EVALUATION OF THE
Conrad N. Hilton Foundation Chronic Homelessness Initiative
2018 ANNUAL REPORT

Abt
ASSOCIATES

Contents

Introduction

Homelessness across Los Angeles County

Since 2010, the Conrad N. Hilton Foundation has been working to address homelessness in Los Angeles through its Chronic Homelessness Initiative. Through this Initiative, the Foundation has made private investments in *facilitating system change*, *strengthening targeted programs*, and *disseminating knowledge* and has worked to garner public support and large-scale investments in solutions to chronic homelessness. In September 2011, the Foundation contracted with Abt Associates to evaluate the Initiative, with the goal of answering the overarching question: *Is the Chronic Homelessness Initiative an effective strategy to end and prevent chronic homelessness in Los Angeles (LA) County?*

Over the past decade, elected officials, governmental agencies, and community organizations throughout the City and County of Los Angeles have increasingly coordinated their efforts to implement strategies to address and reduce homelessness. In November 2016 and March 2017, voters in the region passed two significant, dedicated funding measures—Proposition HHH and Measure H—that have increased resources to reduce and prevent homelessness across Los Angeles County. *In January 2018, the County saw its first decrease in chronic homelessness since 2013.* According to Los Angeles Homeless Services Authority (LAHSA), an independent joint powers authority created by the City and County of Los Angeles, the number of households experiencing chronic homelessness decreased from 17,204 in January 2017 to 14,075 in January 2018 – an 18 percent decrease.[1] Community stakeholders hope to continue to see decreases in people experiencing chronic homelessness as funding continues to be infused into the community and solutions are scaled to meet the need.

However, the demand for affordable housing in Los Angeles continues to outpace supply. Over the years, the cost for housing in Los Angeles has increased at a much higher rate than residents' median incomes. Between 2011 and 2017, the median monthly rent for a one-bedroom apartment in Los Angeles County increased by 67 percent (from $1,200 to $2,000) while median annual household income increase by just 23 percent (from $52,280 to $64,300).[2] As a result, one in three Los Angeles renters spend at least half of his or her income on housing.[3] A study by Zillow Research estimated that 2,000 Los Angeles residents would be pushed into homelessness by a 5 percent increase in rent.[4] *Therefore, even though the community passed two measures to dramatically increase dedicated funding towards homelessness, the lack of affordable housing threatens efforts to end homelessness and raises the likelihood of increased inflow into homelessness.*

About the Chronic Homelessness Initiative

Between 2011 and 2015, in what is now known as Phase I, the Chronic Homelessness Initiative focused on six strategic goals adopted by the Foundation's Board of Directors. By the end of Phase I, the Foundation had met or exceeded each of those goals. Detailed information about the Foundation's Phase I goals can be found in the Evaluation's 2016 Annual Report.

At the end of 2015, the Board of Directors approved Phase II of the Chronic Homelessness Initiative (2016-2020). Whereas the Initiative's Phase I goals were tied to the Foundation's actions and

investments, the *goals outlined in Phase II are tied to the community's progress in ending chronic homelessness*. The operational definition of "chronic homelessness" has also evolved over time. During Phase I, Los Angeles aligned its definition of chronic homelessness with the US Department of Housing and Urban Development's (HUD): a person with a substantial history of homelessness and a disabling condition that impairs their ability to live independently. Over time, Los Angeles—and the Foundation—has expanded its focus to include a broader range of vulnerable people experiencing homelessness. The community focus is on people who score high on the Vulnerability Index–Service Prioritization Decision Assistance Tool (VI-SPDAT), which is intended to assess the level of a person's need, regardless of whether he or she already has long history of experiencing homelessness. Although the Phase II evaluation focuses on the work of the community in prioritizing and housing a vulnerable population defined in this somewhat broader way, reducing the count of people who meet HUD's more narrow chronic homelessness definition remains the ultimate measure of success.

The Foundation's Program Strategy for Phase II of the Chronic Homelessness Initiative defines goals in four areas that the Foundation believes are drivers of reducing chronic homelessness. Exhibit 1 displays the "theory of change" for Phase II of the Chronic Homelessness Initiative.[a] As identified during the first year of Phase II, the identified drivers of reducing chronic homelessness – political will, scaling up resources, a countywide prioritization system, and understanding inflow – *need to work together and are dependent on each other in order for the community and Foundation to reach the goal of ending chronic homelessness.*

Exhibit 1. Theory of Change for the Chronic Homelessness Initiative Phase II

1. **Political Will:** Leadership is engaged Countywide and within subregions of the county in alignment with the agreed-upon community goals.

    - *Goal:* Local elected and public officials have committed resources to implement the community plan.

2. **Scaling Up the Resources:** Permanent Supportive Housing (PSH) units and service commitments sufficient to meet the defined need have been dedicated to implement the community plan.

---

[a] This theory of change is a model that illustrates the actions of the stakeholders and how the actions cumulatively are expected to lead to the desired goal of ending chronic homelessness.

- **Goal:** Leverage development funding to create additional PSH inventory.

- **Goal:** Secure as many new subsidies or subsidized units as needed to meet the publicly accepted community placement goal.

- **Goal:** Secure as many new service commitments as needed to meet the publicly accepted community placement goal.

3. **Countywide Prioritization Systems**: Systems are functioning effectively and monthly placements of highly vulnerable individuals experiencing chronic homelessness through the prioritization systems are consistent with agreed-upon community goals to end chronic homelessness.

   - **Goal:** House as many high acuity individuals experiencing chronic homelessness in PSH as specified in a publicly accepted community plan.

4. **Inflow into Chronic Homelessness:** Strategies are in place within the homeless system and in partnership with mainstream service systems to prevent chronic homelessness for individuals with chronic disabilities.[5]

Evaluation Approach[b]

As the Foundation's Measurement, Evaluation, and Learning partner for the Chronic Homelessness Initiative, Abt Associates assesses and examines the Foundation's progress in meeting its strategic goals.

The evaluation team uses a formative evaluation approach, which provides ongoing learning and feedback to the Foundation and community stakeholders to assist them in meeting their identified goals. (The *2017 Annual Report* provides more detail on the approach and methodology being used to evaluate Phase II of the Chronic Homelessness Initiative.)

The Initiative's Phase II evaluation effort is designed to **measure both the community's efforts and progress and the Foundation's role and influence** in supporting these efforts to end chronic homelessness. [c]

Indicators of Community Progress

At the beginning of Phase II of the Chronic Homelessness Initiative, the evaluation team worked with the Foundation to develop **indicators of community progress**, which are outlined in Exhibit 2. These are intended to deepen and clarify the theory of change and provide markers of progress over time in areas the evaluation team and the Foundation determined would be required in order to achieve the overall goals of the Initiative. In some cases, these indicators are more specific or push beyond goals that the community or Foundation specifically adopted (as indicated in footnotes).

---

[b] The 2017 Annual Report provides more detail on the approach and methodology used to evaluate Phase II of the Chronic Homelessness Initiative.

[c] "*Community*" is used to refer to all stakeholders within Los Angeles County—elected officials, public sector, private non-profit, private business interests, residents, philanthropy

The premise behind the model is that in order to maximize impact, the community needs to demonstrate progress in each of three indicator areas:

- **Alignment:** Key stakeholders have agreed on the parameters of the problem and the most appropriate responses, resources, and strategies necessary to address the problem.
- **Functionality:** Key stakeholders have clearly delineated roles and responsibilities, reduced administrative barriers where they are relevant, and implemented efficient housing development, matching, and placement processes.
- **Sustainability:** Key stakeholders have funding adequate to meet the need, and the responsibilities for carrying out the strategies are allocated to the agencies best able to sustain programs and maximize their impact.[6]

At the beginning of each chapter, this report provides the evaluation team's rating of the community's progress against each indicator during the 2017 calendar year. The ratings applied are: (1) Rapid Progress, meaning progress against the 5-year goal was achieved faster than expected, (2) Suitable Progress, meaning progress against the 5-year goal was on par with expectations, or (3) Limited Progress, meaning that the community is unlikely to achieve the goal within the 5-year timeframe at the current pace.

Indicators of the Foundation's Contribution to Community Progress

At the same time, the evaluation team assesses *indicators of the Foundation's contribution to community progress* in two areas:

- **Direct engagement** with critical levers working to create change in the community. The Foundation focuses on convening stakeholders, educating policymakers, and building partnerships; leveraging and aligning private and public funding to pursue innovation; and learning from successes.

- **Grant-making portfolio** to fund programs that work intentionally to understand root causes and upstream barriers and working to strengthen the systems that aim to reduce those barriers.

Each year, the evaluation team provides a rating of the Foundation's contribution against each indicator. The ratings applied are:

- **Strong Impact:** The Foundation clearly articulated goals and strategies to contribute to the goals and executed on the strategies on par with expectations for a one-year period.
- **Limited Impact:** The Foundation articulated goals and strategies to contribute to the goals, but the results were not achieved as expected for the reporting period.

Exhibit 2. Detailed Theory of Change for the Chronic Homelessness Initiative Phase II

Goal: Decrease annual counts of individuals experiencing homelessness

Initiative Area ▼	Indicators of Foundation's Contribution to Community Progress		Indicators of Community Progress Towards Community Goals			
	Direct Engagement ▼	Grant Making Portfolio ▼	Stakeholders are Aligned around Goals and Solutions ▼	Solutions and Processess Function Efficiently ▼	Solutions are Sustainably Resourced and Accountable ▼	Community Goals ▼
Political Will — Countywide Strategies	Foundation staff represent the Chronic Homelessness Initiative perspective in the community strategy to end homelessness	Political Will grantees align public and elected officials around a common vision to end chronic homelessness	The countywide strategies to end homelessness reflect goals related to ending chronic homelessness	Public agencies and elected officials clearly define and delegate roles and responsibilities	Elected officials, public agencies, and the public invest in the community strategy to end homelessness	Secure commitments from local elected and public officials to implement the community plan
Political Will — Legislative Advocacy	Foundation staff works with community stakeholders to educate local, state, and federal elected officials as appropriate	Political Will grant portfolio addresses the need for a state and federal advocacy strategy	The community adopts a consistent state and federal advocacy strategy	Local leaders support the state and national strategy	Influential state and federal champions support the local community strategies to end homelessness	Commit state and federal resources to the City and County plans*
Scaling Up Resources — PSH Units	Foundation staff leverages influence with other funders and key stakeholders to drive developer capacity	Scaling Up the Resources grantees increase PSH availability and capacity to expedite PSH development	The countywide strategies define a PSH creation goal for new development, new subsidies, and turnover commitments	Development depts. decrease time from PSH predevelopment to permitting; PHAs increase utilization of PSH vouchers	The community secures funding commitments to scale up PSH inventory through development and subsidies	Leverage development funding to create additional PSH inventory
Scaling Up Resources — Service Commitments	Foundation staff leverages influence through the Funders Collaborative to shape collective programs investments	The Funders Collaborative aligns with community funding strategies	The countywide strategies define a service resource goal based on both the PSH unit goals and an analysis of population needs	Providers seamlessly access local and countywide service resources to pair with housing	Public and private funders have committed resources to provide services for identified population needs	Secure as many new subsidies, subsidized units, and service commitments as needed to meet the defined goal
Countywide Prioritization Systems — Prioritization Systems	The Foundation staff convenes leaders to create opportunities for improving alignment between all prioritization systems	Countywide Prioritization System grantees are engaged in establishing and meeting SPA-level coordination goals	SPA-level and countywide placement goals are defined and existing prioritization systems are aligned	Most placements are made through an established prioritization system with minimal time lag	A centralized, HMIS-based data infrastructure is functional and consistently used to prioritize, match, and report	Place chronically homeless individuals in PSH through the countywide prioritization system at the rate needed to meet community goals
Countywide Prioritization Systems — Service Capacity	Foundation staff convenes providers to share evaluation and best practices	Countywide Prioritization System grant portfolio expands to develop capacity in underserved subregions	Public agencies and local TA providers establish a strategy for building provider capacity across underserved subregions	Public officials incorporate proven models to support PSH clients in housing and in "moving on" as appropriate	PSH retention and "moving on" levels suggest providers are adequately funded and staffed to serve high-need population	
Inflow — Inflow into Chronic Homelessness	Foundation staff advocates for inflow analysis as part of community research initiatives	Inflow grant portfolio expands to identify or address inflow population	The community understands the annual inflow into chronic homelessness and factors, and identifies strategies to respond	Providers test new pilot prevention, diversion, and street homelessness programs and strategies	Providers expand existing prevention, diversion, and street homelessness programs and strategies	Implement policies and funding commitments to prevent people from becoming homeless and chronically homeless*

*Not articulated in the Foundation five-year strategy; not expected to be fully achieved within the Phase II timeframe

About This Report

The 2018 Annual Report highlights the community and Foundation's activities and progress along with obstacles and challenges during 2017, the second year of Phase II of the Initiative. The data sources used for this report are:

- **Interviews with key stakeholders**: During 2017 and in early 2018, the evaluation team conducted more than 80 in-person and telephone interviews with key community stakeholders including elected officials, public agency and community organization leaders, system change grantees, Service Planning Area leaders, and homeless service providers.

- **Administrative data**: The evaluation team collected and analyzed City and County homeless strategy materials and progress reports, Home For Good Funders Collaborative Request for Proposals and related materials, public meeting minutes, the local Continuum of Care's Housing Inventory Count, Coordinated Entry System (CES) materials, administrative documentation, and placement records.

- **Grantee information for grants that were active in 2017**: The evaluation team collected information on grantee funding applications, internal Foundation documentation, and grantee reports for 2017. The evaluation team also interviewed Foundation staff in 2017 and early 2018 to understand decision making surrounding grant-making within the Chronic Homelessness Initiative.

Following the model of the 2017 Annual Report, which covered progress made during 2016, the first year of Phase II, each chapter provides an overall update on the ***community's progress*** on alignment, functionality, and sustainability within each indicator and initial perspectives on the effectiveness of the ***Foundation's direct and indirect impact***. Each chapter concludes with evaluation team's ***recommendations*** to enhance community progress, as well recommendations for the Foundation to support that progress.

- **Chapter One: Political Will** describes the community's progress in engaging political and public leaders to implement the community plan.

- **Chapter Two: Scaling Up the Resources** describes the community's progress toward dedicating permanent supportive housing units and services sufficient to implement the community plan.

- **Chapter Three: Countywide Prioritization Systems** describes the community's progress toward a functional system (or closely aligned set of systems) that is able to achieve monthly placements of highly vulnerable, chronically homeless individuals at rates consistent with agreed-upon community goals.

- **Chapter Four: Inflow into Chronic Homelessness** describes the community's progress in partnering with mainstream service systems to prevent chronic homelessness for individuals with chronic disabilities.

- **Chapter Five: Recommendations** summarizes the recommendations made throughout the document.

1. Political Will
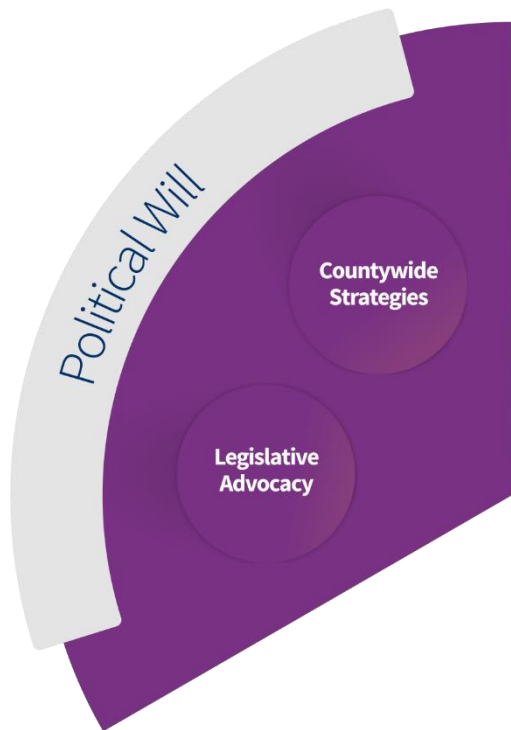
In 2017, political officials, governmental agencies, community organizations, and philanthropy continued to find ways to collaborate, plan, create, and implement strategies to reduce and prevent homelessness. With the passage of Proposition HHH in 2016 and Measure H in 2017—two new sources of significant, dedicated funding to combat homelessness—City and County leadership created mechanisms for monitoring and oversight. Additionally, funding was provided to local cities and regional Councils of Governments for increased planning to address homelessness at the local level.

However, elected officials now feel increasing pressure to show immediate progress in reducing homelessness with this dedicated funding. Many community members are overwhelmed by the number of unsheltered people experiencing homelessness across the County, and they express a genuine fear that rising housing costs may lead them to become homeless too. Though members of the public often criticize elected officials for not taking sufficient or timely actions to reduce homelessness, there is sometimes vocal opposition from neighborhood residents when specific locations are proposed for the creation of permanent supportive housing (PSH) or emergency shelter.

During 2016 and 2017, public officials successfully focused on *aligning their priorities* and strategies across the County and the cities within it. In order for these new collaborations and partnerships to become *fully functional* in implementing these complex, comprehensive community plans, the next several years must focus on continuing to clearly define roles and responsibilities. Public officials also need to communicate more clearly and frequently to the public about progress and about how the community can continue to *sustain that progress*. Additionally, without additional state and federal resources to pair with Measure H and Proposition HHH, certain goals of the homeless plans will not be met. The community should come together to advocate for those resources.

Exhibit 3. Goal: Political Will—Countywide Strategies

Goal: Secure commitments from local elected and public officials to implement the community plan

2017 Status: In 2016 and 2017, voters passed two long-term, dedicated funding measures to increase resources for reducing and preventing homelessness throughout Los Angeles

Exhibit 4. Goal: Political Will—Legislative Advocacy

Goal: Commit state and federal resources to implement the City and County plans*

*Not articulated in the Foundation five-year strategy; not expected to be fully achieved within the Phase II timeframe

2017 Status: LA County will need more than the local commitments to be able to meet its identified housing needs. Although, Governor Brown signed 15 bills into law that will begin to address the gap in affordable housing across the state, no new state or federal resources were committed to the City and County plan

Key Achievements Timeline: Political Will

- **February 2017**: The team from the **LA County's Homeless Initiative hosts the first Annual Homeless Initiative Conference** to highlight successes, discuss challenges, and brainstorm opportunities for the second year of the Initiative. The conference was attended by more than 500 stakeholders, including elected officials.

- **February 2017**: **Los Angeles Mayor and City Council launch** the Proposition HHH Citizens Oversight Committee and the Administrative Oversight Committee.

- **March 2017: Los Angeles County voters pass Measure H**, a Countywide quarter-cent sales tax. The sales tax is expected to generate approximately $355 million in additional revenue for homeless programs annually for the next 10 years. In total, it is expected that the services funded through Measure H will prevent 30,000 people from entering homelessness and will end homelessness for an additional 45,000 people across the County. The ballot measure passed with support from 69 percent of voters.

- **April 2017:** Los Angeles County tasks a **50-member planning committee** to develop funding recommendations for Measure H's first three years.

- **June 2017**: Los Angeles County Board of Supervisors **approves Measure H's spending plan** for the first three years.

- **June 2017:** Los Angeles County Homeless Initiative and the interfaith organization, LA Voice, co-host the **Interfaith Summit on Homelessness** for organizations interested in supporting the County's homeless strategies.

- **September 2017**: Governor Jerry Brown signs **15 bills into law focusing on homelessness and affordable housing**.

- **September 2017:** Los Angeles County launches the **Measure H Citizens' Oversight Advisory Board**.

- **September 2017**: Los Angeles County Board of Supervisors committed **$40 million to the Affordable Housing budget**.

- **October 2017**: Los Angeles County Board of Supervisors committed **$50 million in Mental Health Services Act (MHSA) funds to PSH capital**.

- **November 2017**: United Way of Greater Los Angeles launches "**Yes to Housing**" at HomeWalk 2017 as a precursor to "**Everyone In**."

Political Will Initiative Area: Countywide Strategies

2017 Status: Indicators of Community Progress Toward the Goal

GOAL

Secure commitments from local elected and public officials to implement the community plan

INDICATORS

ALIGNMENT	FUNCTIONALITY	SUSTAINABILITY
The countywide strategies to end homelessness reflect Hilton Foundation goals related to ending chronic homelessness	Public agencies and elected officials clearly define and delegate roles and responsibilities	Elected officials, public agencies, and the public invest in the community strategy to end homelessness

STATUS THROUGH 2017

City and County homeless strategies began implementation County released planning grants for cities Local faith communities were engaged ★ ★ ★ **Rapid Progress**	Community partners continued to clarify and define roles New committees to oversee Proposition HHH and Measure H were created ★ ★ ★ **Rapid Progress**	Proposition HHH and Measure H funds began to be dispersed Home For Good began the Everyone In campaign to respond to NIMBYism ★ ★ ★ **Rapid Progress**

RECOMMENDATIONS

This indicator was achieved with the release of the City and County strategies. However, ongoing functionality and sustainability work will need to regularly assess whether this alignment is staying on track across public organizations, population-specific working groups, and policy-focused committees	Use HUD technical assistance to continue to clarify and build effective CoC governance and the necessary roles internally at LAHSA and other organizations to support the CoC Continue to clarify the roles of leadership committees and other existing entities within the formal CoC structure Provide greater clarity and support for cities to participate in the County's Homeless Initiative	Hold City and County officials accountable for implementing the strategies, including providing leadership in siting Strategically communicate, via overall performance dashboard and via targeted outreach and engagement activities, to the public, providers, and clients about progress and challenges Ensure the public understands what action steps to take if they are concerned about a person experiencing homelessness

Alignment Indicator: The countywide strategies to end homelessness reflect goals related to ending chronic homelessness (Rapid Progress)

During 2017, the City and County of Los Angeles continued to scale-up and advance the goals outlined in their aligned comprehensive plans to combat homelessness. The plans contain strategies designed to prevent homelessness, provide case management and supportive services, enhance the community's Coordinated Entry System (CES), increase affordable and permanent housing, and coordinate governance for the community's homeless service system. Many of the strategies are in direct alignment with the goals of the Foundation's Chronic Homelessness Initiative as they are designed to prevent and combat the flow of individuals into chronic homelessness and provide services and rental subsidies for PSH. These ambitious efforts, and the increased alignment between leadership and investments by the City and County of Los Angeles are described in more detail in the next chapter.

Yet the homelessness system and the housing gaps have changed since the joint comprehensive strategies were adopted in 2016. Though the total number of people experiencing chronic homelessness has decreased, the Point-in-Time Count showed a 12.6 percent increase in the number of people experiencing homelessness on a single night in January 2018 compared with January 2016.[7] In response, both the City and County worked to update projections to ensure the plans are responsive to the changing needs of the community.

Effective Countywide responses to chronic homelessness require leadership and participation of the County's 88 cities, in addition to Los Angeles County elected leaders and government agencies. The County's Board of Supervisors authorized more than $2 million of the new Measure H funds to support homelessness planning grants for 41 cities to develop their own plans to prevent and combat homelessness. The intention is for the cities to customize their response to local homeless service needs while also aligning with the County's overall homeless strategies. During late 2017 and early 2018, the County Chief Executive Office's (CEO) Homeless Initiative, the United Way of Greater Los Angeles, the Los Angeles Homeless Services Authority (LAHSA), and the Corporation for Supportive Housing (CSH) hosted orientation sessions to provide each funded city with technical assistance in developing the plans.

The City of Los Angeles used its planning grant from the County to hire a consultant to review and revise, if needed, the City's homeless strategies to ensure the City's plan still meets the current needs.

