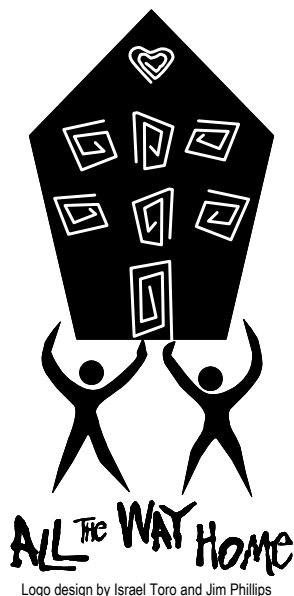




## Conference Materials

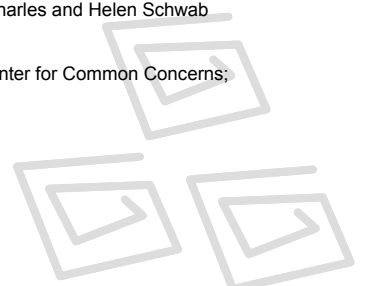
# All the Way Home: Creating Partnerships to House Emancipated Foster and Homeless Youth



**Tuesday, October 28, 2003  
Oakland Marriott City Center  
Oakland, CA**

Sponsored by U.S. Department of Housing and Urban Development, Office of Community Planning and Development, California State Office; State of California, Department of Social Services, Children and Family Services Division; United Way of the Bay Area; Charles and Helen Schwab Foundation; Child Welfare League of America; and Stuart Foundation

Presented by Corporation for Supportive Housing; Homebase: The Center for Common Concerns; and ICF Consulting



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All materials from this conference are public information. Each agency is solely responsible for the accuracy of the statements, opinions and interpretations contained in agency materials. Any statements, opinions, and interpretations do not necessarily reflect the view of the other partners in this conference.



# 1. Acknowledgements

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## **U.S. Department of Housing and Urban Development, Office of Community Planning and Development, California State Office**

The HUD Office of Community Planning and Development, California State Office is responsible for implementation and administration of affordable housing and community development programs in Northern California, Arizona and Nevada. Information about HUD can be accessed at [www.hud.gov](http://www.hud.gov).

*HUD CPD gratefully acknowledges the contributions of its co-sponsors in supporting today's event:*

## **State of California, Department of Social Services, Children and Family Services Division**

The mission of the California Department of Social Services is to serve, aid, and protect needy and vulnerable children and adults in ways that strengthen and preserve families, encourage personal responsibility, and foster independence. The Children and Family Services Division provides leadership and oversight of county and community agencies in the implementation of child welfare services programs through regulations, training, technical assistance, incentives and program evaluations. Information about the Division and its services can be accessed at [www.childsworld.ca.gov](http://www.childsworld.ca.gov).

## **United Way of the Bay Area**

The United Way of the Bay Area works to create a thriving and vibrant Bay Area, believing that by uniting together in a common effort comes the power to get to the heart of what matters—transforming communities and improving lives throughout its seven-county region. United Way of the Bay Area brings together people with community leaders, nonprofit agencies, government, businesses and schools to create a dynamic exchange of ideas, strategies, and action plans. It focuses its resources on the most pressing community-wide problems: Education, Health, Safe Communities, and Self-Sufficiency. Its investments in these areas focus on long- term strategies that address the root of the problem, rather than merely addressing symptoms. Information about the United Way of the Bay Area can be accessed at [www.theunitedway.org](http://www.theunitedway.org).

## **Charles and Helen Schwab Foundation**

The Charles and Helen Schwab Foundation is a private charitable organization that serves to steward a philanthropic vision of investing in people to transform their lives, their work and our society for good. Through direct service and partnership in grant making initiatives, the Foundation seeks to have a tangible impact on individual lives. The Foundation focuses its work in two diverse, but complementary, program areas, which each have specific focus. The Learning Disabilities program directly provides resources and guidance to children with learning difficulties and their parents through its Web-based initiatives, SchwabLearning.org and SparkTop.org, and Outreach and Community Services. The Human Services programs develop initiatives in issue areas that severely impact communities, specifically the intersections of

poverty, substance abuse and homelessness. Information about the Charles and Helen Schwab Foundation can be accessed at [www.schwabfoundation.org](http://www.schwabfoundation.org).

### **Child Welfare League of America**

The Child Welfare League of America is the oldest and largest national nonprofit organization developing and promoting policies and programs to protect America's children and strengthen America's families. CWLA's 1,000 plus public and private nonprofit member agencies service 3 million abused and neglected children and their families each year. Information about the Child Welfare League of America can be accessed at [www.cwla.org](http://www.cwla.org).

### **The Stuart Foundation**

The Stuart Foundation's overarching purpose is to help the children and youth of California and Washington states become responsible citizens. It helps strengthen public systems and community supports that contribute to children's development. The Foundation concentrates on the following areas: Strengthening Public Schools so that all children and youth can achieve at high level; strengthening the Child Welfare System to ensure that children and youth faced with abuse or neglect grow up in a safe and loving home and make a successful transition to adulthood; and strengthening Communities to Support Families so that families can bring up children and youth in an environment that promotes their development. Information about the Stuart Foundation can be accessed at [www.stuartfoundation.org](http://www.stuartfoundation.org).

