

2015 UPDATE

HOME FOR GOOD

ENDING HOMELESSNESS IN LOS ANGELES COUNTY



Los Angeles Area
Chamber of Commerce



Table of Contents

Introduction	2
The Problem	3
State of Homelessness	
The Solution	5
Progress to Date	7
Ending Homelessness	8
Efficient Service Delivery	9
Coordinated Entry System	10
Sufficient Resources	11
Funders Collaborative	12
Excellence in Quality	13
Standards of Excellence	14
Public and Political Will	15
Business Leaders Task Force	16
Call to Action	17
The Milestones	19
Contact	22

LA Family Housing
Trudy & Norman Louis Apartments
Opened 2014
One of first buildings with units leased up through Coordinated Entry System

Introduction

Home For Good is an initiative to end veteran homelessness by the end of 2015, chronic homelessness by the end of 2016, and ultimately all homelessness in Los Angeles County. Launched in December 2010 by United Way of Greater Los Angeles and the LA Area Chamber of Commerce, it is a collective and countywide effort of over 200 cross-sector organizations.

Los Angeles has more people living unsheltered on the streets than anywhere in the nation, with over 39,500 individuals without a home every night enduring devastating challenges. This reality negatively impacts our communities, our businesses, and our society.

Recognizing the significant work being done in Los Angeles to manage homelessness, we identified the need to create a bigger tent and a collective strategy to address all of the facets of a complex problem. In coming together as a community, we found that the barriers we were all experiencing were bigger than any of our individual agencies.

Home For Good is grounded in the deep belief that a Housing First approach is the key to ending homelessness – a focus on knowing every person on our streets by name, understanding their needs, and quickly linking them to the permanent housing and services they need to thrive. To scale this approach across the region, we identified four key drivers critical to our success:

- Efficient Service Delivery
- Sufficient Resources
- Excellence in Quality
- Public and Political Will

We have made great progress—together through the tremendous work of people across the region championing the effort to end homelessness, we have seen shifts in our system, new collaborations, and incredible progress on the ground.

Enclosed is a report on the progress of Home For Good including an update on our current trajectory and the final gaps to bring our homeless neighbors home for good. We are at a pivotal moment, with great progress and a solid foundation in place, now more than ever we all need to take another big step forward toward ending homelessness in Los Angeles. We can end homelessness in Los Angeles County, but it will take every single one of us playing a unique and critical role.

State of Homelessness

We know the problem...

39,500

people are homeless in LA County
as of 2013

SAN FERNANDO VALLEY

5,155 total homeless, including:
561 homeless veterans
1,009 chronically homeless singles and families (excl. vets)

ANTELOPE VALLEY

2,114 total homeless, including:
231 homeless veterans
481 chronically homeless singles and families (excl. vets)

SAN GABRIEL VALLEY

3,567 total homeless, including:
392 homeless veterans
666 chronically homeless singles and families (excl. vets)

CENTRAL LOS ANGELES

10,470 total homeless, including:
1,216 homeless veterans
1,659 chronically homeless singles and families (excl. vets)

WEST LOS ANGELES

3,667 total homeless, including:
424 homeless veterans
554 chronically homeless singles and families (excl. vets)

SOUTH LOS ANGELES

7,044 total homeless, including:
752 homeless veterans
1,322 chronically homeless singles and families (excl. vets)

SOUTH BAY / HARBOR

5,014 total homeless, including:
765 homeless veterans
1,181 chronically homeless singles and families (excl. vets)

EAST LOS ANGELES

2,430 total homeless, including:
276 homeless veterans
407 chronically homeless singles and families (excl. vets)

We see the consequences...

Economic imperative

} homelessness costs us nearly \$1 billion a year.

Moral imperative

} people are dying on the streets.

Community imperative

} we know we can do better for our communities.

LA County has more people living on the streets than anywhere else in the country.

And, it's not just a Skid Row problem - over 90% of our homeless neighbors live outside of Skid Row.

We have the solutions...

Housing First
is successful
88% of the
(compared to under
50% in traditional
homeless intervention)
time

... and
it's 43%
cheaper
than leaving someone on the
streets

We're over
200
cross sector partners
strong and creating
change

"Here in LA, the United Way and Chamber of Commerce have brought public and private partners together for an incredible program called Home For Good."

