

Community Development Program Year-End Performance Report for Fiscal Year 2009-10

CITY OF SANTA MONICA

January 2011

ABOUT THE COMMUNITY DEVELOPMENT PROGRAM

The Community and Cultural Services Department (Human Services Division) provides planning, research, evaluation and fund development related to human service needs, direct service provision for children, older youth, families, seniors, people with disabilities, and people who are homeless in Santa Monica, and partnerships with community agencies such as the County of Los Angeles. The Community Development (CD) Program represents just one of the ways the City addresses the needs of the community. Additional information on programs and activities offered for children, older youth, families, seniors, people with disabilities, and people who are homeless in Santa Monica can be found in the Fiscal Year 2009-10 Adopted Budget.

What We Fund

\$7.8 million in CD Program funds was granted to 27 nonprofit human service and housing development organizations supporting over 50 programs. An additional \$791,000 in one-time grants supported capital and infrastructure projects to improve service delivery.

In addition to providing operating and one-time grants, the City provides facilities, at varying levels of subsidy, to nonprofit organizations delivering services in Santa Monica. In fiscal year 2009-10, the City provided approximately 63,500 square feet of public facility space to 6 non-profit human services programs. This space totals over \$1.54 million in annual rental value that is forgiven by the City. In addition, the City subsidizes the cost of utilities, maintenance and repairs necessary to operate these facilities.

Leveraging Resources

To the extent possible, the City seeks to leverage funding from other public and private entities to strengthen the programs and activities established in the CD Program. Public dollars from federal, state and local sources represent a significant portion of the leverage provided by City-funded agencies. Programs reported raising over \$34.1 million from non-City funding sources, representing over \$4 leveraged for every Santa Monica CD Program dollar.

The City seeks to leverage resources and enhance community benefit by among other things, creating jobs, increasing the stock of public open spaces, and enhancing access to and availability of childcare through the establishment of Development Agreements, which are executed prior to major commercial developments. Currently there are thirteen Development Agreements providing community benefit in Santa Monica. One such agreement is the Development Agreement with Saint John's Health Center, which was executed in 1998. The agreement includes a Santa Monica Community Access Plan, which provides grants to a range of health and social service agencies in the community. In fiscal year 2009-10, St. John's Health Center granted funding totaling over \$1 million through the Santa Monica Community Access Plan.

Accountability

Grants management includes a rigorous review of written program and fiscal reports; regular visits to see programs in action; joint community planning and program development with agency staff; and candid feedback, problem solving and dialogue. Strong working relationships and an emphasis on collaboration with other programs are as important as is the careful review of financial statements and program reports.

City staff conducts formal and informal site visits to review program, fiscal and administrative performance. Formal site visits involve a more thorough review of documentation of service to Santa Monica residents, program outcomes, and fiscal and administrative operations.

Children, Older Youth and Family Services



Funding Amount: \$2,368,000

Persons Served: 2,192

Our Partners:

Connections for Children, Dispute Resolution Services, El Nido Family Center, Family Service of Santa Monica, The Growing Place, Jewish Vocational Services, Pico Youth and Family Center, Santa Monica College, Saint John's Child and Family Development Center, and St. Joseph Center

Program Accomplishments:

- Three child care centers were added to the Early Childhood Mental Health and Violence Prevention Project, which collaborated with a special UCLA project; 88 child care providers were trained in administering the Ages and Stages Questionnaire, a screening tool to help educators and parents identify early developmental delays
- Across the six schools receiving school based mental health services, 201 individuals received individual and family counseling and intensive case management services, 324 youth participated in 43 different school based mental health groups, and 61 parents/guardians took part in comprehensive parent education classes
- School based mental health providers worked together to improve service coordination and reduce duplication of efforts; achievements included implementation of a plan to facilitate information sharing between agencies and schools as students transition from elementary to middle to high school, and creation of a shared consent form that allows agencies to more readily share information and jointly work toward meeting children's needs
- Across programs, youth report a high level of satisfaction with case management, financial aid counseling, academic coursework, and employment services. Youth struggling with academics are better able to navigate through the college system and persist to a higher level of education; youth receiving employment services are better prepared to join the workforce and plan career goals

Program Challenges:

