



**Home For Good
Funders Collaborative:
Updated Lessons
Learned from Five
Years of Coordinated
Funding**

**Evaluation of the
Conrad N. Hilton
Foundation Chronic
Homelessness
Initiative**

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Introduction

About This Report

For many years, chronic homelessness has been a significant issue in Los Angeles County where, on any given night, there are nearly 46,874¹ people who experience homelessness, including 14,058 chronically homeless persons.² While many community organizations, governmental agencies, and foundations have been working to address chronic homelessness for many years, these efforts were often fragmented and uncoordinated, making it difficult for providers of housing and services to assemble resources needed to launch and sustain projects or to take promising interventions to the scale needed to end chronic homelessness for the most vulnerable people. The launch of the Home For Good Funders Collaborative in late 2011 marked the first strategic attempt to coordinate public and private funding for the services and resources needed to address the issue.

In early 2013, Abt Associates Inc., as part of a larger evaluation of the Conrad N. Hilton Foundation's Chronic Homelessness Initiative, prepared a detailed analysis of lessons learned from developing and launching the Collaborative: [Home For Good Funders Collaborative: Lessons Learned from Implementation and Year One Funding](#). As the Funders Collaborative neared completion of its fifth year of facilitating public and private collaboration and joint investment in addressing chronic and veteran homelessness, the evaluation team from Abt revisited the work of the Collaborative. This report offers an analysis of the Collaborative's evolution, current dynamics, and opportunities moving forward as of year five. For readers interested in launching a similar funding effort, both reports will be valuable.

As in the 2013 report, the research team conducted interviews with Funders Collaborative stakeholders, which included funders from the public, private, and philanthropic community, as well as service providers and community organizations that have applied to or received funding through the Collaborative. The goal of these interviews was to understand stakeholders' perspectives on the impact of the Funders Collaborative, its evolution over the past five years, and opportunities and challenges for the future.

Background of the Funders Collaborative

As part of the Home For Good Initiative, the Funders Collaborative was initially established to address the complexities associated with developing and operating permanent supportive housing (PSH) for people who experience chronic homelessness. Prior to the Collaborative, community organizations interested in developing or operating PSH generally applied for funds from a multitude of sources with different funding cycles, priorities, and availability. The Collaborative formed to bring public and private partners together intending to:

- Align public and private funding priorities around PSH (including housing vouchers);
- Create a single, streamlined application process;
- Make funding decisions collaboratively with private and public partners;
- Use pooled private funding to catalyze public investment; and,
- Find places where private funding could be used to test innovative solutions to identified challenges.

¹ [2016 Homeless Count Results](#). Los Angeles County and Los Angeles CoC. LAHSA. May 2016.

² *ibid.*

This report details the Collaborative’s achievements and challenges in each of these areas throughout this report. Overall, the Collaborative has been successful in achieving these goals and coordinating funds to create a fully-funded street-to-home system. Since the Collaborative’s inception in 2011, members have committed over \$26 million in philanthropic investment and over \$694 million in public resources.³

History and Organization

Organization of the Funders Collaborative

The Home For Good Collaborative was seeded by a grant from the Conrad N. Hilton Foundation to the United Way of Greater LA in 2011. In late 2011, the United Way began recruiting a core group of public and private funders to align decision-making about PSH-related activity. The initial RFP was released in spring 2012, with a subsequent RFP issued annually thereafter. After the second RFP, the Collaborative observed that several smaller opportunities had been presented outside of the annual cycle, and so the Collaborative chose to retain a small pool of private funding for responsive, “special opportunity” grantmaking throughout the year. The timeline of the annual grant cycle and special opportunity grants made in the first five years of the Collaborative are illustrated in Exhibit 1 on the following page.

Through the collective process of developing the first request for proposals in spring 2012, the Collaborative established several approaches for participation by the public and private funding partners. Partners could “pool” their funding together by making a grant to the United Way, which administers the grants and makes subgrants to local nonprofit agencies via an annual coordinated application process. Alternatively, public or private funders with restrictive grantmaking schedules or regulations could “align” their funding with the Collaborative. In this case, the funds are administered by each funder, but the timing of the application and the criteria for the grants are coordinated with the pooled funds. In some cases, this requires submission of the coordinated, United Way application as well as a simultaneous, separate application to the aligned funder. In other cases, the aligned funder simply takes the recommendations of the pooled process to their own board. Some funders pooled a portion of their resources and aligned other grants. Participating members are listed in Appendix A.