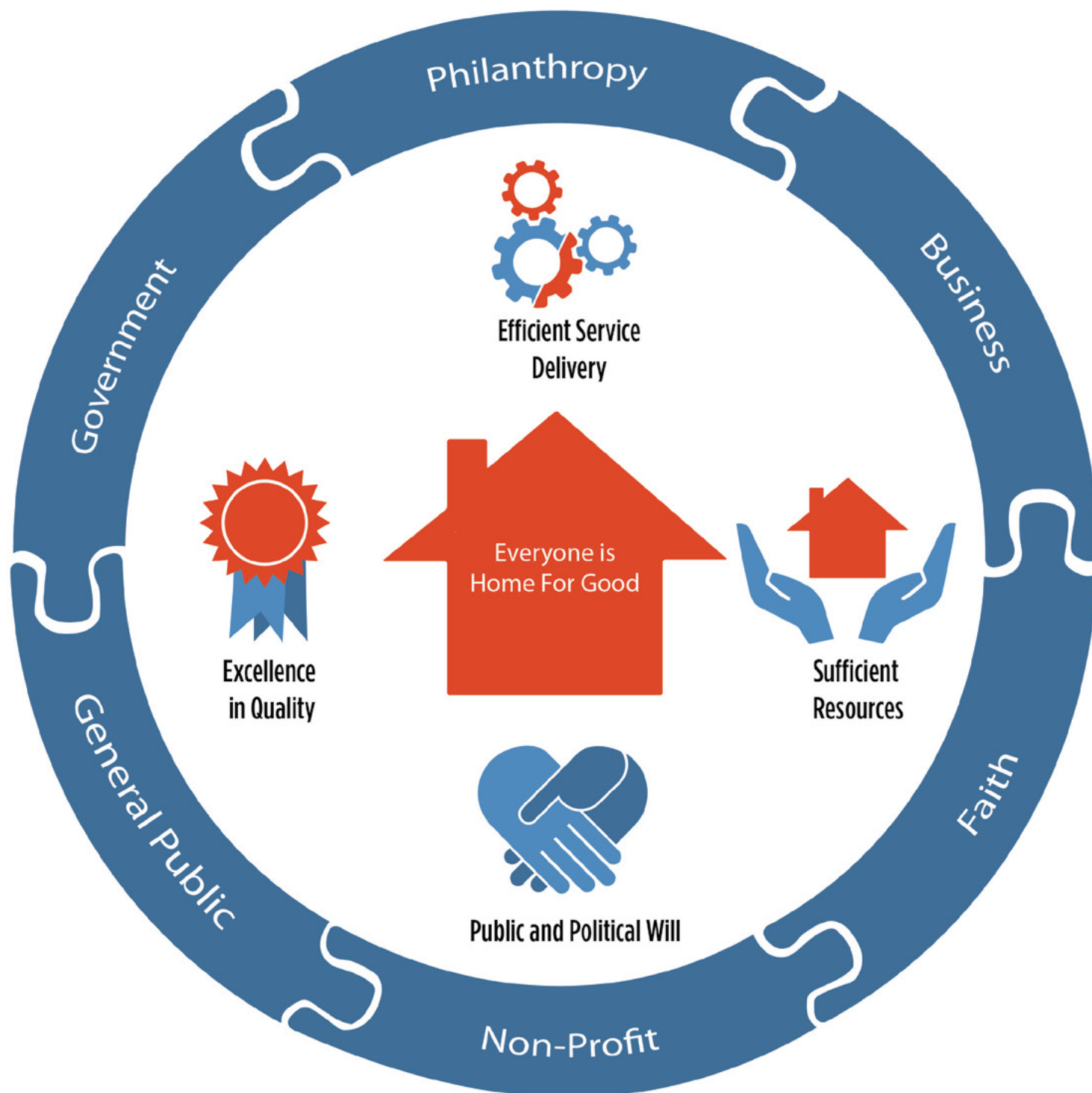
"We know that government can't do it alone. If we are going to make a difference on this issue, issues like employment and homelessness, we have got to get communities across the country engaged at every level. That means businesses, government, foundations, and nonprofits; it means our schools, our hospitals; it means neighbors from down the street...that's exactly what you are doing in Los Angeles."

