The Conrad N. Hilton Foundation’s Homelessness Initiative is helping public and private partners work more effectively to improve the lives of those experiencing homelessness in our community. Our strategy is focused on the most effective solutions to realizing a Los Angeles where homelessness is rare, brief and non-reoccurring. This includes programs that prevent new homelessness and those that quickly move people into permanent housing, focus on mental health, and employ data-backed prevention strategies. We’re also working with partners in philanthropy and government to transform LA’s homeless response system to reach our ideal state more rapidly than is currently possible.

**Ideal state**

When our work is successful, homelessness in Los Angeles County will be rare, brief and non-reoccurring. The homelessness response system is addressing inflow into homelessness by working with related systems, (e.g., across local governments; including criminal justice, mental and physical health, child welfare and veterans care) to identify and provide services to people most at risk of experiencing long-term homelessness that prevents their homelessness altogether.

**History and background**

For nearly three decades, the Foundation has been a national leader in advancing permanent, supportive housing as a long-term solution to chronic homelessness. The Foundation began its work with the Corporation for Supportive Housing to expand the permanent supportive housing model across the country. In 2004, it expanded that partnership specifically in Los Angeles.

In 2010, the Foundation began its five-year Phase I strategy to establish solutions to chronic homelessness in LA County and develop consensus around formalizing these solutions. During Phase I, more than 18,000 chronically homeless and vulnerable individuals secured Permanent Supportive Housing (PSH), including more than 6,000 individuals placed by Foundation-supported grantees. Phase II began in 2016 to improve system functionality, secure and coordinate new and existing public resource commitments and bring interventions to scale. More than 17,000 individuals experiencing chronic homelessness and veterans secured PSH during this phase.

The Foundation helped support a network of organizations to advance evidence-based solutions that prevent and end homelessness and focus on PSH. Strategy25 builds upon these successes by further investing in prevention, emphasizing racial equity, mental health, improving data infrastructure and transparency and adding investments that improve and increase interim housing/shelter and permanent housing options.

**Strategy architecture**

<table>
<thead>
<tr>
<th>1 CLIENT-CENTERED SOLUTIONS</th>
<th>2 INTEGRATED HOMELESS SYSTEMS AND SERVICES</th>
<th>3 FIELD BUILDING</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Permanent housing solutions</td>
<td>a. Local government systems (functionality and accountability)</td>
<td>a. National advocacy</td>
</tr>
<tr>
<td>b. Inflow from other systems</td>
<td>b. Predictive analytics and targeted prevention</td>
<td>b. Innovative approaches</td>
</tr>
<tr>
<td>c. Street-to-home (shelter)</td>
<td>c. Mental health</td>
<td>c. Funder and provider networks</td>
</tr>
<tr>
<td>d. Early rehousing (short-term support for long-term prevention)</td>
<td></td>
<td>d. Voice of those with lived expertise</td>
</tr>
</tbody>
</table>

**Program and systems interventions**

<table>
<thead>
<tr>
<th>4 RESEARCH AND EVALUATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Research and dissemination locally and nationally</td>
</tr>
<tr>
<td>b. Evaluate our investments and approaches; modify based on learning</td>
</tr>
</tbody>
</table>

**Five-year goals**

- **decrease in net inflow into homelessness, making homelessness rarer**
  - 10%

- **acceleration in time to rehousing, making homelessness briefer**
  - 66%

- **decrease in returns to homelessness, making homelessness less reoccurring**
  - 30%

- **decrease in racial disparities in people experiencing homelessness**
  - 20%
## WHERE WE WORK

![Los Angeles County Map](image)

## EQUITY FOCUS

- Black people experiencing or at risk of long-term homelessness due to historic and present-day public policies, such as redlining
- Youth at risk of experiencing long-term homelessness, with a focus on LGBTQ youth, foster youth and Black youth
- Older adults, who are at disproportionate risk of long-term homelessness

## OTHER KEY METRICS

- 20,000 people are newly placed into permanent housing each year in our focal demographic
- Funding dedicated to effective permanent housing solutions from other systems of care increases from $53 million in 2020 to $85 million annually in 2025

## PROGRAM COSTS

<table>
<thead>
<tr>
<th>Phase</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phase I (2012-2016)</td>
<td>$49,115,054</td>
</tr>
<tr>
<td>Phase II (2016-2020)</td>
<td>$81,289,500</td>
</tr>
<tr>
<td>Strategy25 (2021-2026)</td>
<td>Est. $175,000,000</td>
</tr>
</tbody>
</table>

## CHALLENGES

- Housing unaffordability is driving first-time homelessness for Angelenos, some of whom are at risk of chronic homelessness
- Research suggests the economic impacts of the COVID-19 pandemic and the expiration of COVID-19 housing protections will accelerate inflow of first-time homelessness
- Nonprofits and public sector entities facing workforce shortages are attempting to scale up quickly while maintaining high-quality, client-centered services and housing regional governance poses a challenge to coordinated and collaborative solutions

## OPPORTUNITIES

- Potential to secure new resources and reorient existing resources from other systems (e.g., criminal justice, mental health)
- Prevention of homelessness through early interventions such as direct rental assistance
- Alignment among local, state and national partners on the need to shift the narrative on homelessness and ensure permanent housing and services are welcome and supported in communities