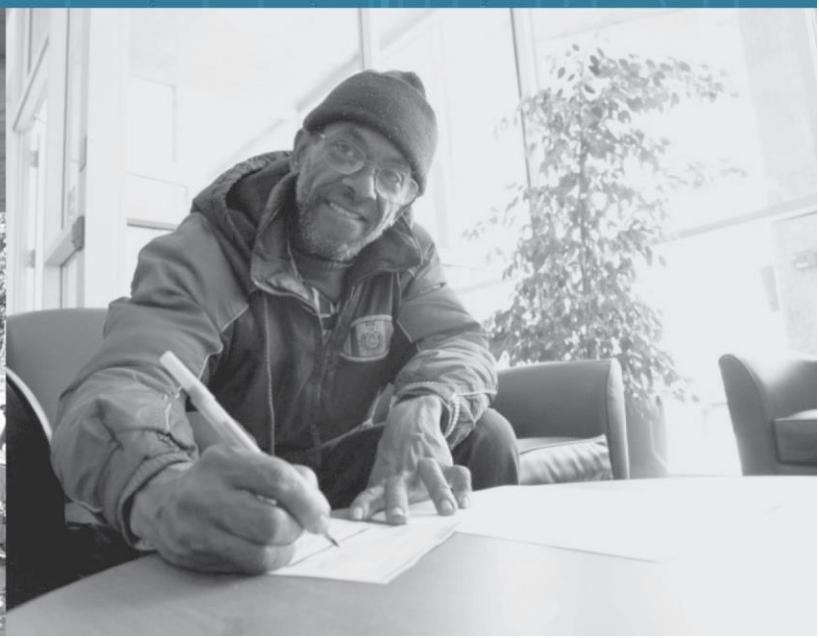
Abt ASSOCIATES

EVALUATION OF THE Conrad N. Hilton Foundation Chronic Homelessness Initiative

2019 ANNUAL REPORT



About This Report

Since 2010, the Conrad N. Hilton Foundation has been working to end chronic 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 public investments in solutions to chronic homelessness.

During the first five years of the Initiative, 2011-2015 (now known as Phase I), the Foundation met or exceeded each of its Board-approved goals. Upon completion of Phase I, the Foundation's Board of Directors approved Phase II of the Initiative, 2016-2020. The goals of Phase II are rooted in the community's collective progress toward ending chronic homelessness. The Foundation's Program Strategy for Phase II defines goals in four areas that are identified as drivers to ending chronic homelessness within LA County: (1) Political Will, (2) Scaling Up the Resources, (3) Countywide Prioritization Systems, and (4) Inflow into Chronic Homelessness.

In September 2011, the Foundation contracted with Abt Associates to evaluate the Initiative, with the goal of answering this overarching question: *Is the Chronic Homelessness Initiative an effective strategy to end and prevent chronic homelessness in Los Angeles County?* This is the eighth Annual Report for the Conrad N. Hilton Foundation Chronic Homelessness Initiative and focuses on the community's and Foundation's efforts in 2018.

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Introduction

Homelessness across Los Angeles County

Over the past 10 years, beginning with the United Way of Greater Los Angeles' Home For Good Initiative, the Los Angeles (LA) community has come together in new, more ambitious ways to develop and scale programs and cross-sector partnerships dedicated to ending homelessness. Community stakeholders, including the City and County of Los Angeles, the Los Angeles Homeless Services Authority (LAHSA), the United Way of Greater Los Angeles Home For Good team, the Conrad N. Hilton Foundation, community organizations, homeless service providers, and other philanthropic partners have invested in and implemented various strategies to provide housing and supportive services to the region's most vulnerable residents.

During this period, philanthropic grants and the public funding available at the time supported pockets of innovation that demonstrated effective strategies to respond to the needs of people experiencing chronic homelessness. However, public investment at the scale needed to respond to chronic homelessness across the Los Angeles region was limited until 2016 and 2017, when Los Angeles voters passed two measures—Proposition HHH and Measure H, respectively—that significantly increased the dedicated resources used to end and prevent homelessness within the community.

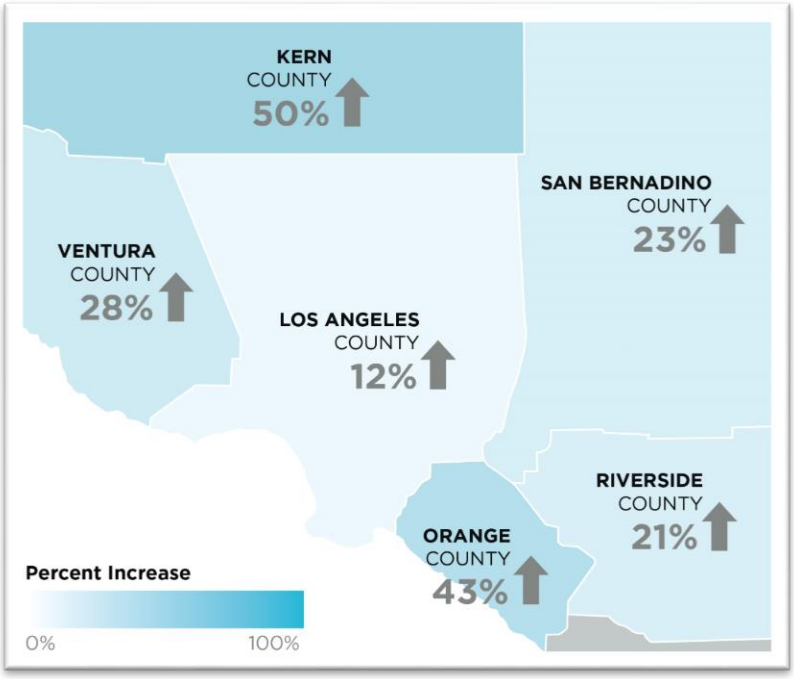
With this critical funding, the community's work has been taken to a dramatically different scale. ***Community stakeholders have come together with shared commitment, both to serve many more people and to work differently within the homeless service system*.** Stakeholders have worked collaboratively to create a system that reaches out to highly vulnerable people, engages them, and prioritizes them for housing resources and supportive services. Stakeholders have implemented new homeless assistance models and approaches to systems collaboration.

Though these efforts have shown progress, Los Angeles still faces a homelessness crisis. The January 2019 Point-in-Time Count shows a 12 percent increase of people experiencing homelessness across Los Angeles County and a 17 percent increase of people experiencing *chronic* homelessness compared to the previous year. This increase is disappointing to community stakeholders and policy makers, but ***other communities in southern California have seen even larger percentage increases than Los Angeles***, as shown in Exhibit 1.[a] Without the investments made in Los Angeles County, the increase in homelessness between 2018 and 2019 might have been even greater.

[a] Some of the increases shown in Exhibit 1 are over a two-year period, since some counties conduct their Point-In-Time counts only in odd numbered years.

In 2018, the community made 21,631 permanent housing placements, roughly 4,000 more than the previous year.[1] ***However, the high cost of housing and low rental vacancy rates across Los Angeles County will likely continue to increase inflow into homelessness.*** The *State of the Nation's Housing* Report of Harvard's Joint Center for Housing Studies showed that, in the Los Angeles-Long Beach-Anaheim metro area, approximately 57 percent of renters are "cost burdened" (paying more than 30 percent of their income toward rent), and roughly 30 percent are "severely cost burdened" (paying more than 50 percent of their income toward rent).[2] Adults younger than age 25 and those older than age 65 are the two populations who experience the most severe rent burdens.[3]

Exhibit 1. Changes in Point-in-Time Counts for Southern California



Sources: http://ochmis.org/wp-content/uploads/2019/08/2019-PIT-FINAL-REPORT-7.30.2019.pdf; https://kchomeless.wp.iescentral.com/wp-content/uploads/2019/05/KC-PIT-Count-Summary-January-30-2019.pdf; http://wp.sbcounty.gov/dbh/sbchp/wp-content/uploads/sites/2/2019/05/2019-homeless-count-and-survey-report.pdf; http://www.venturacoc.org/images/2019_VC_Homeless_Count_Report-Final.pdf; http://dpss.co.riverside.ca.us/files/pit/2019-homeless-point-in-time-count-report.pdf; https://www.lahsa.org/documents?id=3437-2019-greater-los-angeles-homeless-count-presentation.pdf

As the efforts and progress made across Los Angeles County to end and prevent homelessness are assessed, it is important to recognize the macro issues that affect how effective the homeless service system can be at ending and preventing homelessness. While housing and healthcare costs continue to soar in Los Angeles and across the nation, affordable housing production and wages continue to stagnate. Additionally, many people face racial and income discrimination in the housing market, and landlords often discriminate against those who would be paying rent with housing subsidies such as federal housing vouchers. These factors work against the homeless service system, as providers try to find available rental units and place the community's most vulnerable individuals into stable, permanent housing. Preventing homelessness also becomes increasingly difficult when rental costs continue to increase across Los Angeles County.

These larger trends paint a somber picture, but government agencies, homeless service providers, community organizations, philanthropic partners, and other stakeholders across Los Angeles continue to come together, strategize on solutions, and scale programs and services for people experiencing homelessness and who are at risk of homelessness. In 2018, stakeholders felt optimism based on the

large-scale increases in system resources and the tremendous amount of effort by service providers, while at the same time they understand the crushing reality of the growth in the unsheltered population across Los Angeles County.

About the Chronic Homelessness Initiative

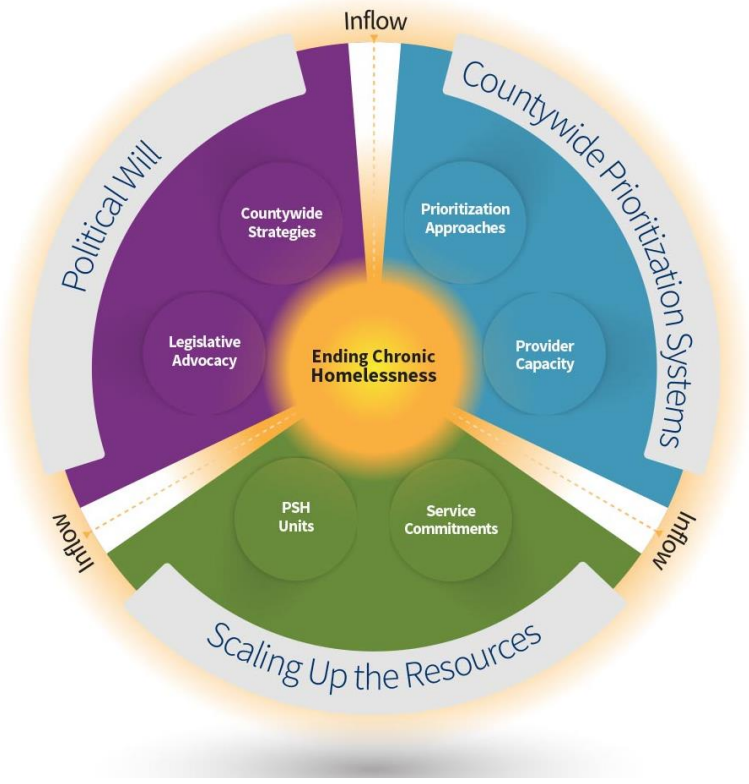
Since 2010, the Conrad N. Hilton Foundation has been working to end chronic homelessness in Los Angeles through its ***Chronic Homelessness Initiative***. Through this Initiative, the Foundation has made private investments in ***facilitating system change***, ***strengthening targeted programs*****, and** ***disseminating knowledge*** and has worked to garner public support and large-scale public investments in solutions to chronic homelessness.

In September 2011, the Foundation contracted with Abt Associates to evaluate the Initiative, with the goal of answering this overarching question: ***Is the Chronic Homelessness Initiative an effective strategy to end and prevent chronic homelessness in Los Angeles County?***

During the first five years of the Initiative, 2011-2015 (now known as Phase I), the Foundation met or exceeded each of its Board-approved goals. Detailed information on the Foundation's Phase I goals can be found in the Evaluation's 2016 Annual Report. Upon completion of Phase I, the Foundation's Board of Directors approved Phase II of the Initiative, 2016-2020.

The goals of Phase II are rooted in the community's collective progress toward ending chronic homelessness. The Foundation's Program Strategy for Phase II defines goals in four areas that are identified as drivers to ending chronic homelessness within LA County: (1) Political Will, (2) Scaling Up the Resources, (3) Countywide Prioritization Systems, and (4) Inflow into Chronic Homelessness. Progress is needed in each of these areas, which work in concert with one another to achieve the ultimate goal of ending chronic homelessness. Exhibit 2 displays the "theory of change" for Phase II.[b]

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



[b] 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 and preventing chronic homelessness.

1. **Political Will:** Leadership is engaged countywide and within subregions of the County in alignment with 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 are sufficient to meet the defined need have been dedicated to implement the community plan.
    - ***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 agreed-upon 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.[4]

Evaluation Approach

As the Foundation's Measurement, Evaluation, and Learning partner, Abt Associates examines the Foundation's progress in meeting the goals of Phase II of the Chronic Homelessness Initiative. Using a formative evaluation approach, the Abt evaluation team provides continuous feedback to the Foundation and community stakeholders throughout the year to support them in attaining their goals.[c] For Phase II of the Chronic Homelessness Initiative, the evaluation team ***measures both the community's efforts and progress and the Foundation's role and influence in supporting those efforts to end chronic homelessness.***

Indicators of Community Progress

At the beginning of Phase II the evaluation team and the Foundation developed ***indicators of community progress*** (shown in Exhibit 3), which are intended to expand and explain the theory of change and provide markers of progress over time. The term *community* is used to refer to all stakeholders within Los Angeles County—elected officials, government agencies, public and private funders, non-profits, private businesses, residents, and philanthropy. The premise behind the model is

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

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 processes.
- **Sustainability:** Key stakeholders have funding adequate to meet the need, and responsibilities for carrying out the strategies are allocated to the agencies best able to sustain programs and maximize their impact.

At the beginning of each chapter, this report provides the evaluation team's rating of the community's progress against each indicator during the 2018 calendar year. The ratings applied are (1) ***Rapid Progress***, meaning the community achieved progress toward Phase II's five-year goal faster than expected; (2) ***Suitable Progress***, meaning the community' progress against the five-year goal was on par with expectations; or (3) ***Limited Progress***, meaning that the community is unlikely to achieve the goal within the five-year timeframe at the current pace.

Indicators of the Foundation's Contribution to Community Progress

In addition to examining community indicators, the evaluation team also evaluates two areas in which the Foundation ***supports the community's efforts to end chronic homelessness***:

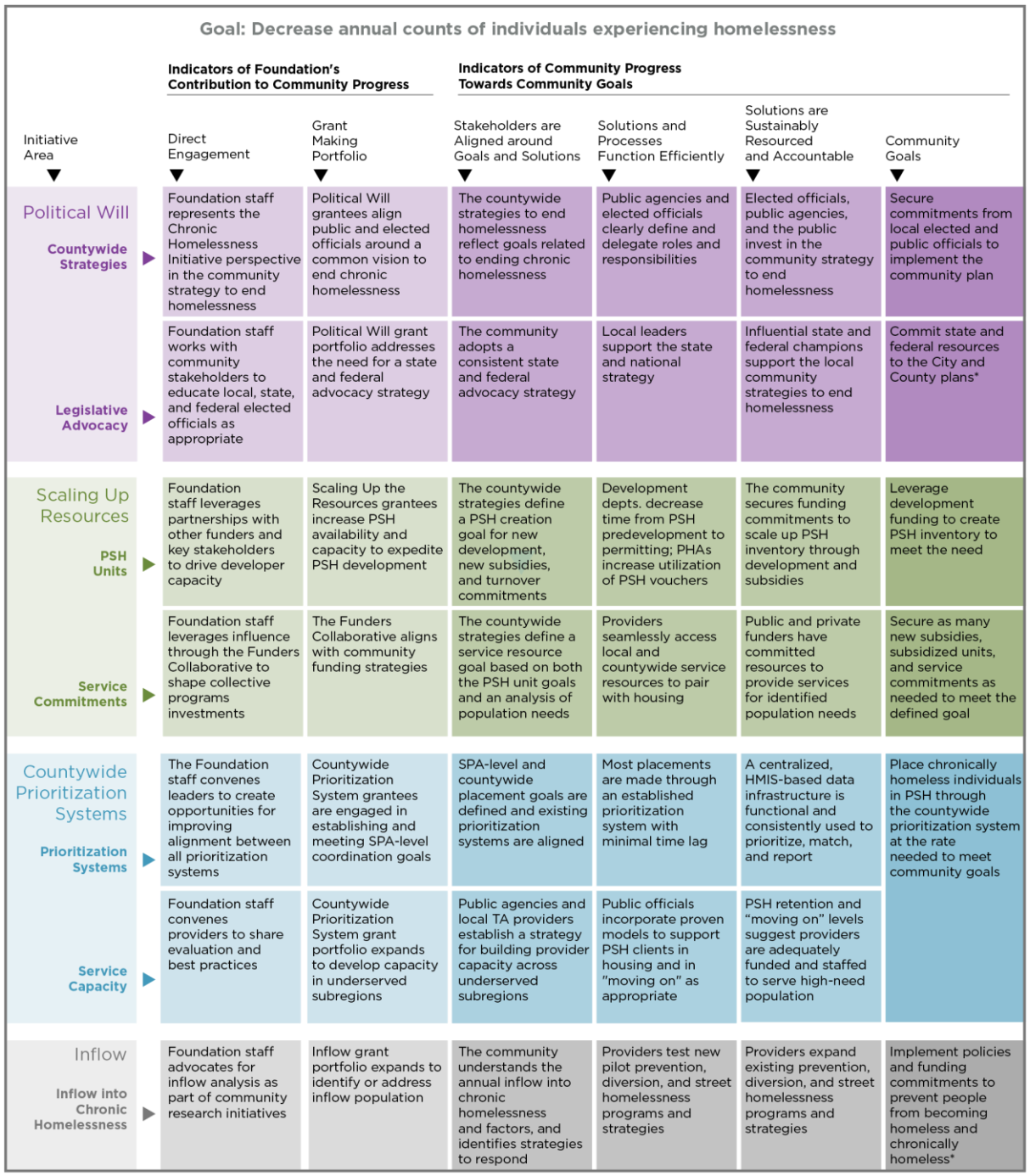
- **Direct engagement** with those working to create change in the community. The Foundation focuses on convening stakeholders, educating policymakers, and building partnerships; leveraging and aligning private and public funding to pursue innovation; and learning from successes.

- **Grant-making portfolio** that funds programs that work systematically to understand root causes and barriers to progress and work to strengthen the systems that aim to reduce those barriers.[5]

For each of these areas, the evaluation team provides a rating of the Foundation's contribution for the year. The ratings applied are (1) ***Strong Impact***, meaning the Foundation clearly articulated goals and pursued strategies towards meeting the goals to the extent expected in a one-year period; and (2) ***Limited Impact***, meaning the Foundation articulated goals and strategies to contribute to the goals, but the results were not achieved as expected for the reporting period.

The evaluation team does not expect the Foundation to address all indicators in each initiative area in each year of the evaluation. During some years, the Foundation may focus its efforts within one initiative area to support the community's efforts to end homelessness and not address other initiative areas. During some years, the Foundation may not need to use its direct engagement or grant-making to support the community's efforts because another entity is playing that role or because government agencies or community organizations have identified another way for the Foundation to support their efforts.

Exhibit 3. Phase II Initiative Indicators



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

About This Report

In the 2018 Annual Report, the evaluation team recommended that the community and the Foundation focus on (1) continuing to hold elected officials accountable, (2) aligning messaging and communication to community stakeholders and the public, (3) leveraging and increasing resources, (4) aligning community response efforts, and (5) expanding capacity. The community and the Foundation undertook many initiatives over the past year to respond to those recommendations. This 2019 Annual Report highlights the activities that took place during 2018, along with the progress made and challenges encountered during that year.[d]

The evaluation team used the following data sources for this report:

- **Interviews with key stakeholders:** During 2018 and in early 2019, the evaluation team conducted more than 50 in-person and telephone interviews with key community stakeholders, including elected officials, public agency and community organization leaders, system change grantees, Service Planning Area (SPA) leaders, homeless service providers, and philanthropic funders.

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

- **Grantee information for grants that were active in 2018:** The evaluation team collected information on grantee funding applications, internal Foundation documentation, and grantee reports for 2018. The evaluation team also interviewed Foundation staff in 2018 and early 2019 to understand decision-making surrounding grant-making within the Chronic Homelessness Initiative.

This report focuses on the community's and Foundation's efforts during 2018. Each chapter provides an overall update on the ***community's progress*** on alignment, functionality, and sustainability within each indicator and perspectives on the effectiveness of the ***Foundation's direct impact and grant-making activities***. Each chapter concludes with the evaluation team's ***recommendations*** and ***questions for both the community and the Foundation to consider and explore*** over the following year.

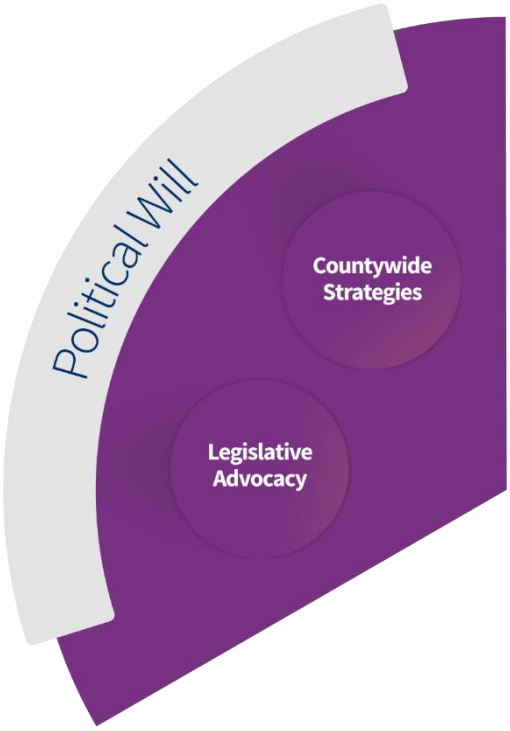
- **Chapter One: Political Will** describes the community's progress in engaging political and public leaders to implement the community plan.

- **Chapter Two: Scaling Up the Resources** describes the community's progress toward creating PSH units and services sufficient to implement the community plan.

[d] For clarity, the report sometimes refers to something that happened in 2019.

- **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 into housing at rates consistent with agreed-upon community goals.
- **Chapter Four: Inflow into Chronic Homelessness** describes the community's progress towards understanding inflow into chronic homelessness and taking steps to stem it, including partnering with mainstream service systems and preventing unsheltered homelessness from leading to chronic patterns of homelessness.
- **Chapter Five: Conclusion** summarizes the recommendations made throughout the document.

1. Political Will



Addressing the homelessness crisis across Los Angeles is complex. Several public agencies of the City of Los Angeles and Los Angeles County oversee funding and resources for the homeless service system. Over the past four years, leaders from these agencies have come together to work toward a common goal of ending homelessness by aligning funding and prioritizing highly vulnerable individuals. As a result of this collaboration, the community has a strong bench of leaders across City and County departments, homeless service providers, and community organizations.

During 2018, stakeholders across Los Angeles County sought solutions to the increasing number of people experiencing unsheltered homelessness. As in previous years, political and public will was tested when the public resisted efforts to create new shelters and permanent housing, while at the same time the visibility of the unsheltered population, including people living in encampments, grew. In response, organizations significantly ramped up efforts to build public and political support. They hosted community-wide events to educate the public by showcasing examples of supportive housing and having people with lived experience of homelessness tell their stories. Additionally, community stakeholders came together for the first time to strategize on state advocacy efforts. The intent was to capitalize on a new housing-focused administration at the state level.

Exhibit 4. Goal: Political Will—Countywide Strategies

ON TRACK	**Goal:** Secure commitments from local elected and public officials to implement the community plan. **2018 Status:** Measure H funding continues to be dispersed throughout LA County. Proposition HHH funding continues to be committed to developing PSH across the City.

Exhibit 5. Goal: Political Will—Legislative Advocacy

Key Events Timeline: Political Will

- **February 2018**: Los Angeles County's Homeless Initiative hosted the **second Annual Homeless Initiative Conference** to highlight successes, discuss experiences, and plan for its third year. More than 500 stakeholders, including elected officials, attended.
- **February 2018**: The Los Angeles City Council announced **Pledge 222** to support a minimum of 222 units of supportive housing in each of their 15 districts by July 1, 2020.
- **February 2018**: Los Angeles Mayor Garcetti joined mayors from California's other 10 largest cities to request $1.5 billion from the State to help address homelessness.
- **March 2018**: The United Way of Greater Los Angeles's Home For Good team launched ***"Everyone In,"*** a community-wide campaign to help end homelessness.
- **April 2018**: Secretary of Housing and Urban Development (HUD) **Ben Carson** met with community stakeholders on LA's efforts to end homelessness and toured Skid Row**.**
- **May 2018**: The **Measure H funding plan for 2018-2019,** allocating $402 million to address homelessness across the focus areas outlined in the County's strategic plan**, was approved** by the LA County Board of Supervisors.
- **June 2018**: California's state budget **provided $500 million in Homeless Emergency Aid Program (HEAP) funding to communities across the state**, $500,000 to fund staff for the Homeless Coordinating and Financing Council, and $125 million to support housing and homelessness planning grants.
- **August 2018**: Comprehensive **Homelessness Plans for 40 cities** in Los Angeles County were released.
- **September 2018**: The LA County Board of Supervisors approved $9 million of Measure H funding to support the implementation of the cities' homelessness plans.

- **September 2018:** Los Angeles County launched a $5 million Measure H Housing Innovation Challenge.

- **November 2018:** Voters approved two statewide ballot measures that will help address homelessness. Proposition 1, the Housing Programs and Veterans' Loans Bond, dedicated $4 billion in general obligation bonds to support low-income housing programs and affordable housing development. Proposition 2, No Place Like Home, dedicated $2 billion of revenue from the Millionaire's Tax to fund permanent supportive housing statewide for homeless people with mental health issues. This includes up to $700 million for permanent supportive housing (PSH) projects in Los Angeles County over five years.

- **December 2018**: The Los Angeles Homeless Services Authority (LAHSA) released ***"Report and Recommendations of the Ad Hoc Committee on Black People Experiencing Homelessness."***

- **December 2018**: Mayor Garcetti appointed Christina Miller to serve as the newly created **Deputy Mayor for City Homelessness Initiatives**.

Political Will—Countywide Strategies: Community Progress

2018 Status: Indicators of Community Progress toward the Goal

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

INDICATORS		
ALIGNMENT **The countywide strategies to end homelessness reflect Hilton Foundation goals related to ending chronic homelessness.**	**FUNCTIONALITY** **Public agencies and elected officials clearly define and delegate roles and responsibilities.**	**SUSTAINABILITY** **Elected officials, public agencies, and the public invest in the community strategy to end homelessness.**
STATUS THROUGH 2018		
The County administered planning grants to cities across the County to develop their own local plans to prevent and combat homelessness. The City of LA revised its homeless strategies. ★★☆ **Suitable Progress**	The community has a robust set of leaders coordinating on the community's homeless response system. Mayor Garcetti created the Unified Response Center to coordinate the City's agencies' response to unsheltered homelessness. Mayor Garcetti created the Mayor's Office of City Homelessness Initiatives and appointed a Deputy Mayor. LAHSA created the Ad Hoc Committee on Black People Experiencing Homelessness. ★★★ **Rapid Progress**	Los Angeles County Board of Supervisors approved Measure H budget for FY 2018–2019. LA City Council members pledged to create 222 units of PSH in each of their districts by July 2020. United Way of Greater Los Angeles launched the *Everyone In* campaign. ★★★ **Rapid Progress**
RECOMMENDATIONS		
As programs are scaled up to meet the community's need current City and County leaders will need to education new leaders and organizations on shared goals.	Public agencies and elected officials should continue to advocate for and educate the public on solutions to homelessness, such as bridge housing and PSH to help overcome pockets of resistance to siting housing in the community.	Elected officials and public agencies should continue to push for further investment in strategies to end homelessness.