Michelle Obama

First Lady of the United States of America

Putting the Pieces Together

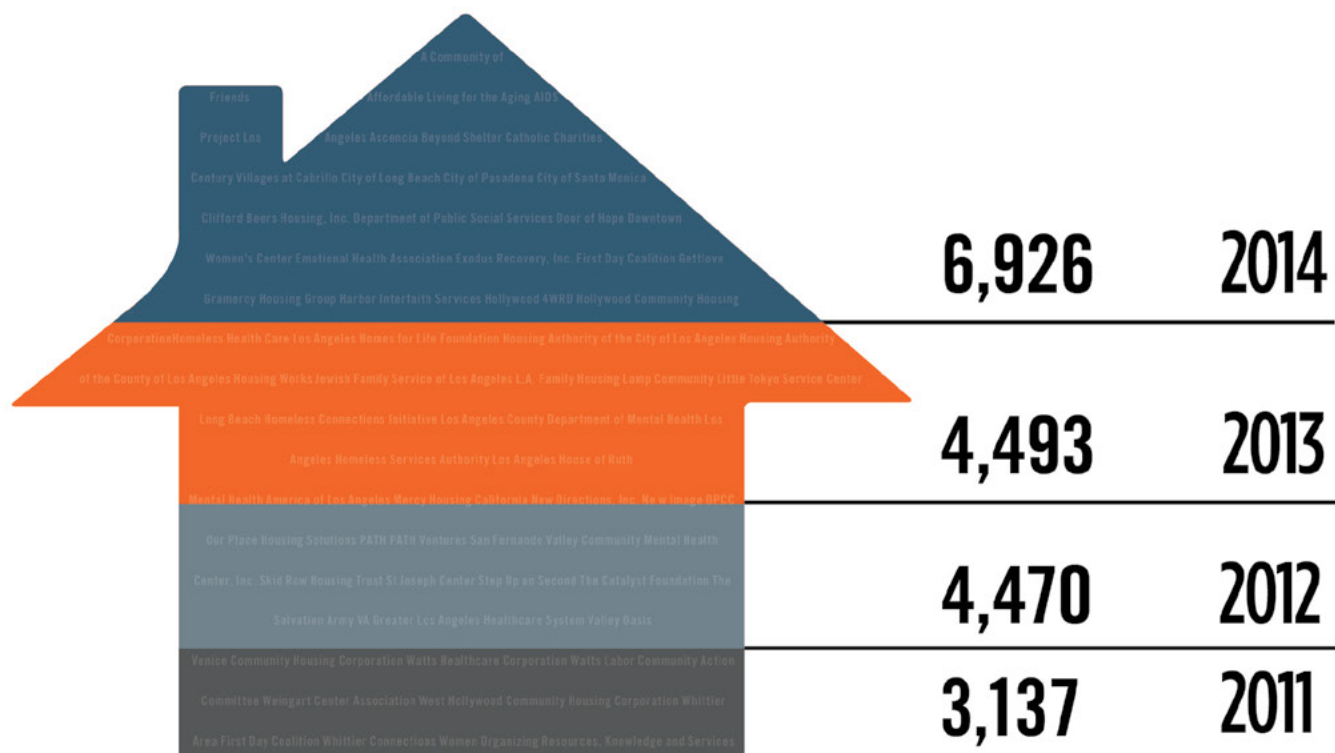
Homelessness should not merely be managed; it should be ended, for good. Recognizing the barriers we were all facing were bigger than any of our individual agencies, we all came together to form Home For Good.





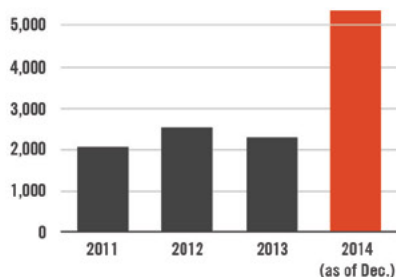
Since its launch
Home For Good
partners have housed

19,026
individuals



Veteran Homelessness

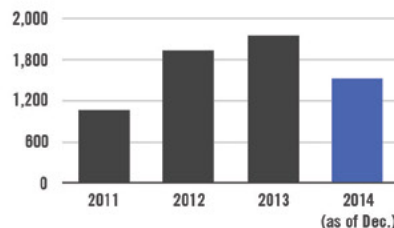
Home For
Good Partners
Have Housed:



12,141 housed

Chronic Homelessness

(Excluding Vets)



