

SUBJECT: **AWARD OF 2025-26 AGENCY DEVELOPMENT GRANTS**

PREPARED BY: **HUMAN SERVICES & RENT STABILIZATION DEPARTMENT**
(Christine Safriet, Human Services and Rent Stabilization Director)
(Teree Carter, Human Services Manager)
(Jenny Ivanova, Acting Strategic Initiatives Program Administrator)
(Francisco Gomez, Strategic Initiatives Program Administrator)

STATEMENT ON THE SUBJECT:

The Human Services Commission will receive a report on the Agency Development Grant Request for Proposal for the 2025–26 funding cycle.

RECOMMENDATIONS:

Receive and file.

BACKGROUND / ANALYSIS:

Since FY15, the City of West Hollywood has provided one-time funding for professional and agency development through a competitive application process to contracted social services agencies. The funding supports strengthening the organizational capacity and long-term sustainability of City-contracted social service agencies serving the West Hollywood community. The grant program supports one-time, non-recurring capacity-building investments that improve organizational effectiveness and enhance service delivery for West Hollywood residents.

Funded activities may include leadership and workforce development, board and staff training, grant acquisition support, strategic planning, data management (excluding equipment), program evaluation, and program planning. Funds may not be used for ongoing operations, staffing, or the creation of new programs.

For the 2025–26 funding cycle, \$25,000 was available. Given the focus on meaningful, high-impact investments, staff recommends awarding funds to two agencies to concentrate resources in an effective manner, rather than awarding smaller grants across

multiple applicants. This approach ensures that each award amount is sufficient to meaningfully advance the goals of the program to support impactful organizational development efforts.

APPLICATION TIMELINE:

For the 2025-26 funding cycle, the City of West Hollywood Human Services Division released a limited Request for Proposals on November 4, 2025 with applications due on December 9, 2025. Eligibility was limited to currently contracted social service agencies, with a maximum allowable request of \$12,500 per applicant. Applicants were notified of funding recommendations on December 23, 2025, and, subject to City Council approval of this item, program implementation is anticipated to begin in February 2026. All approved funds must be fully expended by September 30, 2026, which coincides with the end of year 1 of the City's social services contract cycle.

EVALUATION CRITERIA AND REVIEW PROCESS:

Seven eligible proposals requesting a total of \$87,500 were received. A three-member evaluation committee, comprising staff members from the Human Services and Community and Legislative Affairs Divisions, reviewed all proposals using a standardized evaluation tool with a maximum score of 50 points. Proposals were evaluated based on the quality and completeness of the proposal, anticipated impact on service delivery in West Hollywood, and feasibility of the proposed timeline and budget. Final scores were used to rank proposals and inform funding recommendations.

Higher-ranked proposals demonstrated well-defined organizational development projects with clear relevance to service delivery in West Hollywood, while lower-ranked proposals generally did not include sufficient detail or alignment with City objectives.

RECOMMENDED GRANT APPLICATIONS:

Staff recommends Agency Development Grant funding for the following two contracted agencies:

- Pathways LA is recommended to receive funding of \$12,500 to support the development of a comprehensive strategic plan to guide the expansion of early childhood services in West Hollywood. The project focuses on strategic and

program planning, a review of data management practices, staff and board development, and the establishment of an evaluation framework. These activities are intended to strengthen organizational infrastructure, improve planning and accountability, and enhance Pathways LA's capacity to deliver sustainable early childhood services for West Hollywood families.

- Healthcare in Action is recommended to receive funding of \$12,500 to strengthen organizational capacity within its street medicine program serving unhoused residents in West Hollywood. Proposed activities include specialized training, certification, and clinical consultation to enhance internal expertise in crisis de-escalation, domestic violence response, and HIV prevention and care. This investment will improve service effectiveness in high-acuity settings and support sustainable, high quality care delivery.

OFFICE OF PRIMARY RESPONSIBILITY:

HUMAN SERVICES & RENT STABILIZATION DEPT / HUMAN SERVICES DIVISION

ATTACHMENTS:

Attachment A: Past Recipients of Agency Development Funds

PAST RECIPIENTS OF AGENCY DEVELOPMENT FUNDS

2024-25 AGENCY DEVELOPMENT RECIPIENTS

- **Disability Community Resource Center (\$7,988):** to hire a consultant to facilitate and develop a comprehensive five-year strategic plan to build sustainable growth, identify diversified funding, increase operational efficiency and improve overall delivery service.
- **Healthcare In Action (\$7,012):** to hire a grant writer consultant to identify gaps and grant opportunities for fiscal growth, with a goal to achieve \$350,000 in grant revenue by September 30, 2025. HIA requested an additional \$2,988 to cover the cost of a one-year subscription to GrantHub Pro, which is an unallowable expense.
- **Seeds of Hope (Episcopal Diocese of LA) (\$10,000):** to hire a social determinant of health consultant, with the support will address broader health and social needs by offering blood sugar, blood pressure, and cholesterol screenings, as well as assistance with rental assistance, healthcare enrollment, CalFresh applications, transportation support, and other essential linkages and resources.

