional housing vouchers for the region (federal, county, local)
- Coordination and advocacy for scattered-site leasing
- Education/mobilization of local policy makers and staff
- Communication to the wider-region on the success of this program
- Ensure LCA's are working together to reach the entire region

We, the undersigned, as authorized representatives of our agency, do hereby approve this agreement. The agreement may be amended at any time by either party with prior written notification.

Ryan VerWys, Executive Director
Our Place Housing Solutions
Date: 4/19/12

Joel John Roberts, CEO
PATH (People Assisting The Homeless)
Date: ____________________
MEMORANDUM OF UNDERSTANDING
BETWEEN
PATH (PEOPLE ASSISTING THE HOMELESS)
AND
THE CITY OF LONG BEACH
FOR THE
REGIONAL IMPLEMENTATION OF THE GATEWAY CITIES HOMELESS ACTION PLAN

This memorandum of understanding serves as evidence that PATH (People Assisting The Homeless) and the City of Long Beach intend to work together to address the problem of homelessness in the Gateway Cities as articulated in the GCCOG Request for Proposals for Regional Implementation of the Gateway Cities Homeless Action Plan. This entire MOU is contingent upon funding and GCCOG approval.

Scope of Services
PATH has identified the City of Long Beach as the local agency to perform housing entry and engagement activities for Local Coordinating Alliance (LCA) 4, including:

- Local street outreach
- Case management
- Housing placement
- Supportive services for those in permanent housing
- Local community mobilization

PATH will serve as the Program Implementation Agency and will provide the following:

- Regional coordination for outreach/survey/assessment/tracking
- Standardized training/coordination for first responders (law enforcement, fire safety, medical, etc.)
- Advocacy for additional federal/state/county funds for homeless services/housing in the COG
- Advocacy/coordination/leadership for additional Permanent Supportive Housing for the region. This includes working with county and local housing entities, and with SCANPH.
- Advocacy for additional housing vouchers for the region (federal, county, local)
- Coordination and advocacy for scattered-site leasing
- Education/mobilization of local policy makers and staff
- Communication to the wider-region on the success of this program
- Ensure LCA’s are working together to reach the entire region

We, the undersigned, as authorized representatives of our agency, do hereby approve this agreement. The agreement may be amended at any time by either party with prior written notification.

Susan Price, Manager
Bureau of Community Health
City of Long Beach
Date: March 26, 2012

Joel John Roberto, CEO
PATH (People Assisting The Homeless)
Date: March 26, 2012
MEMORANDUM OF UNDERSTANDING
BETWEEN
PATH (PEOPLE ASSISTING THE HOMELESS)
AND
HELPLINE YOUTH COUNSELING, INC.
FOR THE
REGIONAL IMPLEMENTATION OF THE GATEWAY CITIES HOMELESS ACTION PLAN

This memorandum of understanding serves as evidence that PATH (People Assisting The Homeless) and Helpline Youth Counseling, Inc. intend to work together to address the problem of homelessness in the Gateway Cities as articulated in the GCCOG Request for Proposals for Regional Implementation of the Gateway Cities Homeless Action Plan. This entire MOU is contingent upon funding and GCCOG approval.

Scope of Services
PATH has identified Helpline Youth Counseling, Inc. as the local agency to perform housing entry and engagement activities for Local Coordinating Alliance (LCA) 1, including:

- Local street outreach
- Case management
- Housing placement
- Supportive services for those in permanent housing
- Local community mobilization

PATH will serve as the Program Implementation Agency and will provide the following:

- Regional coordination for outreach/survey/assessment/tracking
- Standardized training/coordination for first responders (law enforcement, fire safety, medical, etc.)
- Advocacy for additional federal/state/county funds for homeless services/housing in the COG
- Advocacy/coordination/leadership for additional Permanent Supportive Housing for the region. This includes working with county and local housing entities, and with SCANPH.
- Advocacy for additional housing vouchers for the region (federal, county, local)
- Coordination and advocacy for scattered-site leasing
- Education/mobilization of local policy makers and staff
- Communication to the wider-region on the success of this program
- Ensure LCA’s are working together to reach the entire region

We, the undersigned, as authorized representatives of our agency, do hereby approve this agreement. The agreement may be amended at any time by either party with prior written notification.

