



# Leading the Way



## Creating **Solutions** to Homelessness in LA

ANNUAL REPORT 2010-2011

LOS ANGELES HOMELESS SERVICES AUTHORITY

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## Board of Commissioners 2010/2011



### COUNTY APPOINTMENTS

Owen Newcomer, Vice Chair, appointed by Supervisor Don Knabe  
Larry Adamson, appointed by Supervisor Michael D. Antonovich  
Howard Katz, appointed by Supervisor Zev Yaroslavsky  
Mike Neely, appointed by Supervisor Mark Ridley-Thomas  
Louisa Ollague, appointed by Supervisor Gloria Molina



### CITY APPOINTMENTS

Ramona Ripston, Chair  
Douglas Mirell and Elise Buik\*  
Moctesuma Esparza and Kerry Morrison\*  
Antonio Manning  
Rev. Cecil Murray

*\*Note: Elise Buik replaced seat vacated by Douglas Mirell and Kerry Morrison replaced seat vacated by Moctesuma Esparza.*

### About the Los Angeles Homeless Services Authority

The Los Angeles Homeless Services Authority (LAHSA) is a joint powers authority of the City and County of Los Angeles, created in 1993 to address the problems of homelessness in Los Angeles County. LAHSA is the lead agency in the HUD-funded Los Angeles Continuum of Care (the Continuum is a county-wide coordinated system dedicated to preventing and ending homelessness), and coordinates and manages over \$70 million annually in federal, state, county and city funds for programs providing shelter, housing and services to homeless persons. It is governed by a politically appointed, 10-member Commission. Five are appointed by the County Board of Supervisors and five are appointed by the Mayor and confirmed by the City Council. The Commission has the authority to make budgetary, funding, planning and program policies.

Cover photo: Family Emergency Shelter in South Los Angeles operated by Volunteers of America in a LAHSA-owned property.

# A Message from the Commission Chair and Executive Director

Dear Friends,

This past year, the Los Angeles Homeless Services Authority (LAHSA) began the ambitious task of reengineering our operations and how our Continuum of Care coordinates homeless programs and services for the many families and individuals experiencing homelessness within the City and County of Los Angeles. Today, we are proud to report that by working hand in hand with our nonprofit, government, business and community partners, we've made substantial progress.

One of the first items on our agenda was to move our administrative offices in October 2010, from Spring Street to where we are today at 811 Wilshire Boulevard in downtown Los Angeles. Equipped with four spacious conference rooms, a state-of-the-art training room, an advanced information technology infrastructure, thoughtfully and economically designed workspaces, our new facility provides improved administrative capacity and efficiency. It's also important to note that in spite of an unstable commercial rental market, we were successful in negotiating a reduced annual lease expenditure that included a complete customized build-out.

At the heart of our efforts on the continuum side of things was the redefining of how we measure success by focusing more intently on performance, adopting evidenced-based best practices and emerging program models, improving data quality, and promoting strategic partnerships.

We intensified our work around the procurement of new programs to ensure that investments were directed to solutions that permanently housed the homeless. And through the more than 100 nonprofit agencies we fund, LAHSA placed 6,337 households into permanent housing.

With the launching of the Transition Age Youth pilot project in L.A. County Supervisorial Districts 1 and 5, LAHSA made tremendous strides in advancing our goal to better understand and meet the needs of youth ages 18 to 21 exiting foster care and at risk of becoming homeless. In January 2011, we conducted our biennial Greater L.A. Homeless Count. This arguably being the most complex point-in-time count in the United States, could not have been done without the passionate and loyal support of our 4,000 volunteers.

The overall results showed we had a small decline in our total county-wide homeless numbers, going from an esti-



*Michael Arnold*  
*Executive Director*



*Ramona Ripston*  
*Commission Chair*

mated 52,931 in 2009 to 51,340 in 2011, representing a 3 percent drop. It is our firm belief, along with many thought leaders on homelessness, that the slightly lower numbers in 2011 is attributed primarily to the federal Homeless Prevention and Rapid Re-Housing Program (HPRP). In partnership with the U.S. Department of Veterans Affairs, Housing Authority of the City of Los Angeles and Legal Aid Foundation of Los Angeles, LASHA was able to help more than 2,115 households retain or regain stable housing through HPRP.

We continue to make progress in expanding bed coverage in the Homelessness Management Information System for all program types: Emergency Shelters, Transitional Housing and Permanent Supportive Housing. Our data quality in the system is improving significantly, so much so that we expect to participate for the very first time in the U.S. Department of Housing and Urban Development's 2011 Annual Homeless Assessment Report to Congress.

With the help of our dedicated nonprofit service providers and committed partners like you, much was accomplished towards bringing homelessness to an end in Los Angeles. In the coming year, we are committed to working even harder to build on those accomplishments while making homeless families and more deliberate targeting of our investments in performance-based solutions top priorities.

Sincerely,

**Michael Arnold**  
Executive Director

**Ramona Ripston**  
Chairperson, Board  
of Commissioners

# Mission and Key Accomplishments

## MISSION STATEMENT

“To support, create and sustain solutions to homelessness in Los Angeles County by providing leadership, advocacy, planning, and management of program funding.”