### **Housing for Emancipated Youth (HEY)**

United Way of the Bay Area, through its work in the Self Sufficiency Core Issue Area, developed the innovative Housing for Emancipated Youth (HEY) project. HEY helps emancipating foster youth escape homelessness by working with service providers and policy makers to better support youth as they transition into self-sufficient adulthood. HEY works with its public and nonprofit partners to advocate for local and state policies and programs that increase the supply of affordable housing and other opportunities for former foster youth. HEY works with partners to 1) Increase public awareness of the issues faced by foster youth emancipating from care; 2) Promote service coordination among agencies serving current and former foster youth, so that more youth are able to obtain housing and attain self-sufficiency; 3) Mobilize HEY partners to advocate and promote public policies that give foster youth better opportunities for education, housing, and support services; and 4) Empower foster youth to collaborate with service agencies and policy makers and to advocate for their needs. Information about HEY can be accessed at [www.heysf.org](http://www.heysf.org).



## 2. Youth Wish List: Supportive Housing Preferences

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This list was compiled from youth who currently and formerly lived in supportive housing in Contra Costa, Alameda and San Francisco Counties responding to questions about how they would design supportive housing program environments. We would like to thank them for their insights and candor.

- Design the house for growth
- Have a study or a quiet room
- Don't allow smoking inside
- Locate the building near public transportation or have parking
- It would be nice to have my own bedroom
- If you have a large group, separate the boys from the girls and have separate bathrooms.
- Allow youth in the program to become adults by making decisions for themselves—and suffering or enjoying the consequences.
  - Don't treat youth like they are still in foster care—for example, allow them to have guests.
  - Allow youth to mess-up (like many young adults in college) and to make decisions for themselves and to deal with the consequences of their decisions.
  - Eventually allow youth their own keys to the building.
  - Eventually allow youth to set their own curfews.
- Use strength-based rules, instead of negative-based rules!
  - Don't set rules that expect people to screw up. Make rules that encourage youth to do well.
- As much as possible, make all rules and expectations clear.
  - Let youth contribute to rule-making.
- Don't make the program rules too restrictive so you lose the youth who are most vulnerable and need the most help.

## 2. Youth Wish List: Supportive Housing Preferences

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- Many youth have mental health and psychiatric issues, in part worsened due to their unstable living conditions, and need extra attention and flexibility from housing staff, not strict rules.
- The most vulnerable youth have access to the least resources, and are most likely to end up homeless.
- For example, if you have assault, hospitalization, or psychiatric diagnosis, you usually don't get in.
- Don't have a zero tolerance policy.
  - This will promote bad feelings in the house. Everyone should have a chance to make mistakes and learn from them.
- Make sure your program does not contribute to homelessness.
  - If you have to ask a youth to leave, make sure they don't wind up homeless—work with them to find another alternative. Work with them to figure out a plan



### 3. Fast Fact Sheet

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#### Emancipated Foster and Homeless Youth: The Issue

- Nationwide, between 500,000 and 1.3 million children are in foster care.
- California is home to 1 out of every 5 of the nation's foster children – the highest in the nation.
- In the Bay Area, 15,000 children are in foster care.
  - ⇒ In San Francisco, 2,600 children are in foster care: 64.5% are African American.
- Youth in foster care are 44% less likely to graduate from high school and, after emancipation, 40-50 percent never complete high school.
- Females in foster care are six times more likely than the general population to give birth before age 21.
- **As many as 50% of former foster and probation youth become homeless within the first 18 months of emancipation.**<sup>1</sup>
- A history of foster care correlates with becoming homeless at an earlier age and remaining homeless for a longer period of time.<sup>2</sup>
- **More than 1 in 5 youth who arrived at shelters came directly from foster care, and that more than 1 in 4 had been in foster care in the previous year.**<sup>3</sup> In fact, 40 percent of those in federally funded homeless shelters were former foster youth.<sup>4</sup>
- In California, counties house only 5.8% of eligible foster youth who leave foster care without a place to live.<sup>5</sup>
  - ⇒ In California, **counties report that more than 65% of youth leaving foster care do so without a place to live.**<sup>6</sup>
- **Homeless youth tend to become homeless in the same area where they were born.**<sup>7</sup>
- **Homeless youth are disproportionately of racial or ethnic minority, have histories of residential instability and are more often from low-income families.**<sup>8</sup>
- Lesbian, gay, bi-sexual, transgender and questioning youth are disproportionately represented in the homeless population. **26% were forced to leave home because of familial conflict over their sexual identity.**<sup>9</sup>
- **Parents with a history of foster care are almost twice as likely as parents with no such history to see their own children placed in foster care or become homeless.**<sup>10</sup>
- **In California, less than half of former foster youth are employed 2.5-4 years after leaving foster care, and only 38% have maintained employment for at least one year.**<sup>11</sup>



- ⇒ A 2003 study indicated that 30% of foster youth who emancipated in San Francisco reported no income in 2003; nearly 60% live below poverty level, which is set at \$8,890 for a family of one per year (\$748 per month).<sup>12</sup>

### **Foster Youth and the Juvenile Justice Connection and Homelessness.**

- Nationally, well over 2 million youth under the age of 18 are arrested every year in the United States, and approximately 100,000 end up in secure confinement.<sup>13</sup>
- California leads the nation in secure confinement of youth with nearly 20,000 youth confined.<sup>14</sup> Of those confined, approximately 5200 end up in the California Youth Authority (CYA) facilities on any given day.<sup>15</sup>
  - ⇒ **As many as 68% of CYA youth spent time in foster care prior to detention.**<sup>16</sup> Most of those youth entered CYA prior to foster care emancipation,<sup>17</sup> which typically occurs at age 18, and therefore never officially emancipate from the system, leaving them excluded from certain assistance programs like the Supportive Transitional Emancipation Program (STEP).
- Lack of housing for this population has been cited by advocates as well as CYA parole agents one of the most significant impediments these youth will face as they re-enter into our community.<sup>18</sup>

### **Consequences**

#### ***Mental Illness***

- Homeless adolescents often suffer from severe anxiety and depression, poor health and nutrition, and low self-esteem. **The rates of major depression, conduct disorder, and post-traumatic stress syndrome were found to be 3 times as high among runaway youth** as among youth who have not run away.<sup>19</sup>