Jeff Farber, Executive Director
Helpline Youth Counseling, Inc.

Date: 3/27/12

Joel John Roberts, CEO
PATH (People Assisting The Homeless)

Date: ________________
April 20, 2012

Members of the Board of Directors
Gateway Cities Council of Governments
16401 Paramount Boulevard
Paramount, CA 90723

Dear Ladies and Gentlemen of the Board:

On behalf of the City of Whittier, I enthusiastically submit this letter in support of the application by People Assisting The Homeless (PATH) to serve as the Program Implementation Agency for regional implementation of the Gateway Cities Homeless Action Plan. PATH is uniquely equipped to successfully serve in this capacity, with nearly three decades of experience designing and implementing local strategies to end homelessness. PATH also oversees the largest homelessness prevention and rapid re-housing program in Southern California, is nationally recognized for the success of its strategic street outreach team, and has more than 1,000 units of permanent housing either completed or in development.

To streamline the implementation process and reduce the amount of time before rapid re-housing services are provided, PATH is applying in conjunction with four other agencies, each of which will provide local street outreach, housing entry services, and community mobilization within its respective Local Coordinating Alliance (LCA).

Under PATH's proposal, LCA 2 (which includes the City of Whittier) will be served by the Whittier Area First Day Coalition. First Day has been an outstanding partner in our efforts to assist Whittier's homeless with transitional housing, social services and job training. We applaud most recently their work with families through their "community based housing" and homeless prevention efforts.

I strongly support PATH's application to implement the Homeless Action Plan in conjunction with the Whittier Area First Day Coalition and other identified local agencies. We anticipate that this team approach will provide the necessary local and regional expertise to effectively address homelessness in our area. It is our pleasure to partner with them in this effort.

Sincerely,

Owen Newcomer
Mayor

Owen Newcomer Mayor
Bob Henderson Mayor Pro Tem
Greg Nordbak Council Member
Joe Vinatieri Council Member
Cathy Warner Council Member
Jeffrey W. Collier City Manager

13230 Penn Street, Whittier, California 90602-1716
(562) 567-9999 www.cityofwhittier.org
April 23, 2012

Homeless Services Division
2525 Grand Avenue, Room 235 • Long Beach, California 90815 • (661) 570-4001

Members of the Board of Directors
Gateway Cities Council of Governments
16401 Paramount Boulevard
Paramount, CA 90723

Dear Ladies and Gentlemen of the Board:

On behalf of the City of Long Beach Department of Health and Human Services, I submit this letter in support of PATH (People Assisting The Homeless)’s application to serve as the Program Implementation Agency for regional implementation of the Gateway Cities Homeless Action Plan. PATH is uniquely equipped to successfully serve in this capacity, with nearly three decades of experience designing and implementing local strategies to end homelessness. PATH is nationally recognized for the success of its strategic street outreach team and has more than 1,000 units of permanent housing either completed or in the development pipeline through its housing development arm, PATH Ventures.

In an effort to streamline the implementation process and reduce the amount of time before rapid re-housing services can actually be provided, PATH is submitting its application in conjunction with four other agencies, each of which will provide local street outreach, housing entry services, and community mobilization within its respective Local Coordinating Alliance (LCA).

For LCA 4, the City of Long Beach is a leader in homeless services delivery. The City Homeless Services Division is the lead for the Continuum of Care jurisdiction that delivers comprehensive services and housing for homeless persons. The Multi-Service Center and Villages at Cabrillo are model programs that will serve the LCA 4 as well as coordinate within the broader COG regional homeless implementation strategy.

I am confident in our support for PATH’s application to implement the Homeless Action Plan in conjunction with the City of Long Beach and the other identified local agencies. We truly believe that this applicant team provides the necessary local and regional expertise to effectively address and end homelessness in our communities, and we are excited to partner with them in this effort.