## KEY ACCOMPLISHMENTS

1. Successfully coordinated and completed the annual U.S. Housing and Urban Development’s Super Notice of Funding Availability application for the Los Angeles Continuum of Care and administered \$84 million in funding
2. 92% percent of LAHSA’s funding went directly to programs providing services to the homeless
3. Effectively monitored over 275 programs for fiscal and programmatic compliance thereby reducing compliance risk for LAHSA, the City and County of Los Angeles, and potential financial liability for their contracted providers
4. LAHSA-funded programs helped 6,337 households move into permanent housing and 81 percent of those served in permanent supportive housing programs retained housing for a minimum of six months
5. Conducted the Greater Los Angeles Homeless Count, the nation’s largest count of homeless persons covering 4,000 square miles and engaging 4,000 volunteers
6. Youth Count recognized as a best practice by the National Alliance to End Homelessness and U.S. Inter-agency Council on Homelessness
7. Assisted more than 2,115 households across the City of Los Angeles retain or regain housing through the Homelessness Prevention and Rapid Re-Housing Program
8. Launched Transition Age Youth (TAY) Housing Stabilization Project, an innovative, evidenced-based pilot program focused on determining TAY needs
9. Increased participation in HMIS to 31 percent for Permanent Supportive Housing, 69 percent for Transitional Housing and 56 percent for Emergency Shelters
10. Instituted Housing Placement Boot Camp, reducing length of time to house homeless Veterans from 168 to 100 days; a 40 percent decrease
11. Eliminated 95 percent of manual reporting for homeless service providers by utilizing business intelligence tools in HMIS that generate standard reports
12. Approximately 2,818 direct outreach service responses and about 2,738 referrals to housing programs and supportive services were made
13. Established HMIS User Group Forums, a continuous improvement discussion series that generated key innovations like online trainings, more intuitive tools and easy-to-follow user guides



Street view of the Family Emergency Shelter in South Los Angeles at 83rd Street and South Broadway.

# Creating Systems Change

## TRANSITION AGE YOUTH HOUSING STABILIZATION PROJECT

For many homeless youth, the transition from foster care and/or homelessness is a very difficult and complex time. The majority of youth age out of the system without sufficient education, basic life skills, and in some cases mental, emotional and substance abuse issues. As a result, they are often not able to remain in traditional transitional housing programs long enough to obtain the skills they need.

In early 2011, LAHSA began leading the way in the design and implementation of the Transition Age Youth Housing Stabilization Project funded by LA County Supervisorial Districts 1 and 5. The two-year project is based on an emerging model of housing and service provision for youth called Transition In Place which enables a youth

to become stabilized in a housing unit that they will eventually take over as their own permanent housing.

Under the project, former foster care or probation youth (ages 18 to 21 at entry) will be provided with subsidized housing along with intensive services that will be reduced over time and eventually discontinued. Additionally, the rental assistance offered will be phased out incrementally until the youth can assume full financial responsibility of the lease for the unit.

The ultimate goal is to provide evidence-based data on a successful program model serving homeless transition age youth that can be replicated here in Los Angeles and across the nation. Awarding of contracts to community based organizations providing housing and services is scheduled for late summer 2011.

## HOUSING HOMELESS VETERANS FASTER THROUGH PLACEMENT “BOOT CAMP”

HUD-VASH is a federal program that partners VA Medical Centers with local public housing authorities to combine supportive services and housing for homeless veterans. In 2011, the LA Continuum of Care received 2,050 HUD-VASH vouchers and ensuring that they were utilized in the most expeditious manner was imperative. To make this happen, the Continuum developed the Housing Placement Boot Camp, an interactive two-day workshop.

The Boot Camp method was adapted from the Toyota Production System. Local priorities established in the Home for Good Plan, an initiative of the United Way and Los Angeles Chamber of Commerce to end chronic

and veteran homelessness in LA by 2016, were used to structure the discussions. As a result of the workshop, a new process for housing homeless veterans with U.S. Department of Housing and Urban Development-Veterans Affairs Supportive Housing (HUD-VASH) vouchers was developed that would eventually reduce the length of time by 80 percent, going from 168 days down to 38 days.

To date, the process has been reduced to 100 days thanks to the dedication and hard work of LAHSA's partners like the United Way of Greater LA, Community Solutions, Long Beach and Greater LA Veteran Affairs; Housing Authorities of City of LA, County of LA and City of Long Beach, and 10 community based organizations that specialize in outreach and housing.



Left to right: A bedroom and the dining area in the Family Emergency Shelter, South Los Angeles.

## PROCUREMENT: GUIDING INVESTMENTS IN ENDING HOMELESSNESS

As LAHSA forges ahead to make the Los Angeles Continuum of Care more efficient, a key area the agency has worked hard on this past year is around procurement of new programs.

Fundamentally, LAHSA solicits bids for services from diverse sources of funding through Requests for Proposals (RFPs) in order to provide a fair and transparent review process for establishing grant award recommendations. Our funding opportunities endeavor to invest in programs that utilize evidence-based best and promising practices in homeless program design.

The RFP evaluation process examines core competencies, services, and outcomes desired in selected provid-

ers to ensure that homeless individuals and families are ultimately permanently housed through LAHSA's investments.

In addition to driving program design, LAHSA established investment priorities for the LA Continuum by targeting priority populations and program types that align with local needs and federal policies through the RFP process. For example, federal policies such as participation in the Homelessness Management Information System and coordination of services within the Continuum are incentivized by the awarding of points through the RFP evaluation process.

