

# Where Systems Meet People:

## Closing the Engagement Gap for Latino People Experiencing Homelessness

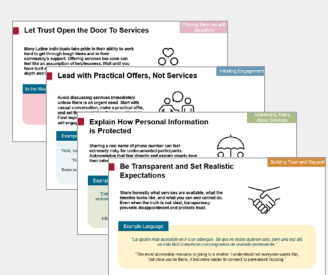
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Latino\* homelessness in the United States is increasing at a rapid pace: homelessness among Latino people increased by 89% from 2019 to 2024,<sup>1</sup> in contrast to a 36% increase in overall homelessness during the same period.<sup>2</sup> Los Angeles, California, is among several communities across the country grappling with this disproportionate rise.<sup>3</sup>

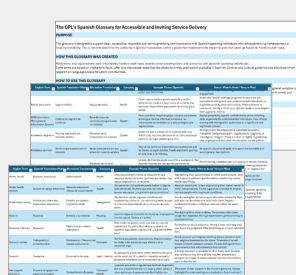
This trend is particularly concerning given the research that shows Latino households often underutilize available services and benefits, such as housing assistance, mental health services, and nutrition and food benefits.<sup>4</sup> Many factors contribute to lower engagement with services in Latino communities, including cultural stigma, fear of immigration enforcement, and language barriers. As Latino homelessness in Los Angeles grows, access to key entry points for services such as street outreach and shelters becomes more critical. Without it, people cannot connect to the supports they need to exit homelessness.

In 2023, the Harvard Kennedy School Government Performance Lab (GPL) began working with the Los Angeles Homeless Services Authority (LAHSA) to support them in better connecting Latino people experiencing homelessness with services. The GPL surveyed and interviewed front-line staff to identify the barriers that Latino people experiencing homelessness encounter in accessing services and resources.

This research surfaced significant barriers, but it also highlighted the following two promising strategies shaped by front-line staff experience: **1) Integrate cultural responsiveness into service delivery**, and **2) Use language that invites engagement**. Drawing on these insights, the GPL developed two tools that leaders in homelessness systems can use as starting points to improve access to system resources among Latino communities.



**Click to download**  
**Tool 1: Training and Resource Guide for Culturally Responsive Service Engagement**  
*(PowerPoint presentation)*



**Click to download**  
**Tool 2: Spanish Glossary for Accessible and Inviting Service Delivery**  
*(Excel spreadsheet)*

\* This publication uses the term "Latino" in adherence with AP Style. Other terms used in quotes reflect individual preference.

## Understanding Latino Homelessness

The Latino population in the United States is diverse and it encompasses people with different countries of origin, racial identities, languages, and opportunities to immigrate to the U.S. These differences shape how Latino individuals experience housing instability and how they are able to access public systems and services. Acknowledging this diversity of experiences, this publication highlights salient themes among the Latino population related to barriers to accessing services and promising strategies to help close the access gap.

Within this diversity, people who are undocumented face particular vulnerabilities. Research shows that job insecurity, exclusion from many safety net programs, and fear of the heightened risk of deportation can increase housing instability and make it harder to seek help.<sup>5</sup> Throughout the interviews and survey responses collected by the GPL, staff consistently brought up the challenges in connecting undocumented individuals with concrete housing resources due to complex eligibility rules and the limited resources available to them. Front-line staff shared that when resources are scarce, communication and information around eligibility is particularly crucial to serving undocumented community members.

***“Resources around what places take people who are undocumented and what funding can be used to help this population are needed. It is a very heavy task for a street outreach worker or case manager to keep track of this information, and there is no training that outlines all of that for street outreach workers.”***

— *Street outreach leader*

Researchers Melissa Chinchilla, Joy Moses, and Alex Visotzky suggest that official statistics, like the annual Point-in-Time (PIT) Count, likely undercount Latino people experiencing homelessness and housing precarity.<sup>6</sup> Nationally, Latino people are nearly three times more likely than non-Latino individuals to live in a doubled-up household.<sup>7</sup> Not all doubling up reflects the same level of need: researchers distinguish between doubling up as a cultural or practical choice and “doubled-up homelessness,” which is sharing housing specifically due to economic hardship or housing loss with no stable alternative.<sup>8</sup> While the former may reflect family interdependence, the latter represents a form of homelessness largely invisible to official counts, and one that disproportionately affects Latino communities in high-cost cities like Los Angeles.