#### ***Lack of Education***

- Homeless youth face difficulties attending school because of legal guardianship requirements, residency requirements, proper records, and lack of transportation. As a result, homeless youth face severe challenges in obtaining an education and supporting themselves emotionally and financially.<sup>20</sup>

#### ***Suicide***

- **Each year approximately 5,000 runaway and homeless youth** die from assault, illness, and suicide.<sup>21</sup>

#### ***Abuse***

- **46% or runaway and homeless youth reported being physically abused**, 17% reported being sexually exploited, and 38% reported being emotionally abused.<sup>22</sup>

### **Incarceration**

- **20% of emancipating youth are incarcerated within 18 months of emancipation.**<sup>23</sup> Nationwide, over 90% of the young men in prison were either abandoned by their parents, abused, and/or lived in the foster care system.<sup>24</sup>

⇒ 70% of San Quentin inmates grew up in foster care.<sup>25</sup>

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<sup>1</sup> "Foster Youth Transitions to Adulthood: Outcomes 12 to 18 Months After Leaving Out-of-Home Care," Mark E. Courtney and Irving Piliavin. University of Wisconsin, Madison. 1998.

<sup>2</sup> Roman, Nan P. and Phyllis B. Wolfe. *Web of Failure: The Relationship Between Foster Care and Homelessness*, 1995. National Alliance to End Homelessness, 1518 K St., NW, Suite 206, Washington, DC.

<sup>3</sup> (National Association of Social Workers, 1992).

<sup>4</sup> *Hearing on Challenges Confronting Children Aging out of Foster Care; Hearing Before the House Comm. On Ways and Means Subcomm. on Human Resources* (March 9, 1999) (statement of Robin Nixon, Director for Youth Services Child Welfare League of America, <http://wayandmeans.house.gov/legacy/humres/106cong/3-9-99/3-9nixo.htm>.)

<sup>5</sup> Total eligible population of former foster youth in California has been estimated at 28,728 by National Center for Youth Law, *Youth Law News*, Vol. XXIV No. 2. Taking into account that studies have shown that 65% of these youth leave without a place to live, and that 1,084 former foster youth are currently housed, the result is an estimated 5.8% of these youth are housed.

<sup>6</sup> See Independent Living Program Policy Unit, above.

<sup>7</sup> Corporation for Supportive Housing, "Supportive Housing for Youth" footnote 10.

<sup>8</sup> Id.

<sup>9</sup> Gary Remafedi (ed), *Death by Denial: Studies of Suicide in Gay and Lesbian Teenager*, 1993

<sup>10</sup> CSH's *Supportive Housing for Youth*, p. 8, footnote 50

<sup>11</sup> "Report on the Survey of the Housing Needs of Emancipated Foster/Probation Youth," Independent Living Program Policy Unit, Child and Youth Permanency Branch: California Department of Social Services. June 2002.

<sup>12</sup> Folsie, *The Child Psychologist*, 2003

<sup>13</sup> Office of Juvenile Justice and Delinquency Prevention, "Court-Involved Youth: Description of the Target Population" (November 2000).

<sup>14</sup> Urban Institute Justice Policy Center, "Youth Corrections in California" (July 2002).

<sup>15</sup> State of California Department of Youth Authority, "Population Movement Summary" (April 2003).

<sup>16</sup> Black Adoption Placement Research Center (Oakland, CA), *The Crisis*, available at [www.baprc.org/children/TheCrisis.htm](http://www.baprc.org/children/TheCrisis.htm) (last visited July 24, 2003).

<sup>17</sup> UC Berkeley Center for Social Services Research, "Youth Emancipating from Foster Care in California: Findings Using Linked Administrative Data" (May 2002).

<sup>18</sup> Center on Juvenile and Criminal Justice, "Aftercare as Afterthought: Reentry and the California Youth Authority" (August 2002).

<sup>19</sup> Robertson, Marjorie, *Homeless Youth in Hollywood: Patterns of Alcohol Use*, 1989. Alcohol Research Group, 2000 Hearst Avenue, Berkeley, CA 94709.

<sup>20</sup> *Homeless Youth NCH Fact Sheet #11*, published by the National Coalition for the Homeless, April 1999.

<sup>21</sup> Runaway and Homeless Youth NRCFCPP Information Packet: Runaway & Homeless Youth

<sup>22</sup> P Slavin, "Life on the Run, Life on the Streets," (2001) Child Welfare League of America.

<sup>23</sup> "Disconnected Youth: An Overview (DRAFT)," Michael Wald and Tia Martinez. 2003.

<sup>24</sup> Sierra Adoption Services, [http://www.sierraadoption.org/foster\\_facts.htm](http://www.sierraadoption.org/foster_facts.htm).

<sup>25</sup> Id.



## 4. Glossary of Selected Terms

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### **Acquisition**

Purchase of land and improvements (structures) and could include the clearing of outstanding encumbrances (unpaid taxes, mortgages, other types of liens).

### **Affordable Housing Tax Credit Program**

An incentive program created by the Federal Government in the 1986 Tax Act for developers to build privately owned apartments for those who could not afford to pay market rate rents. Under this program the U.S. Treasury Department allocates tax credits to each state; these credits are then awarded to developers who, together with an equity partner, develop and maintain apartments as affordable units. The Tax Credit Allocation Committee administers federal and state tax credit programs providing investment in affordable rental housing for lower-income families and individuals in California. Tax credits allocated by TCAC assist in the creation and preservation of affordable housing by enabling project sponsors to raise equity through the sale of tax benefits to investors.