6,885 housed

Ending Homelessness

The Numbers

Ending Veteran Homelessness

IF WE DONT CHANGE OUR CURRENT TRAJECTORY

1,196

VETERANS
WILL STILL BE ON THE STREETS BY
THE END OF 2015



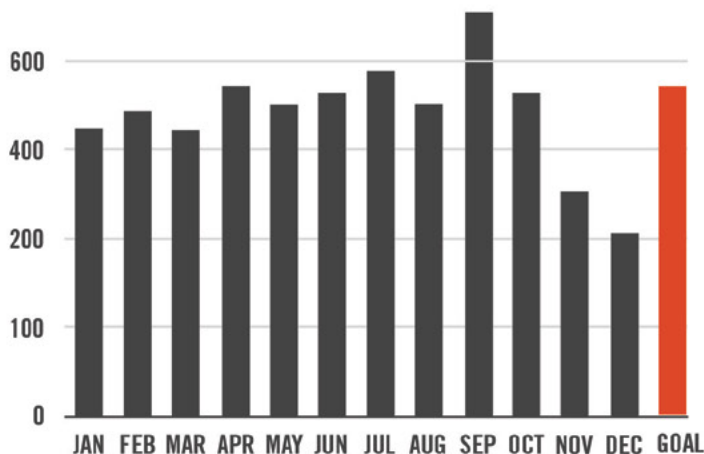
Ending Chronic Homelessness

IF WE DONT CHANGE OUR CURRENT TRAJECTORY

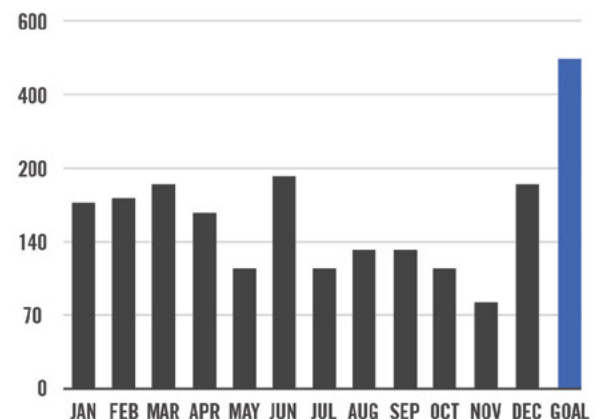
9,593

CHRONICALLY HOMELESS
WILL STILL BE ON THE STREETS BY
THE END OF 2016

Veterans Housed Per Month - 2014



Chronically Homeless People Housed Per Month - 2014

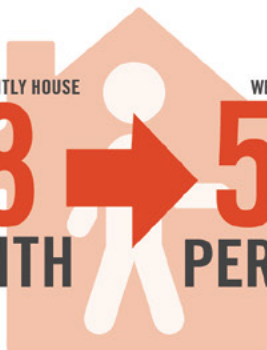


AS A COMMUNITY, WE CURRENTLY HOUSE

WE NEED TO HOUSE

438 → 538

PER MONTH PER MONTH

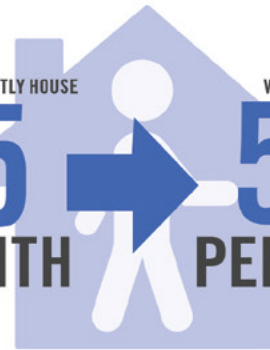


AS A COMMUNITY, WE CURRENTLY HOUSE

WE NEED TO HOUSE

125 → 525

PER MONTH PER MONTH



Together, we identified four core drivers to ending homelessness and launched signature initiatives for each.

- **Driver I: Efficient Service Delivery**

Coordinated Entry System

- **Driver II: Sufficient Resources**

Funders Collaborative

- **Driver III: Excellence in Quality**

Standards of Excellence

- **Driver IV: Public and Political Will**

Business Leaders Task Force and You

...and with this foundation in place and great urgency around our goals, we focus our collective momentum and the critical role that every single one of us play to end homelessness.

A group of people in a meeting, with a blue overlay. The image shows several individuals, mostly women, gathered around a table, looking at documents and talking. The scene is dimly lit, and the blue overlay is semi-transparent, allowing the background image to be visible but muted. The text is overlaid on the image in white.

Efficient Service Delivery

It's frustrating to have to wait for anything, but slow-moving services for someone experiencing homelessness can be a matter of life and death. Inefficient processes literally extend the length of someone's homelessness.

Studies show that living on the streets can take up to 25 years off a person's life. This also means fewer people have the opportunity to benefit from that particular support. Ensuring that our approach to housing as a network is efficient is essential to maximizing resources and impact.

Efficient Service Delivery

Coordinated Entry System



The Coordinated Entry System stitches existing programs together into a no-wrong-door system, connecting homeless adults to the best resource for them.

- Ensuring every homeless individual is known by name
- Assisting based on their unique needs
- Matching based on the right housing fit

Without CES

Dead ends, closed doors

Endless intakes, applications, and waiting lists

First come, first served

Each organization doing it all

With CES

Seamless Connections

1 survey that connects to real-time housing opportunities

Best fit, housing match

Each organization doing what they do best

Covers **8**
ALL
LA County
regions
engaging **200**
community organizations

Coming together is a beginning...