Some local government officials expressed the view that the planning grants have created momentum for leaders and community stakeholders in the smaller cities of LA County to develop local solutions to homelessness. While leaders in neighboring cities are increasingly engaged in understanding solutions to homelessness, others expressed feeling overlooked and excluded from meaningful participation in the planning and implementation processes for the LA County Homeless Initiative. Representatives from some of the smaller cities also expressed the view that the County's distribution of Measure H funds did not reflect the relative needs for assistance in addressing homelessness. Other stakeholders reported frustration that Measure H funding has been directed to homeless service providers across the County, rather than pushed through to officials within the cities to use at their discretion. This has created confusion in the community over the role that cities can play and how Measure H funding can be distributed and used within cities.

Concurrently with the County's planning grants to cities, the County CEO issued regional coordination contracts, totaling $500,000 in one-time funding, to six councils of government (CoGs) and the equivalent entity in Antelope Valley. These regional coordination contracts are intended to strengthen collaboration between the CoGs and the County and their alignment with the comprehensive homelessness strategies.[8] The County's Homeless Initiative also hosted the second **Cities' Summit to Combat Homelessness.** The Summit's theme for 2017 was how Measure H funding would be used to support the County's comprehensive strategies, with a focus on those strategies most relevant to the cities. The Summit was attended by approximately 300 stakeholders, including County elected officials, elected officials of several cities, and CoG representatives.

Additionally, the multi-faith organization LA Voice and the County's Homeless Initiative partnered to host the first Interfaith Summit on Homelessness in June 2017. Because a person's faith community may be able to identify risks of homelessness before it occurs, faith communities can be strong partners in local efforts to prevent and combat homelessness. During the summit, the County highlighted ways in which faith organizations could become involved in the homeless strategies. As a result, 31 faith organizations began discussions to partner with the County to work towards combating homelessness.[9] As an example of how public officials are engaging the faith community to look for innovative ways to combat homelessness, Supervisor Mark Ridley-Thomas and his staff are partnering with faith organizations to identify under-used or empty buildings that could be redeveloped into permanent housing. The Supervisor's staff is also working with faith communities on landlord-engagement; expanding interest in developing Accessory Dwelling Units—small add-on apartments or tiny houses attached to or adjacent to an existing single-family home; and a mentorship program for homeless individuals and families.

Functionality Indicator: Public agencies and elected officials clearly define and delegate roles and responsibilities (Rapid Progress)

During 2017, leadership entities continued to clarify and define their roles. The County CEO is responsible for overseeing many aspects of the County's Homeless Initiative and for developing strong partnerships and collaboration across the County to implement its comprehensive strategies.

In Los Angeles, the City Council and Mayor appointed departmental leads for specific strategies within its plan. The **City Administrative Office** was assigned to oversee the City's facility programs (e.g., service centers and temporary housing) and the **Housing and Community Investment Department** (HCID) was assigned to oversee the City's investments in the development of supportive and affordable housing, supported by the voter-approved bond measure and leveraging other sources of funding. The City and County of Los Angeles and the City's public housing authority executed a Memorandum of Understanding (MOU), described in more detail in the next chapter, to coordinate investments and administrative responsibilities to significantly expand the supply of permanent supportive housing.

The **Los Angeles Homeless Services Authority**, an independent joint-powers authority created by the City and County to manage federal and some local funding to address homelessness, has been charged with implementing and monitoring several of the joint comprehensive strategies. LAHSA worked in collaboration with the County **Department of Health Services (DHS)**, **Department of Public Social Services**, and the **Department of Mental Health (DMH)** to hold a series of community input sessions

(hosted by United Way) to obtain cross-divisional and public feedback about select strategies that would be implemented with Measure H funding, including the Countywide coordinated entry system (CES). Leadership from LAHSA, DHS, and DMH meet every other week to coordinate CES efforts, including tracking progress, reviewing contracts, and brainstorming how to make coordination more streamlined and efficient.

New committees have been created to plan and monitor strategy implementation and spending of Proposition HHH and Measure H funds:

- The **Regional Homelessness Advisory Council** (RHAC) is a 58-member council convened quarterly by LAHSA and Home for Good. The RHAC consists of representatives from public and private organizations, including homeless service providers, advocates, funders, business groups, local cities within Los Angeles County, local CoGs, and public agencies, and reviews the implementation of the joint comprehensive strategies, strategizes solutions for challenges encountered, and disseminates evidence-based and best practices. The RHAC's priorities are self-defined as to "connect the dots, spread solutions, track progress, and raise concerns" with the aim of impacting three primary measures: increasing permanent housing placements, reducing length of time homeless between engagement and interventions, and reducing returns to homelessness.[10] This group also serves as an advisory council to LAHSA in relation to the City and County's U.S. Department of Housing and Urban Development Continuum of Care Program-related activities.
- The **Proposition HHH Administrative Oversight Committee** is a three-member team comprised of the City Administrative Officer, the Chief Legislative Analyst, and a representative from the Office of the Mayor. Its main role is to monitor the budgetary needs of projects funded by Proposition HHH proceeds and recommend when additional bond proceeds should be distributed.
- The **Proposition HHH Citizens' Oversight Committee** is a seven-member committee appointed by the Mayor and City Council. The purpose of the Citizens' Oversight Committee is to monitor HHH bond expenditures, ensure accountability that the funding is being used productively, and make high-level recommendations for the policies and projects supported by bond proceeds. During 2017, the Committee expanded its focus from the distribution of HHH funds to include brainstorming ways to reduce the costs of developing PSH units. Beginning in 2018, the Citizens' Oversight Committee will be responsible for preparing and submitting an annual Proposition HHH allocation plan to the Proposition HHH Administrative Oversight Committee for review, approval, and subsequent submission to the City Council and Mayor for review and approval.[11]
- The **Measure H Citizens' Oversight Advisory Board** is a five-member team representing each of Los Angeles County's five districts and is appointed by the Los Angeles County Board of Supervisors. The Advisory Board held its first meeting in September 2017. Its role is to review all Measure H expenditures semi-annually, publish all funding allocated annually, and conduct periodic evaluations of the revenue generated by Measure H and its allocation. The first review of Measure H expenditures (from July to December 2017) was completed by the Advisory Board in early 2018. As part of its efforts, the Advisory Board is working with the County's Homeless Initiative to review reporting and monitoring data for Measure H.

During the first year of HHH implementation, the City sorted through the roles and responsibilities of the Proposition HHH Administrative Oversight Committee and the Citizens' Oversight Committee. Stakeholders interviewed reported that the exact roles of the two committees were still being worked out and, as a result, most of the oversight work completed in 2017 was done by the Citizens' Oversight Committee. The Citizens' Oversight Committee is required to meet at least twice annually; however, it met nine times in 2017, while the Administrative Oversight Committee canceled nine of its 12 planned meetings for 2017.

Community stakeholders reported that during the Proposition HHH campaign in 2016, the Los Angeles City Council members and Los Angeles Mayor Eric Garcetti coordinated on-the-ground efforts through weekly check in calls. After Proposition HHH was passed, those weekly check-in calls ended. Stakeholders interviewed suggested that resuming regular check-ins between City Council members and the Mayor would be an effective way to continue the partnership and collaborate on innovative ways to scale solutions to end homelessness.

Sustainability Indicator: Elected officials, public agencies, and the public invest in the community strategy to end homelessness (Rapid Progress)

In late 2016 and early 2017, elected officials, with the support of the public agencies and community-based organizations and the voting public, developed and passed two dedicated sources of homelessness funding. **Proposition HHH**, the City of Los Angeles' $1.2 billion Homeless Reduction and Prevention, Housing, and Facilities Bond, was approved by voters in the November 8, 2016 election. The proceeds of the bond will, among other things, support the development of up to 10,000 PSH units within the City over the next 10 years. Shortly after the success of Proposition HHH, on March 7, 2017, voters in the County of Los Angeles approved **Measure H**, a Countywide quarter-cent sales tax expected to raise $3.55 billion in sales tax revenue over 10 years. The tax revenue will be used to fund supportive services, housing, outreach, and prevention services for people experiencing homelessness. Officials project that, within the first five years, Measure H funding will help approximately 45,000 households move into permanent housing.[12]

Additional details about the development and passage of Measure H and Proposition HHH can be found in **Developing and Passing Proposition HHH and Measure H: How It Happened and Lessons Learned** authored by the evaluation team and released by the Conrad N. Hilton Foundation in February 2018.

Following the passage of Measure H, a 50-member planning committee was assembled by the County's CEO to develop funding recommendations for the first three years of Measure H. The consensus funding plan, which outlined funding for 21 of the County's comprehensive strategies, was unanimously approved by the County Board of Supervisors in June 2017 and dedicated more than $1 billion dollars in Measure H funding over the next three years ($355 million each year.) This included $15 million in funding, for fiscal year (FY) 2017-2018, to increase the supply of affordable and homeless housing and $25.1 million to provide services and rental subsidies for PSH.[13]

The first round of funding from Proposition HHH was awarded in 2017 to nine housing projects that were already in the development pipeline. In December 2017, the first HHH-subsidized PSH project, PATH Metro Villas located in East Hollywood, broke ground on a project with 122 housing units and a

health clinic. The other eight projects that received Proposition HHH funding will break ground in early 2018, resulting in nearly 500 additional housing units, including PSH.[14] In 2017, the Los Angeles Housing and Community Investment Department (HCID) also released the first request for proposals for HHH funding for new housing developments that were not already in the pipeline.

Despite broad community support for the passage of Proposition HHH and many PSH projects, community members and elected officials did oppose the siting of some of these PSH development projects. This opposition has been a challenge for implementing some of the comprehensive strategies around PSH development across the region. Vocal public opposition led to the City Council to delay a proposal to build a 49-unit shelter in Boyle Heights. Similarly, significant public opposition in turning a former hotel in Temple City into PSH for veterans and formerly homeless people led to the entire 40-unit project being scrapped. Community stakeholders report that the opposition these two projects faced was stronger, higher profile, and better organized than opposition to PSH developments has been in the past. County Supervisors Mark Ridley-Thomas and Sheila Kuehl, City Council President Herb Wesson, and City Council member Mike Bonin are encouraging City Council members to champion PSH developments in their districts.

In spring 2017, the United Way's Home For Good team held a series of meetings with housing developers to discuss how to best garner community support for siting PSH. They created the "Yes to Housing" campaign but soon realized that the campaign needed to be broader and more flexible to capture the needs of the entire community. While "Yes to Housing" is still a message the United Way team uses in its social media platform, in March 2018, United Way launched "Everyone In." The "Everyone In*"* campaign is a community engagement initiative that intends to provide opportunities for the entire community to hear from individuals with homelessness experience, stay informed on progress, and volunteer or otherwise take an active role in the community's effort to end homelessness.[15] Next year's annual report, which will document the community's activities in 2018, will highlight community engagement activities of the "Everyone In*"* campaign during its first year.

2017 Status: Indicators of the Foundation's Contribution to Community Progress

Direct Engagement	*Grant Making Portfolio*
Foundation staff represent the Chronic Homelessness Initiative perspective in the community strategy to end homelessness	*Political Will grantees align public and elected officials around a common vision to end chronic homelessness*
2017: Strong Impact	*2017: Strong Impact*

Direct Engagement Indicator: Foundation staff represent the Chronic Homelessness Initiative perspective in the community strategy to end homelessness (Strong Impact)

Impact on aligning the countywide strategies around the Foundation's goals to end chronic homelessness (community alignment indicator)

During the second year of Phase II, the Foundation continued to be seen as a crucial partner in the community bringing stakeholders together through convenings and public-private partnerships. In 2017, the Foundation's leadership continued to be visible and supportive of the community's efforts to end homelessness by participating in and sponsoring various events such as **Home For Good's HomeWalk**, the **County Homeless Initiative's first annual conference,** and a one-day conference focusing on **aligning domestic violence and homeless services** in Los Angeles. As in past years, the Foundation sat on the Home For Good Policy Council where a diverse set of leaders from public agencies, community organizations, and philanthropy work to align policies for the homeless service system and on-the-ground efforts to combat homelessness.

In April 2017, the Foundation sponsored a meeting between the County Supervisorial staff and philanthropic partners to discuss partnership opportunities and ways to collaborate on systems change work in the community. The group consisted of representatives from **Conrad N. Hilton Foundation**, the **California Community Foundation**, the **Weingart Foundation**, and **UniHealth Foundation**, **Home for Good**, along with **County Supervisorial staff from each district**. The group reflected on effective ways to partner in the current landscape and discussed examples of previous **private-public partnerships** highlighting the development of the CES, the Flexible Housing Subsidy Pool, and efforts to accelerate the development of PSH.

In June 2017, the Foundation hosted a convening for grantees and community stakeholders entitled **"Framing for Impact: Ending Homelessness in Los Angeles County."** The **FrameWorks Institute**, a non-profit research organization, along with Home For Good representatives, presented on how to use research to **create strategic communication plans** around complex social issues, such as homelessness. Stakeholders from homeless services providers, philanthropic partners, and governmental agencies discussed the challenges in the Los Angeles community for siting PSH and brainstormed ways to create messaging that would appeal to various populations and areas of the County. The Foundation noted that this convening demonstrated how different the current narratives around homelessness and creating PSH are in the community and how the **community needs to work together to create strategic communication plans and align efforts to disseminate those messages.**

Impact on public agencies and elected officials defining and delegating their roles and responsibilities (community functionality indicator)

During 2017, the Foundation continued to be seen as a valued "*powerful player*" and "*thought partner*" working to **educate public officials** and **create partnerships** that move the needle on chronic homelessness. The Foundation's public partners have called its staff their "*go-to people*" when seeking thoughtful guidance and assistance in strategizing ways to address challenges and obstacles in the community.

Impact on elected officials, public agencies, and the public invest in the community strategy to end homelessness (community sustainability indicator)

As part of Measure H's revenue planning, the County engaged 50 community stakeholders to participate in a revenue planning committee. This 50 member committee consisted of representatives from the City and County, LAHSA, Home For Good, the CoGs, homeless service provider members of the Regional Homeless Advisory Council, local policy experts, and people with lived homeless experience. Andrea Iloulian, the Foundation's Senior Program Officer for the Chronic Homelessness Initiative, sat on this workgroup in the role of a community expert on homelessness. The Foundation saw participation in this group as an ***opportunity to continue to elevate the importance of addressing chronic homelessness and to understand and develop relationships with new partners who came to the table while also expanding and deepening its relationships with current partners and community stakeholders***. Participating in this planning group also provided the Foundation the opportunity to address the prioritization of permanent housing resources to the budget in balance against short-term solutions and reaffirm its visibility and leadership in combatting homelessness in Los Angeles.

Grant Making Portfolio: Political Will grantees align public and elected officials around a common vision to end chronic homelessness (Strong Impact)

Impact on aligning the countywide strategies around the Foundation's goals to end chronic homelessness (community alignment indicator)

In 2017, the Foundation approved a new $8.5 million, multi-year grant to ***United Way of Greater Los Angeles***, of which a significant portion is match funding to bolster the efforts of the Funders Collaborative. An additional portion of this grant will also be dedicate to ensuring Countywide accountability for the aligned strategies to end homelessness. The United Way's Home For Good Initiative continues to be a highly valued systems change leader across sectors and stakeholders. This can be seen in the monthly City/County coordination meetings it hosts with LAHSA, the Mayor's Office, and other County partners to ensure alignment of City and County efforts to end homelessness, as well as in Home For Good's influence on the metrics and specific focus on the 10,000 PSH units associated with Proposition HHH.

The Foundation also invested in the ***Corporation for Supportive Housing*** to continue its system change efforts, to increase PSH and to advocate for efforts to address chronic homelessness amid other priorities identified in the joint comprehensive strategies. Through most of 2017, CSH had staff embedded in the Mayor's office as decisions were being made about the implementation of Proposition HHH.

Impact on public agencies and elected officials defining and delegating their roles and responsibilities (community functionality indicator)

The $550,000 capacity-building grant that the Foundation made to ***LAHSA*** in 2016 came to a close at the end of 2017. With this grant, LAHSA made strides in formalizing its internal policies and processes and strategically redefined staff job descriptions to ensure consistency and better articulate roles and responsibilities. As LAHSA continued to increase staffing to meet the demands of implementing the City and County homeless plans, LAHSA doubled in size between

2016 and 2017 and is expected to double in size again between 2017 and 2018. Naturally, as a result, LAHSA has experienced some growing pains, steep learning curves, and staff turnover. In response, LAHSA hired consultants to help review and improve its in-house practices, such as invoicing and building the organization's capacity and infrastructure. However, these types of activities usually are not supported with public funding because of restrictions or lack of flexibility. With a new one-year $600,000 grant from the Foundation awarded in 2017, LAHSA is expected to continue to build internal capacity through improved contracting and disbursement processes.

Impact on elected officials, public agencies, and the public invest in the community strategy to end homelessness (community sustainability indicator)
As noted in the Evaluation's *2017 Annual Report* and in the report *Developing and Passing Proposition HHH and Measure H,* **United Way of Greater Los Angeles** played a significant role in the successful passage of Proposition HHH (November 2016) and Measure H (March 2017). The Foundation also funded United Way in 2017 to continue to engage and mobilize the public in the movement to end homelessness with a one-year, $200,000 grant. This short-term grant ended up serving as incubation funding to design, test, garner support for, and launch the "**Everyone In"** campaign in March 2018.

In addition to conducting voter education to advocate for Measure H and Proposition HHH, **Inner City Law Center** also mobilized its **Provider Alliance to End Homelessness** to advocate directly with Los Angeles City Council members and the Mayor to ensure that the City budget prioritized funding toward ending homelessness. In the end, $178 million of the City budget was allocated for homelessness for FY 2016-2017.

The Foundation allocated a second grant to **LA Voice** in 2017 to continue its successful engagement of the faith community. This time, the organization proposes to expand its membership. Its goals are to strategically leverage its network to advocate for affordable housing policies and educate and engage voters and policymakers and other decision-makers in the fight to end homelessness.

Opportunities for Los Angeles
Community Opportunity: Continue to hold City and County officials accountable for implementing the comprehensive homeless plans, including siting PSH developments across the entirety of Los Angeles County. Continue to track each City Council member's pledge to create PSH in his or her district.

Community Opportunity: Strategically communicate to the public the progress of the City and County homeless strategies as well as obstacles and challenges that the community faces when working to end homelessness. Public communications should include efforts currently underway (by governmental agencies and homeless service providers), progress seen, a timeline for expected progress and visible results, and how the public can help. While these efforts were underway as of early 2018, they could be expanded and made more accessible to the layperson.

Community Opportunity: Work to ensure the public understands what actions steps to take if they are concerned about a person experiencing homelessness. Manage the public's expectations for how quickly an outreach team can respond to the request and how long it might take to see change.

Community Opportunity: Create more consistent lines of communication and collaboration to encourage ongoing participation and feedback to strengthen the engagement of local cities as valued partners in the County Homeless Initiative. Currently, some leaders within the smaller cities across LA County feel isolated from the County's decision making processes and therefore do not always know about or feel recognized as full partners in progress met, strategies and programs implemented within their jurisdictions, or ways in which they can add their knowledge and perspective on local needs and opportunities in order to inform the implementation of County-funded efforts.

Exhibit 5: Evaluation Team's Item to Monitor for 2018

Are elected officials supporting plans to create PSH in their district?

What efforts are community stakeholders engaged in to support the development of housing resources throughout the County?

How is progress being communicated to different stakeholders (i.e. the public, service providers, philanthropy, the media, elected officials)?

How are public agencies and elected officials defining and articulating roles and responsibilities?

How are local cities engaging in the County's Homeless Initiative?

Political Will Initiative Area: State and Federal Legislative Advocacy Strategies

2017 Status: Indicators of Community Progress Toward the Goal

GOAL

Commit state and federal resources to the City and County plans*

INDICATORS

ALIGNMENT	FUNCTIONALITY	SUSTAINABILITY
The community adopts a consistent state and federal advocacy strategy	Local leaders support the state and national strategy	Influential state and federal champions support the local community strategies to end homelessness

STATUS THROUGH 2017

Governor Jerry Brown signed 15 bills into law focusing on homelessness and affordable housing Some investments in PSH were stalled because of a legal challenge to the state's No Place Like Home program. The County plan calls for maximizing the use of federal housing subsidies, but the County's housing authority was forced to freeze issuing vouchers because of federal funding shortfall	The groundwork laid by public agencies, elected officials, and advocacy organizations drove many of the state legislative actions But—City and County leaders have not fully articulated assumptions and needs related to federal subsidies and other resources needed to achieve the goals in local plans	Los Angeles County's efforts to develop a comprehensive local strategy to end homelessness received national recognition, including The National Alliance to End Homelessness' (NAEH) an Innovation and Excellence Award
★ ☆ ☆ Limited Progress	★ ☆ ☆ Limited Progress	★ ☆ ☆ Limited Progress

RECOMMENDATIONS

Develop a shared local legislative strategy to influence state policymakers to protect at-risk subsidies and resources and, where possible, to leverage state and federal resources to pair with local funding from Measure H and Proposition HHH On the federal level, focus on advocacy for Housing Choice Vouchers and other subsidy resources, increase funding to develop PSH, and halt policy changes to Medicaid and the Affordable Care Act that would limit access to healthcare and housing supports	In order to achieve this indicator the community needs to create and adopt a state and federal advocacy strategy	In order to achieve this indicator the community needs to create and adopt a state and federal advocacy strategy

*Not articulated in the Foundation five-year strategy; not expected to be fully achieved within the Phase II timeframe

Alignment Indicator: The community adopts a consistent state and federal advocacy strategy (Limited Progress)

Individual community stakeholder groups advocated for important housing legislation that passed in California in 2017. The new housing legislation is a strong start to addressing the significant affordable housing gap in California, but elected officials and advocacy groups across the state have acknowledged that the scale of current and projected affordable housing needs in California will require much more substantial action by state and federal policymakers. To make significant, impactful strides to address the affordable and homeless housing gaps across California and in Los Angeles specifically, community stakeholders need **to work together to create a shared state and federal advocacy agenda**, based on clear funding projections and assessment of legislative and funding efforts needed. The partners to this agenda must also include a strategy to ensure all aspects of the strategy have an organization with lead responsibility and a defined approach to leverage support among key players. This type of aligned action would ensure that advocacy efforts are coordinated and can result in the scale of investment needed to fill countywide gaps.

During 2017, many community stakeholders and local government leaders were, understandably, very focused on the early implementation of programs funded by LA's voter-approved Measure H and Proposition HHH. There was significantly less attention on threats to federal funding, even though those resources are just as necessary to the local strategies. If and when additional threats to funding come from the current Administration, the community will need a plan to advocate for protecting those crucial federal resources.

Functionality Indicator: Local leaders support the state and national strategy (Limited Progress)

The groundwork that many public agencies, elected officials, and advocacy organizations previously laid regarding the need for additional funding for affordable and homeless housing resulted in several significant legislative actions at the state level in 2017. In September 2017, Governor Jerry Brown signed into law 15 state bills that will begin to address California's affordable housing gap. They focus on five main priorities:

(1) Raising money to help subsidize the development of new affordable housing for low-income residents;
(2) Easing regulations and providing development incentives to facilitate new housing development;
(3) Implementing mandatory low-income housing set-asides for new housing developments and creating pathways to preserve low-income housing;
(4) Expanding existing requirements for cities to plan for additional housing; and
(5) Strengthening existing laws that prohibit and penalize cities for denying new housing projects without just cause.[16]

Another significant bill that directly supports the County's comprehensive strategy was passed in 2017. Assembly Bill 210 allows for multidisciplinary personnel teams at the County level to share confidential information such as names and service receipt histories between homeless service providers and County departments in order to reduce duplication, better facilitate the coordination of services for those

experiencing homelessness, and provide more efficient continuity of care. Such sharing was previously prohibited. The bill took effect January 1, 2018 and the County is establishing policies that will allow key partner agencies to begin data sharing in mid-2018.[17]

During 2017, local agencies continued to keep an eye on state and federal legislation that could affect housing development. For example, the policy unit of HCID regularly monitors federal legislation and proposals and works with national industry associations to inform political leaders and the public what the proposed legislation could mean for the City's ability to develop housing. This occurred in 2017 when changes to federal funding and tax reform threatened the value of federal tax credits which would have a significant impact on HCID's assumptions for financing PSH development. Lowered levels of private investment tied to the value of federal tax credits for low-income housing development translates into more funding required from state or local sources to finance developments. Potentially, this could impact the overall number of units that can be supported through Proposition HHH funding.