### **Amortization**

Regular payment of both principal and interest on a loan. Early in the loan, most of the payment is applied toward interest with increasing amounts paid toward principal as the loan moves toward maturity.

### **Appraisal**

A written report of a property's value, including the data and reasoning to derive that value.

### **Area Median Income**

The Department of Housing and Urban Development (HUD) issues a listing of the area median incomes (AMIs) by Metropolitan Statistical Area (MSA) and by county each year.

### **CDBG—Community Development Block Grant**

A HUD program that provides funds to States and certain local jurisdictions to develop viable urban communities, by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for persons of low and moderate income.

### **Collateral**

The value of the property itself as security for the loan. If the borrower defaults, will the lender be able to recoup the loan amount?

### **Consolidated Plan**

The Consolidated Plan is a HUD strategic planning document prepared by all states and certain local government jurisdictions every year. The Consolidated Plan controls the use of four HUD

programs administered by state and local housing officials: the HOME Program, the Community Development Block Program, the Emergency Shelter Grant Program, and the Housing Opportunities for People with AIDS (“HOPWA”) Program. These funds are allocated to units of local government based on a formula for need.

### **Continuum of Care**

A comprehensive and coordinated housing and service delivery system. This approach helps communities plan for and provide a balance of emergency, transitional, and permanent housing and service resources to address the needs of homeless persons so they can make the critical transition from the streets to jobs and independent living. The Continuum of Care system is the foundation for the community’s application for HUD McKinney-Vento Act funding.

### **Couch Surfing**

Staying with a series of friends or families because you have no permanent home of your own.

### **Debt**

An obligation to pay. “Hard” debt requires payment over time, with interest. And “soft” debt has terms for repayment which are lenient.

### **Development Fee**

A fee, also called an impact fee, levied on the developer of a project by a City, County, or other public agency as compensation for otherwise-unmitigated impacts the project will produce. California Government Code § 66000 et seq specifies that development fees shall not exceed the estimated reasonable cost of providing the service for which the fee is charged. To lawfully impose a development fee, the public agency must verify its method of calculation and document proper restrictions on use of the fund.

### **Disability**

According to the HUD definition, a person has a disability if s/he has a physical, mental, or emotional impairment that: (1) is expected to be of long-continued and indefinite duration, (2) substantially impedes his or her ability to live independently, and (3) is of such a nature that the ability could be improved by more suitable housing conditions. HUD’s homeless programs target these characteristics: serious mental illness; chronic alcohol and / or drug abuse; AIDS or related disease; dual or multiple diagnosed; and developmental disabilities also qualify

### **"Doubled Up"**

Sharing housing with other families or individuals

### **Dually-diagnosed**

Term used to describe individuals who are diagnosed with two different disorders, such as mental and addictive illness.

### **Effective Gross Income**

Gross Potential Income (total annual rental income) less Vacancy Loss.

### **Emergency Shelter Grant Program**

HUD's Emergency Shelter Grants program provides homeless persons with basic shelter and essential supportive services. It can assist with the operational costs of the shelter facility, and for the administration of the grant. ESG also provides short-term homeless prevention assistance to persons at imminent risk of losing their own housing due to eviction, foreclosure, or utility shutoffs. Grantees, which are state governments, large cities, urban counties, and U.S. territories, receive ESG grants and make these funds available to eligible recipients, which can be either local government agencies or private nonprofit organizations. The recipient agencies and organizations, which actually run the homeless assistance projects, apply for ESG funds to the governmental grantee, and not directly to HUD.

### **Equity**

The interest or value that an owner has in a property over and above the liens against it.

### **Fair Housing**

Refers to federal laws designed to protect access to housing regardless of race, color, national origin, sex, familiar status or disability.

### **Fair Market Rent**

The U.S. Department of Housing and Urban Development (HUD) annually estimates FMRs for 354 metropolitan areas and 2,350 nonmetropolitan county FMR areas. FMRs serve as the payment standard used to calculate subsidies under many federal, state and local housing programs. When the standard is applied, the rent for subsidized units cannot exceed the FMRs. FMRs are gross rent estimates. They include the shelter rent plus the cost of all utilities, except telephones.

### **Family Reunification Program (FUP)**

The Family Reunification Program is a housing program for families in the child welfare system. At minimum, FUP provides Section 8 vouchers to child welfare families. FUP is a collaboration between Housing Authorities and Child Welfare Agencies, designed to strengthen and stabilize child welfare families. Run by HUD in cooperation with the Child Welfare League of America, FUP vouchers are awarded on a competitive basis to public housing agencies that have cooperating agreements with local public child welfare agencies to provide housing assistance to families for whom lack of housing will result in out-of-home placement of the children or prevents reunification of parents and children that is otherwise recommended.

### **Guarantee**

To take responsibility for payment of a debt or performance of some obligation if the person/entity primarily liable fails to perform.

### **Hard Costs**

“Bricks and mortar”, includes general requirements, actual construction, overhead, profit, and construction contingencies.

### **Harm Reduction**

A model of substance use intervention that focuses on helping people who use substances to better manage their use and reduce the harmful consequences to themselves and others.

### **HOME Investment Partnership Program**

HUD provides funds to certain States and local jurisdictions for housing rehabilitation, tenant-based rental assistance, assistance to homebuyers, acquisition of housing and new construction of housing.

### **Homeless**

Under HUD’s definition, a person is homeless if s/he is

- Living in places not meant for human habitation: outdoors/in cars/in abandoned buildings
- Living in Emergency Shelter
- Living in Transitional or Supportive Housing for Homeless persons who originally came from the streets or emergency shelters
- Above but temporarily (30 days) in an institution
- Being evicted within a week from a private dwelling and no subsequent residences have been identified and lack resources and support network needed to access housing
- Discharged within a week from institution (where a resident for more than 30 days) and no subsequent residences have been identified and lack resources and support network needed to access housing.

