

**HUMAN SERVICES COMMISSION
CITY OF WEST HOLLYWOOD
REGULAR MEETING
TUESDAY, MARCH 10, 2026
PLUMMER PARK - ROOMS 5 & 6
7377 SANTA MONICA BOULEVARD
6:00 PM**

LAND ACKNOWLEDGEMENT:

“The West Hollywood Human Services Commission acknowledges that the land on which we gather and that is currently known as the City of West Hollywood is the occupied, unceded, seized territory of the Gabrieleño Tongva and Gabrieleño Kizh peoples.”

STATEMENT OF SHARED RESPONSIBILITY FOR RESPECT:

During public meetings, community gatherings, interactions with the public, and with one another, the City endeavors for all participants and attendees to conduct City business and treat others with respect, a core value of the City. This includes being polite, professional, and thoughtful when interacting with others. Our collective commitment to West Hollywood requires intention, cooperation, courtesy, consideration, tolerance, forgiveness, acceptance, inclusiveness, kindness, compassion, and patience. Our respect is expressed not only in the words we choose, but also in our tone, our demeanor, and our actions toward one another.

To comply with the Americans with Disabilities Act of 1990, Assistive Listening Devices (ALD) will be available for check out at the meeting; If you require special assistance to participate in this meeting, (e.g. an American Sign Language interpreter for people who are Deaf or hard of hearing), you must call or submit your request in writing to the Office of the City Clerk at (323) 848-6409 at least 48 hours prior to the meeting. The City TDD line for the hearing impaired is (323) 848-6496.

Special meeting related accommodations (e.g., transportation) may be provided upon written request to the Office of the City Clerk at least 48 hours prior to the meeting. For information on public transportation, call 323.GO.METRO (323/466-3876) or go to www.metro.net.

RULES OF DECORUM

Members of the audience shall not engage in disorderly or boisterous conduct, including the utterance of loud, threatening, or abusive language, whistling, stamping of feet or other acts which disturb, disrupt, impede, or otherwise render the orderly conduct of the Commission meeting infeasible. A member of the audience repeatedly or continuously engaging in any such conduct shall, at the discretion of the Presiding Officer or a majority of the Commission, be subject to ejection from that meeting.

Any person wishing to speak in connection with any item of business on the agenda shall first complete a speaker request slip and submit the slip to the Secretary.

No person shall address the Commission without first being recognized by the Presiding Officer.

Each person addressing the Commission shall do so in an orderly manner and shall not make repetitious, slanderous or irrelevant remarks, or engage in any other disorderly conduct which disrupts, disturbs or otherwise impedes the orderly conduct of the Commission meetings. Any person who so disrupts the meeting may, at the discretion of the Presiding Officer or a majority of the Commission, be subject to ejection from that meeting.

To Participate by Listening to the Meeting Audio and Providing Public Comment by Telephone:

1. You may dial-in ten (10) minutes prior to the start of the meeting. The meeting begins at 6:00 p.m. You will be placed ON HOLD in the Virtual Meeting Room until the meeting commences. When you enter the meeting, please mute your telephone. Dial in Code: *6 = unmute. Dial in Code: *9 = lets the host know you want to speak on the current item
2. Members of the public who wish to comment by telephone are required to register to speak via Zoom by sending an email to HSCPpubliccomment@weho.org no later than 12:00 p.m. to be added to the remote public speaker list. Please include your name, phone number (for staff to identify your caller location on Zoom), and the item number(s) you would like to speak on.

1. CALL TO ORDER:

A. ROLL CALL

B. PLEDGE OF ALLEGIANCE

C. APPROVAL OF AGENDA

The Human Services Commission is requested to approve the meeting agenda for March, 10 2026.

D. APPROVAL OF MINUTES

The Human Services Commission is requested to approve the minutes of February 10, 2026. Human Services Commission meeting.

E. PUBLIC COMMENT

The Human Services Commission values your comments; however, pursuant to the Brown Act, the Human Services Commission cannot take action on items not listed on the posted agenda. Members of the public have three minutes to speak. This public comment period is to address the Human Services Commission on agenda items or items of general interest within the jurisdiction of the Human Services Commission. An additional

public comment period is offered at the end of the meeting.

2. CONSENT CALENDAR: None.

3. PUBLIC HEARING: None.

4. UNFINISHED BUSINESS:

A. HOMELESSNESS INITIATIVE UPDATE – COORDINATED RESPONSE FRAMEWORK (CRF) IMPLEMENTATION AND CONSULTANT PROCUREMENT

The Human Services Commission will receive an update on the City’s Homelessness Initiative, including progress on implementing the City Council–approved Coordinated Response Framework (CRF), work completed to date, the status of consultant procurement, and anticipated next steps.

Recommendation: Receive and file.

B. HOMELESS INITIATIVE DATA & REPORTING

The Human Services Commission will receive an overview of City-collected homelessness data to support discussion on how this information should be organized and presented through regular reporting.

Recommendations: Receive and discuss.

5. NEW BUSINESS: .

A. PROPOSED ESTABLISHMENT OF ANNUAL GRASSROOTS MICRO-GRANT PROGRAM AND COMMUNITY CAT STABILIZATION & TNR FUNDING FRAMEWORK

The Human Services Commission will receive and discuss a proposed framework for the establishment of an Annual Grassroots Micro-Grant Program beginning in FY 2026–27. The program includes five funding categories, including Community Cat Stabilization and Trap-Neuter-Return (TNR), and is designed to strengthen local civic infrastructure by supporting grassroots organizations and emerging community leaders.

Recommendation: Receive and discuss.

6. EXCLUDED CONSENT

7. ITEMS FROM STAFF

8. PUBLIC COMMENT

This time is set aside for the public to address the Human Services Commission on any item of interest within the subject matter jurisdiction of the Human Services Commission that could not be heard under Item 1.E. at the beginning of the meeting.

9. ITEMS FROM COMMISSIONERS

During this time, in accordance with Section 4.7 of the Human Services Commission bylaws, any member of the Commission may request that an item of business within the Commission's subject matter jurisdiction be added to a future agenda. Such requests are subject to the approval of the Commission.

10. ADJOURNMENT

The Human Services Commission will adjourn to its next Regular Meeting on Tuesday, April 14, 2026, at 6:00 pm at Plummer Park Community Center, Rooms 5&6.

Notice: Written materials distributed to the Human Services Commission within 72 hours of this meeting are available for public inspection immediately upon distribution at the Department of Human Services and Rent Stabilization, 8300 Santa Monica Boulevard, West Hollywood, California, 90069, during normal business hours. They will also be available for inspection at the staff liaison's table during the Commission meeting.

**HUMAN SERVICES COMMISSION
CITY OF WEST HOLLYWOOD
DRAFTED MINUTES
TUESDAY, FEBRUARY 10, 2026
PLUMMER PARK - ROOMS 5 & 6
7377 SANTA MONICA BOULEVARD**

1. **CALL TO ORDER:** Chair Williams called the meeting to order at 6:00 pm and Commissioner Adolphson read the Land Acknowledgement.

A. ROLL CALL

PRESENT: Commissioner Adolphson
Commissioner Eyres
Commissioner Palmieri
Commissioner Steele
Vice-Chair Borelli
Chair Williams

ABSENT: Commissioner Wyville

ALSO Teree Carter, Human Services Manager

PRESENT: Derek Murray, Social Services Supervisor
Amy Valdepeña, Human Services Specialist
Katherine Fierro, Commission Secretary, Social Services Specialist

B. PLEDGE OF ALLEGIANCE

Commissioner Eyres led the Pledge of Allegiance.

C. APPROVAL OF AGENDA

The Human Services Commission is requested to approve the meeting agenda for February 10, 2026.

ACTION: Approved the Agenda on February 10, 2026. Moved by Vice Chair Borelli, seconded by Commissioner Steele and unanimously approved by roll call vote noting the absence of Commissioner Wyville.

D. APPROVAL OF MINUTES

The Human Services Commission is requested to approve the minutes of January 13, 2026, Human Services Commission meeting.

ACTION: Approved the minutes of January 13, 2026, with the amendment to correct the roll call that incorrectly listed Commissioner Steele as present. Motion by Vice Chair Borelli, seconded by Commissioner Eysers, and passed by roll call vote, noting the absence of Commissioner Wyville and one abstention by Commissioner Steele.

E. PUBLIC COMMENT

YOLA DORE, WEST HOLLYWOOD – The Disability Advisory Board (DAB) liaison thanked the commission’s ongoing work to improve life for disabled persons. An update was given on DAB focus areas including-rising cost of caregivers, emergency preparedness, and accessibility. An invitation was extended to Commissioners to the next DAB meeting.

WENDY GOLDMAN, WEST HOLLYWOOD – The Cynthia Sunset Neighborhood Watch, Block Captain, brought attention to the raised safety concerns in the Sunset Strip/ West Hollywood side. Urged increased patrols and replacement of damaged trees. Emphasized growing concerns around ableism, ageism, and caregiving costs.

MICHAEL DRASKOVIC, WEST HOLLYWOOD – The Policy and Community Advocacy Lead at Project Angel Food presented an update on medically tailored meals. He reported service to West Hollywood residents through City contracts and other programs, thanked City for support and will provide Commission with regular updates.

2. **CONSENT CALENDAR: None.**

3. **PUBLIC HEARING: None.**

4. **UNFINISHED BUSINESS: None.**

5. **NEW BUSINESS:**

A. AMERICAN HEART PRESENTATION

The Human Services Commission received a presentation on AED use and a live CPR demonstration from the American Heart Association (AHA). Bryan Lopez and Marlon Cruz participated from AHA.

Commissioners engaged in discussion with the presenters and participated in hands-on CPR training using mannequins provided by the organization.

Action: Received presentation and discussed.

B. REPORT ON 2024-2025 CONTRACT SAVINGS AND UNSPENT FUNDS

The Human Services Commission received a report from Derek Murray, Social Services Supervisor, regarding contract savings and unspent funds from the 2024-2025 contract year- noting that social service providers returned a total of \$161,806, 2% of annual allocation. Clarification was given to Commissioners that unspent funds are returned to the General Fund.