## Leveraging Front-Line Experience to Improve Access to Services

In Los Angeles County, Latino people make up nearly 45% of all people experiencing homelessness. Of this Latino population, 71% are unsheltered, living on the streets or makeshift shelters.<sup>9</sup>

Street outreach programs meet people where they are, build trust, and connect unsheltered individuals to services, making them a critical entry point to the homelessness response system. Yet, despite making up the largest demographic group of people experiencing homelessness in Los Angeles County, Latino individuals accounted for only 36% of adults engaged in street outreach programs between July 2023 and March 2024.<sup>10</sup> Similarly, Latino adults are underrepresented in the county's temporary shelter system, making up 35% of people served during the same period.

To understand this service gap, the GPL worked with LAHSA to collect insights directly from front-line staff. **Front-line staff often hold a wealth of collective knowledge about the system's limitations, barriers and potential solutions because they have direct experience navigating challenges to help clients access services.** However, their expertise often goes untapped. Most homelessness systems do not have a structured process to regularly engage front-line staff and actively gather their feedback and ideas.

Alongside LAHSA, the GPL sought direct input from front-line staff and system leaders to learn about the barriers they encounter when trying to connect Latino people experiencing homelessness with services. This outreach included:

- Surveying 116 homelessness service outreach workers from 25 agencies, including LAHSA and Los Angeles County departments, and contracted providers from all Service Planning Areas in Los Angeles County
- Interviewing 40 homelessness response system staff, including front-line staff and leaders from LAHSA, County agencies, and service provider organizations
- Conducting a focus group with eight front-line staff
- Observing outreach services in the field

### In these interactions, staff identified two consistent challenges:

1. Latino people are often fearful or hesitant to access homelessness services.
2. Front-line staff may not be adequately equipped to communicate information about services and resources in Spanish.

**Drawing on these conversations, the GPL outlined two promising strategies and developed accompanying tools for homelessness systems leaders to implement.<sup>†</sup>** Each strategy reflects the insights shared by people working directly in the Los Angeles homelessness system. System leaders can adapt or build upon these strategies in their own contexts to improve engagement and service uptake among Latino individuals.

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<sup>†</sup> The strategies in this publication are informed by GPL research conducted in 2023-2024. Given the rapidly changing landscape for immigrant communities, system leaders should assess the current environment in their jurisdictions and adapt these approaches accordingly.

## Challenge 1: Fear and Stigma

### Fear of Deportation, Data Sharing, and System Contact

For many Latino individuals — especially those in immigrant or mixed-status households — accessing public services involves navigating serious risks, including potential immigration enforcement, family separation, and exposure of personal information. In the GPL’s survey, 55% of street outreach workers said **perceived associations between homelessness service providers and law enforcement agencies** was a top barrier, while 45% said **hesitation to share personal information during intake** was another common barrier to engaging Latino residents.

**“La gente no entiende que vivimos en un miedo.” [“People don’t understand that our community lives in fear.”] — *Community advocate***

In interviews and focus groups, staff shared that misinformation about public charge rules (federal policies that assess whether someone is likely to rely primarily on government assistance when determining eligibility for some immigration benefits) and a rapidly changing immigration enforcement environment compound pre-existing fears of engaging with services. Staff noted that some people may be eligible and in crisis but may not seek help because they are unsure whether accessing services will trigger contact with immigration enforcement or impact future eligibility for legal status.