- Agencies face challenges in consistently providing mental health services to children and older youth, including obtaining signed parental consents to conduct screenings and interventions for trauma related issues, due to (1) stigmatization of mental health, (2) teacher resistance to students missing class for services, and (3) parent lack of knowledge of benefits of services
- School based mental health programs face ongoing challenges in balancing the need to provide individual and group counseling with (1) growing need for brief crisis counseling and (2) requests from school administrators to conduct prevention/educational workshops
- Older youth require remedial education both during and after high school to prepare for higher education and employment with career options; some are resistant to services
- Lack of employment opportunities, a more competitive job market and resistance by employers to hire "at-risk" youth contribute to difficulties in developing jobs for youth who have completed internship programs

"The consultant has proven an enormous asset to the school and to me and to my family. My son is particularly shy and we have been working on his ease in social situations. Moreover during the year my family separated causing my son undue stress and challenges. The consultant has assisted with counseling, providing books, etc. "



Children, Older Youth and Family Services

Program Trends:

- Need for infant and toddler care remains high. Currently there are 104 Santa Monica children aged five and under on the Los Angeles County Centralized Eligibility, which is similar to the wait list for FY 2008-09
- Agencies report economic conditions and job loss have been factors in the increased number of families requesting tuition assistance for their child care, up 42% from previous years
- Agencies anticipate that meeting the needs of children may be difficult because some will not meet new criteria for being served in Department of Mental Health (DMH) funded programs. The resulting impact is unknown, although children and families may be referred to other agencies for which they may need to pay partial fees
- Need for more innovative approaches to educating potential employers about hiring “at risk” youth and to developing jobs for them, particularly for youth who have developed workplace skills through internships

Improving Lives:

A big accomplishment this year was helping a student who has been referred to the counseling office after she had told her teacher she wanted to kill herself. The student had stopped doing her writing assignment and was having enormous difficulties making and keeping friends. Her parents had just separated and a divorce was pending. The student received individual therapy the entire year; she participated in a school based mental health group and the school social worker kept in close contact with her teacher and was able to meet with both parents on more than one occasion. At the end of the year the student had improved her grades and was one of the top students in her class. She made friends and had developed a “leadership personality” in the group.

This is where we are headed:

The City will continue to focus on...

- Funding priorities and goals as outlined in the Youth Violence Prevention, which include an Action Plan with focus on four key project areas: Prevention, Intervention, Structural and Systems Recommendations and Community Engagement. Within each area, focus will be on building upon what is currently working, strengthening collaboration among community partners, systems and programs, and supporting expanded services that promote the social, educational and healthy development of youth in Santa Monica
- Facilitating access to childcare and tuition subsidies, particularly for infants and toddlers of low-income working parents
- Increasing emphasis on mental health and related support programs that develop social-emotional competence, and reduce negative behaviors among preschoolers through older youth
- Supporting a comprehensive approach to employment services for older youth, to include job development, individualized case management, job training and employment counseling
- Assisting agencies in developing well-defined objective, quantitative outcomes and methods of data collection to document program accomplishments

Seniors and People with Disabilities



Funding Amount: \$2,054,000

Persons Served: 11,557

Our Partners:

Westside Center for Independent Living, Common Ground, EmpowerTech, Meals on Wheels West, and WISE & Healthy Aging

Program Accomplishments:

- Programs serving seniors and people with disabilities in finding or retaining housing have been particularly successful. Housing retention rates are up to 98% for some programs, with an additional 122 residents remaining housed beyond six months, a 49% increase over FY 2008-09
- Programs that focus on benefits advocacy for people with and without disabilities have demonstrated considerable success rates. Programs exceeded their goals by 50% (20 more people) in the number of people receiving benefits, having benefits reinstated and avoiding reductions in benefits
- Across programs, goals related to case management such as housing placement, medication management, treatment education, independent living skills training and counseling were exceeded by 12% to 25% in comparison to FY 2008-09
- Innovations are making new services available to seniors, including a pilot door through door transportation project that provides an escort for the frailest seniors to medical appointments and grocery shopping
- Because of the increase of over 10,000 residents in Santa Monica aged 55 and older between 2000 and 2010, agencies have begun to update services. Planning was completed for an innovative “concierge” one-stop approach to service delivery that will be implemented in the coming year

Program Challenges:

- Funding cuts at the state and local level have impacted agencies that primarily serve seniors and people with disabilities or provide specialized services. Such programs report annual reductions of up to \$80,000. The resulting gaps have been filled by shifting resources and by using volunteers and interns. Although continued funding cuts and fundraising challenges could result in a reduction in services, agencies were generally able to meet the increased demand and provide effective case management for a range of needs
- A broader mix of funding sources creates greater administrative complexity for organizations, both in terms of budgeting and reporting, taking resources away from direct service provision
- Balancing the needs of younger seniors, who may not want traditional services, with those of the frailest and most disabled individuals will continue to be a challenge, particularly in the current economic environment
- In 2008, over 15,600 Santa Monica residents were over age 85, representing the oldest and frailest population in Santa Monica. These residents tend to be isolated and most in need of services, and identifying and engaging them has been challenging for agencies



“I’m able to stay in my home now. I’m so happy; I thought I would have to go to a nursing home.”



Seniors and People with Disabilities

Program Trends:

- Given that 57% of seniors are low income and renters, demand for services related helping them retain their rental housing is anticipated to increase. In 2008, 56% of senior renters reported a housing problem in the past year. Agencies serving seniors and people with disabilities report that it has become more difficult to assist clients in moving into and maintaining community placements because the stock of affordable housing, the availability of services needed to support them, and services covered by Medi-Cal have decreased
- Agencies' focus on programs that appeal to more affluent seniors that can pay a fee-for-service to deal with budget cuts at the State and County levels
- In-home services for the frailest low-income seniors have difficulty meeting service goals, with reductions of up to 14% between FY08-09 and FY09-10 – in part due to the population's isolation and in part due to changing demographics

Improving Lives:

A longtime resident of the City of Santa Monica, a fifty-five year old woman who has a disability, contacted the Westside Center for Independent Living (WCIL) for help after experiencing multiple falls. She had lived alone in her rent control apartment in Santa Monica for the past twenty years. However, recently, due to her disability, her housing situation was becoming increasingly difficult and she was concerned about losing her apartment. One of her neighbors recommended that she call WCIL who assist low-income residents in Santa Monica to obtain home modifications. Through WCIL's Home Access Program (HAP) she received a home assessment from a licensed occupational therapist. Based on the findings of this evaluation of her daily needs, a plan was developed to increase the overall safety in her home. This was accomplished through installation of grab bars in the bathroom and a ramp on the front stairs of her apartment unit. As a result of HAP the consumer remains in her apartment and maintains her independence.

This is where we are headed:

The City will continue to focus on....

- Balancing the development of new programs to meet the needs of younger seniors, and continuing to provide traditional services to older seniors as outlined in the City's *Evaluation of Services for Older Adults in Santa Monica* completed in 2008
- Ensuring low-income people with disabilities and seniors maintain independence in the community and avoid institutionalization. Emphasizing services delivered in homes and in accessible community locations within Santa Monica
- Focusing outreach and service delivery to the hardest to reach and most difficult to serve older adults and people with disabilities to include frail and isolated homebound seniors
- Ensuring that funding will be directed to well-integrated programs that directly support people remaining in their current homes (such as housing retention, assertive case/care-management)
- Working with agencies to develop methodologies for program outcomes that focus more on objective measures (e.g., number of clients who remain in their home), with less emphasis on survey results

Community Services



Funding Amount: \$586,813

Persons Served: 3,101

Our Partners:

Legal Aid Foundation of Los Angeles, OPCC, Venice Family

Program Accomplishments

- Improved access to mainstream programs such as health services and legal services contributed to improved housing retention and health status
- Agencies have been able to utilize skilled volunteers to assist in delivering services to meet or exceed service level targets
- There was substantial success in provision of legal services, particularly in representing tenants in landlord/tenant disputes, both through litigation and informal advocacy
- Despite the economic downturn and notable state and county budget cuts, agencies overall were able to minimize layoffs and fundraise successfully

Program Challenges:

- Healthcare agencies experienced an increase in the number of under-insured due to job/income loss, further affecting an already heavily impacted system
- Demand for mental health services increased while funding for it decreased slightly. The need for mental health services is community-wide and appears to be growing; for example the number of mental health visits at Venice Family Clinic increased 47% from FY 2008-09
- Finding housing continues to be very difficult for all low-income populations, greatly impacting household stability
- More landlord/tenant disputes are seen every year, making it difficult to serve all those who need related services and contributing to increases in the number of people at-risk for homelessness