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

About three years have passed since the City and County of Los Angeles adopted comprehensive plans to end and prevent homelessness. Over that time, the City and County have worked to establish, refine, and scale up programs and partnerships to address the community's needs. This includes implementing and scaling up programs to prevent the flow of individuals into chronic homelessness and to provide

supportive services and rental subsidies for PSH. ***Many of the same issues that drove the need for the comprehensive plans are still present across the community.***

The resources available to help address homelessness have grown considerably since the City and County plans were adopted in 2016. As described in the Evaluation's 2018 Annual Report, 2017 saw significant increases in funding for housing and supportive services for people experiencing homelessness, through the City of Los Angeles's Proposition HHH and LA County's Measure H. However, local public officials and homeless service providers continue to find it difficult to identify or create the housing supported by those new sources of funds and to respond to the needs of large numbers of people experiencing unsheltered homelessness. When interviewed for this report, they described an urgent need to work on "in-the-meantime" solutions such as emergency shelters and bridge housing without losing focus on providing supportive housing with long-term affordability as the permanent solution. Bridge housing provides temporary shelter for people who need PSH while they are waiting for units in PSH developments or tenant-based rent subsidies to become available. Local leaders and community stakeholders expressed a growing concern about how many people were becoming homeless—seemingly faster than the system was able to help people find housing, even with extraordinary efforts to expand assistance as rapidly as possible. As one stakeholder said, "*We are coming to terms with the fact that lots of people who are seeking help, and need help from the homeless system, are not going to get PSH, a permanent rent subsidy, or even rapid re-housing*." These concerns were validated when results of the County's January 2019 Point-in-Time count showed a 12 percent increase in the number of people experiencing homelessness on a single night, compared to January 2018.

County leaders also recognized that collaboration with only the City of Los Angeles—for example, through agreements to align supportive services and operating subsidies with capital funding for the housing development—would not address the needs of people experiencing homelessness in other parts of the County. Partnerships with other local jurisdictions would be critically important for coordinating efforts to prevent homelessness; reaching out to, engaging, and serving people experiencing unsheltered homelessness; and facilitating the development of new PSH.

In some of these other cities, local officials began clamoring for a share of revenues produced by the Measure H sales tax increase. Because County funding went directly to local homeless service providers in most cases, city officials often did not know whether their residents were being served. Some city officials advocated for changes that would direct a portion of Measure H funding to programs that could be managed by city governments, arguing that this would make them more responsive to locally defined priorities. However, stakeholders were concerned that officials in particular cities would not want to "*get out ahead of their neighbors."* If they established local programs, but neighboring cities did not make similar efforts, they might attract people experiencing homelessness from surrounding communities. City officials may be more willing to invest in and support implementation of homeless programs if they believe their efforts are part of regional solutions in which neighboring jurisdictions are doing their fair share, and both resources and burdens are allocated equitably.

In response to the advocacy by city leaders, LA County's Board of Supervisors awarded more than $2 million of Measure H funds in 2018 as ***planning grants*** for 45 cities to develop their own plans to

prevent and combat homelessness. Local leadership within these 45 cities began to design approaches to address homelessness that would be aligned with the County's strategies. Each city was provided technical assistance (TA) from the County's Chief Executive Office (CEO) and LAHSA and worked with community stakeholders to complete its homeless plan. After plans for 40 cities were released in August 2018, the County's Board of Supervisors approved $9 million of Measure H funding and LAHSA allocated $3 million of the State's HEAP funding to support the implementation of these plans.[6]

The cities that developed planning grants represent the diversity of Los Angeles County. Prior to the planning grants, a few cities had relatively strong and long-standing commitments to addressing homelessness. Some of these cities had also adopted policies that encouraged development of affordable housing and included renter protections. These cities saw creating a local plan using Measure H funding as an opportunity to strengthen their local efforts, addressing gaps, updating operational details of existing plans, and engaging people with lived homelessness experience and other community members in the planning process.

In other cities, elected officials and city staff had done little to focus on homelessness prior to the planning grants. Stakeholders in these cities viewed the planning process as an opportunity to inform city staff and elected public officials about homelessness and to develop a basic understanding of the countywide coordinated entry system as it operates in their city and of County-funded supportive services. The plans also spurred thinking about opportunities for improving communication and collaboration with County departments. The planning process highlighted the fact that city leaders often are not fully aware of County-funded services such as mental health and substance abuse that operate within their community and that County agencies often do not coordinate with city-funded services that are operating in the same area.

Cities used their planning grants to address various issues, influenced by their local needs and existing capacity. Several cities noted the need for more resources and training for first responders, including police, fire, and emergency medical technicians; staff at parks and libraries; and sanitation workers—all of whom are often the first service providers to encounter people experiencing homelessness.

Some cities' plans included very little about the need to develop PSH or any other affordable housing. Staff in some cities reported that local political will to develop PSH and other affordable housing was not strong and sometimes said that it would take new elected officials before meaningful actions towards developing affordable housing development would occur. In contrast, other cities' plans included ambitious strategies for facilitating and expanding the development of supportive housing. Officials in those cities were ready to consider changes in local policy and ordinances to facilitate the expansion of affordable housing, including PSH. Local officials were exploring options such as inclusionary zoning requirements, development of accessory dwelling units, or using city-owned property for new housing projects.

The City of Los Angeles received one of the planning grants and used it to review its comprehensive homelessness strategy. The City hired Enterprise Community Partners to review its plan and conduct interviews with City staff and other key stakeholders to determine whether and how to revise the plan. Based on its findings, Enterprise proposed combining the 62 strategies in the City's existing plan into 16

strategies focused on governance, planning, policy, programs, and systems.[7] In January 2019, the City Administrative Officer (CAO) requested that the City Council's Homeless Strategy Committee recommend the approval of the revised plan, with one additional strategy: creating a long-term plan for Skid Row. Approval from City Council was pending as of January 2019.[8]

In many of the cities, the planning process allowed the city's program coordinator to gain "face time" with the city manager or mayor, other public officials, County Homeless Initiative and LAHSA staff, and community stakeholders. The process also helped cities inform their community about the efforts they were taking to address homelessness; engage local residents, businesses, faith-based organizations, and other community leaders as partners in planning and program implementation; and counter some misperceptions that cities were not taking action. The planning process also encouraged community leaders to better understand local needs and to take some coordinated actions toward supporting or replicating promising practices. Next year's Annual Report, which will discuss the activities that took place in 2019, will report on the implementation and outcomes of the planning grants from both the County's perspective and the local cities' perspectives.

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

During 2018, the leadership entities and oversight committees continued to operate within their previously defined roles, as described in the Evaluation's 2018 Annual Report. Responsibility for overseeing implementation of the County Homeless Initiative, including developing partnerships and collaboration across the County to implement the Initiative, is shared by the ***CEO***, the ***Los Angeles Homeless Services Authority (LAHSA),*** and the ***County's Department of Health Services (DHS).*** LAHSA is an independent joint-powers authority of the City and County responsible for driving the regional response to homelessness; managing the federal, state, and local funding to address homelessness; and implementing and monitoring several of the strategies in the County's plan. Other County agencies oversee and implement components of the Homeless Initiative: the ***Department of Mental Health*** (DMH), the ***Department of Public Health*** (DPH), the ***Office of Diversion and Reentry*** (ODR), the ***Department of Public Social Services*** (DPSS), the ***Probation Department,*** and the ***Los Angeles County Development Authority (LACDA).*** In 2019, the County's Community Development Commission/Housing Authority of the County of Los Angeles became the Los Angeles County Development Authority (LACDA).

In the City of Los Angeles, the departmental leads previously designated by the City Council and Mayor remain responsible for implementing and overseeing specific strategies within the City's plan. Responsibility for development of supportive and other affordable housing is held by the ***Housing and Community Investment Department*** (HCID) and issuance and lease-up of rental assistance programs is held by the ***Housing Authority of the City of Los Angeles*** (HACLA).

Additional offices were created during 2018 to help oversee the City's efforts related to homelessness. Mayor Garcetti announced the creation of a ***Unified Homelessness Response Center*** (UHRC) during his annual State of the City address. The UHRC is responsible for coordinating City agencies' work on addressing unsheltered homelessness. It is composed of representatives from the Mayor's Office, LAHSA, the Los Angeles Police Department, the Los Angeles Fire Department, the Bureau of Sanitation, and a few other City departments and partner agencies. Additionally, in late 2018, Mayor Garcetti

created the ***Mayor's Office of City Homelessness Initiatives*** and appointed Christina Miller as the Deputy Mayor for City Homelessness Initiatives. Her office is responsible for coordinating with the County government and non-profit partners. It also oversees the City's Unified Homelessness Response Center; implementation of the A Bridge Home program (described in Chapter 4); and the delivery of services to people experiencing homelessness on Skid Row. As a Deputy Mayor, she has significant authority to work on behalf of the Mayor, and this has led to improved collaboration among the offices of City and County elected leaders.

The City's and County's distribution of Proposition HHH and Measure H funding continued to be monitored by the following oversight groups:

- The three-member ***Proposition HHH Administrative Oversight Committee*** is responsible for monitoring the budgetary needs of projects funded by Proposition HHH and recommending when additional bond proceeds should be distributed.

- The seven-member ***Proposition HHH Citizens Oversight Committee*** was appointed by the Mayor and City Council to monitor HHH bond expenditures to ensure that funds are being used productively. In 2018, the committee became responsible for preparing and submitting an annual Proposition HHH project expenditure plan to the Proposition HHH Administrative Oversight Committee.[9]

- The five-member ***Measure H Citizens Oversight Advisory Board*** was appointed by the LA County Board of Supervisors to review the allocation and expenditures of the revenue generated by Measure H. The Advisory Board also works with the County's Homeless Initiative to make reporting and monitoring data for Measure H available to the public. A data dashboard was published in 2018.[10] The Advisory Board also receives feedback from homeless service providers, LAHSA, and the DHS on their experiences administering Measure H funds. In early 2018, the Advisory Board began holding listening sessions to hear feedback from service providers, people with lived experience, and the faith-based community.[11]

In 2018, LAHSA created the ***Ad Hoc Committee on Black People Experiencing Homelessness*** to review the policies and practices of the homeless service system. The need for the Committee was ***sparked by the disproportionate and growing share of African Americans people experiencing homelessness compared to their share in the overall population in Los Angeles***. The Committee concluded that historical and institutional racism contributes to this overrepresentation and issued 67 recommendations for addressing these disparities. The Ad Hoc Committee's findings and recommendations have drawn increased attention, both locally and nationally, to the need for focused attention on racial equity as a cornerstone of community efforts to end homelessness. Actions are now being taken by the community in 2019 to begin to address these recommendations.

In 2018, the City of Los Angeles and Los Angeles County continued to build out leadership and oversight structures to ensure the effectiveness of efforts to end homelessness. As we discuss in the following chapters of the report, to address the scale of the homelessness crisis in Los Angeles and the multitude of large-scale efforts underway, government agencies, homeless service providers, and community

organizations need to ensure that leadership positions are filled and staff have clearly defined scopes of work to successfully implement policies and programs. The City and County have created specific mechanisms to display progress and ensure accountability for the new resources created by Proposition HHH and Measure H. For example, HCID created data dashboards showing how the development of PSH funded by Proposition HHH is progressing.

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

Measure H

In May 2018, the LA County Board of Supervisors approved an allocation of $402.2 million in Measure H funding for fiscal year 2018-2019 for homeless prevention, outreach, rapid re-housing, rental subsidies, emergency shelter, employment services, and the preservation of affordable housing. This represents a $27.7 million increase from the previous fiscal year. The Board of Supervisors approved plans to use most of the recouped revenue from unspent fiscal year 2017-2018 funds ($23.2 million) to support the development and operation of additional interim shelter beds to give people a place to stay while additional PSH is developed. The allocation of Measure H funding to facilitate the utilization of federal tenant-based housing subsidies for PSH increased by about $4.4 million (from an initially recommended $7.19 million to $11.63 million), and the allocation for providing services and rental subsidies for PSH remained at $49.3 million.[12] [13] These allocations show that the County is moving aggressively to use the funds made available by Measure H.

In late 2018, the County's Homeless Initiative began work on fiscal year 2019-2020 Measure H funding recommendations. This process included hosting a webinar, a service provider conference, and eight community listening sessions (one in each Service Planning Area) to collect feedback on funding recommendations, program strategy and design, and challenges and opportunities. The plan for fiscal year 2019-2020 supports significant increases in program expenditures and in the number of people who will be assisted and includes spending for PSH services and rent subsidies. The increases reflect both new revenue generated and the availability of funds that were unspent during the first couple of years of the Initiative's implementation. During the first year of Measure H implementation, about one third of total funds allocated were not spent, but program spending increased substantially during the next year. Exhibit 6 shows Measure H funding that has been allocated and spent in fiscal years 2017-2018 and 2018-2019 and allocated in fiscal year 2019-2020.

Exhibit 6. Measure H Funding for the Past Three Fiscal Years

Los Angeles County Homeless Initiative: Measure H Funding	FY 2017-2018		FY 2018-2019		FY 2019-2020
	Allocation *(in millions)*	**Spent** *(in millions)*	**Allocation** *(in millions)*	**Spent*** *(in millions)*	**Allocation** *(in millions)*
Prevent Homelessness					
A1: Homeless Prevention Program for Families	$3.000	$1.899	$6.000	$6.000	$11.500
A5: Homeless Prevention Program for Individuals	$5.500	$1.401	$11.000	$11.000	$11.500
Subsidized Housing					
B1: Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI	$5.138	$2.588	$6.258	$4.312	$5.138
B3: Expand Rapid Re-housing	$57.00	$40.73	$73.000	$70.904	$85.405
B4: Facilitate Utilization of Federal Housing Subsidies	$6.278	$2.541	$11.627	$10.906	$14.189
B6: Family Reunification Housing Subsidies	$116,000	$87,900	$2.000	$1.986	$1.468
B7: Interim/Bridge Housing for Those Exiting Institutions	$13.006	$11.345	$26.269	$22.405	$33.260
Increase Income					
C2/C7: Increase Employment for Homeless Adults	$5.000	$3.290	$5.150	$5.138	$14.300
C4/C5/C6: Countywide Supplemental Security/Social Security Disability Income and Veterans Benefits Advocacy	$15.680	$6.218	$12.680	$11.913	$12.151
Provide Case Management and Services					
D2: Jail In-Reach	$0.000	$0.000	$0.000	$0.000	$2.335
D4: Criminal Record Clearing Project	$623,000	$316,868	$1.880	$1.629	$2.941
D7: Provide Services and Rental Subsidies for Permanent Supportive Housing	$25.144	$21.982	$49.300	$48.619	$77.324
Create a Coordinated System					
E6: Countywide Outreach System	$18.535	$7.335	$30.117	$29.342	$28.402
E7: Strengthen the Coordinated Entry System	$26.000	$11.805	$39.000	$38.683	$42.693
E8: Enhance the Emergency Shelter System	$56.000	$42.522	$102.130	$92.907	$92.822
E14: Enhanced Services for Transition Age Youth	$5.000	$2.300	$19.000	$16.061	$19.200
Affordable/Homeless Housing for Those Experiencing Homelessness					
F7: Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals	$10.000	$10.000	$15.000	$15.000	$0.000
F7: Housing Innovation Fund (One-Time)	$5.000	$5.000	$4.850	$4.850	$3.300
Measure H Administration	$1.500	$814,216	$1.750	$1.671	$2.070
Total	**$258.937**	**$172.209**	**$412.241**	**$393.326**	**$460.000**

**Estimated projections*

Note: The FY 2019-2020 allocations are those initially approved in May 2019, but do not reflect additional allocations made in September 2019 as part of the County's supplemental budget process.

Source: http://homeless.lacounty.gov/wp-content/uploads/2019/03/FY19-20-Measure-H-Funding-Rec-Public-Packet-FINAL-3.5.19-2.pdf; http://homeless.lacounty.gov/wp-content/uploads/2019/03/FY-2018-19-Measure-H-Expenditures-03.06.19.pdf; http://homeless.lacounty.gov/wp-content/uploads/2019/03/Measure-H-17-18-Expenditures-For-the-COAB_08.31.18-002.pdf

Stakeholders described the challenges of rapid expansion of program capacity (which we describe in more detail in Chapter 2 of this report) and reported a sense of accomplishment as the rate of program expenditures through Measure H has continued to increase and more people have moved into permanent housing. Even as they face public demands for immediate solutions that respond to the highly visible human tragedy of widespread unsheltered homelessness and related concerns about health and safety, ***elected leaders and government agencies continue to show a strong commitment to PSH as the lasting solution to chronic homelessness***. Even as they expand interim shelter and temporary housing for the most vulnerable people experiencing homelessness, they continue to focus on using these interventions as a bridge to permanent housing.

Proposition HHH

In June 2018, the Los Angeles City Council and the Mayor approved the fiscal year 2018-2019 Proposition HHH Project Expenditure Plan proposed by the ***Proposition HHH Citizens Oversight Committee*****.** The Project Expenditure Plan authorized a total of $238,515,511 for the PSH Loan Program and $37,720,183 for the Facilities Program (emergency shelter and bridge housing). This funding will support the development of 24 projects under the PSH Loan Program (for a total of 1,517 housing units, of which 1,242 are PSH) and 22 projects under the Facilities Program.[14] [15]

To keep up momentum for PSH development, the United Way of Greater Los Angeles worked closely with members of the Los Angeles City Council to ensure their support of developing ***at least 222 units of PSH in each of their 15 districts by July 2020*** (***Pledge 222***). Though Pledge 222 is not a binding commitment, it is a public display of political will to support the development of PSH units distributed throughout the City and not just in one area. This pledge also recognizes that the homelessness crisis is affecting all areas of Los Angeles, not only certain areas such as Skid Row or South Los Angeles. Each Councilmember's progress toward the goal is tracked publicly by "***Everyone In***," a campaign led by the United Way of Greater Los Angeles to support the City's and County's progress to end homelessness.[e] Advocates for PSH hope that Pledge 222 will help Councilmembers celebrate progress and withstand opposition from their constituents who resist PSH development in their neighborhoods.

In addition to tracking Pledge 222, *Everyone In* is building a coalition of community members to support the strategies funded through Proposition HHH and Measure H. At its inaugural event in March 2018, attended by City and County elected officials, philanthropic partners, and business and labor leaders, the *Everyone In* campaign called for people across the community to advocate for housing and services for people experiencing homelessness. Campaign staff have ***organized more than 30,000 community members to advocate for supportive housing; advocated for five state and local laws that support development of PSH and affordable housing; advocated for 32 supportive and bridge housing developments supported by Proposition HHH; and organized attendance at 40 community meetings to advocate for housing***.[16] *Everyone In*'s listserv educates community members about the City and County's efforts to reduce homelessness, highlights success stories, and lets people know how they can get involved. In late 2018, *Everyone In* began a weekly email update, ***Everyone In the Loop.*** Prior to the *Everyone In* campaign, there had been limited messaging directed to the general public about the

[e] The Pledge 222 tracker is available on the *Everyone In* website: https://everyoneinla.org/supportive-housing-tracker/

homelessness crisis, efforts underway, progress made, and obstacles to success. *Everyone In* has created a platform for both education and advocacy surrounding housing and homeless in the Los Angeles community.

Despite the public support for Proposition HHH and Measure H and the development of PSH generally, City Councilmembers sometimes ***faced strong opposition*** to siting bridge housing and PSH developments in certain neighborhoods. City leaders were met with public protests, calls for removing City Councilmembers from office, and petitions to stop housing developments in neighborhoods such as Koreatown, Sherman Oaks, and Venice. Part of this opposition was public outcry about not being consulted during the site selection process. During the year, elected officials made concerted efforts to rectify this by engaging the public, community groups, and service providers. Voices of opposition are often the loudest, but this year *Everyone In* tried to amplify the voices of support. *Everyone In* rallied community members, service providers, advocates, and people with lived experience to attend community meetings in support of building bridge housing and PSH developments. This helped demonstrate that community members who supported efforts to end homelessness were actually much larger in numbers than community members who opposed those efforts.

Political Will—Countywide Strategies: Foundation's Contribution to Community Progress

2018 Status: Indicators of Foundation's Contribution to Community Progress

Direct Engagement	*Grant-Making Portfolio*
Foundation staff represents 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***
2018: Limited Impact	***2018: Strong Impact***

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

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

In 2018, the Foundation's leadership continued to be visible in its support of the community's efforts to end chronic homelessness by participating in and sponsoring events such as ***Home For Good's HomeWalk*** and the ***County Homeless Initiative's second annual conference***. The Foundation continues to sit on the Home For Good Policy Council and Funders Collaborative, where a diverse set of leaders from public agencies, community organizations, philanthropy, and private funders work to align policies and fund and scale programs within the homeless service system.

In July 2018, the Foundation co-sponsored the Funders Together to End Homelessness LA event "***Domestic Violence Homeless Service Coalition – Progress and Next Steps.***" Speakers at this event discussed the intersection of the homelessness and domestic violence service systems and the efforts of the Domestic Violence Homelessness Service Coalition, which is largely supported by the Foundation's grant-making.

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

In 2018, Foundation staff continued to bring key community leaders and stakeholders together around particular areas of the homeless service system for creative problem solving. Foundation staff also held regular meeting with governmental and elected officials and their staff to brainstorm solutions and support efforts on working toward ending chronic homelessness.

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

We did not identify any Foundation action related to this indicator during 2018.

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 addition to supporting the Home For Good Funders Collaborative, the Foundation's $8.5 million grant to ***United Way of Greater Los Angeles*** provides resources for the organization to monitor and track progress in ending homelessness across the community. In 2018, United Way, in conjunction with the Mayor's Office, County Homeless Initiative, LAHSA, the Housing Authority of the City of Los Angeles (HACLA), the Los Angeles County Development Authority (LACDA), and other housing authorities across the County launched publically accessible data dashboards demonstrating the progress of Proposition HHH and Measure H.

In 2018, the ***Corporation for Supportive Housing*** (CSH) worked on the 88 Communities Strong initiative to support regional planning and system-wide capacity building. This work has led to ***22 new housing projects being sited across the County (outside the City of LA)***. CSH worked with the United Way of Greater Los Angeles and the County Homeless Initiative to review the implementation plans developed by 40 cities across the County. CSH has also heavily supported the capacity-building efforts of the City's Housing and Community Investment Department (HCID) and LACDA as they take on more responsibility for funding supportive housing. This included a 2018 capacity assessment to identify organizational strengths and weaknesses. CSH plans to develop a joint training curriculum for both agencies' staff to support increased resource oversight and responsibility.

The Foundation's two-year, $450,000 grant to ***Downtown Women's Center*** came to a close in 2018. Through this grant, Downtown Women's Center co-convened with Rainbow Services the cross-sector ***Domestic Violence Homelessness Services*** **(DV-HS)** ***Coalition***, which disseminates knowledge about and advocates for effective practices to prevent and end chronic homelessness among domestic violence (DV) survivors. The DV-HS Coalition's advocacy and collaboration with LAHSA resulted in LAHSA adding a full-time position focused on implementing three new, DV-focused, initiatives: (1) staffing eight family Coordinated Entry System (CES)-DV coordinators in each Service Planning Area (SPA) countywide; (2) creating a DV-specific rapid re-housing model; and (3) aligning CES policies with the Violence Against Women Act (VAWA). This grant also enabled the DV-HS Coalition to dedicate time and effort to further understanding domestic violence as a feeder into chronic homelessness through seven focus groups with clients with lived experience of domestic violence and homelessness.

Findings from the focus groups will inform the DV-HS Coalition's advocacy work as it shares knowledge through publications such as *Trauma & Resiliency-Informed Toolkit*. In 2018, as this grant drew to completion, the Foundation initiated a new $570,000, two-year grant to

Downtown Women's Center to support the DV-HS Coalition's continued system-change research and advocacy work around DV and homelessness.

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

The Foundation did not directly fund grantees to affect this area during the 2018 reporting period. Therefore, no progress on this indicator was measurable.

Impact on elected and other public investment in the community strategies to end homelessness (community sustainability indicator)

The Foundation's $200,000 grant to ***United Way of Greater Los Angeles*** to support the ***Everyone In*** campaign ended in early 2018. *Everyone In* was launched in March 2018, following the passage of the second ballot measure. Over the past year, *Everyone In* has provided opportunities ***for public education on housing and homelessness and engagement of community members in the effort to ending homelessness countywide.*** The Foundation's initial seed funding for this initiative continues to reverberate as the campaign scales its efforts in 2019.

Later in 2018, the Foundation provided a new short-term grant to ***United Way of Greater Los Angeles*** to support two activities. First, the grant funded the creation of short clips from the locally produced documentary *The Advocates*, which dives into the history of and current work to end homelessness across the County. United Way screened these clips at *Everyone In* and other public events. Second, the grant funded the Home For Good Funders Collaborative to create more consistent communication about the community's work to end homelessness with key stakeholders, including philanthropic partners.

In addition to its other activities, ***CSH*** used Foundation funding to support its ***Speak Up! Community Advocates Project*** (Speak Up!). Through this project, CSH trains people with lived homelessness experience as advocates to speak about the current status of homelessness and advocate for the production of supportive housing. In 2018, CSH focused its Speak Up! efforts on training more advocates from across the community, tailoring the program for advocacy with specific groups, and helping graduates of the program obtain leadership roles within the community. For example, one advocate was elected to the Board of Directors for the Central Neighborhood Health Foundation, a County Federally Qualified Health Center.

Halfway through its two-year, $400,000 grant, ***LA Voice*** had trained approximately 1,200 grassroots leaders in how to advocate for supportive housing. This included the 250 faith leaders—20 of whom were new partners—who attended the County's Faith Summit. The Faith Summit's goal was to increase awareness of and capacity to address housing and homelessness issues in LA County. LA Voice also developed a "Compassion Sabbath Toolkit" and delivered the content to a group of 46 faith leaders. This toolkit educates faith leaders on how to teach and preach in support of bringing supportive housing into communities. In 2018, LA Voice also organized and built public will in Inglewood and Baldwin Park in support of Proposition 10, a temporary rental cap measure in Inglewood, which passed with 70 percent of the vote.

Opportunities for Los Angeles: Countywide Strategies

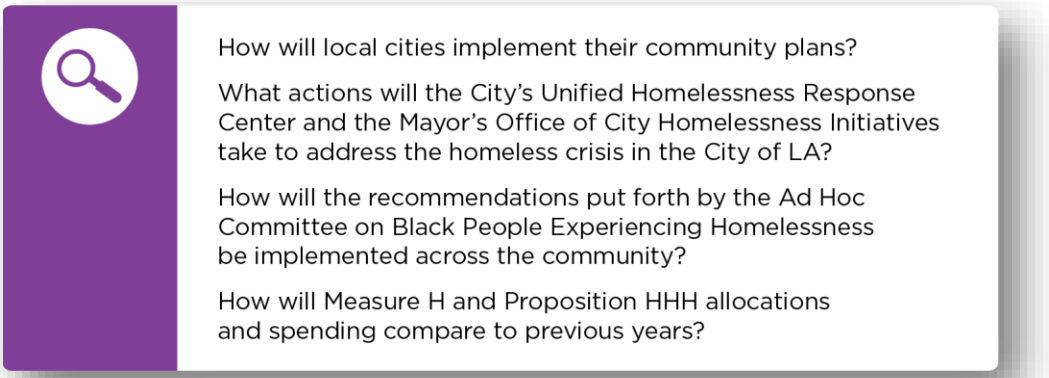
- **Community Opportunity**: Community stakeholders should continue to engage with and educate elected officials and community leaders to maintain their political will in support of PSH as a long-term solution to chronic homelessness, especially as elected leaders must respond to the affordable housing shortage and the scale of unsheltered homelessness across LA County and California. With County Supervisors now term-limited, current champions such as Mark Ridley-Thomas will be leaving office in the next few years. Current and new leaders will need to step into the champion role to continue the efforts to end homelessness and support long-term solutions.

- **Community Opportunity:** The United Way of Greater Los Angeles Home For Good team and other community organizations might consider creating a campaign similar to "Pledge 222" for other cities in LA County. As city leaders begin to implement their local plans to address homelessness and examine the full array of housing types that may be needed (bridge housing, supportive housing, other affordable housing), creating such goals could help make local leaders accountable.