**“The undocumented community has a fear of persecution. The first set of questions that they are asked is their name and birth date, and that immediately triggers a fear that their information is going to be given away and that it will affect their status. There is a common fear that if the government has their information, it will affect things like visa statuses.” — *Street outreach staff member***

In interviews, staff emphasized the need for transparent, up-to-date information about data protections and privacy so they can explain any risks associated with receiving services and address client fears honestly. Staff shared that having clear information around how data is used and who will have access to it can help clients make informed decisions around engaging with services. Front-line staff also shared that visual cues have a powerful impact on whether someone will engage with them. Uniforms, badges, and other official-looking markers can evoke fear because they resemble law enforcement, often shutting down an interaction before it begins. One staff member shared that it is important to **“always let [clients] know that we do not work directly with the cops.”**

#### SYSTEM LEADERS, ASK YOURSELF:

- Do you frequently communicate with providers and update them on how client information is stored and who has access to it?
- Do providers understand when offering services may have implications for a client’s immigration status and when it may not?



## Stigma Surrounding Public Resources and a Culture of Self-Reliance

In interviews, staff emphasized that Latino communities are not monolithic; experiences and needs vary by county of origin, migration history, and local context. As one staff member noted, **“We need to be careful with bunching everyone together as Latino when there are very different subgroups with different needs.”** At the same time, staff observed some common dynamics that can make it harder for Latino residents to seek and accept help. One of these factors is stigma around accessing public resources.

Staff discussed how shared values in Latino communities such as self-reliance and familism — prioritizing family loyalty and support over individual interests — can shape how people accept help. Neighbors and extended family are often seen as reciprocal sources of support.

**“In Latino communities, we don’t like going out to beg for something. We are used to going to our neighbor to ask to borrow a cup of sugar when we need it.”**

— *Street outreach program leader*

At the same time, staff also shared that there is often a stigma surrounding accessing formal services or government programs, which can discourage people from engaging with supports outside their family and community networks. Staff noted that this is particularly true for services related to substance use disorder or mental health. Thirty-five percent of surveyed staff identified cultural stigma surrounding mental health and substance use disorder as a significant barrier to Latino communities engaging with services. As one street outreach staff member shared: **“A lot of Latinx [people] don’t seek mental health services due to fear of being judged by their own community.”**

**“I have tried to learn how to train someone on how to administer Narcan<sup>‡</sup> in Spanish, but the translation does not quite come across well, or there is a large stigma against harm reduction strategies that I don’t get as much with other communities. I am unsure how to bridge this gap and feel that this community is severely underserved by our harm reduction efforts due to stigma and fear of initial engagement.”** — *Street outreach staff member*

### PROGRAM MANAGERS, ASK YOURSELF:

- Do you provide training to your staff on sensitive topics within the Latino community?
- How do you tailor engagement approaches to ensure cultural sensitivity and care?




<sup>‡</sup> An over-the-counter nasal spray used to reverse opioid overdoses.

## Promising Strategy: Integrate Cultural Responsiveness Into Service Delivery

Based on reflections, experiences, and suggestions from front-line staff who engage with Latino people daily, the GPL and LAHSA developed a **Training and Resource Guide for Culturally Responsive Service Engagement**. The guide is a PowerPoint deck that can be used to train front-line staff, and adapted as necessary. We outline the strategies below:

### Initiating Engagement


	<b>Be patient</b>	Take time to listen to people and answer their questions. Many people are fearful of the government, and it takes time to help them feel safe accepting services.
	<b>Consider first impressions</b>	Start with practical offers and casual conversation instead of immediately offering services. Set the expectation that you will return.
	<b>Validate experiences</b>	Acknowledge people's feelings without diminishing the challenges. Reassure them that seeking help shows strength. Tell them you are here to support them.

In interviews and survey responses, front-line staff stressed the importance of a first impression when approaching new clients. Front-line staff emphasized the common cultural expectation in Latino communities that relationships should be well-established before you ask for support or help. This contrasts with the typical approach of homelessness service providers, who often seek to offer immediate support upon contact — an approach that may further deter Latino individuals from engaging with services.