Program Trends

- Most agencies report an ever increasing demand for more affordable housing across populations, with intensive case management and counseling support to assist individuals and families in remaining housed
- Regardless of the specific population served, programs report a growing need for individuals to obtain sustainable employment
- There is an increased demand for legal services that support housing retention, benefits advocacy and victims of domestic violence
- The high demand for free and low cost comprehensive primary and preventative healthcare services continues

This is where we are headed:

- Ensuring low income people receive intensive case management and counseling support to retain their housing and guarantee economic security through employment and attainment of benefits
- Supporting programs that provide primary healthcare support to low income children, youth, and adults to ensure the well-being of low-income residents
- Facilitating access to free, comprehensive legal services, particularly in the areas of housing issues, domestic violence, and benefits advocacy

Homeless Services



Funding Amount: \$2,800,000

Santa Monica Residents Served: 697

Our Partners:

Chrysalis, CLARE Foundation, Inc., New Directions, Inc., OPCC, St. Joseph Center, Step Up on Second, Upward Bound House, and Westside Food Bank

Program Accomplishments:

- Santa Monica Service Registry (426 Total Participants)
 - 40 new participants added in FY 09-10
 - 84 confirmed veterans (53 vulnerable, 31 non-vulnerable)
 - 98 total participants currently housed (19 are veterans)
- The City formally changed the definition of “Santa Monica participant” for homeless programs to match the City’s priority population as defined in the Action Plan to Address Homelessness. In the past, agencies reported individuals as “Santa Monica participants” if they had slept in the City for even one night. The new definition allows us to further refocus and intensify efforts and more clearly align City funding. For programs serving homeless households, eligible Santa Monica Participants are now defined as:
 - Homeless individuals and families whose last permanent address is in Santa Monica; or
 - Individuals that have been homeless in Santa Monica for five or more years; or
 - Vulnerable members of Santa Monica’s workforce (homeless individuals and families with a household member who has worked full-time within the City of Santa Monica for a minimum of six consecutive months); or
 - Homeless individuals on the Santa Monica Service Registry; or
 - Homeless individuals identified by City staff (i.e. Santa Monica Police Department, Santa Monica Fire Department) as high users of City resources and services
- As part of the federal American Recovery and Reinvestment Act (the “stimulus”), the City received \$553,576 for the Homeless Prevention and Rapid Re-housing program (HPRP). Since November 2009, this program, operated by St. Joseph Center, has provided over \$200,000 in financial assistance and case management services to 162 Santa Monica residents, thereby preventing them from becoming homeless. Due to overwhelming calls for assistance, requests have been made to HUD for additional funding to support the program beyond the expected two year cycle. HUD's recent report on expenditure rates for HPRP funding shows the City is one of the top 10 jurisdictions in the state for effectively expending these funds.
- Of the Santa Monica Participants served, 52% are over 50 years old, and over 74% have a disability
- The re-opening of CLARE Foundation’s detox beds and the opening of permanent supportive housing at Step Up on Fifth expanded bed capacity by 60 beds
- Despite reductions in some federal and state funding streams, agencies raised over \$1 million more in leveraging resources for programs in FY2009 than in FY2008

Program Challenges:

- **Lack of Permanent Housing Resources:** The majority of agencies cited a lack of permanent housing as a major barrier to success. Lack of access to permanent housing prevents a person from graduating from emergency or transitional housing programs, which makes access to those programs even more difficult for those on the streets
- **Program Capacity:** The intensive level of service required to serve the City's priority population is stretching staffing capacity or the capacity does not currently exist within the agency or program infrastructure. High need clients require access to professionally trained staff preferably with clinical training, a low staff-to-client ratio and often long-term (sometimes lifetime) support services. Programs may reach a critical mass in the near future if agencies do not identify sources of funding for housing retention services only
- **Santa Monica Residents Served:** The reduction in "Santa Monica participants served" reported by most programs has highlighted the fact that many programs do not, and historically have not, served the City's priority homeless population. This change has been useful in preparing agencies for the FY2011-2014 Request For Proposals process. This change should be considered when analyzing the current Year End cash match calculations; some agencies report negative cash match based on the low number of Santa Monica participants served. This was an expected issue, since the definition of Santa Monica participant changed mid-year, but it's critical to ensure that agencies are clearly aware that the cash match calculation is directly related to the percent of Santa Monica participants served

Program Trends:

- Households are residing longer in emergency and transitional housing programs. In 2008, 85% of exiting client's left emergency shelter within 6 months; in 2009, only 29% exited within 6 months. Agencies cite a number of reasons for this, including lack of affordable permanent housing options, lack of employment, and the increase in clients with severe disabilities and/or chronic conditions. In general, the City's priority population have many more housing barriers than those clients served in the past
- Homeless population is aging – more older adults are seeking services. Based on a sample of new individuals seeking services, the number of new clients 51 years or older increased 8% over 2008, while the number of individuals 31-50 years old dropped over 4%
- As programs engage more Service Registry individuals, the need for intensive mental health and substance abuse services is increasing, as is the need for stable health care for chronic health conditions. Currently, 76% of participants present with mental health conditions and 59% have substance abuse issues

Improving Lives:

Funding provided by the City of Santa Monica to homeless service providers assisted one of the most vulnerable individuals on our Service Registry. John (not his real name), had been homeless in Santa Monica with chronic and disabling health conditions for over 20 years. In 2009, John's case manager was able to enroll him in the City's Homeless Community Court program. After receiving treatment and intensive case management services from both St. Joseph Center and CLARE Foundation while in the program, John received a housing voucher from the City of Santa Monica Housing Authority and is now living in his own apartment.



"I lived on the streets for 19 years. I was very afraid of making a change and moving inside. If it wasn't for OPCC I'd be dead right now."

This is where we are headed:

The City will continue to focus on....

- Funding programs that further align to match the priorities and goals of the City's Action Plan to Address Homelessness - directing funding towards permanent housing placement, retention of housing, and income development
- Promoting the Housing First model and identifying ways to enhance homeless prevention services
- Evaluating performance of local programs through the use of more standardized performance measures, publicly available "report cards" for city-funded programs, and the continued integration of the Homeless Management Information System (HMIS) as the central source of all local data related to homelessness
- Aligning updates to the Action Plan with changes in federal policies, such as the implementation of the HEARTH Act and "Opening Doors" the federal plan to end homelessness, which has become the "road map" for policy and actions across all federal departments touched by homelessness

Housing Development Services



Funding Amount: \$262,000
Affordable Housing Units: 1,590

Our Partners:

**Community Corporation of Santa Monica and
Step Up on Second**

Program Accomplishments:

- Completed the rehabilitation of 8 units of affordable housing for low income young adults affected by mental illness
- Completed rehabilitation of 26 existing apartment units acquired in the last two years to preserve as affordable housing for low income households
- Received development approvals for three sites that will create 88 units of new affordable housing for low income families
- Acquired an existing, 13-unit vacant rental housing property that was preserved as affordable housing for low income households

Program Trends and Challenges:

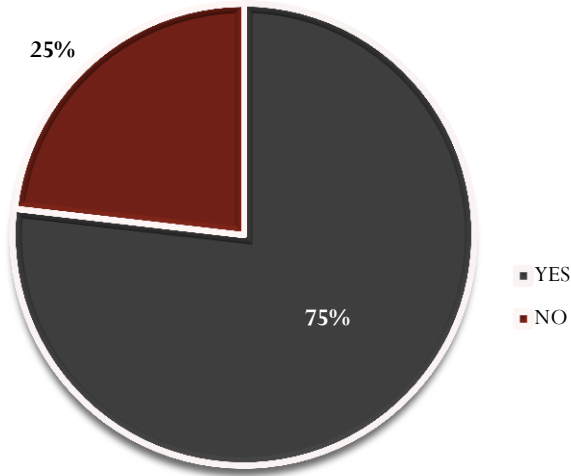
- Some State funding programs that provided significant subsidies for affordable housing development have exhausted their funds, leading to diminished funding sources and increased competition for the low income housing tax credit program – a significant source of funding for affordable housing

This is where we are headed:

- Diminished State funding means the City of Santa Monica will have to provide greater amounts of funding for each affordable housing development, reducing the ability to leverage our funds and ultimately reducing the number of affordable housing units produced

