



Abt
ASSOCIATES

EVALUATION OF THE Conrad N. Hilton Foundation Chronic Homelessness Initiative: 2019 ANNUAL REPORT

Executive Summary



Introduction

In September 2011, Abt Associates began an evaluation of the Conrad N. Hilton Foundation’s five-year Chronic Homelessness Initiative, with the goal of answering the overarching question: Is the Chronic Homelessness Initiative an effective strategy to end and prevent chronic homelessness in Los Angeles (LA) County? In late 2015, the Foundation affirmed its commitment to the goal of ending chronic homelessness in Los Angeles for a second five-year phase (2016–2020). In 2016, the evaluation team designed a Phase II evaluation approach that examines the community’s progress towards the goal of ending chronic homelessness as well as the Foundation’s approach to supporting that progress. This year’s report, the third report of Phase II, highlights and evaluates the community’s and Foundation’s activities during 2018.

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

Exhibit 1

Theory of Change for the Chronic Homelessness Initiative Phase II



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, but other communities in southern California have seen even larger percentage increases than Los Angeles. Without the investments made in Los Angeles County, the increase in homelessness between 2018 and 2019 might have been even greater.

Exhibit 2

Point-in-Time Count of People Experiencing Chronic Homelessness

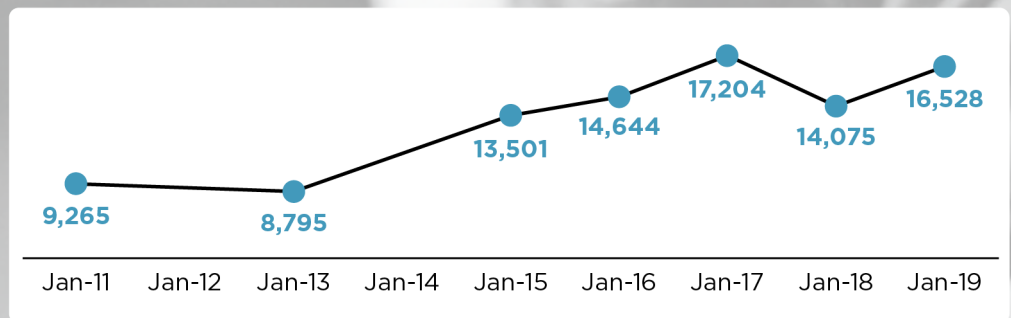








Exhibit 3

2018 Status: Indicators of Community Progress Toward the Goal

INITIATIVE AREA		INITIATIVE GOALS	2018 STATUS	
Political Will	Countywide Strategies	Adopt and commit local resources to implement the City and County plans.	 ON TRACK	Measure H funding continues to be dispersed throughout LA County. Proposition HHH funding continues to be committed to developing PSH across the City.
	Legislative Advocacy	Commit state and federal resources to implement the City and County plans.*	 ON TRACK	The State awarded \$85 million to Homeless Emergency Aid Program funding to the City of LA and \$81 million to LAHSA.
Scaling Up Resources	PSH Units	Leverage development funding to create PSH inventory to meet the need.	 NEEDS ATTENTION	Though the community is making progress in addressing its housing gaps, there is still a gap of more than 20,000 PSH units based on the 2018 countywide gaps analysis.
	Service Commitments	Secure adequate PSH units, subsidies, and service commitments to meet the defined need.	 ON TRACK	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. In FY 2018-2019, DHS set a goal of 2,950. Each year's goal was surpassed, linking over 6,000 people with PSH.
Countywide Prioritization Systems	Prioritization Systems	Increase PSH placement rates through the prioritization system adequate to meet goals.	 NEEDS ATTENTION	Placements into PSH and other PH increased for the overall population. However, some of the data that is provided to LAHSA from external partners does not come with critical information such as household type or other demographic information.
	Service Capacity			
Inflow	Inflow into Chronic Homelessness	Implement programs to prevent people from becoming homeless and chronically homeless.	 NEEDS ATTENTION	The community has created new pilot programs and expanded existing programs to try to reduce the inflow into homelessness and chronic homelessness. However, more research is needed to understand the driving factors into homelessness and chronic homelessness and what community leaders, policymakers, and practitioners can do to prevent it.

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



Political Will

Countywide Strategies

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.

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

Evaluation Team's Items
to Monitor for 2019



How will local cities implement their community plans?