**“We approach clients as a person first. We say ‘Hi! How are you? My name is X. What are you doing out here today?’ We start off a conversation that is completely unrelated to the services we are going to provide. Our initial approach is often completely unrelated to the programs we are working with because we have to build trust first.”** — *Street outreach leader*

Staff shared that being patient and transparent when offering services can make people feel more comfortable and therefore more likely to accept services. For example, immediately asking someone to fill out a form with their personal information may trigger fear and lead them to reject support. One outreach staff member shared how they approach collecting information from clients: **“Instead of just asking for a form to be signed, ask the participant to sit down and talk. [Then] share, ‘Hey, this is a form that we need to complete and why we need it.’ We need to be intentional and observe how people are feeling when we offer services.”**

## Building Trust and Rapport



<b>Show respect</b>	Use formal Spanish ( <i>usted</i> ) and offer a handshake. With elders, listen actively and don't rush.
<b>Connect in familiar ways</b>	Use humor and common Spanish phrases ( <i>refranes</i> ) to build rapport.
<b>Be transparent</b>	Be honest about services, timelines, and limitations. Clear expectations can help build trust and avoid disappointment.
<b>Follow up consistently</b>	Check in regularly and repeatedly to demonstrate genuine care.

Staff also shared that building trust and rapport are key when offering services to people experiencing homelessness. Staff shared that this often looks like repeatedly meeting with clients before they share any personal information or accept an offer of services.


In this case, “culturally responsive” service delivery refers to adopting approaches tailored to Latino residents’ language needs, values (especially the importance of relationships), communication styles, and experiences of stigma and fear. These approaches can help Latino residents feel more comfortable interacting with service providers, ultimately increasing the likelihood they will access services.

**“We need to be patient and understand that rapport building is crucial and takes time. Being consistent and following through has a huge impact on building that rapport.”** — *Street outreach staff member*

Front-line staff also noted that particularly when working with Latino people, showing respect for cultural norms, such as using formal (*usted*) verb conjugations when speaking Spanish, can help people feel more comfortable accessing services.

**“A lot of the people we work with have always been told what to do and how to do it — by prisons, group homes — and they’ve never really had any control. I start by saying, “I’m not here to tell you what to do, I’m here to help you. What do you need from me right now?”** — *Street outreach leader*

## Addressing Fears About Accessing Services



<b>Clarify your role</b>	Explain what your role is, and clarify that you don't work with law enforcement or immigration.
<b>Explain how personal information is protected</b>	Reassure people their personal information is protected and will only be used to connect them with services.
<b>Clarify eligibility</b>	Highlight services available to them regardless of immigration status.
<b>Address public charge concerns</b>	Many immigrant individuals avoid public services for fear of being labeled a "public charge." Stay informed so you can provide accurate, up-to-date information.


Latino individuals experiencing homelessness may be hesitant to accept services due to concerns about how doing so could affect their immigration status. This is particularly true for people who are undocumented or who live in mixed-status households. Staff shared that it is important to be cognizant of these risks — both real and perceived — and to work with clients to help them identify the services they are comfortable accessing. Staff also noted that there is a significant amount of misinformation surrounding accessing services and public charge rules.

Speaking from their own personal experience, one front-line staff member explained how they approach conversations around public charge rules: **“I share that I went through all of this myself and that it didn’t affect my immigration status. I think that speaking on your own personal experience helps you become relatable to clients. You also have to be transparent with clients even if the truth is ugly because unfortunately, there aren’t many resources for undocumented people.”**

Latino front-line staff also shared that the services available through the homelessness system may be unfamiliar to people coming from other countries that may offer different resources. When street outreach workers talk about eligibility and how the system is structured, including the role they play, that information can help people understand and feel more comfortable.

**“Como en nuestros países no hay esta ayuda, creemos que aquí tampoco.”** [“Since in our countries we don’t have this type of support, we believe it isn’t available here either.”] — *Street outreach staff member*

## Offering Services with Sensitivity

	<b>Build trust first</b>	In Latino culture, working hard is very important. Build a relationship first and emphasize someone's strengths before suggesting services.
	<b>Center autonomy</b>	Instead of directly suggesting a service, ask if the person would like to learn more or hear about available options.
	<b>Use accessible language</b>	Go beyond mere translation to fully explain what each service is and what people can expect.

In interviews, front-line staff shared that asking for help and accepting homelessness services can be accompanied by feelings of shame or embarrassment. To encourage uptake of services, staff stressed the importance of validating and being sensitive to these emotions when offering services. In particular, when working with Latino communities, staff suggested that strengthening relationships before suggesting services outright can increase someone's likelihood of accepting support.