For more detail about the membership and application approaches, as well as lessons learned from the process of developing the Collaborative, review the 2013 report, [Home For Good Funders Collaborative: Lessons Learned from Implementation and Year One Funding](#).

Evolution of the Annual RFP Process

In the first two years of the Collaborative, the annual RFP development process was designed to bring funding partners together to pair housing vouchers with publically and privately funded services to create more permanent supportive housing (PSH) for chronically homeless individuals. The RFP included several additional funding areas to channel funding for specialized programs, such as targeting housing to medically fragile individuals, providing city-funded rapid re-housing to chronically homeless families, move-in costs, and “moving on” (out of PSH into less support-intensive settings). Between the second and third year of funding, Home For Good prioritized the development of a coordinated entry system (CES) for Los Angeles to prioritize vulnerable people for existing PSH resources. In alignment with this

³ For a detailed description of the amount of funds raised, the number of housing units developed, and other quantifiable outcomes that have resulted from Funders Collaborative work from 2011-2015, please see the related [Chronic Homelessness Initiative: 2016 Evaluation Report, Phase I](#)

goal, the Funders Collaborative used special opportunity funding to support a two-phase CES pilot late in 2013.

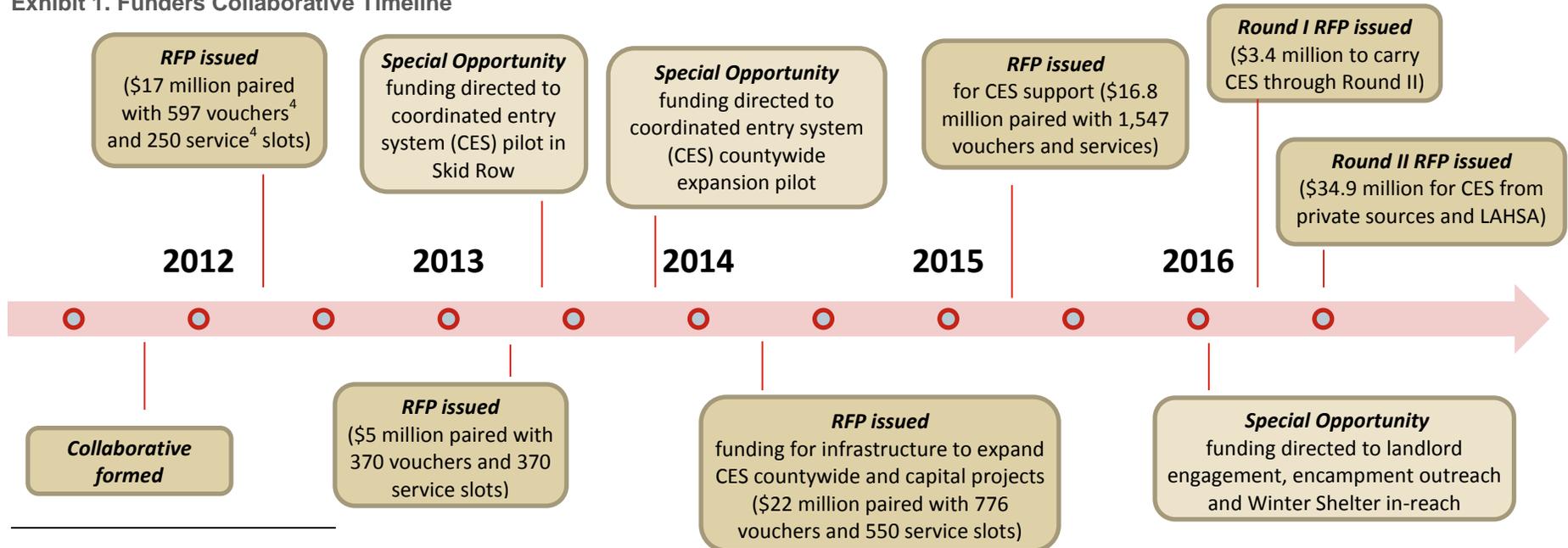
By the time of the 2014 annual RFP cycle, the Funders Collaborative was fully invested in supporting the countywide expansion of the CES. Each of eight distinct sub-regions in LA was funded to support infrastructure for managing the CES process as well as a per-client fixed cost for placing and serving clients in PSH, with the intention of institutionalizing this process within mainstream public systems. After the 2015 RFP cycle, the Los Angeles Homeless Services Authority (LAHSA), the largest local continuum of care, agreed to begin the process of taking over operations of the CES for vulnerable individuals and align it with an existing coordinated entry system for families and a