Sustainability Indicator: Influential state and federal champions support the local community strategies to end homelessness (Limited Progress)

Los Angeles County's efforts to develop a comprehensive local strategy to end homelessness began to receive national attention in 2017. However, more can be done to attract state and national attention on the community's investments and efforts underway to combat homelessness across Los Angeles. The National Alliance to End Homelessness (NAEH) awarded Los Angeles County an **Innovation and Excellence Award**. This award is granted to individuals or organizations that have undertaken significant work to end homelessness in their community. The honor was given in recognition of the County's "exhaustively transparent and inclusive process" for developing the Homeless Initiative that included "countless policy summits, public meetings, and focus groups… [to collect] broad-based community input on how to focus the County's efforts to end homelessness" and the successful development and passage of Measure H.[18]

2017 Status: Indicators of the Foundation's Contribution to Community Progress

Direct Engagement	Grant Making Portfolio
Foundation staff works with community stakeholders to educate local, state, and federal elected officials as appropriate.	*Political Will grant portfolio expands to address the need for a state and federal advocacy strategy*
2017: Limited Impact	*2017: Strong Impact*

Direct Engagement Indicator: Foundation staff works with community stakeholders to educate local, state, and federal elected officials as appropriate (Limited Impact)

Impact on the community adopting a state and federal advocacy strategy (community alignment indicator)

During 2017, the Foundation's Director of Domestic Programs, Bill Pitkin, continued to serve as Board Chair of **Funders Together to End Homelessness** (FTEH). This group has worked to build relationships with the new federal Administration and demonstrate philanthropy's role in advocating for preventing and ending homelessness. FTEH has also worked with its national colleagues at the National Alliance to End Homelessness (NAEH), Center for Budget and Policy Priorities (CBPP), Heartland Alliance, the National Coalition of Homeless Veterans (NCHV), and National Health Care for the Homeless Council to protect the Affordable Care Act and increase funding for homeless and affordable housing programs.

In January 2018, Bill Pitkin was instrumental in bringing several new philanthropic members to FTEH. To date, **California Community Foundation, Blue Shield Foundation of CA, the Weingart Foundation, and the Kaiser Foundation** have joined or are in the process of joining the group. Additionally, two new board members were appointed – Bill Major from **the Zarrow Family Foundation** (Tulsa, OK) and Susan Bass Roberts from **the Pohland Foundation** (Minneapolis, MN). Though many FTEH staff and board members were involved in the recruitment of these new funders and board members, this effort shows the **leadership and trust** that the Conrad N. Hilton Foundation has on the national level in the homelessness community.

Impact on local leaders supporting the state and national strategy (community functionality indicator)

Progress on this indicator was not measurable during the 2017 reporting period. The evaluation team does not expect progress on this indicator until later in the five-year evaluation period.

Impact on gaining influential state and federal champions to support local community strategies (community sustainability indicator)

During 2017, the Foundation along with its community and philanthropic partners presented at various national conferences on effective strategies and partnerships used to address homelessness in Los Angeles. These national conferences are opportunities for the Foundation and community partners to share strategies and models that Los Angeles has adopted and to garner national support. The presentations were:

- **2017 Southern California Grantmakers**: "*Leveraging Intersectionality in County Systems to Address Homelessness";*

- **2017 Corporation for Supportive Housing Summit**: "*Investing in What Works: Perspectives from PFS Investors";*

- **2017 National Alliance to End Homelessness:** "*Designing Effective Criminal Justice Partnerships to End Homelessness"; and,*

- **2017 National Council for Behavioral Health**: *"Working Together to End Homelessness – Community Level Strategies to Facilitate Access to Housing"*

Grant Making Portfolio: Political Will grant portfolio addresses the need for a state and federal advocacy strategy (Strong Impact)

Impact on the community adopting a state and federal advocacy strategy (community alignment indicator)

In 2017, **Housing California** spent the first half of its two-year, coalition-building and advocacy grant working with cross-sector partners to promote housing-related bills that passed in the California legislature. Among these were two bills sponsored by Housing California, including Assembly Bill 1505 (Inclusionary Zoning) and Senate Bill 2 (the Building Homes and Jobs Act). Senate Bill 2 creates a housing trust fund endowed by new document fees imposed on non-sale real estate transactions. This permanent revenue stream is the first ever to be entirely dedicated to affordable housing in the state. Funding from the first year of Senate Bill 2 will be dedicated to addressing homelessness and planning for housing development. After the first year, a large portion of the funding will be used to create affordable housing. Other components of the housing package included provisions to streamline local land use approvals, state housing law reform and enforcement, and an affordable housing bond.

The Foundation continued to fund the **National Alliance to End Homelessness** and the national organization **Funders Together to End Homelessness** through 2017. Continuing their 2016 efforts, these organizations both worked to strategically educate, engage, convene, and build partnerships with community advocates nationwide and, both directly and indirectly, with the federal government. Despite the incredible level of uncertainty that pervaded the federal landscape in 2017, NAEH was able to pinpoint key policy proposals that posed a threat to the nation's progress on ending homelessness, then mobilized its members to actively challenge those proposals by connecting them with and amplifying their voices before executive and legislative decision-makers. Among others, the issues NAEH addressed included threats to make major cuts to HUD homeless program funding, to reverse HUD's endorsement of Housing First, and to eliminate the United States Interagency Council on Homelessness (USICH), none of which came to fruition. Ultimately, HUD Secretary Ben Carson endorsed Housing First at the 2017 NAEH Conference; HUD funding for homeless programs remained constant in the 2018 federal budget, and USICH remained intact. None of these outcomes was achieved due to any single entity's efforts, but the strategic messaging and mobilization efforts undertaken by both NAEH and FTEH and active participation by CSH and other local grantees and partners certainly affected these successes.

Impact on local leaders supporting the state and national strategy (community functionality indicator)

The **Corporation for Supportive Housing** continued to educate state legislators and advocate for policy and program changes on the state level through 2017. CSH was part of the driving force behind the successful creation of the statewide **No Place Like Home** program, which focuses on construction and preservation of PSH. During 2017, CSH continued to meet with staff from the

California Department of Housing and Community Development to discuss implementation of the $2 billion bond for supportive housing. CSH staff worked with the Department to create financial and service planning models, review and recommend No Place Like Home guidelines, and draft template county plans. However, implementation of No Place Like Home is currently blocked by legal challenges because some do not believe construction and preservation of PSH is a valid use of Mental Health Services Act (MHSA) funds, which would be used in this program. In October 2017, CSH worked to pass Assembly Bill 74 (Housing for a Healthy California) which directs the state to use National Housing Trust Fund resources towards support housing and also creates county grant programs to address chronic homelessness.

Additionally, CSH began to work with a new California agency, the State Homeless Coordinating and Financing Council. Through this effort, CSH aims to ensure that California state programs follow a Housing First model. During 2017, CSH also continued to collaborate with non-governmental partners to educate and encourage investment in homelessness solutions.

Impact on gaining influential state and federal champions to support local community strategies (community sustainability indicator)
In 2017, the Foundation made a three-year, $1.2 million grant to a first-time grantee, the **New Venture Fund**, in support of the **Funders for Housing and Opportunity** initiative. A grant-making collaborative of other funders in national homelessness work, the Initiative supports three types of subgrants toward ending homelessness: (1) advocacy for affordable housing policy at local, state, and federal levels; (2) campaigns to expand public awareness of, engagement with, and will toward supporting affordable housing and homelessness solutions; and (3) pooled philanthropic funding to augment local and state efforts to scale what works.

The Foundation also made a 2017 grant to the **Southern California Association of Non-Profit Housing**, a trade association that works with both non-profit and for-profit affordable housing developers to effect state-level policy change. Over its two-year grant period, the Association intends to establish and leverage a Community Development Commission Working Group to advocate for policies that better enable affordable housing development (including PSH) and to further public financial investment in ensuring affordable housing for Southern California residents.

Opportunities for Los Angeles

Community Opportunity: Develop a legislative strategy to influence state and federal policymakers to protect at-risk subsidies and resources and, where possible, increase funding for PSH, including services. On the federal level, focus on advocacy for Housing Choice Vouchers and other subsidy resources, increased funding support for developing PSH, and halting policy changes to Medicaid and the Affordable Care Act that would limit access to healthcare and housing supports and endanger the health and wellbeing of people experiencing homelessness. Local leaders should estimate and articulate their assumptions about state and federal resources available and resources needed to achieve goals related to the homeless plans.

> **Potential Foundation Role:** Work to convene and bring community stakeholders together to coordinate efforts to create an aligned state and federal advocacy strategy. Invest in an entity to lead the organization and development of an aligned state and federal advocacy strategy.

> **Potential Foundation Role:** Support efforts to coordinate face-to-face meetings with state and federal policy makers and use those opportunities to educate policy makers about the City and County's homeless plans, strategies implemented, and challenges and obstacles faced when trying to end homelessness in Los Angeles.

Exhibit 6. Evaluation Team's Items to Monitor in 2018

Have community stakeholders come together to work on a state and federal advocacy plan?

What work has been done in the state to further development, production, and funding of affordable and homeless housing? What work has been done in the state to further fund supportive services?

How are Los Angeles community leaders influencing state and federal officials? How are Los Angeles community leaders advocating for more funding and bringing attention to the efforts in Los Angeles?

2. Scaling Up the Resources
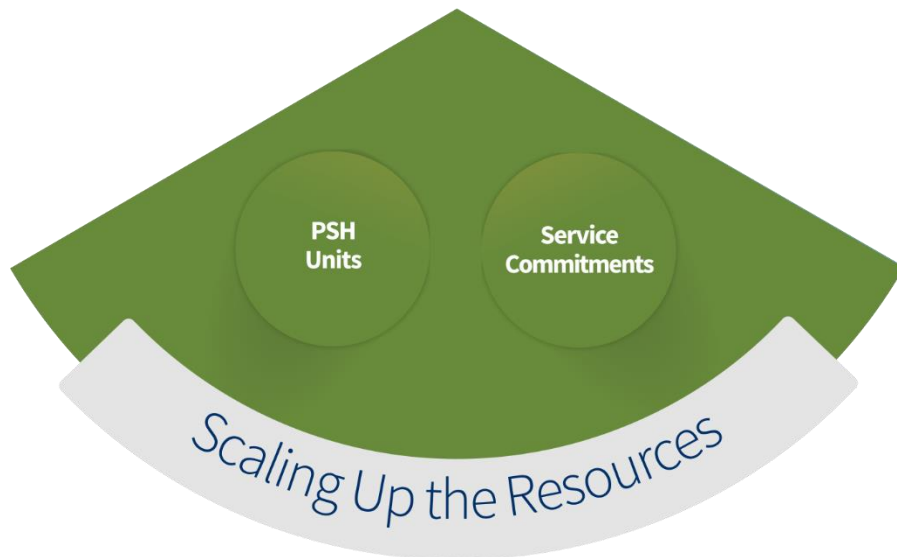
During 2017, departments within Los Angeles City and County, along with the community's homeless service providers, were actively engaged in efforts to scale up the community's response to chronic homelessness. The community has ***aligned around a housing and service gap analysis*** that has been released annually for the past two years. With the development of expenditure plans for Proposition HHH and Measure H and the design and implementation of new and expanded programs, stakeholders are working to improve the ***functionality of PSH*** development mechanisms and supportive services models. These increased efforts are necessary but are not yet proving to be adequate. In February 2018, LAHSA released an updated Countywide homeless housing gaps analysis indicating that the PSH housing gap for individuals had increased from 14,708 units—as reported in LAHSA's 2016 housing gap analysis—to 21,275 units.[19] Accelerating PSH development and bringing more voucher and service resources online rapidly will be a critical focus for the next two years.

Exhibit 7: Goal. Scaling Up the Resources—PSH Units
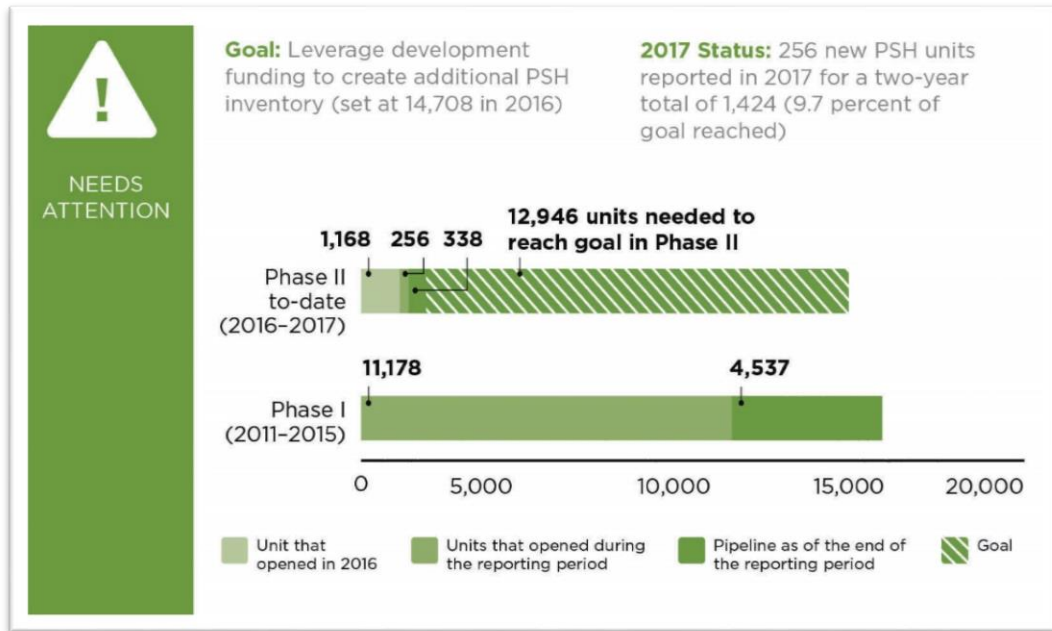
Source: Housing Inventory Count for Los Angeles, Glendale, Pasadena, and Long Beach CoCs

Exhibit 8: Goal. Scaling Up the Resources—Service Commitments
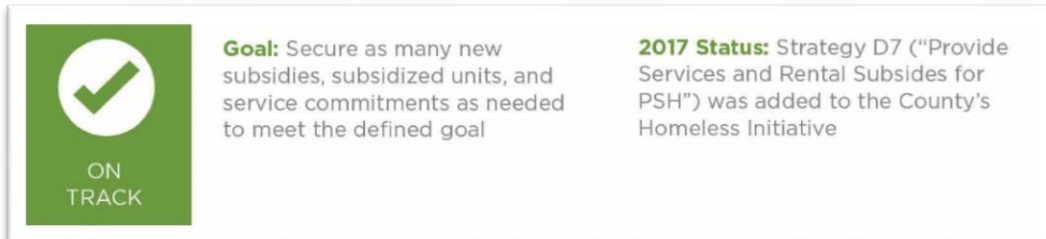
Key Achievements Timeline: Scaling Up the Resources

- **April 2017**: The Home For Good Funders Collaborative releases an RFP focusing on **expanding capacity and bringing the system and its resources to scale**. Among its several funding categories, the RFP included up to $540,000 per region for CES leads to increase capacity, infrastructure, and coordination.

- **June 2017**: Los Angeles City Council approves almost $74 million of Proposition HHH funding for nine PSH projects (615 housing units) and $12 million for other types of homeless facilities. [20]

- **July 2017**: Los Angeles County Health Agency, including the Departments of Health Services, Mental Health, and Public Health, implement an **integrated care model for all individuals living in permanent supportive housing**. This model sustains and expands the commitment of DHS's Intensive Case Management Services (ICMS) while integrating DMH's mental health and the Department of Public Health's Substance Abuse Prevention and Control (SAPC) services.

- **December 2017**: Los Angeles City and County execute a **10-year Memorandum of Understanding (MOU)** committing the City to create 10,000 new PSH units; the Housing Authority of the City of Los Angeles (HACLA) to provide up to 1,000 project based vouchers per year for the first five years; and the County to provide supportive services, additional rental assistance, and landlord incentives.

- **December 2017:** Los Angeles City Council passes the **Affordable Housing Linkage Fee Ordinance,** signed into law by Mayor Eric Garcetti. Los Angeles City Planning Commission passes the **Permanent Supportive Housing Ordinance** and **the Interim Motel Conversion Ordinance**.

Scaling Up Initiative Area: PSH Units and Voucher Commitments

2017 Status: Indicators of Community Progress Toward the Goal

GOAL

Leverage development funding to create PSH inventory to meet the need

INDICATORS

ALIGNMENT	FUNCTIONALITY	SUSTAINABILITY
The countywide strategies define a PSH creation goal for new development, new subsidies, and turnover commitments	Development departments decrease time from PSH predevelopment to permitting; PHAs increase utilization of PSH vouchers	The community secures funding commitments to scale up PSH inventory through development and subsidies

STATUS THROUGH 2017

LAHSA released updated housing gaps analysis Commitments were formalized in December 2017 when the City, County, and HACLA entered into an MOU that aligned housing development, housing subsides, and supportive services	The City's PSH Ordinance and Interim Motel Conversion Ordinance and the City/County/HACLA MOU will allow qualified PSH development projects to move quickly HACoLA increased its dedicated turnover of housing vouchers for chronically homeless people from 35% to 50% HACLA increased its payment standard and encouraged shared housing	The first round of Prop HHH bonds was issued in 2017 Nine PSH projects (416 PSH units) that were already in the development pipeline will be supported The CAO and HCID have calculated that at the current subsidy rate the bond will support 5,939 housing units, short of the 10,000 unit goal City increased funding commitments to PSH projects to offset loss of some other sources of capital funding
★★☆ Suitable Progress	★★☆ Suitable Progress	★★☆ Suitable Progress

RECOMMENDATIONS

Community leaders should continue to work to align efforts for reporting and tracking PSH unit production across the County, ideally via the Housing Inventory Count, a tool that can be updated and modified in real-time	Public officials should explore strategies to identify and prepare land parcels for PSH development, in order to proactively combat NIMBY "Not In My Backyard" resistance and to expedite the development timeline HACLA and HACOLA should share innovative practices, such as shared housing, with each other and smaller PHAs throughout the County	Community stakeholders should continue to track each City Council member's pledge to create 222 units of PSH in their district Community leaders should continue to monitor and communicate proactively about the changing unit production shortfall

Alignment Indicator: The countywide strategies define a PSH creation goal for new development, new subsidies, and turnover commitments (Suitable Progress)

As described in the Evaluation's 2017 Annual Report, most of the planning around PSH creation goals was informed by the annual Housing Inventory Count (HIC – see callout box) and the 2015 and 2016

housing gaps analysis. City leaders used these data sources in drafting Proposition HHH—$1.2 billion to fund development of up to 10,000 units of PSH across the City. Understanding the PSH housing need across Los Angeles County is critical for setting goals and driving funding requests.

Box 1: What is The Housing Inventory Count (HIC)?

HUD requires all Continuums of Care (CoCs) to submit a HIC on an annual basis. The HIC, as reported to HUD, is a snapshot of the homeless-dedicated housing and shelter capacity on a single day in late January each year. HUD expects these data to be tracked on an ongoing basis within the HMIS in order to produce the HIC and for other purposes. This means that HMIS is a place where inventory information is required to be tracked consistently by each of the four CoCs across Los Angeles County and is expected to include the current and pipeline of PSH units, regardless of funding source.

The evaluation team believes the HMIS-based inventory and the annual HIC snapshot have the potential to be a tool used *across the County to track existing and pipeline PSH units*. Gathering the inventory data for a once-annual submission to HUD means investing a great deal of effort for very little local benefit. The community's homeless service providers, housing authorities, and public agencies submit information to be documented in the HIC. Funders are asked to verify it. LAHSA staff are expected to clean and reconcile the data, all for the purpose of submitting the result to HUD. Meanwhile, each developer, funder, and service provider maintains their own list of inventory. Service providers participating in the coordinated entry system (CES) report that they are unable to access their region's housing inventory in a user-friendly, easy-to-understand format, nor are they easily able to supply corrections to inaccurate HIC data. The HIC also suffers when local providers do not provide LAHSA with timely, accurate information for the annual HIC process. Tracking this information centrally and consistently year-round could support SPA-level coordination, ensure the current PSH stock is fully leveraged, and allow for consistent, transparent understanding of the PSH development pipeline.

At this time, since neither the HIC or HMIS-based inventory data are used locally, the data are not yet consistent enough to serve this purpose. For example, in 2017, the HICs from the four CoCs in Los Angeles County showed 1,778 PSH units in 13 projects listed as "under development", meaning the funds were fully committed and the units were expected to be online within one year. However, the 2018 HIC totals only showed an increase of 654 PSH units, from 16,351 to 17,005 (as shown in Exhibit 9.) This means that only 37 percent of the units listed "under development" in the 2017 were translated into operational inventory in 2018. More importantly from the perspective of using the HIC to support local planning, of the 13 projects in the pipeline in 2017, only three were reflected in the 2018 HIC as "new" or "current" inventory, six were still listed as "under development" in 2018, and the others were not accounted for on the 2018 HIC entirely. On the flip side, seven projects listed as "new" in 2018 were not shown in the pipeline in 2017 at all.

Exhibit 9: Total PSH unit inventory in Los Angeles County

PSH Inventory Type	2016 HIC	2017 HIC	2018 HIC
Total unit inventory in operation ("new" + "current" inventory in the HIC)	**16,941**	**16,351**	**17,005**
Total "under development" units	2,261	1,778	338

Source: Housing Inventory Count for Los Angeles, Glendale, Pasadena, and Long Beach CoCs

At the same time, despite the immense increase in local funding dedicated toward building PSH across the County, comparatively few PSH beds were included as "under development," on the 2018 HIC. In 2018, there were only 338 units in the pipeline, less than 20 percent of the number of units listed in the 2017 pipeline. These types of discrepancies are incredibly challenging to parse in a system as large as Los Angeles. With a user-friendly input and reporting system, LAHSA and the other CoCs could tap SPA coordinators and other CES stakeholders to provide ground-level updates that would likely clear up many of the apparent inconsistencies. System-level stakeholders have recognized the HIC's potential to track the inventory in order to assist in forecasting and planning for PSH development and have signaled their interest in building it into a more robust and useful community tool.

Although there is not yet a single, authoritative source for tracking available and pipeline PSH units, the evaluation team can report progress on coordinated efforts by the that the City, the County, and the Housing Authority of the City of Los Angeles (HACLA) to develop a strategy to add 10,000 PSH units to the local stock of affordable housing in the City of Los Angeles. Commitments were formalized in December 2017 when the City, County, and HACLA entered into a Memorandum of Understanding (MOU) specify that:

> (1) The City of Los Angeles will create approximately 10,000 new PSH units and expedite the process for siting new PSH developments;
>
> (2) HACLA will provide up to 1,000 project based vouchers for PSH-eligible tenants each year. After five years the parties will renegotiate the number of project-based vouchers HACLA can provide on a yearly basis; and
>
> (3) Los Angeles County will provide intensive case management services and integrated health services, supplemental rental assistance (when needed to support units beyond those subsidized by HACLA), and landlord incentive funds for each new PSH unit developed by the City of Los Angeles. An added benefit of the County's service commitment is that HCID will not have to scrutinize supportive services plans for developments as heavily, thus streamlining the review process.

The MOU signifies major progress to define roles and commitments that will remain in place for the next 10 years, even if there are changes in departmental staff and elected officials. Representatives from the three entities meet at least quarterly to assess progress and refine roles defined in the MOU, as needed. Additionally, the MOU was carefully crafted so that other cities throughout Los Angeles County could use similar language to develop agreements between themselves and County departments.

