

2011/12 ANNUAL REPORT

SKID ROW  
HOUSING  
TRUST  
HOMES  
SUPPORT  
SUCCESS

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IN 2011, THE  
TRUST HOUSED

**158**

CHRONICALLY  
HOMELESS  
INDIVIDUALS

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THE TRUST PROVIDES  
**HOMES** FOR PEOPLE  
WHO HAVE EXPERIENCED  
HOMELESSNESS, PROLONGED  
EXTREME POVERTY, POOR  
HEALTH, DISABILITIES, MENTAL  
ILLNESS AND/OR ADDICTION

THE TRUST PROVIDES CRITICAL  
SUPPORT **SERVICES** THAT  
ENABLE OUR RESIDENTS TO  
LEAD SAFE, STABLE LIVES WITH  
WELLNESS AND DIGNITY

THE TRUST ENSURES  
**SUCCESS** BY REDUCING  
HOMELESSNESS THROUGH  
OPPORTUNITIES FOR OUR  
RESIDENTS AND BETTER  
NEIGHBORHOODS FOR OUR  
COMMUNITIES



HOMES  
SUPPORT  
SUCCESS **SKID ROW  
HOUSING  
TRUST**





BOARD CHAIR, MARK HAYUTIN (LEFT) WITH MIKE ALVIDREZ, EXECUTIVE DIRECTOR.

*I began volunteering with the Skid Row Housing Trust 10 years ago when I was drawn to the organization's mission to serve people living in extreme poverty and suffering from many different disabling conditions. While deeply moved by the Trust's ability to end chronic homelessness for these men and women, I was impressed and gratified as I came to understand the impact of the Trust's work on the larger community. It is now my honor to provide an introduction to Skid Row Housing Trust's first Annual Report.*

*In my time with the Trust I have seen Downtown Los Angeles transform into the thriving cultural center it is today. During this transformation I have watched Trust developments contribute to the growth of our city's architectural and cultural profile. Through these experiences I can say assuredly: Downtown thrives when all members of the community can productively contribute to the neighborhood and are not obliged to see fellow human beings suffering on the streets.*

*I have been fortunate during my tenure at the Trust to witness the incredible potential of our residents. As one resident told me: "you opened the door for me, and I walked in." Permanent supportive housing does not just save lives; it gives people their lives back, as you will see in the following pages.*

LOCAL BUSINESSES PROSPER WHEN SIDEWALKS ARE USED FOR THEIR INTENDED PURPOSE. AND DOWNTOWN RESIDENTS ENJOY A HEALTHIER COMMUNITY WHEN THEY ARE NOT OBLIGED TO SEE FELLOW HUMAN BEINGS SUFFERING ON THE STREETS.

*While supportive housing development is slowed by ongoing cuts to public programs, we are increasing our efforts to serve our existing residents and those still in need—we cannot afford to stop. Investments in permanent supportive housing provide serious returns to every member of our community—returns that mean the difference between a good city and a great city. I am proud to be a part of strengthening Los Angeles through the work of the Skid Row Housing Trust.*

Sincerely,

MARC HAYUTIN  
Board Chair

# HOMES



for individuals with co-occurring disorders living on the streets of Los Angeles<sup>1</sup>

VS



for individuals with co-occurring disorders utilizing permanent supportive housing in Los Angeles<sup>2</sup>

THE TRUST PROVIDES  
**1,569**  
UNITS OF PERMANENT SUPPORTIVE HOUSING

When we began in 1989, Skid Row Housing Trust worked to preserve affordable housing for low-income residents of Downtown Los Angeles' Skid Row. In reality, many of these men and women were homeless and needed more than just a home—they needed support. Through the years we've established not just a significant presence in Skid Row but have grown to become one of the largest nonprofit housing developers in Southern California. Our homes coupled with services drastically reduce the public costs of homeless people cycling in and out of emergency rooms and jails by providing them tools for achieving stability. Our attention to building design and resident well-being has given rise to cutting edge buildings and programming that give our 1,569 supportive housing residents the opportunity to regain autonomy and dignity. In 2011, our work received recognition in the form of the Corporation for Supportive Housing Experiential Learning Award and the California Community Foundation's Joan Palevsky Unsung Heroes of Los Angeles Award.