planned system for youth. The 2016 RFP reflected this newfound level of institutionalization.

A detailed breakout of the annual RFP funding areas and grants is provided in Appendix B.

As the annual RFP funding coalesced around CES implementation, the Collaborative continued to invest in innovation via small pilot projects and special populations through flexible, special opportunity funding issued responsively. Collaborative leadership is planning to return to using the RFP to support pilot strategies in the coming years as LAHSA takes responsibility for fully funding the CES. Recently the Funders Collaborative announced its expansion to include a focus on family and youth populations.

Exhibit 1. Funders Collaborative Timeline



⁴ Generally, vouchers are valued at \$10K each per year for a period of 15 years and publically-funded service slots are valued up to \$13K per year, depending on the agency providing them. DHS, DMH, Dept. of Public Health, and Veterans Administration of LA have all aligned services with the Funders Collaborative RFP in one or more years.

The rest of this report details the Collaborative’s achievements, benefits to its members and the community, and opportunities for improvement as it moves forward from year five with both a specific and broader audience in mind. Within the context of the Collaborative, it lays a path for how the lessons learned from the first five years of implementation may inform the future of the Collaborative. In a larger community-organizing context, it lays the groundwork for how other communities wishing to start a collaborative of their own might learn from and apply these lessons.

Benefits of the Collaborative Approach

There is general consensus that the Funders Collaborative significantly impacted the community’s efforts in addressing homelessness. Funders and grantees alike credited the Funders Collaborative with being a springboard for systematically moving the needle on solutions to chronic homelessness. Highlights of its five-year accomplishments include:

- **Alignment of public and private funding.** A primary goal of the Funders Collaborative was to align public and private resources and efforts in addressing chronic and veteran homelessness in the community. The Funders Collaborative has successfully assembled a core group of funders to coordinate decision-making about funding activities related to ending and preventing chronic homelessness, and has become a strong and stable funders’ leadership group. By collectively discussing challenges within the community and then piloting innovative practices to address them, such as pairing Housing Choice Vouchers with privately backed move-in funding or implementing a complex CES, the public and private members of the Collaborative have been able to demonstrate the value of the promising practices and then institutionalize them in public systems. The continual cross-sector communication and annual RFP process means the cycle of “innovation to mainstream” is also systematized.
- **Joint RFP.** Through 2016, the Funders Collaborative issued five rounds of funding through a unified RFP many applicants described as “straightforward.” Even when the requirements of some public agencies resulted in the need for separate applications for additional sources of funding, the funders coordinated to align some questions to make it easier for applicants to prepare responses that could be used across applications. Many stakeholders applauded the increased efficiency of the streamlined coordinated process, while recognizing that the Collaborative RFP is not a one-stop funding process for all of the sources of funding needed for new PSH projects.
- **Spotlight on and prioritization of resources for the most vulnerable populations.** Funders collaborated to support projects dedicated to serving the most vulnerable clients and increase and significantly improve the resources available for this population.
 - **Public commitments to the most vulnerable populations.** Much of the alignment of public funding has occurred by securing commitments to dedicate housing vouchers from the public housing authorities (PHAs) to the chronically homeless population and aligning them with dedicated service commitments from the LA County Department of Health Services (DHS) and Department of Mental Health (DMH), along with strategies to connect eligible individuals with these County-funded services if they are not already engaged.
 - **Coordinated Entry System.** In 2013, the Funders Collaborative used responsive funding from private members outside of the annual RFP cycle to support a pilot implementation

of a coordinated entry approach in Skid Row. Based on this work, in the 2014 funding cycle, the Collaborative provided \$3.465 million from private and public funders for infrastructure and regional coordinators to support sustained expansion of the CES to cover the entire county. These grants funded screening, matching, and service support for clients placed through CES-dedicated permanent supportive housing resources. The 2015 and 2016 Funders Collaborative RFP continued to support the CES lead agencies within each Service Planning Area (SPA). In 2016, the RFP incorporated newly dedicated funding from the Los Angeles Homeless Services Authority, which is in the process of adopting the CES and aligning it with systems for families and transition-age youth. This increasing responsibility for CES by the public sector and waning need for private resources will allow the Collaborative members to consider new priorities for 2017.