Action: Received and discussed.

C. PLANNING AND COORDINATION MEETING UPDATES AND SCHEDULE REVIEW

The Human Services Commission received a report on the Planning and Coordination (P&C) Meetings. Derek Murray, Social Services Supervisor, provided P&C meeting goals and structure, and noted the discontinuation of the Homeless Collaborative due to duplication. Commissioners inquired about meeting dates and addressing at-risk populations. Commissioner Steele emphasized the incorporation of the equity and accessibility feedback shared earlier. Staff shared a commitment to provide mission statements and agenda for each P&C meeting to commissioners. Commissioners expressed excitement about new focus on working adults group.

Action: Received and discussed.

D. GRANTS IN THE SCHOOLS PROGRAM UPDATE

The Human Services Commission received a report on the 2025-26 Grants in the Schools Program from Amy Valdepeña, Human Services Specialist. Noted 10 awards totaling \$48,000 and shared funds support educational enrichment, arts, field trips, wellness, and educator development. It was noted that recipients will report outcomes and present at Children's Roundtable.

Commissioners praised the program's outreach success, range and impact, and suggested highlighting student work at City Council meetings.

Action: Received and filed.

6. EXCLUDED CONSENT: NONE.

7. ITEMS FROM STAFF

Teree Carter, Human Services Manager, spoke on community health hubs noting the 5-story West Hollywood Park garage and The Abbey as the proposed locations. She shared that this item will go to council on March 2nd.

She shared that Human Services will be leading the city Pride booth planning. An update was provided on site visits and field trips with providers, and an invitation was extended to commissioners to participate. Commissioners were invited to Senior Lunch at Plummer Park from 11 am – 12 pm on February 18.

The Commission raised concerns about the proposed Abbey location for the community health hub, including issues of accessibility, equity, prior incidents, alternative sites, and site visit participation. Staff confirmed that the Abbey and the five-story garage are the two recommended locations, and noted Council will make the final decision. The Chair encouraged commissioners to engage with Council.

8. PUBLIC COMMENT

JOSEPH GREEN, WEST HOLLYWOOD – Co-Chair, LA County Commission on HIV spoke in strong opposition to the Abbey as a hub location and a failure for HIV and hepatitis prevention and access. Updates were provided regarding LA County Commission on HIV restructuring and upcoming meetings.

9. ITEMS FROM COMMISSIONERS

Commissioner Eyers – Thanked staff. Requested update on city discussions with Bobby's Street Cats and Lux Paws regarding community cats fostering and adoption support following Council's TNR program expansion. Congratulated Project Angel Food.

Commissioner Adolphson- Expressed interest in volunteering at Pride. Thanked staff for presentation to Chamber of Commerce. Suggested revisiting Sunset harm reduction dialogue with new Chamber leadership.

Commissioner Palmieri – Thanked staff for valentine's day cards. Questioned staff on why the Abbey was selected.

Commission Steele- Requested presenters speak slowly and clearly for accessibility and inquired about animal services funding pathways. Expressed a deep concern about the Abbey health hub location and asked for commitment from staff to look at alternative locations.

Vice-Chair Borelli – Thanked Yola Dora, DAB Liaison, for ongoing advocacy. Commented on public speaker Wendy's concerns, stating her concerns are tailored to Public Safety Commission. Suggested commissioners voice strong concerns about the Abbey location directly to Councilmembers on March 2.

Chair Williams – Thanked staff. Encouraged commissioners to use voice and power to reach out to council. Encouraged unity.

10. ADJOURNMENT

The Human Services adjourned at 7:34 pm to its next Regular Meeting on Tuesday, March 10, 2026, at 6:00 pm at Plummer Park Community Center, Rooms 5&6.

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DRAFT

SUBJECT: HOMELESSNESS INITIATIVE UPDATE – COORDINATED RESPONSE FRAMEWORK (CRF) IMPLEMENTATION AND CONSULTANT PROCUREMENT

PREPARED BY: HUMAN SERVICES & RENT STABILIZATION DEPARTMENT
(Teree Carter, Human Services Manager)
(Diane Kahn Epstein, Strategic Initiatives Supervisor)
(Francisco Gomez, Strategic Initiatives Program Administrator)

STATEMENT ON THE SUBJECT:

This report provides an update on the City’s Homelessness Initiative, including progress on implementing the City Council–approved Coordinated Response Framework (CRF), work completed to date, the status of consultant procurement, and anticipated next steps.

RECOMMENDATION:

Receive and file.

BACKGROUND / ANALYSIS:

This report is a follow-up to the City Council’s approval of the Coordinated Response Framework (CRF) and is intended to update the Human Services Commission on implementation status and next steps.

In December 2024, the Human Services Commission received an item requesting input on a planned assessment of the City’s Five-Year Plan to Address Homelessness. Following that meeting, staff incorporated Commission feedback regarding desired outcomes, stakeholder engagement, data transparency, and regional alignment and presented a progress report and reassessment framework to the City Council in January 2025. Through that discussion and subsequent direction, the Council directed staff to strengthen operational coordination and accountability rather than pursue a traditional plan rewrite. In June 2025, during a City Council Study Session, the Council formally

approved the Coordinated Response Framework (CRF) as the City’s systems-alignment model, establishing clearer roles, better-defined escalation pathways – especially for unhoused community members who deny services - and greater shared accountability across departments and partners. This process laid the groundwork for the current implementation phase.

With that context, the remainder of this report includes:

1. Purpose of the CRF and System-level Issues to be Addressed
2. Work Completed Following City Council Approval of the CRF
3. Steps to Overcome Systems Challenges, Including Consultant Support and Procurement
4. Next Steps

1. Purpose of the Coordinated Response Framework and Issues to be Addressed

The City Council approved the Coordinated Response Framework to address persistent system-level challenges in how the City responds to homelessness. Rather than creating new programs, the CRF is intended to directly respond to concerns identified by City Council, staff, and community members, including:

- Persistent homelessness, particularly among individuals with high needs and repeated service refusals
- Clearer roles and decision-making authority among outreach teams, the Care Team, law enforcement, and County partners
- Elimination of service duplication, provision of more consistent follow-up, and increased communication
- The need for a unified by-name list of community members experiencing chronic homelessness, provision of shared referral pathways, and clearer escalation timelines when cases stall
- Greater public visibility into outcomes

These challenges reflect the need for greater system alignment in how existing resources are deployed, rather than a lack of services or effort.

2. Work Completed Following City Council Approval of the CRF

On a practical level, the CRF establishes how City departments and partner agencies work together on homelessness-related situations, particularly as cases become more complex or require greater coordination across systems. The framework focuses on:

- Shared understanding of roles, responsibilities, and available tools
- Clear referral and handoff points between programs and departments
- Defined escalation pathways as cases increase in complexity
- Consistent tracking of engagement, referrals, and outcomes

The CRF is designed to ensure that City investments in outreach, behavioral health response, interim housing, and public safety coordination are aligned and implemented consistently and monitored for accountability. These actions establish foundational conditions for the next phase of implementation.

Since the City Council approved the CRF in June 2025, staff have focused on building the foundational conditions needed for coordinated implementation. Work completed to date reflects a deliberate emphasis on relationship-building, systems alignment, and data readiness in advance of formal multidisciplinary and by-name case conferencing.

Strengthened Cross-Department and Field Coordination

Staff strengthened coordination between Human Services and Community Safety leadership and operational teams and expanded cross-agency coordination among the Care Team, Healthcare in Action (HIA), and the Sheriff's Station. This coordination currently focuses on:

- Biweekly joint field operations with Sheriff Deputies and HIA and Care Team, which support rapport-building, shared understanding of roles, identification of

community members experiencing homelessness in need of service, and alignment on response approaches across teams

- Regular operational meetings and ride-alongs to identify system gaps, clarify escalation options, identify geographic concentrations of need, and improve consistency in response approaches
- Monthly multi-agency coordination meetings, which provide a structured forum for information-sharing, systems improvement discussions, and early alignment on data needs and coordination challenges

These meetings are focused on strengthening working relationships, improving communication, and building shared system understanding. This groundwork is essential to ensure that future multidisciplinary team (MDT) meetings and by-name case conferencing can operate effectively, consistently, and with clear expectations.

Development of a High-Acuity Case Framework

As part of CRF implementation, staff worked with outreach partners, Healthcare in Action and the Care Team, to develop a shared list of unhoused individuals with complex needs and repeated system contact.

This early high-acuity framework allows staff and partners to:

- Build a shared understanding of what constitutes a high-acuity situation within the City's system; generally, "high-acuity" is defined as individuals experiencing homelessness who have complex or overlapping needs, repeated contact with City services or first responders, and limited progress toward stability despite ongoing outreach or service engagement
- Improve information-sharing and documentation practices across outreach and response partners
- Identify data gaps and inconsistencies across providers
- Prepare for the development of a formal shared by-name list and MDT process

This work represents an important preparatory step toward coordinated, by-name case management under the CRF and ensures that future MDT structures are built on a solid data and systems foundation.

Alignment of Programs and Resources

Additional CRF-aligned actions completed to date include:

- Launch of the Holloway Interim Housing Program, now fully occupied, is serving as a key CRF-aligned resource for individuals with high needs and as an anchor for improved coordination between outreach, interim housing, and permanent housing pathways.
- Expansion of the Care Team to 24/7 operations, with the Care Team managing and triaging Homeless Concern Line calls, providing after-hours coverage, and serving as backup response when Healthcare in Action (HIA) is actively engaged or otherwise unavailable.
- Consolidation of outreach services to a primary partner with medical and behavioral health capacity (HIA)
- Updated scopes of work for social services service providers to strengthen expectations around coordination, performance, and reporting
- Advancement of internal data and reporting frameworks to better align tracking with CRF decision points and outcomes

Together, these actions establish the foundational conditions necessary for the next phase of CRF implementation.

