



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

Executive Summary



Introduction

In September 2011, Abt Associates began an evaluation of the Conrad N. Hilton Foundation’s five-year Chronic Homelessness 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? In late 2015, the Foundation affirmed its commitment to the goal of ending chronic homelessness in Los Angeles for a second five-year phase (2016–2020). In 2016, the evaluation team designed a Phase II evaluation approach that examines the community’s progress towards the goal of ending chronic homelessness as well as the Foundation’s approach to supporting that progress. This year’s report, the second report of Phase II, highlights and evaluates the community’s and Foundation’s activities during 2017.

The Foundation’s Program Strategy for Phase II of the Chronic Homelessness Initiative defines goals in four areas that the Foundation believes are drivers to reducing chronic homelessness—political will, scaling up resources, a Countywide prioritization system, and an understanding of inflow. These areas need to work together, as they 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



Achieving Progress

Following years of investment in system change including the community creating a coordinated entry system and targeting the most vulnerable clients, in 2017, Los Angeles made significant progress in increasing 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 providing the community with the resources needed to start to see a decrease in the number of people experiencing chronic homelessness. In order for the community to maximize its impact on political will, scaling up resources, a Countywide prioritization system, and an understanding of inflow it will need to align behind key strategies, implement functional and accountable systems, and sustain support for the City and County strategies.

However, the community's rapid growth in investments requires immediate increases in organizational capacity, staffing, training opportunities, technological systems, and infrastructure. As City and County agencies, the Los Angeles Homeless Services Authority, homeless service providers, and other community organizations receive record levels of Proposition HHH and Measure H funding over the next decade, it is increasingly important to have monitoring and accountability checks in place. And despite the infusion of new resources, progress on the streets still takes time and the resources may not be sufficient to meet need. A comprehensive Countywide communication strategy is needed to align messaging about progress and calls to action to various community stakeholder groups (e.g. philanthropy, homeless service providers, public officials, advocacy groups), the media, and the public.