Coordinated Entry System launched with a successful pilot in Skid Row. It helped double participation in outreach and navigation efforts, and created more seamless connections between agencies. At the 200-day celebration, staff from public and private partners reflected on the difference:

"After years of working on Skid Row, I finally feel like we are working together...It used to take me 2 years to house my most vulnerable clients. With CES, it took me 6 months." - Gina Jones (Los Angeles Christian Health Centers)

"True systems coordination is occurring for the most vulnerable." - Eunyoung Cho (Los Angeles Homeless Services Authority)

With the conclusion of the pilot and the beginning of countywide CES operations, the community continues to collaborate to increase the speed and efficiency with which we house our homeless neighbors.

A group of diverse professionals in business attire standing together, with one person holding a framed certificate.

Sufficient Resources

Supply and demand is a simple logic that applies to ending homelessness as it does to any other market need. There are now clear and proven solutions to ending homelessness - even for those who have been homeless for long periods of time with serious health conditions. Ending homelessness requires that we ensure that our supply of these resources lines up with what we know to be the demand for them. This also means that there need to be the systems and protocols in place to make sure that each resource is delivered to the right person.

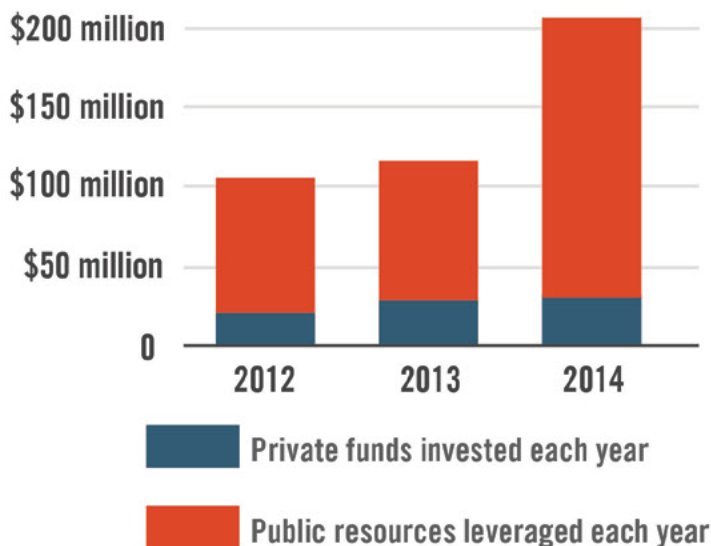
Home For Good Funders Collaborative is honored with 2013 U.S. Department of Housing and Urban Development Secretary's Award for Public Philanthropic Partnerships

Sufficient Resources

Funders Collaborative



The Home For Good Funders Collaborative is a unique partnership of public and private funders leveraging and aligning resources for greater impact than any one funder can make alone.



Collaboration in Action: 500 Housed

In 2012, the Housing Authority of the City of Los Angeles committed 500 housing vouchers, the Department of Health Service and Department of Mental Health, aligned services directly with those high acuity clients, and private funders committed to fund move-in costs and crisis intervention.

This transformative relationship coordinated through The Funders Collaborative, between public and private, city and county, revolutionizes the effectiveness and efficiency of the homeless service system in Los Angeles. These 500 high need clients would not have been housed without this strategic partnership through Home For Good.

Through this collaboration we can reduce public spending by 43% making limited funds go further.

\$18.3

Million Private

\$420

Million Public

funds coordinated
because of supporters like

Every single dollar goes back into the community

Private:

Annenberg Foundation
Aileen Getty Foundation
California Community Foundation
Carl & Roberta Deutsch Foundation
Cedars-Sinai
City National Bank
Conrad N. Hilton Foundation
Corporation for Supportive Housing
Dignity Health
Downtown Business Association
Enterprise Community Partners

Goldman Sachs
Jewish Community Foundation
JP Morgan Chase
Kaiser Permanente
LA Fashion District BID
Snak King Corporation
The California Endowment
UniHealth Foundation
United Way of Greater Los Angeles
W. M. Keck Foundation
Weingart Foundation

Public:

City of Pasadena
City of Santa Monica
City of West Hollywood
Housing Authority of the City of L.A.
L.A. Community Investment Department
L.A. County Housing Authority
L.A. County CEO's office
L.A. County Department of Health Services
L.A. County Department of Mental Health Services

L.A. County Department of Public Health Services
Office of Supervisor Don Knabe
Office of Supervisor Mark Ridley Thomas
Office of Zev Yaroslavsky
US Department of Housing and Urban Development
Veterans Administration of Greater L.A.



Excellence in Quality

Not every service is created equal - the type and quality of services delivered greatly affects the outcome for each unique individual. After all, ending someone's homelessness means very little if it's done so haphazardly that the person becomes homeless again. Excellence in quality is a key standard that protects our homeless neighbors and the investment we make in their care.