- **Using private funding to drive local investments.** The Collaborative worked to engage many of the small cities located within the large geographic area of LA County. In 2016, it was able to successfully bring several cities such as Bellflower, Culver City, and Pomona to the table alongside longstanding partners Pasadena and West Hollywood by offering to match a pool of private funding to the dedicated resources in those cities, as long as the resulting PSH or RRH units were dedicated to the priority populations through CES.
- **Increased knowledge of homelessness.** Funders – many of whom work for organizations dedicated to addressing a multitude of social and economic issues– reported that their increased understanding of homelessness leads to better grantmaking because they develop a shared understanding of challenges, solutions, and best practices.
- **Increased opportunities for some providers.** Over the past three years the Funders Collaborative has requested grantees in the same region to coordinate and submit a single application for CES funding. Grantees noted that this requirement resulted in significantly increased regional collaboration among service providers. The Collaborative has worked to create an iterative, flexible, and responsive RFP process while providing support to applicants with outreach from program officers. Additionally, the Funders Collaborative invites grantees to disseminate information about their work which increases the grantees’ visibility and contact with a wide array of funders.
- **Increased political will.** The Funders Collaborative has been one of several tables created in Los Angeles to bring together representatives from public agencies within the City and County of Los Angeles, along with other local cities, the philanthropic community, health care systems and hospitals, and private funders. This collaboration has resulted in an unprecedented rallying of political will and action, as demonstrated by the adoption of coordinated, comprehensive City and County plans to combat homelessness and new positions dedicated to homelessness in key public agencies. Stakeholders expressed that the development of these plans and action taken by elected officials could have not happened without the collaboration established within the Funders Collaborative. The Collaborative will continue to play a role in implementing these plans as a neutral space for City, County, and philanthropic stakeholders to negotiate strategies and test ideas.

Beyond enhancing and streamlining the way in which people experiencing homelessness are connected to housing and services through CES, the Collaborative investments, incentives, and support have changed the way service providers work together, share resources, and break through barriers, thus extending their collective impact.

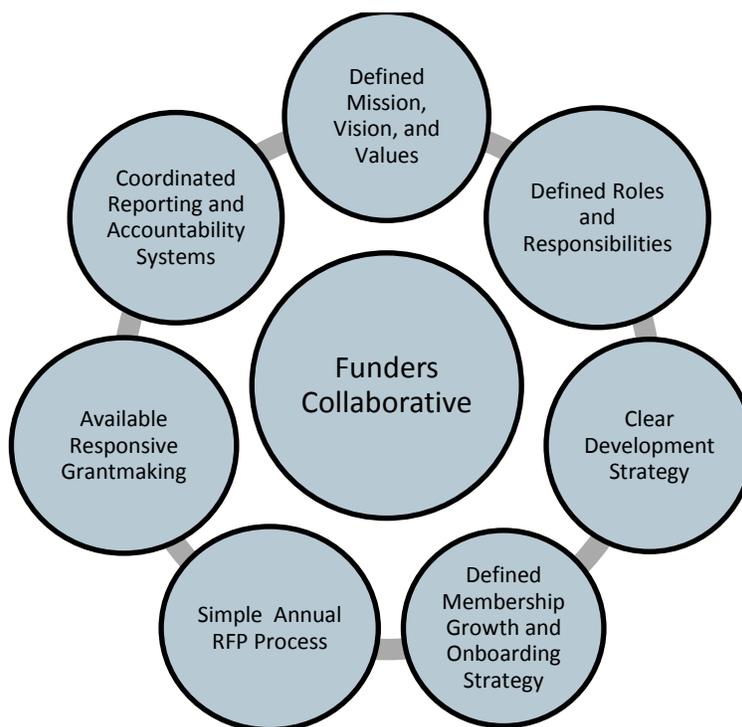
Considerations for the Future of the Collaborative

As the Funders Collaborative evolved over its first five years, there have been critical opportunities for the leadership to refine the process and reassess the role of the Collaborative in the community. After five years, the Collaborative has successfully advocated for more public leadership around addressing homelessness, which makes the five-year mark a particularly crucial moment in the history of the Collaborative. Stakeholders remain uncertain about how to expand the Collaborative, both in membership and population focus, while still addressing the initial goals.