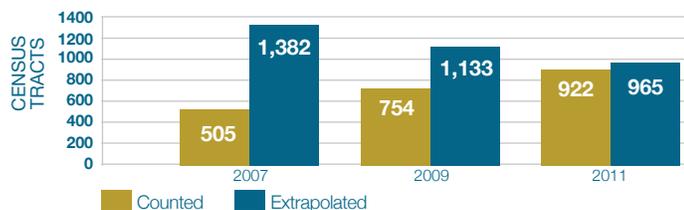
LAHSA will continue to set policy and investment priorities by way of RFP assessments to help ensure that future programs are effective in helping to end homelessness in Los Angeles.

## HOMELESS COUNT INNOVATIONS

Conducted by the Los Angeles Continuum of Care (LA CoC), the Greater Los Angeles Homeless Count is the nation's largest point-in-time-count of homeless persons, covering over 4,000 square miles. This is a community-wide undertaking made possible only with the support of thousands of Los Angeles volunteers, homeless housing and services agencies, nonprofits, businesses, faith based groups, government agencies and academic organizations.

The 2011 biennial count, which took place from January 25 - 27, boasted a record 4,000 volunteers; 1,000 more than in 2009. This huge volunteer base enabled LAHSA to ensure that there was less extrapolation than ever before as more of the homeless were directly tallied, increasing the reliability of the homeless estimates. The number of census tracts fully counted in the LA CoC rose from 505 to 922. There are 1,887 tracts in all.

### INCREASE IN CENSUS TRACTS COUNTED FROM 2007-2011



### KEY HOMELESS COUNT NUMBERS:

	HOMELESSNESS IN LOS ANGELES COUNTY	HOMELESSNESS IN CITY OF LOS ANGELES
2011	51,340	23,529
2009	52,931	25,771

= 3% decrease                      = 9% decrease

## YOUTH COUNT

LAHSA's 2011 youth count, part of the larger biennial count, received national acknowledgment as a best practice by the National Alliance to End Homelessness and the U.S. Interagency Council on Homelessness. Los Angeles is one of the few jurisdictions in the United States to conduct a youth count to ensure hard to reach youth, ages 24 and under, who are not typically numbered in night street counts are included in its overall homeless count.

### THE SCALE OF YOUTH HOMELESSNESS IN LA (2011)

OKLAHOMA	4,625 homeless persons in entire state
LA COC	3,959 homeless youth*
NEW MEXICO	3,601 homeless persons in entire state

\*Includes youth 18-24 and youth under 18 and unaccompanied. Excludes 5,700 youth, under 18 and in families.

The agency partnered with 13 homeless youth agencies (seven more than in 2009) to conduct the count. Furthermore, under the supervision of LAHSA youth provider staff, homeless youth volunteered to help with the count.

## THE OPT-IN PROGRAM

For the 2011 Homeless Count, LAHSA stepped up its efforts to substantially increase participation of local LA CoC jurisdictions. The Opt-In Program provides local communities with homeless count numbers specific to their area or city allowing them to obtain detailed homeless count information. Opt-in cities and communities coordinate the count within their borders using locally recruited volunteers from public and private agencies and tally 100 percent of their census tracts.

Additionally, LAHSA partnered with 28 cities and seven communities; a 119 percent increase in Opt-In Area participation over 2009. The result: cities were able to precisely estimate a point-in-time number of the homeless families and individuals in their jurisdiction – a fundamental tool in ending homelessness in Los Angeles.

# Reaching the Homeless

## SABRINA'S STORY

*I was a victim of domestic violence for years and didn't know how to get away from my abuser. I became a shell of the person I once was. Every day was painful because I felt like I was walking on egg shells in my house and would hold back many, many tears. I felt like I was dying.*

*Finally, one morning I wrote a 30-day notice to the apartment manager and dropped it off at the leasing office and donated everything I owned to Goodwill. I packed up my car with two suitcases. I lived from place to place with family and friends. Everyone I lived with charged me very high rent to sleep on their sofa or floor with my children.*

*I didn't know what to do anymore or where to go, so one day I got up very early and drove around to community centers and told them my situation. In the end, I was referred to LAHSA and the Homeless CalWORKs Families Project. LAHSA helped me get transportation assistance, emergency shelter, counseling and eventually, permanent housing through Section 8.*

*Today my life is stable. I go to school and work part-time, but most importantly, I have a place to call home – I have my own apartment.*

*Thank you LAHSA for giving me a second chance at life.*

*Sincerely,  
Sabrina*

## A LESSON IN CARING

Michel is a 75-year-old man LAHSA's outreach team assisted for over one year until he received permanent housing. Michel's story begins when a concerned citizen and small business owner, Gerhard, contacted LAHSA in 2010 seeking help to get Michel off the streets. At the time, he was living under an overpass in Los Angeles near to Gerhard's business and in great need of professional medical and mental care.

According to Gerhard, who became Michel's caretaker and advocate, Michel refused to move from the location and was fearful of making contact with people other than Gerhard. He also reported that for two years Michel slept standing and humped over a shopping cart containing his belongings and that this posture had taken a heavy toll on Michel's body.

LAHSA's outreach team worked with Gerhard to gain Michel's trust, and through perseverance, the team was eventually able to connect Michel to the services and housing he desperately needed. Today, Michel lives in his own Section 8 apartment.

Michel's story illustrates how ordinary people in the community like Gerhard, can make a big difference in helping the homeless gain stable lives and housing.