- **Community Opportunity:** Proposition HHH and Measure H brought significant resources to the City and County to implement the goals of the joint comprehensive homeless plans, but additional work to deploy those resources is needed. Going forward, public officials, community leaders, and key stakeholders need to advocate for and educate the public on solutions to homelessness, including building bridge housing and PSH, to overcome local policy barriers and pockets of resistance to siting housing in the community.

- **Community Opportunity:** Over the coming years, current programs will continue to be scaled up and new initiatives will be launched. Throughout this process, current City and County leaders will need to prepare to bring on new leaders and organizations responsible for overseeing expanded duties and new initiatives. Effective planning, coordination, and communication will be essential to ensuring responsibility is distributed and progress toward the comprehensive plans continues.

Exhibit 7. Evaluation Team's Items to Monitor in 2019



Political Wil—State and Federal Legislative Advocacy Strategies: Community Progress

2018 Status: Indicators of Community Progress toward the Goal

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

INDICATORS		
ALIGNMENT **The community adopts a consistent state and federal advocacy strategy.**	**FUNCTIONALITY** **Local leaders support the state and national strategy.**	**SUSTAINABILITY** **Influential state and federal champions support the local community strategies to end homelessness.**
STATUS THROUGH 2018		
A community workgroup began meeting to discuss coordination on state advocacy strategies. ★★★ **Rapid Progress**	Key local leaders advocated for increased funding for the state to fund homeless strategies. Two state ballot measures focusing on housing passed. ★★☆ **Suitable Progress**	HUD Secretary Ben Carson visited Los Angeles and met with local leaders to discuss homelessness and the community's strategies to combat it. HUD Technical Assistance providers worked with Los Angeles officials on supporting locally defined goals and strategies to combat homelessness. ★★☆ **Suitable Progress**
RECOMMENDATIONS		
The state advocacy workgroup should continue to coordinate on statewide policies and funding opportunities.	Stakeholders should continue to engage local elected officials to advocate for the resources and policy changes that Los Angeles needs to combat chronic homelessness. Stakeholders should emphasize a focus on a sustainable and long-term funding that is needed across the state to address homelessness.	Community stakeholders should continue to cultivate relationships with state and federal officials and should seek opportunities to meet with elected and appointed officials to showcase Los Angeles' plan for addressing homelessness, highlighting progress made, and advocating for additional legislation and funding needed.

*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 (Rapid Progress)

In an effort to coordinate the community's state advocacy efforts on homelessness and housing policy and funding, in late 2018 the CSH began facilitating a state policy workgroup. The workgroup includes members from CSH, United Way, LAHSA, the County's Homeless Initiative, the Mayor's Office, CAO, the County's DHS and DMH, LACDA, HCID, and the Foundation.

The workgroup meets monthly to coordinate state advocacy efforts and leverage resources so that members support each other's legislative and budget priorities. Priorities of the group include

developing a statewide framework to end homelessness, eliminating source-of-income discrimination for renters (that is, for people receiving rental subsidies), ensuring funding efforts are coordinated, and advocating for on-going rather than one-time funding. In early 2019, facilitation of the workgroup switched from CSH to LAHSA.

Creation of this workgroup shows demonstrated progress toward adopting a consistent strategy for state advocacy. Such aligned action toward advocacy, if successful, may result in the state policy changes and in investments from the state that will be needed to implement the goals articulated by the City and County plans. Changes at the state level may create a positive climate for the advocacy agenda. In November 2018, Gavin Newsom was elected Governor of California, talking office in January 2019. During his campaign, Newsom advocated for ***reducing homelessness and increasing affordable housing***.

The City and County's efforts to align federal advocacy strategy received less attention during 2018, even though these resources continue to be just as necessary for the local strategies. The community will need to develop a plan to coordinate efforts to enhance federal resources and protect them if they come under threat. ***The actions of the local workgroup to align state advocacy may provide a strong foundation for aligning advocacy efforts at the federal level.***

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

During 2018, LA Mayor Garcetti publicly advocated for additional funding for ending homelessness. In February 2018, the Mayor joined with mayors from California's other 10 largest cities to request $1.5 billion from the State for homelessness efforts. In November 2018, he joined the mayors of Oakland, Sacramento, and San Diego to call for the creation of a statewide effort to facilitate the development of affordable housing and increase resources to help cities address unsheltered homelessness. These efforts directly support the measures that will be needed to sustain progress in implementing the City and County plans. The Mayor's Office also engaged in Direct Lobby Day, when local officials can meet with the members of the LA County legislative delegation to educate them on the City-County aligned efforts to reduce homelessness.

The call for additional funding for supportive and other affordable housing and for supportive services was answered by significant State budgetary and legislative actions in 2018. In June 2018, California Senate Bill 850 was approved, establishing Homeless Emergency Aid Program (HEAP), a one-time block grant, and the California Emergency Solutions and Housing (CESH) Program.[17] The State budget allocated $500 million in late 2018 to be distributed to Continuums of Care and large cities through HEAP block grants. The City of Los Angeles was awarded $85 million,[f] and LAHSA received an additional $81 million to support "homeless prevention activities, criminal justice diversion programs for homeless individuals with mental health needs, establishing or expanding services meeting the needs of homeless youth or youth at risk of homelessness, and emergency aid."[18] The CESH program is administered by the California Department of Housing and Community Development.[19] In January 2019, LAHSA was awarded nearly $10.4 million in State funding through the CESH program and will use it to support the following

[f] Details on how the City intends to allocate HEAP funding can be found on the Mayor's website: https://www.lamayor.org/sites/g/files/wph446/f/page/file/HEAP%20One%20Pager.pdf

activities: “rental assistance, housing relocation and stabilization services; operating support for emergency housing interventions; systems support; and projected administration costs.”[20] HEAP and CESH funding come to communities across California at a critical time when homelessness rates are increasing across the state. However, these grants are one-time funding sources (with additional one-time funding provided in the 2019-2020 state budget), and state policymakers have not committed to providing on-going funding to support long-term solutions to the housing and homelessness crisis plaguing California.

Two state measures directly addressing affordable and supportive housing and homelessness prevention were on the November 2018 ballot and approved by voters. ***Proposition 1: The Housing Programs and Veterans’ Loans Bond*** dedicated $4 billion in general obligation bonds to be distributed as loans and grants to local governments and developers to support the development of affordable and supportive housing. ***Proposition 2: Use Millionaire’s Tax Revenue for Homelessness Prevention Housing Bonds Measure (No Place Like Home)*** was approved to allow $2 billion of the Millionaire’s Tax revenue to fund California’s No Place Like Home (NPLH) program through the Mental Health Services Act (MHSA) to support statewide development of PSH for individuals with mental health needs. Funding for the NPLH program had been delayed since 2016, when it was determined that court approval would be needed to determine whether PSH development targeted to individuals needing mental health services was consistent with the intent of the MHSA. Voter approval of Proposition 2 nullifies the need for such court approval.

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

During 2018, Los Angeles’s homeless crisis began to draw state and national attention. In 2018, HUD scaled up efforts to provide TA to Los Angeles. TA providers, including Abt Associates and ICF, worked throughout the year with LAHSA’s leadership to support LA’s implementation of strategies to address homelessness, such as assisting in the development of program standards and guides and delivering trainings and workshops. In April 2018, HUD Secretary Carson praised the Los Angeles community collaboration with philanthropic partners. In a visit organized by the Foundation, Secretary Carson toured Los Angeles, including Skid Row, and heard from local public and philanthropic partners on how they are working towards ending homelessness. Secretary Carson commended the work of philanthropic partners in Los Angeles, stressed the importance of education for reducing the overrepresentation of African Americans among the homeless population, and highlighted the significance of local solutions that include education and job training efforts “over reliance on the federal government” to reduce homelessness.[21]

California voters elected Gavin Newsom as Governor in 2019. He had campaigned on an aggressive platform to tackle California’s affordability crisis, called for swift action to increase affordable housing, and called tackling the state’s homelessness issues a top priority.[22] Initial actions taken by Governor Newsom in 2019 indicate housing will be at the forefront of his policy agenda. In early 2019, the Governor proposed a substantial increase in State funding for programs to address homelessness, and he announced the formation of the Governor’s Council of Regional Homeless Advisors and named as its co-chairs Sacramento Mayor Darrell Steinberg and Los Angeles County Supervisor Mark Ridley-

Thomas.[23] The Governor also named CSH's Associate Director, Sharon Rapport, to the task force, which is charged with advising the Governor on solutions to homelessness.

Political Will—State and Federal Legislative Advocacy Strategies: Foundation's Contribution to Community Progress

2018 Status: Indicators of 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 addresses the need for a state and federal advocacy strategy***
2018: Strong Impact	***2018: Strong Impact***

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

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

As a result of a recommendation made to the Foundation in the 2018 Annual Report, in September 2018 the Foundation focused its Annual Chronic Homelessness Initiative convening on past legislative efforts and upcoming opportunities with a new governor to advocate for homelessness and housing initiatives. Staff from CSH and Housing California made presentations, and attendees at the convening brainstormed ideas for collaborating and aligning efforts and strategies. In December 2018, Foundation staff began to participate in the new a work group of leaders and community stakeholders that is meeting to align the community efforts around a state advocacy strategy (as discussed under the Alignment indicator). This new group's formation developed after the Foundation convened community partners to discuss strategies to advance the conversation.

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

Progress related to this indicator was not measurable during the 2018 reporting period. The evaluation team expects progress on this indicator during 2019.

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

In 2018, the Foundation continued to present at and sponsor national conferences to advance the conversation on solutions, innovative strategies, and community partnerships to address homelessness. Conferences included:

- **2018 Funders Together to End Homelessness**: "*Creating Housing Solutions Now*"

- **2018 Southern California Grantmakers Annual Conference**: "*Funder Collaboratives for Local and National Change*"
- **2018 Corporation of Supportive Housing (CSH) Summit**: "*Breaking the Cycle Is Just in Reach"*

On April 24, 2018, the Foundation hosted a meeting with HUD Secretary Carson and members of his leadership team. Representatives from LAHSA, the United Way, California Community Foundation, Mayor Garcetti's office, Supervisor Ridley-Thomas' office, Los Angeles County's DHS and DMH, and the Weingart Foundation participated in the day's events and discussions. Discussions focused on how public agencies and philanthropic partners have come together to create innovative solutions and scale programs to end homelessness across Los Angeles. Community stakeholders discussed the Home For Good Funders Collaborative, Measure H and Proposition HHH, the County Department of Health Service's Flexible Housing Subsidy Pool, and accelerating the development of PSH.

The Foundation's Director of Domestic Programs, Bill Pitkin, was recognized at the 2018 Funders Institute in Washington, D.C., after serving for three years as Board Chair for Funders Together to End Homelessness. Under his leadership, the group began two communities of practice focused on youth homelessness and employment, created a new strategic plan, and expanded membership.

Grant-Making Portfolio: Political Will grant portfolio expands to address 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)

A number of Foundation grants support state- and federal-level policy planning and legislative advocacy. Over the years, as support for expanding supportive housing and integrating core principles such as housing first has increased, the Foundation's funding has shifted from stakeholder education to formalizing strategic and operational plans to implement these models.

In 2018, the Foundation continued to fund the ***National Alliance to End Homelessness*** (NAEH), a nationwide organization dedicated to providing public education, advocacy, and capacity building around homelessness; and ***Funders Together to End Homelessness*** (FTEH), a national network of funders focused on strategies to end homelessness. Both organizations spent 2018 continuing their prior years' work to advocate for federal policies, funding, and priorities based on best practices and aligning their members' participation in the movement to end homelessness. NAEH focused on improvements to federal policy and increased federal funding and continued to support housing first principles (immediate placement into permanent housing, supportive housing targeted to people with highest needs and with voluntary services) in the context of conversations within the Trump Administration on adding work requirements and reducing affordable housing subsidies. Congress increased HUD's homeless assistance appropriation for the second year in a row, even though the Administration's budget proposals

did not include such increases. No one entity is responsible for such a success, but NAEH's efforts to educate national decision-makers about the impacts of and need for homelessness assistance likely had a major influence on this outcome. Meanwhile, FTEH grew from three regional networks at the start of 2018 in Florida, San Diego, and Los Angeles to five, adding networks in Chicago and Baltimore. NAEH and FTEH also continued to focus, both internally and externally, on how to ensure that organizational functions and grant-making processes operate with a focus on promoting racial equity. This work included a new suite of racial equity programming for members and a community of practice cohort piloting efforts to identify and address racial inequity in their own communities and organizations.

During the second half of its two-year grant, ***Housing California*** dedicated its coalition-building funding to developing a statewide policy platform. The group convened seven regional policy summits across six regions (Los Angeles, San Diego, Fresno, Sacramento, Oakland, and San Francisco). These conversations brought together more than 70 thought leaders on ending homelessness, including service providers, advocates, public sector agencies, Continuums of Care, housing developers, and elected officials. Through these convenings, Housing California identified six issues that will inform its next legislative agenda and long-term policy platform: (1) lack of affordable and supportive housing stock and the ripple effect that high-cost housing in urban centers has had on outlying communities and other regions; (2) inconsistent public funding levels for homelessness programming; (3) inconsistent and scattered public funding sources; (4) an extremely low administrative cap of 5 percent on state homelessness programs; (5) increasing rates of senior citizens experiencing homelessness; and (6) mismatches and misalignment between services and housing resources. At the close of this grant, Housing California collaborated with stakeholders to advocate for the State's budget surplus to be invested in affordable housing and homelessness programs.

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

The ***Corporation for Supportive Housing*** continued to use Foundation funding to advocate for state-level policy changes and supportive housing funding increases throughout 2018. Working alongside other advocacy organizations, CSH's efforts led to the State Legislature's passage of a supportive housing streamlining bill, ***Assembly Bill 2162***, in 2018. This bill, ***which is the first of its kind nationwide***, dedicates $57 million of the Building and Jobs Act funding to the Housing for a Healthy California program. It will also ***require cities and counties to approve supportive housing permits by right and exempt supportive housing developments from the California Environmental Quality Act*** *(CEQA)*. This is considered a significant win for advocates of supportive housing development, as CEQA requirements have often provided justification for the NIMBYism that delays or kills supportive housing development in areas throughout the state.

In addition, CSH continues to use its grant to work, in close coordination with Housing California, to educate legislators and testify at hearings to support increasing supportive housing and other policies to address homelessness statewide. CSH often includes other grantees in meetings with

state policymakers, so that together they are providing information about the need for and impacts of investments in solutions to chronic homelessness in Los Angeles.

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 ***New Venture Fund*** to support its ***Funders for Housing and Opportunity*** (FHO) initiative, a grant-making collaborative of funders committed to ending homelessness nationwide. As of mid-2018, FHO made significant strides in defining its mission, values, and membership structure and had a membership base of 10 foundations. FHO also made grants in two of its three priority areas: (1) advocacy for affordable housing policy at local, state, and federal levels; and (2) campaigns to expand public awareness of, engagement with, and will toward supporting affordable housing and homelessness solutions. FHO convened its grantees to support a learning community where grantees could share strategies and best practices. FHO is developing a request for proposals for its third priority area: (3) pooled philanthropic funding to augment local and state efforts to scale what works. After its first year, FHO anticipates continuing to build its membership, grant-making capacity, national visibility, and overall impact.

The ***Southern California Association of Non-Profit Housing (SCANPH)*** completed the first half of its two-year, $100,000 grant intended to promote policies to encourage affordable housing development statewide. In mid-2018, SCANPH supported local and statewide advocacy efforts, including the passage of the City's Affordable Housing Linkage Fee and the State's Proposition 1, a $4 billion affordable housing bond. SCANPH also created a Community Development Commission Working Group in 2018, which aims to work with public sector partners to implement programs that maximize funding impact.

Opportunities for Los Angeles: Legislative Advocacy

- **Community Opportunity:** Recent activity at the state legislative level demonstrates that Governor Newsom intends to address homelessness and the lack of affordable housing during his term. Community stakeholders should use this as an opportunity to meet with state elected officials to showcase Los Angeles's plans for addressing homelessness, highlight progress made, and advocate for additional legislation and needed funding.

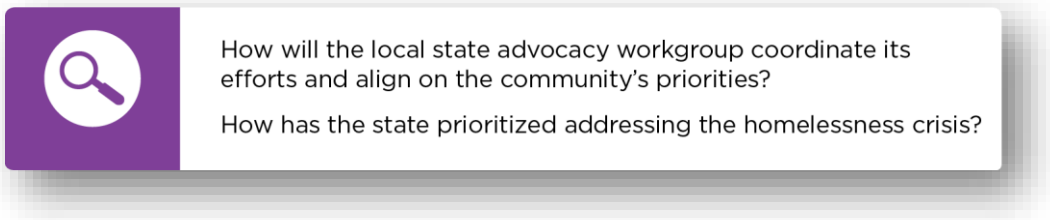
- **Community Opportunity:** The newly formed state advocacy workgroup should continue to coordinate on statewide policies and funding opportunities. However, for this effort to be successful, the workgroup will need to task member organizations with action and follow a defined approach for leveraging the activities of its members. Workgroup members may face challenges as they work through the wording of proposed legislation, their own internal approval processes, and organizational restrictions for engaging in advocacy on state issues.

- **Community Opportunity:** Continue to engage local elected officials to educate and advocate for the resources and policy changes that Los Angeles needs to combat chronic homelessness. Community stakeholders, including the state advocacy workgroup, should continue to educate

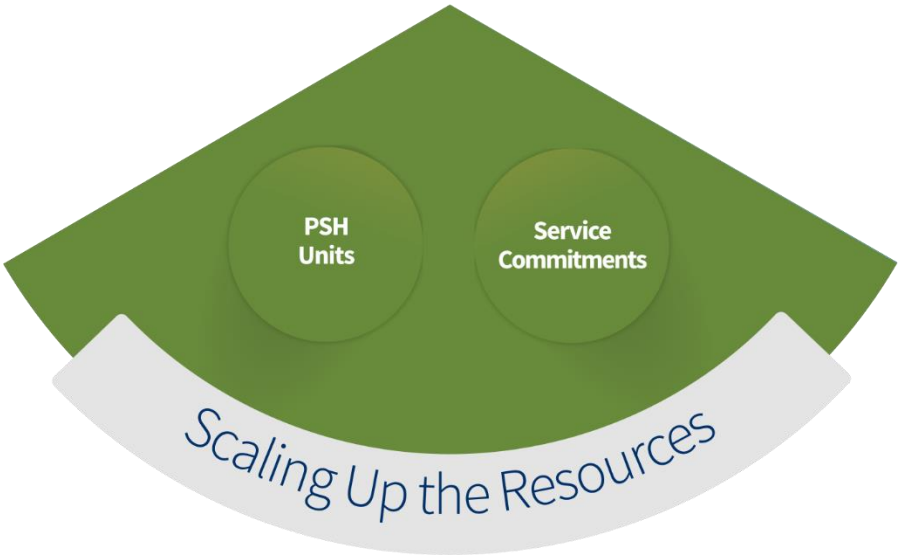
and advocate with statewide elected officials for the resources and policy changes that Los Angeles needs to combat chronic homelessness. California has seen steep increases in the number of people staying on the streets and in other unsheltered settings, often sleeping in vehicles or tents. The response to that growth in the unsheltered homeless population has been a growing recognition of the need for solutions to homelessness among members of the public, the media, and local elected officials. State policymakers are facing a chorus of demands for action to address this statewide crisis. They face competing demands for funding for short-term responses such as emergency shelter and encampment cleanup efforts versus long-term solutions such as policy reforms and expanding the supply of supportive and other affordable housing. State policymakers need to be challenged to balance commitments to long-term housing solutions with investments in interim strategies. Real solutions to the state's shortage of affordable rental housing will require policymakers not only to provide funding to support local programs but also to act on controversial policy measures that provide protections to tenants, prohibit housing discrimination against people who rely on rental subsidies, and encourage the removal of regulatory barriers to low-cost housing options such as accessory dwellings.

***Potential Foundation Role**: The Foundation should continue to work with state-level advocacy organizations such as Housing California on messaging and strategies needed to reduce chronic homelessness. This includes substantial investments in affordable and permanent supportive housing and on-going funding for supportive services.*

Exhibit 8. Evaluation Team's Items to Monitor in 2019



2. Scaling Up the Resources



During 2018, the Los Angeles community explored new ways to develop permanent supportive housing (PSH) at a faster pace and to expand the use of housing subsidies in the private rental market. Local and state policymakers worked on tools to remove obstacles within the development process and prevent discrimination in the rental market.

As a result of these efforts, ***PSH development is moving forward at a faster pace than the Los Angeles community has seen traditionally.*** As the community scales its efforts to create more affordable housing at a faster pace and to offer PSH residents case management services at the needed level of intensity, ***housing developers, homeless service providers, and administrators of housing and service programs face capacity issues***. Public agencies and funders have come together to support capacity building at these entities by offering these entities flexible funding, technical assistance and training opportunities, as well as staff recruiting services.

Exhibit 9. Goal. Scaling Up the Resources—PSH Units

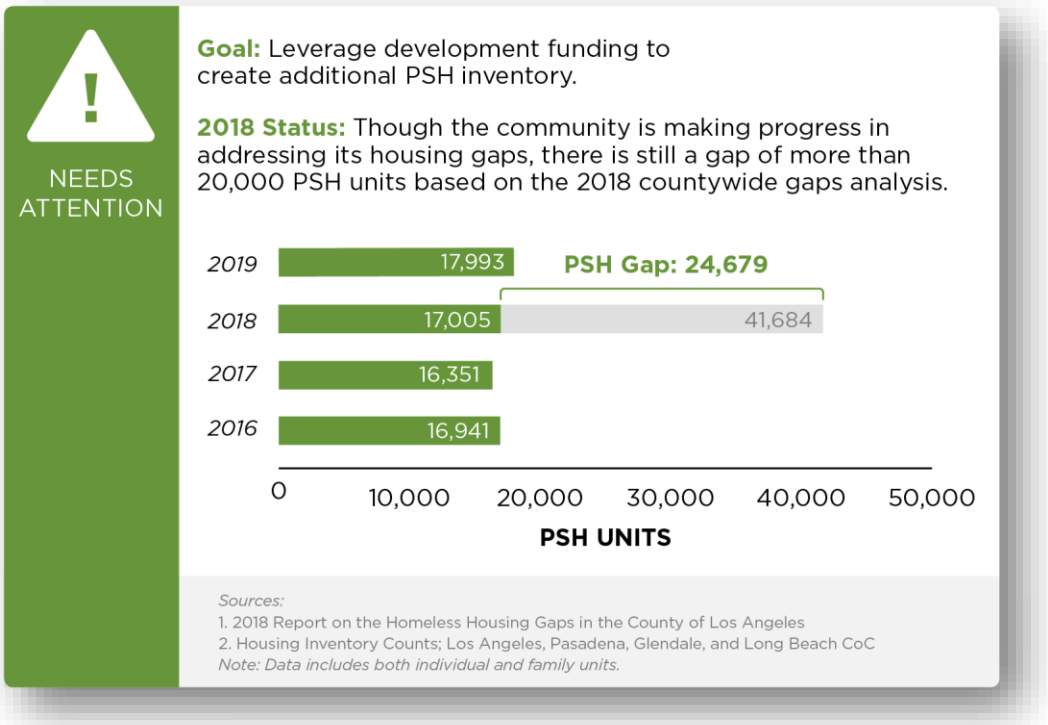
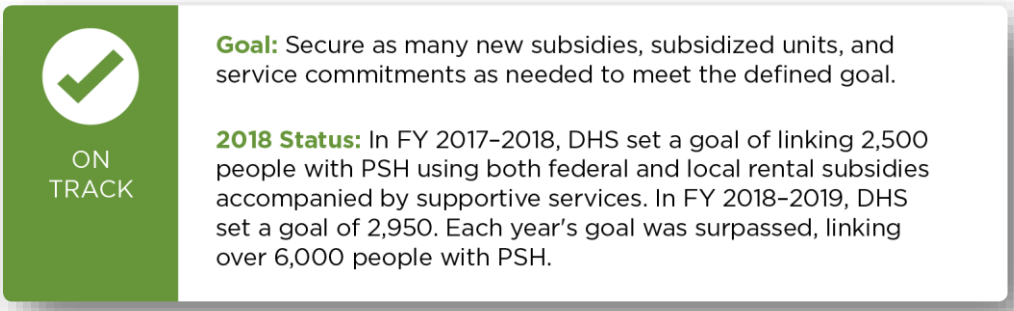


Exhibit 10. Goal. Scaling Up the Resources—Service Commitments



Key Events Timeline: Scaling Up the Resources

- **January 2018**: The Los Angeles County Community Development Commission (which later in the year became the Los Angeles County Development Authority, LACDA) began the process of selecting design winners for the **Second (Accessory) Dwelling Unit Pilot "Yes to ADU" Project**. The goal of the project is to encourage homeowners to build second dwelling units that can be used to house homeless families and individuals.
- **February 2018**: The Los Angeles Homeless Services Authority (LAHSA) released an **updated housing gaps analysis** for Los Angeles County.
- **April 2018:** The **PSH Ordinance** and the **Hotel/Motel Conversion Ordinance were approved** by the Los Angeles City Council.
- **May 2018**: The City of Los Angeles Administrative Office (CAO) announced that, at current subsidy amounts and without additional State resources, **Prop HHH funding will not be able to support the agreed-on goals of 7,000 units of PSH development**.
- **July 2018**: The People Concern announced that a 32-unit PSH project developed by FlyawayHomes is underway. This is the first PSH development supported entirely by private funds.
- **September 2018**: **Assembly Bill 2162 was approved**. The bill exempts affordable housing developments that include a minimum 25 percent set aside for supportive units from environmental reviews and other time-intensive approvals if they are in compliance with local zoning rules.
- **October 2018**: **Assembly Bill 829 was approved**, preventing elected officials from passively prohibiting the development of homeless and other affordable housing by withholding a "letter of acknowledgement." Cities that do not remove the "letter of acknowledgement" requirement risk losing state funding for housing projects.
- **October 2018**: Bloomberg Philanthropies named Los Angeles **a Mayors Challenge 2018 champion city** for its efforts to develop accessory dwelling units.
- **November 2018**: **Los Angeles County Supervisors approved a temporary rent control measure that caps rent increases** to no more than 3 percent. The cap, which will be in effect for 180 days, will apply to landlords in unincorporated parts of Los Angeles.
- **November 2018**: The Proposition HHH Citizens Oversight Committee issued a recommendation for City officials to declare a state of emergency and implement an **11-point plan to keep PSH development on track**.

Scaling Up—PSH Units and Voucher Commitments: Community Progress

2018 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 2018		
LAHSA released an updated Countywide gaps analysis. LAHSA hired a PSH housing inventory specialist. ★★☆ **Suitable Progress**	The County's Homeless Initiative launched its Housing Innovations Challenge. Since the passage of Proposition HHH, more than 5,000 units of PSH are in the development pipeline across the City of LA. California enacted three bills that will help streamline PSH development across the state. HACLA reported only about 50 percent of people who receive housing vouchers are successful in entering into a lease agreement using their voucher. ★★☆ **Suitable Progress**	Seventy-nine projects are supported with Proposition HHH funding. HACLA and LACDA saw increases to a few subsidy programs. To date, more than 8,000 people have been placed in PSH through DHS's Housing For Health program. ★★☆ **Suitable Progress**
RECOMMENDATIONS		
The community should closely track PSH inventory as it becomes available and compare this inventory to the targets set in the community housing gaps analysis.	The community should closely track PSH availability (both units and subsidies) and utilization to ensure PSH resources across the County are being fully utilized. Community stakeholders should examine lease-up demographic data for voucher holders who are successful at leasing a unit versus voucher holders who are not successful.	Community stakeholders should continue to hold public officials accountable for removing bottlenecks and obstacles in the development process.