Funders, grantees, and applicants believe there is significant value in continuing to (1) coordinate ongoing cross-sector investments – including substantial public investments – needed to sustain, replicate, and scale up what works, (2) facilitate catalytic investments in new program models and systems change, and (3) keep funders engaged in supporting and learning from these efforts. How can the lessons learned from the first five years of implementation inform the future of the Collaborative? How might these lessons be applied by other communities wishing to start a collaborative of their own?

Components for a successful Collaborative are diagrammed in Exhibit 2. The rest of this section summarizes key ideas about ways to move toward this structure.

Exhibit 2. Components of a Successful Funding Collaborative



These reflections represent lessons learned over the past five years as well as key questions for the Collaborative to consider in moving forward. The Collaborative leaders will need to drive collective work to address and formalize the responses to these issues as they work to frame its next steps.

Coordinate and Grow Ongoing Cross-Sector Investments

Define a development strategy. As the Collaborative expands its target populations and aligns with the City and County plans, it should be prepared for this opportunity and challenge with a clear development strategy that takes into consideration the need for expanded capacity to administer the processes and special needs of public and private funders. By continuing to house the Collaborative at the United Way of Greater Los Angeles, the Collaborative can leverage its development and administrative expertise and capacity while also assigning outreach and recruiting tasks to the membership.

Formalize goals and roles. The Collaborative benefitted from flexibility in the first several years. Allowing for both the “pooled” and “aligned” funding approaches allowed more funders to participate. After five years, however, some stakeholders reflect that the extremely collaborative nature of the table has led to some confusion about how decisions are made. Similarly, many applicants and grantees reported that they are not able to identify who the RFP-contributing funders are, leading to a sense of mystery. After the approach solidifies, communicating clearly defined and public goals (and mission, vision, and values, if desired), long-term strategy, roles, and responsibilities create accountability and transparency.

Questions for consideration:

- What is the Funders Collaborative’s **development strategy**? Who has a voice in defining this?
- How can the Funders Collaborative best communicate its **mission, goals, and development/fundraising approach**?
- Who has the **authority** to make high-level decisions to define the target populations, expectations of its members, funding categories, and development strategy?
- What are the **roles and responsibilities** of members? How can the divergent priorities and limitations of various entities (e.g. some foundations and private agencies that cannot participate in some types of political or advocacy work) lead to different participation strategies or a more diverse funding pool?

Facilitate Catalytic Investments in Programs and Systems Change

Share the Vision. In interviews, funders discussed the challenge of bringing funding to the Collaborative’s table year after year when their organizations would typically shift their focus of grantmaking. Some philanthropic funders see their role as providing one-time funding to support innovation rather than sustained investments in a program or focus area. As discussed above, the Collaborative has shifted focus areas and invested in innovation, but the participating members do not always see the direct connection between their funding and the innovation. The funding they are putting into the same pool year after year is being deployed in a way to help shape the evolving face of the homeless response system in LA. To the individual funder at the table, however, the funding cycle – and often recipients – feels very similar each year. As the Collaborative shifts to align with the larger City and County strategies, it will be crucial to help current and potential Collaborative members connect with the overarching, long-term strategy and enable them to shape and see the innovation and evolution of the Collaborative’s funding each year within the context of the big picture.