**"Today my life is stable. I go to school and work part-time, but most importantly, I have a place to call home – I have my own apartment. Thank you LAHSA for giving me a second chance at life."**

**–Sabrina**



Sabrina, Homeless CalWORKs Families Project client

**"Miracles on Skid Row do happen and Michel may be its poster child. Without LAHSA's help and support Michel would probably still be living under an overpass."**

**–Gerhard**



Michel (left) celebrating his 75th birthday with Gerhard (right) in Michel's Section 8 apartment.

# Reaching the Homeless

## WORKING FACE TO FACE

A focal point of LAHSA's work is undertaking intense outreach efforts that can identify, assess and refer a homeless person or family to services in the LA Homeless Continuum of Care that eventually puts them on the path to long-term housing. This is where the agency's Homeless Services Department comes in.

Each day, the department deploys 30 outreach specialists highly trained and experienced in providing assistance and referrals to those in need of homeless services like shelter and transportation. Emergency Response Team staff locate and assist homeless people living in uninhabitable conditions as well as those at risk of becoming homeless. Dedicated teams are also assigned to the Homeless CalWORKs\* Families Project, a joint effort between LAHSA and the Los Angeles County Departments of Mental Health and Public Social Services. They connect families to a host of county services and assistance

programs. Staff is also involved with a number of other special projects within the county.

From July 2010 to June 2011, Homeless Services received 1,791 requests for services from from elected officials, government agencies and community residents. The outreach staff engaged 3,594 homeless individuals in total which represents 1,838 adults, including unaccompanied youth and 1,756 children.

Homeless Services completed approximately 2,818 direct service responses and about 2,738 referrals for 3,456 households. Direct responses included emergency services and transportation, referrals to housing programs, medical and dental services, documentation resources, legal assistance programs, mental health services and adult protective services.

Note: \*CalWORKs (California Work Opportunity and Responsibility to Kids) is a division of the Department of Public Social Services serving families.

SUPERVISORIAL DISTRICT	REQUESTS FOR SERVICES RECEIVED
1	538
2	785
3	142
4	168
5	158
<b>TOTAL</b>	<b>1,791</b>

HOUSEHOLDS SERVED
980 Single Adults
867 Families
239 Elderly
457 Chronically Homeless
111 Veterans
802 Physically or Mentally Disabled
<b>3,456 TOTAL</b>



Left to right: Study area and family room in the Family Emergency Shelter, South Los Angeles.

# Transforming Metrics for Success

## HPRP: A SUCCESS FACTOR

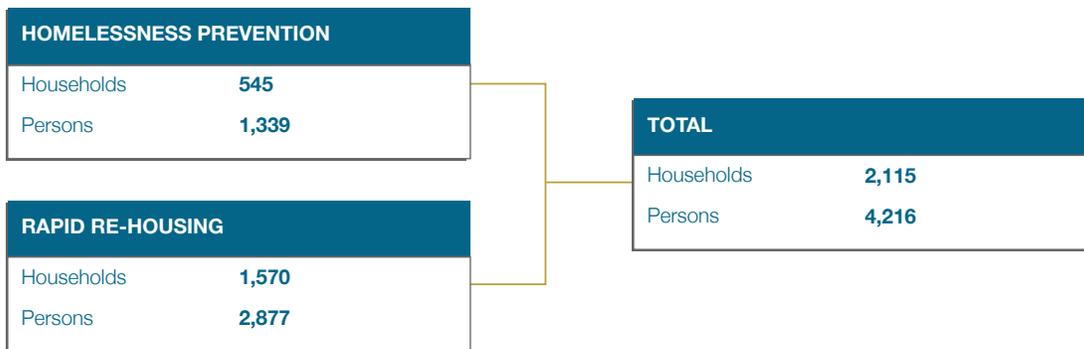
The City of Los Angeles' Homelessness Prevention and Rapid Re-Housing Program (HPRP), a three-year initiative funded through the American Recovery and Reinvestment Act of 2009 (ARRA), has been providing financial assistance to eligible individuals and families in three designated service regions covering 468 square miles since September 2009. The program provides services to prevent individuals and families from becoming homeless or rapidly rehuses those who are "literally" homeless.

In the past year, through the Legal Aid Foundation of Los Angeles' homelessness prevention efforts that include legal and case management activities, 1,339 persons were able to remain permanently housed. Through the housing relocation and stabilization efforts of four regional coordinating agencies (People Assisting the Homeless, Special Service for Groups, Los Angeles Family Housing, and Home At Last), some 2,877 persons were quickly

rehoused into permanent housing. In all, those served represent 782 families with 1,484 children, 376 veterans with a particular emphasis on housing placement for those veterans receiving HUD-Veterans Affairs Supportive Housing (VASH) vouchers, and 2,632 persons housed with Section 8 vouchers. However, the truest measure of the initiative's success is that it has enabled the city's most vulnerable residents to get off the streets, out of their cars, and into safe, stable permanent housing. In fact, during the past year, HPRP services to families may have led to a 6 percent drop in family homelessness in the City of LA, thereby taking a solid step towards ending homelessness for this population.

With such favorable outcomes and the program ending in 2012, LAHSA has joined its local and national partners, like the National Alliance to End Homelessness, in strongly advocating for federal funds to sustain and extend the progress made through HPRP.

<sup>1</sup> 2011 Greater Los Angeles Homeless Count Report, August 2011, pg. 19



## JIMMY AND PENNY'S STORY

In February 2011, Jimmy and his wife, Penny, came to Home At Last (HAL), LAHSA's HPRP satellite office in South Los Angeles, for intake and assessment. The couple had experienced several episodes of homelessness. Jimmy was employed as his wife's caretaker through In-Home Support Services and Penny was receiving income from Social Security.