3. Steps to Overcome Systems Challenges, Including the Procurement of a Consultant

As City staff, nonprofit partners, and first responders continue advancing CRF implementation, the City is transitioning from early systems preparation to more formalized multidisciplinary coordination and by-name case conferencing. This next phase requires consistent protocols, shared tools, and clear decision-making structures

to ensure that coordination efforts translate into measurable outcomes for individuals with complex needs and repeated system contact.

To support this transition, the City conducted a competitive procurement process for targeted, short-term implementation support. The Request for Proposals (RFP) was released in late October 2025, with proposals due on December 8, and resulted in seven responsive submissions from firms with experience supporting jurisdictions in implementing coordinated response frameworks, multidisciplinary team (MDT) models, and cross-department decision-making structures. A cross-departmental review panel convened on January 16 to review and score proposals, followed by finalist interviews on February 4.

Following interviews and reference checks, staff selected Andrew Hening and Associates LLC to support CRF implementation. The firm brings demonstrated experience operationalizing coordinated response systems that have produced measurable reductions in overall, chronic, and unsheltered homelessness in other jurisdictions. Their work has included establishing community-wide by-name lists, formalizing multidisciplinary case conferencing structures, strengthening coordinated entry processes, and aligning funding, policy, and operations to support sustained system improvement.

The scope of this engagement is focused specifically on implementation support — not creating a new strategy but helping the City apply proven best practices in a structured and disciplined way. Andrew Hening and Associates LLC will facilitate case conferencing, help formalize MDT workflows and escalation pathways for high-acuity cases, strengthen cross-agency coordination, and support alignment with County systems. A central component of the work will include training and coaching City staff and provider partners on best practices in by-name-list management, case conferencing facilitation, performance tracking, data sharing agreements, and accountability structures. The goal is to build internal capacity so that once the consultant's time-limited engagement concludes, City and provider staff are fully equipped to continue and sustain CRF operations independently.

This engagement is intended to bring additional capacity, subject matter expertise, and previously successful hands-on implementation support to accelerate continued CRF rollout and ensure that the City's foundational coordination work translates into measurable and lasting outcomes. City staff will retain responsibility for oversight, policy direction, and long-term operation of the CRF.

4. Next Steps

1. Continue advancing CRF implementation, including consultant onboarding and early deliverables.
2. Continue data collection and refinement of performance reporting and dashboard concepts.
3. Provide ongoing updates to the Human Services Commission, Homeless Subcommittee, City Council, and the public.

OFFICE OF PRIMARY RESPONSIBILITY:

HUMAN SERVICES & RENT STABILIZATION DEPT / HUMAN SERVICES DIVISION

ATTACHMENTS:

None

SUBJECT: HOMELESS INITIATIVE DATA & REPORTING

PREPARED BY: HUMAN SERVICES & RENT STABILIZATION DEPARTMENT
(Teree Carter, Human Services Manager)
(Diane Kahn Epstein, Strategic Initiatives Supervisor)
(Francisco Gomez, Strategic Initiatives Program Administrator)

STATEMENT ON THE SUBJECT:

This item provides an overview of City-collected homelessness data to support discussion on how this information should be organized and presented through regular reporting.

RECOMMENDATION:

Receive and discuss.

BACKGROUND / ANALYSIS:

The Human Services Commission, City Council, and the Homelessness Subcommittee have expressed interest in better understanding the City's homelessness data. Staff prepared an overview of select homelessness-related data, with a primary focus on Homeless Concern Line (HCL) activity as an indicator of community service demand and of outreach responses related to homelessness. This report is not intended to provide a comprehensive assessment of all City-collected homelessness data; instead, it focuses on two central data points: the Homeless Concern Line and Point-in-Time (PIT) counts.

The purpose of this report is to:

- Summarize Homeless Concern Line call volume, request types, and response outcomes as an indicator of community need and City response.
- Explain how this operational data is used to assess service demand and to inform proactive outreach by City-contracted providers.
- Provide context on how Homeless Concern Line data relates to other homelessness data sources, including Point-in-Time (PIT) counts.

- Support Human Services Commission discussion on how homelessness data should be presented through regular quarterly reporting.

The City collects other data related to homelessness that is not included in this report as it is part of other regular staff reports to the Human Services Commission, the City Council and the Homeless Subcommittee. For example, the Care Team update reports, as well as the Social Services Mid-year and Year-end reports provide data and narratives about street outreach and street-based case management services provided to community members experiencing homelessness. The Holloway updates will focus on interim and permanent housing placements via the program's housing navigator.

The remainder of this report is organized as follows:

1. Purpose & Request for Human Services Commission Guidance
2. Overview of Homeless Concern Line & Response Model
3. Call Tracking & Data Quality
4. Homeless Concern Line Call Volume Trends (July 2025–February 2026)
5. Reasons for Homeless Concern Line Requests
6. Homeless Concern Line Request Outcomes and Outreach Engagement
7. Key Limitations of Homeless Concern Line Data
8. Point-in-Time (PIT) Data: Context for Homeless Conditions
9. Other Data Sources Used to Assess Homelessness and City Response

1. Purpose and Request for Human Services Commission Input

Staff is currently developing a standardized quarterly homelessness data reporting structure to present to the Human Services Commission, the Homelessness Subcommittee, and City Council as part of the Human Service Division's regular updates. The intent of these future reports is to create a consistent, accessible means to share key homelessness trends and system performance over time. With input from the Human Services Commission and other City stakeholders, staff aim to establish a reporting format that is easy to interpret, focused on meaningful outcomes, and supports transparency and ongoing evaluation of the City's homelessness response.

Regular quarterly reporting will be designed to:

- Highlight outcome metrics and achievement toward goals
- Provide visibility into service demand and outreach response
- Indicate services delivered across the homelessness response system
- Demonstrate key trends and changes over time
- Support informed policy discussion, oversight, and decision-making

As part of this effort, staff are seeking input from the Human Services Commission on how future reports can be most useful, including:

- Data elements most valuable to include in regular updates
- Appropriate balance between high-level trend reporting and operational detail
- Preferred methods for data presentation (i.e. infographics, bar graphs, charts, heat maps, etc.) to ensure clarity of outreach effectiveness and system performance

2. Overview of the Homeless Concern Line and Response Model

The Homeless Concern Line serves as the City's primary mechanism for receiving homelessness-related service requests from housed community members, local businesses, City staff, Public Safety partners, field-based service agency partners, and unhoused community members themselves. Requests are coordinated through the City's Care Team and Healthcare in Action (HIA).

The Care Team provides 24/7 intake and triage. Between 7:00 a.m. and 7:00 p.m., HIA serves as the primary outreach responder; the Care Team answers and dispatches daytime calls to HIA and serves as the backup responder when HIA staff are responding to another call. Outside of HIA service hours (7:00 p.m. to 7:00 a.m.), the Care Team serves as the primary responder, ensuring continuous coverage.

As a result, Homeless Concern Line data reflects service requests, operational workload, and outreach response activity across the City's homeless response system.

3. Homeless Concern Line Call Tracking and Data Quality Improvements

Beginning in June 2025, staff implemented more consistent and detailed tracking of Homeless Concern Line activity using TigerConnect transcripts, the dispatch platform

used by HIA and the Care Team. Requests are systematically documented with information on timing, location, reason for call, responding agency, and outcome.

Enhanced tracking has improved staff's ability to analyze call volume trends, community needs of those experiencing homelessness, identify changes in referral patterns, and better understand outreach workload and response outcomes. This data allows City staff to work with homeless service providers to address concerns in real time, improves services by focusing on City locations needing additional outreach, and informs the development of the City's Coordinated Response Framework.

4. Homeless Concern Line Call Volume Trends (July 2025-February 2026)

For consistency, call volume trends are presented using rolling 30-day periods between mid-July 2025 and mid-February 2026. Between July 15, 2025 and February 15, 2026, a total of 782 Homeless Concern Line requests were recorded. Call volume remained relatively stable through early November 2025, averaging two-to-three requests per day.

Beginning mid-November 2025, request volume increased substantially and has continued to rise. The most recent period (January 14–February 15, 2026) averaged approximately 7 requests per day. Staff attribute this increase primarily to expanded use of the Homeless Concern Line by field-based Public Safety partners, particularly Safety Ambassadors, rather than a sudden or isolated change in homelessness conditions; the new Safety Ambassador company Allied Universal, that started in October of 2025, is notable. In addition, Safety Ambassadors were recently retrained on the Homeless Concern Line and asked to use it as the entry point for non-emergency service requests for unhoused community members.

This trend suggests increased awareness and use of the Concern Line as a coordination tool, resulting in more requests being routed through a centralized intake process.

Table 1 below summarizes call volume trends by rolling 30-day period and highlights the sustained increase in requests beginning in mid-November 2025.

Period	Dates	Total	Avg/Day	Weekday %	Weekend %
P1	Jul 15–Aug 16	72	2.4	100%	0%
P2	Aug 17–Sep 15	69	2.3	94%	6%
P3	Sep 16–Oct 15	72	2.4	90%	10%
P4	Oct 16–Nov 15	64	2.1	94%	6%
P5	Nov 16–Dec 15	144	4.8	64%	36%
P6	Dec 16–Jan 15	153	5.1	75%	25%
P7	Jan 16–Feb 15	208	6.9	76%	24%

5. Reasons for Homeless Concern Line Requests

Requests received during the reporting period were predominantly care-oriented. The most common request types included:

- Housing or resource needs;
- Medical or health concerns; and
- Welfare or well-being checks.

Together, these categories accounted for over 70% percent of all requests, indicating that the Homeless Concern Line is primarily used to request supportive, service-focused responses.

Table 2 below provides a detailed breakdown of request types during the reporting period.

Reason group	Count	% of total
Housing/Resource	315	40%
Welfare/Well-being	118	15%
Medical / Health	139	18%
Outreach/Engagement	83	11%
Other/Multiple	47	6%
Disturbance/Trespass	43	6%

6. Homeless Concern Line Request Outcomes and Outreach Engagement

Homeless Concern Line outcomes provide important insight into how frequently outreach teams successfully engage individuals and offer assistance in response to community requests.