<sup>1</sup> Where We Sleep, The Costs of Housing and Homelessness in Los Angeles. [www.economicrt.org](http://www.economicrt.org)

<sup>2</sup> Average cost for the Trust to house and serve its supportive housing residents in 2011.

# SUPPORT

OF RESIDENTS SERVED,

**94%**

ACCESSED ON- AND OFF-SITE SERVICES\*

## RESIDENT SERVICES

Established in 1993, the Resident Services Department utilizes best practices to catalyze resident well-being and self-sufficiency across our 23 building portfolio. The Resident Services Department ensures each resident has access to individualized case management, medical care, mental health care, and other supports to improve their housing stability.

2011 proved to be an exciting time for our Resident Services Department. The Trust was one of 20 agencies selected to implement a pilot project reducing systemic barriers to housing and medical care through the U.S. Substance Abuse and Mental Health Services Administration. The project demonstrates the effectiveness of providing permanent supportive housing to chronically homeless individuals with mental illness, substance abuse and co-occurring disorders by creating a community consortium that will provide a coordinated approach to meeting the needs of the target population and increasing the capacity of the local infrastructure to provide services and utilize mainstream benefits.

\* In 2011, 1,385 accessed on- and off-site services.



Once Karen had a home, she was able to get some perspective on what her priorities needed to be.

*KAREN BURTON recently moved into her own apartment near her family in Hyde Park. From here, she is a few minutes from her daughter and her church, and she can see her grandchildren anytime she wants. Yet it was only four years ago that Karen was homeless and struggling with addiction.*

*After completing a treatment program in 2009, Karen moved*

*into the Trust's Abbey Apartments. In her new home she was able to get some perspective on her life and consider her priorities. At the top of her list was reestablishing a relationship with her daughter and immediate family.*

*While living at the Abbey, Karen became active in her community. She returned to church, became a Trust Resident Ambassador and*

*began repairing her relationships. Even through hardship, Karen held strong and persevered. This perseverance paid off and she became increasingly secure and independent.*

*Now Karen is living a life that once seemed out of reach. She has peace of mind. She lives independently. She has a relationship with her daughter. And most importantly, Karen is happy.*



# SUCCESS

I needed a physical house before I could build my spiritual house.

— TONY OSBORNE



TONY OSBORNE embodies the promise of recovery. A fit 53 year old man, Tony dresses sharply, speaks with authority, and lives a life that he is proud of today. Yet, it took a while to get here.

Tony hails from Seattle, Washington. After college he moved to Los Angeles with a good job at Amtrak. He had a family, a home and a nice

car. "Things were going up, but at the same time they were going down." Despite his success, Tony's drug use began escalating. His marriage fell apart and he left his job.

Eventually, Tony found himself on Skid Row. In 2003, from a spot on the sidewalk he watched the St. George Hotel rehabilitation—deciding then it would be his home.

Tony applied and was one of the St. George's first residents in 2004. Once housed, Tony was inspired to find recovery and sobriety. Today, Tony is repairing his relationship with his son, is active in twelve step programs and strives to inspire others. Tony continues to live life one day at a time.



IN 2011, OVER **90%** OF TRUST RESIDENTS REMAINED IN HOUSING FOR A YEAR OR MORE

## PROPERTY MANAGEMENT COMPANY

EVICTIONS ARE DOWN SIGNIFICANTLY INCREASING OUR COMMUNITY UNITY

The Trust has provided its own property management services through its affiliate, SRHT Property Management Company (PMC), since 1995. By employing enhanced property management, PMC is able to promote safety and reduce evictions by training in Harm Reduction practices and closely collaborating with Resident Services staff to create a unified voice when addressing issues of safety and well-being in the buildings. In 2011, PMC participated in the creation of Housing Retention Committees. These committees, consisting of residents, PMC staff and Resident Services staff, meet monthly to find collaborative solutions to challenges in housing retention among residents.



# HOW IT WORKS

# 1

## IDENTIFY+PLAN



Design renderings for the New Genesis Apartments.

The development of permanent supportive housing requires a complex process involving all aspects of the Trust and our surrounding community.

While each project has its own dynamic and unique path to success, the following four phases represent the basic tenets of what we do.