### **Housing Bonds**

Bonds issued to finance a municipal construction project such as housing development. Such bonds are generally free from federal income taxes and often from state and local taxes as well.

### **Housing Choice (formerly Section 8) Voucher**

HUD’s housing choice voucher program assists very low-income individuals and families to live in private market housing that meets the program requirements. Housing choice vouchers are administered locally by public housing agencies (PHAs). A person or family that receives a housing voucher must pay at least 30% of its monthly adjusted gross income for rent and utilities.

### **Housing First**

Refers to a model of housing homeless people which does not require that the tenant be “housing ready.”

### **Housing Opportunities for People with AIDS**

The HOPWA Program was established by HUD to address the specific needs of persons living with HIV/AIDS and their families. HOPWA provides funds to local communities, States, and nonprofit organizations for projects that benefit low income persons medically diagnosed with HIV/AIDS and their families. HOPWA funding is for housing development, housing assistance, or related supportive services. HOPWA grantees are encouraged to develop community-wide strategies and form partnerships with area nonprofit organizations.

### **Independent Living Skills Program**

Independent Living Skills is a voluntary program designed to assist youth in transitioning from the foster care system. All California counties are mandated to provide some form of Independent Living Skills training. Youth between the ages 16 and 19 who are receiving foster care payment (i.e. CWS dependents and Probation wards placed out of their homes plus youths living with non-relative guardians who are receiving aid on their behalf) are eligible for services. Youth are referred to the program by their social worker or probation officer.

### **Kinship Guardianship Assistance Payments (KinGAP)**

The Kinship Guardianship Assistance Payment Program, also called Kin-GAP, is a permanency option for children in appropriate, long-term foster care placements with relative caregivers. The Kin-GAP program became effective on January 1, 2000. This payment program provides relative caregivers who are unable or unwilling to adopt a child in foster care with another option for exiting the child welfare system, provided that permanent placement in the relative’s home is in the best interests of the child. Relatives who take guardianship of the child in their care and leave the foster care system with assistance from the Kin-GAP program, will: 1. receive a payment equal to the county’s foster care rate; 2. receive Medi-Cal coverage for the child in care; 3. be eligible for Independent Living Program services when the child becomes a teen.

### **Lien**

A charge against property.

### **Living Wage**

An earning level that supports self-sufficiency without reliance on public and private subsidies

### **McKinney-Vento Homeless Assistance Act**

The McKinney-Vento Homeless Assistance Act (originally named the McKinney Homeless Assistance Act) consists of a number of programs providing a range of services to homeless people, including the Continuum of Care Programs: the Supportive Housing Program, the Shelter Plus Care Program, and the Single Room Occupancy Program, as well as the Emergency Shelter Grant Program. These programs are all contained within Title IV. Title III authorizes the Emergency Food and Shelter Program, which is administered by the Federal

Emergency Management Agency (FEMA); Title IV authorizes the emergency shelter and transitional housing programs administered by the Department of Housing and Urban Development, including the Emergency Shelter Grant program, the Supportive Housing Demonstration Program, Supplemental Assistance for Facilities to Assist the Homeless, and Section 8 Single Room Occupancy Moderate Rehabilitation; Title V imposes requirements on federal agencies to identify and make available surplus federal property, such as buildings and land, for use by states, local governments, and nonprofit agencies to assist homeless people; Title VI authorizes several programs administered by the Department of Health and Human Services; Title VII authorizes several programs administered by the Department of Education, the Department of Labor and the Department of Health and Human Services; Title VIII amends the Food Stamp program to facilitate participation in the program by persons who are homeless, administered by the Department of Agriculture; and Title IX of the McKinney Act extends the Veterans Job Training Act.

### **McKinney-Vento Homeless Assistance Act— Education for Homeless Children and Youth**

A program to ensure that homeless children and youth have access to the education and other services needed so that they have an opportunity to meet the state student performance standards to which all students are held.

### **Mortgage**

A written document that puts a lien on real estate as security for the payment of a debt.

### **Net Operating Income**

Effective Gross Income Less Operating Costs and Reserves. NOI is a critical element of the pro forma since it determines the value of the property in relation to its ability to support debt and provide returns to investors.

### **NIMBY (Not In My Backyard).**

Neighborhood organizations, other community groups and residents who organize effectively to stop the siting of programs and housing such as public facilities, social service providers, affordable housing (especially multifamily housing). This phenomenon is called "NIMBY" since residents often support the goal of affordable housing as long as it is not located near their homes.

### **“Non-System Youth”**

Includes runaway and currently homeless youth living outside of mainstream systems who are utilizing drop-in centers/shelters, are precariously housed (often referred to as “couch surfers”), are runaways or youth that are “thrown away” or are otherwise neglected by their parents to the point of homelessness, and “street youth” who live outdoors and generally survive via the street economy. Overall, non-system youth are defined as homeless because they have voluntarily left their parents’ custody. (See also “system youth.”)



### **Not-for-Profit Organization**

Any public or private, nonprofit organization that 1) is organized under state or local laws; 2) has no part of its net earnings inuring to the benefit of any member, founder, contributor, or individual, and 3) is neither controlled by, nor under the direction of, individuals or entities seeking to derive profit or gain from the organization.

### **Permanent Housing**

Housing where there is no pre-established expectation that the resident vacate after the passage of a certain amount of time.

### **Permanent Supportive Housing**

Combines and links permanent, affordable housing with flexible, voluntary support services designed to help the tenants stay housed and build the necessary skills to live as independently as possible.

### **Predevelopment**

Refers to the period of time needed to get a project to construction. It can also refer to the activities, tasks and costs that occur during that same period.