Refine the RFP process. As funders joined the Collaborative and the funding became more targeted to specific activities like CES, the annual RFP grew more complex. In particular, aligning with LAHSA brought in new red tape and complexities associated with federal funding. While many applicants and grantees agreed that applying for one RFP instead of several was more convenient and less burdensome, applicants expressed confusion on occasion. One response to the complexity of the annual cycle was to create the Special Opportunity funding pool, which has been a source for flexible, responsive grantmaking. As the funding mix becomes more complex, the Collaborative may need to occasionally step back and revisit key aspects of the funding process including: (1) support for regional coordination, (2) working to issue grants from all aligned funders at the same time, (3) clearly explaining funding decisions, (4) clarifying whether additional funding may be made by participating foundations outside of the Collaborative’s processes, and (5) coordinating grant monitoring.

Questions for consideration:

- How will the Funders Collaborative establish **funding goals** in alignment with the City and County goals for housing subsidies, new PSH units, and services required to address unmet and predicted needs?
- How will stakeholders build consensus on the **service delivery funding models** required to ensure that individuals who were formerly chronically homeless can maintain their housing?
- How will the Funders Collaborative **continue to prioritize innovation** despite the lack of flexibility in some public funding sources?
- When defining funding areas, how much should be devoted to fueling innovation in **services and practices that prevent chronic homelessness**?
- How can the Collaborative ensure its **RFP process best serves provider agencies** by delivering needed funding without limiting their access to other resources?
- Who is responsible for **monitoring progress and tracking outcomes** at the system level, consistent with larger City and County strategies?

Maintain and Grow Funder Engagement

Recruit and retain private funders. Now that the Collaborative has brought in the usual funders operating in the homelessness space, the group should develop an intentional strategy to attract new players. The pool of private funders participating in the Collaborative is stable, but has not grown significantly. United Way has reported that it takes significant administrative capacity to apply for and manage the other funders’ “pooled” grants as well as administering all the provider grants. Targeted strategies to respond to these concerns are crucial for expanding and retaining funders. In the coming year, the Collaborative will expand their focus in to include other target populations, which is likely to expand the pool of participating private funders.

Bring all public agencies to the table. While many public agencies see their role in addressing homelessness very clearly, others do not. Several public funders expressed their frustration that not all of the relevant public, mainstream agencies have been part of the conversation. Collaborative leaders and participants will need to strategize how to get the missing players at the table. Expanding the focus of the Collaborative beyond chronic homelessness may be one way to expand the pool of funders, but may still not be effective in bringing reluctant public agencies into the fold. A different, more hands-on strategy may be necessary.

Define membership benefits for small cities or areas. In a Collaborative expanding over a very large geographic area like Los Angeles, it can be easier to bring the big players to the table. Understanding and communicating the attraction for the smaller cities or jurisdictions is more challenging. Some representatives of local government agencies have expressed that they cannot commit their federal resources to the Collaborative, but they control little or no flexible local funding. The Collaborative must work with local leaders to articulate how small cities can leverage their local federally funded housing and homeless resources to bring additional private funding into their city and use representatives participating small cities to spread the word to their colleagues.

Manage membership growth. As mentioned above, flexibility in the early phases is critical to establishing a process that meets the needs of a diverse range of funders. As the Collaborative grows and solidifies, it becomes necessary to address ambiguities by (1) defining and setting expectations for membership, (2) creating an onboarding process and background materials for new members, and (3) thinking about how to effectively host larger meetings that are still meaningful and collaborative.

Questions for consideration:

- What **onboarding processes** are needed for new members? Who is **responsible for developing and administrating** those processes?
- How will the Collaborative **combat funder fatigue** and **keep current and future members engaged**? How can the Funders Collaborative balance funding priorities and roles among members?
- How can the Funders Collaborative continue to **bring in new members and voices to the table without compromising its effectiveness and cohesion**?
- What role(s) will **sub-committees** play for advancing different ideas and strategies?
- What are the **criteria for membership** and how are those criteria defined? By attendance at meetings, participation in sub-committees, or minimum funding amounts?
- How can the Funders Collaborative engage potential members with varying **levels of knowledge** about homelessness and the systems and policies in place to address it? How can the Collaborative **balance knowledge sharing** while also advancing the discussion relevant to its members?

As a Collaborative evolves, regularly revisiting roles and processes to ensure a comprehensive, formal structure for the Funders Collaborative will allow it to take on new challenges and flourish in a quickly evolving landscape.