Sincerely,

Susan Price, MSW
Manager, Bureau of Community Health
April 24, 2012

Members of the Board of Directors
Gateway Cities Council of Governments
16401 Paramount Boulevard
Paramount, CA 90723

Dear Ladies and Gentlemen of the Board:

On behalf of the City of Paramount, I enthusiastically submit this letter in support of PATH (People Assisting The Homeless)’s application to serve as the Program Implementation Agency for regional implementation of the Gateway Cities Homeless Action Plan. PATH is uniquely equipped to successfully serve in this capacity, with nearly three decades of experience designing and implementing local strategies to end homelessness. PATH also oversees the largest homelessness prevention and rapid re-housing program in Southern California, is nationally recognized for the success of its strategic street outreach team, and has more than 1,000 units of permanent housing either completed or in the development pipeline through its housing development arm, PATH Ventures.

In an effort to streamline the implementation process and reduce the amount of time before rapid re-housing services can actually be provided, PATH is submitting its application in conjunction with four other agencies, each of which will provide local street outreach, housing entry services, and community mobilization within its respective Local Coordinating Alliance (LCA).

Our community, the city of Paramount, falls within LCA 3. Under PATH’s proposal, LCA 3 will be served by Our Place Housing Solutions (OPHS). OPHS has worked for many years in our city to increase affordable housing and provide homeless prevention and re-housing services for our local homeless population.

I am thrilled to support PATH’s application to implement the Homeless Action Plan in conjunction with OPHS and the other identified local agencies. We truly believe that this applicant team provides the necessary local and regional expertise to effectively address and end homelessness in our communities, and we are excited to partner with them in this effort.

CITY OF PARAMOUNT,

Alex Khojikian
Management Analyst
April 19, 2012

Members of the Board of Directors
Gateway Cities Council of Governments
16401 Paramount Boulevard
Paramount, CA 90723

Dear Ladies and Gentlemen of the Board:

On behalf of The Department of Mental Health, I enthusiastically submit this letter in support of PATH (People Assisting The Homeless)'s application to serve as the Program Implementation Agency for regional implementation of the Gateway Cities Homeless Action Plan. PATH is uniquely equipped to successfully serve in this capacity, with nearly three decades of experience designing and implementing local strategies to end homelessness. PATH also oversees the largest homelessness prevention and rapid re-housing program in Southern California, is nationally recognized for the success of its strategic street outreach team, and has more than 1,000 units of permanent housing either completed or in the development pipeline through its housing development arm, PATH Ventures.

In an effort to streamline the implementation process and reduce the amount of time before rapid re-housing services can actually be provided, PATH is submitting its application in conjunction with four other agencies, each of which will provide local street outreach, housing entry services, and community mobilization within its respective Local Coordinating Alliance (LCA).

The community that I oversee as District Chief for SA7 includes the cities of Bell, Bell Gardens, Commerce, Cudahy, Maywood, Huntington Park, South Gate and Vernon in LCA 1. Under PATH's proposal, LCA 1 will be served by Helpline Youth Counseling, Inc.

I am thrilled to support PATH's application to implement the Homeless Action Plan in conjunction with Helpline Youth Counseling, Inc. and the other identified local agencies.

"To Enrich Lives Through Effective And Caring Service"
Members of the Board of Directors
April 19, 2012
Page 2

We truly believe that this applicant team provides the necessary local and regional expertise to effectively address and end homelessness in our communities, and we are excited to partner with them in this effort.

Sincerely,

[Signature]

Ana M. Suarez, LCSW
District Chief, Service Area 7

AMS:dh

"To Enrich Lives Through Effective And Caring Service"
April 24, 2012

Members of the Board of Directors
Gateway Cities Council of Governments
16401 Paramount Boulevard
Paramount, CA 90723

Dear Ladies and Gentlemen of the Board:

On behalf of the City of South Gate, I enthusiastically submit this letter in support of PATH (People Assisting The Homeless)’s application to serve as the Program Implementation Agency for regional implementation of the Gateway Cities Homeless Action Plan. PATH is uniquely equipped to successfully serve in this capacity, with nearly three decades of experience designing and implementing local strategies to end homelessness. PATH also oversees the largest homelessness prevention and rapid re-housing program in Southern California, is nationally recognized for the success of its strategic street outreach team, and has more than 1,000 units of permanent housing either completed or in the development pipeline through its housing development arm, PATH Ventures.

