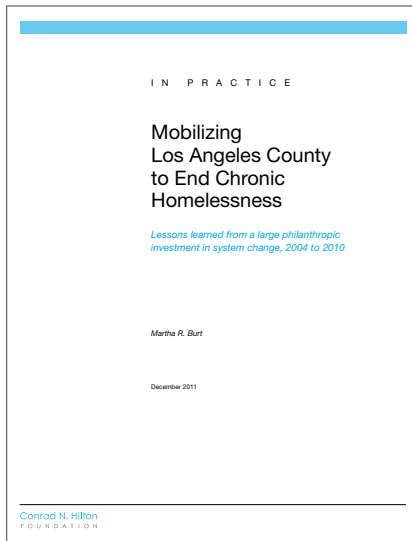


This is a summary of the full In Practice report:



Read the full report at
www.hiltonfoundation.org

Key Findings

Inherent Challenges

- Addressing a vast homeless population, including a large percentage of chronically homeless people with mental illness
- Shifting public will and establishing accountability for change
- Coordinating funding of housing (controlled mostly by 88 cities) and needed support services (controlled by the county)

Elements of Success

- Using a lead agency that is independent, competent, and respected
- Facilitating local government agencies working together
- Building local capacity for supportive housing development and operations
- Expanding funding sources and levels continually
- Bringing in new constituencies, developing multiple points of influence

Mobilizing Los Angeles County to End Chronic Homelessness

In 2004, the Conrad N. Hilton Foundation granted the Corporation for Supportive Housing (CSH) \$7 million and made a \$1 million loan to fund the six-year *Ending Homelessness for People with Mental Illness in Los Angeles Initiative*. These partners decided it was time to take on chronic homelessness in Los Angeles County—a place that would soon be cited as the homelessness capital of the country and that contained a complex set of policy and program challenges.

The Hilton Foundation and CSH designed this initiative with a focus on reaching long-term homeless people with mental illness, arguably the most difficult population to house. They began with the confidence of knowing that permanent supportive housing—combining residence with services for residents—was a viable approach, and with full appreciation that system change would be required to develop and sustain this approach at a meaningful level.

Having committed to a long-term strategy, the Hilton Foundation and CSH pursued a multi-faceted and integrated course of action, hoping their work could catalyze greater commitment and coordination among a broad range of stakeholders and partners in Los Angeles.

By early 2010, the local situation had changed dramatically. Los Angeles had undergone a positive shift in public awareness, accountability, and coordination of agency activity. By this time, many decision makers accepted that they had a responsibility to end

chronic homelessness and that supportive housing was the most effective approach for reaching this goal. They were expecting, and planning, to continue this work.

Further, many new organizations and agencies were involved in developing supportive housing. The amount of open and occupied supportive housing units had nearly doubled (from about 5,400 to 10,000 units), with thousands more in the pipeline. Needed state and local resources had been created, alliances were multiplying, and new areas of the county were shouldering responsibility for their own homeless populations. Plus, new and influential constituencies such as the business community had become actively involved.

These elements mark significant progress as well as a sustainable set of relationships and resources to continue the work of eradicating homelessness for the most vulnerable people in Los Angeles County. While continued progress is threatened by a weak economy, the Hilton Foundation is encouraged by these achievements and the increasingly real possibility of ending chronic homelessness.

In 2010 the Foundation board approved a strategy to guide its work in homelessness going forward. It pledged up to \$50 million over five years and announced a series of grants totaling \$13 million over three years to build on this initiative.