In February 2018, LAHSA released an updated Countywide homeless housing gaps analysis, which indicated that the PSH housing gap for individuals had increased from 14,708 units—as reported in the 2016 housing gap analysis—to 21,275 units.[21] This analysis used an improved methodology for calculating housing gaps and accounted for the increase in homelessness across the County measured since the prior gaps analysis. Additionally, the updated housing gaps analysis accounts for veteran resources which the prior gaps analysis did not. LAHSA also worked with the City of Los Angeles to update the City's housing gaps analysis, planned for release in early 2018. As the HIC increases in accuracy over time, the housing gaps analysis will become more accurate as well.

Functionality Indicator: Development departments decrease time from PSH predevelopment to permitting; PHAs increase utilization of PSH vouchers (Suitable Progress)

Development
During 2017, the City of Los Angeles prepared two ordinances that would reduce the amount of time required to develop new PSH units—The Permanent Supportive Housing (PSH) Ordinance and the Interim Motel Conversion Ordinance.

The **Permanent Supportive Housing (PSH) Ordinance**, drafted by the City's Department of Planning, is intended to speed developments by allowing qualified PSH development projects to receive expedited review by city officials. Under the law, previously, any development that included 50 or more housing units was required to undergo a site plan review by the City's planning department. Consequently, many

proposed projects were for developments of 49 units or less. Under the new PSH Ordinance, only PSH developments located in downtown Los Angeles with 200 or more housing units, or developments located in other parts of Los Angeles with 120 or more housing units, would be required to undergo a site plan review. The PSH Ordinance also reduces parking space requirements, which would allow developers to build taller and denser PSH developments projects. A development qualifies under the new ordinance if, among other things, it is located close to public transit, dedicates at least 50 percent of units for PSH and the remaining units for low-income renters, and meets specified design requirements. As a result of these changes, the PSH Ordinance is expected to allow for an additional 200 units of PSH to be developed annually.[22]

The California Community Foundation (CCF) and Home For Good were both significant voices in the community that helped the PSH Ordinance to be passed. Over the past several years, CCF has taken the lead as the philanthropic partner in the community's efforts to accelerate PSH development and work with City officials on mechanisms to make the development process quicker, easier, and more streamlined.

The **Interim Motel Conversion Ordinance** intends to expedite the development of new PSH units by allowing underused motels to be converted into transitional housing or PSH. Developers would be allowed to convert motels into transitional housing or PSH apartments if they do not change the square footage or number of units of the existing building, and not reduce the existing number of parking spaces. To qualify under this ordinance, developers must meet several criteria, including ensuring that the project is reviewed by the Department of Building and Safety and that the facility maintains a 20:1 ratio of housing to office space for on-site supportive services. Motel conversion is expected to allow for faster and more economical production of bridge housing and PSH units across the City.[23]

In April 2018, the Los Angeles City Council voted unanimously to approve both the PSH and Interim Motel Conversion Ordinances. Shortly thereafter, Los Angeles Mayor Eric Garcetti signed both ordinances into law.

Housing Vouchers
In April 2017, the U.S. Department of Housing and Urban Development (HUD) asked HACoLA to freeze its Housing Choice Voucher program because of a budgetary shortfall. Despite this freeze, HACoLA made progress during 2017 in expanding the number of vouchers issued and improving its voucher utilization rates for Shelter Plus Care (S+C) vouchers funded by the Continuum of Care program. Of the number of potentially available vouchers, utilization rates represent the percentage of vouchers that are issued and result in a housing unit being rented. Due to voucher recipient turnover and a limited housing supply, not all vouchers that are issued result in a successful housing placement, and this affects the utilization rate. By January 2018, HACoLA had been able to increase the voucher utilization of S+C subsidies by improving the "success rate" of issued vouchers from a low of about 70 percent in January 2016 (704 of 999 vouchers issued resulted in leases) to 87 percent (1,071 of 1,237 vouchers issued resulted in leases).

In 2017, HACoLA also increased the percentage of its regular Housing Choice Voucher (HCV) program that it was willing to dedicate to ending chronic homelessness. In its fiscal year, HACoLA had agreed that 35 percent of HCV program voucher that turn over (existing vouchers no longer used by the households

to which they were issued) to people on the waiting list who are experiencing chronic homelessness. For fiscal year 2017-2018, HACoLA increased this goal to 50 percent.

HACLA was not required to freeze its Housing Choice Voucher program in 2017 and continued work to increase its utilization rate for regular HCV vouchers. HACLA used its reserve funding to increase the number of vouchers issued, and it also increased the success rate for vouchers issued by increasing the rent thresholds (the payment standard) for units rented with a voucher. Increasing the payment standards makes the voucher more enticing to a potential landlord, although it also decreases the total number of vouchers that can be supported by a fixed amount of funding. HACLA increased its payment standard to as much as 110 percent of fair market rent set by HUD for the LA metropolitan area ($1,412 for a one bedroom apartment set by HACLA as of November 2017).[24] In order to increase utilization rates further, HACLA is considering raising the payment standards to 120 percent for one bedroom units. HACLA has also requested an exception payment standard for VASH vouchers so that it can pay as much as 140 percent of the median rent (a higher level than the FMR) for HUD-VA Supportive Housing (VASH) units.[d]

To increase the number of formerly homeless people who can be placed in permanent housing with vouchers, HACLA has permitted shared housing. Under this policy, two people who each qualify for their own voucher can elect to become roommates and may receive a total housing assistance subsidy for the amount of a two bedroom unit rather than two subsidies for one bedroom units. This reduces both the number of housing units that must be found and the total housing assistance payment HACLA pays, as the rent for a two-bedroom unit is only marginally greater than a one-bedroom rent. Housing authority staff report that the greatest shortage in available rental housing is for one-bedroom units, so it may be a little bit easier for voucher holders to find two bedroom apartments that are available at rent levels that can be covered by rental assistance. Not many voucher recipients have chosen to do this, but interest is growing. HACLA reported that about 40 people are currently sharing housing, up from about 10 a few years ago.

Sustainability Indicator: The community secures funding commitments to scale up PSH inventory through development and subsidies (Suitable Progress)

Development
The first round of Proposition HHH bonds, totaling $89,083,314, was issued in 2017. The bond proceeds were used to support the development of nine PSH projects that were already in the development pipeline. The nine PSH projects will include 615 housing units, of which, 416 will be PSH.[25] The second round of Proposition HHH funding requests were received by HCID in the winter of 2017. HCID received 23 applications, representing $217 million, for PSH developments across five City Council districts.

---

[d]   In fiscal year 2017, the U.S. Department of Housing and Urban Development (HUD) established fair market rent for a one-bedroom apartment in the Los Angeles-Long Beach-Glendale, CA HUD metropolitan area was $1,154. Fair market rent look-ups are available on HUD's website: https://www.huduser.gov/portal/datasets/fmr/fmrs/FY2017_code/select_Geography.odn

Decisions on which projects will receive funding, and the funding amount for each, were to be made in 2018.

As of April 2018, $260 million in Proposition HHH funds have been requested, 24 HHH-supported PSH projects are in pre-development, three Proposition HHH loans have closed, and a total of 1,291 PSH units have been funded.[26] Moving forward, HCID expects to issue three rounds of applications for development funding each year, with each round generating applications for 8 to 12 projects.

Proposition HHH funding was projected to finance 1,000 units of PSH per year for 10 years, based on the premise that PSH developments would leverage other sources of funding, in addition to the subsidy provided by the bond funds. For example, the state's No Place Like Home (NPLH) program was expected to provide significant capital funding for many PSH projects that will serve homeless people with serious mental illness, and Low Income Housing Tax Credits are another important source of funding for PSH development. But the implementation of NPLH has been stalled because of legal challenges, and changes in federal tax policy have reduced the level of private investment in affordable and supportive housing developments. In response to the resulting funding gaps, the City of LA has increased the amount of local subsidy provided to PSH projects using Proposition HHH funding. As of May 2018, just $837.5 million remained in the bond authority. **If additional state resources are not committed, the City Administrative Office and HCID have calculated that at the current subsidy rate ($220,000 per unit) the bond will support only 5,939 housing units.** If additional state funding resources are committed and the subsidy rate is reduced to $157,000 per unit, they estimate that 7,467 housing units could be supported.[27] **If additional resources are not committed, the City will not be able to meet its goal to develop 10,000 units of PSH in 10 years.**

In September 2017, the County's Community Development Commission (CDC) and Housing Authority (HACoLA) released a NOFA providing $39 million of capital funds (including $10 million in Measure H funds) and a total of 200 project based housing vouchers to support the development of permanent rental housing. This includes projects that would set aside at least 49 percent of the total units for homeless households, and mixed-population projects in which at least 20 percent of the total units (and no fewer than 15 units) would be set aside for households with Special Needs. The NOFA defined Special Needs households to include people who are homeless, chronically homeless, homeless veterans, frequent users of LA County Health or Mental Health Services, transition-aged youth, or other groups of people with disabilities. For projects to be developed on County-owned land, at least 49 percent of units must be reserved for people experiencing homelessness. The projects that were awarded funding through this NOFA are expected to create approximately 1,300 units of affordable rental housing, including 900 units for people with special needs. In addition, CDC is administering $53 million in MHSA funds allocated by the LA County Department of Mental Health to create more supportive housing, while the implementation of the state's No Place Like Home program has been held up by legal challenges.

Housing Vouchers
The Countywide efforts to increase the number of Housing Choice Vouchers dedicated to housing chronically homeless households were initially successful, but efforts were stalled in April 2017 when HUD deemed HACoLA to have a budget shortfall and required HACoLA to suspend issuing Housing

Choice Vouchers to new households. HACoLA was, however, able to continue lease-up activities through the S+C and HUD-VA Supportive Housing (VASH) program, both of which can be used to house chronically homeless individuals.

Before HACoLA's Housing Choice Voucher freeze was lifted in 2018, HACoLA had to revoke a few dozen vouchers it had distributed to individuals experiencing chronic homelessness. The agency has committed to increasing its target again for FY 2018-2019 to make up for the turnover vouchers it missed issuing during the freeze.

The County also continued to provide landlord incentive funds for each new PSH unit secured by the City of Los Angeles, as needed for tenant-based rental assistance. The Homeless Incentive Program, established in 2016, is used to encourage landlords to offer available housing units to people experiencing homelessness who have tenant based rental assistance from the City or County. The Homeless Incentive Program provides financial assistance to clients and landlords to cover move-in costs, damages, vacancy loss payments, and credit check or application fees. HACoLA has entered into a similar agreement with the City of Long Beach to provide landlord incentives for the Long Beach Housing Authority vouchers used for PSH and is negotiating agreements with other PHAs located within Los Angeles County.

In addition to tenant-based vouchers, some HACLA vouchers are used to provide project-based rental assistance to help cover the operating costs of PSH developments and make them affordable to people leaving homelessness. In April 2017, HACLA released a notice of funding availability for 200 project-based vouchers. A total of four projects, totaling 205 units, were selected to receive the funding. In late 2017, HACLA released a second notice of funding availability for 300 project-based vouchers.

2017 Status: Indicators of the Foundation's Contribution to Community Progress

Direct Engagement	*Grant Making Portfolio*
Foundation staff leverages partnerships with other funders and key stakeholders to drive developer capacity	*Scaling Up the Resources grantees increase PSH availability and capacity to expedite PSH developments*
2017: Limited Impact	*2017: Limited Impact*

Direct Engagement Indicator: Foundation staff leverages influence with other funders and key stakeholders to drive developer capacity (Limited Impact)

> *Impact on defining a PSH creation goal for new development, new subsidies, and turnover (community alignment indicator)*
> The Foundation did not engage with community efforts to affect this area during the 2017 reporting period. Therefore, progress on this indicator was not measureable during the report period.

Impact on development departments decreasing development time and on PHAs increasing utilization rates (community functionality indicator)

In early 2018, the Foundation hired consultant Andi Israel (RxLA) to help support the Foundation in **coordinating and tracking the community's housing development efforts and using that information to identify opportunities for investment or other types of engagement**. The Foundation, along with the Corporation for Supportive Housing (CSH), the California Community Foundation (CCF), Enterprise Community Partners, the Weingart Foundation, and United Way Home For Good staff met to discuss current efforts underway and efforts still needed. During 2018, the group intends to track stakeholders' efforts in order to increase effectiveness and efficiency and identify opportunities for collaboration and support.

Impact on securing funding commitments to scale up PSH inventory (community sustainability indicator)

The Foundation did not work with community partners to impact this area during the 2017 reporting period. Therefore, progress on this indicator was not measureable during the report period.

Grant Making Portfolio: Scaling Up the Resources grantees increase PSH availability and capacity to expedite PSH development (Limited Impact)

Impact on defining a PSH creation goal for new development, new subsidies, and turnover (community alignment indicator)

The Foundation did not directly fund grantees to impact this area during the 2017 reporting period. Therefore, progress on this indicator was not measureable during the report period.

Impact on development departments decreasing development time and on PHAs increasing utilization rates (community functionality indicator)

The Foundation's grants and investments in the **Corporation for Supportive Housing**'s loan pools through **Program-Related Investments (PRI)** continued to provide financial momentum to PSH developers. In 2017, the Foundation commissioned a paper "*In Practice: Program Related Investments for Sustained Impact*" which highlighted lessons learned from PSH lending in Los Angeles.

In 2016, the **Home For Good Funders Collaborative** provided 10 non-profit developers with three-year grants to build increased organizational capacity. While the intention of the grants was to increase production of PSH, funding could only be used to expand organizational capacity by, for example, hiring new staff/consultants or increasing capital reserves.

Enterprise Community Partners continued to leverage Foundation funding to build on its work to improve developer capacity. By the end of its two-year grant in 2017, Enterprise had built upon its PSH preservation workgroup through delivering customized trainings, providing technical assistance, and allocating a total of $290,000 in eight pass-through grants to agencies. The Foundation funded Enterprise for a $500,000, two-year grant at the end of 2017, to focus on two specific scale-up initiatives: (1) aligning funding priorities to preserve aging PSH properties so properties can continue to serve the community's most vulnerable and (2) working

to infuse lessons learned from the PSH owner/developer perspective into the community's Coordinated Entry System (CES).

Impact on securing funding commitments to scale up PSH inventory (community sustainability indicator)

The Foundation's two-year, $1.2 million grant to **Brilliant Corners** in early 2017 helped build capacity as the organization continues to provide housing coordination for the Los Angeles **Department of Health Services'** (DHS) **Flexible Housing Subsidy Pool** (FHSP). Brilliant Corners, an organization that has doubled in size since 2016, requested assistance from the Foundation **to improve its operational, financial, and managerial processes and efficiency**. To date, this grant helped fund a new addition to its executive leadership, in the form of a Chief Operating Officer (COO) Jonas Mok. Mr. Mok has already played a key role in furthering the organization's strategic planning efforts and investing in improvements to its financial and operational management systems. As the FHSP continues to grow, these efforts will translate directly to the capacity of Brilliant Corners housing clients across Los Angeles County.

In 2017, the Foundation also made a 10-year, $750,000 investment in a new approach to scaling up PSH inventory with a PRI to **Genesis LA Economic Growth Corporation**. With this investment, Genesis will work with a local small-scale housing developer to leverage rental subsidies and private financing opportunities to develop small PSH projects. Because small properties generally are unable to use the tax credits used by traditional, large-scale PSH developers**, this approach is anticipated to complement and expand the total PSH inventory across the County.**

Opportunities for Los Angeles

Community Opportunity: Community leadership should continue to examine PSH unit production goals along with resources needed to produce them. If the number of projected PSH units to be built changes based on available local, state, and federal funding, community leaders need to explain the expected unit production shortfall to the public. For example, if the City of Los Angeles cannot reach its intended goal of developing 10,000 PSH units with HHH funds, then City officials need to communicate why the resources the voters approved will not be sufficient and publicly discuss the need to secure additional sources of revenue.

Community Opportunity: Continue to explore strategies to identify and prepare land parcels for PSH development, in order to proactively combat NIMBY "Not In My Backyard" sentiment and to expedite the development timeline. For example, HCID might be able to purchase and zone appropriate land parcels and make available properties available to developers through a competitive process. Or elected officials might be able to cultivate support within a general area that would make the process easier once a developer is identified.

> **Potential Foundation Role**: Work with community partners to convene active elected officials, community leaders, and key stakeholders to identify and introduce the most effective land acquisition and YIMBY "Yes In My Backyard" practices. Support efforts to document and disseminate these practices.

Community Opportunity: HACLA and HACoLA, along with the smaller PHAs across the County, should continue to share best practices for supporting housing search and creating incentives for landlords to accept housing vouchers, and explore innovative practices, such as shared housing, that could stretch funds further and serve more people. Additionally, PHAs across the County should share best practices and innovations with each other to leverage shared knowledge and experiences for increasing voucher utilization rates and landlord willingness to accept tenants with vouchers.

Community Opportunity: Community leaders should continue to work to align efforts for reporting and tracking PSH unit production across the County. It may be ideal to capitalize on the work LAHSA already invests in the Housing Inventory Count (HIC), a report required by the U.S. Department of Housing and Urban Development (HUD), to create a centralized tracking tool for understanding PSH units and pipeline. Such a tool would provide a single, reliable source for up-to-date information about PSH unit production and utilization that would be useful for service providers, CES lead agencies, and the public. Similarly, service providers on the ground should easily be able to supply updates and corrections to inaccurate data.

Exhibit 10. Evaluation Team's Items to Monitor for 2018

How are community leaders examining PSH unit development and production goals compared to costs and available funding?

What practices are local housing authorities using to increase utilization rates? What barriers and challenges are they encountering?

How is the HIC being used across the community?

Scaling Up Initiative Area: Service Commitments

2017 Status: Indicators of Community Progress Toward the Goal

GOAL

Secure as many new subsidies, subsidized units, and service commitments as needed to meet the defined goal

INDICATORS

ALIGNMENT	FUNCTIONALITY	SUSTAINABILITY
The countywide strategies define a service resources goals based on both the PSH unit goal and an analysis of population needs	Providers seamlessly access local and countywide service resources to pair with housing	Public and private funders have committed resources to provide services for identified population needs

STATUS THROUGH 2017

The Health Agency defined County strategy D7 as an integrated care model for providing supportive services to PSH residents Service goals were defined in the City-County MOU, through which the County committed to providing support services to each new unit of PSH and to recently filled PSH units through CES ★★★ **Rapid Progress**	With the infusion of Measure H funding, the County and homeless service providers face challenges in scaling up staffing and organizational capacity to meet demand ★★☆ **Suitable Progress**	Measure H is expected to provide 45,000 households with move-in assistance and an additional 30,000 households with prevention services The County is using the Whole Person Care pilot and Mental Health Medi-Cal benefits to obtain federal matching funds for supportive services ★★★ **Rapid Progress**

RECOMMENDATIONS

This indicator has been achieved with the supportive housing gaps analysis and alignment through D7	The community should maximize partnerships with local colleges, vocational schools, and universities, as well as formerly homeless peers, to meet the staffing need The community should ensure the staff reflects the diversity of the population experiencing homelessness	Community leaders should continue to monitor and communicate proactively about the changing supportive service shortfall

Alignment Indicator: The countywide strategies define a service resource goal based on both the PSH unit goals and an analysis of population needs (Rapid Progress)

In December 2016, the County added a new strategy, D7 ("Provide Services and Rental Subsidies for PSH") to its comprehensive homelessness plan. This strategy, financed through Measure H, is intended to define goals for case management and supportive service resources for PSH. During 2017, departments within the **Los Angeles County Health Agency worked to further define this strategy as an integrated care model for providing supportive services to PSH residents**. The goals of this model are (1) to provide comprehensive, wrap-around services to assist clients to reach housing stability and improved health and well-being; (2) to provide high-quality services that are standardized and replicable

and that include intensive case management, mental health, and substance use disorder services; and (3) to leverage Medi-Cal to offset costs.[28] Originally, this strategy was only budgeted for new clients who were referred to PSH. However, through discussions with the 50-person committee convened by the County's Homeless Initiative, the strategy was expanded to cover supportive services for all clients in PSH.

Within the integrated care model, the Los Angeles County Department of Health Services (DHS) will be responsible for providing intensive case management services (ICMS) to all existing PSH clients and new clients matched to PSH. ICMS services employ a "whatever it takes" approach and include outreach and engagement, assistance with housing search and applications, community integration, tenant advocacy, housing stability, and eviction prevention. The Department of Mental Health (DMH) will provide mental health services, such as assessments, therapy, medication support, crisis intervention, and case management. Finally, the Department of Public Health's Substance Abuse Prevention and Control (SAPC) program will provide substance use disorder services, including screening and navigation support, service coordination, and field-based outpatient services. DHS, DMH, and SAPC will work together to utilize their respective abilities to leverage Medi-Cal (California's version of Medicaid) revenue to offset the costs of providing these services to PSH residents.

Service goals were further defined in the City-County MOU, through which the County committed to providing support services to each new unit of PSH. According to the terms of the MOU, which was executed in late 2017, Los Angeles County will be responsible for establishing and implementing standards for providing the supportive services for all new PSH units developed.

Functionality Indicator: Providers seamlessly access local and countywide service resources to pair with housing (Suitable Progress)

The County's Department of Health Services (DHS) is responsible for overseeing the provision of intensive case management services (ICMS) for new PSH units through contracts with community-based homeless service providers. With the infusion of Measure H funding for new PSH supportive services and the growth of other County programs that use ICMS services, Housing for Health and the Flexible Housing Subsidy Pool, the County and homeless service providers face challenges in scaling up staffing and organizational capacity.

During 2017, homeless service providers across the County were asked to hire and train new staff, sometimes more than doubling the providers in size, while maintaining organizational culture and high quality services. Many community stakeholders report that staff are leaving one organization or governmental agency and joining another, often because of burnout and salary differences between non-profit service providers and the public sector agencies. These stakeholders are worried about this "revolving door", as well as the constant need to train staff on practice standards and protocols.

The County's Health Agency also acknowledged challenges in recruiting, hiring, training, and retaining ICMS providers to scale up to meet the need. Interviewees explained that with Measure H funding new service providers are looking to contract with DHS, but sometimes they do not have enough training or high-quality staff to provide the level of services needed for the population. As a result, DHS has adopted a flexible approach to contracting. When working with a new provider, DHS sometimes offers a

small contract to see whether the provider can meet the need. Then, if the provider is able to meet the need, DHS is able to scale up the contract. DHS also reported difficulty working with service providers that have limited back office capacity with procurement, accounting, and invoicing. DHS recognizes the need for technical assistance, training, and program monitoring as Measure H funding is infused into the community.

DHS staff have begun to consider additional options to expand the ICMS workforce, such as using community health workers and creating a local training/certification for ICMS staff. Expanding the ICMS model to include telehealth case management is also being considered.

As of early 2018, the homelessness community had between 800 and 1,000 open employment opportunities. To assist with aggregating the employment opportunities across the County, the County's Homeless Initiative launched JobsCombattingHomelessness.org in February 2018. This webpage, found on the County's Homeless Initiative's website, links visitors with homeless service providers across the County where they can directly view employment openings in each Service Planning Area (SPA).[29]

Sustainability Indicator: Public and private funders have committed resources to provide services for identified population needs (Rapid Progress)

Los Angeles County's 2016 housing gaps analysis found that the County needed approximately $450 million per year to support the housing and supportive services needed by the County's homeless population, excluding any one-time capital costs for housing construction.[30] Measure H is expected to raise approximately $355 million in revenue per year over 10 years, for a total of $3.55 billion. Over the first five years of its implementation, the County projected that approximately 45,000 households will receive assistance moving into permanent housing and an additional 30,000 households will receive prevention services to avoid becoming homeless. Thus, the community needs additional funding commitments beyond Measure H to reach the $450 million per year target. Federal funding, such as federal matching funds for supportive services through the Whole Person Care pilot, part of California's Medicaid waiver, the Drug Medi-Cal waiver, and Medi-Cal reimbursement for some Mental Health services are all possible additional revenue sources that the County has explored and in some cases is currently using.