HAL helped Jimmy and Penny locate housing and

provided them with their security deposit, rental assistance for nine months, and case management. They have been stably housed since April 2011, and the landlord reports that they are great tenants. The couple is doing well and very satisfied with the services they received from HAL. Jimmy relayed to HAL staff that he sent a letter to the federal government to relate how blessed he felt that there are HPRP funds to assist individuals and families in situations similar to his. Jimmy and Penny have made tremendous progress and continue to thrive in spite of the difficulties they have had.



**"I am very grateful for this program; without this help we would have continued in dire stress. I like my new apartment; it is in a perfect location and we have the convenience of stores and everything we need. We were also able to save a little bit of money to buy a new bed and a refrigerator. Thank you very much for all of your help."**  
—Jimmy

Above: Jimmy and Penny, husband and wife HPRP clients.

# Transforming Metrics for Success

## THINKING SMARTER ABOUT PERFORMANCE

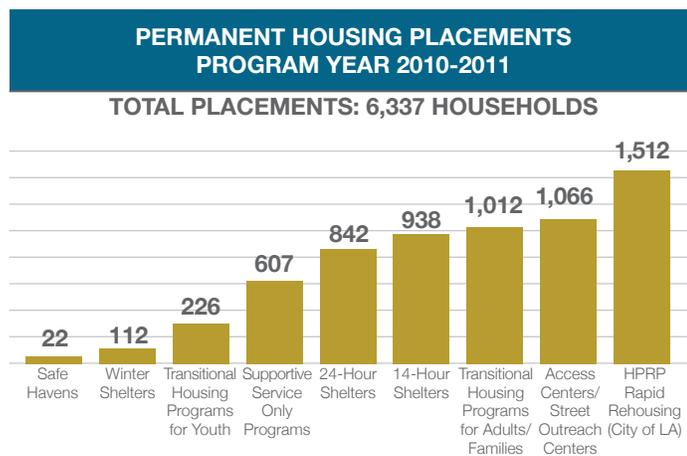
In early 2010, LAHSA standardized the goals for its funded programs by consolidating achievement rates by program type and target population. This pushed providers of similar programs to focus on the same goals of getting their clients into permanent housing and helping them seek and secure financial resources.

Additionally, in early 2011, efforts were made to ensure the performance goals mirrored national standards, including provisions in the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act of 2009. The revised goals focused primarily on these metrics:

- Placement in permanent housing;
- Retention in permanent housing;
- Increases in income;
- Linkages to services that address barriers to housing; and
- Reductions in average length of stay in non-permanent housing programs.

## MAKING PROGRESS IN HOUSING THE HOMELESS

In program year 2010-2011, LAHSA-funded programs led the way in helping 6,337 households get into permanent housing. Most notably, the Homelessness Prevention and Rapid re-housing Program (HPRP) in the City of LA represented 24 percent of those placements. Many of the other placements came from access centers and 14-hour shelters primarily because those programs served the highest volume of homeless clients.

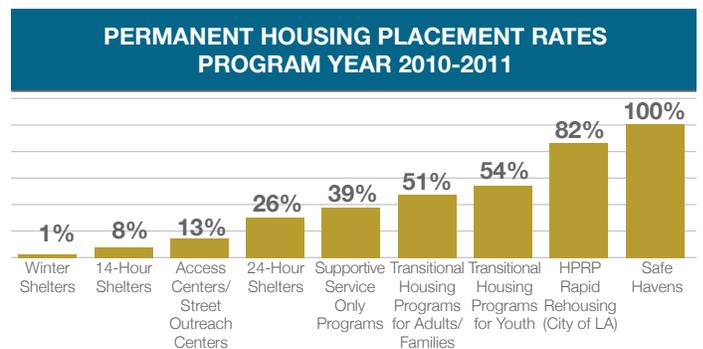


To put the prior table into context, the following table demonstrates the rate at which households exiting from each program type were able to gain permanent housing. Here, the real successes are demonstrated to be happen-

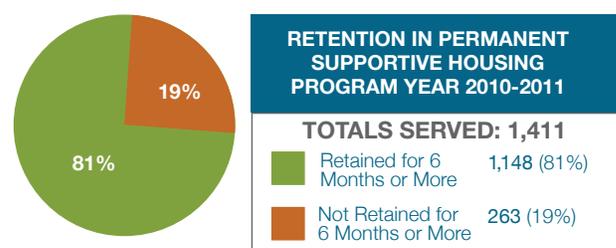
ing again in the American Recovery and Reinvestment Act-funded HPRP, as well as in transitional housing programs, particularly ones for youth ages 18 to 24.

So now, more universal achievement rates were being established. However, these achievement rates were more clearly defined as “continuum goals,” and service providers were encouraged to at least work towards improving their performance under each metric by 10 percent or higher than they had done in the previous year. In this way, service providers were given a chance to focus on more realistic incremental goal achievements and at the same time, LAHSA staff gained an opportunity to take a more targeted approach to providing training and technical assistance.

Finally, by the end of the 2010-2011 program year LAHSA succeeded in eliminating 95 percent of the previously required manual reporting by enhancing current Homeless Management Information System (HMIS)-generated performance reports and usage policies. By creating more intelligent tools and processes that utilized automation and standardization, LAHSA-funded agencies could devote more time and resources toward effectively serving the homeless in the following program years.