Of the 782 requests recorded during the full reporting period, 300 (38 percent) were accepted. These outcomes reflect outreach teams' engagement and assistance, such as resource navigation, medical support, and linkage to shelter or interim housing. Accepted services represent the most immediate and visible form of the City's ability to respond effectively when individuals are ready to engage.

An additional 175 requests (22 percent) were declined. Although services were declined in these instances, outreach staff were still able to locate individuals, assess needs, offer services, and begin building rapport. Declined services are a common and expected outcome in street-based outreach and reflect an individual's readiness to accept assistance. These interactions lay important groundwork for future engagement.

Taken together, nearly six in ten requests (60 percent) resulted in either services being accepted or a documented engagement where services were declined. This indicates that the majority of Homeless Concern Line requests result in direct human contact, even when immediate service uptake does not occur.

Remaining outcomes, categorized as "unable to locate" (151 requests, 19 percent) or "unknown" (156 requests, 20 percent), reflect common challenges associated with mobile populations, limited location detail provided by a caller, and/or multi-step response processes, rather than a lack of outreach effort. Notably, the "unknown" rate improved substantially over the reporting period—dropping from 21 percent in the July–December 2025 period to 7 percent in January–February 2026—again suggesting the positive impact of Homeless Service provider training on documentation practices. Homeless services provider staff have also been trained on the importance of documenting outcomes for every service request, which has already resulted in a reduction in "unknown" outcomes. City staff anticipate continued improvement in this area.

Chart 1 below shows how Homeless Concern Line requests are translated into outreach engagement and service outcomes across different request categories.

Housing and resource-related requests account for the highest volume of calls and the greatest number of accepted service outcomes. These requests typically involve individuals who are already seeking assistance and are therefore more likely to engage in shelter, interim housing, or resource navigation when contacted. Medical and health-related requests, including mental health concerns, also show relatively high rates of service acceptance, as these calls often involve visible or urgent needs that prompt immediate engagement by outreach teams.

Welfare and well-being checks show a higher proportion of declined services and “unable to locate” outcomes. These outcomes do not indicate a lack of outreach effort but rather reflect the circumstances of these requests. Welfare checks often involve individuals who appear asleep, unconscious, or transient that are called in by a community observer concerned for the unhoused individual’s safety; in many of these cases, individuals decline assistance or leave the location before outreach arrives. These patterns are common in street-based outreach and reflect that an individual may not yet be ready to accept services at the time of the contact.

Outreach and engagement requests are initiated when a community member or field-based partner identifies an unhoused individual who may benefit from services. These requests frequently result in either accepted services or documented engagement, reflecting proactive efforts to connect individuals to support even when immediate service uptake does not occur.

Administrative requests represent a small share of total call volume and primarily involve coordination or follow-up, such as requests for estimated arrival times or status updates, rather than new outreach responses. As such, these requests are not intended to result in service engagement outcomes.

Chart 1: Outcomes by Call Type

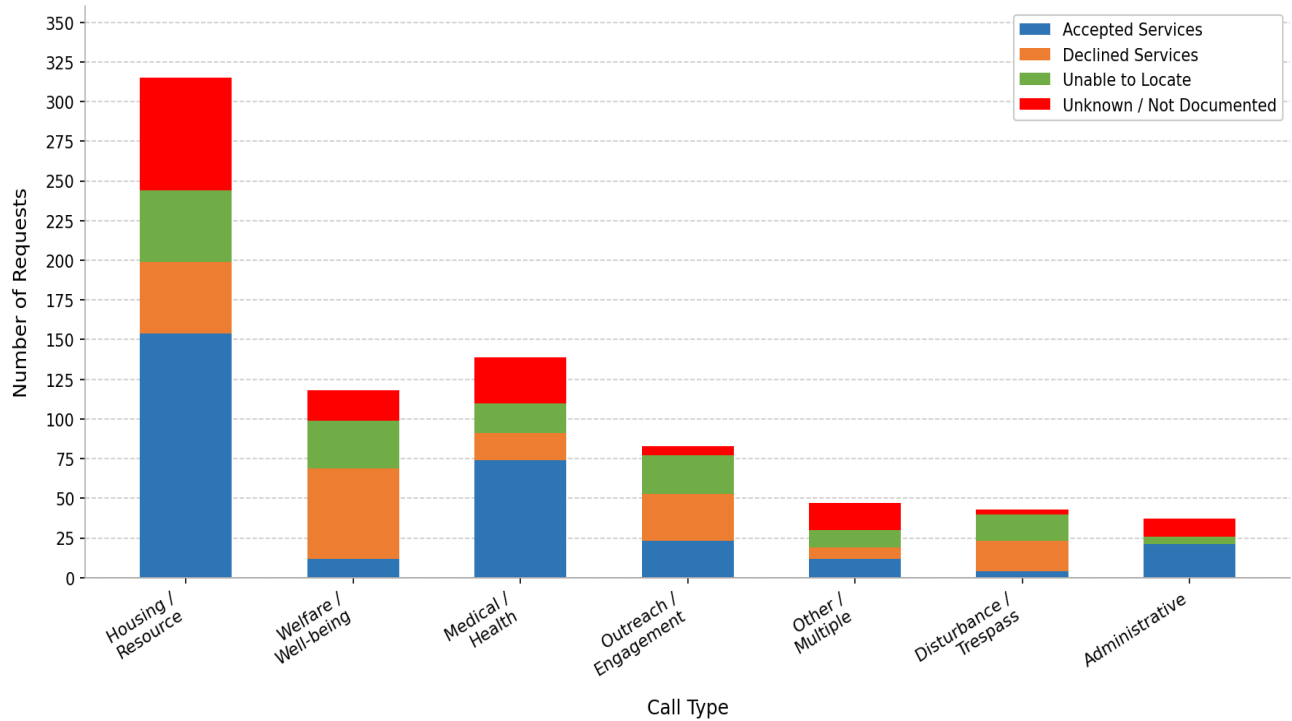


Table 3. Homeless Concern Line Outcomes by Request Type

Request Type	Accepted Services	Declined Services	Unable to Locate	Unknown / Not Documented	Total Requests
Housing / Resource	154	45	45	71	315
Welfare / Well-being	12	57	30	19	118
Medical / Health	74	17	19	29	139
Outreach / Engagement	23	30	24	6	83
Other / Multiple	12	7	11	17	47
Disturbance / Trespass	4	19	17	3	43
Administrative	21	0	5	11	37
Total	300	175	151	156	782

7. Key Limitations of Homeless Concern Line Data

Homeless Concern Line data reflects requests for response and does not capture the full scope of proactive outreach conducted independently by outreach providers. In practice, proactive outreach is ongoing and responsive to field observations and direct coordination with community members, businesses, resident associations, Public Safety partners, and City staff.

Outreach teams routinely engage individuals identified through regular field presence, referrals from community stakeholders, and coordination with City departments, regardless of whether a Homeless Concern Line request is generated. These proactive efforts are documented separately by providers and reported to the City through quarterly program reporting.

For this reason, Homeless Concern Line data should be interpreted as one component of the City's homelessness response framework and reviewed alongside other data sources to understand overall outreach activity, service delivery, and system performance.

8. Point-in-Time (PIT) Data: Context for Homeless Conditions

The City accesses locally collected Point-in-Time (PIT) data that began to be collected in 2017 by the City's contracted homeless services outreach providers. These locally collected counts supplement the annual Los Angeles Homeless Services Authority (LAHSA) Point-in-Time Count by providing more frequent, West Hollywood-specific observations of unsheltered homelessness.

From 2017 through 2024, counts were conducted monthly, typically on the last Friday of each month during early morning hours (approximately 4:00–5:00 a.m.), using a consistent observational methodology. Conducting counts during early morning hours improves reliability by reducing pedestrian and vehicular activity and increasing the likelihood of observing individuals in settled locations before daily movement begins, thereby reducing the risk of double-counting.

Beginning in 2026, responsibility for the locally collected PIT counts transitioned from Ascencia to Healthcare in Action (HIA), the City's lead homeless services outreach

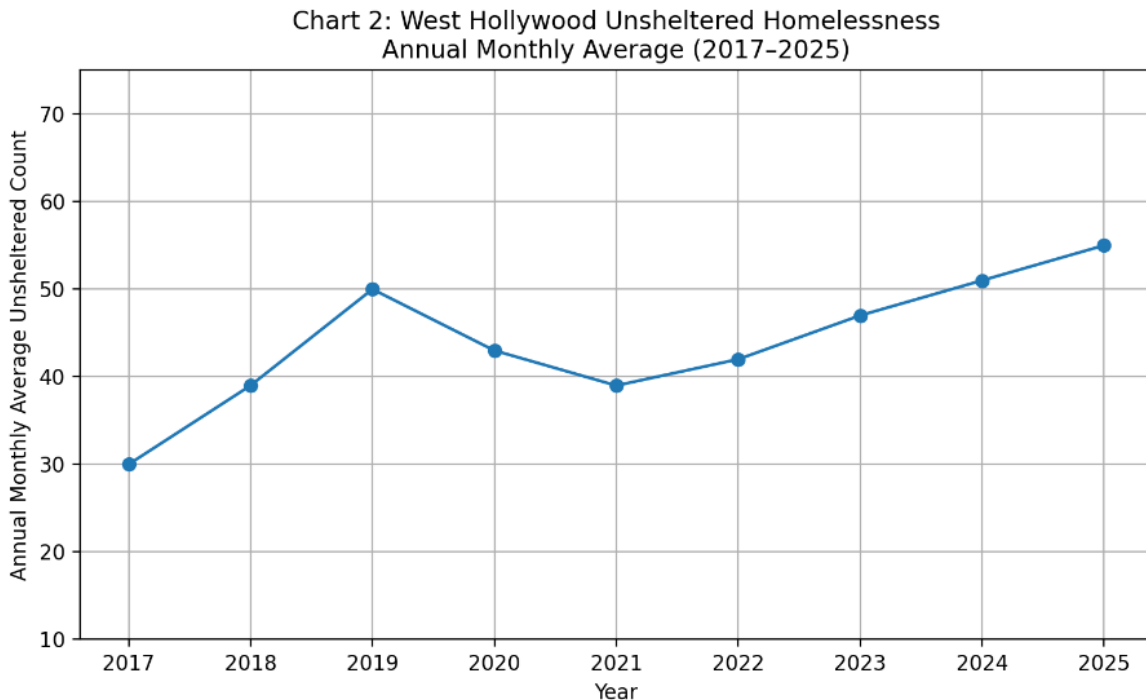
provider. Counts are now conducted quarterly to maintain a more efficient and sustainable approach that balances staff capacity with the City’s need to monitor trends over time. While the frequency of counts changed, the purpose and core methodology remain consistent.