The Standards of Excellence were co-created to focus our system on a clear set of goals and practices—for service providers and funders related to housing and services—that end homelessness.

Co-created by
Nonprofits and Funders
including **CSH**,
Shelter Partnership,
the **Center for Urban**
Community Services,
Housing Innovations, and
direct service providers.

Performance Goals and Indicators

Markers and metrics of programs that make progress

Operating Standards

Hallmarks of high quality programs

Suggested Practices

Strategies for moving forward

Systems Recommendations

Opportunities for effective change

Capacity building trainings based on the standards supported **1,400 participants** in over **40 trainings** in 2013-2014. Held throughout the county, providers of all kinds are coming together to support and learn from each other.

Dave's Story

When the CES outreach team from southeast Los Angeles began working with Dave, a veteran, he had been homeless for more than 20 years. Progress toward housing him had been slow, until staff began working with Coordinated Entry System partner, Mental Health America. Dave was assessed using the VI-SPDAT and received an acuity score of 17 identifying him as extremely vulnerable. The fact that the VI-SPDAT is a universal assessment tool now used across the region allowed the case management staff from various organizations working with Dave to have a common starting point to provide assistance and to target resources and services more effectively than if both used different approaches.

On December 28, 2014 Dave was placed in permanent supportive housing for the first time in two decades. He is adjusting well to his new home and has visits weekly from assigned outreach and service staff. Both are working together helping Dave address his mental and primary health concerns while building a strong relationship with him as he steadily improves the quality of his life and his health. Dave says he received the best Christmas present: a place to call home



Public and Political Will

In democracies, we expect each citizen to advocate for what is most important to them. But that puts our homeless neighbors at a distinct disadvantage. Luckily, democracy also allows us to stand in and stand up for each other. Like it or not, homelessness is something that affects us all as Angelenos. And bringing it to an end should not be the accomplishment of a small group of heroes, but a community of advocates. Ending homelessness is possible and actually cheaper than doing nothing - that's good news that deserves to be shared with neighbors and policy makers. While there are many ways to help, something we can all do is show up and speak up.

Public and Political Will



Achieving these ambitious goals takes all of us. We each play a unique and critical role in ending homelessness and these are just some of the ways in which together our neighborhoods are engaging in change.

Business Leaders Task Force

In 2009, The LA Area Chamber of Commerce and United Way brought together a powerful group of business leaders committed to ending homelessness. They invested their resources and expertise to help craft and launch Home For Good, partnering with every sector in the region. The Task Force is deeply committed to reaching our goal in building the political will and resources needed to end homelessness.

Jerry Neuman, Co-Chair, *Liner Law LLP*
Christopher J. Carey, Co-Chair, *City National Bank*
Bill Farrar, *Andrews International*
Richard Grimes, *Capital Tower Group*
Neil Haltrecht
David Hamlin, *Weisman Hamlin Public Relations*

Fran Inman, *Majestic Realty Co.*
Wendy Colman Levin, Ph.D., *Snak King Corporation*
Kerry Morrison, *Hollywood Property Owners Alliance*
Kent Smith, *LA Fashion District BID*
Jim White, *Paramount Studios*

Advocacy

We are stronger when we stand together.

In 2013 we came together to defeat the Community Care Facilities Ordinance, with hundreds of community members and more than 160 organizations, standing up for fair, shared housing.

In 2014, we worked to pass AB 639, which later went to the California voters as Prop 41. This proposition restructured \$600 million in unspent funds to create affordable and supportive housing for veterans.

In 2014, we supported AB 1733, which aligns with our work around Coordinated Entry System, alleviating the cost burden associated with obtaining vital records and state identification records needed to secure housing.

HomeWalk

Over the past 8 years Homewalk mobilized almost 60,000 community members raised over \$5.5 million to help move our homeless neighbors into permanent supportive housing.

Your Role in Ending Homelessness

Call to Action

The most important things you can do to help end homelessness:

	PUBLIC SECTOR (SERVICE ADMINISTRATORS)	PUBLIC SECTOR (FUNDERS)	PHILANTHROPY	PERMANENT SHELTER AND AFFORDABLE HOUSING
EFFICIENT SERVICE DELIVERY	Ensure directly operated outreach and supportive services staff and contractors are using the CES intake forms & database, and are embedded within their regional CES teams.	Require grantees to participate in CES (using intake tools & HMIS database, embedding in local teams, and prioritizing referrals from CES) in order to achieve maximum impact.		Make CES the primary source of referrals for the permanent housing resource management – fill affordable units, manage with CES referrals.
	Establish greater interoperability between databases, especially with HMIS.	Provide housing choice vouchers that allow appropriate Shelter Plus Care tenants to graduate into less intensive resources.		
SUFFICIENT RESOURCES	Make CES the primary source of referrals for interim and permanent housing resources under your management.	Align funding with the Home For Good Funders Collaborative to ensure maximum leverage and return on investment.		Actively support Shelter Plus Care tenants in their transition to market rate housing.
		Invest discretionary & general fund dollars to fill in key resource gaps such as bridge housing, outreach services, ensuring adequate rental subsidies, and retention services.		Complement case management with other services.
EXCELLENCE IN QUALITY	Incorporate the Standards of Excellence into all operations, performance, and reporting.			
	Deploy more center-based staff (clinical and case management) to be field-based and mobile.			Offer bed restrictions to ensure quality of care.

	EVERY COMMUNITY MEMBER
PUBLIC & POLITICAL WILL	Participate in HomeWalk by forming a coalition.
	Advocate at local, state and national levels.
	Support housing and services in your community.