# 2

## FUND

PRIVATE & PUBLIC SOURCES  
ARE ORCHESTRATED TO BRING

### THE TRUST'S VISION TO LIFE

- **ACQUISITION**  
Costs associated with purchase of the site.
- **PROJECT DEVELOPMENT**  
Pre-development activities, design, construction, and financing commitments.
- **PERMANENT FINANCING**  
A combination of the long-term loans and equity investments in the project. This financing is used to repay the construction loan.
- **SERVICES**  
Comprehensive supportive services for residents are identified and committed.
- **RENTAL SUBSIDIES**  
Secure rental subsidy commitments to make rents affordable for formerly homeless residents.

### HOUSING DEVELOPMENT

The Trust identifies underutilized land or existing buildings that can be rehabilitated. Design schematics for the project begin at this stage.

### RESIDENT SERVICES

The Trust identifies the target population in concert with community partners. The needs of the target population are identified and addressed in the program design, where service linkages and collaborations are forged.

### PROPERTY MANAGEMENT

The Property Management Company drafts the property management plan to ensure fair housing and best operational practices.



The New Genesis under construction.

# 3

## BUILD

Through many years of experience, the Trust has refined a process that reduces construction time and associated costs.



Abbey residents enjoy the open design of the courtyard.

# 4

## SUSTAIN

Once the building opens, Property Management Company and Resident Services work together to provide a continuous safe and healthy home for residents.

Each Trust building has a distinct community within its walls where residents and staff work together to foster resident stability, community involvement, and quality of life enrichment in many ways. This work would not be successful without the cooperation and dedication of each member of the Trust staff and our residents.

THE TRUST CREATES VIBRANT COMMUNITIES  
THAT PEOPLE FEEL PROUD TO CALL HOME.



# 1989

## THE BEGINNING OF A NEW ERA



**GENESIS HOTEL**  
67 RESIDENTS  
Archiplan

**PERSHING HOTEL**  
67 RESIDENTS  
Cavaedium Architects & Planners

Twenty three years ago, the founders of the Trust set out to simply save affordable housing in Skid Row. By committing to the success of our residents, the Trust has changed its vision from simply preserving single room occupancy buildings to creating attractive, safe communities of wellness in Los Angeles.

(LEFT) GENESIS HOTEL, THE FIRST OF THE MANY SKID ROW HOUSING TRUST HOMES.

**THE PERSHING HOTEL** was acquired and renovated by the Trust in 1989. We combined two separate hotels, the Pershing and the Roma to create a larger building to house very low-income men and women. The Pershing maintains the last historically-significant Queen Anne style architecture in Los Angeles.

(BELOW) THE PERSHING HOTEL AS IT APPEARS TODAY.



# 1992

**CRESCENT HOTEL**  
54 RESIDENTS  
Cavaedium Architects & Planners

**HART HOTEL**  
38 RESIDENTS  
Killefer Flammang Architects

**LAS AMERICAS HOTEL**  
58 RESIDENTS  
L.A. Community Design Center

**SIMONE HOTEL**  
121 RESIDENTS  
Koning Eizenberg Architecture

**ST. MARK'S HOTEL**  
89 RESIDENTS  
Cavaedium Architects & Planners



(ABOVE) ROSSMORE HOTEL PRESENT DAY, A SKID ROW RESIDENT OUTSIDE OF THE ROSSMORE IN 1932.

# 1993

**OLYMPIA HOTEL**  
47 RESIDENTS  
Killefer Flammang Architects

**SANBORN HOTEL**  
46 RESIDENTS  
Barron Fitzgerald Architects

**PRODUCE PLACE** was the Trust's largest single project by area at the time of its undertaking. Significant community space, permanent supportive housing, artist lofts and the organization's administrative offices are all housed at what was once a produce market and hotel. The Trust offices are located here as a conscious choice to ensure that we stay rooted in the changing realities of the neighborhood for which we are named.

(ABOVE) RECEPTION DESK AT PRODUCE PLACE.