2017 Status: Indicators of the Foundation's Contribution to Community Progress

Direct Engagement	*Grant Making Portfolio*
Foundation staff leverages influence through the Funders Collaborative to shape collective program investments	*The Funders Collaborative aligns with community funding strategies*
2017: Limited Impact	*2017: Strong Impact*

Direct Engagement Indicator: Foundation staff leverages influence through the Funders Collaborative to shape collective programs investments (Limited Impact)

Impact on defining a service resource goal based on an analysis of population-specific needs (community alignment indicator)

Foundation staff, through participation in the Home For Good Funders Collaborative, along with other Funders Collaborative members provided feedback on the latest housing gaps analysis from which the service resource strategy was created for the community.

Impact on increasing accessibility of local and countywide service resources to pair with housing (community functionality indicator)

Through the Home For Good Policy Team, Foundation staff participated in conversations around linking HACLA's housing vouchers with the County's supportive services, institutionalized in the City/County/HACLA MOU.

Impact on securing funding commitments for services (community sustainability indicator)

Impact on this indicator was made through the grant making portfolio of the Home For Good Funders Collaborative rather than through direct engagement during this reporting period.

Grant Making Portfolio: The Funders Collaborative aligns with community funding strategies (Strong Impact)

Impact on defining a service resource goal based on an analysis of population-specific needs (community alignment indicator)

With funding from the Foundation, CSH staff was placed in the Mayor's office and worked with the City and County of Los Angeles to facilitate the development of a Memorandum of Understanding (MOU) to solidify commitments to coordinated investments in the capital, operating, and supportive services costs of permanent supportive housing, to end chronic homelessness in the community.

Impact on increasing accessibility of local and countywide service resources to pair with housing (community functionality indicator)

Since 2016, the Foundation has provided an annual $1.25 million matching challenge grant toward the **Home For Good Funders Collaborative**, and it will continue doing so through at least 2019. Through the Funders Collaborative, service providers can access pooled resources through a streamlined Request For Proposal (RFP) process that aligns everyone within the same systems and toward the same goals. For more information on the Funders Collaborative, see the 2017 report [**Home For Good Funders Collaborative: Updated Lessons Learned from Five Years of Coordinated Funding**](#). In 2017, the Funders Collaborative began work to integrate lessons learned and recommendations offered in that report to formalize its mission and vision, onboarding processes, and decision-making policies, all with the ultimate intention of improving providers' access to funding and resources.

During 2017, the Corporation for Supportive Housing (CSH) began to work to increase the pool of qualified applicants for case management and supervisory level positions by working with

homeless service providers in SPAs 3, 6, 7, and 8 to host Masters of Social Work (MSW) interns. Twenty-six students from six universities were matched to 13 service providers. As this program continues to grow, CSH plans to help with recruitment and student/homeless service provider matching, invest in the needed capacity for service providers to host MSW interns, create a pool of Field Instructors, and aid in the communication and build partnerships between universities and homeless service providers.

In 2017, the Foundation, along with the California Community Foundation and Home For Good explored the idea of creating and funding a fellowship for the community's public sector partners. ***The Homeless System Fellowships are year-long, full-time paid opportunities for individuals to work on systems change to end homelessness***. The first year of the fellowship, beginning in summer 2018, is fully funded with direct support from the Foundation, leveraged programming support from the United Way, and site support from the public partner. The first cohort of fellows is placed with five public partners: the Office of Los Angeles City Council member Marqueece Harris-Dawson, the City of Pasadena, the Los Angeles County Department of Mental Health, Office of Los Angeles County Supervisor Mark Ridley-Thomas, and Office of Los Angeles County Supervisor Sheila Kuehl.

Impact on securing funding commitments for services (community sustainability indicator)
The ***Home For Good Funders Collaborative*** increased its pooled and aligned resources for community grant-making in 2017. The Collaborative secured $8.2 million from private funding in 2017-2018, approximately $600,000 more than the previous grant year. It also began to explore ways in which it could expand membership and continue to engage current funders in more funding opportunities. The Funders Collaborative ultimately secured more than $705 million in aligned public funding.

Since 2011 the Home For Good Funders Collaborative has been seen as a table where private and public funding come together to make innovative investments in the community. With the infusion of Measure H and Proposition HHH funding, the Funders Collaborative wanted to support the expansion and capacity of service providers and housing developers in grant year 2017-2018. In 2017, the Funders Collaborative theme, "Preparing to Scale," focused on (1) research and innovation, (2) strengthening services and providers, (3) system connections and linkages, and (4) community engagement and accountability. Additionally, the Funders Collaborative invested in a second year of funding for non-profit developers to accelerate PSH and CES regional leads to increase capacity, coordination, and infrastructure. In January 2018, LAHSA and the Home For Good Funders Collaborative partnered to release a joint capacity building RFP to continue supporting the needs of service providers and increase system and provider capacity. Recognizing the critical importance of investing in capacity building for homeless service providers, the Foundation contributed an additional $1 million to the pooled resources for this effort.

In 2017, new investors joined the group because their funding portfolios support increasing non-profit organizational capacity building which aligned with the Collaborative's funding opportunity for 2017-2018.

Opportunities for Los Angeles

Community Opportunity: Staffing up to meet the scale of resources was the most pressing challenge facing service providers as of early 2018. The community should maximize creative partnerships with local colleges, vocational schools, and universities, as well as formerly homeless peers, to meet the incredible need for service providers. In order to ensure the staff reflects the diversity of the population experiencing homelessness, the community might need to explore recruiting under-resourced recent graduates with incentives of educational supports or tuition forgiveness, to the extent the vacancies require higher education. To retain staff, the positions will need to be appropriately compensated and offer upward mobility.

Potential Foundation Role: The Funders Collaborative offers a unique opportunity to try creative and long-term strategies to fill staffing needs. The private partners, in particular, could be well suited to taking the time to develop ongoing relationships with educational institutions.

Exhibit 11. Evaluation Team's Items to Monitor for 2018

How is strategy D7 being implemented across the community?

How are public agencies addressing capacity needs? How are service providers addressing capacity needs?

How is the community using federal revenue sources to fund supportive services?

3. Countywide Prioritization Systems

During 2017, LAHSA and community partners expanded the funding for continued development of the Coordinated Entry System (CES). However, the community faced significant changes with implementing the CES: Fiscal and operational responsibility for the CES for Single Adults transitioned from the Home For Good team at the United Way to LAHSA at the end 2016, and *alignment around system policies and provider implementation* was still in flux during 2017. Proposition HHH and Measure H funding had been committed, and DHS, DMH, SAPC, and LAHSA worked together throughout 2017 to develop a *functional, comprehensive service pipeline* for new PSH clients, but housing and services resources were not yet being seen on the ground. This led to significant bottlenecks following the VI-SPDAT assessment stage. At the same time, the CES client *data needed to sustain clear and transparent protocols* were transitioning to a new HMIS data system.

In 2017, as captured in the LAHSA's HMIS, placements into permanent housing remain steady for the overall population but declined for some sub-populations, such as people experiencing chronic homelessness. Permanent housing placements are defined as project entries into HMIS-participating PSH, participants in HMIS-participating rapid rehousing who move in to a permanent unit with rental assistance, plus any other exits to permanent destinations from any program type. As seen in Exhibit 12, permanent housing placements for people who experience chronic homelessness decreased from 2,683 in 2016 to 2,109 in 2017. Project entries into HMIS-participating PSH, a subset of permanent housing placements, also dropped by roughly 12 percent for people experiencing chronic homelessness from 2016 to 2017.

An important note to recognize is that in 2016 and 2017, permanent housing placement data is not aggregated from other community programs entering clients into permanenet housing or PSH into HMIS. Data from any non-HMIS participating project funded by the VA Supportive Housing (VASH) program, DHS's Flexible Housing Subsidy Pool, or the local housing authorities are not included in these totals. However, as the new HMIS system continues to ramp up in 2018, LAHSA and community agenices are working together to aggregate all data for clients who enter the homeless service system and are placed in permanent housing in HMIS.
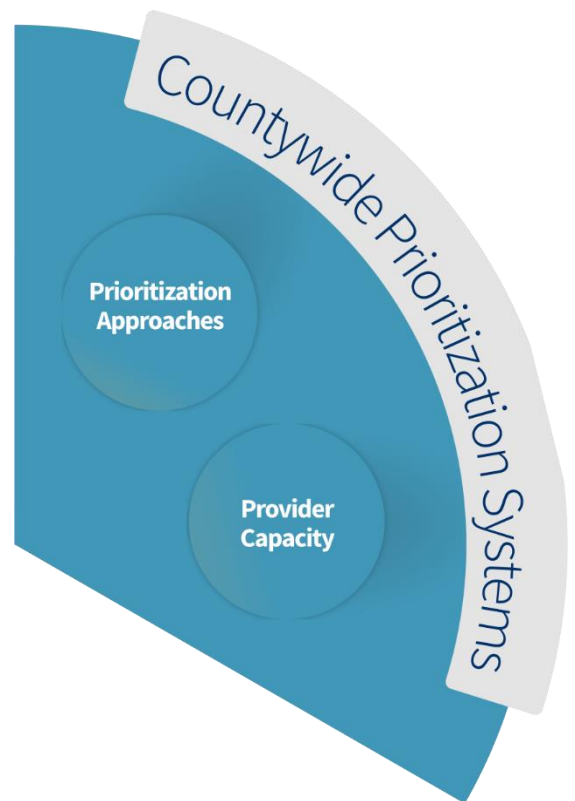
Exhibit 12: Goal. Countywide Prioritization Systems—Annual Placement Rate into Permanent Housing
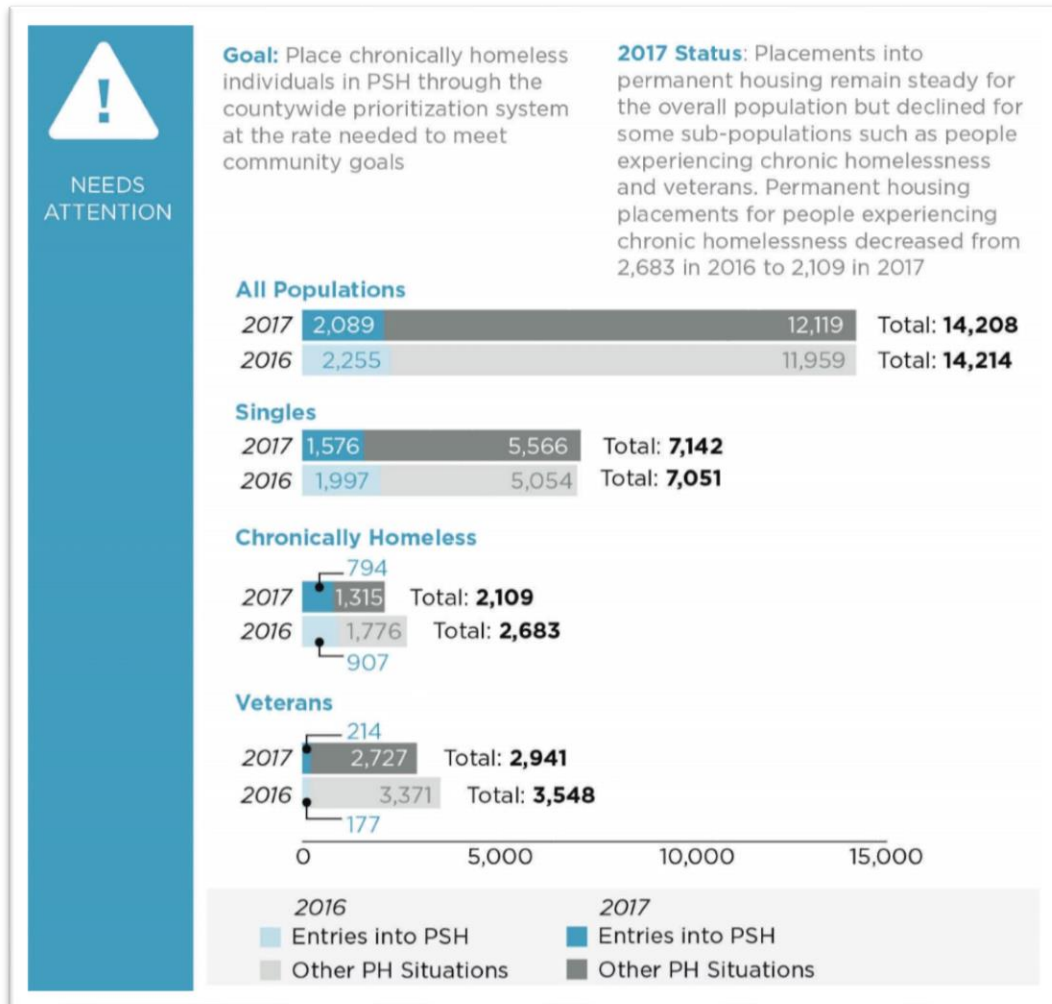
Source: Permanent Housing Placement data provided by LAHSA

Key Achievements Timeline: Countywide Prioritization Systems

June 2017: Los Angeles Homeless Services Authority (LAHSA) transitions to the community's **new Homeless Management Information System** (HMIS).

July 2017: Los Angeles Homeless Services Authority (LAHSA) begins convening two community stakeholder groups -- the **CES Policy Council** and **CES Policy Development Workgroup –** to develop and approve policies, procedures, and practices for the Coordinated Entry System.

August 2017: Los Angeles Homeless Services Authority (LAHSA) releases an RFP to **expand CES funding for five system components: Housing Navigation, Transitional Housing, Crisis Housing, Bridge Housing, and Access Centers.**

Countywide Prioritization Initiative Area: Prioritization Systems

2017 Status: Indicators of Community Progress Toward the Goal

GOAL

Place chronically homeless individuals in PSH through the countywide prioritization system at the rate needed to meet community goals

INDICATORS

ALIGNMENT	FUNCTIONALITY	SUSTAINABILITY
SPA-level and countywide placement goals are defined and existing prioritization systems are aligned	**Most placements are made through an established prioritization system with minimal time lag**	**A centralized, HMIS-based data infrastructure is functional and consistently used to prioritize, match, and report**

STATUS THROUGH 2017

LAHSA convened the CES Policy Development Workgroup and the CES Policy Council	Service providers reported challenges navigating housing resources	LAHSA selected and launched a new HMIS system
LAHSA funded a CES Regional Director for each SPA	Time from client assessment to housing increased	LAHSA and the Home For Good Funders Collaborative jointly funded Regional Data Coordinators for each SPA
LAHSA, DMH, DHS, DPSS, and United Way hosted community input sessions on how Measure H funding can strengthen CES	Both service providers and PSH developers reported challenges matching clients in project-based PSH units	United Way Home For Good launched the HACademy
★★☆ **Suitable Progress**	★★★ **Rapid Progress**	★☆☆ **Limited Progress**

RECOMMENDATIONS

The community should work to clarify the boundaries of the CES and to help CES staff understand whether they are ultimately responsible to the whole SPA's CES implementation or just their own agency	The system should work toward a staged assessment approach. In particular, establishing standards for caseloads will help CES as a whole recognize when the system is overloading providers	Reports on the community's metrics, "active list" reports, and housing match data should be available at both the system-level and at the SPA-level, and potentially at further geographic and population group breakouts
LAHSA, as the community's CES Administrator, should set expectations for CES regional coordinators to engage outreach workers, crisis/bridge housing providers, RRH providers, PSH providers, and service providers operating within their SPA boundaries		
LAHSA, as the community's CES Administrator, should clarify the expectations for each CES-funded position		

Alignment Indicator: SPA-level and countywide placement goals are defined and existing prioritization systems are aligned (Suitable Progress)

During 2017, the County worked to develop a more coordinated system for prioritizing people experiencing homelessness for the housing and services they need. The County's **Coordinated Entry System** are intended to allow individuals, families, and transition age youth to be prioritized for and receive placement into an array of homeless housing and service options—from short-term crisis beds to permanent supportive housing—regardless of the agency with which they make first contact to enter the homeless service system.

Alongside parallel systems that have been developed for families and youth experiencing homelessness, LA's CES for adults targets service-rich permanent supportive housing (PSH) to high-needs individuals and targets other housing resources to individuals identified with lower needs.

In summer and fall of 2017, the evaluation team reached out to the many people and organizations involved in local implementation of CES at the Service Planning Area (SPA) level within Los Angeles, as well as other stakeholders, to update observations and document the status of the CES implementation. The team conducted interviews with the Los Angeles Homeless Services Authority (LAHSA) and United Way Home for Good staff; representatives from City and County agencies; and CES Coordinators, team members, and providers in all SPAs. A full accounting of the findings can be found in a forthcoming report from the evaluation team.

In 2017, LAHSA continued its efforts to strengthen and align the systems for each population – adults, families, and transition age youth. With funding from Measure H and Home For Good, LAHSA funded a CES Regional Director position in each Service Planning Area (SPA) to oversee and support the CES for all three groups "to ensure services are aligned across populations and integrated where feasible and beneficial."[31]

In August 2017, LAHSA released a CES expansion request for proposals (RFP) to provide funding to homeless housing and service providers across the County. [32] The RFP focused on expanding CES's capacity for Housing Navigation, Transitional Housing, Crisis Housing, Bridge Housing, and Access Centers. The grants will expand the reach of CES and further align and integrate housing and service providers across the County.

Efforts to engage community stakeholders in the alignment of CES also occurred during 2017. In May 2017, after the passage of Measure H, LAHSA, in collaboration and coordination with DHS, DPSS, DMH, and Home For Good, held community input sessions. Through these sessions, they obtained feedback from community members, including LA County agency staff, homeless service providers, faith-based organizations, housing developers, and people with lived homelessness experience on how Measure H funding could be used to strengthen CES. Attendees were broken into small groups to discuss how to (1) strengthen the role of access centers; (2) define the role of and support coordination between housing navigators and housing locators; (3) identify the goal of the Regional Coordinator position; (4) improve data tracking through improvements to the Homeless Management Information System (HMIS); and (5) strengthen coordination among domestic violence and intimate partner violence providers, homeless

service providers, legal services, and CES.[33] Feedback from these sessions are being used to further CES integration work to improve staffing and technical assistance efforts.

In addition to these public input sessions, in July 2017 LAHSA began to convene two community stakeholder groups—the **CES Policy Development Workgroup** and the **CES Policy Council** —to develop and approve policies, procedures, and practices for the Coordinated Entry System. The 25-member Workgroup, which is intended to meet bi-weekly, includes representatives from all SPAs and is responsible for developing, enhancing, and aligning policies for practices for the system. The 23 member Council meets monthly to review the policy recommendations from the Workgroup and recommend the policies be approved or further revised.[34]

Functionality Indicator: Most placements are made through an established prioritization system with minimal time lag (Limited Progress)

LAHSA's stated goal for the Coordinated Entry System (CES) is that it serves as the central "network… through which communities assess, house, and retain" people experiencing homelessness. The system is expected to ensure equitable and efficient access to resources. However, in fiscal year (FY) 2016-2017, the average time from assessment to housing was 108 days; from July to September 2017, this average had increased to 140 days.[35] Part of the lag time in making housing placements is the lack of available housing options throughout the County. Though an array of housing resources, from short-term crisis beds to permanent housing options, falls within the scope of CES, service providers report a myriad of challenges in navigating housing resources, including long waiting lists, a lack of available affordable units, and complex housing application and admission processes.

The number of crisis beds and bridge beds are inadequate to meet the needs of the entire unsheltered population, or even of the smaller population that needs a place to stay after they have been prioritized for placement into PSH. In some SPAs, very few such beds are available. In other SPAs, several organizations provide crisis beds, but homeless service providers still struggle to access them because of limited vacancies and, in some cases, barriers to serving highly vulnerable clients. Additionally, the processes for accessing these beds can vary depending on the type of bed and the funder. Part of this protocol variation is a result of providers receiving funding that comes with stipulations that limit their ability to use CES for placements. The variation across providers raises the question of how equitable placements into short-term crisis and bridge beds are within each SPA and across the County. LAHSA is working to systematize the approach so that crisis beds operate on a first-come, first-served bases and bridge beds are accessed via the CES.

In Summer 2017, LAHSA launched an electronic housing vacancy form that housing providers/property managers, DMH, and Intensive Case Management Service (ICMS) providers complete and submit when a PSH resource becomes available. This electronic tool provides instant notification when a PSH resource is available to LAHSA, the Countywide housing matcher, and the housing matcher for that specific population and SPA (where the resource is available.) It also provides housing matchers with consistent, streamlined information about the housing resource to be able to match a client to that housing resource more swiftly.

During 2017, the community continued to face a shortage of permanent supportive housing (PSH) to meet the needs of the highest acuity individuals experiencing chronic homelessness. During interviews with the evaluation team, homeless service providers reported that the highest acuity clients have to wait a minimum of 90 days for a PSH voucher.

In interviews with the evaluation team, service providers reported that property managers at project-based PSH properties were not consistently entering available units into the system for matching. Service providers stated that some property managers continue to rely on informal relationships, either with other agencies or with their own clients, and continue to "cherry-pick" lower acuity clients. With low turnover rates for filled units, this poses a problem for housing the community's most vulnerable, chronically homeless clients. Service providers also reported that when property managers enter available units into the CES data system, the entries often lack enough unit-level information, such as level of accessibility for clients with specific needs. Despite efforts to increase the accuracy of unit information, property owners often do not have access to all the necessary information. Without this, matchers may need to make many attempts to match appropriately based on the unique needs of the participant, which results in long periods of unit vacancy. However, PSH developers report that homeless service providers are slow to get their clients ready with all documentation to demonstrate eligibility for a vacant unit. When a client is not ready with all of their documents, the match process is delayed and PSH units remain vacant.

Sustainability Indicator: A centralized, HMIS-based data infrastructure is functional and consistently used to prioritize, match, and report (Suitable Progress)

In 2016, LAHSA selected a new Homeless Management Information System (HMIS) with the goal of improving Countywide efforts to track and report on homelessness data. As with all HMIS transition processes, the launch of the new Clarity HMIS system, in May 2017, was a complex process with numerous challenges. The launch included a planned blackout period to transfer all service provider and client data from the old system to the Clarity Human Services™ HMIS. This process was scheduled to last two weeks, but the blackout lasted almost a month. During this time, service providers could not access client data. LAHSA provided service providers pre-formatted paper forms and excel sheets to use during the blackout period and also hired data entry staff to enter information from these forms on behalf of the providers once the Clarity HMIS system was live. This assistance was offered to all service providers in the community, but only a few providers took up the offer.

To transfer data from the previous HMIS system to the new HMIS system, LAHSA planned for a scheduled, phased migration of data which included case notes and assessments for clients. Because of the phased migration process, providers did not have immediate access to all client data once the new system went live. Providers expressed frustration and concern that client data that had been entered into the old HMIS system was missing. Additionally, due to system settings, providers' visibility of client data that was entered into HMIS by another service provider was restricted for approximately one month. As a result some clients were reassessed during this period because providers did not have access to the results of previous assessments. These types of challenges are consistent with the

experiences of other large Continuums of Care during HMIS transitions; but providers made their frustrations known.

Alongside these developments with the new HMIS, and with the goal of increasing staff, agency, and SPA data capacity, in 2017 the Home For Good Funders Collaborative and LAHSA jointly funded a Regional Data Coordinator position within each SPA. Representatives from Home For Good and LAHSA reported that these positions would support SPA-wide data collection and data quality efforts, local data training, analysis and reporting, and tracking regional performance. Also, in 2017, Home For Good launched the **HACademy**, a Foundation-supported effort to bring together and provide training for each SPA's CES leaders and each SPA's Regional Data Coordinator on data quality, analysis, reporting, and system planning. At the end of 2017, the rollout for this position was still in process and some positions were not filled.