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

As of the beginning of 2018, the most recent goal for PSH units was set by the City and County based on a countywide homeless housing gaps analysis published in 2016. In February 2018, LAHSA released an updated countywide analysis that showed a PSH housing gap for individuals of 21,275 units, an increase

of more than 6,500 units from the gap identified by the 2016 analysis.[24] The 2018 analysis accounted for the increase in homelessness across the County measured since the prior gaps analysis. The updated analysis also accounted for PSH resources targeted to veterans, which the prior gaps analysis did not. This updated analysis serves as a reminder that the goals set for PSH creation operate within a changing environment. Inflow into homelessness and chronic homelessness, the rate and cost of housing development, and available resources all change over time, and the community will need to continuously account for these factors and adjust goals as needed.

Housing Inventory Count 2019

Setting goals for PSH depends on accurate data on how many PSH units exist or are in the pipeline. HUD requires all Continuums of Care (CoCs) to submit a Housing Inventory Count (HIC) on an annual basis. The HIC, as reported to the U.S. Department of Housing and Urban Development (HUD), is a snapshot of the housing and shelter capacity dedicated to homeless people or people leaving homelessness on a single night in late January each year. Because the HIC takes place in January, the evaluation team analyzed changes from the 2018 HIC to the 2019 HIC to understand how PSH inventories changed over calendar year 2018. HUD expects these data to be tracked on an on-going basis within the Homeless Management Information System (HMIS) and to be used for local planning and analysis as well as for submission to the HIC. For this tracking of the inventory to be successful, HMIS needs to be a place where information on the PSH inventory both currently available and in the development pipeline is included for all CoCs across Los Angeles County[g] and for all PSH regardless of funding source.

Gathering the inventory data for a once-annual submission to HUD requires a significant investment of time and effort in agencies across the County. 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. The evaluation team believes the HMIS-based inventory data have the potential to be a tool used across the County to track existing and pipeline PSH units, but so far these data are incomplete and, therefore, of limited use for local planning.

The 2019 HIC reports 17,993 units of PSH across the community that currently are available for occupancy, including tenant-based subsidies provided through the housing authorities. This represents, an increase of 988 units from the 2018 HIC. Exhibit 11 also shows units under development, but the estimates for 2018 and 2019 are incomplete, based on what we know from other sources.

[g] In addition to Los Angeles County, Pasadena, Glendale, and Long Beach also have CoCs.

Exhibit 11. Total PSH Unit Inventory in LA County

PSH Inventory Type	2016 HIC	2017 HIC	2018 HIC	2019 HIC
Total unit inventory in operation ("new" + "current" in the HIC)	16,941	16,351	17,005	17,993
Total "under development" units	2,261	1,778	338	376

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

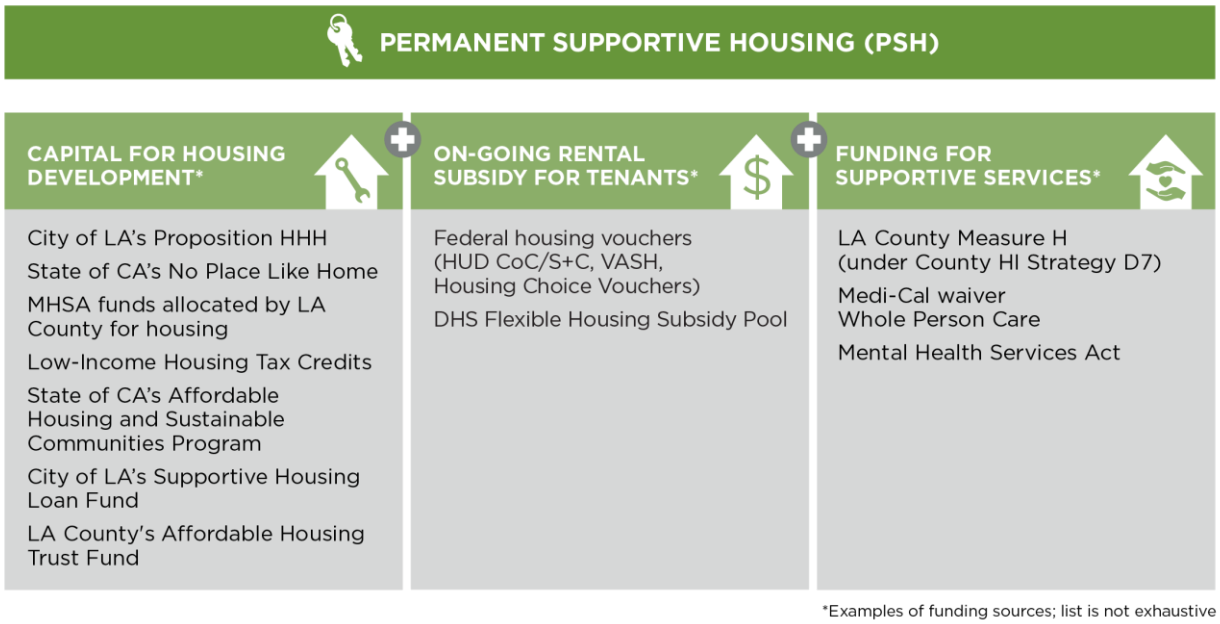
Note: As of the 2019 HIC, "new" is no longer included as an inventory type separate from "current." Starting with the 2019 HIC, bed and unit inventories are listed as "current" or "under development" only.

To coordinate the community's efforts to track PSH availability and utilization, in late 2018 LAHSA hired a PSH housing inventory specialist. The role of this position is threefold: (1) understand the PSH development pipeline and the eligibility criteria for each PSH project and program; (2) seek information on PSH units that are not using the Coordinated Entry System (CES); and (3) monitor utilization rates for both project-based and tenant-based PSH. The PSH housing inventory specialist will work with City and County agencies, including the City Housing and Community Investment Department (HCID), Los Angeles County Development Authority (LACDA), HACLA (Housing Authority of the City of Los Angeles), and the County Departments of Health Services (DHS) and Mental Health (DMH) to collect data on PSH properties and tenant-based subsidies and reconcile information.

As the community attempts to address its PSH gap, public agencies will need to understand the development pipeline and work together to bring units into occupancy with appropriate services available for residents. Currently, the community has various data sources that report different numbers of units that are under development and the expected dates of completion. For example, the 2019 HIC reports 376 PSH units under development, meaning that those units should be available within the next year. However, HCID reports that more than 600 supportive housing units supported by that agency will be ready for occupancy over the next year.[25]

The evaluation team recognizes that working toward alignment on PSH by understanding the inventory under development is extremely difficult. The variety of geographical boundaries (e.g., city vs. county vs. Continuum of Care), funding sources, and inevitable delays in the development process all present challenges to accurate and complete data. For PSH units to be developed and operational, three components are needed: (1) funding for capital development (i.e., funding to build the units); (2) on-going rental subsidies for the tenants; and (3) funding for supportive services for the tenants. As shown in Exhibit 12, funding for each component comes from a variety of federal, state, and local government sources. In some cases, private funding also supports one or more component. When capital and rent subsidies come from different sources, it is challenging to avoid double-counting units. In addition, data and reports from different data sources are made available at different times throughout the year. All these factors, and others, make reporting the PSH development pipeline across Los Angeles County challenging.

Exhibit 12. Components Needed to Create PSH



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

Development

A major challenge to bringing planned PSH units that have received capital funding to completion is getting the permits and approvals needed to go ahead with construction. During 2018, two City ordinances designed to decrease the time it takes to develop PSH went into effect: the Permanent Supportive Housing Ordinance and the Interim Motel Conversion Ordinance.

- The **Permanent Supportive Housing Ordinance** is intended to streamline the development of PSH projects by allowing qualified projects to receive expedited review by City officials and "by right" development of qualifying projects. By right development would remove or significantly reduce opportunities for opponents to delay or block projects.[26] [27] [28]

- The **Interim Motel Conversion Ordinance** is intended to allow for faster and more economical development of PSH units within the City of Los Angeles by allowing underused motels to be converted to transitional housing or PSH. The ordinance would apply if developers do not change the square footage or number of units of the existing building, among other criteria.[29]

Parallel efforts to develop similar ordinances are occurring at the County level. In 2018, LA County's Board of Supervisors directed the Department of Regional Planning to draft similar ordinances for the County that would remove zoning barriers to PSH development, including motel conversions.[30] The Department conducted a series of community meetings in 2019 to present information about the proposed Interim and Supportive Housing Ordinance.

The City's ordinances have not yet led to decreases in the PSH development timeline. During 2018, two community organizations based in Venice Beach filed lawsuits against the City over the terms of the ordinances, claiming that such developments would require review under the California Environmental Quality Act (CEQA). This legal action has made developers reluctant to rely on the ordinances to support PSH projects, as it is unclear whether the terms of the ordinances will be upheld in court.[31] Despite this setback, ***PSH development is moving forward at a faster pace than the community has traditionally seen***. Since the passage of Proposition HHH, more than 5,000 units of PSH are in the development pipeline across the City.[32]

At the state level, California enacted three bills that will help streamline the PSH development approval process:

- **Assembly Bill 2162** will help fast-track affordable housing developments that include a minimum 25 percent set aside for supportive units by exempting them from environmental reviews and other time-intensive approvals if they are in compliance with local zoning rules.[33] Assembly Bill 2162 is the State's version of the City's Permanent Supportive Housing Ordinance. Though this bill doesn't offer all the same benefits of the local ordinance, it does help streamline the approval process.

- **Assembly Bill 829** prohibits municipalities from requiring a "letter of acknowledgement" from a local elected official as a part of the affordable or homeless housing development review process. Cities that do not comply will have their State funding for homeless projects withheld. Prior to this law being passed, Los Angeles City Council members were required to provide such a letter as part of the PSH development review process. City Council members thus could passively deny approval to PSH developments by withholding the letter. In October 2018, in response to the new state law, the Los Angeles City Council voted to remove this requirement.[34]

- **Proposition 2** (previously described in Chapter 1/Political Will) authorized the State to issue funding under the Mental Health Services Act (MHSA) to support PSH development. This will allow PSH developments supported by Proposition HHH to receive supplemental development funding from the statewide No Place Like Home (NPLH) program. It is expected that Los Angeles County will receive approximately $700 million in capital subsidies through the NPLH program.[35]

A recent report titled "*Increasing and Accelerating the Development of Permanent Supportive Housing in Los Angeles,*" prepared for the California Community Foundation, analyzed the PSH development process and efforts underway to increase the number of units built and build them at a faster rate. The report described four main obstacles to increasing the pace of PSH development: "(1) insufficient organizational capacity within non-profit housing developers and City departments, (2) significant community opposition to PSH development, (3) acute resource constraints and escalating development costs, and (4) persistent administrative bottlenecks throughout the development pipeline."[36] ***Stakeholders at all levels will need to work together to provide solutions to these challenges in order to increase the scale and pace of PSH development.***

In late 2018, the County's Homeless Initiative issued a request for proposals for its Housing Innovation Challenge, requesting creative solutions to developing scalable PSH developments faster or more cost effectively. More than 50 proposals were submitted. In February 2019, the Homeless Initiative selected five organizations to receive a total of $4.5 million of Measure H funding to support the proposed developments.[37]

Private sector funding for PSH development increased during 2018. After Proposition HHH passed in 2016, the PSH Task Force of The People Concern, a homeless service provider in Los Angeles, began looking for alternative, market-based solutions to developing PSH. The goal is to help fill the housing gaps that will remain in Los Angeles even if the City succeeds in developing 10,000 units of PSH. The People Concern partnered with housing developer FlyawayHomes to think about how to develop PSH at a faster pace and lower cost than the traditional model using government subsidies and tax credits. FlyawayHomes investors provide private capital in return for a small return on their investment. Once returns are paid from rental income, any remaining proceeds will be used to support additional PSH development. Because this development model relies solely on private capital funding, it is not subject to the same red tape as funding received from the City and thus has the potential to be built more quickly and for less money.

In July 2018, FlyawayHomes announced that a 32-unit PSH project financed through this private funding model was underway. This first project will participate in the County's CES and receive supportive services funded through Measure H or charitable donations.[38] In response to this innovative use of private funding to develop PSH housing, the Proposition HHH Citizens Oversight Committee invited a number of developers and architects to present innovative solutions to using private funding for developing PSH housing.

Housing Vouchers

HACLA and LACDA (formerly the Housing Authority of the County of Los Angeles, HACoLA) support the placement of homeless individuals and families into PSH through set-asides of Housing Choice Vouchers (HCV) and also through tenant-based programs funded by federal homeless assistance programs, including Continuum of Care programs and the HUD VASH permanent supportive housing program. Allocations from these programs committed prior to 2018 have been substantial.

As of February 2019, ***HACLA allocated a total of 18,774 units of tenant-based subsidies*** to serving individuals and families experiencing homelessness through seven separate programs. Through a set-aside of HCVs, HACLA has dedicated 4,111 HCVs to placing homeless households into permanent supportive housing. While not all households issued vouchers succeed in using them, ***about 95 percent of this set-aside has been utilized, meaning that the vouchers are now being used to help tenants pay rent in housing.***

An additional 800 subsidies are dedicated to serving people experiencing chronic homelessness through the Tenant-Based Supportive Housing Program, one of the options under HUD's Continuum of Care program[h]. As of the fourth quarter of 2018, HACLA received 340 new HUD-Veterans Affairs Supportive

[h] Formerly called tenant-based Shelter Plus Care.

Housing (VASH) vouchers for a total of 4,615 VASH vouchers. These vouchers specifically target homeless and chronically homeless veterans.[39]

Housing authorities can succeed in fully utilizing their allocations of tenant-based assistance by reissuing vouchers to other households when a particular household does not use the voucher to rent a unit. However, the rate at which households issued vouchers succeed in using them (known as a success rate, as distinct from a utilization rate) also is important. An individual prioritized for PSH and linked to PSH but unable to find a willing landlord and a housing unit that meets program standards may remain homeless for a long period of time. HACLA reports only a ***50 percent voucher success rate***. This low success rate is the result of a high-cost rental market in which public subsidy amounts cannot compete with private market rental costs, as well as barriers such as discrimination on the basis of race, disability, or simply the use of a voucher that program participants encounter when they apply for housing. Nationally and in Los Angeles, there is substantial evidence of discrimination in the tenant selection process against households who use vouchers and some evidence that African-American households seeking to use vouchers may be more likely to experience discrimination compared to members of other racial groups.[40] [41] While HACLA has not reported success rates separately for individuals prioritized for PSH, community stakeholders in the Los Angeles region report that finding willing landlords and available units for PSH has been challenging. They report that after the ***federal government shutdown in December 2018, landlords became even more tentative about working with housing authorities***.

In addition to providing HCV and other tenant-based assistance for people experiencing homelessness, HACLA also supports the development of project-based supportive housing by providing rental assistance through the Permanent Supportive Housing Project-Based Voucher (PSH PBV) Program. This program, which takes advantage of the housing authority's ability to "project-base" a portion of its voucher funding, is operated In collaboration with HCID and the Los Angeles County Health Agency (the County Agency comprised of DHS, DMH, and DPH) and pursuant to a Memorandum of Understanding with both the City and County of Los Angeles. Projects are competitively selected to receive support through the PSH PBV program through issuance of a Notice of Funding Availability. As of February 2019, a total of 79 PSH projects with 3,269 units of PSH PBV have been developed or are currently in development. An additional 765 PSH PBV units were awarded in April 2019, bringing the total to 4,001 units in 96 projects.[42] This is a significant increase compared to the 2,550 PSH PBV units reported in July 2017.

LACDA operates the Homeless Incentive Program, a strategy within the County's Homeless Initiative that was established in 2016 with Measure H funding to facilitate the use of tenant-based assistance for PSH. The Homeless Incentive Program provides private market landlords with incentives for agreeing to rent units to clients referred from the Coordinated Entry System. In addition to rental assistance provided by LACDA itself, the incentives can be linked to housing assistance provided by other housing authorities. HACLA and the housing authorities of Long Beach, Pasadena, Burbank, Redondo Beach, Glendale, and Pomona have executed interagency agreements with LACDA to operate the Homeless Incentive Program through their own agencies.[43] This program has helped more than 1,500 households by providing unit holding fees, security deposits, damage mitigation, and utilities arrears. From July to December 2018,

participating housing authorities issued 909 incentives[i] to landlords totaling $1.45 million and supporting the leasing of 621 units.[44] The program is currently funded through June 20, 2020.[45]

Despite these efforts, many recipients of tenant-based rent subsidies (including HCV and subsidies funded through HUD's CoC program) struggle to find landlords across Los Angeles County that will accept vouchers or other rent subsidies administered by housing authorities. A recent study found that ***76 percent of landlords in Los Angeles refuse to accept vouchers***; this increases to ***86 percent of landlords in neighborhoods with poverty rates below 10 percent***.[46] Though the number of CoC-funded PSH subsidies (often referred to as Shelter Plus Care) available through LACDA increased from 1,237 in January 2018 to 1,858 in January 2019, the percentage of those subsidies that are being utilized has dropped-- from 87 percent (1,076 of the 1,237 units) in January 2018 to 62 percent (1,151 of the 1,858 units) in January 2019. Part of this decline may be the time it takes to implement a program expansion based on new funding, and part may be higher subsidy costs per unit (higher rents than anticipated in budget estimates and more households that need larger units), but a large part of the lag in utilization can be attributed to growing challenges in finding landlords that will rent to people using housing authority rent subsidies.

To help counter landlord discrimination and in response to challenges to fully utilizing resources available for tenant-based assistance, in early 2019 the LA County Board of Supervisors took action to prevent income-based housing discrimination by pursing local policy changes to prevent discrimination that violates the federal Fair Housing Act. The County is also supporting proposed State legislation to prohibit landlords from denying leases based on the applicant's source of income.[47] A similar ordinance was adopted by the City of Los Angeles in 2019.

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

Development

By March 30, 2019, a total of 79 PSH projects had been supported by Proposition HHH funding. Sixty-five projects were in predevelopment, and 14 had closed on loans. These projects represent a total of 4,114 units of supportive housing that will be developed using $807.1 million from Proposition HHH revenue.[48] These 79 projects represent about 59 percent of the City's goal to support 7,000 units of PSH through Proposition HHH. An additional 31 projects in the City of Los Angeles have been funded by sources other than Proposition HHH, are in the development pipeline, and will contribute another 1,259 units of supportive housing, about 42 percent of the City's goal for 3,000 units of supportive housing outside of Proposition HHH. ***Thus, the City has committed development funds for 5,373 supportive housing units—53 percent of its goal to build 10,000 units of supportive housing by November 2026.***[49] Though these units are still in process and will take several years to be built and available for occupancy, this represents ***forward movement in creating more PSH at a faster rate across the community.***

[i] Landlords can qualify for multiple incentives.

Exhibit 13. Proposition HHH Project Funding

Proposition HHH $1.2 Billion General Obligation Bond						
				Makeup of Total		
Funding Round	# of Projects	Prop HHH Funding Amount *(in millions)*	Total Units	*SH Units*	*Non-SH Units*	*Mg Units*
Pre-2017	9	$73.1	615	*417*	*187*	*11*
2017-2018 (Round 1)	20	$203.7	1,349	*1,026*	*300*	*23*
2017-2018 (Round 2)	11	$115.8	825	*657*	*155*	*13*
2018-2019 (Round 1)	15	$160.8	921	*716*	*190*	*15*
2018-2019 (Round 2)	24	$253.4	1,677	*1,298*	*354*	*25*
Total *(as of March 2019)*	**79**	**$807.1**	**5,387**	***4,114***	***1,186***	***87***

SH=supportive housing; Non-SH=Non-Supportive Housing; Mg= Management

Source: The City of Los Angeles Housing and Community Investment Department; Data Accessed on August 16, 2019 at https://hcidla.lacity.org/hhh-progress

Exhibit 14. Non-HHH Project Funding

Non-HHH Funded Projects						
				Makeup of Total		
Funding Round	# of Projects	Funds Committed *(in millions)*	Total Units	*SH Units*	*Non-SH Units*	*Mg Units*
July 2013	9	$45.6	468	*357*	*102*	*9*
January 2014	5	$26.9	348	*282*	*60*	*6*
May 2015	6	$18.9	354	*199*	*149*	*6*
September 2016	1	$4.1	82	*40*	*41*	*1*
May 2018	4	$20.6	299	*145*	*149*	*5*
Unknown*	6	--	528	*236*	*285*	*7*
Total *(as of August 2019)*	**31**	**$116**	**2,079**	***1,259***	***786***	***34***

SH=supportive housing; Non-SH=Non-Supportive Housing; Mg= Management

Source: The City of Los Angeles Housing and Community Investment Department; Data Accessed on August 16, 2019 at https://hcidla.lacity.org/hhh-progress

** Information on date of funding round not provided*

Responding to delays in the rollout of other sources of funding such as No Place Like Home and reduced value of Low-Income Housing Tax Credits (LIHTCs),[j] the City of Los Angeles increased the capital subsidies provided to PSH developments through Proposition HHH funding. In May 2018, the City Administrative Officer (CAO) and the Housing and Community Investment Department (HCID) warned that, if additional state resources were not committed, Proposition HHH could support only 5,939 housing units at the current subsidy rate ($220,000 per unit). They cautioned that, even with additional

[j] The amount investors are willing to pay for tax credits by making equity investments in housing developments changes over time, depending on overall fluctuations in financial markets.

state funding that permitted a reduction of the Prop HHH subsidy rate to $157,000 per unit, only about 7,467 housing units could be supported.

The Proposition HHH Citizens Oversight Committee has expressed concern over the slow pace of development and rising construction costs among Proposition HHH-supported developments. In November 2018, the Committee put forth an 11-point plan to support fast-tracking the development of 1,000 units. This plan included recommendations for:

- Relaxing City regulations
- Revising HCID's contracting guidelines to allow Proposition HHH funding to support projects that do not receive tax credits
- Allowing developers that are not on the preapproved list to apply for funding
- Allowing Proposition HHH funds to be used to support the development of accessory dwelling units

In January 2019, the Los Angeles City Council approved a Proposition HHH Housing Challenge that will set aside $120 million to support fast-tracked development of 1,000 units. Under this program, developers are asked to submit proposals for innovative alternatives to traditional PSH development.[50]

With the passage of Proposition 2 in November 2018, state No Place Like Home funding can now be used to help reduce the per-unit subsidy that needs to be provided by Proposition HHH for the capital costs of PSH developments. NPLH is expected to provide up to $700 million over five years to support PSH developments for people with mental health needs. Projects within the City of Los Angeles could receive up to $350 million of those NPLH awards.[51] ***However, the City will need to continue to monitor the impact of rising construction costs and fluctuations in the value of federal tax credits if it is to meet its development goal of 10,000 units of PSH in 10 years.***

Housing Vouchers

During 2018, LACDA and HACLA saw some increases in their subsidy programs that provide rental assistance for PSH. LACDA added approximately 600 Shelter + Care/CoC-funded subsides to its portfolio. HACLA received 340 additional HUD-VASH vouchers for homeless veterans, and, in early 2019, HACLA dedicated 765 additional PBVs across 17 PSH projects that are being developed through Proposition HHH. In addition to new subsidies for people leaving homelessness, HACLA has also been taking advantage of the Rental Assistance Demonstration (RAD) by providing project-based vouchers to rehabilitate and preserve some assisted housing originally developed through the Section 8 Moderate Rehabilitation program.[52] These properties are part of the inventory of permanent housing dedicated to formerly homeless people.

In addition to housing subsidies provided by the federal government, Los Angeles has another source of tenant-based subsidies for PSH – the ***Housing For Health's Flexible Housing Subsidy Pool (FHSP), administered by the County Department of Health Services.*** This program provides housing and supportive services to people experiencing homelessness who have physical, behavioral, or other vulnerable conditions and are high users of County services. Brilliant Corners, the housing coordinating entity of the FHSP, provides housing placement and stability services and administers rental subsidies

and move-in assistance for clients.[k] The FHSP program has grown exponentially since its inception in 2014 and, as of 2018, more than 8,000 people have been housed in PSH.[53] ***Housing For Health has seen a high retention rate among its clients—a 90 percent housing retention rate for clients in PSH after 12 months and 86 percent for clients in PSH after 24 months***.[54]

[k] The evaluations team's 2017 report *History and Takeaways from Los Angeles County's Flexible Housing Subsidy Pool* documents the program's design and implementation.

Scaling Up the Resources—PSH Units and Voucher Commitments: Foundation's Contribution to Community Progress

2018 Status: Indicators of 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 development***
2018: Limited Impact	***2018: 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)

In April 2018, Andrea Iloulian, Senior Program Officer for the Foundation's Chronic Homelessness Initiative, along with Gary Painter (University of Southern California/USC), Chris Ko (United Way of Greater Los Angeles), Dora Gallo (A Community of Friends), and Kevin Murray (Weingart Center) discussed inflow into homelessness and housing and supportive service interventions at the ***USC Sol Price Center for Social Innovation Summit "Innovations in Urban Housing."*** The Summit explored topics such as increasing affordable housing stock, models of workforce housing, and housing for people experiencing homelessness.

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

The Foundation did not engage with community efforts to affect this area during the 2018 reporting period. Therefore, progress on this indicator was not measureable.

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

The Foundation did not work with community partners to affect this area during the 2018 reporting period. Therefore, progress on this indicator was not measureable.

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)

Under its grant from the Foundation, the ***Corporation for Supportive Housing*** (CSH) partnered with the ***California Community Foundation*** and the ***Weingart Foundation*** to support consultant

William Paveo in conducting an organizational capacity assessment of the County's Development Authority (LACDA). Paveo's work with LACDA was similar to the work he conducted last year with the City's HCID. Additionally, CSH is developing a training for HCID and LACDA staff on developing supportive housing. This shared knowledge is becoming increasingly important as each entity increases its development pipeline across the community.

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

PSH developers were eligible to apply for the ***Home For Good Funders Collaborative and LAHSA's*** 2018 capacity-building request for proposals. Non-profit housing developers used this funding to add staff and enhance internal systems and processes to support their efforts to increase the number of PSH units developed across the community.

Since 2014, the Foundation has invested in the ***Corporation for Supportive Housing***'s (CSH) loan pools through ***Program-Related Investments*** (PRI), which facilitate PSH development. At the end of 2018, the Foundation's $4 million investment into two loan pools had supported CSH in funding $48.4 million in 28 loans to 27 projects. These projects are forecasted to produce 1,162 PSH units and 624 affordable housing units. Four of the projects are completed and operating, seven are in construction, and the remaining 13 are still in predevelopment. The Foundation also approved CSH to modify one PRI to enable unsecured predevelopment loans to better support developers pursuing innovative financing.

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

Brilliant Corners continued to use its $1.2 million grant from the Foundation to cover one-time costs associated with enhancing its internal processes and infrastructure to support the Los Angeles ***Department of Health Services' Flexible Housing Subsidy Pool***. In 2018, Brilliant Corners used grant funding to add accounting staff, implement a new financial management system, finalize a three-year strategic plan, and continue to enhance its organizational operations. This internal capacity-building work has been essential to support Brilliant Corners' effectiveness in delivering housing services for the FHSP. ***The Foundation's investment in Brilliant Corners has enabled the organization to hire key leadership and management-level staff, plan more strategically, better support front-line staff, and maintain staff morale despite rapid growth***. In 2018, aligned with the County's goals, Brilliant Corners housed 200 Los Angeles households per month through the FHSP.

The Foundation also awarded a new $1 million grant to ***Brilliant Corners*** in 2018. This grant funded capacity-building efforts to ensure Brilliant Corners could support its work with three public agencies: the County's ***Department of Health Services, Department of Mental Health***, and the ***Office of Diversion and Reentry***.

In 2018, the Foundation doubled the original $750,000 PRI made to ***Genesis LA Economic Growth Corporation*** in 2017. The Foundation's $1.5 million investment supports Genesis LA's RETHINK HOUSING model. This model focuses on decreasing PSH development costs by

leveraging rental subsidies for small-scale developments, rather than relying on LIHTCs as most large-scale developments do. This approach is expected to complement other efforts to build PSH countywide. By the end of 2018, Genesis LA used more than half of the Foundation's initial 2017 investment to provide loans to seven new RETHINK HOUSING developments. The Foundation also awarded Genesis LA $375,000 in grant funding for environmental reviews, architecture and engineering, and feasibility studies as the organization creates a small-scale PSH development pipeline.