What actions will the City's Unified Homelessness Response Center and the Mayor's Office of City Homelessness Initiatives take to address the homeless crisis in the City of LA?

How will the recommendations put forth by the Ad Hoc Committee on Black People Experiencing Homelessness be implemented across the community?

How will Measure H and Proposition HHH allocations and spending compare to previous years?


Exhibit 6


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.

Political Will

Legislative Advocacy

In September 2018 the Foundation focused its Annual Chronic Homelessness Initiative convening on past legislative efforts and upcoming opportunities with a new governor of California to advocate for homelessness and housing initiatives. In an effort to coordinate the community's state advocacy efforts on homelessness and housing policy and funding, in late 2018, a state policy workgroup began to meet monthly. 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.

In November 2018, voters approved two state measures directly addressing affordable and supportive housing and homelessness prevention. 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.

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.¹ Initial actions taken by Governor Newsom in 2019 indicate housing will be at the forefront of his policy agenda.

Exhibit 7

Goal: Political Will—
Legislative Advocacy



ON
TRACK

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

2018 Status: The State awarded \$85 million in Homeless Emergency Aid Program funding to the City of LA and \$81 million to LAHSA.

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

Exhibit 8

Evaluation Team's Items
to Monitor for 2019






How will the local state advocacy workgroup coordinate its efforts and align on the community's priorities?

How has the state prioritized addressing the homelessness crisis?

Exhibit 9

2018 Status: Indicators of Community Progress Toward the Goal

GOAL		
Commit state and federal resources to the City and County plans.*		
INDICATORS		
<p>ALIGNMENT </p> <p>The community adopts a consistent state and federal advocacy strategy.</p>	<p>FUNCTIONALITY </p> <p>Local leaders support the state and national strategy.</p>	<p>SUSTAINABILITY </p> <p>Influential state and federal champions support the local community strategies to end homelessness.</p>
STATUS THROUGH 2018		
<p>A community workgroup began meeting to discuss coordination on state advocacy strategies.</p> <p>★★★ Rapid Progress</p>	<p>Key local leaders advocated for increased funding for the state to fund homeless strategies.</p> <p>Two state ballot measures focusing on housing passed.</p> <p>★★☆ Suitable Progress</p>	<p>HUD Secretary Ben Carson visited Los Angeles and met with local leaders to discuss homelessness and the community’s strategies to combat it.</p> <p>HUD Technical Assistance providers worked with Los Angeles officials on supporting locally defined goals and strategies to combat homelessness.</p> <p>★★☆ Suitable Progress</p>
RECOMMENDATIONS		
<p>The state advocacy workgroup should continue to coordinate on statewide policies and funding opportunities.</p>	<p>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.</p>	<p>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.</p>

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

¹CALmatters. “As Gavin Newsom becomes governor, how he could shape California’s future—issue by issue.” November 6, 2018. Updated on January 6, 2019. <https://calmatters.org/articles/governor-gavin-newsom-future-of-california-issues/>

Scaling Up the Resources

PSH Units

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.

In February 2018, an updated countywide housing gaps analysis was released showing a PSH housing gap for individuals of over 20,000 units. As the community works 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.

Exhibit 10

Goal: Scaling Up the Resources—PSH Units

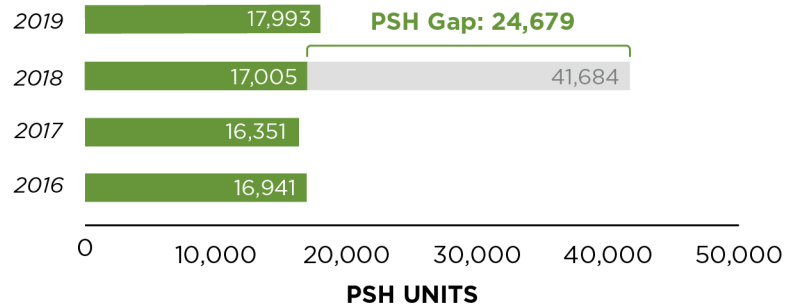
Source: *Housing Inventory Counts; Los Angeles, Pasadena, Glendale, and Long Beach CoCs*



NEEDS
ATTENTION

Goal: Leverage development funding to create additional PSH inventory.

2018 Status: Though the community is making progress in addressing its housing gaps, there is still a gap of more than 20,000 PSH units based on the 2018 countywide gaps analysis.