### **Pro Forma**

A statement of sources and uses of funds on a project, e.g., a financial plan for operating a project and a financial plan for developing a project.

### **Program Improvement Plan**

The U.S. Department of Health and Human Services Children's Bureau conducts child and family services reviews, designed to enable the Children's Bureau to ensure that State child welfare agency practice is in conformity with Federal child welfare requirements, to determine what is actually happening to children and families as they are engaged in State child welfare services, and to assist States to enhance their capacity to help children and families achieve positive outcomes. States are required to submit a **Program Improvement Plan** if found out of conformance on any one of the seven outcomes or seven systemic factors subject to review.

### **Project-Based Rental Assistance**

Rental assistance provided for a project, not for a specific tenant. Tenants receiving project-based rental assistance give up the right to that assistance upon moving from the project.

### **Proposition 46**

Refers to a bond measure passed on California's 2002 ballot, entitled the Housing and Emergency Shelter Trust Fund Act of 2002. The measure creates trust funds to provide shelters for battered women; clean and safe housing for low-income senior citizens; emergency shelters for homeless families with children; housing with social services for homeless and mentally ill people; repairs/accessibility improvements to apartments for families and handicapped citizens; military veteran homeownership assistance; and security

improvements/repairs to existing emergency shelters. The measure is funded by a one-time bond issue of two billion one hundred million dollars (\$2,100,000,000).

### **Public Housing Authority**

Any state, county, municipality, or other government entity or public body (or its agency or instrumentality) that is authorized to engage in or assist in the development or operation of low-income housing. The term includes any Indian Housing Authority.

### **Redevelopment Housing Set Aside**

The California Redevelopment Housing Set-Aside program requires that all redevelopment agencies set aside and use twenty percent of their revenues to build or improve the supply of affordable housing in the city in which the agency is located.

### **Rehabilitation Scopes**

Rehabilitation to buildings is characterized as “moderate”, “substantial”, “gut”, or “acquisition only”.

### **Rental Assistance**

Rental assistance payments provided as either project-based rental assistance or tenant-based rental assistance.

### **Reserve**

In asset-based lending, the difference between the value of the collateral and the amount lent. Also, funds set aside for emergencies or other future needs.

### **Section 8 Moderate Rehabilitation Assistance**

A HUD program which provides rental assistance for homeless individuals in rehabilitated housing.

### **Shelter Plus Care Program**

Shelter Plus Care (S+C) is a HUD program designed to provide housing and supportive services on a long-term basis for homeless persons with disabilities, (primarily those with serious mental illness, chronic problems with alcohol and/or drugs, and acquired immunodeficiency syndrome (AIDS) or related diseases) and their families who are living in places not intended for human habitation (e.g., streets) or in emergency shelters. The program allows for a variety of housing choices, and a range of supportive services funded by other sources, in response to the needs of the hard-to-reach homeless population with disabilities.

### **Single Room Occupancy**

A unit for occupancy by one person, which need not but may contain food preparation or sanitary facilities, or both.

### **Soft Costs**

Nonconstruction costs of professional services, financing costs, carrying costs, start-up costs necessary to build the project.

### **Supportive Housing**

Housing, including housing units and group quarters, that has a supportive environment and includes a planned service component.

### **Supportive Transitional Emancipation Program (STEP)**

The purpose of California's Supportive Transitional Emancipation Program is to provide financial assistance for those youth who have emancipated from the foster care system and are in need of financial assistance. In order to be eligible for a STEP payment, a youth must meet several requirements, such as age requirements, and foster care status. County participation in the STEP program is optional. If the County participates, an entitlement program is created, meaning it must serve all eligible youth.

### **“System Youth”**

Includes youth who are utilizing housing services and resources set up to aid those who are deemed eligible by the state. Examples include youth who have been placed in state custody because they have been neglected or abused, have engaged in criminal behavior, or are suffering from chronic health or mental health problems. These systems are generally thought of as: (a) The child welfare/foster care system; (b) The residential treatment system for youth with chronic health or mental health disabilities (sometimes within foster care system); and (c) the juvenile justice system. (See also “non-system” youth.)

### **Tax Credit Deal**

A development that is financed, in part, by an allowable reduction in the amount of income tax owed. Tax credits are a vehicle for passing tax benefits to investors looking to reduce their tax liability. These credits reduce the amount of federal taxes that must be paid. Tax credits are sold at a discount based on the demand, the project's risk and the developer's reputation.

### **Tax Increment Financing**

A method of funding redevelopment activities that allows communities to use all or part of the new tax revenue generated by development in a specific area to pay the site improvements, infrastructure and other activities that enabled it to occur.

### **Tenant-Based Rental Assistance**

A form of rental assistance in which the assisted tenant may move from a dwelling unit with a right to continued assistance. The assistance is provided for the tenant, not for the project.

### **Transitional Housing**

Short to long-term housing (6 to 24 months) available for individuals or families who are homeless, or are leaving temporary shelters or institutions, and currently do not have permanent

housing. Transitional housing includes case management and other supportive services designed to help individuals develop any life, job, or educational skills they may need to live on their own.