In late 2017, the County's Chief Executive Office (CEO) began to conduct a review of County departments' ability to access and use the new HMIS system. As part of this review, the CEO also conducted an assessment of the feasibility of creating interfaces between County systems and the HMIS. In late 2017 and early 2018, the CEO's Research and Evaluation Services department began to receive homeless client service data from the Los Angeles County Department of Workforce Development, Aging and Community Services, and the Department of Mental Health.[36]

2017 Status: Indicators of the Foundation's Contribution to Community Progress

Direct Engagement	*Grant Making Portfolio*
The Foundation staff convenes leaders to create opportunities for improving alignment between all prioritization systems	*Countywide Prioritization System grantees are engaged in establishing and meeting SPA-level coordination goals.*
2017: Strong Impact	*2017: Strong Impact*

Direct Engagement Indicator: The Foundation staff convenes leaders to create opportunities for improving alignment between all prioritization systems (Strong Impact)

> *Impact on defining SPA-level and countywide placement goals and aligning existing prioritization systems (community alignment indicator)*
> The Coordinated Entry System (CES) has to some extent evolved into a formal, structured process with its own momentum. Therefore, CES did not require as much external engagement by the Foundation to propel it forward in 2017 as it had in prior years. Nonetheless, the further evolution of CES came with significant involvement from the Foundation. The Foundation continues to bridge gaps and works to integrate CES policy guidance to align with other County programs and on-the-ground efforts of service providers.
>
> In October 2017, the Foundation co-sponsored a one-day community event with grantee Downtown Women's Center titled **Community Connections: Aligning Domestic Violence and**

Homeless Services in Los Angeles. The event **highlighted the progress and findings from the work of the DV-HS Coalition**, a partnership between Downtown Women's Center, Rainbow Services, LAHSA, the Office of the Los Angeles City Attorney, Neighborhood Legal Services, and County Supervisor Sheila Kuehl's office that works to increase access to safe housing and supportive services for survivors of domestic violence and their families. Attendees **heard from experts on best practices and innovative solutions in the cross-section of domestic violence and homeless services**. More than 200 representatives from homeless service providers, domestic violence agencies, and governmental partners came together to think about ways to coordinate the domestic violence and homeless service system in Los Angeles.

Impact on making most placements through an established prioritization system with minimal time lag (community functionality indicator)

Beginning in 2017, LAHSA created the **CES Policy Council** and **CES Policy Development Workgroup**. Comprising representatives from homeless service providers, City and County agencies, housing developers, community organizations, and people with lived homelessness experience, these two entities are tasked with developing, updating, and approving policies and procedures that govern the community's coordinated entry system. The Foundation's Senior Program Officer for the Homelessness Strategy, Andrea Iloulian, represents the philanthropic community on the CES Policy Council. In this role, she has been able to continually advocate for policies that will achieve the vision of a functional, integrated prioritization system that matches appropriate resources to clients including prioritized access to housing for the most vulnerable—a long-time goal of the Foundation's Chronic Homelessness Initiative.

Impact on establishing a centralized, HMIS-based data infrastructure for CES (community sustainability indicator)

In 2017, the Foundation continued to encourage transparency and accountability of the community's investments to combat homelessness. Impact on this indicator is mostly seen through the Foundation's grantmaking **by funding the creation of community dashboards and investing in evaluation of community programs.** For example, the 2016 grant to LAHSA funded the development of CES dashboards for single adults.

Grant Making Portfolio: Countywide Prioritization System grantees are engaged in establishing and meeting SPA-level coordination goals (Strong Impact)

Impact on defining SPA-level and countywide placement goals and aligning existing prioritization systems (community alignment indicator)

In 2017, the Home For Good Funders Collaborative and LAHSA jointly funded a Regional Data Coordinator position within each SPA. Also, in 2017, Home For Good launched the **HACademy**, a Foundation-supported effort to bring together and provide training for each SPA's CES leaders and each SPA's Regional Data Coordinator on data quality, analysis, reporting, and system planning. The purpose of both the *HACademy* and the Regional Data Coordinators is to establish SPA-based data analysts to collect, analyze, and publish regional performance reports and help establish goals that help to align and deploy local resources.

Impact on making most placements through an established prioritization system with minimal time lag (community functionality indicator)

In 2017, Enterprise Community Partners worked to understand the developer perspective on matching clients through CES to fill unit vacancies in project-based PSH. After talking with developers, Enterprise shared its findings with the Home For Good Policy Team and began to work with LAHSA, Home For Good staff, and HACLA on ways to improve the efficiency of the client match to lease up process. Enterprise, LAHSA, and HACLA created a 47-point plan detailing ways to decrease the time from unit vacancy to lease-up. Additionally, this team holds quarterly meetings with PSH providers and property managers to think of solutions to this community concern.

Impact on establishing a centralized, HMIS-based data infrastructure for CES (community sustainability indicator)

The Foundation's 2016 grant to the **Los Angeles Homeless Services Authority (LAHSA)** assisted with the selection of and migration to a new Homeless Management Information System (HMIS). LAHSA's contract with Bitfocus Technologies' Clarity Human Services™ software began in January 2017, but the implementation of the new system is ongoing. True HMIS functionality—as a data infrastructure that supports, streamlines, and reports out on CES processes—is still in progress, but system improvements are certainly underway. In summer 2018, LAHSA launched its single adults CES dashboard.

Opportunities for Los Angeles

Community Opportunity: Work across SPAs and within the CES Policy Council to clarify the boundaries of the CES and set expectations for CES regional coordinators to engage outreach workers, crisis/bridge housing providers, RRH providers, PSH providers, and service providers operating within their SPA boundaries. Particularly in cases where the providers are not funded directly by LAHSA or CES, the CES staff struggle to understand their coordination responsibilities.

> **Potential Foundation Role**: Continue to convene and bring CES partners and stakeholders together to discuss expectations, roles, boundaries, and ways to innovate with the resources provided.

Community Opportunity: Clarify the expectations for each CES-funded position. In particular, establishing standards for caseloads will help CES as a whole recognize when the system is overloading homeless service providers. Additionally, LAHSA, as the community's CES Administrator, could provide clarifying guidance to help CES staff understand whether they are ultimately responsible to the whole SPA's CES implementation or just their own agency.

> **Potential Foundation Role**: Continue to be an active listener and engage with other stakeholders to host community convenings for problem-solving.

Community Opportunity: Consider a staged assessment approach or a brief pre-screening tool (or subset of critical questions from the assessment) that allows clients to be entered into the system for future assessment without administering a full assessment. Providers are reporting being overwhelmed

by the number of assessments and assessed clients. A staged assessment might allow for a better match between the level of effort put into conducting an assessment and the level of resource available to provide to the person experiencing homelessness.

Community Opportunity: In order to monitor the progress of the community's efforts to end homelessness, HMIS data needs to be available and accessible to community providers, CES regional coordinators, funders, and policy makers. Reports on the City metrics, "active list" reports, and housing match data should be available at both the system-level and at the SPA-level, and potentially at further geographic and population group breakouts. These reports will empower CES lead agency staff within a SPA to understand their local implementation as well as the impact of that work on the full system of care in the community. Along with such reports, data sharing models would allow CES lead agency staff within SPAs to share information securely among their providers and potentially with providers in other SPAs, dependent on data sharing decisions by the CoC.

Exhibit 13: Evaluation Team's Items to Monitor for 2018

How have community partners worked to create alignment across CES in each SPA and across the County? How are expectations about new staffing positions being communicated to CES lead agencies?

What mechanisms are used by LAHSA and homeless service providers to communicate and provide feedback on CES policy development?

How are providers navigating housing resources for clients?

How is the community working towards achieving HMIS system functionality? What mechanism are in place to support service providers understand and report on their data?

Countywide Prioritization Initiative Area: Service Capacity

2017 Status: Indicators of Community Progress Toward the Goal

GOAL

Place chronically homeless individuals in PSH through the countywide prioritization system at the rate needed to meet community goals

INDICATORS

ALIGNMENT	FUNCTIONALITY	SUSTAINABILITY
Public agencies and local TA providers establish a strategy for building provider capacity across underserved subregions	Public officials incorporate proven models to support PSH clients in housing and in "moving on" as appropriate	A centralized, HMIS-based data infrastructure is functional and consistently used to prioritize, match, and report

STATUS THROUGH 2017

The community expanded the Centralized Training Academy providing consistent, comprehensive training opportunities for case managers, supervisors/managers, and executive leaders	The County created a new supportive service model for all existing and new PSH clients	Agencies and service providers have been asked to scale up capacity quickly Agencies are experiencing growing pains, staff turnover, and staff burnout
★★☆ Suitable Progress	★★★ Rapid Progress	★☆☆ Limited Progress

RECOMMENDATIONS

The community will need to create efforts to standardize and train on the practices for the models that the community is funding	The first part of this indicator has been achieved with the intensive, wraparound services put in place in strategy D7. It will require systemic training to implement and sustainability strategies to ensure success	As the community addresses aligning training for providers and technical assistance needs and explores ways to build a pipeline of staff and develop opportunities for current staff, providers will be able to focus their efforts on sustaining capacity

Alignment Indicator: Public agencies and local TA providers establish a strategy for building provider capacity across underserved subregions (Suitable Progress)

In 2017, the community expanded efforts to coordinate and scale training offered to homeless service providers. The Centralized Training Academy, overseen by LAHSA, provides consistent, comprehensive, Countywide training opportunities for case managers, supervisors/managers, and executive leaders. The CTA, launched with philanthropic funding from the Home For Good Funders Collaborative, is now fully institutionalized and is currently enhanced with funding from the Foundation.

The CTA offers training across intervention and program type and focuses on core topics such as provision of direct services, assessment, program implementation, policy, CES guidance, and HMIS.[37] To track who has completed the training, an online training portal was also created. In 2018, Measure H funding will be used to expand the CTA.

Functionality Indicator: Public officials incorporate proven models to support PSH clients in housing and in "moving on" as appropriate (Rapid Progress)

CES service providers expressed concern that they need more resources for clients to stabilize in housing, but for many clients who receive tenant-based rent subsidies there are limited service resources available near where newly placed clients live. As one provider put it, "We're not funded for retention case management right now, but we do it because we think it's important."

The County's commitment to fund supportive services for every new unit of PSH developed includes a more streamlined process for providing PSH clients the supportive services they need. The new supportive services model, funded through Measure H under Strategy D7, supports every PSH client by providing DHS's intensive case management services (ICMS), DMH's field-based or on-site intensive mental health services, and SAPC's substance use disorder services. The shift to ICMS has also created a more consistent standard of practice, training, supervision, and outcomes which should increase system performance and capacity, once the services are fully scaled and staffed. However, full implementation of D7 is still underway and services will continue to be scaled up to all PSH populations in the coming years.

DHS, DMH, SAPC, and LAHSA have been working together to develop a pipeline for delivering supportive services for new PSH clients. Through this partnership, the agencies are forecasting the opening dates of new PSH developments, the target populations of the units, and services needed. If new PSH developments do not have a service partner to provides these services, one will be assigned by the County.

Sustainability Indicator: PSH retention and "moving on" levels suggest providers are adequately funded and staffed to serve high-need population (Limited Progress)

With the infusion of Proposition HHH and Measure H services funding in 2017, homeless service providers, along with City and County agencies and LAHSA, have had to scale up quickly. This can be particularly challenging for smaller non-profit organizations. Several service providers reported challenges and expressed concerns along these lines at community meetings.

Along with the direct service providers, major funding organizations grew during 2017. Over the past two years, LAHSA has nearly doubled in size and is expected to continue to grow in 2018. As a result, LAHSA naturally has experienced some growing pains and steep learning curves, and so LAHSA hired consultants to help review and improve such in-house practices as invoicing and to build its internal capacity and organizational infrastructure. These efforts should help the organization remain effective and functional as Measure H and Proposition HHH funds continue to be infused in the community.

Efforts to expand support for PSH clients have been challenging for several County agencies, some of which have experienced reorganization, growth, and staff turnover or staff migration from one agency to another. During 2017, two leaders at the Los Angeles County Department of Health Services, Dr. Mitchell Katz and Marc Trotz, left the agency. While community stakeholders reported that these two leaders will be missed, their vision for DHS and Housing for Health continues to be embraced by County leaders and departmental staff. However, some community leaders expressed concern that the current

infrastructure is being stretched thin as it is brought to scale to meet the demand. One community leader reported that "The problem is not money; it's finding housing and service providers."

2017 Status: Indicators of the Foundation's Contribution to Community Progress

Direct Engagement	*Grant Making Portfolio*
Foundation staff convenes providers to share evaluation and best practices	*Countywide Prioritization System grant portfolio expands to develop capacity in underserved subregions*
2017: Strong Impact	*2017: Strong Impact*

Direct Engagement Indicator: Foundation staff convenes providers to share evaluation and best practices (Strong Impact)

> *Impact on establishing a strategy for building provider capacity across underserved subregions (community alignment indicator)*
> In late 2017, the Foundation was part of a group of community stakeholders including LAHSA, the City and County's Homeless Initiatives, and the United Way that worked with the U.S. Department of Housing and Urban Development (HUD) to **align and amplify HUD-sponsored technical assistance (TA) efforts to the Los Angeles region.** The Foundation was invited to participate in this coordinated effort because of its recent grantmaking and investment in LAHSA as the community's CES Administrator. The stakeholders group wanted to demonstrate to HUD that in order to move the needle on homelessness in Los Angeles large investments need to be made in the infrastructure and operation of the homeless service system. This is demonstrated by the Foundation's willingness to commit resources.

> *Impact on public officials incorporating proven models to support PSH clients in housing (community functionality indicator)*
> Impact on this indicator was made through the grant making portfolio rather than through direct engagement during this reporting period.

> *Impact on PSH retention and "moving on" levels reflecting adequately-funded and staffed service providers (community sustainability indicator)*
> Impact on this indicator was made through the grant making portfolio rather than through direct engagement during this reporting period.

Grant Making Portfolio: Countywide Prioritization System grant portfolio expands to develop capacity in underserved subregions (Strong Impact)

Impact on establishing a strategy for building provider capacity across underserved subregions (community alignment indicator)

The **Corporation for Supportive Housing (CSH)** continued to engage in systems-change, capacity-building work during 2017. With a new three-year, $6 million grant the organization will continue to support regional capacity planning and building.

LAHSA dedicated a portion of its 2017 grant from the Foundation to develop the Centralized Training Academy, which delivers training that supports homeless service provider staff Countywide, as this sector of the workforce continues to expand rapidly. LAHSA also plans to evaluate its training and capacity-building efforts to ensure that resources are allocated to solutions that work. This investment in the CTA is the first time the Foundation's three domestic initiatives – the Chronic Homelessness, Substance Use Prevention, and Foster Youth – could invest in a grant that aligned each of its strategies and goals.

During 2017, the Foundation continued to support CES lead agencies in SPAs in building their capacities to implement and expand CES through grants to **Union Station Homeless Services** (SPA 3), the **Center at Blessed Sacrament** (SPA 4), and **St. Joseph Center** (SPA 5). The Foundation awarded **St. Joseph Center** (SPA 5) with a new $350,000 that enabled St. Joseph Center to enhance its office space, redesign its employee onboarding and training processes, and upgrade its telecommunication and financial systems that undergird the agency's daily work, in order to improve the agency's ability to serve more clients more effectively.

With increased funding coming down from Measure H, these CES lead agencies are expected to continue to greatly increase their staffing and service capacities, and Foundation funding has supplemented their abilities to do so by focusing new grants on specific areas that support this growth. Historically, the Hilton Foundation has not made capacity-building grants to service providers in the community. However, over the past two years, the Foundation saw a specific need in the community and opportunity for providers to leverage public funds.

In addition to the capacity-building grants made to CES SPA lead agencies, the Foundation also continued to fund other service providers to enhance their internal capacities, serve specific subpopulations, collaborate with domestic violence providers, and ultimately impact system-wide functions. These include grants to the **Downtown Women's Center, Skid Row Housing Trust**, and **Housing Works**.

Impact on public officials incorporating proven models to support PSH clients in housing (community functionality indicator)

Formed in 2016, the **Homelessness Policy Research Institute (HPRI)** is a partnership between Home for Good and the University of Southern California Sol Price Center for Social Innovation, with a mission to align research efforts on homelessness in Los Angeles and provide reliable and rapid-response policy research. The Foundation has played a key role in supporting HPRI's

efforts with an initial planning grant in 2017, as well as a larger three-year grant set to start in 2018 to continue its implementation. HPRI was formed to assist the community on policy research that ranges from literature reviews to rigorous data analyses specific to local stakeholders' needs and requests, with the intention to disseminate knowledge on evidence-based solutions and best practices throughout the community and inform policy and program decisions aimed at ending homelessness.

Research-related grants to **Economic Roundtable** for a report on an array of specific factors describing and affecting people experiencing homelessness in LA, the **University of Pennsylvania** for a report on the aging homeless population, and the **National Academy of Sciences** for a report on health care for people experiencing homelessness all were still underway in 2017.

Impact on PSH retention and moving on levels reflecting adequately-funded and staffed service providers (community sustainability indicator)
In 2017, the Corporation for Supportive Housing (CSH) reimagined its Moving On program and created **Reintegrating Residents into the Community** with a focus on deeper community engagement in addition to linkages to supportive services. United Way and CSH provided funding for seven grantees for work on creating opportunities for residents to reintegrate into the community. CSH is currently discussing ways to scale this program with DHS, DMH, HACLA, and HACoLA using Measure H funding.

A new $700,000 grant to **LA Family Housing** (SPA 2) focused specifically on strengthening and evaluating housing retention services and client outcomes. By the end of 2017, LA Family Housing had begun to streamline housing retention and stabilization services amongst collaborative partners in SPA 2, and the agency hired a private firm to assess these efforts.

Opportunities for Los Angeles
Community Opportunity: In addition to building a pipeline for skilled staff (to meet the need to staff up quickly, as noted earlier in the report), the community will need to expand and maintain ongoing training to existing staff, particularly as they work to house people with the highest levels of vulnerability and significant barriers to housing stability.

Community Opportunity: As technical assistance and training efforts begin to scale up, the community will need to be mindful that plans and policies are consistent, strength-based, tailored to needs, and coordinated within and across SPAs.

Community Opportunity: Consider creating efforts to standardize and train on the practices for the models that the community is funding and developing learning collaboratives among people doing similar jobs throughout the County.

Exhibit 14: Evaluation Team's Items to Monitor for 2018

How is capacity for services providers and public agencies increasing across the County? What measures are being taken?

4. Inflow into Chronic Homelessness

Inflow into homelessness and chronic homelessness continues to be a significant concern in Los Angeles County. While chronic homelessness across the County decreased by 18 percent between January 2017 and January 2018, LAHSA reports an increase in people who are experiencing homelessness for the first time. [33] Significant investments have been made to create more housing opportunities and provide wrap-around supportive services for people experiencing homelessness, but until these efforts are actualized on-the-ground across the County the risk of people who are newly homeless becoming chronically homeless grows.

New investments have been made in research and efforts to understand the inflow into homelessness and chronic homelessness. Programs that have been piloted over the past five years are now being scaled up with private and public dollars. During 2017, Los Angeles community leaders increased efforts to engage individuals experiencing homelessness and assess their needs in order to link them to available resources. Outreach and engagement across the County has grown rapidly. As a result, both City and County officials are working on efforts to expand emergency shelters, bridge housing, and interim housing to help transition individuals from the streets while they wait for PSH.

Many of these community responses have been created in response to acute crises – such as a Hepatitis A outbreak in late 2017. Current pilot programs, outreach efforts, and sanitation programs are a start in addressing the critical needs of the unsheltered population but are not yet significant enough to ensure basic human health, safety, and dignity at the scale needed in Los Angeles.
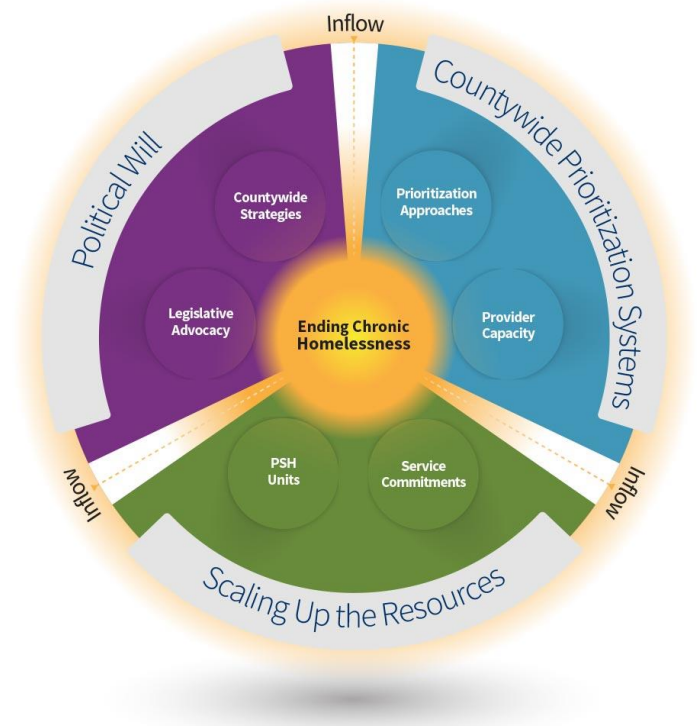
Exhibit 15. Goal: Inflow into Chronic Homelessness

ON TRACK

Goal: Implement policies and funding commitments to prevent people from becoming homeless and chronically homeless*

*Not articulated in the Foundation five-year strategy; not expected to be fully achieved within the Phase II timeframe

2017 Status: New investments have been made on outreach efforts, bridge housing, individuals exiting institutions, and research to understand inflow into homelessness and chronic homelessness.

Initiative Area: Understanding Inflow into Chronic Homelessness

2017 Status: Indicators of Community Progress Toward the Goal

GOAL

Implement policies and funding commitments to prevent people from becoming homeless and chronically homeless*

INDICATORS

ALIGNMENT	FUNCTIONALITY	SUSTAINABILITY
The community understands the annual inflow into chronic homelessness and factors, and identifies strategies to respond	Providers test new pilot prevention, diversion, and street homelessness programs and strategies	Providers expand existing prevention, diversion, and street homelessness programs and strategies

STATUS THROUGH 2017

The Homelessness Policy Research Institute (HPRI) launched Researchers across the community developed predictive analytic modeling to understand inflow The County created a new strategy to fund a homeless prevention program for individuals ★★☆ Suitable Progress	The County expanded its multidisciplinary outreach teams Los Angeles responded to a Hepatitis A outbreak The City created pilot programs to respond to the sanitation crisis ★★☆ Suitable Progress	DHS Office of Diversion and Reentry launched the County's first Pay For Success initiative building on the Just In Reach program ★★☆ Suitable Progress

RECOMMENDATIONS

As decisions are being made about how to increase available crisis shelters and build temporary housing, leaders should engage and examine best practice models Researchers should look for opportunities to examine and better understand inflow into chronic homelessness, encampments, and the overlap of populations utilizing public systems	City and County officials should consider how siting for temporary shelter structures will be determined to ensure that these structures are not located on land better suited to affordable or PSH development The Mayor and City Council members should consider targeted outreach to City regulatory departments to help expedite the review and approval of permits required to develop and operate temporary shelter and facilities	As the community continues to test new pilot prevention, diversion, and street homelessness programs and strategies, they will be in a position to expand programs that are successful and affect inflow into homelessness and chronic homelessness

*Not articulated in the Foundation five-year strategy; not expected to be fully achieved within the Phase II timeframe

Alignment Indicator: The community understands the annual inflow into chronic homelessness and factors, and identifies strategies to respond (Suitable Progress)

The lack of affordable housing and rapidly rising rents in Los Angeles remain major contributors to initial entry into homelessness. Many people are able to become rehoused after a short time, but many others are not. The community has begun to undertake research to better understand the inflow into chronic homelessness and the factors that contribute to it. In 2017, Home For Good, with Foundation funding support, partnered with the University of Southern California's Sol Price Center for Social Innovation to

create the **Homelessness Policy Research Institute** (HPRI)—a partnership of more than 30 researchers and policymakers designed to coordinate research to end homelessness in the County. One of the Institute's research priorities is to explore the inflow into chronic homelessness.[38]

During 2017, the California Policy Lab at UCLA, an HPRI partner, worked to understand inflow into homelessness by **developing predictive analytic modeling**. Together with the County's Homeless Initiative, the California Policy Lab team is using administrative data to help predict first-time homelessness and homelessness among high-cost system users. Over the next year, the team will continue to refine the predictive models and work with the County to look for opportunities to integrate the models into County operations.