In an effort to streamline the implementation process and reduce the amount of time before rapid re-housing services can actually be provided, PATH is submitting its application in conjunction with four other agencies, each of which will provide local street outreach, housing entry services, and community mobilization within its respective Local Coordinating Alliance (LCA).

Our community, South Gate, falls within LCA 1. Under PATH’s proposal, LCA 1 will be served by Helpline Youth Counseling, Inc.

I am thrilled to support PATH’s application to implement the Homeless Action Plan in conjunction with Helpline Youth Counseling, Inc. and the other identified local agencies. We truly believe that this applicant team provides the necessary local and regional expertise to effectively address and end homelessness in our communities, and we are excited to partner with them in this effort.

Sincerely,

Vivian M. Garcia
Housing Administrator
April 11, 2012

Board of Directors
Gateway Cities Council of Governments
16401 Paramount Boulevard
Paramount, CA 90723

Dear Board Members:

On behalf of the City of Whittier, I am submitting this letter in support of PATH's (People Assisting The Homeless) application to serve as the Program Implementation Agency for regional implementation of the Gateway Cities Homeless Action Plan. PATH is uniquely equipped to successfully serve in this capacity, with nearly three decades of experience designing and implementing local strategies to end homelessness. PATH oversees the largest homelessness prevention and rapid re-housing program in Southern California, is nationally recognized for the success of its strategic street outreach team, and has more than 1,000 units of permanent housing completed or in development.

To streamline the implementation process and reduce the amount of time before rapid re-housing services are provided, PATH is applying in conjunction with four other agencies, each of which will provide local street outreach, housing entry services, and community mobilization within its respective Local Coordinating Alliance (LCA).

Under PATH's proposal, LCA 2 (which includes the City of Whittier) will be served by the Whittier Area First Day Coalition. First Day has been an outstanding partner in our community efforts to assist Whittier's homeless with transitional housing, social services and job training. We applaud most recently their work with families through their "community based housing" and homelessness prevention efforts.

I strongly support PATH's application to implement the Homeless Action Plan in conjunction with the Whittier Area First Day Coalition and other identified local agencies. We anticipate that this team approach will provide the necessary local and regional expertise to effectively address homelessness in our area. It is our pleasure to partner with them in this effort.

Sincerely,

Jeffrey W. Collier
City Manager
April 26, 2012

Mr. Raymond Dunton, Chair
Members of the Board of Directors
Gateway Cities Council of Governments
16401 Paramount Boulevard
Paramount, CA 90723

Dear Chairman Dunton and Members of the Board:

On behalf of the City of Bellflower, I enthusiastically submit this letter in support of PATH (People Assisting the Homeless)’s application to serve as the Program Implementation Agency for regional implementation of the Gateway Cities Homeless Action Plan. PATH is uniquely equipped to successfully serve in this capacity, with nearly three decades of experience designing and implementing local strategies to end homelessness. PATH also oversees the largest homelessness prevention and rapid re-housing program in Southern California, is nationally recognized for the success of its strategic street outreach team, and has more than 1,000 units of permanent housing either completed or in the development pipeline through its housing development arm, PATH Ventures.

In an effort to streamline the implementation process and reduce the amount of time before rapid re-housing services can actually be provided, PATH is submitting its application in conjunction with four other agencies, each of which will provide local street outreach, housing entry services, and community mobilization within its respective Local Coordinating Alliance (LCA).

Our community, the city of Bellflower, falls within LCA 3. Under PATH’s proposal, LCA 3 will be served by Our Place Housing Solutions (OPHS). OPHS has worked for many years in the city to increase affordable housing and provide services for our local homeless population.

I enthusiastically support PATH’s application to implement the Homeless Action Plan in conjunction with OPHS and the other identified local agencies. We truly believe that this applicant team provides the necessary local and regional expertise to effectively address and end homelessness in our communities, and we are excited to partner with them in this effort.

Sincerely,

Dan Koops
Mayor

[Signatures]