Finally, 81 percent of all those served in LAHSA-funded permanent supportive housing programs retained their housing for at least six months. This is significant because it demonstrates that those that receive the housing and benefits provided through permanent supportive housing have a very high rate of stability and are more likely to stay housed in the longer term.



# Transforming Metrics for Success

## COVERING LA IN HMIS

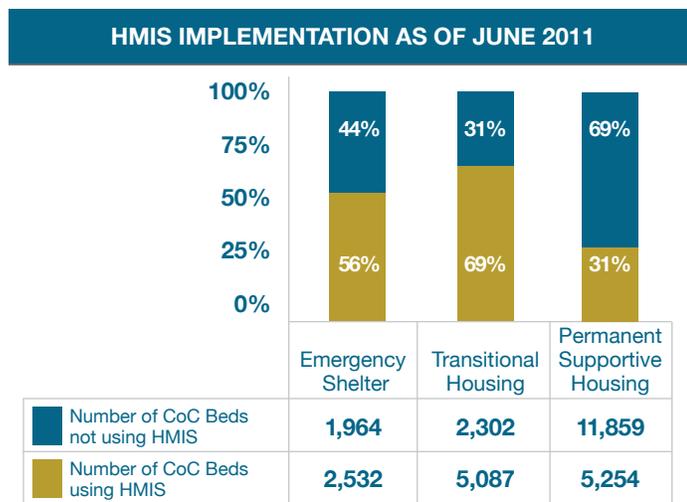
Administering a Homeless Management Information System (HMIS) that enables communities to collect and manage data for their homeless programs is a principle HUD requirement. To meet this requirement, LAHSA has led a successful campaign to encourage and support homeless service providers in the implementation of HMIS throughout the Los Angeles Continuum of Care.

LAHSA's ultimate goal is to implement a HMIS inclusive of all homeless programs regardless if they are LAHSA-funded or not. While the agency's implementation progress has been steady overall for the past year, there's still a lot more work to be done, especially around emergency shelter and permanent supportive housing programs.

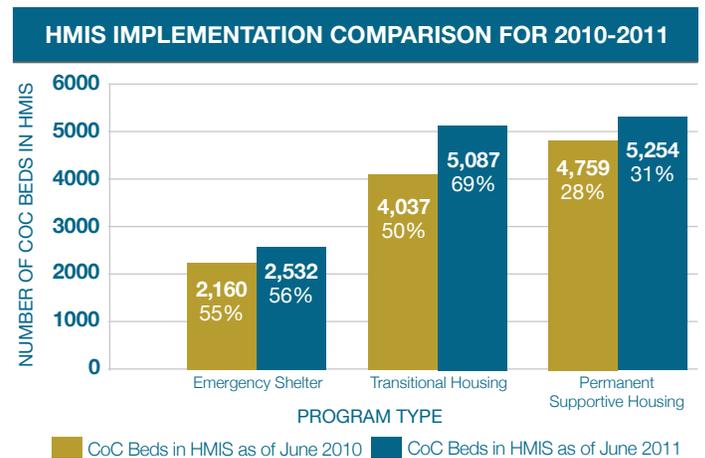
As of June 2011, LAHSA has achieved the following:

- 56 percent bed coverage for Emergency Family, Single and Youth Shelters. This represents a 1 percent increase from FY 2010.
- 69 percent bed coverage for Transitional Family, Single and Youth Programs. This represents a 19 percent increase from FY 2010.
- 31 percent bed coverage for Permanent Supportive Housing Programs. This represents a 3 percent increase from FY 2010.

The chart below provides the percentage and number of beds implemented and not implemented in HMIS for FY 2011.



The chart below provides a comparison of the percentage of beds implemented in HMIS for FY 2010 and FY 2011\*.



\*The percentages and number of beds presented account for annual fluctuations in total number of beds for each program type.

## IMPROVING DATA QUALITY

With funding from the Homelessness Prevention and Rapid Re-Housing Program (HPRP), LAHSA's HMIS team was able to develop and expand a comprehensive HPRP data quality process this past year. The process involved rigorous weekly monitoring of HUD-required data elements for HPRP activities. This ensured that the information collected not only met, but exceeded acceptable quality standards, and that the program's performance could be tracked as accurately as possible.

Furthermore, thanks to the extensive technical capacity gained through HPRP, LAHSA has been able to perform more in-depth data validation and monitoring across all other program types. The HMIS team has set an ambitious goal to submit the LA Continuum of Care's homeless data for inclusion in HUD's 2011 Annual Homeless Assessment Report to Congress. This submission will be a first for Los Angeles.



The computer lab in the Family Emergency Shelter, South Los Angeles.

# Promoting Partnerships

## ADVANCING COORDINATION THROUGH COMMUNITY INVOLVEMENT

Beginning in early 2010 and throughout fiscal year 2011, and in accordance with the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act, LAHSA began restructuring the Los Angeles Continuum of Care's planning process to work more effectively in preventing and ending homelessness. The authority enrolled the help of the continuum's 10-member Coordinating Council to act as a liaison between LAHSA and the community to ensure their needs and priorities were incorporated into the continuum's planning process. Each of the eight Service Planning Areas in LA County has one representative and an alternate serving on the committee.

The body is chaired by LAHSA's Executive Director. The agency's Policy and Planning and Programs Departments staff the council.