Also, in 2017, the Economic Roundtable, another HPRI partner, analyzed data on Los Angeles County homeless residents from 26 different datasets to help identify the characteristics of people who enter into chronic homelessness and possible promising practices for reducing inflow. The Economic Roundtable published the findings of its research in early 2018, reporting that a **10 percent increase** in the monthly exit rate from homelessness could reduce the number of entrants into chronic homelessness by 50 percent. The report recommended the development of "predictive analytic screening tools to identify newly homeless individuals who are at high risk of chronic homelessness [through] ongoing linkage of county and homeless service provider records to support this screening process."[39] In 2018, the Economic Roundtable will begin developing two such predictive screening tools, one for employable adults and one for youth in foster care who could be at risk of chronic homelessness. County Supervisors, such as Mark Ridley-Thomas, have supported additional inflow analyses with the aim of interrupting entry into chronic homelessness.

These efforts to understand the inflow into chronic homelessness are coupled with the City and County strategies on homeless prevention. **The County added a new strategy, A5 ("Homeless Prevention Program for Individuals") and used Measure H to fund a homeless prevention program for individuals.** The County selected three areas to focus prevention efforts on:

(1) Diversion from homelessness by connecting individuals to other resources prior to their using the homeless service system;

(2) Providing retention services (e.g., light touch assistance such as case management or financial assistance) for formerly homeless individuals who may need temporary assistance to remain stably housed; and

(3) Targeted support for those at imminent risk of homelessness due to eviction—such as legal services, case management, and financial assistance.

As part of this strategy, LAHSA partnered with Shelter Partnership, a nonprofit organization in Los Angeles, to develop a screening and eligibility process for individuals to receive legal services for homeless prevention. Prior to this strategy being implemented, prevention services for individuals were available only to veterans; by expanding the eligibility pool for prevention services, the County expects that as many as 6,200 households that might have entered homelessness can remain stably housed.

Functionality Indicator: Providers test new pilot prevention, diversion, and street homelessness programs and strategies (Suitable Progress)

The City and County continued to increase funding for coordinated outreach and rapid re-housing to help end episodes of homelessness more quickly. In 2017, **the Office of Diversion and Reentry launched a Law Enforcement Diversion pilot in Long Beach to divert homeless individuals from incarceration and into interim housing or PSH**. The program is a partnership of the Sheriff, the District Attorney, Long Beach City Police, and the City Prosecutor. Through the program, homeless individuals, especially those with histories of substance use disorders who commit a low-level crime or prostitution, are eligible to be considered for diversion to a harm-reduction program that includes intensive case management services and connection to housing. The Office of Diversion and Reentry hopes to serve 300 people through the pilot program.

During 2017, efforts to engage, assess, and assist unsheltered persons experiencing homelessness have increased across Los Angeles County. The Los Angeles Homeless Services Authority (LAHSA), the Department of Health Services (DHS), Department of Mental Health (DMH), local homeless service providers, and other agencies within the LA community have created new teams and expanded field efforts to conduct street outreach, assess clients, and provide linkages and warm hand-offs to housing navigation, case management, and supportive services.

In 2017, Countywide multidisciplinary teams expanded under strategy E6 ("Countywide Outreach System") and include **specialists who provide street-based mental and physical health, substance abuse, and case management services.** Stakeholders commented that adding medical providers to multidisciplinary teams has been an extraordinary asset in identifying untreated health conditions and engaging unsheltered homeless persons in other services. By the end of 2018, the County will have 36 multidisciplinary teams and 20 outreach generalist teams.

Also in 2017, with funding from LAHSA and the Home For Good Funders Collaborative, SPA CES lead agencies hired Outreach Coordinators. The goal of this position is to understand and map the multiple outreach efforts conducted in each SPA and identify and deploy outreach teams when and where they are needed. The Outreach Coordinator role is still new in some SPAs. Many are still in the process of identifying and learning the different outreach efforts taking place, the geographical boundaries of some teams, schedules for when teams conduct outreach, and the various teams available for deployment.

As noted in the 2017 Annual Report, increases in the unsheltered homeless population brought clean water and sanitation concerns. By October 2017, officials within several counties in California declared a state of emergency after a Hepatitis A outbreak occurred across Los Angeles, Santa Cruz, and San Diego. Because the Hepatitis A virus is spread in feces, the outbreak was caused in part by the lack of public restrooms available to the unsheltered homeless population. In response, the Los Angeles County Department of Public Health (DPH) provided thousands of vaccines to people experiencing homelessness, homeless service providers, and others who might come in contact with the virus.[40] The County's Board of Supervisors also put forth a motion to expand access to mobile showers and restrooms. Additionally, in December 2017, the Los Angeles City Council approved funding for two pilot programs for mobile restrooms for homeless people in four sites across Los Angeles to launch in early 2018. The first pilot program is Mobil Pit Stop, to provide public restrooms at five locations, open daily

for 12 hours with an attendant present for all 12 hours. The second pilot will provide an additional three automated public toilets, also attended and open daily for 12 hours. These two pilots are in addition to the ReFresh Spot program in Skid Row, which launched in December 2017. ReFresh Spot provides unsheltered homeless persons with access to restrooms, showers, laundry facilities and case management services. Stakeholders interviewed reported several challenges getting through the regulatory requirements to implement such facilities.

Though these pilot programs are a short-term solution to an acute problem, they begin to address the sanitation crisis and can serve as a gateway for people experiencing homelessness to access service and housing resources. However, to address the scale of factors contributing to unsheltered homelessness, additional crisis responses need to be scaled up and include additional emergency shelter solutions.

In early 2018, Mayor Eric Garcetti committed to investing in additional emergency shelters, including providing temporary shelters, trailers, and safe parking locations on City-owned parking lots to provide short-term shelter for the growing unsheltered homeless population in Los Angeles. The Mayor's Office and the City Administrative Officer have also created a Temporary Structures Working Group to explore additional options to using temporary structures to quickly establish additional emergency shelters. By expanding the supply of emergency housing, even if temporary, the City hopes to move a portion of its unsheltered homeless population off the streets and into the homeless service system.

Several County departments are also working to expand emergency shelters, bridge housing, and interim housing to help move individuals off the streets while they wait for PSH. For example, LAHSA collaborated with the DHS to issue a $5 million request for proposals in December 2017 to provide capital funding in support of enhancing the emergency shelter system.

Sustainability Indicator: Providers expand existing prevention, diversion, and street homelessness programs and strategies (Suitable Progress)

In October 2017, with $3 million in support from the Conrad N. Hilton Foundation and $7 million in support from UnitedHealthcare, the Los Angeles County Department of Health Services Office of Diversion and Reentry (ODR), **launched the County's first Pay For Success initiative**. As described in the 2017 Annual Report, the Pay For Success initiative builds on ODR's work during 2016 on the **Just In Reach program. That program works with individuals with histories of homelessness who are incarcerated at an LA County jail and have a mental health condition, substance use disorder, or disability to ensure they receive a coordinated discharge from jail into PSH**. By coordinating discharges from jails into PSH, the Just In Reach program is intended to reduce the number of individuals who go through the "revolving door" from incarceration to homelessness and back again.

The Just In Reach program is a joint effort of the Los Angeles County Sheriff's Department, the Los Angeles County Department of Health Services (DHS), the County's Chief Executive Office, the Corporation for Supportive Housing (CSH), and the National Council on Crime and Delinquency. Through Just In Reach, the County expects that 300 currently incarcerated previously homeless individuals with mental health or substance abuse needs will be placed into PSH over the next four years.

ODR plans to monitor success of the Just In Reach program through two metrics: housing stability and reductions in recidivism. As part of the Pay For Success grant, if the Just In Reach program demonstrates success in those two metrics, it will be required to pay back the private investors; if the program is not successful, the private investors will lose their investment. The program is intended to shift the risk of piloting new programs from the government so that more innovative methods can be tested and later expanded, if successful. ODR has already budgeted for repayment.

2017 Status: Indicators of the Foundation's Contribution to Community Progress

Direct Engagement	Grant Making Portfolio
Foundation staff advocates for inflow analysis as part of community research initiatives	Inflow grant portfolio expands to identify or address inflow population
2017: Strong Impact	2017: Strong Impact

Direct Engagement Indicator: Foundation staff advocate for inflow analysis as part of community research initiatives (Strong Impact)

Impact on community understanding of the annual inflow into chronic homelessness (community alignment indicator)
Impact on this indicator was made through the grant making portfolio rather than through direct engagement during the 2017 reporting period.

Impact on testing new pilot prevention, diversion, and street homelessness programs and strategies (community functionality indicator)
The Foundation did not work with community partners to impact this area during the 2017 reporting period. Therefore, progress on this indicator was not measureable during the report period.

Impact on expanding existing prevention, diversion, and street homelessness programs (community sustainability indicator)
As reported in the Evaluation's 2017 Annual Report, the Foundation partnered with DHS's Office of Diversion and Reentry, the Sheriff's Department, CSH, and UnitedHealthcare to launch the *County's first Pay For Success model linked to the Just In Reach Program*. Enrollment in the program began in October 2017. At the end of 2017, it had 39 individuals enrolled. The first annual report of the program, detailing its first year, is scheduled to be released in late 2018.

Grant Making Portfolio Indicator: Inflow grant portfolio expands to identify or address inflow population (Strong Impact)

Impact on community understanding of the annual inflow into chronic homelessness (community alignment indicator)
In 2016, the Foundation made a small, yearlong planning grant to fund the formation of the *Homelessness Policy Research Institute (HPRI)*, a partnership between Home For Good and the

University of Southern California Sol Price Center for Social Innovation. Starting in mid-2017, HPRI's grant supported its efforts to identify and engage a collaborative research committee to (1) contribute to the community's rapid-response research requests to help inform policy decisions, (2) develop a means to share and align current and future research findings with the community, and (3) create a process to facilitate and evaluate research sponsored by community stakeholders. By the end of 2017, HPRI successfully evolved to include more than 40 individuals from universities across the country and local and national private research firms. During HPRI's first year, members developed and formalized an internal structure to manage the flow of research requests and collaboration among members. As HPRI continues to develop its membership, framework, processes, and research agenda, it expects to provide the community with evidence-based research to assist policymakers and stakeholders.

In 2018, the Foundation approved a three-year grant to HPRI. This grant will continue to support HPRI's basic functions to **convene researchers and stakeholders** and to **conduct and disseminate rapid-response policy research**. It also adds an element of **translating research into actionable steps** and **reaching out to policy-makers to "catalyze" efforts to implement HPRI's research findings**.

The Foundation's grant to the **Economic Roundtable** also supports research on the inflow into chronic homelessness in Los Angeles. This research aims to analyze a range of issues related to (1) the geographic distribution of people experiencing homelessness and their community-level needs, (2) population profiles of people who experience homelessness, (3) factors that affect the number of times and length of time people experience homelessness, and (4) public costs associated with specific subpopulations of people who experience homelessness. This research was still underway as of early 2018.

Impact on testing new pilot prevention, diversion, and street homelessness programs and strategies (community functionality indicator)
The Foundation continued to support the efforts of **Brilliant Corners** to house adult felony offenders currently on probation—a population with significant barriers to housing and at high risk of chronic homelessness—through its three-year grant to create and administer the **Breaking Barriers** program. Through mid-2017, two years into the grant, the Breaking Barriers team had enrolled 260 clients into the program and successfully housed 186 of those clients using Flexible Housing Subsidy Pool (FHSP) RRH resources, with an 86 percent 12-month housing retention rate. The program was set to reach its initial goal of housing 200 clients by October 2017. Additionally, as of mid-2017, some 222 total Breaking Barriers clients had received employment services, including work readiness, skill training, transitional employment, job placement, and job retention support, all in an effort to increase income and housing stability for this highly vulnerable population. Of those individuals, 58 percent had secured employment. Despite challenges posed by LA's brutal housing market, barriers felony offenders face in seeking housing and employment, and the program's charge to cover the entirety of LA County, Breaking Barriers is widely regarded across the County as an **innovative and successful collaboration of the health, criminal justice, and homeless service provider systems**. In 2017, **LA County announced it would be permanently funding the program through Senate Bill 678**.

In 2015, the Foundation invested in a new grantee—one outside of the homeless service community—with the hope that it might address a specific facet of inflow into homelessness. The *National Health Foundation*, a recuperative care provider avidly interested in better linking its clients with PSH resources and understanding its placement in CES, received a two-year grant with which they aimed to link 150 clients to PSH. Although the grantee ended up only linking 67 clients to permanent housing and 30 clients to PSH, its investment enabled the Foundation to bring a new partner—and a new type of partner—to the table. This new partnership resulted in ongoing collaboration and discussions on how to bring a recuperative care provider into the coordinated entry system and align with homeless service providers and other public partners. It also was an opportunity to learn what it takes to onboard a new organization to the *ever-evolving and complex homeless services system in LA.*

In 2017, the Foundation made a three-year, $810,000 grant to The People Concern to employ two registered nurses for the *Westside Hospital Care Navigator Project*. The two, full-time registered nurses will be care coordinators for homeless patients discharged from hospitals on LA's Westside. When hospitals identify patients who are experiencing homelessness in their ER, hospital staff will contact these nurses for care coordination and linkages to housing and supportive services. The People Concern aims to serve 300 referrals during the three-year grant.

Impact on expanding existing prevention, diversion, and street homelessness programs (community sustainability indicator)

The Foundation's $3 million Program-Related Investment (PRI) in 2017 in the County's *Just In Reach Pay for Success* helped to kick off this iteration of the program's launch. After the success of its pilot from 2008 onward, this phase of the initiative aims to address inflow by providing jail in-reach services and connect to PSH at least 300 clients who are homeless and frequently incarcerated in LA County jails. Outcomes and progress from that program's inaugural year will not be available until late 2018.

Opportunities for Los Angeles

Community Opportunity: As decisions are being made about how to increase available crisis shelters and build temporary housing structures efficiently and safely, community leaders should engage and look at best practice models. Though direct comparisons to another city in the United States might not be possible, models used in international disaster relief might exist that could be adapted to meet LA's need.

>**Potential Foundation Role**: The Foundation could leverage its relationships and experience from working internationally to support the City's Temporary Structures Working Group.

Community Opportunity: City and County officials should consider how siting for temporary shelter structures will be determined to ensure that these structures are not located on City or County-owned land slated for affordable or PSH development. City and County officials will also need to ensure that creating temporary structures does not shift attention from developing the PSH.

Community Opportunity: Mayor Eric Garcetti and Los Angeles City Council members should consider targeted outreach to City regulatory departments such as the Buildings Department to help expedite the review and approval of the permits required to develop and operate temporary shelter and facilities.

Community Opportunity: Researchers with the Homeless Policy Research Institute should look for opportunities to examine and better understand inflow into homelessness, encampments, and the overlap of populations utilizing public systems.

Exhibit 16. Evaluation Team's Items to Monitor for 2018

What barriers and challenges is the community facing when trying to expand crisis shelters and temporary housing? What successes has the community achieved?

How are crisis shelters and temporary housing affecting the development and citing of PSH?

How are researchers examining inflow into homelessness and chronic homelessness?

Has the community piloted or scaled programs targeted at prevention, diversion, or street homelessness?

What are the preliminary results of the County's Pay For Success Initiative through the Just In Reach program?

5. Conclusion: As of 2017, Is the Chronic Homelessness Initiative Effective?

In 2017, Los Angeles County saw great success in investment in housing and supportive services and coordination and collaboration across systems, agencies, and partners. For the first time in several years, the Point-in-Time Count in January 2018 showed a decrease in chronic homelessness. These communitywide investments and collaborations may be starting to turn the tide of a sustained increase in the number of people experiencing chronic homelessness. This may represent a tipping point if the community is able to **align behind key strategies**, **implement functional and accountable systems**, and **sustain support for the City and County strategies**.

Exhibit 17. Point in Time Count of People Experiencing Chronic Homelessness

Point-in-Time Counts of People Experiencing Chronic Homelessness in Los Angeles, 2011–2018
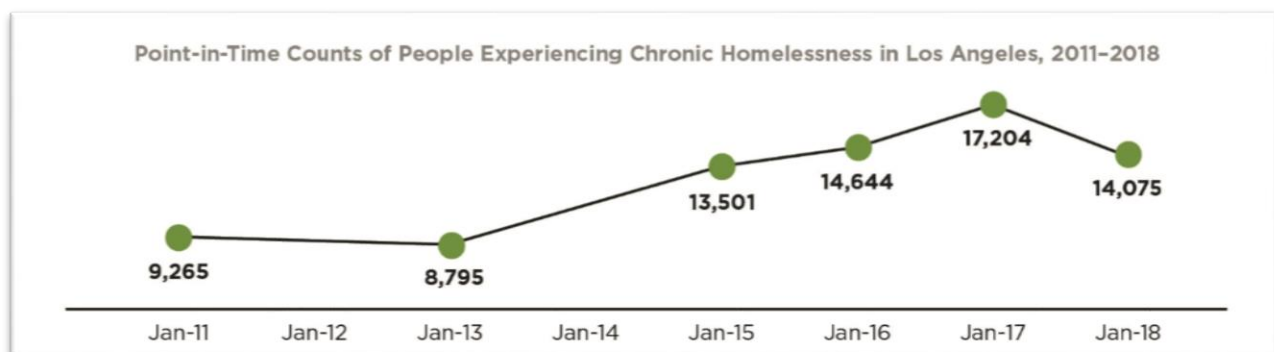
With this investment comes challenges in increasing organizational capacity, staffing, training opportunities, technological systems, and infrastructure quickly to meet the current need. While City and County agencies, the Los Angeles Homeless Services Authority, homeless service providers, and other community organizations will be infused with Proposition HHH and Measure H funding over the next decade, it is increasingly important to have monitoring and accountability checks in place. Additionally, a communication strategy is needed to align messaging to various community stakeholder groups (e.g. philanthropy, homeless service providers, public officials, advocacy groups), the media, and the public.

As the Los Angeles community and the Conrad N. Hilton Foundation continue to scale and invest in efforts to end chronic homelessness, the evaluation team summarizes its recommendations from throughout this document into five focus areas. We recommend focusing on the following key areas to maximize progress: (1) Holding elected officials accountable, (2) Communicating with stakeholders and the public, (3) Leveraging and increasing resources, (4) Aligning community efforts, and (5) Expanding capacity.

Holding Elected Officials Accountable

- Continue to hold City and County officials accountable for implementing the comprehensive homeless plans, including siting PSH developments across the entirety of the County. Continue to track each City Council member's pledge to create 222 units of PSH in his or her district.

Communicating with Stakeholders and the Public

- Strategically communicate to the public the progress of the City and County homelessness strategies as well as obstacles and challenges that the community faces when working to end homelessness. Public communications should include efforts currently underway (by governmental agencies and homeless service providers), progress seen, a timeline for expected progress and visible results, and how the public can help.

- Work to ensure the public understands what action steps to take if they are concerned about a vulnerable person experiencing homelessness. Manage the public's expectations for how quickly an outreach team can respond to the request and how long it might take to see change.

- Create more consistent lines of communication and collaboration to encourage ongoing participation and feedback to strengthen the engagement for local cities as valued partners to engage in the County's Homelessness Initiative.

Leveraging and Increasing Resources

- Develop a legislative strategy to influence state and federal policymakers to protect at-risk subsidies and resources and, where possible, increase funding for PSH, including services. On the federal level, focus on advocacy for Housing Choice Vouchers and other subsidy resources, increased funding support for developing PSH, and halting policy changes to Medicaid and the Affordable Care Act that would limit access to healthcare and housing supports and endanger the health and wellbeing of people experiencing homelessness. Local leaders should estimate and articulate their assumptions about state and federal resources available and resources needed to achieve goals related to the homeless plans.

  - ***Potential Foundation Role:*** Work to convene and bring community stakeholders together to coordinate efforts to create an aligned state and federal advocacy strategy. Invest in an entity to lead the organization and development of an aligned state and federal advocacy strategy.

  - ***Potential Foundation Role:*** Support efforts to coordinate local and national funders to reach out to state and federal policy makers for face-to-face meetings and use those opportunities to educate policy makers about the City and County's homelessness plans, strategies implemented, and challenges and obstacles faced when trying to end homelessness in Los Angeles.

- Community leadership should continue to examine PSH unit production goals along with resources needed to produce them. If the number of projected PSH units to be built changes based on available local, state, and federal funding, community leaders need to explain the expected unit production

shortfall to the public. For example, if the City of Los Angeles cannot reach its intended goal of developing 10,000 PSH units with HHH funds because of reductions in resources from other sources, then City officials need to communicate why the resources the voters approved will not be sufficient and explain the expected shortfall to the public and publicly discuss the need to secure additional sources of revenue.

- Continue to explore strategies to identify and prepare land parcels for PSH development, in order to proactively combat NIMBY "Not In My Backyard" sentiment and to expedite the development timeline. For example, HCID may be able to purchase and zone appropriate land parcels and make available properties available to developers through a competitive process. Or elected officials may be able to cultivate support within a general area that would make the process easier once a developer is identified.

  - *Potential Foundation Role*: Work with community partners to convene active elected officials, community leaders, and key stakeholders to identify the most effective land acquisition and YIMBY "Yes In My Backyard" practices and to further, build, and bolster the efforts of Everyone In. Support efforts to document and disseminate these practices.

Aligning Community Efforts

- HACLA and HACoLA, along with the smaller PHAs across the County, should continue to explore innovative practices, such as shared housing, to be able to stretch funds further and potentially serve more people. Additionally, PHAs across the County should share best practices and innovations with each other to increase their utilization rates for the vouchers they have committed to permanent housing for people with chronic patterns of homelessness.

- Community leaders should continue to work to align efforts for reporting and tracking PSH unit production across the County. It may be ideal to capitalize on the work LAHSA already invests in the Housing Inventory Count (HIC), a report required by the U.S. Department of Housing and Urban Development (HUD), to create a centralized tracking tool for understanding PSH units and pipeline. Such a tool would provide a single, reliable source for up-to-date information about PSH unit production and utilization that would be useful for service providers, CES lead agencies, and the public. Similarly, service providers on the ground should easily be able to supply updates and corrections to inaccurate data.

- Work across SPAs and within the Policy Council to clarify the boundaries of CES and set expectations for CES Regional Directors to engage outreach workers, crisis/bridge housing providers, RRH providers, PSH providers, and service providers operating within their SPA boundaries. Particularly in cases where the providers are not funded directly by LAHSA or CES, the CES staff struggle to understand their role in coordinating.

  - *Potential Foundation Role*: Continue to convene and bring CES partners and stakeholders together to discuss expectations, roles, boundaries, and ways to innovate with the resources provided.

- Clarify the expectations for each CES-funded position. In particular, establishing standards for caseloads will help CES as a whole recognize when the system is overloading providers. Additionally, the Policy

Council could provide clarifying guidance to help CES staff understand whether they are ultimately responsible to the whole SPA's CES implementation or just their own agency. Assuming a broader purview, elevate the role of the Regional CES Directors and Regional Data Coordinators to help establish regional goals, resource inventory, and performance reports.

- ***Potential Foundation Role***: Continue to be an active listener and engage with other stakeholders to host community convenings to offer a space to problem-solve.