### **Transitional Housing Placement Program**

The Transitional Housing Placement Program is a community care licensed placement opportunity for youth in foster care. The goal of THPP is to help participants emancipate successfully by providing a safe environment for youth to practice the skills learned in ILP. Participants may live alone, with departmental approval, or with roommates in apartments and single-family dwellings with regular support and supervision provided by THPP agency staff, county social workers, and ILP coordinators. Support services include regular visits to participants' residences; educational guidance, employment counseling and assistance reaching emancipation goals outlined in participants; transitional independent living plans, the emancipation readiness portion of youths' case plan. While each county has its own policies, at a minimum, applicants must meet certain criteria. They must be at least 16 years old and not more than 18 years old, unless they are in all probability, going to finish high school before their 19th birthday. They must be in out-of-home placement under the supervision of the county department of social services or the county probation department, and actively participating in an ILP. Twenty-four counties have approved THPPs. They are Alameda, Butte, Contra Costa, El Dorado, Los Angeles, Mendocino, Modoc, Monterey, Orange, Riverside, San Bernardino, San Diego, San Francisco, San Joaquin, San Luis Obispo, Santa Clara, Santa Cruz, San Joaquin, Shasta, Siskiyou, Sonoma, Stanislaus, Ventura and Yolo.

### **Transitional Housing Placement Plus Program**

The Transitional Housing Placement Plus Program (THPP-Plus) is an option for counties to assist emancipating foster children, who are between 18 and 21 years old, with obtaining housing. The program provides transitional housing and services to 18 to 21 year old youth who have emancipated from foster care.

### **Transitional Living Program for Older Homeless Youth**

The Transitional Living Program is part of the Federal Department of Health and Human Services, Administration for Children and Families, Family and Youth Services Bureau Runaway and Homeless Youth Program. Through the TLP, FYSB supports projects that provide longer-term residential services to homeless youth ages 16–21 for up to 18 months. These services are designed to help youth who are homeless make a successful transition to self-sufficient living. TLP grantees are required to provide youth with stable, safe living accommodations and services that help them develop the skills necessary to move to independence. Living accommodations may be host family homes, group homes, or "supervised apartments." (Supervised apartments are either agency-owned apartment buildings or "scattered site" apartments, which are single-occupancy apartments rented directly by young people with support from the agency).

### **“Ups”**

A term used by developers to refer to “profits.”

### **Youthbuild Program**

HUD's Youthbuild Program provides grants on a competitive basis to public, private, non-profit, and government organizations to assist high-risk youth between the ages of 16-24 who have dropped out of high school to learn housing construction job skills, leadership and life skills, and to complete their high school education. Program participants enhance their skills as they construct and/or rehabilitate affordable housing for low- and moderate-income persons. Youthbuild grants are available to public or private nonprofit agencies, public housing authorities, State and local governments or any organization eligible to provide education and employment training under Federal employment training programs. Youthbuild programs offer educational and job training services, leadership training, counseling and other support activities, as well as on-site training in housing rehabilitation or construction work (which accounts for at least half of each participant's time).

#### **Youth Opportunity Grants**

Awarded by the Department of Labor's Employment and Training Administration to local workforce investment boards or entities to increase the long-term employment of youth who live in empowerment zones, enterprise communities, and high poverty areas. Youth Opportunity Grants concentrate extensive resources in high- poverty areas in order to bring about community-wide impact on: Employment rates, high school completion rates, and college enrollment rates.



## 5. Acronyms Translated

Acronym	Means . . .
ACF	Administration for Children and Families, a division of the U.S. Department of Health and Human Services
AHTC	Affordable Housing Tax Credit Program
AMI	Area Median Income
APR	Annual Progress Report
CASA	Court Appointed Special Advocates
CDBG	Community Development Block Grants
CDSS	California Department of Social Services
CFSD	California Children and Family Services Division, California Department of Social Services
Chafee Funds	Chafee Foster Care Independence Act
Con Plan	Consolidated Plan
CWS	Child Welfare Services
DOL	U.S. Department of Labor
DVA	Department of Veterans Affairs
EPSDT	Early Periodic Screening, Diagnosis and Treatment
ESG	Emergency Shelter Grants (a federal funding source under the McKinney-Vento Act)
FESG	Federal Emergency Shelter Grant program
FFA	Foster Family Agency
FHA	Federal Housing Administration
FHLB	Federal Home Loan Bank

## 5. Acronyms Translated

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<b>Acronym</b>	<b>Means . . .</b>
FHLMC	Federal Home Loan Mortgage Corporation (Freddie Mac)
FMR	Fair Market Rent
FNMA	Federal National Mortgage Association (Fannie Mae)
FUP	Family Reunification Program
FYSB	Family Youth and Services Bureau, a bureau of the U.S. Department of Health and Human Services, Administration for Children and Families
GA	General Assistance
HCD	California Department of Housing and Community Development
HHS	U.S. Department of Health and Human Services
HIPAA	Health Insurance Portability and Accountability Act
HMIS	Homeless Management Information System
HOME	Home Investments Partnerships Program
HOPWA	Housing Opportunities for People with AIDS
HUD	U.S. Department of Housing and Urban Development
ILSP	Independent Living Skills Program
Kin-GAP	Kinship Guardianship Assistance Payments
LIHTC	LIHTC: Low-Income Housing Tax Credit
NIMBY	“Not in my backyard”
NOFA	Notice of Funding Availability
PIP	Program Improvement Plan
PSH	Permanent, supportive housing
RHYA	Runaway and Homeless Youth Act

## 5. Acronyms Translated

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<b>Acronym</b>	<b>Means . . .</b>
SAMHSA	Substance Abuse and Mental Health Services Administration
SCHIP	State Children's Health Insurance Program
SHP	Supportive Housing Program
SILP	Supported Independent Living Program
SRO	Single Room Occupancy
SSDI	Social Security Disability Income
SSI	Social Security Income
STEP	Supportive Transitional Emancipation Program
TA	Technical Assistance
TANF	Temporary Aid to Needy Families (called CalWORKs in California)
TBS	Therapeutic Behavioral Services
TCM	Targeted Case Management
TDC	Total Development Costs
TH	Transitional housing
THPP	Transitional Housing Placement Program
THPP-Plus	Transitional Housing Placement Plus Program
TILP	Transitional Independent Living Plan
TLP	Transitional Living Program
YO Grants	Youth Opportunity Grants