The Foundation awarded ***LA Voice*** a new two-year grant in 2018 aimed at leveraging LA Voice's connections within the faith community to support efforts such as ***Genesis LA's RETHINK Housing model***. With this $418,000 grant, LA Voice will hire a community organizer tasked with conducting outreach to congregations in LA County that could be eligible to develop small-scale PSH projects on their land. This staff person will facilitate the connection between a congregation and Genesis LA, which will shepherd the project's development. LA Voice will support the congregation throughout the development process. Upon completion of each new development, LA Voice will also create informational materials that highlight outcomes, lessons learned, and best practices. By pursuing this complementary grant, the Foundation is deepening its impact and expanding the community's approach to increasing PSH development in new, innovative ways.

Opportunities for Los Angeles: PSH Units

- **Community Opportunity:** Community stakeholders need to continue to hold public officials accountable for removing bottlenecks and obstacles in the development process and investing in the capacity (i.e., staffing, training) of departments tasked with overseeing the components of housing development

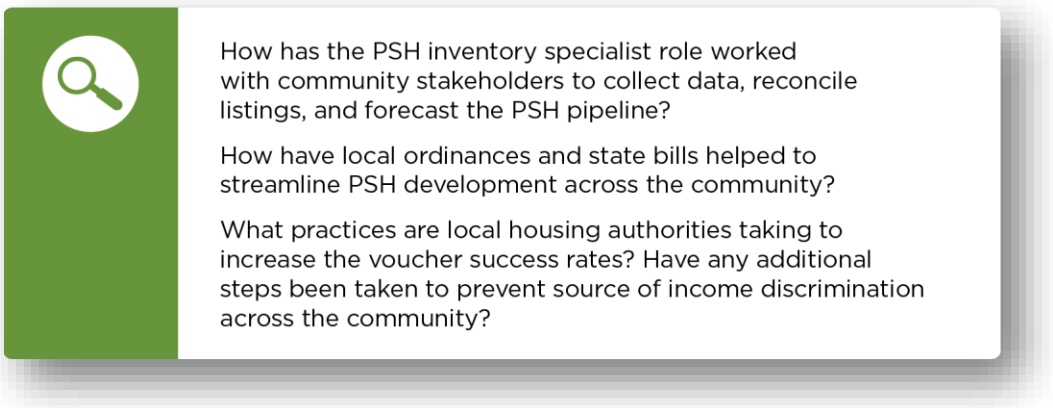
- **Community Opportunity:** The community should work on the challenges to tracking PSH inventory as it becomes available and compare this inventory to the targets set in the community housing gaps analysis. This requires an investment in resources from several public entities tasked with managing the current PSH inventory and pipeline.

- **Community Opportunity:** Community stakeholders should examine geographic and demographic data for voucher holders who are successful at leasing a unit versus voucher holders who are not successful. By examining demographic data, stakeholders could determine whether there are racial disparities that might indicate discrimination within some or all areas of the County. By examining which stages of the lease-up process are delaying placement in housing, stakeholders might be able to uncover lease-up strategies when it looks like someone may be having difficulty or specific landlord engagement activities in targeted geographic areas. Stakeholders might also conduct qualitative studies of the experiences of voucher holders who were successful at leasing a unit versus voucher holders who have been unsuccessful. Stakeholders might discover some nuanced best practices that can be applied across voucher programs to increase success rates. Finally, stakeholders should focus on implementation of state and local laws making

discrimination on the basis of source of income illegal, including litigation that demonstrates the responsibility of landlords to obey the laws.

Potential Foundation Opportunity: *The Foundation should look for ways to support non-profit and advocacy organizations in their efforts to enforce the new "source of income" laws. This might focus on litigation on behalf of people trying to use tenant-based assistance for PSH, although overall enforcement of these laws could also help people trying to use vouchers to leave homelessness or at risk of becoming homeless. The Foundation also has an opportunity to fund research that can be used to improve the voucher success rate, including: (1) further analysis of success rates that focuses on the use of tenant-based subsidies for PSH and identifies geographic areas where success rates are particularly low and landlord engagement efforts could be targeted; (2) analyzing the processes between voucher issuance and lease-up to uncover strategies for offering housing search assistance or other supports when a voucher holder appears to be having difficulty; and (3) analyzing success rates for the Housing for Health program and strategies that program may be using to ensure successful placements, including ways that service providers interact with landlords. Foundation could use direct-engagement to bring in other stakeholders and funders, as well as considering grant-making opportunities.*

Exhibit 15. Evaluation Team's Items to Monitor for 2019



Scaling Up—Service Commitments: Community Progress

2018 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 2018		
In FY 2017–2018, DHS set a goal of linking 2,500 people with PSH using both federal and local rental subsidies accompanied by supportive services. This goal was surpassed. In FY 2018–2019, DHS set a goal of linking 2,950 people with PSH using both federal and local rental subsidies accompanied by supportive services. That goal was surpassed. ★★★ **Rapid Progress**	Many service providers faced significant capacity-related barriers to their ability to provide supportive services related to the increase in funding under County Homeless Initiative strategy D7. Service providers reported experiencing high numbers of job vacancies and staff turnovers and struggled to find qualified candidates to fill them. Public agencies have engaged in several recruitment and hiring efforts to support service providers. ★★☆ **Suitable Progress**	LAHSA and the Home For Good Funders Collaborative jointly issued an RFP to support building providers' capacity. ★★★ **Rapid Progress**
RECOMMENDATIONS		
County leaders and community stakeholders need to engage in planning efforts to sustain the State's Medicaid resources beyond the end of the current waiver, which is set to expire in December 2020. Currently, these funds are being matched with Measure H dollars to fund supportive services.	Identify ways to support service providers in retaining staff and minimizing staff turnover while also supporting staff well-being. This may involve acquiring and analyzing countywide data on staff turnover across service providers and convening staff at different levels to identify how they do and do not feel supported to undertake their roles.	Public agencies and philanthropic partners should continue to provide flexible funding to service providers as they continue to grow their organizations and serve more high acuity clients.

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

In late 2016, the County's Homeless Initiative added strategy D7, "Provide Services and Rental Subsidies for PSH," to its comprehensive plan to combat homelessness. The strategy is led by DHS in close

partnership with DMH, and the DPH's Substance Abuse Prevention and Control (SAPC) unit.[l] Under the strategy, these departments provide integrated and ***comprehensive, wrap-around supportive services to PSH residents,*** including intensive case management services (ICMS), mental health services, and substance use services. To help offset costs of providing these services, the departments work together to leverage Medi-Cal funding.[55]

DHS's goal is to match 5,450 people to PSH and accompanying services by the end of fiscal year 2018-2019. In fiscal year 2017-2018, DHS set a goal of linking 2,500 people with PSH (supported by either federal or local rental subsidies) accompanied by supportive services. In fiscal year 2018-2019, DHS set a goal of 2,950. Each year's goal was surpassed, ***linking over 6,000 people with PSH using a federal or local rental subsidy accompanied by supportive services*** over the two-year period (shown in Exhibit 16).[56]

Investment in this strategy demonstrates sustained political will by the County and recognition that the best intervention for highly vulnerable people experiencing homelessness is a combination of a long-term rental subsidy and supportive services.

Exhibit 16. Rental Subsidy and Services

Rental Subsidies and Services	FY 2017-2018		FY 2018-2019	
	Goal	Actual	Goal	Actual
Federal Rental Subsidy and Services	1,500	1,317	2,700	2,267
Local Rental Subsidy and Services	1,000	1,229	250	1,573
Total	**2,500**	**2,546**	**2,950**	**3,840**

Source: Data received from the Department of Health Services

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

DHS is the primary funder and coordinator of supportive services for PSH residents across the County. With the expansion of services through County Strategy D7, DHS has expanded existing contracts and awarded new contracts with homeless service providers to deliver these services. As a result of this expanded demand for supportive services, providers have needed to increase staffing and organizational infrastructure to manage and monitor the new and larger DHS contracts.

Many service providers faced significant capacity-related barriers caused by this increase in the scope of their contracts, documented in the evaluation team's recent report *Understanding Homeless Service Provider Capacity Needs in Los Angeles*. Most providers interviewed for this report experienced a high number of job vacancies and struggled to find qualified candidates to fill them, especially on the direct-service level. Training and onboarding large numbers of new staff also proved to be challenging for providers, as they strived to maintain organizational mission, values, and culture as well as employee well-being. Stakeholders in the Coordinated Entry system reported some difficulty with timely matching

[l] Details on the specific role of each of these departments can be found in the Evaluation's 2018 Annual Report.

of clients prioritized for PSH to supportive service providers, as DHS contractors appeared to have backlogs in processing requests.

To help fill the staffing gaps, public agencies have engaged in several recruitment and hiring efforts. To support service providers, LAHSA hired temporary recruiters, marketed opportunities through social media, and hosted hiring events. LAHSA also worked with the City, County, and the United Way to host a number of ***Homeless Service Professionals Job Fairs*** that were well attended. Finally, the County's Homeless Initiative released the ***JobsCombattingHomelessness.org*** website to provide a centralized listing of all currently available positions across homeless service providers in all eight Service Planning Areas.[57]

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

As new PSH units funded through Proposition HHH are available for occupancy, and as subsidies for tenant-based PSH become available, additional funding will be needed to support the provision of supportive services to people housed in those units. During fiscal year 2018-2019, the County allocated a total of $49.3 million to provide supportive services and rental subsidies for PSH under Strategy D7. The budget recommendations for fiscal year 2019-2020 would increase this allocation to $69.6 million.[58] The County is also supplementing Measure H funding for supportive services with other funding sources, including Medi-Cal waiver funding through the Whole Person Care pilot, when clients are eligible for that program. During 2018, DMH also supplemented Measure H funding for intensive case management services with funds from the Mental Health Services Act. For example, the County's Substance Abuse Prevention and Control unit co-located its service navigators with other service providers at PSH sites to engage people who have substance use disorders, build relationships with them, facilitate linkages to treatment, and provide support for recovery. As the County continues to distribute funding from Measure H and other sources of funding provided through healthcare and behavioral health systems, ***service providers will need to continue to build capacity in order to deliver high-quality services for PSH residents with a range of needs.***

In 2018, the Home For Good Funders Collaborative and LAHSA issued a joint request for proposals (RFP), funded by LA County's Measure H and philanthropy, focusing on service providers' capacity-building needs. The RFP has no closing date, and any organization across Los Angeles County that provide services to people experiencing homelessness are eligible to apply as long as funds remain. The RFP has two funding options: (1) a grant to support a provider's assessment of its capacity-building needs, and (2) a grant to support implementation of capacity-building activities. In an effort to ensure thoughtful and strategic use of implementation funding, providers can access implementation funding only if they have completed a capacity-building needs assessment approved by the funders in the past three years.

The RFP identified six common areas of focus related to capacity development: operational management, leadership, program administration, information technology, office space, and professional services. Within each of these areas, the RFP also listed suggested sub-topics grantees might consider as uses for their funding. For example, "office space" includes space reconfiguration, security systems, facility renovation, and office furnishings as eligible costs. The RFP also that providers "may also submit other justified technical assistance services and infrastructure investment requests

through this application." None of the funds from these grants may be used for direct-service costs or capital costs.

Homeless service providers from across Los Angeles County submitted applications for these grants. As of March 2019, the Funders Collaborative and LAHSA made 32 awards, totaling more than $5 million, with 19 providers funded to conduct assessments (with pre-commitments to implementation funding) and 13 providers funded to support implementation. Providers are using the implementation funding for supporting organizational leadership and board development, creating policies and system guidance, enhancing information technology systems and software, and redesigning physical office space.

In addition to pooling funding through the Funders Collaborative, philanthropic partners made direct grants to service providers to amplify their capacity-building efforts. The Ahmanson Foundation, the Conrad N. Hilton Foundation, the UniHealth Foundation, and the Weingart Foundation have made grants to service providers for activities such as expanding employee benefits, supporting board development, and redesigning physical office space. Although this private funding does not match the scale of public funding, these unrestricted dollars offer flexibility to service providers to address their organization's unique needs.

Scaling Up—Service Commitments: Foundation's Contribution to Community Progress

2018 Status: Indicators of 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***
2018: Strong Impact	***2018: Strong Impact***

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

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

In 2018, the County Health Agency continued to scale up intensive case management services to PSH residents under County Homeless Initiative Strategy D7. The goal has been set to provide all current and future PSH residents with these services, and, therefore community stakeholders, including the Foundation, were not as important for defining a service resource goal. Instead, the Home For Good Funders Collaborative and the Foundation, through their grant-making, have invested in and supported homeless service providers as they build capacity and scale up to deliver these services.

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

In order for providers of services to make effective use of the countywide service resources available, investments need to be made in building the capacity of those providers. This indicator was strongly affected by the Foundation's and Funders Collaborative's grant-making. In addition, the Foundation partnered with United Way's Home For Good team Foundation recruited new funders to the Funders Collaborative to invest in capacity-building efforts for homeless service providers.

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

In April 2018, the Foundation co-sponsored the Housing First Partners Conference. This national conference brought together housing, health, and mental health service providers; governmental officials; advocates; and funders to discuss housing first approaches used in communities across the country—that is, how barrier permanent supportive housing that is targeted to the most vulnerable people and has intensive but voluntary services. The

Foundation, along with representatives from LAHSA and St. Joseph's Center, presented ***"The Effectiveness and Future Sustainability of Homeless Services,***" which discussed the capacity-building needs, challenges, and opportunities that an infusion of resources such as Measure H and Proposition HHH brings to a community.

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)

The Foundation did not directly fund grantees to affect this area during the 2018 reporting period. Therefore, progress on this indicator was not measureable.

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

In 2018, the Foundation contributed $1.25 million in a matching challenge grant to the ***Home For Good Funders Collaborative,*** as it has done annually since 2016. The Funders Collaborative began partnering on new strategic opportunities with public sector partners and with new philanthropic partners. In 2018, the Funders Collaborative released five solicitations at various points throughout the year: (1) City Planning RFP, (2) Annual Funders Collaborative RFP – Regional Flex Funds & Accelerating PSH Renewal, (3) Capacity Building Opportunity, (4) LA Homelessness Challenge, and (5) Cities Implementation RFP. Each of these funding opportunities was offered in response to needs identified by homeless service providers, community stakeholders, PSH providers, public agencies, and funders. Some aimed to spark innovative approaches and ways to create partnerships; others were intended to support the capacity-building efforts of PSH and supportive service providers across the County.

In 2018, the ***Corporation for Supportive Housing*** continued its efforts to increase the pipeline and overall pool of qualified homeless service staff by providing a way for Masters of Social Work (MSW) programs to match their students with internships in the field. This effort has two goals: (1) to provide agencies with interns who can support program efforts to end homelessness, and (2) to provide those interns with meaningful experiences that encourage them to enter the homeless service field upon completion of their degrees. During the year, 15 MSW students from six universities interned with eight different homeless service or supportive housing providers. LAHSA was able to support CSH's work by providing each student with a $1,000 internship stipend. CSH continues to work with its higher education partners to engage their graduating MSW students in the homeless service sector.

In 2018, the Foundation, California Community Foundation, and Home For Good launched the ***Homelessness Systems Policy Fellowship***. The fellowship is a year-long, full-time, paid opportunity for five people to help implement system-change in five key public partners' offices. In 2018, fellows were placed at (1) the Office of Los Angeles City Council member Marqueece Harris-Dawson, (2) the City of Pasadena, (3) the Los Angeles County DMH, (4) the Office of Los Angeles County Supervisor Mark Ridley-Thomas, and (5) the Office of Los Angeles County

Supervisor Sheila Kuehl. At the conclusion of the pilot year, public partners reported that the fellowship had been valuable to their work. However, given the time it takes for fellows to learn what the agency is doing and how it relates to the overall homeless service system, they recommended that the fellowship extend for a longer period. Four fellows continued on for a second year, with their fellowships now dually funded by the Funders Collaborative and the host public agencies. The fellow placed with DMH was hired full-time at the end of the first year. For 2019, the original funders approved one new fellow to serve the City of Pomona.

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

In 2018, the ***Home For Good Funders Collaborative*** coordinated $7.4 million in private funds, including gifts from four new private funders. As the Funders Collaborative began collaborating in new ways with public sector partners, the amount of public funding leveraged and overseen also shifted. In fiscal year 2018-2019, the Funders Collaborative leveraged more than $700 million in public funds, including $15 million in public funds that the Collaborative directly coordinated through the Capacity Building Opportunity and the Cities Implementation RFP.

Opportunities for Los Angeles: Service Commitments

- **Community Opportunity:** A state Medicaid waiver provides a significant amount of funding to Los Angeles County through the Whole Person Care pilot. One stakeholder estimated that funding related to the Whole Person Care pilot contributes at least $50 million a year for DHS programs related to housing and homelessness. These funds are coordinated with funding from Measure H to support services and housing for people experiencing homelessness. County leaders and community stakeholders need to engage in planning efforts to sustain these resources beyond the end of the current waiver, which is set to expire in December 2020.

- **Community Opportunity:** Public agencies should continue to build creative partnerships with local colleges and universities to meet countywide staffing needs within the homeless service system.

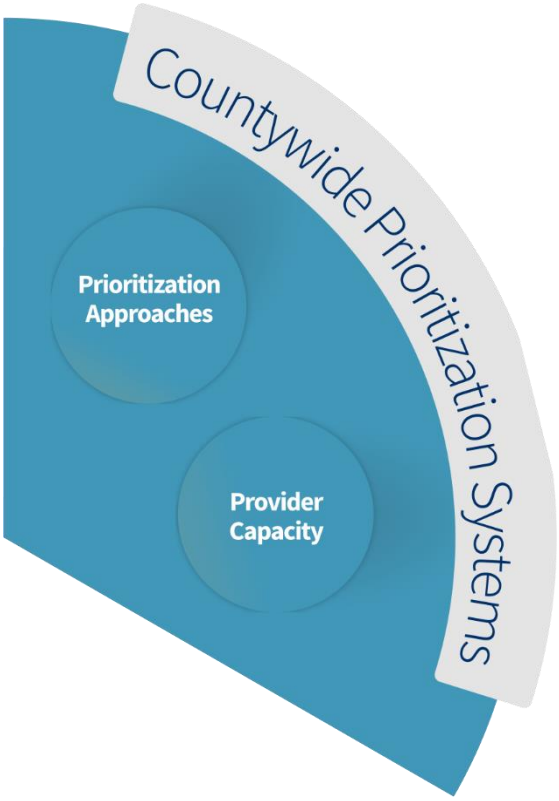
- **Community Opportunity:** Public and private funders should identify ways to help service providers retaining staff and minimize staff turnover while also supporting staff well-being. This may involve acquiring and analyzing countywide data on staff turnover across service providers and convening staff at different levels to identify how they do and do not feel supported to undertake their roles.

  Potential Foundation Role: *Convene direct-service staff to understand job retention and turnover issues and ways to mitigate challenges faced.*

Exhibit 17. Evaluation Team's Items to Monitor for 2019

3. Countywide Prioritization Systems

During 2018, the homeless service system continued to enhance its alignment around the Coordinated Entry System (CES). Public agencies, including Los Angeles Homeless Services Authority (LAHSA) and the County Department of Health Services (DHS), and community stakeholders, including Enterprise Community Partners and the United Way of Greater Los Angeles's Home For Good initiative, brought homeless service providers, funders, and community partners together to foster the shared understanding, knowledge, and language needed to fully implement a coordinated system of care. The CES Policy Council and the CES Policy Development Workgroup continued to design principles and policies to refine the implementation of CES. New tools and data dashboards were created to report key metrics on the community's progress on placing people experiencing homelessness into permanent housing, including PSH. However, as shown in Exhibit 18, the data provided by these dashboards does not include the information needed to determine which PSH placements are for people with chronic patterns of homelessness.



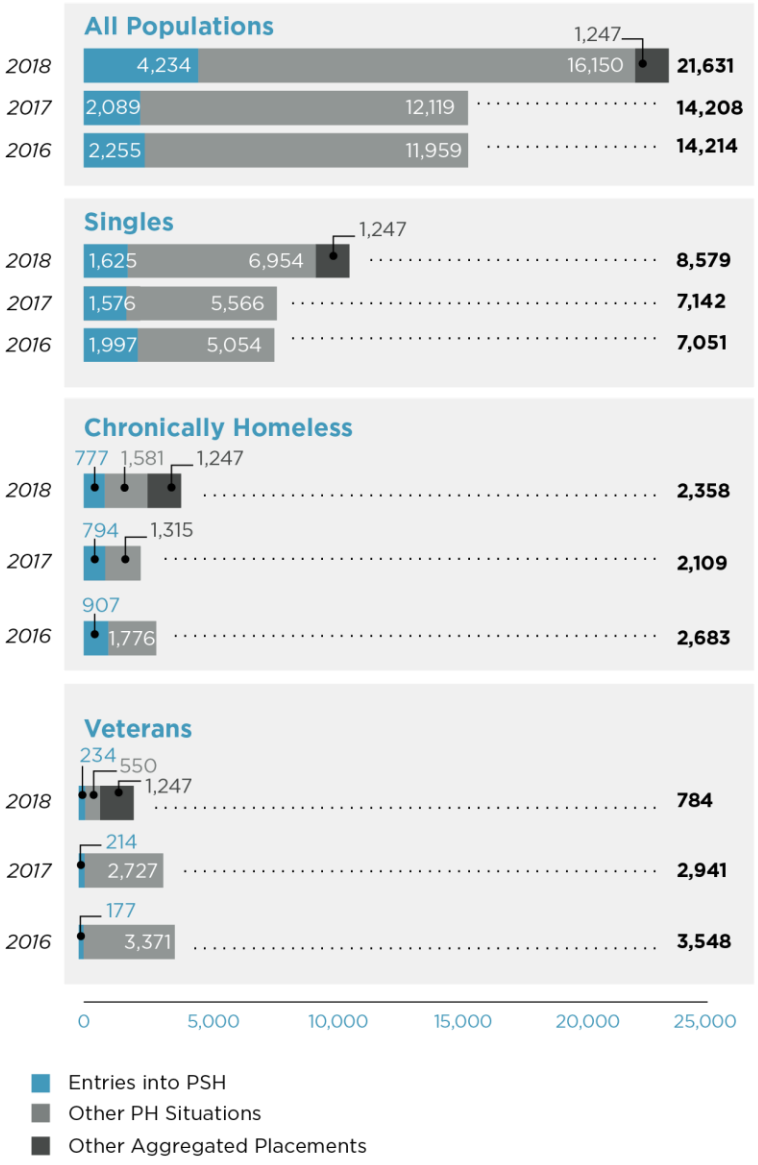
Building and sustaining capacity continues to be the central challenge to implementing a robust CES. Public agencies and homeless service providers face capacity challenges related to staffing recruitment and retention, space, techonology, infrastructure, and funding. In 2018, LAHSA, the Home For Good Funders Collaborative, and philanthropic partners responded by supporting capacity-building efforts, offering training, technical assistance, recruitment services, and flexible funding.

Exhibit 18. Goal. Countywide Prioritization Systems—Annual Placement Rate into Permanent Housing

NEEDS ATTENTION

Goal: Place chronically homeless individuals in Permanent Supportive Housing (PSH) through the countywide prioritization system at the rate needed to meet community goals.

2018 Status: Placements into PSH and other Permanent Housing (PH) increased for the overall population. During 2018, LAHSA started to collect data on housing placements from the County's Health Agency, local housing authorities, and other partners. Some of the data from external partners do not come with critical information such as household type or other demographic information. Therefore, LAHSA is unable to report whether the surge in PSH placements is made up of predominately of single individuals, of chronically homeless people, or of veterans.



Key Events Timeline: Countywide Prioritization Systems

- **February 2018**: The CES Policy Council approved the **CES Assessment Policy**.
- **March 2018**: DHS announced referrals for its **Housing For Health** program would now go through **the Coordinated Entry System**.
- **March 2018**: LAHSA initiated **new processes to help property managers** enter permanent supportive housing inventory into CES.
- **May 2018**: The CES Policy Council approved the **CES Prioritization Policy**.
- **August 2018**: The CES Policy Council approved the **CES Matching Principles**.
- **September 2018**: The CES Policy Council approved the **CES Matching Policy**.
- **September 2018**: The CES Policy Council approved the **CES Evaluation Policy**.
- **November 2018**: The LA County Board of Supervisors **approved the creation of a public health permit and licensing requirement to create uniform countywide standards** for interim housing.
- **November 2018**: **LeaseUp,** a program to help match landlords to homeless clients operated by People Assisting the Homeless (PATH) and funded by LA County Measure H, was launched.

Countywide Prioritization—Prioritization Systems: Community Progress

2018 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 2018

ALIGNMENT	FUNCTIONALITY	SUSTAINABILITY
The CES Policy Work Group and the CES Policy Council created and adopted a set of core policies to guide CES implementation countywide. LAHSA hosted two Homeless System Planning meetings to advance alignment of the system.	DHS's Housing for Health program announced it would only receive referrals through CES. Community stakeholders deconstructed and mapped the lease-up process for project-based PSH. Enterprise Community Partners launched a Vacancy-to-Move-In Pilot with five PSH providers. PATH launched LeaseUp.	County departments began to enter data into HMIS. HACLA and LACDA entered into an MOU with LAHSA to send data on housing placements to be integrated into HMIS. Community dashboards reporting metrics and progress were launched.
★★☆ **Suitable Progress**	★★☆ **Suitable Progress**	★★★ **Rapid Progress**

RECOMMENDATIONS

ALIGNMENT	FUNCTIONALITY	SUSTAINABILITY
LAHSA and community stakeholders should analyze community data dashboards and reports by SPA, such as the new HMIS-based Longitudinal Systems Analysis (LSA) report, CES administrative data, and placement figures relative to goals, to analyze whether CES prioritization and matching policies will be implemented consistently or if policies need to be revised to ensure the system is responsive to needs.	Community stakeholders should continue to study placement and lease-up times for all tenant-based and project-based subsidies. Although funders and program administrators have procedures to follow, opportunities for improvements could be discovered by exploring each entity's processes and timelines.	Going forward, LAHSA and DHS may need to consider integrating HMIS and CHAMP systems so dual entry is not required, or implementing regular data reconciliation to make sure clients are properly accounted for in HMIS. The Measure H Impact Dashboard represents significant progress in tracking metrics and providing transparency to the public. Going forward, public agencies and funders will need to work together to discuss which metrics are most important to track, defining how those points are measured for community stakeholders, elected officials, and voters, and analyze how those metrics will affect the goals set by the County's Homeless Initiative and Measure H.

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

During 2018, the community continued to enhance its system for prioritizing people experiencing homelessness for housing and services by expanding participation in the countywide **Coordinated Entry System.** CES matches individuals, families, and transition-age youth to appropriate housing and services—from supportive services only to placement into PSH. Placements are based on the acuity of a person's need, regardless of where a person first makes contact with the homeless service system. LAHSA continues to serve as the County's CES Administrator.

To align the prioritization system across the community and ensure consistency in how CES is implemented, LAHSA convened two stakeholder groups: the **CES Policy Development Workgroup** and the **CES Policy Council.** These groups included representatives from homeless service providers, City and County agencies, housing developers, community organizations, and philanthropy. The Workgroup (which met from July 2017 through July 2018) was responsible for providing input on draft CES policies. All policies recommended by the Workgroup were distributed to the community for public comment before review and approval by the CES Policy Council.[59] During 2018, the Workgroup and Council developed and approved a core set of policies to guide CES implementation countywide. Building upon the policies that were developed in 2017, the policies adopted in 2018 are:

- The **CES Assessment Policy** requires all CES-participating service providers in the County to follow a standard assessment process when screening people for homeless housing and service needs.
- The **CES Prioritization Policy** establishes a standard process for all CES-participating service providers to ensure that the highest need, most vulnerable people experiencing homelessness are prioritized for services.
- The **CES Matching Policy** provides guidance to all CES-participating service providers to ensure that people are appropriately matched to housing based on the CES Prioritization Policy.
- The **CES Matching Principles** establishes a set of commitments that CES-participating service providers should follow when operationalizing the matching process.
- The **CES Evaluation Policy** requires quarterly monitoring reviews and an annual evaluation of the CES.[60]

The CES Policy Council continues to meet in order to refine policies and evaluate system performance. Going forward, the CES Policy Council will focus its efforts on policy development related to client data sharing through the Homeless Management Information System (HMIS), new interventions for people experiencing homelessness, monitoring and evaluation, and aligning CES staff coordination positions across Service Planning Areas (SPAs).