- In order to monitor the progress of the community's efforts to end homelessness, HMIS data needs to be available and accessible to community providers, CES regional coordinators, funders, and policy makers. Reports on the City metrics, "active list" reports, and housing match data should be available at both the system-level and at the SPA-level, and potentially at further geographic and population group breakouts. These reports will empower SPA-level CES staff to understand their local implementation as well as the impact of that work on the full system of care in the community. Along with such reports, data sharing models would allow SPA lead agencies to share information securely among their providers and potentially with providers in other SPAs, dependent on data sharing decisions by the CoC.

- As technical assistance and training efforts begin to scale up, the community will need to be mindful that plans and policies are consistent, strength-based, tailored to needs, and coordinated within and across SPAs.

- Consider creating efforts to standardize and train on the practices for the models that the community is funding and the development of learning collaboratives among people doing similar jobs throughout the County.

- City and County officials should consider how siting for temporary shelter structures will be determined to ensure that these structures are not located on City or County-owned land that is also slated for affordable or PSH development. City and County officials will also need to ensure that creating temporary structures does not shift attention from developing the PSH.

Expanding Capacity

- As decisions are being made about how to increase available crisis shelters and build temporary housing structures efficiently and safely, community leaders should engage and look at best practice models. While there may not be a direct comparison with another city in the United States, there may be models that are used in international disaster relief that could be adapted to meet LA's need.

    Potential Foundation Role*:* The Foundation could leverage its relationships and experience from working internationally to support the City's Temporary Structures Working Group.

- Mayor Garcetti and Los Angeles City Council members should consider targeted outreach to city regulatory departments such as the Department of Building and Safety to help expedite the review and approval of the permits required to develop and operate temporary shelter and facilities.

- Researchers with the Homeless Policy Research Institute should look for opportunities to examine and better understand inflow into homelessness and chronic homelessness, encampments, and the overlap of populations utilizing public systems.

- Staffing up to meet the scale of resources is the most pressing challenge facing service providers as 2017 closes. The community should maximize creative partnerships with local colleges, vocational schools, and universities, as well as formerly homeless peers, to meet the incredible need for service providers. In order to ensure the staff reflects the diversity of the population experiencing homelessness, the community may need to explore supporting under-resourced recent graduates with educational costs or tuition forgiveness, to the extent the vacancies require higher education. To ensure longevity of staff, the positions will need to be appropriately compensated and offer upward mobility.

  - ***Potential Foundation Role***: The Funders Collaborative offers a unique opportunity to try creative and long-term strategies to fill staffing needs. The private partners, in particular, may be well-suited to taking the time to develop ongoing relationships with educational institutions.

- Consider a staged assessment approach. Providers are reporting being overwhelmed by the number of assessments and assessed clients. A staged assessment might allow for a better match between the level of effort put into conducting an assessment and the level of resource available to provide to the person experiencing homelessness.

- In addition to building the pipeline for skilled staff, the community will need to expand and maintain ongoing training to existing staff.

Phase II Chronic Homelessness Initiative Grants: Active in 2017

Grant Application Approval Date	Grantee	Grant Amount	Grant Term	Grant Status (*End of 2017*)	Grant Objective	Grant Type
Late 2012	**Corporation for Supportive Housing: PRI**	$2,000,000	May 2013-April 2023	Active	Manage and capitalize revolving program-related investment loans and other related loan pools	Scaling up the Resources
Early 2014	**Funders Together to End Homelessness**	$300,000	March 2014-February 2017	Complete	Support member education, networking, and advocacy	Political Will
	Corporation for Supportive Housing	$6,000,000	April 2014-March 2017	Complete	Engage mainstream systems; build developer and organizational capacity for high quality supportive housing; policy development and advocacy (includes funding for sub-grantees) (*Grant amount includes funding for targeted service program subgrantees*)	Political Will Scaling Up the Resources Countywide Prioritization Systems Inflow
Early 2015	**Housing Works**	$600,000	March 2015-March 2017	Complete	Pilot an employment program for formerly-chronically homeless clients	Scaling Up the Resources
	The People Concern (formerly Lamp Community)	$1,200,000	April 2015-March 2017	Complete	Implement and expand coverage of the Coordinated Entry System in SPA 4	Countywide Prioritization Systems
Mid-2015	**National Health Foundation**	$250,000	June 2015-May 2017	Complete	Place 150 homeless clients in permanent supportive housing from recuperative care	Inflow
	St. Joseph Center	$1,200,000	July 2015-June 2017	Complete	Implement and expand coverage of the Coordinated Entry System in SPA 5	Countywide Prioritization Systems
	Brilliant Corners: Breaking Barriers Program	$2,000,000	July 2015-June 2017	Complete	Provide housing and employment services to 200 transitioning probationers	Inflow

Grant Application Approval Date	Grantee	Grant Amount	Grant Term	Grant Status (*End of 2017*)	Grant Objective	Grant Type
	National Academy of Sciences	$50,000	September 2015-December 2017	Complete	Support a study on the links of healthcare and homelessness	Inflow Scaling Up the Resources
	Skid Row Housing Trust	$400,000	September 2015-August 2017	Complete	Pilot the Health Home service model and assist 1,000 clients access Health Home services	Inflow Scaling Up the Resources
	United Way	$6,000,000	September 2015-August 2017	Complete	Lead cross-sector engagement and advocacy to expand critical systems supporting chronically homeless people, including the Funders Collaborative and the Coordinated Entry System (Grant amount includes challenge/matching grants and additional funding for grantees of the Funders Collaborative)	Political Will Scaling Up the Resources Countywide Prioritization Systems
Late 2015	Enterprise Community Partners	$325,000	January 2016-December 2017	Complete	Assess the permanent supportive housing preservation and development needs and advocate for policy and programmatic solutions to those needs	Political Will Scaling Up the Resources
Early 2016	LAHSA	$550,000	March 2016-December 2017	Complete	Enhance LAHSA's capacity to meet the community's rising expectations and needs as an administrator and technical assistance provider in countywide efforts to implement the coordinated entry system to end chronic homelessness	Political Will Countywide Prioritization Systems
	Inner City Law Center	$50,000	May 2016-April 2017	Complete	Collaborate with and align advocacy strategies of 57 homeless service providers and developers toward increasing public spending on homelessness and housing solutions	Political Will

Grant Application Approval Date	Grantee	Grant Amount	Grant Term	Grant Status (*End of 2017*)	Grant Objective	Grant Type
	The People Concern (formerly OPCC)	$100,000	June 2016-May 2018	Active	Enhance outreach in Malibu	Countywide Prioritization Systems
Mid-2016	LA Voice	$150,000	July 2016-June 2017	Complete	Engage and leverage faith communities in local advocacy to end homelessness	Political Will
	REDF	$200,000	July 2016-December 2017	Complete	In partnership with CSH, develop and implement a job pathway for people who have experienced homelessness to work as Peer Community Health Workers and Housing Navigators on the Health Home provider teams	Scaling Up the Resources
	Downtown Women's Center	$450,000	November 2016-October 2018	Active	Build cross-sector partnerships with domestic violence and homelessness service providers to improve understanding of and systemic responses to domestic violence and chronic homelessness	Countywide Prioritization Systems Inflow
	Housing Works	$40,000	October 2016-September 2017	Complete	Support general operations in memory of Mollie Lowery	Scaling Up the Resources
Late 2016	Housing California	$300,000	December 2016-November 2018	Active	Advocate for state-level policy change at the systems nexus of chronic homelessness, healthcare, criminal justice, and child welfare	Political Will
	Trustees of the University of Pennsylvania	$45,000	December 2016-May 2018	Active	Support a study on the impacts aging homeless population on healthcare costs in L.A.	Inflow

Grant Application Approval Date	Grantee	Grant Amount	Grant Term	Grant Status (*End of 2017*)	Grant Objective	Grant Type
	Brilliant Corners	$1,200,000	January 2017-December 2018	Active	Continue building capacity for and scaling implementation of DHS's Flexible Housing Subsidy Pool	Scaling Up the Resources Countywide Prioritization Systems Inflow
	Corporation for Supportive Housing: Just In Reach Pay For Success	$3,000,000	January 2017-June 2022	Active	Implement the Just In Reach Pay for Success program	Inflow
Early 2017	**United Way**	$200,000	February 2017-January 2018	Active	Build public will to combat NIMBYism	Political Will
	Corporation for Supportive Housing	$6,000,000	April 2017-March 2020	Active	Engage mainstream systems; build developer and organizational capacity for high quality supportive housing; policy development and advocacy (includes funding for sub-grantees). Grant amount includes funding for targeted service program subgrantees	Scaling Up the Resources Countywide Prioritization Systems
	Funders Together to End Homelessness	$300,000	April 2017-March 2020	Active	Support member education, networking, and advocacy	Political Will
	LA Family Housing	$700,000	April 2017-March 2019	Active	Support capacity-building to expand housing stability and retention services in SPA 2 and evaluate model	Countywide Prioritization Systems
	National Alliance to End Homelessness (NAEH)	$1,000,000	April 2017-March 2018	Active	Conduct federal policy analysis and advocacy	Political Will
	Union Station	$300,000	April 2017-March 2019	Active	Support capacity-building and CES implementation in SPA 3	Countywide Prioritization Systems
Mid 2017	**Economic Roundtable**	$150,000	June 2017-May 2018	Active	Support research on interventions for specific subgroups experiencing homelessness	Countywide Prioritization Systems Inflow

Grant Application Approval Date	Grantee	Grant Amount	Grant Term	Grant Status (*End of 2017*)	Grant Objective	Grant Type
	LA Voice	$400,000	June 2017-May 2019	Active	Engage, align, and leverage faith communities and leaders in local advocacy to end homelessness	Political Will
	Southern California Association of Nonprofit Housing (SCANPH)	$100,000	May 2017-April 2019	Active	Engage network of nonprofit housing developers	Political Will
	New Venture Fund: Funders for Housing and Opportunity	$1,200,000	September 2017-June 2020	Active	Support Funders for Housing Opportunity, a national collaborative dedicated to investing in prosperity through permanent housing	Political Will
	United Way	$8,500,000	September 2017-February 2020	Active	Lead cross-sector engagement and advocacy to improve critical data collection and systems supporting chronically homeless people, including the Funders Collaborative and the Coordinated Entry System (Grant amount also includes challenge/matching grants and additional funding for grantees of the Funders Collaborative)	Political Will Scaling Up the Resources Countywide Prioritization Systems
	USC Sol Price School of Public Policy: HPRI Pilot	$155,000	September 2017-August 2018	Active	Establish the Homelessness Policy Research Institute (HPRI) to provide rapid-response research toward ending homelessness	Countywide Prioritization Systems Inflow
Late 2017	St. Joseph Center	$350,000	December 2017-November 2018	Active	Support capacity-building to improve service provision in SPA 5	Countywide Prioritization Systems
	The Center at Blessed Sacrament	$300,000	November 2017-October 2019	Active	Support capacity-building in Hollywood hub of SPA 4	Countywide Prioritization Systems

Grant Application Approval Date	Grantee	Grant Amount	Grant Term	Grant Status (*End of 2017*)	Grant Objective	Grant Type
	Genesis LA Economic Growth Corporation: PRI	$750,000	January 2018-December 2027	Awarded, not yet active	Initiate program-related investment to expand PSH inventory with small-scale developer leveraging private financing resources	Scaling Up the Resources
	The People Concern (formerly OPCC)	$810,000	January 2018-December 2020	Awarded, not yet active	Partner with hospitals in SPA 5 to establish warm handoffs and referrals for homeless patients with chronic health and mental health conditions	Inflow
	LAHSA	$600,000	December 2017-December 2019	Active	Build countywide provider capacity through centralized training academy and initiate ongoing evaluation of CES effectiveness and consumer satisfaction	Political Will Countywide Prioritization Systems
	Enterprise Community Partners	$500,000	January 2018-December 2019	Awarded, not yet active	Initiate preservation efforts for aging PSH inventory and improve integration of PSH in CES	Political Will Scaling Up the Resources

List of Acronyms

AOC	Proposition HHH Administrative Oversight Committee
CAO	City Administrative Office/Officer
CBPP	Center for Budget and Policy Priorities
CCF	California Community Foundation
CEO	County Chief Executive Office
CES	Coordinated Entry System
CoC	Continuum of Care
COC	Proposition HHH Citizens' Oversight Committee
CoG	Council of Governments
COO	Chief Operating Officer
CSH	Corporation for Supportive Housing
DHS	County Department of Health Services
DMH	County Department of Mental Health
FHSP	Flexible Housing Subsidy Pool
FTEH	Funders Together to End Homelessness
FY	fiscal year
HACLA	Housing Authority of the City of Los Angeles
HACoLA	Housing Authority of the County of Los Angeles
HCD	County Department of Housing and Community Development
HCID	City Housing and Community Investment Department
HIC	Housing Inventory Count
HMIS	Homeless Management Information System
HPRI	Homelessness Policy Research Institute
HUD	U.S. Department of Housing and Urban Development
ICMS	Intensive Case Management Services department; intensive case management services
LA	Los Angeles
LAHSA	Los Angeles Homeless Services Authority
MOU	Memorandum of Understanding
NAEH	National Alliance to End Homelessness
NCHV	National Coalition of Homeless Veterans
NIMBY	"Not in My Backyard"
OAC	Proposition HHH Administrative Oversight Committee
ODR	Office of Diversion and Reentry
PHA	Public Housing Authority
PRI	Program-Related Investment
PSH	permanent supportive housing
RFP	request for proposal
RHAC	Regional Homelessness Advisory Council
SAPC	Substance Abuse Prevention and Control
SCANPH	Southern California Association of Non-Profit Housing
SPA	Service Planning Area
TA	technical assistance
UCLA	University of California Los Angeles
USICH	United States Interagency Council on Homelessness

VASH   HUD-VA Supportive Housing
YIMBY   "Yes in My Backyard"

References

[1] LAHSA. 2018 Greater Los Angeles Homeless Count – Data Summary. https://www.lahsa.org/documents?id=2059-2018-greater-los-angeles-homeless-count-presentation.pdf

[2] The LA Times Editorial Board. "The homeless in L.A. are not who you think they are." *The Los Angeles Times.* February 26, 2018. http://www.latimes.com/opinion/editorials/la-ed-economically-homeless-20180226-htmlstory.html

[3] Joint Center for Housing Studies at Harvard University. Millions of Americans Burdened by Housing Costs in 2015. http://www.jchs.harvard.edu/son2017-housing-cost-burdens-table

[4] Zillow Research. Highlights from Research on Rent and Homelessness. August 3, 2017. https://www.zillow.com/research/highlights-rent-homelessness-16131/

[5] Conrad N. Hilton Foundation. Program Strategy for Phase II: Chronic Homelessness in Los Angeles County. January 2016. https://www.hiltonfoundation.org/learning/program-strategy-for-phase-ii-chronic-homelessness-in-los-angeles-county

[6] Abt Associates. Evaluation of the Chronic Homelessness Initiative: 2017 Annual Report. https://www.hiltonfoundation.org/learning/abt-associate-s-annual-evaluation-report-of-the-conrad-n-hilton-foundation-s-chronic-homelessness-strategic-initiative

[7] LAHSA. 2018 Greater Los Angeles Homeless Count Presentation. https://www.lahsa.org/documents?id=2059-2018-greater-los-angeles-homeless-count-presentation.pdf

[8] County of Los Angeles Chief Executive Office. "Homeless Initiative Quarterly Report No. 7." November 9, 2017. http://homeless.lacounty.gov/wp-content/uploads/2017/11/11.09.17-RB-Quarterly-Report-7-S.pdf; County of Los Angeles Chief Executive Office. "Homeless Initiative Quarterly Report No. 8." February 8, 2018. http://homeless.lacounty.gov/wp-content/uploads/2018/02/02.08.18-Quarterly-Report-No.-8.pdf

[9] Institute for Local Government. "Los Angeles County – interfaith summit on homelessness." 2017. http://www.ca-ilg.org/post/los-angeles-county-interfaith-summit-homelessness

[10] Los Angeles Regional Homelessness Advisory Council. Meeting Minutes. August 16, 2017. https://www.lahsa.org/documents?id=1743-los-angeles-regional-homelessness-advisory-council-meeting-11-5-17.pdf

[11] Heinrichs, Michael. Deputy City Attorney. Role and Responsibilities of the Proposition HHH Citizens Oversight Committee.https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=3&ved=0ahUKEwi_mNvfzojbAhWCTd8KHQJLA-gQFgg3MAI&url=http%3A%2F%2Fcao.lacity.org%2FHomeless%2FPropHHHCOC-20180420c.pdf&usg=AOvVaw3LBDThbPo6OYRhsm_H3g0y

[12] Smith. Doug. "County voters to decide on quarter-cent sales tax for homelessness programs" LA Times. February 14, 2016. http://www.latimes.com/local/lanow/la-me-ln-county-measure-h-campaign-20170214-story.html

[13] County of Los Angeles Chief Executive Office. Measure H Funding Recommendations. June 2017. file.lacounty.gov/SDSInter/bos/supdocs/114614.pdf

[14] The Los Angeles Times Editorial Board. "The city just witnessed the first groundbreaking of an HHH-funded homeless housing project. Finally." *The Los Angeles Times. December 25, 2017. http://www.latimes.com/opinion/editorials/la-ed-path-housing-hhh-20171225-story.html*

[15] United Way of Greater Los Angeles. United Way of Greater Los Angeles Launches Everyone In Campaign. March 22, 2018. https://www.unitedwayla.org/en/news-resources/blog/everyone_in/

[16] Dillon, Liam. "Gov. Brown just signed 15 housing bills. Here's how they're supposed to help the affordability crisis." *The Los Angeles Times.* September 29, 2017. http://www.latimes.com/politics/la-pol-ca-housing-legislation-signed-20170929-htmlstory.html

[17] County of Los Angeles Chief Executive Office. "Homeless Initiative Quarterly Report No. 7." November 9, 2017. http://homeless.lacounty.gov/wp-content/uploads/2017/11/11.09.17-RB-Quarterly-Report-7-S.pdf; "AB 210 (Santiago) Homeless Multidisciplinary Personnel Team." February 2017. http://64.166.146.245/docs/2017/LEG/20170313_941/28864_AB%20210%20%28Santiago%29%20Fact%20Sheet%2002.08.17.pdf

[18] National Alliance to End Homelessness. National Alliance to End Homelessness Honors Pioneers in Innovation and Excellence at Annual Awards Ceremony. October 2017. https://endhomelessness.org/wp-content/uploads/2016/10/Awards-Ceremoney-for-distro-101017.pdf

[19] Los Angeles Homeless Services Authority. "Report on Homeless Housing Gaps in the County of Los Angeles: A Homeless Crisis Response System Model." February 2018. https://www.lahsa.org/documents?id=1865-2018-report-on-homeless-housing-gaps-in-the-county-of-los-angeles.pdf

[20] Chou, Elizabeth. "LA leaders OK $85 million in Prop HHH money — including for homeless housing in Valley." LA Daily News. June 9, 2017. http://www.dailynews.com/social-affairs/20170609/la-leaders-ok-85-million-in-prop-hhh-money-including-for-homeless-housing-in-valley

[21] Los Angeles Homeless Services Authority. "Report on Homeless Housing Gaps in the County of Los Angeles: A Homeless Crisis Response System Model." February 2018. https://www.lahsa.org/documents?id=1865-2018-report-on-homeless-housing-gaps-in-the-county-of-los-angeles.pdf

[22] The Los Angeles Times Editorial Board. "Editorial: Cut the red tape already and start building supportive housing for the homeless." *The Los Angeles Times.* January 8, 2018. http://www.latimes.com/opinion/editorials/la-ed-permanent-supportive-housing-ordinance-20180108-story.html ; Lesar Development Consultants. "City of Los Angeles passes motel conversion, permanent supportive housing ordinances." January 2018. http://www.lesardevelopment.com/2018/01/city-los-angeles-passes-motel-conversion-permanent-supportive-housing-ordinances/; Alpert Reyes and Dakota Smith. "New L.A. laws clear the path for homeless housing projects and motel conversions." *The Los Angeles Times.* April 11, 2018. http://www.latimes.com/local/lanow/la-me-ln-homeless-housing-ordinances-20180411-story.html.

[23] Ibid.

[24] Housing Authority of the City of Los Angeles. "About Section 8." http://home.hacla.org/abouts8

[25] Los Angeles City Administrative Officer. "Comprehensive Homeless Strategy – Quarterly Performance Report Fiscal Year 2017-18 First Quarter." November 2017. http://cao.lacity.org/Homeless/2017.11.16%20-%20Item%205a%20FY%202017-18%20Q1%20QPR%20FINAL.pdf

[26] Los Angeles Housing and Community Investment Department. Prop HHH Developments Summary. April 2018. http://hcidla.lacity.org/prop-hhh-developments-summary

[27] City of Los Angeles City Administrative Officer. "Item 4: Status of Proposition HHH $1.2 Billion Bond Authority." May 2018. http://cao.lacity.org/Homeless/index-PropHHHAOC-20180531.htm

[28] Los Angeles County Health Services Agency. Introduction to Homeless Initiative D-7. file.lacounty.gov/.../1037095_D7ServicesandRentalSubsidiesFINAL_4.17.18.pptx

[29] County of Los Angeles Chief Executive Office. Homeless Initiative Quarterly Report #9. May 15, 2018. http://homeless.lacounty.gov/wp-content/uploads/2018/05/5-15-18-Homeless-Initiative-Quarterly-Report-9-w-Attachments.pdf

[30] LAHSA. Report on Homeless Housing Gaps in the County of Los Angeles. January 2016. https://www.lahsa.org/documents?id=1866-2016-report-on-homeless-housing-gaps-in-the-county-of-los-angeles

[31] CAO. City Q4 FY2016-2017 Quarterly Progress Report. August 2017. http://homeless.lacounty.gov/wp-content/uploads/2017/11/11.09.17-RB-Quarterly-Report-7-S.pdf

[32] LAHSA. 2017 Coordinated Entry System (CES) Expansion for Individuals, TAY Individuals, and TAY Families Request for Proposals. August 2017. https://www.lahsa.org/documents?id=1578-2017-coordinated-entry-system-ces-expansion-for-individuals-tay-individuals-and-tay-families

[33] LAHSA. "Summary report of Measure H program design community input sessions now available." July 2017. https://www.lahsa.org/news?article=234-summary-report-of-measure-h-program-design-community-input-sessions-now-available

[34] LAHSA. 2018 Greater Los Angeles Homeless Count Presentation. May 31, 2018. https://www.lahsa.org/documents?id=2059-2018-greater-los-angeles-homeless-count-presentation.pdf

[35] County of Los Angeles Chief Executive Office. "Homeless Initiative Quarterly Report No. 7." November 9, 2017. http://homeless.lacounty.gov/wp-content/uploads/2017/11/11.09.17-RB-Quarterly-Report-7-S.pdf

[36] County of Los Angeles Chief Executive Office. "Homeless Initiative Quarterly Report No. 8." February 8, 2018. http://homeless.lacounty.gov/wp-content/uploads/2018/02/02.08.18-Quarterly-Report-No.-8.pdf

[37] LAHSA. The Centralized Training Academy. Direct Service Training Curricula Course Descriptions. https://www.lahsa.org/documents?id=1999-the-centralized-training-academy.aspx

[38] USC Price. "Homeless Policy Research Institute." https://socialinnovation.usc.edu/special-initiatives/homelessness-policy-research-institute/

[39] Economic Roundtable. "Escape Routes: Meta-Analysis of Homelessness in L.A." April 2018. https://socialinnovation.usc.edu/homeless_research/escape-routes-meta-analysis-homelessness-l/

[40] Ferrer, Barbara. Responding to a Potential Hepatitis A Emergency in Los Angeles County. County of Los Angeles Public Health. http://file.lacounty.gov/SDSInter/bos/supdocs/116928.pdf