Looking Ahead: A Fixture on the Funding Landscape

The Conrad N. Hilton Foundation continues to support the Funders Collaborative through a matching challenge grant. In 2015, the Foundation provided a seed grant of \$1.25 million per year for the 2016 and 2017 round of funding. The Collaborative established goals to raise more than \$7 million annually to be issued through the annual RFPs or through the special opportunity funds. The Collaborative has established a firm grounding for the CES through the partnership with LAHSA and is in the midst of updating their strategy. Recently the Funders Collaborative announced its expansion to include a focus on family and youth populations. While the Collaborative is still determining the best approach to include these new populations in its goals and investment strategies, the leaders feel this evolution will align the Collaborative with the community's strategic plans, populations that some grantees serve, and additional funding resources.

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Appendix A: Funders Collaborative Participants 2011-2016

Foundation and Private Business Funding Partners			
Source	Contribution Type	Method	Year(s) of Funding
Aileen Getty Foundation	Grants	Pooled	2012
Annenberg Foundation	Grants	Pooled	2012, 2013, 2016
Business Leaders Task Force (BLTF)	Grants	Pooled	2012
California Apartment Association LA	Grants	Pooled	2016
California Community Foundation	Grants	Aligned	2013, 2014, 2015, 2016
California Endowment	Grants	Pooled & Aligned	2012, 2015
Carl and Roberta Deutsch Foundation	Grants	Pooled & Aligned	2012, 2013, 2014, 2015, 2016
Cedars Sinai	Grants	Pooled	2012, 2013, 2014, 2015, 2016
Conrad N. Hilton Foundation	Grants	Pooled & Aligned	2012, 2013, 2014, 2015, 2016
Corporation for Supportive Housing	Grants	Aligned	2012, 2013, 2014, 2015
Downtown Business Association	Grants	Pooled	2012, 2013
Enterprise Community Partners	Grants & Technical Assistance	Aligned	2014, 2015, 2016
Goldman Sachs	Grants	Pooled	2012
Jewish Community Foundation	Grants	Aligned	2014
JP Morgan Chase	Grants	Pooled	2013, 2014, 2015, 2016
Kaiser Permanente	Grants	Aligned	2012, 2013, 2014, 2015, 2016
Mayor's Fund for Los Angeles	Grants	Aligned	2015, 2016
Pacific Western Bank	Grants	Pooled	2015, 2016
Penta Group	Grants	Pooled	2016
Real Change Movement	Grants	Pooled	2015, 2016
UniHealth Foundation	Grants	Aligned	2013, 2014, 2015, 2016
United Way of Greater Los Angeles	Grants & Technical Assistance	Pooled & Aligned	2012, 2013, 2014, 2015, 2016
Weingart Foundation	Grants	Pooled	2012, 2013, 2014, 2015, 2016
WM Keck Foundation	Grants	Aligned	2015

Public Funding Partners			
Source	Contribution Type	Method	Year(s) of Funding
Board of Supervisors Funding (Dist. 3, 4)	Services	Aligned	2014, 2015
City Council Funding (Dist. 14)	Services	Aligned	2015
City of Bellflower	Services	Aligned	2016
City of Burbank	Services	Aligned	2016
City of Carson	Services	Aligned	2016
City of Culver City	Services	Aligned	2016
City of Lynwood	Services	Aligned	2016
City of Norwalk	Services	Aligned	2016
City of Pasadena	Vouchers, Services, & Rapid Re-housing (RRH)	Aligned	2012, 2013, 2014, 2015, 2016
City of Pomona	Services	Aligned	2016
City of Redondo Beach	Services	Aligned	2016
City of Santa Monica	Vouchers	Aligned	2013
City of West Hollywood	Services	Aligned	2013
HACLA	Vouchers	Aligned	2012, 2013, 2014, 2015, 2016
HACOLA	Vouchers & Landlord Engagement	Aligned	2012, 2013, 2014, 2015, 2016
HUD	Technical Assistance	Aligned	2013
LA County Community & Senior Svs	Technical Assistance	Aligned	2016
LA County – Dept. of Health Svs	Vouchers, Technical Assistance, Services, & RRH	Aligned	2012, 2013, 2014, 2015, 2016
LA County – Dept. of Mental Health	Vouchers & Services	Aligned	2012, 2013, 2014, 2015, 2016
LA County – Dept. of Public Health	Services	Aligned	2012, 2013
LA Housing & Community Investment Dept.	Construction funds	Aligned	2012, 2013, 2014
Los Angeles Homeless Services Authority	Services, Move-in, Repairs, & Crisis Housing	Aligned	2015, 2016
VA Greater Los Angeles Healthcare System	Vouchers & Services	Aligned	2014, 2015
AmeriCorps VISTA	Services & In-Kind	Aligned	2015, 2016