**“We tell people that there’s nothing to be ashamed of when asking for help. And we tell them that if you see unhoused people in the future, you may be able to help them with this information. We stress that it is not a personal failing to experience homelessness. Usually there’s something that has happened in your life that causes you to become unhoused.”** — *Street outreach staff member*





**Click to download**  
**Tool 1: Training and Resource Guide for Culturally Responsive Service Engagement**

## Challenge 2: Limited and Misaligned Spanish Communication

Language barriers are deeper than the absence of translated materials or staff who speak Spanish. Many jurisdictions lack enough Spanish-speaking staff, and even where Spanish speakers are present, front-line staff described persistent gaps in how language is used and understood. The language used to describe services, to talk about experiencing homelessness, or to ask about mental health needs can either invite people into support or push them away.

**“The words being used are so different from what people understand. For example, ‘alcance a las personas sin vivienda.’ Or ‘desamparados’ [destitute], such a strong word. We need to simplify the words we use and agree on using terms that people will understand.” — Street outreach leader**

“*Alcance a las personas sin vivienda*,” is the literal translation of “outreach to unhoused people,” and a common translation for “street outreach” in Los Angeles. For a Spanish speaker, this phrasing is, at best, confusing. “Alcance” means “reaching” and often carries a religious connotation, which can make the phrase sound unrelated to concrete help. Literal translations like this may not make sense to people who are unfamiliar with formal service systems or technical language. Instead of clarifying what a program does or who it is meant to serve, these phrases can obscure that information and make it harder for people to recognize that a service is relevant to them.

“*Desamparados*,” is a commonly used term to refer to people experiencing homelessness, but it is highly stigmatizing. Literally meaning “destitute” or “without protection,” it can sound harsh, judgmental, and far removed from how many people would describe their own situation. When someone does not see themselves in the word being used, they may conclude that the service is intended for other people, not for them.

Language accessibility requires more than just translation. It requires guidance developed with input from Spanish-speaking community members and staff with diverse regional backgrounds. This ensures that terminology reflects different dialects, everyday speech, and cultural context.

When a Spanish-speaking colleague is not available, non-Spanish speakers still need guidance on essential Spanish phrases: How to introduce themselves, explain their role, and communicate that they will return with a Spanish-speaking colleague. But as one staff member stated, **“Any attempt to speak Spanish is appreciated. Smiles go a long way. Getting someone who can speak fluently is even better.”** These small gestures, paired with thoughtful word choice, can help build trust and reduce the likelihood that language becomes a barrier for initial engagement.

### SYSTEM LEADERS, ASK YOURSELF:

- Have you created opportunities for Spanish-speaking staff and clients to shape the language your system uses?
- Do you have a strategy for ensuring materials and resources are translated using accessible language?



# Promising Strategy: Use Language That Invites Engagement

Homelessness system leaders can invest in long-term approaches to make information more accessible by dedicating resources to translation services and advanced translation technology and committing to hire more Spanish-speaking staff. To improve access immediately, leaders can create Spanish-language resources for staff. A central resource with appropriate translations and frequently used phrases and terms can help staff explain their roles and what services are available.

To support this, the GPL worked with LAHSA to develop a **Spanish Glossary for Accessible and Inviting Service Delivery** that serves three purposes:

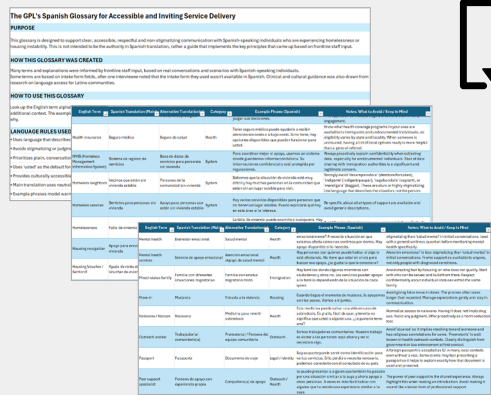
1. Provides Spanish-speaking staff with culturally responsive and unambiguous translations that they can use in the field
2. Provides non-Spanish speakers with a resource they can reference for translations and a list of commonly used Spanish phrases
3. Provides agency communications staff with preferred language that can be used for written materials about services and programs

## PROGRAM MANAGERS, ASK YOURSELF:



- Do your staff members have guidance on how to describe services in accessible, non-stigmatizing language?
- Are non-fluent staff members trained on essential Spanish phrases for initial engagement?