2023-24 AGENCY DEVELOPMENT RECIPIENTS

- **Being Alive (\$9,900):** to hire an experienced consultant with expertise in nonprofit boards to lead a series of professional development trainings for the board and staff. Trainings aim to increase understanding of roles and responsibilities in governance, provide succession planning, and develop an agency three-to-five-year strategic plan.
- **Housing Works (\$10,000):** to hire a training consultant to provide professional First Aid & CPR/AED training and Crisis Consulting De-Escalation Simulation to 50 of its frontline workers.
- **Maple Counseling (\$5,100):** to hire a training consultant to provide professional development training on: (1) Trauma & the LGBTQIA+ Community; and (2) Working with Survivors of Childhood Sexual Abuse to 75 trainees and associate clinicians.

2022-23 AGENCY DEVELOPMENT RECIPIENTS

- **Being Alive (\$5,000):** to engage the services of an experienced development consultant who can provide grant research and writing services, as well as an analysis of current funding streams and donor trends to help the agency become less reliant on government grants for operating.

- **Disability Community Resource Center (\$5,000):** to support leadership development of the organization's program management team by implementing the Positive Intelligence program, which focuses on developing effective communication skills, teamwork strategies, and emotional intelligence. In addition, funds would be used to increase and strengthen staff capacity through further training on DCRC's new Apricot database.
- **National Council of Jewish Women (\$5,000):** to support an all-program two-day staff retreat focused on team building, long-range planning, and skill development. Funds would also be used to support ongoing professional development opportunities for individual staff members.
- **Pathways LA (\$10,000):** to hire a consultant with expertise in anti-bias training to create a training program for West Hollywood Preschool staff. The training would empower educators and staff with the skills and resources needed to implement anti-bias curriculum in the classroom.

2021-22 AGENCY DEVELOPMENT RECIPIENTS

- **Ascencia (\$10,000):** to develop and implement a digital onboarding experience that will improve new employee orientation, training, and retention.
- **Bet Tzedek (\$10,000):** to enhance the organization's limited website capacity in order to better serve the multiple needs of the audiences who visit the site. To transform the website into an interactive tool that educates users on the legal services provided and to become a resource by streamlining messaging, improving the ease of navigation, defining clear pathways to services, improving the overall experience for website visitors, and reduce frustration users currently experience with finding information.
- **Trans Can Work (\$5,000):** to hire a part-time grant consultant who has a strong portfolio of connections to local/national private & foundational funders who could provide Trans Can Work with flexible financial support to be used as needed including staff salaries, technological innovation, and other identified areas of need.

2020-21 AGENCY DEVELOPMENT RECIPIENTS

- **Project Angel Food (\$10,000):** to train staff on a new custom designed client management system for client intake, enrollment, food delivery and case management activities. Training will include train-the-trainer and how to use the system to extract and analyze client data. The new system is expected to help with daily operations such as the timeliness of follow-up, nutritional assessments, meal plan changes, and tracking health outcome data. The ability to measure impact will assist in securing healthcare and fee-for-service partnerships.

- **National Council of Jewish Women (\$5,000):** for a grant writing consultant to secure new and more diverse funding. Applications will include complex government proposals and requests to foundation and corporate sources. The long-term goal of increased grant funding is to increase programming, hire staff, and ensure long term sustainability.
- **Being Alive (\$5,000):** for a grant writing consultant. Additional funding from grantors of mental health and wellness programs will enable the agency to continue to stabilize its finances and to expand services. Using a nonprofit consulting firm, Being Alive expects to generate 12-15 grant proposals.
- **Trans Can Work (\$5,000):** for a grant writing consultant to establish relationships and apply for funding from an already developed target list of 40 grantors. Additional funding generated from grants is expected to increase the agency's capacity for employment navigation services.

2019-20 AGENCY DEVELOPMENT RECIPIENTS

- **Friends Research Institute, Inc. (\$10,000):** to increase the organization's ability to apply for development and foundation funding, and to develop a greater online presence to create more opportunities to connect with prospective program participants. The agency will engage a consultant to write grants and train staff in skills specific to development and foundation grants. A social media consultant will help the agency develop a greater online presence and ultimately reach a broader range of the West Hollywood community.
- **TransLatin@ Coalition (\$7,000):** to help the agency develop a strategic plan and a fundraising plan. The agency will engage two consultants to work with staff in these two key areas. Activities for the strategic plan include an organizational needs survey, facilitation of a weekend retreat, and development of a comprehensive report. The fundraising consultant will develop a plan for long term agency sustainability through grants and donations.
- **Project Angel Food (\$8,000):** to help the agency assess its needs and design a program operations database to replace the current outdated system. The agency will hire a consulting company for the initial steps in a larger project to completely re-do the client and operations system. The new system will support more timely client eligibility assessments and updates, as well as help staff to better analyze and track individual client needs.