To support implementation of CES, in 2018 LAHSA began to create practice standards and program guides for each funded program—for example, minimum expected standards for PSH, rapid re-housing, and interim housing--to be used across funders and providers. Program guides provide direction on how

to operationalize programs. LAHSA organized "mini-teams" that included project managers and content experts from LAHSA and from other public agencies such as the Los Angeles County health agencies to develop these materials.

For example, in collaboration with the Department of Health Services (DHS), the Department of Mental Health (DMH), and the Department of Public Health (DPH), LAHSA drafted Interim Housing Minimum Service and Operations Practice Standards. These standards are intended to "ensure standardization of services, monitoring, inspections, and participant grievance processes" across all providers of interim housing within the County, regardless of funding source.[61] The Interim Housing Standards were released for public comment in late 2018 and are expected to take effect in 2019.

With support from the Foundation, LAHSA planned and hosted two ***Homeless System Planning Meetings*** in 2018. The first meeting in May 2018 brought together staff from LAHSA, the United Way's Home For Good team, public agencies, homeless service providers, and other stakeholders. The meeting used an "appreciative inquiry" approach, celebrating and reflecting on the efforts of the groups participating in the meeting to implement a CES and leveraging that experience and its strengths to brainstorm ways to overcome challenges. In November 2018, LAHSA hosted a second meeting aimed at (1) improving the collective understanding and operation of CES countywide, (2) defining each program component that comprises the homeless service system, and (3) strengthening relationships and collaborations among partners. Attendees included representatives from LAHSA; homeless service providers across the County; DHS and DMH; and from the U.S. Department of Housing and Urban Development (HUD)'s technical assistance team (Abt Associates and ICF). The meeting's original purpose was to create a "homeless system map" that would explain how the various system components interacted and fit together, but the conversation shifted to focus on how collaborative leadership worked in the community. LAHSA and the Foundation hired a graphic reporter to create the illustration of the meeting's discussion.

Following each event, CES leadership at LAHSA met to think about how to sustain the energy and ideas generated at the meeting. However, in 2019 the Director of Policy and Systems and the Associate Director of Coordinated Entry Systems both left LAHSA. These two individuals were deeply steeped in the development and implementation of CES policies and the cultivation of a collaborative, coordinated system across homeless service providers and countywide partners.

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

Placements through CES expanded in 2018. Notably, DHS announced that its Housing For Health Flexible Housing Subsidy Pool (FHSP) would accept referrals for permanent housing rent subsidies and services only through CES. New PSH property owners also began to participate in CES. LAHSA provided training to property owners on how to enter their vacant units into CES.

In 2018, the community tried to understand the challenges of matching clients who had been prioritized through CES to available housing opportunities and the bottlenecks created by processes. Enterprise Community Partners, LAHSA, and United Way deconstructed and mapped the lease-up process for project-based PSH. These partners, joined with the Housing Authority of the City of Los Angeles (HACLA) and the Los Angeles County Development Authority (LACDA) in a ***CES Improvement Steering Committee to identify and facilitate improvements in housing application processes, document requirements, and lease-up timelines***. In an effort to ensure a common understanding of CES policies, Enterprise and LAHSA hosted two CES forums attended by PSH providers and CES matchers and two CES cross-training forums that also included homeless service providers. Topics of the cross-training forums were: (1) *Introduction to Affordable and Supportive Housing: Why So Complicated?* and (2) *Deconstructing the Lease-Up Process*. More than 40 attendees participated in each session.

In March 2018, Enterprise launched a ***Vacancy to Move-In Pilot*** with five PSH providers to support the understanding of the length of time from vacancy to move-in. This pilot tracked the progress of clients who have been prioritized through CES through the process of being matched to a project-based PSH resource. The current data systems that are used to match a client to PSH and track the client to move-in do not capture enough data points to analyze the time it takes to move clients through each step in the process. For the pilot, Enterprise developed a tool that tracks additional points in the process, in order to assess system bottlenecks and reasons for client attrition. With the full pilot set to conclude in early 2019, Enterprise plans to use the insights gleaned to inform a strategy to address the barriers that result in long vacancies and low rates of successful move-ins by clients matched by CES.

In 2018, LAHSA expanded the DedicatedPLUS program to apply to all new and existing PSH beds funded by the Los Angeles Continuum of Care (CoC). Under the DedicatedPLUS program, people who are chronically homeless, have long histories of homelessness, or have high service needs are prioritized to receive these PSH beds. The policy removes some documentation requirements that had been making it difficult for chronically homeless people to be deemed eligible for PSH beds dedicated to people with chronic patterns of homelessness. LAHSA expects this policy will help increase housing placements and reduce the average length of time spent homeless.[62]

As discussed in Chapter 2, even if a person experiencing homelessness has a housing voucher or similar tenant-based subsidy in hand, finding an available unit to rent in Los Angeles County is extremely difficult. To facilitate the process of locating available units for people matched to tenant-based rental assistance by CES, in late 2018 People Assisting the Homeless (PATH), a non-profit homeless service provider in Los Angeles, released ***LeaseUp***. LeaseUp is an online platform, funded by LAHSA through Measure H, that provides a single point of data entry for landlords to provide information about vacant units in real time. CES service providers can then use these listings to connect clients to an available

housing unit. Participating landlords receive a one-month holding fee through the Homeless Incentive Program while the CES matching process and the housing inspection occur. The goal of the platform is to make the process easier for both landlords and service providers. Because vacancy information is updated in real time, landlords can avoid receiving numerous calls from service providers about an advertised unit that has already been filled, and service providers can avoid having to make those calls. PATH staff hopes that ***LeaseUp will help reduce the timeline for PSH placements, as more landlords begin to participate and add additional housing inventory to the platform***. PATH's goal is to house 2,000 people experiencing homelessness through the platform during 2019.[63]

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

By the end of 2018, the transition to the new Clarity HMIS system was nearly completed, and efforts to integrate County departments into HMIS continued. For example, street outreach teams, including the DMH's SB-82 outreach teams, were successfully integrated into HMIS for data collection on clients engaged through outreach. The County's Department of Public Social Services (DPSS) also worked with LAHSA during 2018 to gain access to HMIS so that DPSS staff could more easily connect their clients to homeless service providers and also include DPSS services in CES.

In 2018, HACLA and LACDA entered into Memorandums of Understanding with LAHSA to send data on housing placements to LAHSA for entry into HMIS. HACLA will send housing placement data once a month on the HUD CoC programs (e.g., Shelter + Care, Single Room Occupancy (SRO), Housing Opportunities for Persons With AIDS (HOPWA)) once a month. HACLA and LAHSA are waiting for clearance from HUD to send placement data on Housing Choice Vouchers, including project-based vouchers. Unlike HACLA, LACDA has determined that it needs client consent to send client placement data, so LACDA will send LAHSA housing placement data only if a client consents. These Memorandums mark a ***significant step forward in integrating data on housing placements though programs administered by housing authorities into the community's CES and HMIS***. As LAHSA, HACLA, and LACDA move forward with these agreements, it will be important to monitor the usefulness of the data elements selected and the quality of the data provided for tracking housing placements and client outcomes such as housing retention.

Over the past two years, In addition to advances in the comprehensiveness and functionality of the HMIS, the City, County, and LAHSA have developed metrics for tracking progress on the comprehensive plans and goals set for Proposition HHH and Measure H funding. This has included the ***development of publicly accessible data dashboards***. To help track progress made through Measure H funding, in March 2018 LAHSA, the United Way Home For Good team, and the County's Chief Executive Office launched the Measure H Impact Dashboard. The Dashboard is updated quarterly with data on (1) the number of people permanently housed; (2) the number of returns to homelessness; (3) the number of people sheltered in interim housing; (4) the number of people who received prevention services; and (5) the number of people who increased their income through benefits or employment.[64] The Dashboard allows data to be displayed for all people served through Measure H funding and separately for families, single adults, veterans, and youth.

One data challenge that continues to plague homeless service providers is how to integrate DHS's Comprehensive Health Accompaniment Platform (CHAMP) with the HMIS. DHS-contracted intensive case management services (ICMS) providers are required to use the CHAMP database when entering information about clients served. However, providers that receive funding from LAHSA are also required to enter data into HMIS. This dual-entry requirement is burdensome for providers, taking away from time spent providing services to clients and increasing training costs and time. Stakeholders reported problems such as no data entry into HMIS, data entry errors, and inconsistencies between records in the two systems.

Over the past year, the community made great strides in bringing community-wide outreach and housing placement data into HMIS. Challenges remain, as expected in a community as large and complex as Los Angeles, but policymakers and stakeholders are actively working to address them and finds solutions that will support the CES, as well as providing benchmarks for showing the community's progress in reducing homelessness, including placing the most vulnerable people experiencing homelessness into PSH.

Countywide Prioritization Systems: Foundation's Contribution to Community Progress

2018 Status: Indicators of 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.***
2018: Strong Impact	***2018: 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 Foundation continues to work to align CES policies and operations across homeless service providers and public agencies countywide. As described earlier in this chapter, in May and November 2018, the Foundation and LAHSA co-sponsored two Homeless System Planning Meetings. The meetings were supported by the evaluation team's recent research on the implementation of CES for single adults across the County. The Foundation created an environment for applying the findings from the evaluation team's research to LAHSA's work on CES policy development and implementation. Using an appreciative inquiry approach, the first meeting celebrated and reflected on the efforts of community stakeholders, public agencies, and homeless service providers to implement a countywide CES and used that information to plan for the future. Representatives from LAHSA, the United Way's Home For Good team, public agencies, and homeless service providers attended the meetings, which focused on leveraging the community's strengths and successes to tackle present challenges.

At the second meeting, in November 2018, the attendees included representatives from LAHSA; homeless service providers across the County; DHS, DMH, and other public agencies; and the HUD Technical Assistance team from Abt Associates and ICF. The goals of the meeting were to (1) to improve the collective understanding and operation of CES countywide; (2) define each program component that comprises the homeless service system; and (3) strengthen relationships, shared ownership of the system, and collaboration among partners. The Foundation hired a graphic recorder to visually represent the discussion that unfolded throughout the day.

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

During 2018, LAHSA continued to convene the CES Policy Council and CES Policy Development Workgroup. The Foundation's Senior Program Officer for its Chronic Homelessness Initiative, Andrea Iloulian, represents the philanthropic community on the CES Policy Council. Ms. Iloulian continues to advocate for policies that will achieve the vision of a functional, integrated prioritization system that matches appropriate resources to clients, including prioritized access to PSH 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)

The Foundation did not engage with community efforts to affect this area during the 2018 reporting period. Therefore, progress on this indicator was not measurable.

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 2018, the ***Home For Good Funders Collaborative, which is supported by a grant from the Foundation,*** focused on strengthening data-driven decision- and policy-making countywide. The Funders Collaborative invested in a dedicated ***regional data coordinator*** position for each SPA. These positions are now formalized and funded through LAHSA by Measure H. ***United Way of Greater Los Angeles*** and ***LAHSA*** continue to partner on the ***HACAdemy***, an individual coaching and group training program that teaches staff from homeless service providers countywide how to use data tools for analysis and planning. These efforts bolster countywide access to data tools and analyses that move the County forward in working to end homelessness.

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

A portion of the Foundation's grant to ***Enterprise Community Partners*** supported efforts to strengthen CES through convening stakeholders to help streamline the project-based PSH placement processes. Enterprise made significant strides in 2018 by developing a CES Process Improvement Steering Committee focused on improving each step in the process for filling vacancies when units become available through turnover in project-based supportive housing, including application, referral, and eligibility verification. Enterprise staff collaborated with LAHSA to organize two CES PSH provider forums: (1) provide a feedback loop between PSH providers and system administrators, (2) update providers on newly issued program guidance, and (3) inform CES stakeholders about preliminary findings from Enterprise's Vacancy to Move-in pilot.

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

United Way of Greater Los Angeles used Foundation funding to continue to integrate data into publicly accessible dashboards. In 2018, the United Way launched two dashboards that visualize progress on Proposition HHH and Measure H. These dashboards provide a single space where the public can easily see how funds are spent and progress toward strategic goals. United Way also dedicated some of its Foundation grant funding to working with LAHSA to create system-level dashboards using aggregated client data that allow closer analysis of overall homeless system function and flow.

Opportunities for Los Angeles: Prioritization Systems

- **Community Opportunity:** Public agencies should continue to focus on communication and messaging efforts so clients, community partners, and the public understand what is reasonable to expect for matching people prioritized for PSH into housing. Until significantly more PSH units become available across the community, many highly vulnerable people experiencing homelessness with have to wait for housing placements.

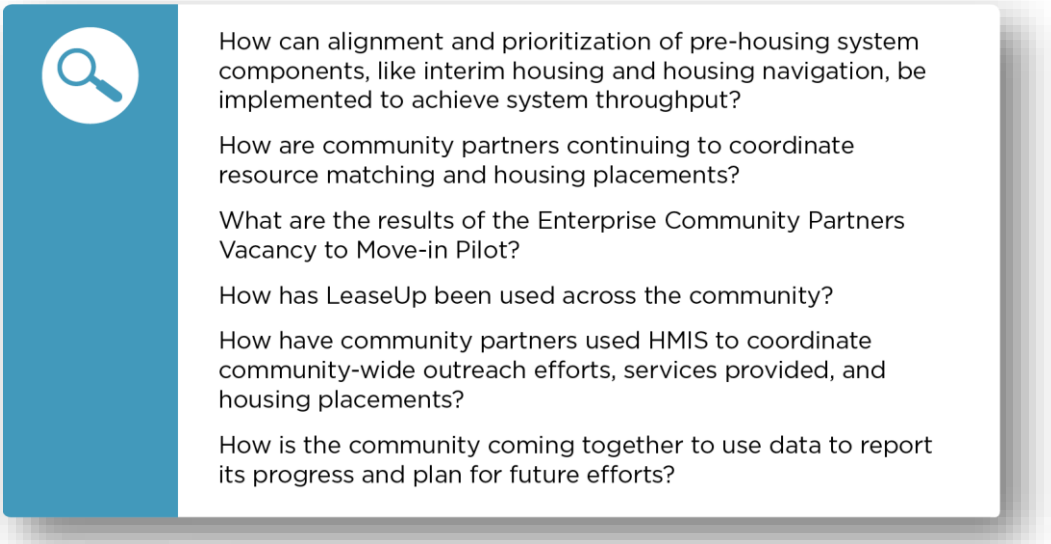
- **Community Opportunity:** The new data dashboards created by the County, City, LAHSA, and the United Way represent significant progress in providing transparency to the public. However, the community still needs to work on which metrics are most important to track for various audiences, including stakeholders, elected officials, and voters and analyze how those metrics relate to the goals set by the community. For example, *are the most vulnerable people being prioritized? Are lag times decreasing? Are people who are chronically homeless exiting homelessness into PSH?*

  Potential Foundation Opportunity: *The Foundation could help the community convening data managers and analysts across homeless system partners to discuss the best ways for the community to use and report data.*

- **Community Opportunity:** Community stakeholders should continue to examine placement and lease-up times for all tenant-based and project-based subsidies. Though funders and program administrators have eligibility requirements, and verification processes to follow exploring each entity's processes and timelines could reveal opportunities for improvements.

- **Community Opportunity:** LAHSA and DHS might consider how to integrate HMIS and CHAMP systems so that dual entry is not required, or, alternatively, implement regular data reconciliation to make sure clients are properly accounted for in both systems.

Exhibit 19. Evaluation Team's Items to Monitor for 2019



Countywide Prioritization—Service Capacity: Community Progress

2018 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.**	**PSH retention and "moving-on" levels suggest providers are adequately funded and staffed to service high-need populations.**
STATUS THROUGH 2018		
Public agencies provided support and technical assistance to service providers. The Centralized Training Academy provided training opportunities for providers across the County. ★★★ **Rapid Progress**	DHS continued to scale County Strategy D7, "Provide Services and Rental Subsidies for PSH." The community is exploring whether there are racial disparities in PSH retention. ★★☆ **Suitable Progress**	Homeless service providers face capacity issues, including staff recruitment and retention, technology needs, space, organizational infrastructure, and funding levels. ★☆☆ **Limited Progress**
RECOMMENDATIONS		
Public agencies, the philanthropic community, and community organizations have provided—and continue to provide—assistance to service providers through funding, engagement, training, and technical assistance. It is important to continue to seek providers' guidance and input on what types of assistance and resources are most useful to help develop their internal capacities.	Support efforts to identify the causes of racial disparities in experiences of and returns to homelessness, and invest in strategies to decrease those disparities. Investigate CES processes and assessment tools to ensure the tools are equitable and not perpetuating racial inequalities.	Providers should continue to work on understanding their "full" costs and strategize ways to ask for funding to support those costs. Public and private funders should continue to support the work of financial consultants and strategists who can assist providers in conducting financial analysis and creating plans for organizational growth and sustainability.

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

Leading up to and since the implementation of Measure H, public agencies have provided funding, and technical assistance with the goal of strengthening organizations as they scale their efforts to serve people experiencing homelessness across the community and as they strengthen their capacity to serve highly vulnerable individuals prioritized through CES.

DHS and DMH offer various trainings to staff at service providers on topics such as motivational interviewing, harm reduction, and trauma. Funding for staff training often is included in the scope of work in contracts with DMH and DHS. A representative from DHS explained that DHS staff host weekly calls and monthly in-person

meetings with service providers. Staff provide coaching and address questions and challenges related to service delivery, reporting, contract invoicing, or other issues that arise.

LAHSA undertook several initiatives to support providers in building their internal capacity, including offering staff recruitment support services, administering training, and providing technical assistance:

Staff Recruitment Support

Recognizing that providers needed to scale programs and hire new staff quickly, LAHSA launched recruitment support services that providers could access for free. Between July 2018 and February 2019, LAHSA hired five temporary recruiters who screened and referred potential job candidates to providers with staff vacancies. Recruiters covered specific geographic areas across the County, so the same recruiter could work with a specific cohort of providers. If a provider was interested in using this recruitment service, it signed a Memorandum of Understanding with LAHSA. Once a recruiter referred an applicant to a provider, provider staff had 48 hours to decide whether they wanted to interview the applicant. Because applicants were referred to only one provider at a time, this policy ensured that multiple providers did not compete for the same applicant, and applicants did not wait too long for a response from a provider. This service was intended to streamline applicants' pathways to employment, alleviate some of the providers' staff recruitment burdens, and reduce the negative effects of providers competing for the same applicant. Overall, 26 providers used this service. Recruiters referred more than 1,400 applicants to service providers, and, through this referral method, some 250 positions were filled.

As a part of this recruitment service, LAHSA also hosted three job fairs in partnership with the Los Angeles County and City Workforce Development Office and several local colleges and universities. Cumulatively, 96 providers participated in these job fairs in an effort to fill more than 2,800 staff vacancies. Through the job fairs, recruiters were able to refer 1,216 applicants to providers across the County.

Centralized Training Academy

The Centralized Training Academy (CTA) offers both web-based and in-person trainings to staff at homeless service providers across Los Angeles County, with the goal of building provider capacity to implement practices that are aligned with CES and that can deliver services to highly vulnerable people experiencing homelessness. The Home For Good Funders Collaborative launched the CTA using pooled philanthropic funding, then transitioned the training platform to LAHSA in late 2017. The CTA is now funded by Los Angeles County Measure H and the City of Los Angeles General Funds. All providers with LAHSA contracts are required to send their staff to the 35-hour, weeklong core curriculum training, which covers the basics of housing interventions, trauma-informed care, and service provision. Beyond core curriculum training, the CTA also offers an advanced curriculum training and supervisory training. These other trainings also require 35 hours, but the hours are spread over two months. LAHSA administers 72 cohorts of these trainings per year—24 cohorts per level (core, advanced, supervisory)—which rotate around the County in each of the eight SPAs. The goals of the CTA are to standardize high-quality services across providers in Los Angeles County while also better adhering to evidence-based practices that are effective for people who are prioritized through CES. LAHSA continues to increase the availability and topics of the trainings offered to service provider staff, including rapid re-housing,

outreach, and immigration and law enforcement. In fiscal year 2017-2018, 1,147 staff from 83 organizations participated in a CTA training.

Technical Assistance

LAHSA has begun to standardize its approach to offering technical assistance for capacity building directly to service providers. To determine each provider's needs, LAHSA purchased a number of licenses for the Core Capacity Assessment Tool® (CCAT®). This online tool assesses a provider's organizational leadership, management, adaptability, and technical capacity. The tool requires that three people within the organization, including a board member, complete it. Upon completion, the tool offers a score and real-time recommendations about where the organization should focus its capacity-building efforts. As of March 2019, some 42 providers in Los Angeles County had completed the assessment. An additional 56 providers are scheduled for the CCAT orientation session that begins the assessment process. LAHSA has heard mostly positive feedback from providers about the CCAT.

LAHSA also supports technical assistance focused on CES, HMIS, and specific components of those systems. Currently, these efforts are administered by different departments within LAHSA, and this can make the support feel siloed and uncoordinated. LAHSA's staff acknowledge this challenge and are working to improve internal coordination on how the agency offers technical assistance to service providers.

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

During interviews conducted in 2017, CES service providers said that additional resources were needed for clients to stabilize in housing. Providers commented that many clients with tenant-based rent subsidies move into locations with limited service resources. Measure H funding is now being used to directly address this concern by providing support services to every client matched to PSH. This includes matching clients to DHS's intensive case management services (ICMS), DMH's field-based or on-site intensive mental health services, and DPH's Substance Abuse Prevention and Control's substance use disorder services. Most ICMS matches occur through CES, but community stakeholders report a lag time between when ICMS are requested and when a match is made through CES, because of the high volume of requests and limited staff capacity. Furthermore, through CES, clients may be matched to ICMS providers based primarily on availability and location rather than their personal needs or prior relationships with a service provider.

As service provider capacity continues to scale up, adjustments may need to be made to the matching process increase successful matches and to facilitate engagement and retention in services that are likely to contribute to better client incomes, including housing retention.

The County Homeless Initiative tracks returns to homelessness among people placed in permanent housing by using HMIS data. Among the 8,988 people placed in permanent housing between July 2017 and December 2017, 1,276 (14 percent) returned to homelessness within one year.[65] Of particular concern is that returns to homelessness do not appear to be evenly distributed demographically. Looking over the time period from 2014 to 2018, the *Report and Recommendations of the Ad Hoc*

Committee on Black People Experiencing Homelessness, released by LAHSA in December 2018, found that:

> *Although CES appears to place Black people experiencing homelessness into housing at proportional rates, Black people served through CES permanent housing interventions experienced a higher rate of returns to homelessness than all other race and ethnic groups [14.2% for Black people compared to about 7 to 8% for White people and Hispanics]. This points to a significant need for further research to better understand what is causing this disparity and what additional supports are needed to improve housing stability and retention.*[66]

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

With the implementation of County Homeless Strategy D7, "Provide Services and Rental Subsides for PSH," individuals residing in PSH are offered ICMS that bring together healthcare, mental health, and substance abuse support. However, as detailed in the evaluation team's recent report, *Understanding Homeless Service Providers' Capacity Needs in Los Angeles*, service providers across the County are facing capacity challenges that affect the services they are able to deliver to clients. These capacity challenges range from staffing recruitment to cash flow.

Staff Recruitment and Retention

With the increase in funding and implementation of new, larger programs, service providers need to recruit, hire, and train an unprecedented number of new employees, from direct-service and front-line staff to back-office staff and organizational leadership. ***Some service providers have doubled their staff in the last few years, and in many cases, that growth has yet to stabilize***. For example, one provider reports that its staff has grown from 129 employees at the start of 2016 to 243 employees at the beginning of 2019. Such rapid growth and relatively high numbers of staff vacancies are prevalent countywide. As of January 2019, LAHSA reported that homeless service providers across the County have more than 1,900 job openings.

Service providers and their funding partners recognize that staff retention is a challenge, and that staff turnover contributes to the number of vacant positions. Provider organization leaders often point to low salaries as a factor that drives turnover, and they also point out that "these are really hard jobs." The work of serving the most vulnerable and chronically homeless people is challenging, and direct-service workers may experience vicarious trauma as they try to support clients who have experienced a lot of trauma and victimization in their lives. In response, the DHS Housing For Health program has offered additional training for providers of ICMS in supportive housing, to strengthen their skills in motivational interviewing and their understanding of vicarious trauma. DHS also offers support to help service providers use practices that reduce the stress associated with their work, including meditation.

Physical Space and Technology

Central to supporting a robust staff and a growing organization is physical office space and technology. The majority of service providers reported outgrowing their space and lacking the information technology (IT) needed to complete their work. These two issues are integral to service providers' work.

Prior to receiving Measure H funding, a few service providers were able to plan for growth by building or renting additional office space. Following the infusion of Measure H funding, these providers report that any additional office space they had for employees or convening meetings is now fully occupied. Some providers reported opening small, satellite offices across the County but said that they then struggle coordinating staff among multiple offices and maintaining strong communication and organizational culture. Other providers have shifted traditional office layouts to open floor plans designed to accommodate more staff. As programs continue to expand, space constraints are a serious impediment to providers' ability to implement services.

With staff becoming increasingly mobile, agencies also need updated technology. Providers reported that aging IT hardware and outdated software limit both individual staff and organizational capacity and that IT improvements are imperative to enhancing that capacity. For example, service providers identified web-based accounting software, a better time-tracking system, network coordination between satellite offices, and mobile technology such as tablets as crucial to delivery of services to clients and to their organization's growth. Though many providers noted that purchasing new IT software and hardware is relatively easy with flexible funding, implementation and support are difficult.

Organizational Infrastructure

Some providers, both large and small, discussed lacking the organizational infrastructure needed to support the expanded programs and the evolving homeless service system in Los Angeles. Providers reported having to create new positions and new layers of management to oversee the additional compliance, contracting, and monitoring work that comes with increased government contracting. To manage larger contract portfolios and ensure compliance for existing contracts and new Measure H contracts, providers need staff with experience in accounting, human resources, monitoring, payroll, quality assurance, and compliance. Some providers have never staffed these positions before, while others have but now need to add more staffing to support the increased workload.

Funding Levels

Measure H's passage brought homeless service providers an influx of funding, which enabled the homeless service system to grow significantly. Often, however, these new contracts do not cover all costs a service provider incurs. In particular, service providers have been challenged to find funding for indirect costs. Government contracts rarely cover the full indirect costs associated with managing program operations. For example, a LAHSA contract provides 12 percent for indirect or overhead costs, while service providers reported that their indirect costs usually fall between 18 and 20 percent. As a result, service providers have to secure additional, non-agency, flexible funding to cover the gap. At the same time, they report that the sources that providers have traditionally leveraged to fund the gap did not scale as public resources did.

The gap between funded amount and actual cost forces hundreds of service providers across Los Angeles County to compete for the same philanthropic and private funds. Not all providers are successful at securing funds. As the system continues to grow in order to meet the demand for homeless services, providers may face funding deficits.

Countywide Prioritization—Service Capacity: Foundation's Contribution to Community Progress

2018 Status: Indicators of 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*
2018: Strong Impact	*2018: 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)

Foundation staff have been strong advocates for aligning public and private resources to build capacity across homeless service providers. Most of the Foundation's work to build providers' capacity sits within its grant-making efforts, but Foundation staff have also been central to the design and support in LAHSA's CTA and Home For Good's Funders Collaborative capacity-building grants. The Foundation has also worked closely with the Nonprofit Finance Fund to advise providers and public and private funders on strategies to create organizations that can scale up quickly.