**PRODUCE PLACE**  
108 RESIDENTS  
Cavaedium Architects & Planners

**SENATOR HOTEL**  
51 RESIDENTS  
Killefer Flammang Architects

# 1994

# 1995-99

**EDWARD HOTEL ('95)**  
46 RESIDENTS  
Killefer Flammang Architects

**BOYD HOTEL ('96)**  
47 RESIDENTS  
Koning Eizenberg Architecture

**WELDON HOTEL ('96)**  
56 RESIDENTS  
Cavaedium Architects & Planners

**ROSSMORE HOTEL ('96)**  
58 RESIDENTS  
Cavaedium Architects & Planners

**SAN PEDRO HOUSE ('99)**  
18 RESIDENTS  
Dvoretzky Bardovi Bunnell Architects



Many years ago, when the entertainment industry was centered on Broadway, before the rise of Hollywood, the **ST. GEORGE** was a hotel for famous and not-so-famous entertainers. Over the years the hotel fell into dire disrepair and was at risk of demolition when the Trust acquired it. We rehabilitated the building while maintaining the historic elements, such as the Frank Lloyd Wright glass block windows on the first floor that won the building historic preservation awards. The St. George is the Trust's first building with onsite medical services and served as the home of the nationally recognized Skid Row Collaborative in 2006.

(RIGHT) ST. GEORGE: BEFORE AND AFTER.



**THE DEWEY HOTEL** expanded the Trust's presence on Main Street while replacing a ground floor nuisance bar with 42 units of supportive housing.

**DEWEY HOTEL**  
42 RESIDENTS  
Dvoretzky Bardovi Bunnell Architects

**LINCOLN HOTEL**  
40 RESIDENTS  
Kaplan Chen Kaplan

# 2001

# 2004

**ST. GEORGE HOTEL**  
86 RESIDENTS  
Richard Barron Architects



In 2011, the Trust sought to improve the physical and social environments of **LAS AMERICAS HOTEL** with physical upgrades. By implementing several energy efficiency measures to decrease the building's energy and water usage, we reduced the building's carbon footprint and utility costs. Additionally, Las Americas backyard is now home to a community garden. Working with SALT Landscape Architects, a series of resident design workshops were held that determined the garden's look and function based on the residents' vision and needs.

(RIGHT) GARDENING WORKSHOP AT THE LAS AMERICAS HOTEL.



# 2006-PRESENT



**RAINBOW APTS ('06)**  
87 RESIDENTS  
Michael Maltzan Architecture

**ABBEY APTS ('08)**  
113 RESIDENTS  
Koning Eizenberg Architecture

**NEW CARVER APTS ('09)**  
95 RESIDENTS  
Michael Maltzan Architecture

**CHARLES COBB APTS ('10)**  
74 RESIDENTS  
Kivotos Montenegro Partners, Inc.

**NEW GENESIS APTS ('11)**  
106 RESIDENTS  
Killefer Flammang Architects

**STAR APTS ('13)**  
UNDER CONSTRUCTION  
Michael Maltzan Architecture

The Star Apartments represents the new age of permanent supportive housing. **THE STAR APARTMENTS** will provide over 16,000 square feet of community space that will act as a hub for community activities among all the organization's residents. The Star will also host a health clinic that will be open to serve community members in addition to Trust residents.

(ABOVE) STAR APARTMENTS, TO BE COMPLETED 2013.

OVER THE YEARS, WE'VE MASTERED CREATING HOMES, THEN SUCCEEDED IN PROVIDING SERVICES. NOW, THE TRUST LOOKS TO EXPAND HEALTHY COMMUNITIES.

**THE CHARLES COBB APARTMENTS** are named after longtime Trust employee, Charles Cobb, a manager and community asset that helped hundreds of people get into housing and maintain it. The Cobb houses the most successful community garden in the portfolio and has proven wildly popular among Trust residents for growing vegetables and flowers.

(LEFT) GARDENING AT THE CHARLES COBB APARTMENTS.



I didn't know  
the foundation  
a home could  
provide.

— LEON FRITZ

AS OF JULY 6, 2012 LEON FRITZ has gone 393 days out of prison, out of jail, and without a run-in with the police. This is the longest period that Leon has spent out of incarceration since he was 18 years old. When Leon was 18 years old he should have been on the top of the world. He was a high school football star in Kansas City, Missouri and on his way to college with a scholarship. On the surface he looked like the picture of success, but inside he felt turmoil.