Locally collected PIT data from 2017 through 2025 shows a steady increase in unsheltered homelessness, with average monthly counts rising from approximately 30 individuals in 2017 to approximately 55 individuals in 2025. Although month-to-month fluctuations occur, the overall pattern reflects gradual growth rather than isolated spikes.

Importantly, this trend is consistent with broader regional patterns across Los Angeles County and is driven by system-wide factors such as housing affordability constraints, limited housing supply, and regional homelessness pressures. The increases observed in West Hollywood mirror trends throughout the region and are not attributable to a single local policy or programmatic change.

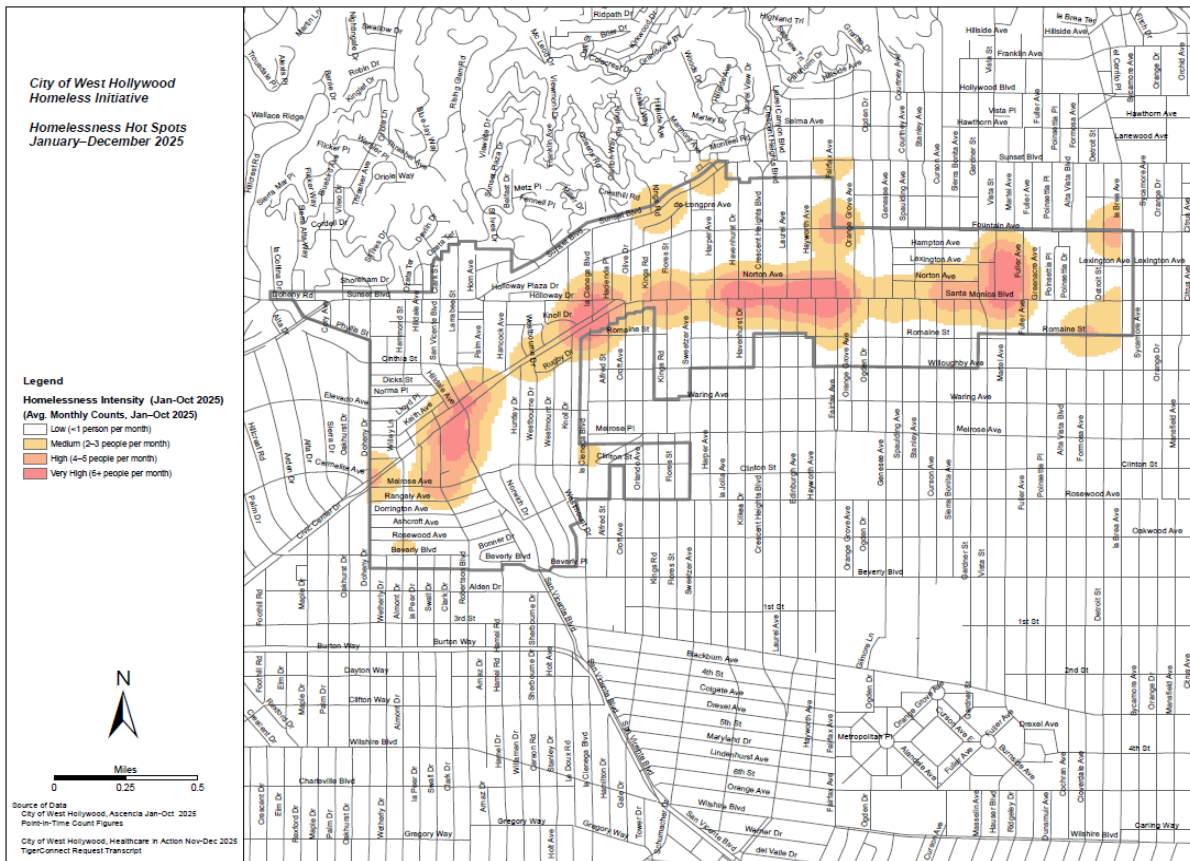
Chart 2 summarizes the average monthly PIT counts by year and illustrates changes in unsheltered homelessness over time.

Chart 2: Point In Time Counts by Month



Focusing on 2025, PIT data indicates that unsheltered homelessness remains consistently elevated, with monthly counts frequently exceeding 50 individuals. Compared to earlier years, the data suggest a higher baseline level of unsheltered homelessness rather than episodic or seasonal variation.

Map 1: City of West Hollywood Homelessness Hot Spots
Point-in-Time Observations, January–December 2025



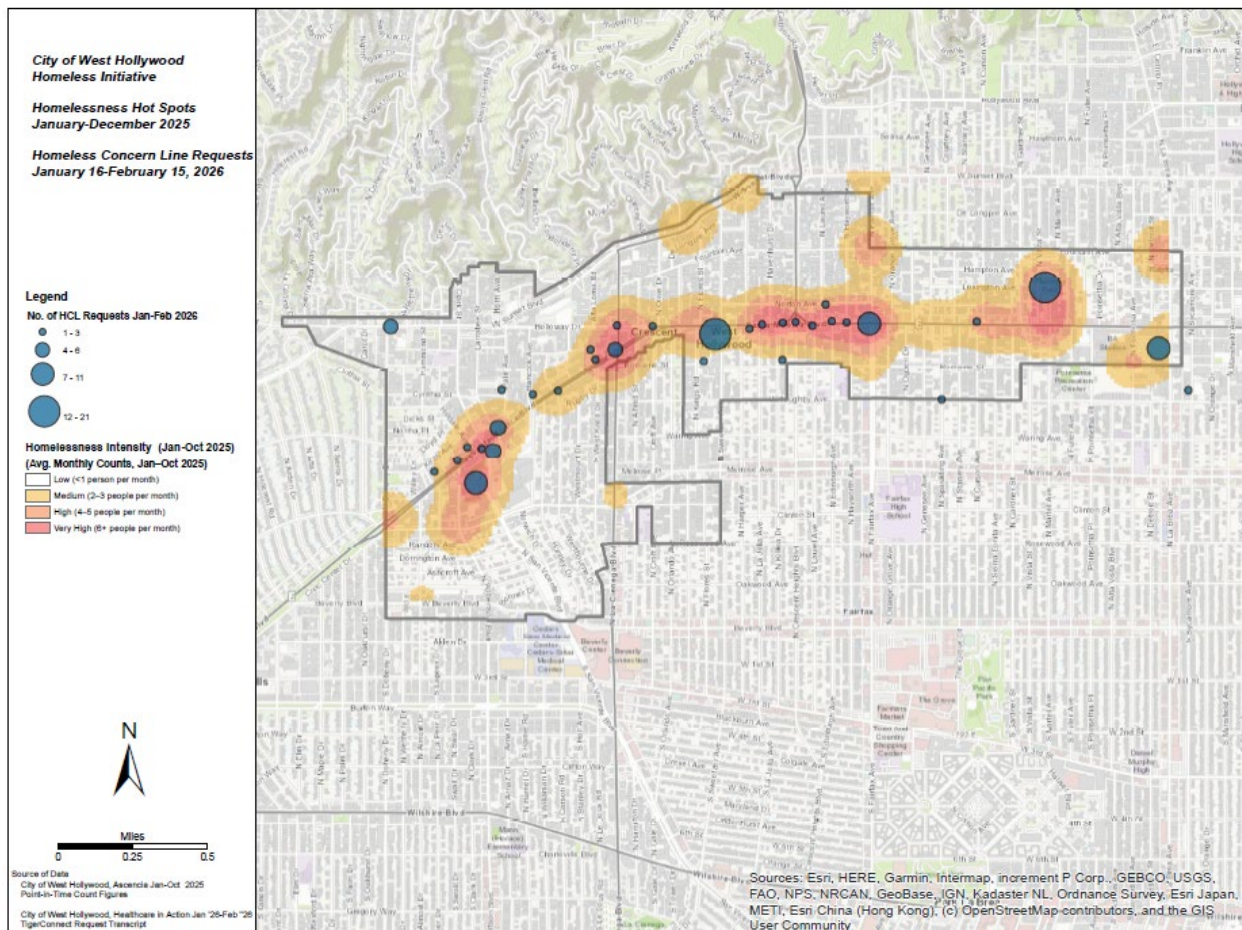
The heatmap above, based on 2025 PIT observations, illustrates where homelessness is most frequently observed within the City and indicates the highest concentration of unhoused individuals includes: West Hollywood Park, the area around Santa Monica Boulevard and La Cienega Boulevard, Santa Monica Boulevard between Havenhurst Drive and Orange Grove Avenue, and Plummer Park. This visualization enables the outreach teams to target highly populated areas (darkest red on the map) and provide proactive outreach, ensure better service coordination, and utilize deployment planning.

Together, PIT data provides context on where unsheltered homelessness is observed over time, while Homeless Concern Line data reflects the frequency and nature of community requests for service, outreach teams' response, and degree of engagement during the response.

The map below superimposes the Homeless Concern Line requests, (January 16 to February 15, 2026), over the heatmap of the monthly PIT data; the HCL request data largely aligns with hotspots identified using the PIT counts as seen in the following areas: on the west side of the City near Pavilions and areas around West Hollywood Park, the area around Santa Monica Boulevard and La Cienega, Plummer Park, and the area between Kings Rd. and Fairfax Ave along Santa Monica Boulevard. A full-size version of this map is available in Attachment A to this report.