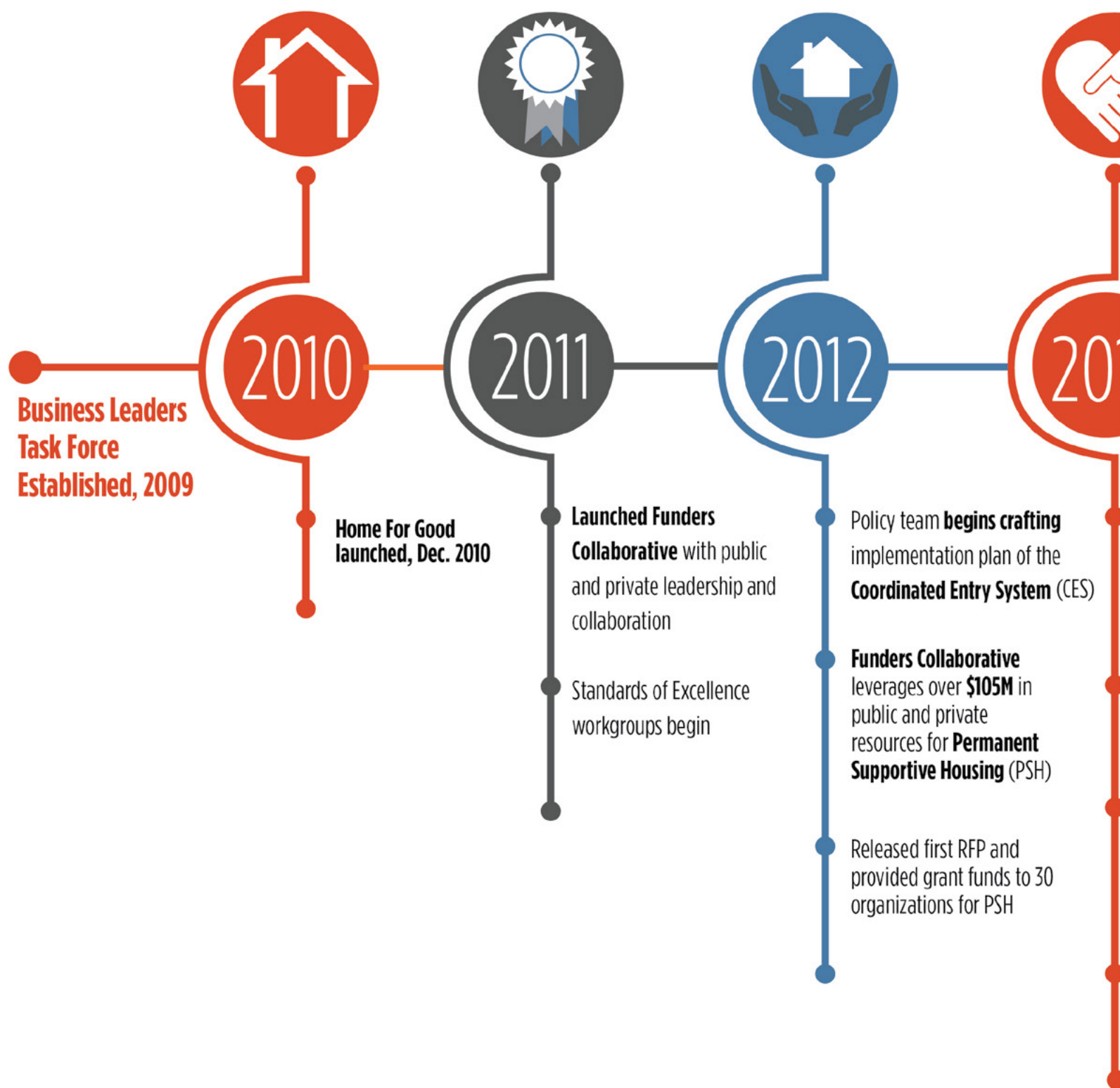


SUPPORTIVE HOUSING	SHELTER/BRIDGE HOUSING	OUTREACH AND SERVICES	BUSINESS COMMUNITY	FAITH COMMUNITY
Primary source of permanent supportive housing under your market rate and under your lower-acuity as well.	Participate in CES (use intake tools & HMIS, embed in local teams, and prioritize referrals from CES) in order to leverage all available community resources and ensure more successful outcomes for clients.		Develop a relationship with your local CES coordinator to better understand how you and can contribute to your community's fight to ending homelessness.	
Shelter Plus Care option to affordable housing options.	Set aside beds for guests in key stages of the housing search and vary case management services accordingly.	Expand outreach staffing through higher-skilled volunteers & AmeriCorps members.	Fund CES partners and align funding with the Home For Good Funders Collaborative to ensure maximum leverage and return on investment – encourage colleagues to do the same.	Cultivate higher-skilled volunteers for tasks such as administering the CES intake tool, helping secure ID's and essential documents, and accompaniment to housing appointments.
Case management through high-skilled volunteer opportunities.			Spread awareness of the issue and the solutions to other members of your local chamber of commerce, especially the need for affordable housing and realtor/developer partnerships.	
Evaluations, funding opportunities, and grantee performance reviews.				Don't end involvement upon successful housing placement – continue to befriend those who have moved into permanent housing and work to fully welcome them into community life.
Housing with few rules and (e.g., harm reduction & safe haven).	Conduct street outreach on nights and weekends in addition to normal business hours.			

MEMBER IS A PART OF THE SOLUTION
a team, recruiting members and fundraising in support of Home For Good.
levels for legislation that increases housing and service resources.
community, through campaigns such as "Yes In My Backyard" (YIMBY).

Progress to Date

The Milestones





13

- **100-day Coordinated Entry System** pilot begins in downtown LA housing some of Skid Row's of most vulnerable homeless adults
- CES expands to 20 additional communities in over 7 regions
- **Released second RFP**, which included over **\$114M** in public and private resources for PSH
- **HomeWalk raises** over **\$1 Million** with over 12,000 participants



2014

Establish Home For Good Leadership Team

Initial **launch** of the **Homeless Analysis Collaborative (HAC)**

Development of gap analysis tools, as well as system-level and regional housing goals

CES in all 8 regions of LA County

Release third RFP, to include funds for Coordinated Entry System and PSH, **\$213M**



2015

End Veteran Homelessness



2016

End Chronic Homelessness

End All Homelessness



Thank you to all of our partners and friends who are dedicated to ending homelessness in L.A. County. We celebrate our collective progress to date and move forward with shared intention, passion and commitment to see every Angeleno Home For Good.

If you can,
you must!
I AM
HOME FOR GOOD

NO NEIGHBORS IN
HOLLYWOOD SHOULD
BE WITHOUT A HOME
I AM
HOME FOR GOOD

I'm committed to
ending homelessness
in Southern CA!
I AM
HOME FOR GOOD

We encourage, empower,
and house individuals & families
in our community.
I AM
HOME FOR GOOD

I WANT QUALITY OF LIFE
AND WELL BEING FOR EVERYONE
I AM
HOME FOR GOOD

To serve those
Veterans that
served for us!
Ending Veteran Homelessness
I AM
HOME FOR GOOD

Because giving joy
brings me joy
I AM
HOME FOR GOOD

Housing is
healthcare
I AM
HOME FOR GOOD

Collaboration is the
answer!!
I AM
HOME FOR GOOD

Because no father should
have to explain homelessness
to his children
Co-Chair Home For Good
I AM
HOME FOR GOOD

WE KNOW HOW TO END
HOMELESSNESS IN L.A...
AND WE WILL!
I AM
HOME FOR GOOD

What's your WHY?

We feel **urgency around ending homelessness** every day.

This plan highlights "what" is needed to **end homelessness in L.A. County**.

You, our partners, and homeless neighbors remind us **"WHY" we do this work**—it is the transformative **power of human connection** and the **endless potential of collective action**.

With the **hope of connecting** the threads of what knits **us together** as a **community** and as a **movement**, share your story:

Why are you Home For Good?



www.facebook.com/homeforgoodla



[@HomeForGoodLA](https://twitter.com/HomeForGoodLA)

I AM HOME FOR GOOD

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