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)

Part of the Foundation's current $600,000 grant to ***LAHSA*** supports the agency's capacity-building efforts for its internal contracting processes by hiring a consultant. In the first year of the grant, LAHSA's consultant had completed Phase I of a lifecycle assessment that examined every contracting process from procurement through contract execution. In the next year, the

consultant is expected to continue to facilitate LAHSA's integration of the "New Agency Toolkit," as the agency strategizes improvements its budgeting, invoicing, and monitoring of contract performance. This work is critical to ensuring that LAHSA's internal systems have the capacity to effectively and efficiently manage the immense increase in public dollars and service contracts the agency administers.

In 2018, the Foundation made three new capacity-building grants to ***Skid Row Housing Trust*** (SPA 4), ***Special Services for Groups—Homeless Outreach Program Integrated Care System (SSG/HOPICS)*** (SPA 6 CES Lead Agency), and ***St. Joseph Center*** (SPA 5 CES Lead Agency). Each of these grants had originally been submitted as an application to the ***Home For Good Funders Collaborative***'s capacity-building request for proposals. Given the level of investment needed by each agency, the Foundation instead opted to make the grants directly to enable a higher level of funding to meet their needs.

Skid Row Housing Trust's two-year, $400,000 grant supports the agency's efforts to improve service delivery by (1) upgrading its technology; (2) enhancing data-driven service planning practices; (3) improving oversight and reporting systems and processes; and (4) strengthening staff recruitment, onboarding, training, and retention.

The Foundation's two-year, $400,000 grant to ***SSG/HOPICS*** is to (1) expand and provide development opportunities to executive leaders and form an advisory council; (2) improve data extraction and analysis strategies to inform service delivery and financial management; and (3) improve client satisfaction measurement processes. This is the first time the Foundation has partnered with HOPICS through the Foundation's grant-making portfolio, and it is the first grant made by the Foundation to the South LA neighborhood and SPA 6.

Finally, ***St. Joseph Center*** received a two-year, $350,000 grant to support a variety of information technology and equipment upgrades, including (1) communications software and equipment to support its growing and increasingly mobile staff; (2) furniture, IT infrastructure, and other essential equipment for a new office site; (3) renovations and equipment upgrades at existing sites; and (4) a new box truck to support inter-site transport.

By funding significant internal capacity building within each of these agencies, which together serve more than 23,000 clients per year, the Foundation is supporting improvements that will directly affect clients' experiences in and outcomes from interacting with the homeless service system.

The Foundation's capacity-building grants made in 2017 continued to increase providers' abilities in 2018 to serve clients and remain agile. ***St. Joseph Center*** (SPA 5) used the second half of its two-year, $350,000 grant to make significant technological upgrades, including improvements to its servers, phone systems, and wireless internet capabilities. The agency also received human resources support to improve onboarding processes for its rapidly growing staff and hired a public relations consultant to assist with external communications. Finally, Foundation funding supported monthly Coordination of Care meetings, quarterly outreach convenings, and six SPA-wide trainings on a new homeless outreach request system.

Union Station Homeless Services (SPA 3) purchased essential office furniture, installed wiring and cabling at new office locations, and streamlined and refined its human resource and finance procedures and systems with a $300,000 grant from the Foundation. The ***Center at Blessed Sacrament*** (SPA 4) spent the first year of its two-year, $200,000 grant securing $61,000 of the $125,000 in matching funds it needed. ***It also began providing all staff with health, dental, vision, and 401(k) benefits for the first time***—necessary to ensure the agency's ability to recruit and retain high-quality staff.

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

The ***Corporation for Supportive Housing (CSH)*** continued to use part of its Foundation funding in 2018 to support capacity building and planning within public agencies, PSH developers, and service providers. As the Los Angeles County Development Authority (LACDA) and the City of Los Angeles Housing and Community Investment Department (HCID) take on increased responsibility for funding supportive housing, CSH funded an internal organizational capacity assessment in partnership with the California Community Foundation and the Weingart Foundation. CSH also continued to provide its Supportive Housing Institute, where cohorts of developers and service providers receive extensive training over the course of nine months on how to construct new units and build relationships between project sponsors and service providers to effectively serve clients in supportive housing.

Enterprise Community Partners also used Foundation funding in a joint effort with LAHSA to launch the ***CES cross-training forum.*** This training series addresses gaps that regional matchers and housing providers have identified as barriers to matching clients and leasing-up housing with needed services available. At the end of 2018, staff from 32 provider organizations had attended the two sessions offered. Forty-five participants attended the first session, entitled "***Introduction to Affordable and Supportive Housing: Why So Complicated?***" During this session, attendees learned about affordable housing and real estate development and finance processes, with an eye toward helping service providers understand subsidy qualifications and screening requirements when working with clients. The second session, "***Deconstructing the Lease-Up Process"*** had 44 participants. It provided content on lease-up timelines, expectations, partner responsibilities, screening criteria, and tenant transitions.

Impact on PSH retention and "moving on" levels reflecting adequately funded and staffed service providers (community sustainability indicator)

The Foundation provided a one-year, $440,000 grant to ***Nonprofit Finance Fund*** (NFF) to help bolster service providers' financial management strategies and provide a preliminary report on the financial landscape of the homeless service sector. This grant has two components. First, NFF will provide technical assistance to up to 30 homeless service providers that have contracts from LAHSA, DHS's Housing For Health, or the Office of Diversion and Reentry by hosting three Financial Leadership Clinics. These clinics, which use a peer-learning approach, provide financial management training and tools to help agencies better understand, plan for, and manage their financial health. Following these clinics, providers can apply for up to $30,000 from NFF toward

additional support through LAHSA's technical assistance initiative. Second, NFF plans to release a report that details the financial investments in homeless service agencies that may be needed to ensure Measure H goals are met. This report will be informed by the financial analyses and qualitative data gathered during NFF's clinics and LAHSA technical assistance work with providers.

In 2018, the ***Corporation for Supportive Housing*** re-strategized the focus of its Moving On program, which supports service providers in efforts to help people who no longer need intensive supportive services to obtain and transition to other permanent housing. As public resources from Measure H have been dedicated to this same objective, CSH shifted away from funding these activities and instead created the ***Advancing Moving On*** workgroup. Advancing Moving On focuses on ensuring that best practices are embedded in Moving On implementation and aims to standardize the Moving On program through establishing uniform performance metrics and client-readiness assessment tools. Workgroup members include representatives from CSH, HACLA, LACDA, LAHSA, DHS, DMH, and United Way of Greater Los Angeles.

Opportunities for Los Angeles: Service Capacity

- **Community Opportunity:** Service providers and public agencies reported inadequate physical office space for employees. Providers and public agencies should look for opportunities to support new workspace models such as teleworking or touchdown hubs where several service providers could share office space. Providers explained that many direct-service staff spend a lot of their work time in the field meeting with clients. For those staff, ensuring that they have mobile devices to connect with colleagues and clients is imperative.

- **Community Opportunity:** Providers reported experiencing funding gaps between what their contracts cover and what it costs them to sustainably operate and deliver services. Providers should continue to document and analyze their "full" costs and use those analyses to ask for additional funding to support those costs. Public and private funders should continue to support the work of financial consultants and strategists who can help providers in conduct financial analysis and creating plans for organizational growth and sustainability.

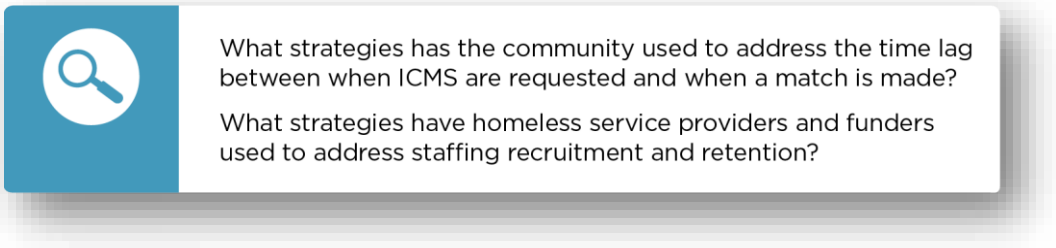
  Potential Foundation Opportunity: *The Foundation could continue to support the work of financial consultants working with homeless service providers and continue to look for opportunities to support providers across the County in capacity-building efforts.*

- **Community Opportunity:** Public agencies, the philanthropic community, and community organizations have provided—and continue to provide—assistance to service providers through funding, training, and technical assistance. It will be important to continue to seek providers' guidance and input on what types of assistance and resources are most useful to help develop their internal capacities. Service providers across the County have different needs. Public and private funders need to be attuned to those differences and recognize that a one-size-fits-all approach does not work. Many provider organizations are led by people who have worked within the homeless service system for decades. Their expertise and experience should be exploited when thinking about how to structure and provide capacity-building resources.

- **Community Opportunity:** Public agencies, community organizations, and funders should continue to support efforts to identify the causes of racial disparities in experiences in returns from supportive housing to homelessness and invest in strategies to decrease those disparities. They might investigate CES processes and assessment tools to ensure the tools are equitable and not perpetuating racial inequalities.

  Potential Foundation Opportunity: *The Foundation should support efforts that are designed to increase the representation of African Americans and people with lived homelessness experience among organizational leadership and staff that provide supportive housing. This could include focusing recruitment, training, and capacity-building efforts on creating an expanded workforce.*

Exhibit 20. Evaluation Team's Items to Monitor for 2019

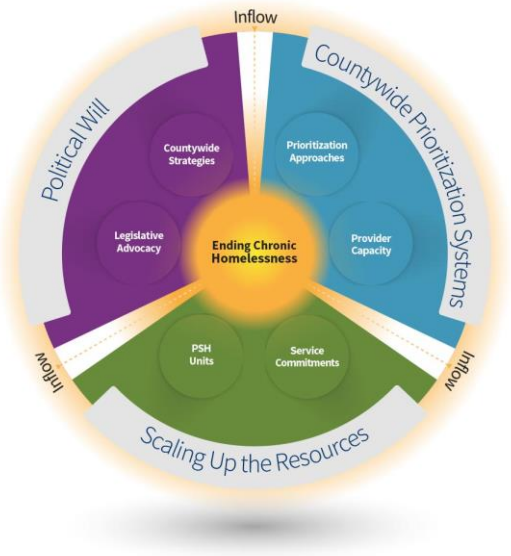


4. Inflow into Chronic Homelessness

Inflow into homelessness and chronic homelessness continues to be a significant concern across the Los Angeles region. The 2019 Point-in-Time count data showed that more than half of unsheltered adults, ***approximately 20,000 people, were experiencing homelessness for the first time***, and it will be important to ensure that they do not develop chronic patterns of homelessness.[67] The community is investing in strategies that meet the needs of individuals falling into both homelessness and chronic homelessness such as scaling up outreach to link people to services and housing resources, providing restrooms and mobile showers for people experiencing unsheltered homelessness, and creating additional interim housing for people to transition off the streets, including people for whom permanent supportive housing is the appropriate placement but is not yet available.

Reducing inflow into chronic homelessness means focusing on:

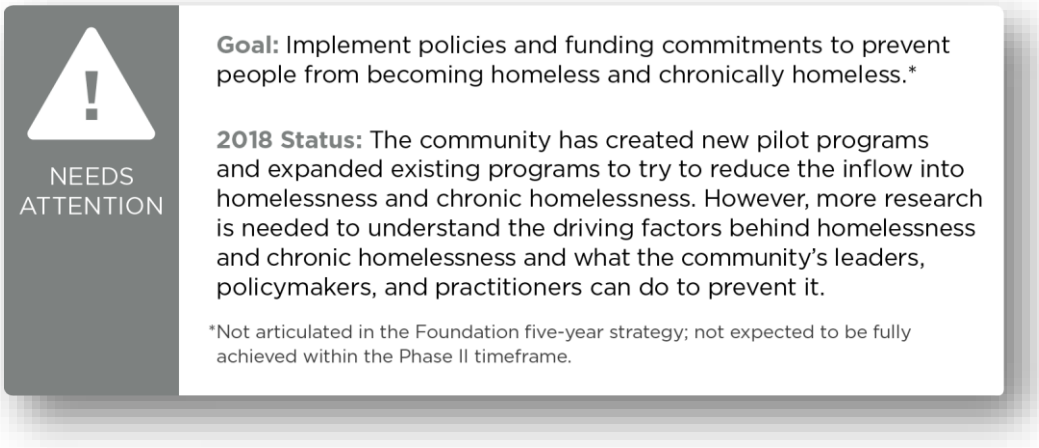
1. Preventing homelessness for people who are likely to have long periods of homelessness because they have significant barriers to housing—for example, people with severe mental illness, criminal justice system involvement, substance use disorders, or more than one of these conditions; and,
2. Helping people to exit homelessness more quickly after they have first experienced being homeless by targeting resources to people's level of need so they do not become chronically homeless.



Many of the efforts to reduce inflow into chronic homelessness focus on engaging people who are staying on the streets, connecting them to emergency shelter or bridge housing, and providing health and hygiene services. People who experience extended periods of unsheltered homelessness often experience trauma and victimization as well as unhealthy living conditions. These factors can make it difficult to manage chronic health conditions and worsen symptoms of mental health and substance use disorders[68], which will make it more difficult for them get and keep housing and increase the risk that their homelessness will become chronic.

In 2018, community partners and researchers continued efforts to understand inflow into homelessness and chronic homelessness and the driving factors. However, there are still many unknowns about how to target efforts to prevent homelessness effectively and efficiently and about the factors that predict or influence which people are most likely to experience chronic homelessness. As researchers, governmental agencies, and community organizations continue to work to learn more about inflow, the community continues to invest in new programs and expand existing programs across systems of care that intersect with the homeless service system, including criminal justice and workforce development, as well as the healthcare system.

Exhibit 21. Goal—Inflow into Chronic Homelessness



Key Events Timeline: Inflow into Chronic Homelessness

- **January 2018**: Additional teams were added to the Clean Streets LA and HOPE programs.
- **January 2018**: Los Angeles County-sponsored Assembly Bill 210 took effect. This legislation authorized the County to establish homeless adult and family multidisciplinary teams that can share confidential client information, and was an outgrowth of work completed by the County in 2016 on the top five percent of users of County services.
- **February 2018**: LAHSA allocated $2.5 million in Measure H funding to **support 115 bridge housing beds for adult women** in Los Angeles County.
- **February 2018**: The Mayor's Office and the City Administrative Officer assembled a working group to explore the use of temporary structures to increase the supply of bridge housing.
- **February 2018**: The LA County Board of Supervisors approved a **mobile shower pilot program** in two locations in collaboration with Lava Mae and Shower of Hope.
- **April 2018**: Los Angeles Mayor Eric Garcetti **declared a shelter crisis,** allowing the City to more easily create new homeless shelters on City-owned or -leased land.
- **April 2019**: Mayor Garcetti announced the ***A Bridge Home*** initiative, dedicating **$20 million** from the City's budget to develop bridge housing in each of the **15 City Council districts.**
- **May 2018:** The Los Angeles County Board of Supervisors authorized the implementation of a Veteran Peer Access Network and allocated $20 million to fund housing for homeless veterans.
- **June 2018:** Los Angeles County opened its sixth Mental Health Urgent Care Center at Harbor UCLA medical campus, which operates 24/7 and allows walk-ins for anyone experiencing a psychiatric emergency.
- **July 2018**: LAHSA launched **LA-HOP**, an online portal for community members to request outreach for people who might need assistance who are unsheltered.
- **August 2018**: The Los Angeles City Council voted to **extend and expand the Mobile Pit Stop Program** through July 2019.
- **August 2018**: The LA County Board of Supervisors took steps to scale up the work of the Office of Diversion and Reentry and **create a roadmap to Diversion and Reentry Efforts for People with Serious Clinical Needs**.
- **September 2018**: **El Pueblo,** the first temporary emergency shelter under Mayor Garcetti's A Bridge Home initiative, **opened for 45 people**.
- **October 2018**: The LA County Board of Supervisors expanded the **Law Enforcement Assisted Diversion (LEAD) Program,** which diverts people who have complex substance use disorders at time of arrest to supportive services and housing.
- **October 2018**: The LA County Board of Supervisors declared a **shelter crisis for Los Angeles County** and **renewed the shelter crisis declaration for Antelope Valley**.
- **October 2018**: The LA County Board of Supervisors **approved two measures on homelessness**. The first measure requested County departments to recommend changes to local laws and enforcement procedures in response to a recent court ruling that bans criminalizing people for sleeping on the street when shelter is not available. The second requested the Chief Executive Office to facilitate the development of tools to measure and predict inflow into homelessness.

- **December 2018**: Los Angeles County approved implementation of **new jail release policies** to connect people with mental illnesses to support services upon their release.
- **December 2018**: Los Angeles County approved a $50 million Interim Housing Capital Funding Pool.

Inflow into Chronic Homelessness: Community Progress

2018 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 **The community understands the annual inflow into chronic homelessness and factors, and identifies strategies to respond.**	**FUNCTIONALITY** **Providers test new pilot prevention, diversion, and street homelessness programs and strategies.**	**SUSTAINABILITY** **Providers expand existing prevention, diversion, and street homelessness programs and strategies.**
STATUS THROUGH 2018		
Researchers and community partners continue to work to understand the inflow into homelessness and chronic homelessness and driving factors. ★☆☆ **Limited Progress**	Mayor Garcetti launched A Bridge Home, an initiative that will build bridge housing in each of the City's 15 council districts. LAHSA launched the Los Angeles Homeless Outreach Portal (LA-HOP). The community looked for ways to expand safe parking programs for people living in their vehicles. ★★★ **Rapid Progress**	The community expanded outreach efforts. The community's Just In Reach Pay for Success program continued to enroll individuals to include more teams and weekend coverage. ODR was awarded funding to scale its FIST program and implement a mental health diversion program. ★★☆ **Suitable Progress**
RECOMMENDATIONS		
Policymakers, funders, and researchers should come together to share findings and possible solutions to slow or halt the inflow into homelessness and chronic homelessness. This may include reviewing research on outcomes for people involved in other systems of care across the County.	As the community launches new programs, ensure that entities tasked with implementation are tracking client outcomes and including proactive learning and the ability to incorporate lessons learned into the models.	As the community scales outreach efforts there is a greater need for coordination and communication among SPA-specific and countywide homeless outreach teams and outreach coordinators.

*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 (Limited Progress)

In order to reduce inflow into chronic homelessness, a better understanding is needed of the factors that contribute to it. In 2018, the ***Homelessness Policy Research Institute (HPRI)***, a research

collaborative supported with Foundation funding that sits within the University of Southern California's Sol Price Center for Social Innovation, continued efforts to coordinate research on inflow into chronic homelessness.

The California Policy Lab at the University of Los Angeles (UCLA), an HPRI partner, began work on understanding what drives inflow into homelessness and what is needed to prevent additional inflow. In May 2018, the California Policy Lab hosted "See. Study. Solve," a week-long series of seminars, roundtable discussions, and lectures. The goal of the event was to develop a research agenda that can support the City's and County's efforts to reduce homelessness. The California Policy Lab also continued its research using the County's administrative data to understand inflow into homelessness by ***developing and refining predictive analytic models.*** These models are intended to help predict first-time homelessness and homelessness among high-cost system users. In late 2018, a Data Use Agreement was finalized between the University of Chicago Urban Labs, UCLA's California Policy Lab, and the County's Chief Information Officer to share data for the predictive analytic models. Initial findings from the predictive analytic models were shared with the Homeless Initiative in early 2019.

Researchers and community stakeholders continue to embark on efforts to understand inflow into homelessness and chronic homelessness and factors that drive it. While that economic factors drive increases in homelessness, other factors are important for understanding what community leaders, policymakers, and practitioners can do to prevent homelessness and chronic homelessness.

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

During 2018, the community engaged in numerous new efforts to provide resources to individuals experiencing unsheltered homelessness and to prevent people from entering homelessness. Under Los Angeles Mayor Eric Garcetti's direction, the City began to implement a program, *A Bridge Home,* to expand the supply of bridge housing. This action was made possible by the City's declaration of an emergency shelter crisis in April 2018, which allows the City to construct bridge housing more rapidly on City-owned property under authority of State law. In May, Mayor Garcetti issued an Executive Directive requiring City departments to "fast-track bridge housing projects from application to construction, allowing for those that meet legal and environmental standards to open their doors in as little as 32 weeks."[69] [70] The purpose of bridge housing is to help connect people experiencing unsheltered homelessness to housing and support services while additional supportive housing, such as permanent supportive housing (PSH), is developed. Bridge housing will be developed throughout all 15 Council Districts in locations with large homeless encampments. Once built, the bridge housing facilities will prioritize serving residents from local encampments. City sanitation and enforcement teams will then be deployed to clean up the former encampment areas. The first *A Bridge Home* site*,* El Pueblo, opened in September 2018 and serves 45 people.[71] Construction costs were more than double the amount originally allocated by the City.

Efforts to connect people experiencing unsheltered homelessness to housing and services through the community's coordinated entry system (CES) continued. The countywide ***Homeless Outreach Portal*** (LA-HOP), operated by the Los Angeles Homeless Services Authority (LAHSA), launched in 2018. LA-HOP is an online portal that allows the general public, service providers, and first responders to make requests for

outreach services for people experiencing unsheltered homelessness. Once a request is submitted in LA-HOP, Service Planning Area (SPA) CES outreach coordinators process the request and deploy an appropriate team: a generalist outreach team, a multidisciplinary outreach team, or a specialty outreach team. Because LA-HOP allows those submitting a request to geographically tag the person in need of assistance, CES outreach coordinators can dispatch the closest outreach team, helping to reduce response times.[72] Between July, when LA-HOP launched, and the end of December, more than ***5,300 outreach requests had been submitted***.[73]

In August 2018, LA County's Board of Supervisors directed the Homeless Initiative to develop recommendations for how to ***expand safe parking programs*** throughout the County. Safe parking programs provide a safe place for people living in their cars to park overnight. Each safe parking program provides outreach services and tries to connect the individual or family living in a car to housing and support services. Though a number of safe parking programs already exist, the Board called for an expansion of the programs and investigation into available funding that could be used to support the expansion. Currently, safe parking programs can operate on County-owned land in cities that have passed safe parking ordinances and on public or private land in unincorporated areas within the County. LAHSA has committed $500,000 in state Homeless Emergency Aid Program (HEAP) funding to safe parking programs, and the County is considering allocating additional funding through the Measure H funding for fiscal year 2019-2020.[74] There are now 13 Safe Parking sites across the County.

LAHSA developed and implemented two new retention pilots for rapid re-housing (RRH) clients. In mid-2018, LAHSA launched the ***Shallow Subsidy Pilot***, to provide households who are unable to afford rent upon exiting RRH with further financial support to subsidize the cost of rent. The goal of the program is to help formerly homeless residents remain stably housed after they exit RRH. Additionally, in October 2018, LAHSA and Los Angeles County Department Of Workforce Development, Aging and Community Services launched the ***"Home 2 Work" Pilot,*** to connect households receiving RRH with employment services at America's Job Centers of California.

The County continued in 2018 to implement Strategy A5, "Homeless Prevention Program for Individuals," which uses Measure H funding to support prevention efforts focused on diversion and retention services to help formerly homeless individuals remain stably housed and targets support for those at imminent risk of homelessness because of eviction. The Inner City Law Center worked with LAHSA to host legal trainings for prevention and diversion service providers. During the first half of fiscal year 2018-2019, prevention services were provided to 631 new individuals. More than half, 354 people, completed the prevention program, and 92 percent of those completing the program retained avoided eviction or transitioned to other permanent housing.

Public health concerns related to the large unsheltered population across the Los Angeles region continued into 2018. In early 2018, the County piloted a mobile shower program in two locations, in collaboration with Lava Mae and Shower of Hope. In fall 2018, a flea-borne typhus outbreak struck downtown and South Los Angeles. Typhus is known to spread in areas that have an accumulation of trash that may attract wild animals that can carry an infected flea. In response to the outbreak, City officials dedicated an additional $300,000 for street cleanups and brought additional mobile showers, laundry stations, and restrooms to encampments. While elected officials and public agencies are

investing resources to respond to these growing crises, the circumstances for the unsheltered populations continue to grow more dire from year to year.

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

Outreach efforts across the County were scaled up in 2018 to include both more teams on the ground and weekday and weekend coverage. LAHSA's Homeless Engagement Teams (HET), which have roughly 200 staff members, provide direct outreach to people experiencing homelessness across the County and link them to housing and supportive services. Specialized outreach teams include 36 County Department of Health Services (DHS) multidisciplinary outreach teams and eight Department of Mental Health (DMH) SB-82/Homeless Service[m] outreach teams. DMH also administers Homeless Outreach Mobile Engagement (HOME) teams and is in the process of integrating SB-82/Homeless Service teams and the HOME teams in each SPA. These teams bring specialized health, mental health, and substance abuse support to people experiencing unsheltered homelessness across the County. The County's Health Agency also supports 20 Public Space generalist outreach teams.

To ensure that new outreach workers have a shared understanding of how to conduct outreach and to more easily coordinate efforts across teams, LAHSA and the Los Angeles County Health Agency develop a collaborative training to be completed by all newly hired outreach staff. Assembly Bill 210, which allows multidisciplinary outreach team workers to share data about the people they engage to facilitate coordination of services and provide more efficient continuity of care, went into effect in 2018.[75] This bill provides community outreach teams and the homeless service system overall the opportunity to access data and work toward greater coordination.

The County DHS's Office of Diversion and Reentry (ODR) continued to operate the ***Just In Reach program***, the County's first Pay For Success initiative. The Just In Reach program works with homeless individuals with a mental health diagnosis, substance use disorder, or physical disability who are currently incarcerated at an LA County jail to ensure they receive a coordinated discharge from jail into PSH. This coordination is intended to reduce the number of individuals who reenter homelessness after being released from jail. It is expected that about 300 individuals will be placed into PSH through the Just In Reach program. At the end of 2018, 208 individuals exited Los Angeles County jails with severe mental illness and other co-occurring conditions and were placed in PSH units as part of Just in Reach. According to the Corporation for Supportive Housing (CSH), 107 individuals met the six-month housing stability metric, and 27 individuals met the 12-month housing stability metric. The program will enroll individuals through October 2019.

Since 2016, ODR has served over 1,700 individuals who are homeless and have a serious mental health condition by connecting them with interim housing, PSH, and supportive services upon release from an LA County jail.[76] In 2018, the State awarded a $45 million grant to the Felony Incompetent to Stand Trial (FIST) program, which diverts individuals facing felony charges who are incompetent to stand trial from

[m] The SB-82 teams are now called the *Homeless Services Teams* because the SB-82 funding ended.

incarceration in County jails to interim housing. With these funds, the program expects to create 150 interim housing beds with the goal of connecting individuals to PSH.

The Department of State Hospitals awarded ODR $25 million to implement a mental health diversion program. This program targets individuals who are competent to stand trial but who have serious mental illness and are facing charges related to that illness. Through the program, individuals can have their charges held for two years while they receive mental health treatment. If after two years they have remained compliant with their treatment, charges can be dismissed and cleared from their record.

Inflow into Chronic Homelessness: Foundation's Contribution to Community Progress

2018 Status: Indicators of 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*
2018: Limited Impact	*2018: Strong Impact*

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

Impact on community understanding of the annual inflow into chronic homelessness (community alignment indicator)

The Foundation continued to support this effort through both grant-making and direct engagement. In May 2018, the Foundation hosted a meeting for local community stakeholders at which Dr. Dennis Culhane (University of Pennsylvania) and Dr. Randall Kuhn (UCLA) presented their recent report, *Housing Supports and Services for Aging Adults Who Experience Homelessness.* Their research identifies healthcare utilization patterns and costs over the decade in Los Angeles, New York, and Boston. This research is important to Los Angeles, as the Los Angeles Continuum of Care saw an 8 percent increase in people experiencing homelessness age 62 and older between the 2018 and 2019 Point-in-Time Counts.[77]

Impact on testing new pilot prevention, diversion, and street homelessness programs and strategies (community functionality indicator)

During 2018, the Foundation began to explore relationships with other systems of care including workforce, board and care facilities, hospitals, and managed care organizations. These systems of care serve people who experience or are at risk of homelessness, and they often intersect with the homeless service system. Many of the strategies defined in the County Homeless Initiative require participation of these other systems in the community's efforts to prevent homelessness and to help people return to housing before they experience chronic homelessness.