Map 2: Provider Service Requests and Homelessness Hot Spots

January-February Homeless Concern Line Requests



9. Other Data Sources Used to Assess Homelessness and City Response

In addition to Homeless Concern Line and Point-in-Time data, the City relies on several other data sources to assess homelessness conditions, understand service delivery, and evaluate response efforts. These various data sources provide important system-level context and are actively used by staff for program oversight and planning; they are not included here as this report is intentionally focused on the Homeless Concern Line activity and PIT trends. As mentioned above, these other data resources are incorporated into other reporting updates.

City-contracted homeless services providers submit quarterly program reports that capture the number of individuals served, bed nights provided, interim housing utilization, and permanent housing placements. These reports provide insight into system outcomes, particularly how services translate into housing and stability.

Together, these data points support a comprehensive understanding of homelessness and the City's response. Staff will continue to evaluate how selected elements may be incorporated into future quarterly reporting to support transparency, oversight, and data-informed policy discussions.

OFFICE OF PRIMARY RESPONSIBILITY:

HUMAN SERVICES & RENT STABILIZATION DEPT. / HUMAN SERVICES DIVISION

ATTACHMENT:

Attachment A: Homeless Initiative Data & Reporting-- Charts and Maps

HOMELESS INITIATIVE DATA & REPORTING CHARTS AND MAPS

Human Services Commission
March 10, 2026

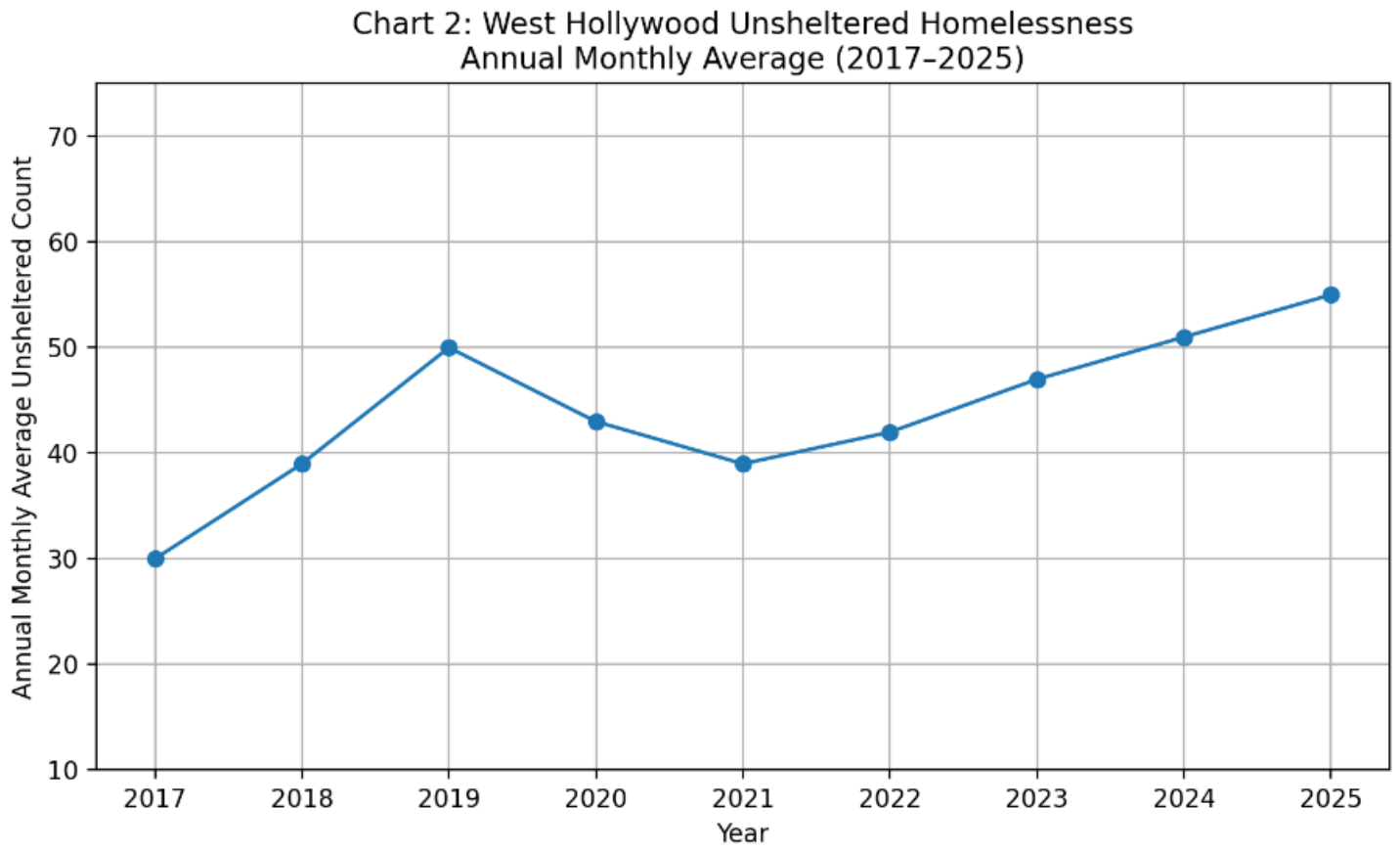
Table 1

Homeless Concern Line Call Volume

Table 1: Homeless Concern Line Call Volume					
Period	Dates	Total	Avg/Day	Weekday %	Weekend %
P1	Jul 15–Aug 16	72	2.4	100%	0%
P2	Aug 17–Sep 15	69	2.3	94%	6%
P3	Sep 16–Oct 15	72	2.4	90%	10%
P4	Oct 16–Nov 15	64	2.1	94%	6%
P5	Nov 16–Dec 15	144	4.8	64%	36%
P6	Dec 16–Jan 15	153	5.1	75%	25%
P7	Jan 16–Feb 15	208	6.9	76%	24%