Now, in alignment with HEARTH, the foremost priority of the body was to develop a clear and transparent funding and project selection process for McKinney-Vento Homeless Assistance Act projects. A major part of this was prescribing more definitive roles and responsibilities for housing and service providers, LAHSA's Commission and staff.

In 2011, LA received more McKinney-Vento funding for new permanent supportive housing projects than any other continuum in the nation with an award of over \$12.4 million. This was due in large part to the Council's hard work.



Main entrance, Family Emergency Shelter in South Los Angeles.

## OUR PARTNER AGENCIES: MAKING US BETTER

Last year, the Homeless Management Information Systems (HMIS) Department launched a series of continuous improvement group discussions with LAHSA's service providers called HMIS User Forums. The central purpose of the forums was to enhance the LA Continuum's HMIS which supports the various homeless programs and services. This was achieved through proactive interagency collaboration, creative problem solving, and the discovery, sharing and implementation of best practices. In this open and solutions-rich environment, LAHSA was better able to anticipate, understand, and effectively meet user needs.

As a result of these discussions, LAHSA has deployed several practical user-suggested innovations like the creation of online video tutorials as an alternative educational tool. The tutorials have significantly reduced the need for frequently repeating live training sessions and technical support. User feedback has also led to significant improvements in HMIS trainings, reference guides and system design.

Because of the hard work and commitment of the user forum participants, the LA Continuum of Care has made tremendous progress in accurately capturing homeless client data and providing real-time, high-value information. In the end, this makes the continuum stronger and more efficient.

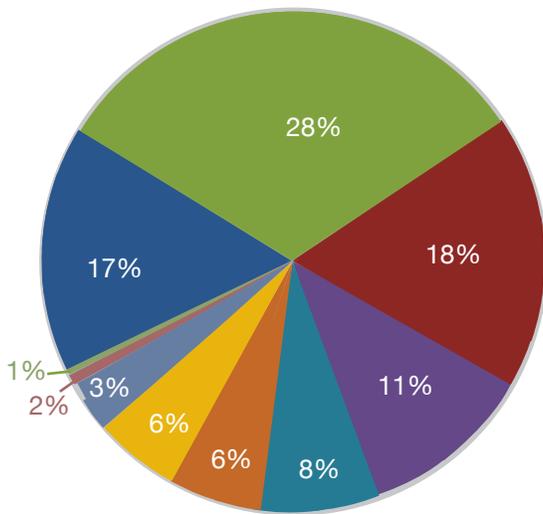
# Financial Picture

## PROGRAM FUNDING FY 2010-2011

Since its beginning in 1993, LAHSA has managed and administered the distribution of homeless programs and services funds provided by the U.S. Department of Housing and Urban Development (HUD), U.S. Department of Health and Human Services (HHS), State of California, County of Los Angeles and the City of Los Angeles. We continue to place a high premium on our fiscal responsibility and performance consistent with the expectations of our funders and the public trust we have earned.

**92% of LAHSA's funding went directly to programs providing services to the homeless.**

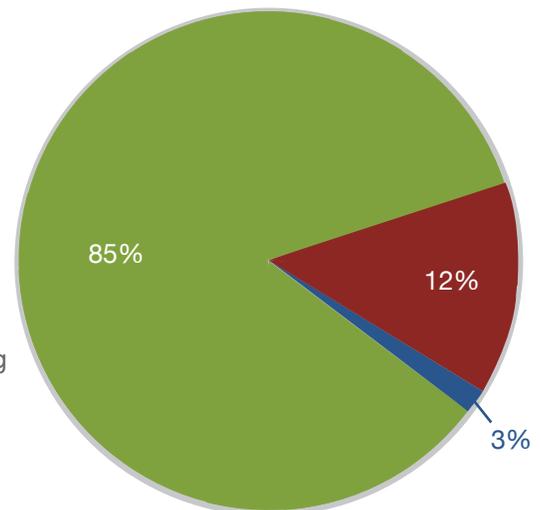
### 2010-2011 PROGRAM FUNDING



	PROGRAMS	TOTAL AMOUNTS
28%	Emergency Shelter	\$20,631,688
18%	Transitional Housing	\$13,346,600
17%	Homelessness Prevention and Rapid Rehousing	\$12,203,182
11%	Supportive Service Only	\$8,137,492
8%	General Administration	\$5,867,985
6%	Job Training and Development	\$4,302,515
6%	Permanent Supportive Housing	\$3,983,794
3%	Homeless Outreach	\$2,315,144
2%	HMIS Data Collection	\$1,643,669
1%	Homeless Count	\$ 667,100
	<b>Grand Total</b>	<b>\$73,099,168</b>

### INVESTING IN PERMANENT SUPPORTIVE HOUSING

ADMINISTRATIVE ENTITY	AMOUNT	
Housing Authorities	\$45,250,044	85%
LAHSA	\$6,162,026	12%
Direct HUD Administered Programs	\$1,598,081	3%
<b>Grand Total</b>	<b>\$53,010,151</b>	



For Los Angeles, like most jurisdictions around the country, permanent housing coupled with supportive services is central to effectively combatting and ending homelessness. Within the Los Angeles Continuum of Care, several entities administer McKinney-Vento Homeless Assistance funds dedicated to this critical housing type. For FY 2010-2011, those funds amounted to about \$53 million. The Housing Authorities of the City and County of Los Angeles managed 85 percent or around \$45.2 million of the permanent supportive housing investment for the continuum while LAHSA managed 12 percent or approximately \$6.1 million, and the U.S. Department of Housing and Urban Development contracted directly with nonprofits for the remaining 3 percent or about \$1.5 million. As the lead agency for the LA Continuum of Care, LAHSA remains committed to leveraging its available resources to get the homeless off the streets and into permanent supportive housing.