Below is a selection of phrases and terms that are commonly used by front-line staff when interacting with Latino people experiencing homelessness. These are an example of the larger set of terms and phrases found in the full glossary.



**Click to download Tool 2:  
Spanish Glossary for Accessible  
and Inviting Service Delivery**

It contains 125 English-to-Spanish translations of homelessness system terms to use as a starting place for your team.

**Selected rows from: Spanish Glossary for Accessible and Inviting Service Delivery**

English term	Spanish translation	Alternative translation(s)	Example phrase in Spanish	Notes: What to avoid/ Keep in mind
Homelessness	Falta de vivienda	Situación de no tener vivienda estable	Sabemos que la situación de vivienda está muy difícil y hay muchas personas con falta de vivienda estable en la comunidad.	Strongly avoid 'desamparado,' 'indigente,' or 'vagabundo.' Avoid framing homelessness as a personal failure. 'Falta de vivienda' describes the situation without labeling the person.
Undocumented	Persona sin papeles	Sin estatus migratorio	Aunque usted esté sin papeles en este momento, hay ciertos servicios que todavía puede recibir. Su situación migratoria no tiene que ser un obstáculo para buscar apoyo.	Never use 'ilegal' (illegal) and try to avoid using 'extranjero' (foreigner in a cold way). 'Indocumentado' is okay but 'sin papeles' is softer / more colloquial.
Outreach worker	Trabajador(a) comunitario(a)	Promotor(a) / Persona del equipo comunitario	Somos trabajadores comunitarios. Nuestro trabajo es visitar a las personas aquí afuera y ver si necesitan algo.	Avoid 'alcance' as it implies reaching toward someone and has religious connotations for some. 'Promotor/a' is well-known in health outreach contexts. Clearly distinguish from government or law enforcement at first contact.
Mental health services	Servicio de apoyo emocional	Atención emocional / Apoyo de salud mental	Hay personas con quienes puede hablar si algo le pesa. No tiene que estar en crisis para buscar ese apoyo emocional. ¿Le gustaría que le conectara?	'Atención emocional' is less stigmatizing than 'salud mental' in initial conversations. Frame support as available to anyone, not only people with diagnosed conditions.
Intake assessment	conversación inicial	Plática inicial / preguntas para empezar	Voy a hacerle unas preguntas para entender mejor su situación y ver cómo podemos ayudarle. Es solo una conversación, no una evaluación.	Avoid 'evaluación' (evaluation), 'examen' (exam), or 'investigación' (investigation) as these may trigger fear. Address data privacy proactively. Frame as a conversation that benefits the person.

**For additional terms, please see the full resource [HERE](#).**

## Notes

1 From 2019 to 2024, Latino homelessness consistently increased at a faster rate than overall homelessness. Recent research by Bruce D. Meyer, Angela Wyse, and Douglas Williams (University of Chicago and Dartmouth College) finds that the 2022 - 2024 sheltered homelessness estimates were partially, though not entirely, influenced by large numbers of newly arrived asylum seekers, most of whom identified as Hispanic, entering shelter systems in a few key jurisdictions (New York City, Chicago, Massachusetts, and metropolitan Denver). This influx makes year-over-year changes in sheltered homelessness in those locations less comparable to prior trends. However, the authors find no meaningful link between asylum seekers and the rise in unsheltered homelessness, which has been increasing gradually since 2015. Taken together, their findings suggest that asylum seekers are unlikely to explain the broader, nationwide rise in Latino homelessness or the trends driving homelessness in communities like Los Angeles, where homelessness is predominantly unsheltered.