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

The Foundation's 2018 three-year, $1 million grant to the ***Homelessness Policy Research Institute***, a partnership between Home For Good and the USC's Sol Price Center for Social Innovation, continues to support HPRI's core activities. These include convening its 40-member research committee and other key stakeholders; conducting, disseminating, and translating rapid-response research to policymakers, service providers, and community stakeholders; and using research as a platform to effect policy change. The researchers affiliated with HPRI cover the full spectrum of topics central to understanding and ending housing crises and homelessness, and several focus specifically on preventing homelessness. Their work is expected to contribute to policy decisions aimed at curbing inflow into the system. Moving forward, the Foundation's funding will contribute to HPRI's research activities: translating research into actionable policy, conducting outreach to inform key stakeholders, and disseminating research findings.

Three of the Foundation's research-related grants ended in 2018. ***Economic Roundtable*** released a report entitled ***"The Escape Routes: Meta-Analysis of Homelessness in LA***." The report describes the geographic distribution of people experiencing homelessness, as well as a number of other factors that describe and affect experiences and durations of homelessness. The ***University of Pennsylvania's*** final report, ***"The Emerging Crisis of Aged Homelessness: Could Housing Solutions Be Funded by Avoidance of Excess Shelter, Hospital, and Nursing Home Costs?"*** predicts that the number of older adults who experience homelessness will triple in the next decade. The report examines the impact that homelessness among an increasingly older population will have on service provision and funding decisions. Finally, the ***National Academy of Sciences*** published a report entitled ***"Permanent Supportive Housing: Evaluating the Evidence for Improving Health Outcomes among People Experiencing Chronic Homelessness."*** Although the analysis found that "there is no substantial published evidence as yet to demonstrate that PSH improves health outcomes or reduces healthcare costs," the researchers note that there are research gaps that should be filled to better understand the impact of PSH and individual factors on client health and other outcomes.

Impact on testing new pilot prevention, diversion, and street homelessness programs and strategies (community functionality indicator)

The People Concern completed the first year of its three-year, $810,000 grant to employ two full-time registered nurses (RNs) for the ***Westside Hospital Care Navigator Project***. This project identifies hospital emergency room patients experiencing homelessness and links them to these RNs for care coordination, linkages to housing, and connection to supportive services. In the program's inaugural year, The People Concern filled one of the two RN positions but noted that finding someone qualified and willing to work with this population in a mobile setting (rather than in a hospital's acute care unit) had been a significant barrier. At the end of 2018, recruiters

were continuing to try to fill this vacancy. The RN who was hired completed intensive training, formalized referral and coordination forms and processes, and trained hospital staff on these new protocols.

In spite of having only one RN instead of two, this program served 53 patients in its inaugural year. Of these patients, 35 further engaged in services beyond initial referral, including case management, mental health services, linkage to a primary care physician, and addiction services. Of those who engaged in case management, 85 percent (22 patients) moved into interim housing, and 11 percent (three patients) moved into permanent housing. The total number of referrals fell short of its goal (100 referrals), but The People Concern expects this number to increase once a second RN is hired.

The Foundation's $2 million grant to ***Brilliant Corners*** to launch and implement the ***Breaking Barriers*** program ended in 2018. The program provides housing and employment services to adult felony offenders currently on probation, with the goal of reducing inflow into homelessness for this high-risk population. The program exceeded the number of clients it had aimed to serve and supported a high proportion of those clients in maintaining their housing and employment. Over the three-year grant period, Breaking Barriers enrolled and provided services to 387 clients, housing about 60 percent of them. About 84 percent of clients housed retained housing for at least 12 months. The program also provided employment services to 340 clients. Of these clients who received employment services, 54 percent became employed. The program's record led the County DHS and the Probation Department to expand the program. ***Breaking Barriers is now permanently funded through Senate Bill 678.***

The Foundation's two-year, $100,000 grant to ***The People Concern*** to enhance its client engagement, outreach, and assessment in Malibu ended in 2018. Cumulatively, The People Concern's Malibu outreach team made contact with 269 individuals experiencing homelessness. The outreach team connected people to supportive services, including on-going mental health treatment, substance use services, and medical treatment. This team's work has raised visibility for the need for homelessness outreach and service provision in Malibu and has also garnered some political support for these efforts. For FY 2018-2019, the City of Malibu for the first time included homeless services in its public safety budget. The City contracted with The People Concern to continue outreach services in Malibu.

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

The year 2018 marked the first of the Foundation's $3 million Program-Related Investment (PRI) to support the ***Just In Reach Pay for Success initiative*** (JIR PFS). A joint effort of CSH, DHS, the Los Angeles County Sheriff's Department, and the County' Chief Executive Office, the initiative aims to reduce recidivism, increase housing stability, and ultimately affect inflow into chronic homelessness for a high-risk population: individuals who are homeless and frequently incarcerated in the LA County jail system. During this first year, 156 clients enrolled in JIR PFS, and 138 remained housed as of the end of September 2018. The enrollment rate was slightly lower than expected, but the program plans to increase enrollments to reach its target by the

end of 2019. Through September 2018, the six-month housing stability rate was higher than targeted, at 94 percent.

Opportunities for Los Angeles: Inflow

- **Community Opportunity:** Policymakers, funders, and researchers should try to understand the factors behind inflow into homelessness and chronic homelessness. This may include supporting research, assessing the implications of research findings, and working with other systems of care to test approaches to preventing vulnerable people from becoming homelessness or developing chronic patterns of homelessness.

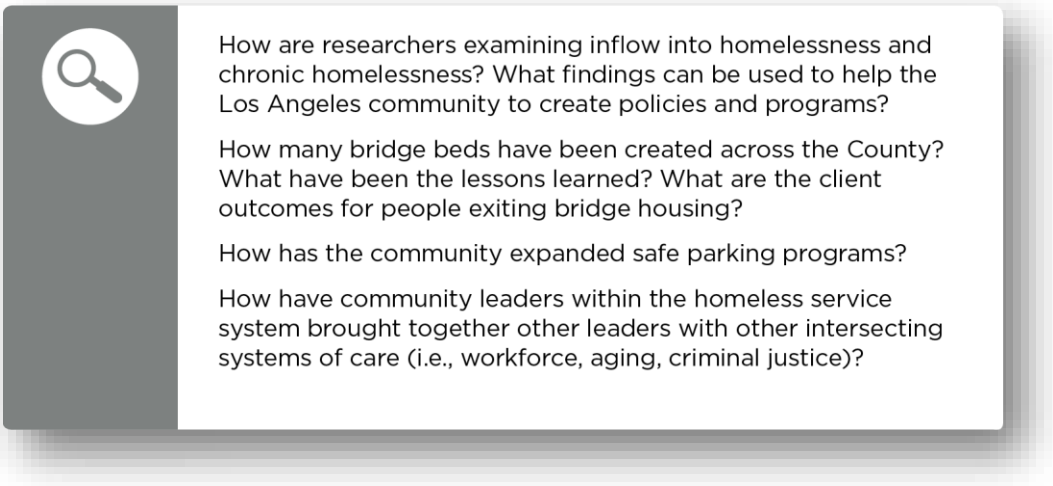
  Potential Foundation Opportunity: *Continue to support evaluation efforts and convene stakeholders to disseminate research findings and brainstorm on community solutions to inflow into homelessness and chronic homelessness.*

- **Community Opportunity:** As the community launches new programs, ensure that entities tasked with implementation are tracking client outcomes, evaluating program impacts, and including proactive learning and the ability to incorporate lessons learned into the models.

- **Community Opportunity:** As the community scales outreach efforts, there is a greater need for coordination and communication among homeless outreach teams and outreach coordinators.

  Potential Foundation Opportunity: *The Foundation should ensure that service providers and other community agencies conducting outreach have the technology needed to communicate and coordinate with one another in real time. By brainstorming with these stakeholders on what is most needed in the field to facilitate this coordination and communication.*

Exhibit 22. Evaluation Team's Items to Monitor for 2019



Conclusion

During 2018, community stakeholders continued to come together with a shared commitment to address the growing homelessness crisis across the Los Angeles region. These stakeholders worked in new ways to expand the homeless service system and coordinate its resources. Measure H's landmark infusion of funds means that the homeless service system has been taken to a dramatically different scale. With Measure H's 10-year investment come challenges in increasing the capacity of the homeless service system, including creating sound policies and procedures to guide the system; cultivating leadership, hiring new staff, retaining current staff to operate the growing system; and improving technology and data systems to allow system leaders to make data-informed policy decisions.

Despite the infusion of resources and the community's commitment to ending homelessness, we cannot ignore the macro issues affecting the United States and Los Angeles—rising housing and healthcare costs, wage stagnation, and slow development of affordable housing. These factors affect the inflow into homelessness and the effectiveness of the homeless service system's efforts to reduce or stop it. With this in mind, community stakeholders that operate and manage the homeless system more than ever need to ***be aligned around goals and solutions, have functional processes and procedures, and be sustainably resourced***.

As the Los Angeles community and the Conrad N. Hilton Foundation continue to invest in efforts to end and prevent chronic homelessness, the evaluation team summarizes the recommendations made throughout this 2019 Annual Report.

We have organized these recommendations into four focus areas:

1. Engaging public officials and agency leaders across the Los Angeles County, including local cities, to support and invest in long-term solutions to chronic homelessness.
2. Garnering statewide political will to advocate for and invest in sustainable resources for the growing homelessness crisis across California.
3. Growing the homeless service system and the organizations tasked with implementing the system's components.
4. Using data to report progress, elevate challenges, and inform decision-making.

Key Areas to Maximize Progress

1. Engaging public officials and agency leaders across the Los Angeles County, including local cities, to support and invest in long-term solutions to chronic homelessness:

- **Community Opportunity:** Community stakeholders should continue to engage with and educate elected officials and community leaders to maintain their political will in support of PSH as a long-term solution to chronic homelessness, especially as elected leaders must respond to the affordable housing shortage and the scale of unsheltered homelessness across LA County and

California. With County Supervisors now term-limited, current champions such as Mark Ridley-Thomas will be leaving office in the next few years. Current and new leaders will need to step into the champion role to continue the efforts to end homelessness and support long-term solutions.

- **Community Opportunity:** The United Way of Greater Los Angeles Home For Good team and other community organizations might consider creating a campaign similar to "Pledge 222" for other cities in LA County. As city leaders begin to implement their local plans to address homelessness and examine the full array of housing types that may be needed (bridge housing, supportive housing, other affordable housing), creating such goals could help make local leaders accountable.

- **Community Opportunity:** Proposition HHH and Measure H brought significant resources to the City and County to implement the goals of the joint comprehensive homeless plans, but additional work to deploy those resources is needed. Going forward, public officials, community leaders, and key stakeholders need to advocate for and educate the public on solutions to homelessness, including building bridge housing and PSH, to overcome local policy barriers and pockets of resistance to siting housing in the community.

2. Garnering statewide political will to advocate for and invest in sustainable resources for the growing homelessness crisis across California:

- **Community Opportunity:** Recent activity at the state legislative level demonstrates that Governor Newsom intends to address homelessness and the lack of affordable housing during his term. Community stakeholders should use this as an opportunity to meet with state elected officials to showcase Los Angeles's plans for addressing homelessness, highlight progress made, and advocate for additional legislation and needed funding.

- **Community Opportunity:** The newly formed state advocacy workgroup should continue to coordinate on statewide policies and funding opportunities. However, for this effort to be successful, the workgroup will need to task member organizations with action and follow a defined approach for leveraging the activities of its members. Workgroup members may face challenges as they work through the wording of proposed legislation, their own internal approval processes, and organizational restrictions for engaging in advocacy on state issues.

- **Community Opportunity:** Community stakeholders, including the state advocacy workgroup, should continue to educate and advocate with statewide elected officials for the resources and policy changes that Los Angeles needs to combat chronic homelessness. California has seen steep increases in the number of people staying on the streets and in other unsheltered settings, often sleeping in vehicles or tents. The response to that growth in the unsheltered homeless population has been a growing recognition of the need for solutions to homelessness among members of the public, the media, and local elected officials. State policymakers are facing a chorus of demands for action to address this statewide crisis. They face competing demands for funding for short-term responses such as emergency shelter and encampment cleanup efforts versus long-term solutions such as policy reforms and expanding the supply of

supportive and other affordable housing. State policymakers need to be challenged to balance commitments to long-term housing solutions with investments in interim strategies. Real solutions to the state's shortage of affordable rental housing will require policymakers not only to provide funding to support local programs but also to act on controversial policy measures that provide protections to tenants, prohibit housing discrimination against people who rely on rental subsidies, and encourage the removal of regulatory barriers to low-cost housing options such as accessory dwellings.

***Potential Foundation Role**: The Foundation should continue to work with state-level advocacy organizations such as Housing California on messaging and strategies needed to reduce chronic homelessness. This includes substantial investments in affordable and permanent supportive housing and on-going funding for supportive services.*

- **Community Opportunity:** A state Medicaid waiver provides a significant amount of funding to Los Angeles County through the Whole Person Care pilot. One stakeholder estimated that funding related to the Whole Person Care pilot contributes at least $50 million a year for DHS programs related to housing and homelessness. These funds are coordinated with funding from Measure H to support services and housing for people experiencing homelessness. County leaders and community stakeholders need to engage in planning efforts to sustain these resources beyond the end of the current waiver, which is set to expire in December 2020.

3. Growing the homeless service system and the organizations tasked with implementing the system's components:

- **Community Opportunity:** Over the coming years, current programs will continue to be scaled up and new initiatives will be launched. Throughout this process, current City and County leaders will need to prepare to bring on new leaders and organizations responsible for overseeing expanded duties and new initiatives. Effective planning, coordination, and communication will be essential to ensuring responsibility is distributed and progress toward the comprehensive plans continues.

- **Community Opportunity:** Community stakeholders need to continue to hold public officials accountable for removing bottlenecks and obstacles in the development process and investing in the capacity (i.e., staffing, training) of departments tasked with overseeing the components of housing development.

- **Community Opportunity**: Public agencies should continue to build creative partnerships with local colleges, and universities to meet countywide staffing needs within the homeless service system.

- **Community Opportunity:** Public and private funders should identify ways to help service providers retaining staff and minimize staff turnover while also supporting staff well-being. This may involve acquiring and analyzing countywide data on staff turnover across service providers and convening staff at different levels to identify how they do and do not feel supported to undertake their roles.

Potential Foundation Role: *Convene direct-service staff to understand job retention and turnover issues and ways to mitigate challenges faced.*

- **Community Opportunity:** Public agencies and philanthropic partners should continue to provide flexible funding to service providers as they continue to grow their organization and serve more high-acuity clients.

- **Community Opportunity:** Public agencies should continue to focus on communication and messaging efforts so clients, community partners, and the public understand what is reasonable to expect for matching people prioritized for PSH into housing. Until significantly more PSH units become available across the community, many highly vulnerable people experiencing homelessness with have to wait for housing placements.

- **Community Opportunity:** Service providers and public agencies reported inadequate physical office space for employees. Providers and public agencies should look for opportunities to support new workspace models such as teleworking or touchdown hubs where several service providers could share office space. Providers explained that many direct-service staff spend a lot of their work time in the field meeting with clients. For those staff, ensuring that they have mobile devices to connect with colleagues and clients is imperative.

- **Community Opportunity:** Providers reported experiencing funding gaps between what their contracts cover and what it costs them to sustainably operate and deliver services. Providers should continue to document and analyze their "full" costs and use those analyses to ask for additional funding to support those costs. Public and private funders should continue to support the work of financial consultants and strategists who can help providers in conduct financial analysis and creating plans for organizational growth and sustainability.

  Potential Foundation Opportunity: *The Foundation could continue to support the work of financial consultants working with homeless service providers and continue to look for opportunities to support providers across the County in capacity-building efforts.*

- **Community Opportunity:** Public agencies, the philanthropic community, and community organizations have provided—and continue to provide—assistance to service providers through funding, training, and technical assistance. It will be important to continue to seek providers' guidance and input on what types of assistance and resources are most useful to help develop their internal capacities. Service providers across the County have different needs. Public and private funders need to be attuned to those differences and recognize that a one-size-fits-all approach does not work. Many provider organizations are led by people who have worked within the homeless service system for decades. Their expertise and experience should be exploited when thinking about how to structure and provide capacity-building resources.

- **Community Opportunity:** As the community scales outreach efforts, there is a greater need for coordination and communication among homeless outreach teams and outreach coordinators.

Potential Foundation Opportunity: *The Foundation should ensure that service providers and other community agencies conducting outreach have the technology needed to communicate and coordinate with one another in real time. By brainstorming with these stakeholders on what is most needed in the field to facilitate this coordination and communication.*

4. Using data to report progress, elevate challenges, and inform decision-making:

- **Community Opportunity:** The community should work on the challenges to tracking PSH inventory as it becomes available and compare this inventory to the targets set in the community housing gaps analysis. This requires an investment in resources from several public entities tasked with managing the current PSH inventory and pipeline.

- **Community Opportunity:** Community stakeholders should examine geographic and demographic data for voucher holders who are successful at leasing a unit versus voucher holders who are not successful. By examining demographic data, stakeholders could determine whether there are racial disparities that might indicate discrimination within some or all areas of the County. By examining which stages of the lease-up process are delaying placement in housing, stakeholders might be able to uncover lease-up strategies when it looks like someone may be having difficulty or specific landlord engagement activities in targeted geographic areas. Stakeholders might also conduct qualitative studies of the experiences of voucher holders who were successful at leasing a unit versus voucher holders who have been unsuccessful. Stakeholders might discover some nuanced best practices that can be applied across voucher programs to increase success rates. Finally, stakeholders should focus on implementation of state and local laws making discrimination on the basis of source of income illegal, including litigation that demonstrates the responsibility of landlords to obey the laws.

  Potential Foundation Opportunity: *The Foundation should look for ways to support non-profit and advocacy organizations in their efforts to enforce the new "source of income" laws. This might focus on litigation on behalf of people trying to use tenant-based assistance for PSH, although overall enforcement of these laws could also help people trying to use vouchers to leave homelessness or at risk of becoming homeless. The Foundation also has an opportunity to fund research that can be used to improve the voucher success rate, including: (1) further analysis of success rates that focuses on the use of tenant-based subsidies for PSH and identifies geographic areas where success rates are particularly low and landlord engagement efforts could be targeted; (2) analyzing the processes between voucher issuance and lease-up to uncover strategies for offering housing search assistance or other supports when a voucher holder appears to be having difficulty; and (3) analyzing success rates for the Housing for Health program and strategies that program may be using to ensure successful placements, including ways that service providers interact with landlords. Foundation could use direct-engagement to bring in other stakeholders and funders, as well as considering grant-making opportunities.*

- **Community Opportunity:** The new data dashboards created by the County, City, LAHSA, and the United Way represent significant progress in providing transparency to the public. However, the community still needs to work on which metrics are most important to track for various audiences, including stakeholders, elected officials, and voters and analyze how those metrics relate to the goals set by the community. For example, *are the most vulnerable people being*

prioritized? Are lag times decreasing? Are people who are chronically homeless exiting homelessness into PSH?

Potential Foundation Opportunity: *The Foundation could help the community convening data managers and analysts across homeless system partners to discuss the best ways for the community to use and report data.*

- **Community Opportunity:** Community stakeholders should continue to examine placement and lease-up times for all tenant-based and project-based subsidies. Though funders and program administrators have eligibility requirements, and verification processes to follow exploring each entity's processes and timelines could reveal opportunities for improvements.

- **Community Opportunity:** LAHSA and DHS might consider how to integrate HMIS and CHAMP systems so that dual entry is not required, or, alternatively, implement regular data reconciliation to make sure clients are properly accounted for in both systems.

- **Community Opportunity:** Public agencies, community organizations, and funders should continue to support efforts to identify the causes of racial disparities in experiences in returns from supportive housing to homelessness and invest in strategies to decrease those disparities. They might investigate CES processes and assessment tools to ensure the tools are equitable and not perpetuating racial inequalities.

  Potential Foundation Opportunity: *The Foundation should support efforts that are designed to increase the representation of African Americans and people with lived homelessness experience among organizational leadership and staff that provide supportive housing. This could include focusing recruitment, training, and capacity-building efforts on creating an expanded workforce.*

- **Community Opportunity:** Policymakers, funders, and researchers should try to understand the factors behind inflow into homelessness and chronic homelessness. This may include supporting research, assessing the implications of research findings, and working with other systems of care to test approaches to preventing vulnerable people from becoming homelessness or developing chronic patterns of homelessness.

  Potential Foundation Opportunity: *Continue to support evaluation efforts and convene stakeholders to disseminate research findings and brainstorm on community solutions to inflow into homelessness and chronic homelessness.*

- **Community Opportunity:** As the community launches new programs, ensure that entities tasked with implementation are tracking client outcomes, evaluating program impacts, and including proactive learning and the ability to incorporate lessons learned into the models.

Phase II Chronic Homelessness Initiative Grants: Active in 2018

Grant Application Approval Date	Grantee	Grant Amount	Grant Term	Grant Status (*End of 2018*)	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	**Corporation for Supportive Housing: PRI**	$4,000,000	March 2014-March 2027	Active	Expand the supply of PSH in Los Angeles	Scaling Up the Resources
Early 2014	**Corporation for Supportive Housing: PRI**	$2,000,000	April 2014-March 2024	Active	Offer innovative loan products, such as project incentive loans and predevelopment loans, to expand the supply of PSH in Los Angeles	Scaling Up the Resources
Early 2015	**Brilliant Corners: Breaking Barriers Program**	$2,000,000	July 2015-June 2018	Complete	Provide housing and employment services to 200 transitioning probationers	Inflow
Mid-2015	**National Academy of Sciences**	$50,000	September 2015-June 2018	Complete	Support a study on the links between healthcare and homelessness	Inflow Scaling Up the Resources
Early 2016	**The People Concern (formerly OPCC)**	$100,000	June 2016-May 2018	Complete	Enhance outreach in Malibu	Countywide Prioritization Systems

Grant Application Approval Date	Grantee	Grant Amount	Grant Term	Grant Status (*End of 2018*)	Grant Objective	Grant Type
Mid-2016	**Downtown Women's Center**	$450,000	November 2016-October 2018	Complete	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
Late 2016	**Housing California**	$300,000	December 2016-November 2018	Complete	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-December 2018	Complete	Support a study on the impacts aging homeless population on healthcare costs in L.A.	Inflow
	Brilliant Corners	$1,200,000	January 2017-March 2019	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

Grant Application Approval Date	Grantee	Grant Amount	Grant Term	Grant Status (*End of 2018*)	Grant Objective	Grant Type
Early 2017	**United Way**	$200,000	February 2017-January 2018	Complete	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 sub-grantees	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 2020	Active	Conduct federal policy analysis and advocacy	Political Will
Early 2017	**Union Station**	$300,000	April 2017-March 2019	Active	Support capacity-building and CES implementation in SPA 3	Countywide Prioritization Systems

Grant Application Approval Date	Grantee	Grant Amount	Grant Term	Grant Status (*End of 2018*)	Grant Objective	Grant Type
Mid-2017	**Economic Roundtable**	$150,000	June 2017-May 2018	Complete	Support research on interventions for specific subgroups experiencing homelessness	Countywide Prioritization Systems Inflow
	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-June 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 funding for grantees of the Funders Collaborative.	Political Will Scaling Up the Resources Countywide Prioritization Systems

Grant Application Approval Date	Grantee	Grant Amount	Grant Term	Grant Status (*End of 2018*)	Grant Objective	Grant Type
Mid-2017	**USC Sol Price School of Public Policy:** **HPRI Pilot**	$155,000	September 2017-August 2018	Complete	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-January 2019	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
	Genesis LA Economic Growth Corporation: PRI	$750,000	January 2018-December 2027	Active	Initiate program-related investment to support privately financed development of cost-effective, small scale affordable and permanent supportive housing on free or low-cost land	Scaling Up the Resources
	The People Concern (formerly OPCC)	$810,000	January 2018-December 2020	Active	Partner with hospitals in SPA 5 to establish warm handoffs and referrals for homeless patients with chronic health and mental health conditions	Inflow

Grant Application Approval Date	Grantee	Grant Amount	Grant Term	Grant Status (*End of 2018*)	Grant Objective	Grant Type
Late 2017	**LAHSA**	$600,000	December 2017-November 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	Active	Initiate preservation efforts for aging PSH inventory and improve integration of PSH in CES	Political Will Scaling Up the Resources
Early 2018	**Downtown Emergency Service Center (DESC)**	$25,000	February 2018-January 2019	Active	Sponsor the 2018 Housing First Partners Conference	Countywide Prioritization Systems
Mid-2018	**USC Sol Price School of Public Policy: HPRI**	$1,000,000	July 2018-June 2021	Active	Continue to support the Homelessness Policy Research Institute (HPRI) in conducting, disseminating, and translating rapid-response policy research to policy-makers, service providers, and the general community	Countywide Prioritization Systems Inflow
	Nonprofit Finance Fund	$440,000	July 2018-June 2019	Active	Support service providers' financial management capacities and report on capital landscape for homeless services sector	Countywide Prioritization Systems
	Social Venture Partners Los Angeles, Inc.	$40,000	August 2018-July 2019	Active	Seed and accelerate early-stage systems change initiatives in a cohort of service providers in the realms of homelessness and foster youth.	Countywide Prioritization Systems

Grant Application Approval Date	Grantee	Grant Amount	Grant Term	Grant Status (*End of 2018*)	Grant Objective	Grant Type
	Brilliant Corners	$1,000,000	September 2018-August 2020	Active	Support agency's capacity to scale up and increase collaboration with the Department of Health Services (DHS) Housing for Health (HFH) Division, Department of Mental Health (DMH) Countywide Housing, Employment and Education Resource Development (CHEERD) Division, and the Office of Diversion and Reentry	Scaling Up the Resources
Late 2018	**United Way**	$225,000	October 2018-September 2019	Active	Continue building public will to end chronic homelessness by developing and airing clips of documentary *The Advocate*; increase and align communication within and between key stakeholder groups, including philanthropy.	Political Will
	LA Voice	$418,000	October 2018-September 2020	Active	Support local faith leaders and communities in developing small-scale PSH on their properties, in conjunction with Genesis LA Economic Growth Corporation's PRI work	Scaling Up the Resources
	Skid Row Housing Trust	$400,000	November 2018-October 2019	Active	Support capacity-building to improve service provision in SPA 4	Countywide Prioritization Systems

Grant Application Approval Date	Grantee	Grant Amount	Grant Term	Grant Status (*End of 2018*)	Grant Objective	Grant Type
Late 2018	**Special Services for Groups / HOPICS**	$400,000	December 2018-November 2019	Active	Support capacity-building to improve service provision in SPA 6	Countywide Prioritization Systems
	St. Joseph Center	$350,000	December 2018-November 2019	Active	Support capacity-building to improve service provision in SPAs 4, 5, 6, and 7	Countywide Prioritization Systems
	Downtown Women's Center	$570,000	December 2018-November 2020	Active	Support the Domestic Violence Housing Services Coalition in furthering cross-sector collaboration, understanding, and systems-change work around the intersections of domestic violence and homelessness	Countywide Prioritization Systems Inflow
	Genesis LA Economic Growth Corporation: PRI	$750,000	January 2019-December 2028	Awarded, not yet active	Build upon and expand 2017 program-related investment to expand PSH inventory with small-scale developer leveraging private financing resources	Scaling Up the Resources
Late 2018	**Genesis LA Economic Growth Corporation: Grant**	$375,000	January 2019-December 2020	Awarded, not yet active	Conduct environmental reviews and feasibility studies and support costs associated with architecture and engineering required to support of small-scale PSH development associated with PRI	Scaling Up the Resources

Grant Application Approval Date	Grantee	Grant Amount	Grant Term	Grant Status (*End of 2018*)	Grant Objective	Grant Type
	Economic Roundtable	$40,000	January-April 2019	Awarded, not yet active	General operating support	Countywide Prioritization Systems
	National Housing Law Project	$25,000	January-December 2019	Awarded, not yet active	Convene criminal justice reform, legal services, and homeless services stakeholders to discuss the challenges of and opportunities for providing housing for those exiting the criminal justice system in California	Inflow

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