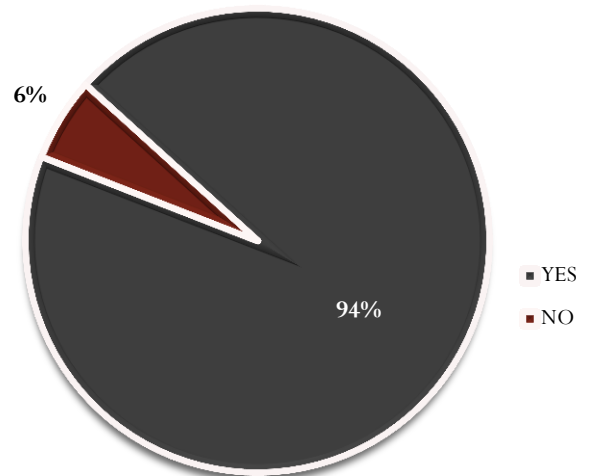
Program Performance Summary

% of Programs Meeting Service/Outcome Targets



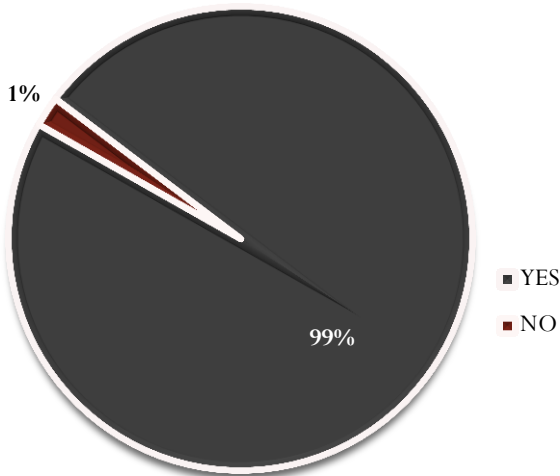
Agencies with programs that did not meet service/outcome targets: Dispute Resolution Services, Chrysalis, CLARE, New Directions, OPCC, St. Joseph's Center, Step up on Second, WISE & Healthy Aging, Center for the Partially Sighted, Westside Center for Independent Living

% of Programs in Compliance with Special Funding Conditions



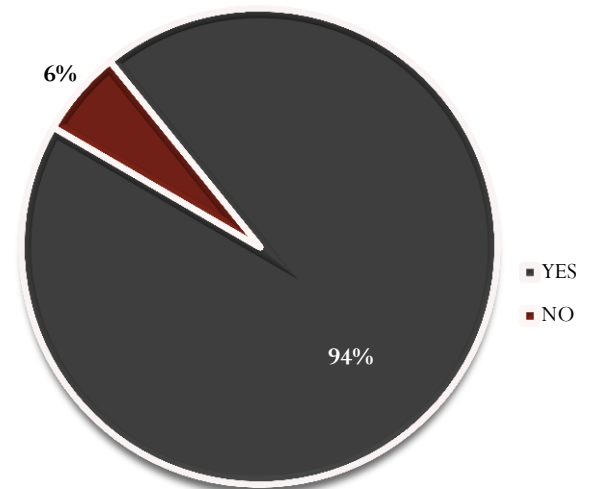
Agencies with programs that did not comply with Special Funding Conditions: Dispute Resolution Services, The Growing Place, and Pico Youth and Family Center

% of Agencies Scoring Satisfactory or Above in Most Recent Program and Fiscal Site Visit



Agencies with programs that did not score satisfactory or above in most recent program or fiscal site visit: Pico Youth and Family Center

% of Programs Meeting 25% Cash Match Requirement



Agencies with programs that did not meet cash match requirement: Pico Youth and Family Center, WISE and Healthy Aging, and OPCC

Additional details on program performance can be found in Attachment A of this report.