## STATEMENT OF NET ASSETS

### JUNE 30, 2011

(With comparative information for the prior year)

	2011	2010
<b>ASSETS:</b>		
Cash and Investments	\$1,375,144	\$ 1,275,961
Grant Receivables	9,432,964	11,122,656
Advances to Subcontractors	2,267,996	573,444
Other Assets	11,623	17,365
Capital Assets, Net	2,019,790	1,224,918
<b>TOTAL ASSETS</b>	<b>15,107,517</b>	<b>14,214,344</b>

	2011	2010
<b>LIABILITIES:</b>		
<b>Current:</b>		
Accounts Payable	\$10,396,583	\$11,328,542
Salaries and Taxes Payable	273,371	212,495
Notes Payable	575,875	372,700
Unearned Revenue	1,266,950	495,745
<b>Long-term liabilities:</b>		
Due within one year	176,834	120,551
Due in more than one year	82,958	91,090
<b>TOTAL LIABILITIES</b>	<b>12,772,571</b>	<b>12,621,123</b>

	2011	2010
<b>NET ASSETS:</b>		
Invested in Capital Assets, Net	\$2,019,790	\$1,224,918
Unrestricted	315,156	368,303
<b>TOTAL NET ASSETS</b>	<b>\$2,334,946</b>	<b>\$ 1,593,221</b>

# Thanks to Our Community of Supporters

**The Los Angeles Homeless Services Authority would like to acknowledge its 2010-2011 funded agencies for all their work in reducing and ending homelessness throughout Los Angeles County.**

1736 Family Crisis Center  
211 Los Angeles County  
A Community of Friends  
Alcott Center  
Alexandria House  
Alliance for Housing and Healing / The Serra Project  
Antelope Valley Domestic Violence Council  
Beyond Shelter  
California Hispanic Commission on Alcohol & Drug Abuse, Inc.  
Catholic Charities  
Cedars-Sinai Medical Center/C.O.A.C.H. for Kids  
Center for the Pacific Asian Family, Inc.  
Central City East Association  
Chrysalis  
City of Covina  
City of Long Beach Department of Health Services  
City of Pomona  
City of Santa Monica  
CLARE Foundation, Inc.  
Compton Welfare Rights  
Covenant House California  
David & Margaret Home, Inc.  
Department of Children and Family Services of the County of Los Angeles  
East San Gabriel Valley Coalition for the Homeless  
EIMAGO, Inc.  
First Place for Youth  
First To Serve, Inc.  
Gateways Hospital and Mental Health Center  
Gramercy Housing Group  
Harbor Interfaith Shelter  
Hathaway-Sycamores  
Hillview Mental Health Center, Inc.  
His Sheltering Arms  
Homeless Health Care Los Angeles  
Homes for Life Foundation  
House of Ruth (Claremont)  
Housing Authority of the City of Los Angeles (HACLA)  
Housing Authority of the County of Los Angeles (HACOLA)  
Integrated Recovery Network  
Jenesse Center, Inc.  
Jewish Family Services  
Journey House, Inc.  
Jovenes, Inc.  
JWCH Institute, Inc.  
L.A. House of Ruth  
L.A. Youth Network  
LAMP Community, Inc.  
Legal Aid Foundation of Los Angeles  
Long Beach Rescue Mission  
Los Angeles Family Housing Corporation  
LTSC Community Development Corporation  
Lutheran Social Services of Southern California  
Mental Health America of Los Angeles  
Midnight Mission  
Mini Twelve Step House  
MJB Recovery

New Directions, Inc.  
New Image Emergency Shelter  
Ocean Park Community Center  
Palms Residential Care Facility  
Peace and Joy Care Center  
Penny Lane Centers  
PATH (People Assisting The Homeless)  
People Helping People  
People In Progress  
Pomona Neighborhood Center  
Project New Hope  
Prototypes, A Center for Innovation in Health, Mental Health, and Social Services  
Proyecto Pastoral  
Santa Clarita Community Development Corporation  
SFVC Mental Health Center, Inc.  
Shelter Partnership  
Skid Row Development Corporation  
Skid Row Housing Trust  
South Central Health and Rehabilitation Programs  
Special Service for Groups, Inc.  
SRO Housing Corporation  
St. Anne's  
St. Joseph Center  
Stop Homelessness In the Rio Hondo Area  
Tarzana Treatment Center  
Testimonial Community Love Center  
Salvation Army  
Salvation Army - Alegria/Bethesda House  
Salvation Army - Bell Shelter  
Salvation Army - Westwood  
Shields for Families, Inc.  
Skid Row Housing Trust  
Union Station Homeless Services  
United Friends of the Children  
United States Veterans Initiative, Inc.  
Upward Bound House  
Valley Village  
Venice Family Clinic  
Volunteers of America of Los Angeles  
Watts Labor Community Action Committee  
Weingart Center Association

***Special thanks to the City and County of Los Angeles for their partnership and generous support in our mission to end homelessness in Los Angeles.***

## **GREATER LOS ANGELES HOMELESS COUNT**

### ***They Count. Will You?***

**Sign up to volunteer at  
[www.theycountwillyou.org](http://www.theycountwillyou.org).**

# LOS ANGELES HOMELESS SERVICES AUTHORITY



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