2018-19 AGENCY DEVELOPMENT RECIPIENTS

- **The Alliance for Housing and Healing (\$5,000):** to provide financial support for two separate retreats: (1) A one day off-site facilitated staff retreat that will provide the ability to "jump start" strong working relationships with new members of the agency's homeless services case management team. (2) A board retreat that will

revisit the organization's mission, vision, and strategic plan; clarify roles and responsibilities; orient new members; reconnect and re-energize a stagnant board; and address critical issues. The objective of the retreat is twofold: leadership training and team building focused on messaging, fundraising and developing an understanding of the culture of homelessness.

- **Being Alive (\$10,000):** to strengthen financial stability for the next three years during the agency's strategic partnership/merger plans with Saban Community Clinic. Agency Development funds will cover the cost of a grant writer with experience in HIV, Mental Health and Substance Abuse funding opportunities and proposal submissions. Being Alive staff has a goal of identifying a minimum of three funding opportunities and submitting successful applications for a quick-turnaround, including a substantial mental health grant and a multi-year HIV services grant.
- **Pathways LA (\$10,000):** to support a six-month planning process resulting in the creation of a West Hollywood Community Mobilization Outreach Plan that will build Pathway's capacity to enroll West Hollywood-affiliated families in child care subsidy programs, including the West Hollywood Preschool. In so doing, this project will address one of the organization's Strategic Imperatives: Increasing the impact of Pathways' services and programs on child and family outcomes, especially for the most vulnerable.

2017-18 AGENCY DEVELOPMENT RECIPIENTS

- **Housing Works (\$7,000):** to increase the organization's media capacity and develop a social media strategy to improve methods. A media consultant will coach staff members on messaging development and delivery, media engagement, and negotiating the use of footage. In a separate training, a social media consultant will work with staff to evaluate and manage social media outreach and engagement.
- **National Council of Jewish Women, Los Angeles (\$9,000):** to hire a consultant to create a strategic plan and facilitate a Board retreat. The consultant will work with the Board to strengthen key areas of fundraising, Board recruitment, volunteer capacity, marketing and program evaluation.
- **Project Angel Food (\$9,000):** to hire a consultant to develop a three-year strategic plan and conduct an all-day Board retreat. Activities will include a number of planning committees for Board members that will address: mission, branding, and marketing; financial stability; expanding services to increase competitive edge; data-driven practices; and Board capacity.

2016-17 AGENCY DEVELOPMENT RECIPIENTS

- **Alliance for Housing and Healing (\$5,500):** to facilitate a leadership and development retreat for the Board of Directors. Agency Development funds will also

be used for a training conducted by United Homeless Healthcare Partners for staff who case manage clients who are homeless.

- **Housing Works (\$10,000):** to hire a development consultant to help with grant writing, grant acquisition and finding sustainable funding streams.
- **Los Angeles LGBT Center, Youth Services (\$4,935):** to conduct a series of staff trainings on trauma informed care and suicide prevention, as well as skills development for case managers. Trainings will be provided by the Southern California Counseling Center, Didi Hirsch Mental Health Services, the Center for Urban Community Services, and Echo Parenting and Education.
- **Men's Health Foundation (\$4,565):** to hire consultant, Dr. Neva Chauppette, to conduct a series of six trainings that increase the capacity of service providers working with at-risk gay and bisexual men. These trainings will focus on responses to mental health issues, addiction, and cultural competence.

2015-16 AGENCY DEVELOPMENT RECIPIENTS

- **Tarzana Treatment Centers (\$7,500)** to conduct six trainings for staff and other West Hollywood social service providers on the topics of Pre-Exposure Prophylaxis (PrEP) and Crystal Methamphetamine use.
- **Pathways L.A. (\$8,400)** to create and implement a multimedia strategy directed at assisting families find and pay for high quality childcare and preschool services and to engage local parents to support their children's early learning.
- **Jewish Family Services (\$9,100)** to help prepare the agency for accreditation on the Commission on Accreditation of Rehabilitation Facilities (CARF) which will include: staff training and education, consultation and data analysis, and materials.

2014-15 AGENCY DEVELOPMENT RECIPIENTS

- **Aid for AIDS (\$1,650)** to conduct three trainings with frontline staff on HIV, co-morbidities and mental illness as it relates to housing stability. These trainings are open to all social service agencies.
- **AIDS Project Los Angeles (\$9,645)** to increase education, awareness and utilization of pre-exposure prophylaxis (PrEP) in West Hollywood through the development and dissemination of educational materials.
- **Being Alive (\$6,050)** to hire a consultant from the Third Sector Company to conduct six Board Chair Academy training sessions with the Board of Directors and to partially cover the expenses of a separate consultant to strategically develop, execute and implement a fund development plan.

- **Bet Tzedek (\$5,000)** to partially cover the cost of the consultant fee to conduct a five-year strategic plan with board, staff and community partners.
- **Housing Works (\$2,500)** to pay for an accounting consultant to restructure their accounting platforms and teach key staff members how to use them to better manage grant funds.
- **The L.A. LGBT Center's Youth Program (\$4,800)** to help pay for training in motivational interviewing for direct line staff and managers.
- **The Saban Community Clinic (\$5,000)** to support the Saban Community Clinic's board of directors training and development project.