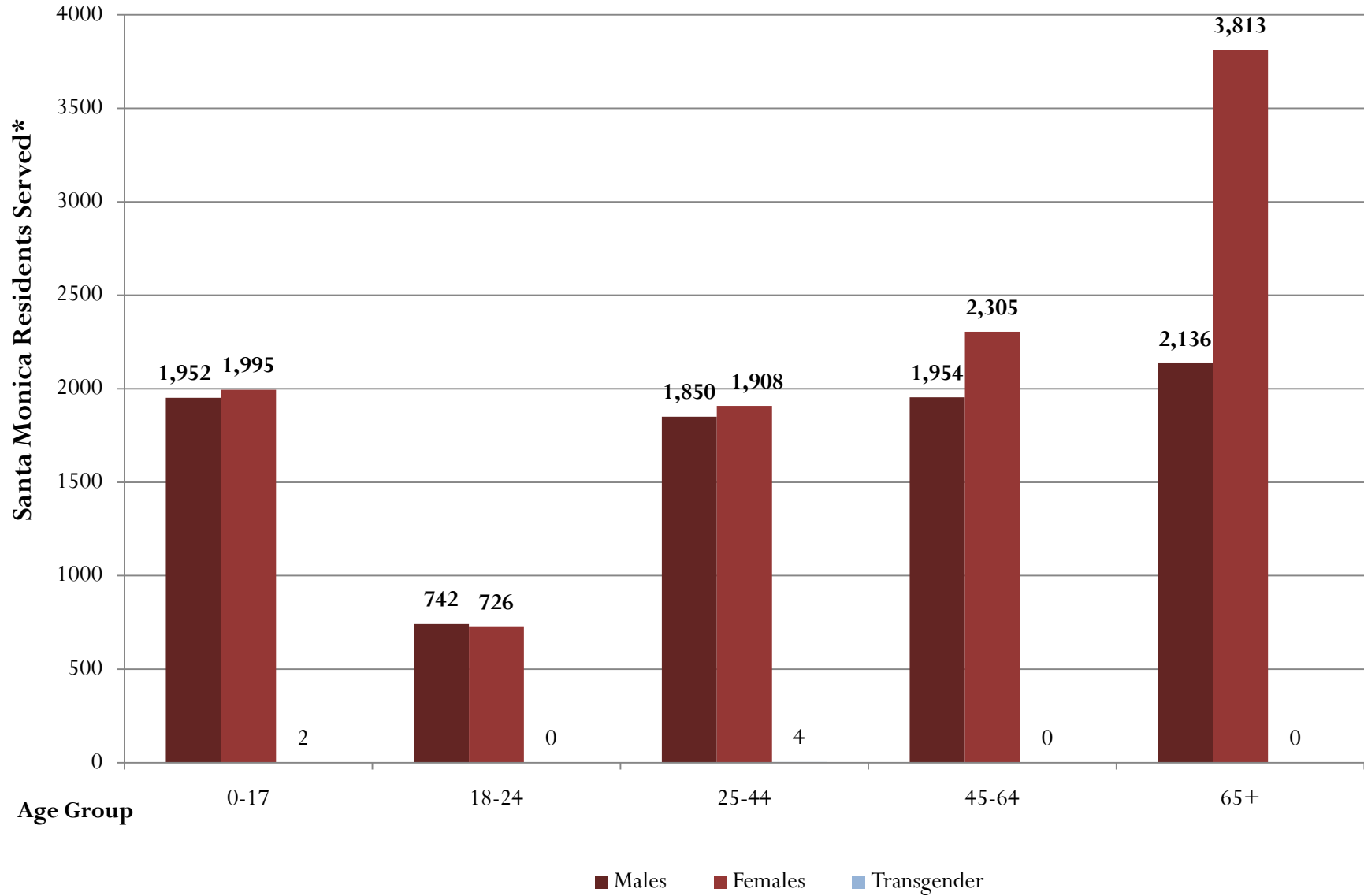
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Appendix A – Program Performance Summary