Exhibit 2

Point-in-Time Count of People Experiencing Chronic Homelessness

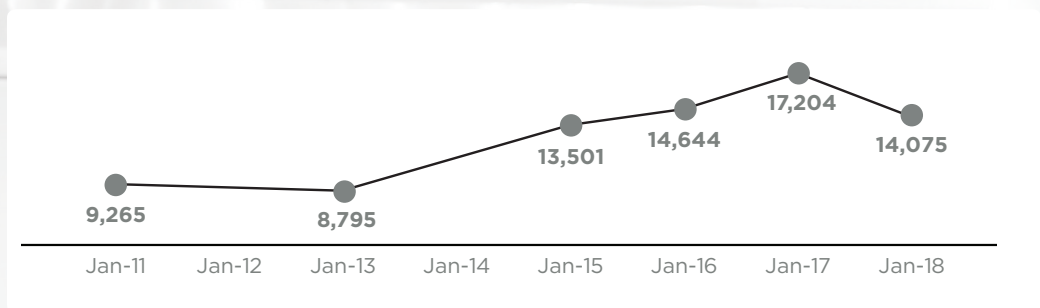







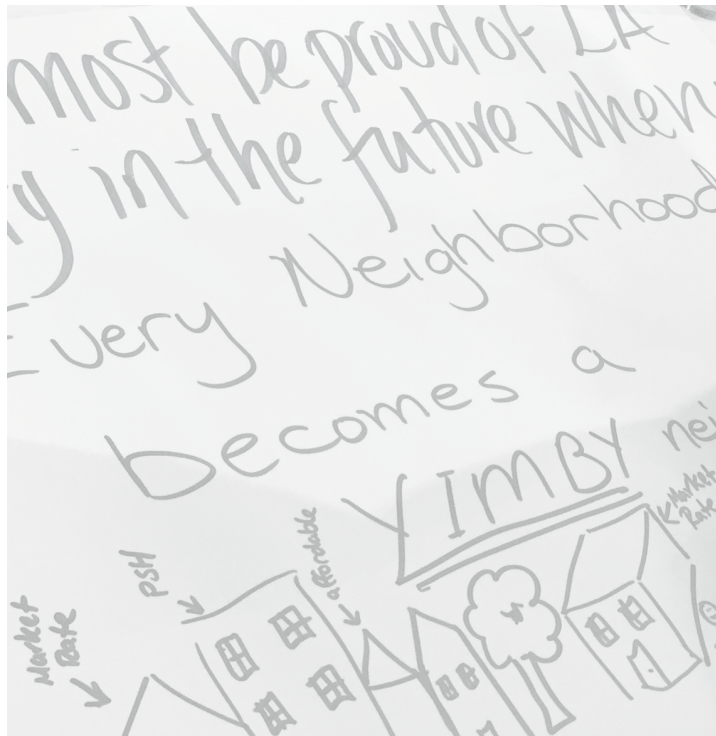


Exhibit 3

2017 Status: Indicators of Community Progress Toward the Goal

INITIATIVE AREA		INITIATIVE GOALS	2017 STATUS	
Political Will	Countywide Strategies	Adopt and commit local resources to implement the City and County plans	 ON TRACK	In 2016 and 2017, voters passed two long-term, dedicated funding measures to increase resources for reducing and preventing homelessness throughout Los Angeles
	Legislative Advocacy	Commit state and federal resources to implement the City and County plans*	 NEEDS ATTENTION	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
Scaling Up Resources	PSH Units	Leverage development funding to create PSH inventory to meet the need	 NEEDS ATTENTION	256 new PSH units reported in 2017 for a two year total of 1,424 (9.7 percent of goal reached)
	Service Commitments	Secure adequate PSH units, subsidies, and service commitments to meet the defined need	 ON TRACK	Strategy D7 (“Provide Services and Rental Subsidies for PSH”) was added to the County’s Homeless Initiative
Countywide Prioritization Systems	Prioritization Systems	Increase PSH placement rates through the prioritization system adequate to meet goals	 NEEDS ATTENTION	Placements into permanent housing remain steady for the overall population but decline for several sub-populations such as veterans and people experiencing chronic homelessness
	Service Capacity			
Inflow	Inflow into Chronic Homelessness	Implement programs to prevent people from becoming homeless and chronically homeless	 ON TRACK	New investments have been made on outreach efforts, bridge housing, individuals exiting institutions, and research to understand inflow into homelessness and chronic homelessness
Summary	Initiative Area Summary	Decrease annual counts of individuals experiencing homelessness	 ON TRACK	The 2018 Point-in-Time indicates a decrease in people experiencing chronic homelessness

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



Political Will

Countywide Strategies

Throughout 2016 and 2017, public officials successfully focused on aligning their priorities and strategies to reduce and prevent homelessness across the County and the cities within it. 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. 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 within each entity leading and partnering on defined strategies.

However, elected officials now feel increasing pressure to show immediate progress in reducing homelessness with this dedicated funding. Public officials need to communicate more clearly and frequently to the public about progress, how long it will take to see progress, and how the community can continue to sustain that progress.

Exhibit 4

Goal: Political Will—
Countywide Strategies



ON
TRACK

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 5

Evaluation Team's Items
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?

Exhibit 6

2017 Status: Indicators of Community Progress Toward the Goal

GOAL		
Secure commitments from local elected and public officials to implement the community plan		
INDICATORS		
<p>ALIGNMENT </p> <p>The countywide strategies to end homelessness reflect Hilton Foundation goals related to ending chronic homelessness</p>	<p>FUNCTIONALITY </p> <p>Public agencies and elected officials clearly define and delegate roles and responsibilities</p>	<p>SUSTAINABILITY </p> <p>Elected officials, public agencies, and the public invest in the community strategy to end homelessness</p>
STATUS THROUGH 2017		
<p>City and County homeless strategies began implementation</p> <p>County released planning grants for cities</p> <p>Local faith communities were engaged</p> <p>★★★ Rapid Progress</p>	<p>Community partners continued to clarify and define roles</p> <p>New committees to oversee Proposition HHH and Measure H were created</p> <p>★★★ Rapid Progress</p>	<p>Proposition HHH and Measure H funds began to be dispersed</p> <p>Home For Good began the Everyone In campaign to respond to NIMBYism</p> <p>★★★ Rapid Progress</p>
RECOMMENDATIONS		
<p>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</p>	<p>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</p> <p>Continue to clarify the roles of leadership committees and other existing entities within the formal CoC structure</p> <p>Provide greater clarity and support for cities to participate in the County’s Homeless Initiative</p>	<p>Hold City and County officials accountable for implementing the strategies, including providing leadership in siting</p> <p>Strategically communicate, via overall performance dashboard and via targeted outreach and engagement activities, to the public, providers, and clients about progress and challenges</p> <p>Ensure the public understands what action steps to take if they are concerned about a person experiencing homelessness</p>

Political Will

Legislative Advocacy

The groundwork that many 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. The 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. 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 align around advocating for those resources.

Exhibit 7

Goal: Political Will—
Legislative Advocacy



NEEDS
ATTENTION

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

Exhibit 8

Evaluation Team's Items
to Monitor for 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?