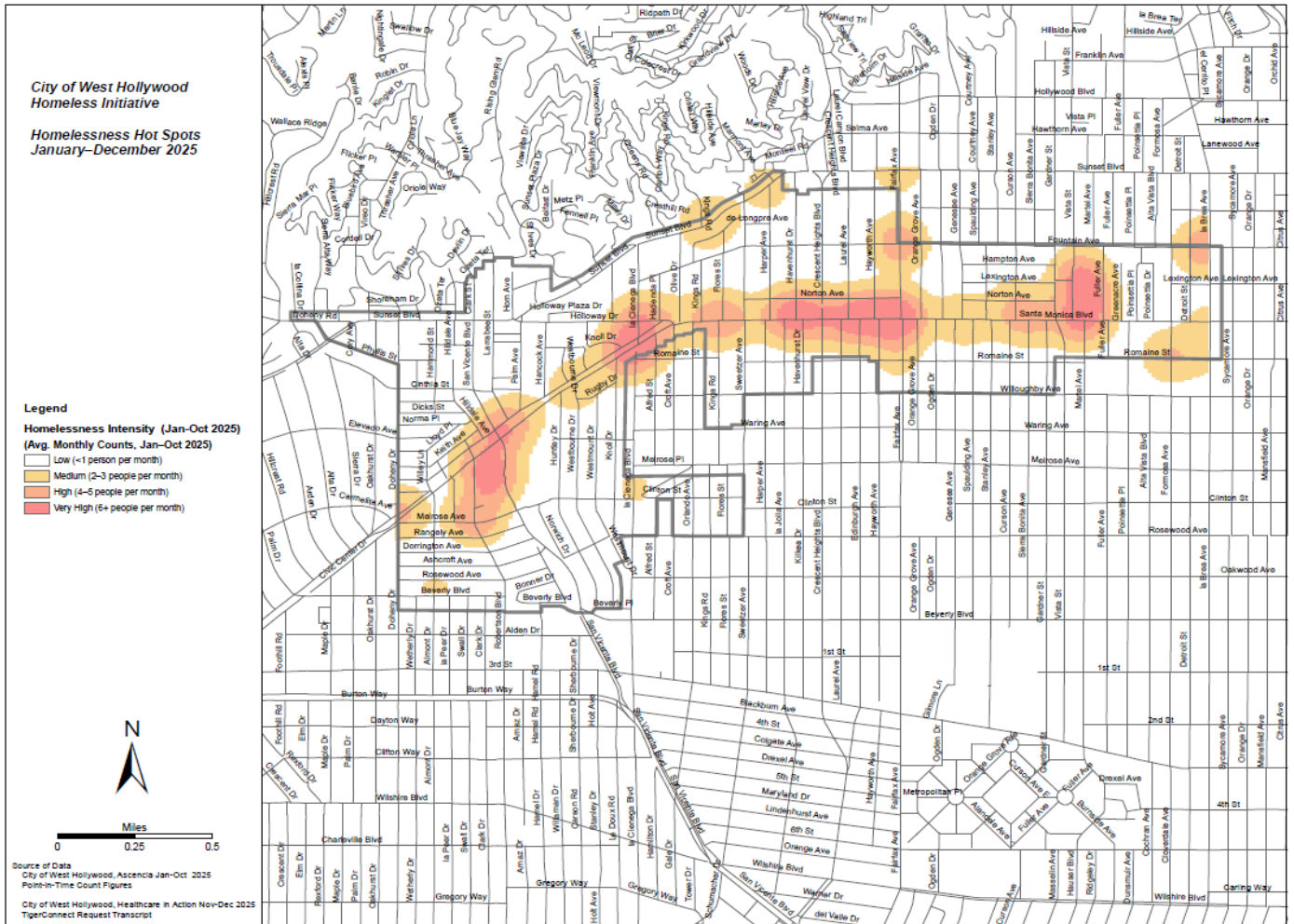
Chart 2

Point-in-Time Counts by Month



Map 1

City of West Hollywood Homelessness Hot Spots



Map 2

Provider Service Requests and Homelessness Hot Spots

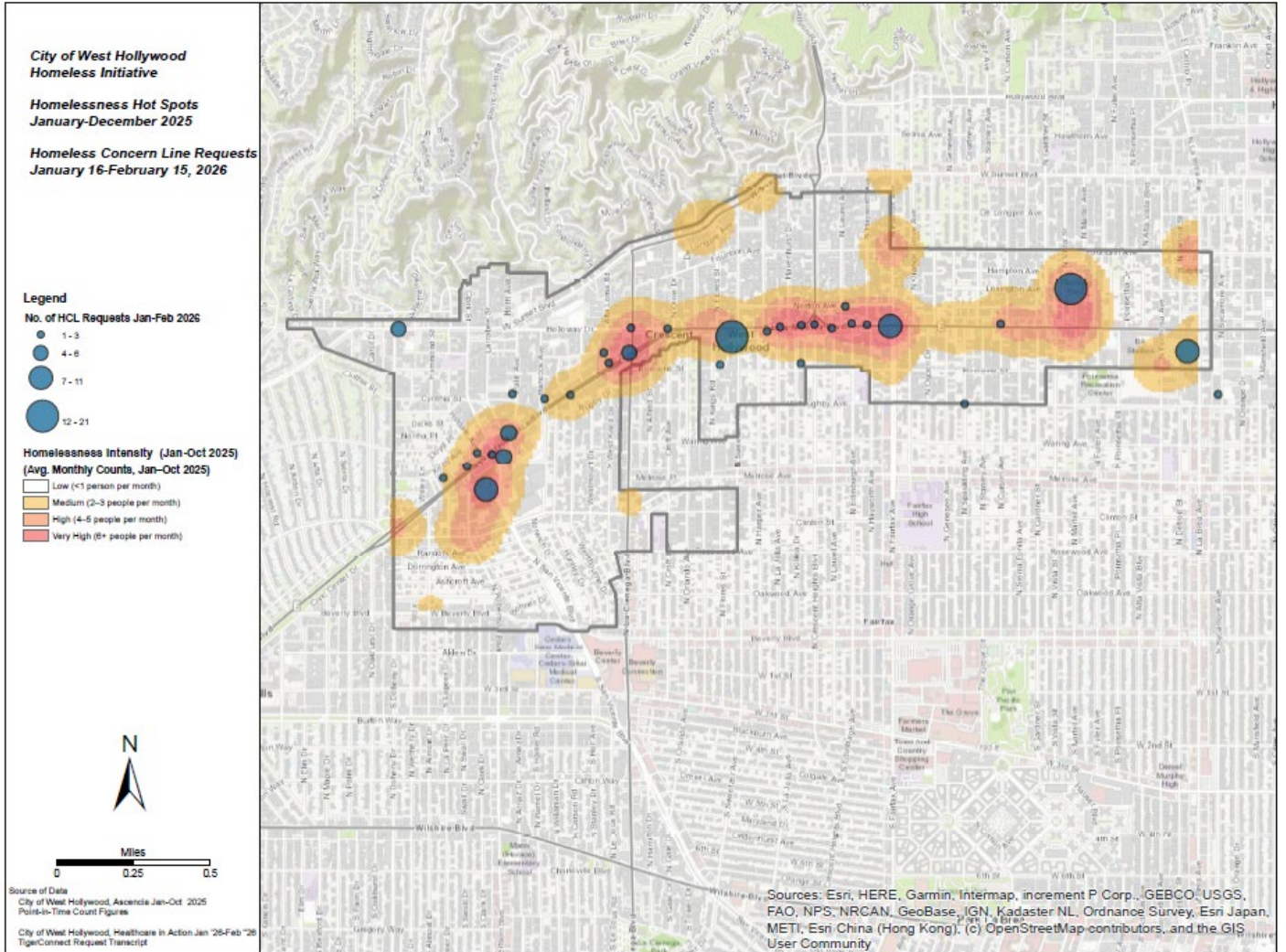


Chart 3

Outcomes by Call Type

Homeless Concern Line Requests (July 2025–February 2026)

Chart 1: Outcomes by Call Type

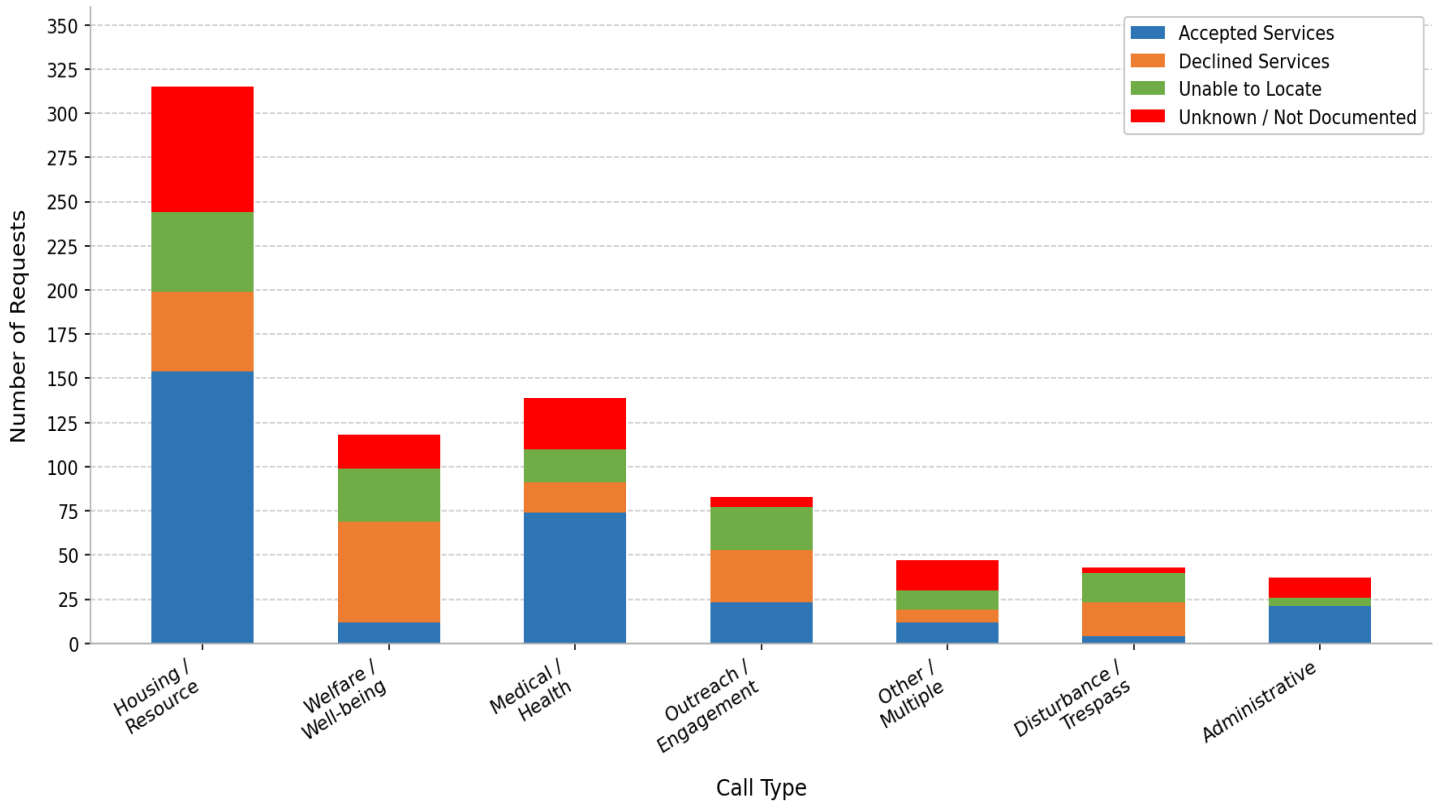


Table 3**Homeless Concern Line Outcomes by Request Type**

Table 3. Homeless Concern Line Outcomes by Request Type					
Request Type	Accepted Services	Declined Services	Unable to Locate	Unknown / Not Documented	Total Requests
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Administrative	21	0	5	11	37
Total	300	175	151	156	782

SUBJECT: **PROPOSED ESTABLISHMENT OF ANNUAL GRASSROOTS
MICRO-GRANT PROGRAM AND COMMUNITY CAT
STABILIZATION & TNR FUNDING FRAMEWORK**

PREPARED BY: **DEPARTMENT OF HUMAN SERVICES & RENT STABILIZATION**

(Yvonne Quarker, Acting Director)
(Teree Carter, Human Services Manager)
(Derek Murray, Social Services Supervisor)

STATEMENT ON THE SUBJECT:

The Human Services Commission will receive and discuss a proposed framework for the establishment of an Annual Grassroots Micro-Grant Program beginning in FY 2027–28. The program includes five funding categories, including Community Cat Stabilization and Trap-Neuter-Return (TNR), and is designed to strengthen local civic infrastructure by supporting grassroots organizations and emerging community leaders.

RECOMMENDATION:

Receive and discuss.

BACKGROUND/ANALYSIS:

On January 21, 2025, the City Council directed staff to explore the development of a Social Services Micro-Grant Program to complement the City’s existing Human Services funding portfolio and return with program guidelines, implementation timelines, and potential funding requirements. At that time, staff informed Council that a proposed framework would be brought forward during Year Two of the 2025–2028 Social Services contract cycle to allow for appropriate program design, fiscal alignment, and administrative planning. The proposed FY 2027–28 implementation aligns with that previously communicated timeline.

Separately, on November 17, 2025, the City Council directed staff to conduct targeted outreach to veterinary clinics and animal shelters to identify potential partners interested in expanding the City's Trap-Neuter-Return (TNR) program and providing low-cost veterinary and animal care services for low-income or disabled residents, and to return with a program proposal and budget.

Staff's proposed framework responds directly to Council's direction to expand TNR. While the directive references low-cost veterinary services, staff has interpreted this component within the context of community cat stabilization and humane population control efforts. Broader emergency veterinary assistance for individual pets would represent a separate policy initiative and funding structure and is not included within the scope of this proposal.