Program Name	Met Service/ Outcome Targets	Satisfactory Program Site Visit	Satisfactory Fiscal Site Visit in Grant Cycle	Timely submittal of reports	Met cash match requirement	Complied with special funding conditions
Children, Teens, and Family Services						
Connections for Children	Yes	Yes	Yes	Yes	Yes	Yes
Dispute Resolution Services	No	Yes	Yes	Yes	Yes	No
El Nido Family Center	Yes	Yes	Yes	No	Yes	Yes
Family Service of Santa Monica - Agency-based Program	Yes	Yes	Yes	Yes	Yes	Yes
Family Service of Santa Monica - Cal-Safe Support Program	Yes	Yes	Yes	Yes	Yes	Yes
Family Service of Santa Monica - Muir/McKinley School-based Program	Yes	Yes	Yes	Yes	Yes	Yes
Family Service of Santa Monica - Preschool Early Intervention	Yes	Yes	Yes	Yes	Yes	Yes
The Growing Place - Marine Park Child Development Center	Yes	Yes	Yes	Yes	Yes	No
Jewish Vocational Service - Youth Employment Program	Yes	NA	Yes	No	Yes	Yes
Pico Youth and Family Center	Yes	Yes	No	No	No	No
St. John's Child and Family Development Center	Yes	Yes	Yes	Yes	Yes	Yes
St. Joseph's Center - Family Self Sufficiency Program	Yes	Yes	Yes	Yes	Yes	Yes
Santa Monica College - Pico Partnership	Yes	NA	NA	Yes	Yes	Yes
Homeless Services						
Chrysalis - Employment for Homeless and Low Income People	No	Yes	Yes	Yes	No	Yes
Chrysalis - Supportive Housing Program	No	Yes	Yes	Yes	Yes	Yes
CLARE Foundation - Coordinated Case Management	No	Yes	Yes	Yes	Yes	Yes
CLARE Foundation - Homeless Community Court	Yes	Yes	Yes	No	Yes	Yes
CLARE Foundation - Serial Inebriate Outreach Program	No	Yes	Yes	No	Yes	Yes
New Directions - Supportive Housing Program	No	Yes	Yes	Yes	Yes	Yes
OPCC Access Center	Yes	Yes	Yes	Yes	Yes	Yes
OPCC - Daybreak	Yes	Yes	Yes	Yes	Yes	Yes
OPCC - SAMOSHEL	Yes	Yes	Yes	Yes	Yes	Yes
OPCC - SHWASHLOCK	Yes	NA	Yes	Yes	Yes	Yes
OPCC - Supportive Housing Program	No	NA	Yes	Yes	Yes	Yes
OPCC - Turning Point	No	Yes	Yes	Yes	Yes	Yes
St. Joseph's Center - HCC Assertive Case Management Team	Yes	Yes	Yes	Yes	Yes	Yes
St. Joseph's Center - Supportive Housing Program	No	NA	Yes	Yes	Yes	Yes
St. Joseph's Center - Coordinated Case Management	Yes	NA	Yes	Yes	Yes	Yes
St. Joseph's Center - Shelter Plus Care Program	Yes	Yes	Yes	Yes	Yes	Yes
Step Up On Second - Spectrum	No	Yes	Yes	Yes	Yes	Yes
Step Up On Second - Supportive Housing Program	Yes	NA	Yes	Yes	Yes	Yes
Upward Bound	Yes	Yes	Yes	Yes	Yes	Yes
Westside Food Bank	Yes	Yes	Yes	Yes	Yes	Yes

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Appendix A – Program Performance Summary

Program Name	Met Service/ Outcome Targets	Satisfactory Program Site Visit	Satisfactory Fiscal Site Visit in Grant Cycle	Timely submittal of reports	Met cash match requirement	Complied with special funding conditions
Senior Services						
Meals on Wheels West	Yes	Yes	Yes	Yes	Yes	Yes
WISE & Healthy Aging - Adult Day Care Program	Yes	Yes	Yes	No	Yes	Yes
WISE & Healthy Aging - Care Management	Yes	Yes	Yes	No	Yes	Yes
WISE & Healthy Aging - Daily Money Management	No	Yes	Yes	No	No	Yes
WISE & Healthy Aging - Congregate Meals ⁴	Yes	NA	Yes	No	NA	Yes
WISE & Healthy Aging - Expanding Access to Health Services for Seniors	Yes	Yes	Yes	No	Yes	Yes
WISE & Healthy Aging - Paratransit, Education & Outreach Program	Yes	Yes	Yes	No	NA	Yes
Disability and Community Services						
Center for the Partially Sighted	No	NA	NA	No	Yes	Yes
Common Ground	Yes	NA	NA	Yes	Yes	Yes
EmPowerTech (Computer Access Center)	Yes	Yes	NA	Yes	Yes	Yes
Legal Aid Foundation - Domestic Violence Clinic	Yes	NA	Yes	Yes	Yes	Yes
Legal Aid Foundation - General Community Legal Services	Yes	NA	Yes	Yes	Yes	Yes
OPCC - Sojourn/Ocean Project	Yes	Yes	Yes	Yes	Yes	Yes
OPCC - Westside Domestic Violence Network	Yes	Yes	Yes	Yes	No	Yes
Venice Family Clinic	Yes	NA	NA	Yes	Yes	Yes
Westside Center for Independent Living - Home Access Program	No	Yes	Yes	Yes	Yes	Yes
Westside Center for Independent Living - Independent Living Service	Yes	Yes	Yes	Yes	Yes	Yes
Housing Development						
Community Corporation of Santa Monica	Yes	Yes	Yes	No	Yes	NA
Step Up On Second - Housing Development	Yes	Yes	Yes	No	Yes	NA

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Appendix B - About the People Served



*Includes individuals that participated in both long-term and short-term services.