"I was a thief. I wanted to show a particular lifestyle." Instead of graduating college, Leon turned 21 in prison. After his release he found a job, but regrets over his past overwhelmed him and he began using drugs. Soon there were more run-ins with the law. He tried to start over in Las Vegas to no avail. Los Angeles proved no different. For the next 20 years Leon cycled between prison and drug addiction on the streets of Skid Row. Sometimes he would stay in hotels or emergency shelters, but most of that time was spent incarcerated.

Leon wanted to change. He signed up for substance abuse programs in prison time and again. He would leave prison with grand plans of pulling his life together, but would then have to confront the dismal prospects of life labeled as a felon and would turn right back to drugs.

"I didn't want to be loaded, but I didn't know how to be clean." After his last release from prison, Leon looked up an old friend who now lives in a Trust apartment. Not only did she give him hope, she walked him to a program that could help. When they arrived at JWCH Institute's BEST Project, staff interviewed Leon and found him to be at high risk of dying on the streets if he did not get a home. Through the BEST Project and the Trust's Prioritization Project, Leon moved into the Trust's Boyd Hotel on November 4, 2011.

"I didn't know to do anything different than I had always done. Richy was there for me." (Richy Meyers is a Transition Specialist trained in helping residents make the transition from the streets into a home.) Leon's goal was sobriety, a goal that was impossible without a home.

Now that he had a roof over his head, Leon was supported by Richy as he immersed himself in recovery.

For Leon, the key to recovery is staying active. He began volunteering for Meals on Wheels. He signed up for Vocational Rehabilitation and began attending truck driving school. When the Trust had an opening for a Peer Advocate to work with people transitioning from the streets into a home, Leon jumped at the opportunity.

"I am so grateful. I didn't know that there were people out there who cared." Today Leon's life looks very different. He is rebuilding a relationship with one of his daughters in Missouri. He is developing his vocational skills. He gives back to his community. All because he has a home.



NEW GENESIS APARTMENTS  
Killefer Flammang Architects

106  
LOW-INCOME UNITS

## HOUSING DEVELOPMENT

THE NEW GENESIS APARTMENTS ARE THE TRUST'S FIRST MIXED-USE PROJECT OFFERING LOCAL BUSINESSES RETAIL SPACE, WHILE PROVIDING 106 UNITS TO A MIXED, LOW-INCOME POPULATION

In June 2012, the Trust's Housing Development Department completed the New Genesis Apartments, completely replacing the organization's first SRO—the Genesis Hotel. The New Genesis is the Trust's first mixed-use and mixed-income project that provides housing for chronically homeless individuals with co-occurring disorders, low-income individuals and artists. This project seeks to demonstrate that the diverse subgroups of the Historic Core/Skid Row community have the same desires for a safe and beautiful community.

Through the New Genesis project, the Development Department successfully created a social services reserve to support social services not funded through traditional financing sources by maximizing tax credit-related equity through passive losses sales.



# TRUST SUPPORTERS

As of October 1, 2012

## GOVERNMENT PARTNERS

California Department of Housing  
and Community Development  
California Tax Credit Allocation  
Committee  
American Recovery and  
Reinvestment Act—  
Cash in Lieu 1602 (CTCAC)  
Tax Credit Assistance Program (CTCAC)  
Community Development  
Commission of Los Angeles County  
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Housing Authority of the City  
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Los Angeles Homeless Services  
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## DEVELOPMENT FINANCING PARTNERS

Bank of America  
California Community Reinvestment  
Corporation  
California Department of Housing  
and Community Development  
California Tax Credit Allocation  
Committee (American Recovery  
and Reinvestment Act-Cash  
In Lieu 1602 and Tax Credit  
Assistance Program)  
Century Housing Corporation  
Citibank  
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Affordable Housing Program)  
Community Redevelopment Agency  
of the City of Los Angeles  
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Los Angeles  
Los Angeles Housing Department  
Low Income Investment Fund  
National Equity Fund  
Wells Fargo Community Development

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Century Housing  
Citibank (West) FSB  
Community Bank  
Conrad N. Hilton Foundation  
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Deseret Industries  
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DEAR FRIENDS AND COLLEAGUES,