Exhibit 9

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 
<p>The community adopts a consistent state and federal advocacy strategy</p>	<p>Local leaders support the state and national strategy</p>	<p>Influential state and federal champions support the local community strategies to end homelessness</p>
STATUS THROUGH 2017		
<p>Governor Jerry Brown signed 15 bills into law focusing on homelessness and affordable housing</p> <p>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</p> <p>★☆☆ Limited Progress</p>	<p>The groundwork laid by public agencies, elected officials, and advocacy organizations drove many of the state legislative actions</p> <p>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</p> <p>★☆☆ Limited Progress</p>	<p>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</p> <p>★☆☆ Limited Progress</p>
RECOMMENDATIONS		
<p>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</p> <p>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</p>	<p>In order to achieve this indicator the community needs to create and adopt a state and federal advocacy strategy</p>	<p>In order to achieve this indicator the community needs to create and adopt a state and federal advocacy strategy</p>

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

Scaling Up the Resources

PSH Units

With the development of expenditure plans for Proposition HHH, partners and stakeholders across the community worked to create mechanisms and models to accelerate the development of PSH. These increased efforts are necessary, but may not be adequate. In February 2018, LAHSA released an updated Countywide homeless housing gaps analysis indicating that the PSH housing gap for individuals had increased to over 21,000 units. Accelerating PSH development and bringing more voucher and service resources online rapidly will be the critical focus of the next two years.

Exhibit 10

Goal: Scaling Up the Resources—PSH Units

Source: Housing Inventory Counts; Los Angeles, Pasadena, Glendale, and Long Beach CoCs



NEEDS ATTENTION

Goal: Leverage development funding to create additional PSH inventory (set at 14,708 in 2016)

2017 Status: 256 new PSH units reported in 2017 for a two-year total of 1,424 (9.7 percent of goal reached)

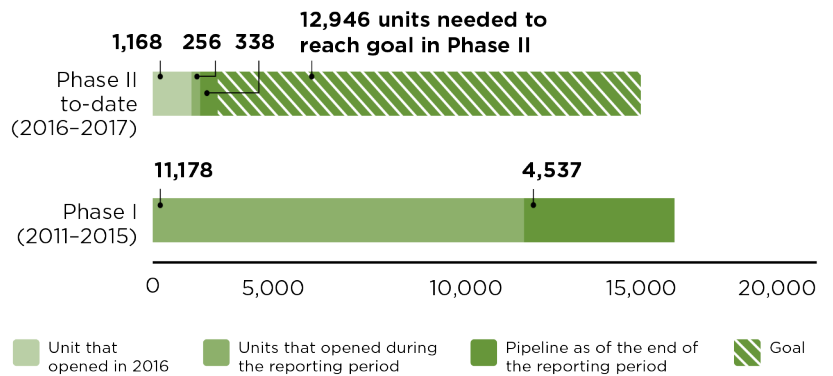


Exhibit 11

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?

Exhibit 12

2017 Status: Indicators of Community Progress Toward the Goal

GOAL

Leverage development funding to create PSH inventory to meet the need

INDICATORS

ALIGNMENT



The countywide strategies define a PSH creation goal for new development, new subsidies, and turnover commitments

FUNCTIONALITY



Development departments decrease time from PSH predevelopment to permitting; PHAs increase utilization of PSH vouchers

SUSTAINABILITY



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 subsidies, and supportive services

★★☆ **Suitable Progress**

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

★★☆ **Suitable Progress**

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**

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

Scaling Up the Resources

Service Commitments

In December 2016, the County added a new strategy, D7 (“Provide Services and Rental Subsidies for PSH”) to its Homeless Initiative. This strategy, financed through Measure H, is intended to define goals for case management and supportive service resources for PSH. Throughout 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. 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) will provide substance use disorder services, including screening and navigation support, service coordination, and outpatient services.

Exhibit 13

Goal: Scaling Up the Resources—Service Commitments



ON TRACK

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

2017 Status: Strategy D7 (“Provide Services and Rental Subsidies for PSH”) was added to the County’s Homeless Initiative

Exhibit 14

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?



Exhibit 15

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		
<p>The Health Agency defined County strategy D7 as an integrated care model for providing supportive services to PSH residents</p> <p>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</p> <p>★★★ Rapid Progress</p>	<p>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</p> <p>★★☆ Suitable Progress</p>	<p>Measure H is expected to provide 45,000 households with move-in assistance and an additional 30,000 households with prevention services</p> <p>The County is using the Whole Person Care pilot and Mental Health Medi-Cal benefits to obtain federal matching funds for supportive services</p> <p>★★★ Rapid Progress</p>
RECOMMENDATIONS		
<p>This indicator has been achieved with the supportive housing gaps analysis and alignment through D7</p>	<p>The community should maximize partnerships with local colleges, vocational schools, and universities, as well as formerly homeless peers, to meet the staffing need</p> <p>The community should ensure the staff reflects the diversity of the population experiencing homelessness</p>	<p>Community leaders should continue to monitor and communicate proactively about the changing supportive service shortfall</p>

Countywide Prioritization Systems

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. Despite these challenges, homeless service providers across the County indicated a vested interest in the concept of coordinated entry.