Appendix B. Annual RFP Funding Area Descriptions and Amounts

RFP	Funding Area	Grants Made	Total Grant Funding (for year of RFP)	Vouchers Attached to Funding (valued at \$10K ea. for 15 years)	Service Slots Attached to Funding (valued at up to \$13K per year)
2012	1 Countywide PSH - Supportive Services/Move-in	15	\$3,033,000		
	2 Countywide Scattered Site PSH - Supportive Services/Move-in	1	\$1,000,000	250	250
	3 CSH Frequent Users System Engagement (FUSE)	1	\$100,000		
	4 City of Pasadena New Development	1	2,850,000	19	
	5 City of Los Angeles Scattered Site PSH - Supportive Svcs/Move-in	7	\$550,000	110	
	6 Affordable Housing Trust Fund - Capital and Subsidy	8	\$8,594,111	218	
	7 CSH Stable Homes, Brighter Futures - Supportive Svcs/Move-in	6	\$600,000		
	8 LA County DHS - Request for Statement of Qualifications Capacity Building Trainings	1 1	\$150,000 \$100,000		
2013	1 PSH Creation and Operations - Supportive Services/Move-in	18	\$2,225,000	120	120
	2 Moving on Grant	3	\$122,500		
	3 CCF Innovation Grant	3	\$245,700		
	4 City of Pasadena Rapid Rehousing for Homeless Families	1	\$50,000		
	Renewals from 2012 RFP	16	\$2,348,000	250	250
	Special Opportunity Fund - CES Pilot	1	\$15,000		
	Special Opportunity Fund - Housing Works Pilot	1	\$37,500		
2014	1 Coordinated Entry System and Move-in Assistance	8	\$4,185,000	550	550
	2 CCF Innovation Grant	2	\$250,000		
	3 Moving On Initiative	4	\$105,000	100	
	4 PSH Creation and Operations - Renewals from 2013 RFP	15	\$856,000		
	5 LA HCID and HACLA Joint NOFA	3	14,660,009	126	
	6 LA County DMH - RFP for PATH Projects	6	\$1,519,366		
	Moving On Renewals from 2013 RFP City of Pasadena Rapid Rehousing Renewals from 2013 RFP	1 1	\$409,000 \$50,000		

RFP	Funding Area	Grants Made	Total Grant Funding (for year of RFP)	Vouchers Attached to Funding (valued at \$10K ea. for 15 years)	Service Slots Attached to Funding (valued at up to \$13K per year)	
2015	1 Coordinated Entry System	8	\$6,608,000	1,547	VA, DHS, and DMH svcs avail	
	2 Moving on Grant	5	\$157,500			
	3 CCF Innovation Grant	4	\$350,000			
	4 City of Pasadena Rapid Rehousing for Homeless Families	1	\$272,716			
	5 LAHSA Crisis Housing for Individuals and Transition Age Youth	28	\$9,366,549			
	Special Opportunity - Pilots and Programs to Refine CES	9	\$452,808			
2016	Round I	1 Extension Funding, CES 2015-2016 Grants (first Q only)	8	\$1,128,400		
		2 Countywide Centralized CES Supports	2	\$500,000		
		3 City of Pasadena Rapid Rehousing for Homeless Families	1	\$212,621		
		4 Improving CES/City Integration	7	\$238,250		
		5 Moving on Grant	5	\$120,000		
		6 Accelerating PSH - New Portfolio	9	\$1,075,000		
		7 Enterprise Section 4 Funding - PSH Portfolio Enhancement	4	\$125,000		
Round II	Home for Good Funders Collaborative Coordinated Entry System	8	\$3,200,000			
	LAHSA 2016 CES for Individuals and Youth (Coordination, Navigation, Crisis Housing, and Rapid Rehousing)	8	\$31,695,660			