*As a housing developer and service provider, the Trust has seen the funding landscape change drastically over the last four years. I could not be more proud of our organization's ability to respond creatively and successfully to the challenges facing us in 2012/13. The New Genesis stands as a testament to how far we have come. We were able to more than triple the number of units available to low-income and homeless men and women while contributing to the revitalization of Main Street.*

*At the same time that public financial support for our work is waning, our impact is increasing. Thanks to support from the Conrad N. Hilton Foundation\*, the Trust launched the Prioritization Project in 2011 to enable us to work more closely with community partners to prioritize individuals suffering the most extreme forms of homelessness and illness for supportive housing placement—thereby ensuring the greatest impact from our existing resources.*

*Our work is a public-private partnership and disinvestment in permanent supportive housing will severely impact the men and women we serve. As we look to the future we will continue to search for new avenues to create additional homes and innovate to ensure that the existing homes provide the greatest impact to all members of our community.*

*The Trust advocates for public policies to prevent and end homelessness. We understand that just as there are systemic and individual causes of homelessness, there are system and individual solutions. Our advocacy focuses on improving the regulations that govern the public programs our residents utilize and increasing appropriations for programs to end homelessness.*

Sincerely,

MIKE ALVIDREZ  
Executive Director



The Trust began work in 2011 on a multi-agency collaboration known as the Prioritization Project. Made possible by the Conrad N. Hilton Foundation, this project seeks to identify the people most in danger of death on the streets and in shelters and rapidly house them with appropriate multifaceted support. It has been successful in using results to generate support from the private sector for a unified effort towards ending chronic homelessness. As of October 2012, a total of 185 persons have been housed through this program across the Trust portfolio.



# ANNUAL REPORTING FOR FISCAL YEAR 2011

Financial data based on audited financial statements

THE MISSION OF THE SKID ROW HOUSING TRUST IS TO PROVIDE PERMANENT SUPPORTIVE HOUSING SO THAT PEOPLE WHO HAVE EXPERIENCED HOMELESSNESS, PROLONGED EXTREME POVERTY, POOR HEALTH, DISABILITIES, MENTAL ILLNESS AND/OR ADDICTION CAN LEAD SAFE, STABLE LIVES IN WELLNESS. THE TRUST ENGAGES OUR RESIDENTS IN CREATING HOMES THAT ARE PROVIDED THROUGH A HOUSING FIRST AND HARM REDUCTION MODEL; ENCOURAGE RESIDENT CHOICE AND WELL-BEING; SUPPORT RECOVERY AND WELLNESS; PROMOTE INCLUSIVENESS AND CREATIVITY; AND CONTRIBUTE TO THRIVING COMMUNITIES.

*The Skid Row Housing Trust Annual Report for 2011/12 was produced and coordinated by Kelly Thomas; written by Molly Rysman and Kelly Thomas; designed by Kimberly Varella of Dept. of Graphic Sciences; and photographed by Gabor Ekecs and Patryk Strait.*

PRINTED IN LOS ANGELES BY SOURCE PRINT MEDIA

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## TOTAL REVENUE

**\$14,025,279**

IN 2011, THE TRUST ESTABLISHED A SERVICES RESERVE TO FURTHER THE SUSTAINABILITY OF SERVICES FUNDING THROUGH COST SAVINGS.

### CONTRIBUTIONS

**\$143,754**

### PRIVATE GRANTS

**\$699,185**

### PUBLIC GRANTS

**\$2,353,187**

### PROPERTY RENTAL REVENUE

**\$10,747,306**

### INTEREST + OTHER INCOME

**\$81,847**

### PROPERTY OPERATIONS

**\$8,061,088**

### RESIDENT SUPPORT SERVICES

**\$4,269,599**

### GENERAL + ADMINISTRATIVE

**\$1,101,519**

### FUNDRAISING

**\$114,539**

## TOTAL EXPENSES

**\$13,546,745**

91¢ OF EACH DOLLAR RAISED GOES DIRECTLY TO SERVICES AND BUILDING OPERATIONS.

Non-cash expenses (Property Depreciation and Interest) of \$6,919,539 not included in expenses.



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HOMES  
SUPPORT  
SUCCESS

SKID ROW  
HOUSING  
TRUST

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