Sources:

1. 2018 Report on the Homeless Housing Gaps in the County of Los Angeles
2. Housing Inventory Counts; Los Angeles, Pasadena, Glendale, and Long Beach CoC

Note: Data includes both individual and family units.

Exhibit 11

Evaluation Team's Items to Monitor for 2019




How has the PSH inventory specialist role worked with community stakeholders to collect data, reconcile listings, and forecast the PSH pipeline?

How have local ordinances and state bills helped to streamline PSH development across the community?

What practices are local housing authorities taking to increase the voucher success rates? Have any additional steps been taken to prevent source of income discrimination across the community?

Exhibit 12

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 
<p>The countywide strategies define a PSH creation goal for new development, new subsidies, and turnover commitments.</p>	<p>Development departments decrease time from PSH predevelopment to permitting; PHAs increase utilization of PSH vouchers.</p>	<p>The community secures funding commitments to scale up PSH inventory through development and subsidies.</p>
STATUS THROUGH 2018		
<p>LAHSA released an updated Countywide gaps analysis.</p> <p>LAHSA hired a PSH housing inventory specialist.</p>	<p>The County's Homeless Initiative launched its Housing Innovations Challenge.</p> <p>Since the passage of Proposition HHH, more than 5,000 units of PSH are in the development pipeline across the City of LA.</p> <p>California enacted three bills that will help streamline PSH development across the state.</p> <p>HACLA reported only about 50 percent of people who receive housing vouchers are successful in entering into a lease agreement using their voucher.</p>	<p>Seventy-nine projects are supported with Proposition HHH funding.</p> <p>HACLA and LACDA saw increases to a few subsidy programs.</p> <p>To date, more than 8,000 people have been placed in PSH through DHS's Housing For Health program.</p>
<p>★★★☆☆ Suitable Progress</p>	<p>★★★☆☆ Suitable Progress</p>	<p>★★★☆☆ Suitable Progress</p>
RECOMMENDATIONS		
<p>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.</p>	<p>The community should closely track PSH availability (both units and subsidies) and utilization to ensure PSH resources across the County are being fully utilized.</p> <p>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.</p>	<p>Community stakeholders should continue to hold public officials accountable for removing bottlenecks and obstacles in the development process.</p>

Scaling Up the Resources

Service Commitments

Through the County's Homeless Initiative Strategy D7 "Provide Services and Rental Subsidies for PSH", DHS set a goal 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.²

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 13

Goal: Scaling Up the Resources—Service Commitments



ON
TRACK

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

2018 Status: 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. In FY 2018-2019, DHS set a goal of 2,950. Each year's goal was surpassed, linking over 6,000 people with PSH.

Exhibit 14

Evaluation Team's Items to Monitor for 2019



How are homeless service providers addressing their capacity concerns? How are funders supporting homeless service providers as they address their capacity concerns?


What strategies is the County exploring to preserve the Medicaid Waiver Whole Person Care funding that ends in 2020?

WOR
88
62 total units / 46 supportive
South Los Angeles, CA

YOUTH AND COMMUNITY CENTER

Exhibit 15

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		
<p>ALIGNMENT </p> <p>The countywide strategies define a service resources goals based on both the PSH unit goal and an analysis of population needs.</p>	<p>FUNCTIONALITY </p> <p>Providers seamlessly access local and countywide service resources to pair with housing.</p>	<p>SUSTAINABILITY </p> <p>Public and private funders have committed resources to provide services for identified population needs.</p>
STATUS THROUGH 2018		
<p>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.</p> <p>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.</p> <p>★★★ Rapid Progress</p>	<p>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.</p> <p>Service providers reported experiencing high numbers of job vacancies and staff turnovers and struggled to find qualified candidates to fill them.</p> <p>Public agencies have engaged in several recruitment and hiring efforts to support service providers.</p> <p>★★☆ Suitable Progress</p>	<p>LAHSA and the Home For Good Funders Collaborative jointly issued an RFP to support building providers’ capacity.</p> <p>★★★ Rapid Progress</p>
RECOMMENDATIONS		
<p>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.</p>	<p>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.</p>	<p>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.</p>

²Data provided by the Los Angeles County Department of Health Services.

Countywide Prioritization Systems

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, 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.

Exhibit 16

Goal: Countywide Prioritization Systems

Source: Permanent housing placement data provided by LAHSA



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.