2 U.S. Department of Housing and Urban Development, “2007–2024 Point-in-Time Estimates by State,” 2024 Annual Homeless Assessment Report (AHAR) to Congress, Part 1: Point-in-Time Estimates of Homelessness in the U.S., HUD USER, December 27, 2024, <https://www.huduser.gov/portal/datasets/ahar/2024-ahar-part-1-pit-estimates-of-homelessness-in-the-us.html>; Meghan Henry et al., “The 2020 Annual Homeless Assessment Report (AHAR) to Congress,” The U.S. Department of Housing and Urban Development, January 2021, <https://www.huduser.gov/portal/sites/default/files/pdf/2020-AHAR-Part-1.pdf>.

3 Emerging research indicates that the COVID-19 pandemic was a key precipitating factor, as Latino communities experienced disproportionate health, employment, and housing challenges during the pandemic and had less access to relief resources. See Melissa Chinchilla and Joy Moses, “Increasing Latino Homelessness — What’s Happening, Why, and What to Do about It,” National Alliance to End Homelessness; Homelessness Research Institute, 2023, [https://endhomelessness.org/wp-content/uploads/2023/01/Latino-Homelessness-ResearchBrief\\_01242023\\_FINAL.pdf](https://endhomelessness.org/wp-content/uploads/2023/01/Latino-Homelessness-ResearchBrief_01242023_FINAL.pdf).

4 Sandra Newman and C. Scott Holupka, “Hispanic Families in Assisted Housing,” *Cityscape: A Journal of Policy Development and Research* 23, no. 3, *The Hispanic Housing Experience in the United States Part II* (2021), <https://www.huduser.gov/portal/periodicals/cityscape/vol23num3/ch6.pdf>; U.S. Department of Health and Human Services Office of Minority Health, “Mental Health and Hispanic/Latinos,” March 2026, <https://minorityhealth.hhs.gov/mental-and-behavioral-health-hispaniclatinos>; M. Pia Chaparro et al., “County- and state-level immigration policies are associated with Supplemental Nutrition Assistance Program (SNAP) participation among Latino households,” *Social Science & Medicine* 333 (September 1, 2023): 116141–41, <https://doi.org/10.1016/j.socscimed.2023.116141>.

5 Melissa Chinchilla, “Stemming the Rise of Latino Homelessness: Lessons from Los Angeles County,” UCLA Latino Policy & Politics Initiative, September 5, 2019, <https://latino.ucla.edu/wp-content/uploads/2019/01/Stemming-the-Rise-of-Latino-Homelessness-2-1.pdf>.

6 Chinchilla, et al., “Increasing Latino Homelessness,” 2023.

7 Molly K. Richard et al., “Quantifying Doubled-up Homelessness: Presenting a New Measure Using U.S. Census Microdata,” *Housing Policy Debate* 34, no. 1 (January 17, 2022): 1–22, <https://doi.org/10.1080/10511482.2021.1981976>.

8 Melissa Chinchilla, Deyanira Nevarez Martinez, and Molly Richard, “The Full Spectrum of Latinx Homelessness: Understanding and Addressing Doubling Up,” UCLA Latino Policy & Politics Institute, December 13, 2023, <https://latino.ucla.edu/wp-content/uploads/2023/12/Homelessness.pdf>.

9 Patricia Lally, Camila de la Vega, and Sky Mihaylo, “Task Force on Latinx People Experiencing Homelessness Report,” Los Angeles Homeless Services Authority, County of Los Angeles Anti-Racism, Diversity, & Inclusion, September 22, 2025, <https://ceo.lacounty.gov/2026/01/22/ardi-latest-news/task-force-on-latinx-people-experiencing-homelessness-report/>.

10 *Ibid.*, page 63.

The [Government Performance Lab](#), housed at the Taubman Center for State and Local Government at the Harvard Kennedy School, conducts research on how governments can improve the results they achieve for their citizens. An important part of this research model involves providing hands-on technical assistance to state and local governments. Through this involvement, we gain insights into the barriers that governments face and the solutions that can overcome these barriers. By engaging current students and recent graduates in this effort, we are also able to provide experiential learning.

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