Exhibit 16

Goal: Countywide Prioritization Systems

Source: Permanent housing placement data provided by LAHSA

NEEDS ATTENTION

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

2017 Status: Placements into permanent housing remain steady for the overall population but declined for some sub-populations such as people experiencing chronic homelessness and veterans. Permanent housing placements for people experiencing chronic homelessness decreased from 2,683 in 2016 to 2,109 in 2017

All Populations

2017	2,089	12,119	Total: 14,208
2016	2,255	11,959	Total: 14,214

Singles

2017	1,576	5,566	Total: 7,142
2016	1,997	5,054	Total: 7,051

Chronically Homeless

2017	794	1,315	Total: 2,109
2016	1,776	907	Total: 2,683

Veterans

2017	214	2,727	Total: 2,941
2016	177	3,371	Total: 3,548

0 5,000 10,000 15,000

2016	2017
Entries into PSH	Entries into PSH
Other PH Situations	Other PH Situations

Exhibit 17

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?

Exhibit 18

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 

SPA-level and countywide placement goals are defined and existing prioritization systems are aligned

FUNCTIONALITY 

Most placements are made through an established prioritization system with minimal time lag

SUSTAINABILITY 

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

LAHSA funded a CES Regional Director for each SPA

LAHSA, DMH, DHS, DPSS, and United Way hosted community input sessions on how Measure H funding can strengthen CES

★★☆ **Suitable Progress**

Service providers reported challenges navigating housing resources

Time from client assessment to housing increased

Both service providers and PSH developers reported challenges matching clients in project-based PSH units

★★★ **Rapid Progress**

LAHSA selected and launched a new HMIS system

LAHSA and the Home For Good Funders Collaborative jointly funded Regional Data Coordinators for each SPA

United Way Home For Good launched the HACademy

☆☆☆ **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

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

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

Countywide Prioritization Systems

Service Capacity

During 2017, service providers partnered more closely and built relationships that will prepare them for the influx of Measure H resources. 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. DHS, DMH, SAPC, and LAHSA worked together to develop a service 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. With this infusion of funding 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. Efforts to incorporate proven models to support PSH clients have created challenges for several County agencies, some of which have experienced reorganization, growth, and staff turnover or staff migration from one agency to another. Several service providers have reported challenges and expressed concerns along these lines at community meetings.

Exhibit 19

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?



Exhibit 20

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  Public agencies and local TA providers establish a strategy for building provider capacity across underserved subregions	FUNCTIONALITY  Public officials incorporate proven models to support PSH clients in housing and in “moving on” as appropriate	SUSTAINABILITY  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 ★★☆ Suitable Progress	The County created a new supportive service model for all existing and new PSH clients ★★★ Rapid Progress	Agencies and service providers have been asked to scale up capacity quickly Agencies are experiencing growing pains, staff turnover, and staff burnout ★★☆ 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

Inflow into Chronic Homelessness

Inflow into homelessness and chronic homelessness continues to be a significant concern in Los Angeles County. Throughout 2017, Los Angeles community leaders scaled 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 while individuals wait for PSH. However, as the City works quickly to expand access to interim housing and emergency shelter, the focus should not be diverted from permanent housing solutions.

Exhibit 21

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.

Exhibit 22

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?

Exhibit 23

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		
<p>The Homelessness Policy Research Institute (HPRI) launched</p> <p>Researchers across the community developed predictive analytic modeling to understand inflow</p> <p>The County created a new strategy to fund a homeless prevention program for individuals</p> <p>★★☆ Suitable Progress</p>	<p>The County expanded its multidisciplinary outreach teams</p> <p>Los Angeles responded to a Hepatitis A outbreak</p> <p>The City created pilot programs to respond to the sanitation crisis</p> <p>★★☆ Suitable Progress</p>	<p>DHS Office of Diversion and Reentry launched the County's first Pay For Success initiative building on the Just In Reach program</p> <p>★★☆ Suitable Progress</p>
RECOMMENDATIONS		
<p>As decisions are being made about how to increase available crisis shelters and build temporary housing, leaders should engage and examine best practice models</p> <p>Researchers should look for opportunities to examine and better understand inflow into chronic homelessness, encampments, and the overlap of populations utilizing public systems</p>	<p>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</p> <p>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</p>	<p>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</p>

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