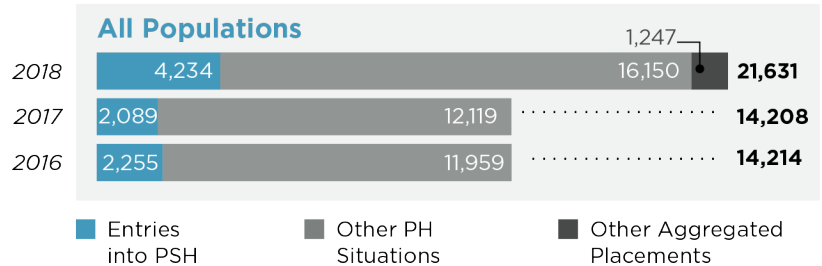


Exhibit 17

Evaluation Team's Items to Monitor for 2019



How can alignment and prioritization of pre-housing system components, like interim housing and housing navigation, be implemented to achieve system throughput?

How are community partners continuing to coordinate resource matching and housing placements?

What are the results of the Enterprise Community Partners Vacancy to Move-in Pilot?




How has LeaseUp been used across the community?

How have community partners used HMIS to coordinate community-wide outreach efforts, services provided, and housing placements?

How is the community coming together to use data to report its progress and plan for future efforts?

Exhibit 18

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

Countywide Prioritization Systems

Service Capacity

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, technology, infrastructure, and funding. In 2018, LAHSA, the Home For Good Funders Collaborative, and philanthropic partners responded by supporting capacity-building efforts and offering training, technical assistance, recruitment services, and flexible funding.

Exhibit 19

Evaluation Team's Items to Monitor for 2019






What strategies has the community used to address the time lag between when ICMS are requested and when a match is made?

What strategies have homeless service providers and funders used to address staffing recruitment and retention?



Exhibit 20

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  Public agencies and local TA providers establish a strategy for building provider capacity across underserved subregions.	FUNCTIONALITY  Public officials incorporate proven models to support PSH clients in housing and in “moving on” as appropriate.	SUSTAINABILITY  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.

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.³ 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.

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



NEEDS
ATTENTION

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

2018 Status: The community has created new pilot programs and expanded existing programs to try to reduce the inflow into homelessness and chronic homelessness. However, more research is needed to understand the driving factors behind homelessness and chronic homelessness and what the community's leaders, policymakers, and practitioners can do to prevent it.

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

Exhibit 22

Evaluation Team's Items to Monitor for 2019



How are researchers examining inflow into homelessness and chronic homelessness? What findings can be used to help the Los Angeles community to create policies and programs?




How many bridge beds have been created across the County? What have been the lessons learned? What are the client outcomes for people exiting bridge housing?

How has the community expanded safe parking programs?

How have community leaders within the homeless service system brought together other leaders with other intersecting systems of care (i.e., workforce, aging, criminal justice)?

Exhibit 23

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 	FUNCTIONALITY 	SUSTAINABILITY 
The community understands the annual inflow into chronic homelessness and factors, and identifies strategies to respond.	Providers test new pilot prevention, diversion, and street homelessness programs and strategies.	Providers expand existing prevention, diversion, and street homelessness programs and strategies.
STATUS THROUGH 2018		
<p>Researchers and community partners continue to work to understand the inflow into homelessness and chronic homelessness and driving factors.</p> <p>★☆☆ Limited Progress</p>	<p>Mayor Garcetti launched A Bridge Home, an initiative that will build bridge housing in each of the City's 15 council districts.</p> <p>LAHSA launched the Los Angeles Homeless Outreach Portal (LA-HOP).</p> <p>The community looked for ways to expand safe parking programs for people living in their vehicles.</p> <p>★★★ Rapid Progress</p>	<p>The community expanded outreach efforts.</p> <p>The community's Just In Reach Pay for Success program continued to enroll individuals to include more teams and weekend coverage.</p> <p>ODR was awarded funding to scale its FIST program and implement a mental health diversion program.</p> <p>★★☆ Suitable Progress</p>
RECOMMENDATIONS		
<p>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.</p>	<p>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.</p>	<p>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.</p>

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

³Los Angeles Homeless Services Authority. 2019 Greater Los Angeles Homeless Count - Los Angeles County. <https://www.lahsa.org/documents?id=3423-2019-greater-los-angeles-homeless-count-los-angeles-county.pdf>