Human Services staff have met with Code Enforcement leadership to better understand the existing TNR permitting structure, current agreement with the Amanda Foundation, service volume, and operational workflow. These discussions are intended to ensure that any proposed Micro-Grant model does not duplicate services and instead strengthens coordination, data collection, and accountability.

The remainder of this report is organized as follows:

1. Veterinary outreach and operational feasibility;
2. Existing structure and identified gaps;
3. Integrated community development approach;
4. Proposed program structure; and
5. Proposed funding categories.

1. Veterinary Outreach & Operational Feasibility

In response to Council direction, staff conducted targeted outreach to nine veterinary clinics located within or near West Hollywood.

- Two clinics requested follow-up via email and have not confirmed willingness to participate;

- Five clinics indicated they do not provide TNR services for feral or community cats due to safety, liability, and facility constraints;
- Two clinics indicated limited capacity to provide spay/neuter services but do not provide trapping or transportation support.

Transportation and feral animal handling were consistently identified as operational barriers.

Based on outreach findings, nonprofit-led TNR providers, who are structured to manage trapping, transport, clinic coordination, colony stabilization, and follow-up monitoring, represent the most operationally feasible model for program expansion.

2. Existing Structure and Identified Gap

The City currently maintains a referral-based agreement through Code Enforcement with The Amanda Foundation to direct residents to low-cost spay and neuter services. This arrangement functions solely as a referral mechanism and does not include defined annual service targets, geographic tracking, or performance reporting specific to West Hollywood.

Under the current structure, residents (or volunteer community members assisting them) must obtain a TNR permit through Code Enforcement. Volunteer community members frequently assist residents with trapping, transport coordination, and appointment scheduling. The Amanda Foundation provides limited TNR services under an amended agreement currently funded at approximately \$15,000 annually.

While invoices are submitted under the Amanda Foundation agreement, comprehensive monthly reporting and structured performance metrics have historically been limited.

The proposed framework provides an opportunity to transition from a referral-only arrangement to a performance-based funding model with defined reporting expectations and measurable outcomes. The Amanda Foundation, along with other eligible nonprofit providers, would be eligible to apply under the proposed Community Cat Stabilization

category through a competitive process. This approach preserves continuity of service while strengthening fiscal oversight and accountability.

Any transition from the current Amanda Foundation TNR structure to a Micro-Grant model would occur only after further coordination with Code Enforcement and prior to the start of FY 2027-28. Staff will evaluate whether TNR services should remain within the existing agreement, transition fully into the Micro-Grant structure, or operate in a hybrid model.

3. Integrated Community Development Approach

Rather than establishing separate programs in response to each directive, staff proposes creation of a single Annual Grassroots Micro-Grant Program designed to:

- Respond to Council directives in a structured and fiscally disciplined manner;
- Support emerging and grassroots organizations not positioned to compete in the City's multi-year contract cycle;
- Strengthen local civic infrastructure by investing in community-based leadership;
- Provide measurable, time-limited project funding within defined annual caps.

In developing the Micro-Grant Program, staff also evaluated inconsistencies in prior program eligibility regarding residency. To promote equitable access and policy consistency, the proposed framework allows projects to serve individuals who live, work, experience homelessness, or attend school within West Hollywood. This approach recognizes that the City's daily community extends beyond residential boundaries while maintaining a clear nexus to services delivered within City limits.

The proposed FY 2027-28 structure represents a pilot-year model, allowing staff to evaluate utilization, demand, impact, and administrative feasibility prior to consideration of any future expansion.

4. Proposed Program Structure:

Beginning in FY 2027-28, staff proposes establishment of an Annual Grassroots Micro-

Grant Program with the following structure:

- Five funding categories
- One award per category
- Up to \$15,000 per category
- Total annual program cap not to exceed \$75,000
- Project term: July 1, 2026 – June 30, 2027
- Competitive application process
- Eligibility limited to nonprofit organizations with annual operating budgets under \$150,000
- Excludes organizations currently holding City multi-year Social Services Contracts

Grassroots groups without independent 501(c)(3) status may apply through a qualified fiscal sponsor. The fiscal sponsor must be a nonprofit organization in good standing and will assume contractual and reporting responsibility. This structure reduces barriers to entry while maintaining fiscal accountability.

Evaluation criteria will include project feasibility, measurable outcomes, organizational capacity, and community collaboration. Additional consideration may be given to applicants demonstrating meaningful partnerships with West Hollywood-based organizations, institutions, or businesses, where appropriate to the project design.

If the TNR category proceeds under the Micro-Grant framework, applicants must demonstrate compliance with the City's existing TNR ordinance and permitting requirements administered by Code Enforcement. Coordination protocols between the selected nonprofit provider and Code Enforcement would be formalized prior to implementation.

Awards will be project-based, time-limited, and non-renewing without reapplication.

5. Proposed Funding Categories:

1. Community Cat Stabilization, TNR & Limited Fostering

Supports humane stabilization of community cat populations physically located within West Hollywood city limits.

Nonprofit providers indicate the cost of spay/neuter services for feral or community cats ranges between approximately \$130–\$150 per cat, depending on medical needs. At an award level of up to \$15,000, a single grant could support stabilization of approximately 100 cats annually, inclusive of:

- Spay/neuter procedures
- Basic medical services (deworming, flea treatment, microchipping)
- Limited follow-up care
- Humane trapping and transport
- Limited fostering coordination to support short-term recovery, medical stabilization, or kitten socialization prior to return-to-colony or transfer to an adoption partner.

All procedures must be performed by licensed veterinarians or recognized TNR clinics operating under licensed veterinary supervision.

While recognizing that many private veterinary clinics are not equipped to handle feral animals, applicants are encouraged, where feasible, to explore partnerships with West Hollywood–based veterinary providers for eligible services. This approach supports local business engagement while maintaining operational practicality.

Awardees will submit monthly service logs confirming number of cats stabilized and documentation that services are limited to cats located within West Hollywood boundaries, along with a final annual summary report.

Staff will continue coordination discussions with Code Enforcement and the Amanda Foundation prior to finalizing the FY 2027–28 structure.

2. Gender-Affirming Health & Safety Access

Supports grassroots initiatives improving culturally competent access, navigation, peer support, and safety planning for transgender and gender-diverse residents.

Eligible Activities May Include:

- Peer-led navigation support to assist individuals in accessing gender-affirming healthcare providers, legal name/gender marker changes, and public benefits systems;
- Safety planning and resource coordination for transgender and gender-diverse individuals experiencing housing instability, domestic violence, or community-based threats;
- Small-group, culturally specific peer support spaces focused on mental wellness, community belonging, and trauma-informed care;
- Workshops or educational sessions addressing barriers to healthcare access, employment discrimination, or legal protections;
- Assistance navigating insurance coverage or financial access to gender-affirming care services;
- Targeted outreach and connection efforts for transgender elders, youth, or people of color facing compounded barriers.

Projects should clearly articulate how the initiative fills a gap not currently addressed by City-funded LGBTQ providers and demonstrate measurable outcomes tied to access, safety, or stability.

3. Culturally Specific Wellness & Social Connection

Supports grassroots initiatives addressing social isolation, culturally responsive wellness, and community connection for underserved populations.

Eligible Activities May Include:

- Peer-led cultural affinity groups designed to reduce isolation and strengthen belonging among historically marginalized communities;
- Community-based wellness workshops rooted in culturally specific healing practices (e.g., storytelling circles, intergenerational dialogue, culturally grounded mindfulness or movement practices);

- Small-scale community gatherings that build social connection among seniors, immigrants, caregivers, or other underserved populations;
- Language-accessible support spaces that provide culturally competent discussion of mental health, grief, caregiving stress, or life transitions;
- Leadership development or mentorship programs emerging from within the community being served;
- Outreach and engagement efforts designed to connect isolated individuals to existing City or regional services.

Projects must demonstrate clear community leadership, cultural relevance, and measurable outcomes related to reduced isolation, increased connection, or improved well-being.

4. Working-Age Adult & Caregiver Stability

Supports grassroots initiatives addressing economic strain, caregiver stress, mental health barriers, and social isolation among working-age adults.

Eligible Activities May Include:

- Caregiver support groups focused on stress reduction, burnout prevention, and resource navigation;
- Financial literacy, debt stabilization, or budgeting workshops designed to improve household financial resilience;
- Peer-based mental wellness groups addressing anxiety, depression, or life-transition stressors;
- Workforce readiness or skill-building initiatives that support employment stability and income growth;
- Resource navigation assistance connecting participants to public benefits, rental assistance, or workforce programs;
- Small-scale pilots aimed at reducing economic vulnerability among working-age adults experiencing financial instability.

Projects must demonstrate defined, measurable outcomes related to financial stability, caregiver well-being, employment readiness, or improved mental health and must clearly articulate how the initiative does not duplicate existing City-funded services.

5. Community Resilience & Emergency Preparedness

Supports initiatives that strengthen emergency preparedness and community resilience, particularly for seniors, people living with disabilities, and caregiving households, while encouraging innovative, community-led solutions.

Eligible Activities May Include:

- Accessible emergency preparedness workshops tailored to seniors, people with mobility or sensory disabilities, and caregiving households;
- Development and distribution of multilingual, culturally relevant preparedness materials;
- Creation of neighborhood-based preparedness networks or mutual aid response plans;
- Disaster planning tools specifically designed for caregivers supporting medically fragile or dependent individuals;
- Community-led simulations, tabletop exercises, or readiness training events;
- Development of small-scale pilot projects addressing emerging risks (e.g., extreme heat, power outages, evacuation coordination);
- Resource coordination initiatives that connect vulnerable residents to City emergency alert systems and preparedness programs.

Projects should demonstrate clear strategies for increasing readiness, reducing vulnerability, and strengthening local response capacity within the populations served.

OFFICE OF PRIMARY RESPONSIBILITY:

HUMAN SERVICES & RENT STABILIZATION DEPT. / HUMAN SERVICES DIV.

ATTACHMENT(S):

None