## 6. Evaluation Form

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Please respond to the following questions using a scale of 1-5  
(1=not at all, 3=moderately, 5=entirely):

	Not at all		Moderately		Entirely
<b>1. How well did the conference meet these objectives?</b>					
A. Provide new insights and strategies for developing service-enriched housing for youth.	1	2	3	4	5
B. Promote partnerships among service providers and housing developers for developing service-enriched housing for youth.	1	2	3	4	5
C. Provide a forum in which participants could obtain specific answers to their questions.	1	2	3	4	5
<b>2. What did you find useful about this conference?</b>					
<b>3. What could we have done better?</b>					
<b>4. Did you find the written conference materials beneficial?</b>					
<b>5. If you are unable to stay until the end of the day when this topic will be discussed, please indicate what topic(s) should be addressed at a follow-up event to support the development of service-enriched housing for youth:</b>					

*Please return this form to the evaluation basket or fax to HomeBase at (415) 788-7965, attention Eddie.*

### Technical Assistance Needs Form

*HUD is interested in learning about your technical assistance needs. Please indicate your technical assistance needs (in order of priority) by filling out the following chart, and return this sheet with your conference evaluation form.*

County: \_\_\_\_\_

Name (if you want to tell us): \_\_\_\_\_

Priority	Topic/Issue	Type of Assistance	Timeframe/ Deadline



## 7. Post-Conference Objectives and Successes

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Please complete this form to set a goal toward housing emancipated foster and homeless youth. In 6-months time, we will send it to you to find out how you did, and how you might be helped in reaching your objective (see reverse).

**By this time (e.g. 6 months, one year, etc.): \_\_\_\_\_, my organization/agency/self will have done this toward housing emancipated foster and homeless youth:**

Name: \_\_\_\_\_

Organization: \_\_\_\_\_

## 7. Post-Conference Objectives and Successes

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May 1, 2004

Greetings!

Remember the goal you set at the October 28, 2003, All the Way Home: Creating Partnerships to House Emancipated Foster and Homeless Youth event? It's on the reverse side of this document.

Please let us know:

**What have you done toward reaching your goal?**

**What assistance could you use in overcoming any obstacles to reaching your goal?**

Please return this document to:

HomeBase, the Center for Common Concerns  
870 Market Street, Suite 1228  
San Francisco, CA 94102  
Attn: All the Way Home  
Fax: 415-788-7965  
Phone: 415-788-7961



## 8. Post-Conference Assistance with Partners

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Please complete this form if you would like assistance after the conference in making a link toward housing emancipated foster and homeless youth.

**PLEASE HELP ME MAKE A “LINK” WITH ANOTHER ORGANIZATION:**

**This is the kind of project we have in mind:**

**This is the type of organization we would like to be linked with:**

**That organization would be located:**

**We want to be linked with an organization for these purposes:**

**My Name:** \_\_\_\_\_

**My organization:** \_\_\_\_\_

**My email and telephone:** \_\_\_\_\_



## 9. Profiles of HUD Technical Assistance Providers

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The HUD Technical Assistance Providers assisting with today's event are:

**Corporation for Supportive Housing**  
**1330 Broadway, Suite 601**  
**Oakland, CA 94612**  
**(510) 251-1910**  
[www.csh.org](http://www.csh.org)

CSH's mission is to help communities create permanent supportive housing with services to prevent and end homelessness. CSH strives for a day when homelessness is no longer a routine occurrence and supportive housing is an accepted, understood and easy-to-develop response. In coordination with broader national efforts to end homelessness, CSH will help communities create 150,000 units of supportive housing during the next decade. To reach this goal, CSH will provide direct assistance to community-based nonprofit organizations, government agencies, and others working to create supportive housing. In all of its work, CSH strives to address the needs of, and hold ourselves accountable to, the tenants of supportive housing.

**HomeBase, The Center for Common Concerns**  
**870 Market Street, Suite 1228**  
**San Francisco, CA 94102**  
**(415) 788-7961**  
[www.homebaseccc.org](http://www.homebaseccc.org)

HomeBase is a nonprofit legal and technical services firm supporting shared prosperity. HomeBase provides legal advice, technical assistance and planning services in support of community-wide and program-specific efforts to resolve homelessness and other extreme forms of poverty including Continuum of Care planning, mainstream strategies, mental health outreach, HMIS, agency strategic planning and program development and evaluation. The focus of HomeBase is to support communities in implementing and maintaining long-term comprehensive responses to homelessness, foster inter-jurisdictional collaboration in addressing the political and economic causes of homelessness and meeting human need, establish easily accessible community networks of housing and services, channel community and government resources to develop housing and generate employment, ensure that every dollar invested is well spent and increase public understanding of homelessness and support for policies and programs that prevent, reduce and eliminate it. HomeBase convenes the Regional Steering Committee on Homelessness and Housing, and staffs its many work groups.

**ICF Consulting**  
**60 Broadway**  
**San Francisco, CA 94111**  
**(415) 677-7100**  
[www.icfconsulting.com](http://www.icfconsulting.com)

ICF Consulting is a leading management, technology and policy consulting firm. ICF's Housing and Community Development Group (HCD) specializes in affordable housing, community development, land use and growth planning, and economic development. ICF provides consulting services, training, program support, planning services, and research. ICF's HCD Group has more than 75 professionals with extensive housing, community development, land use, and economic development expertise. The majority of our consultants hold advanced degrees in fields such as urban planning, public policy, government administration, organizational development, and economics. We have working relationships with professionals from all aspects of the housing and community development arena, and can offer our clients in-depth knowledge and understanding of local planning regulations, public programs, private lending, and nonprofit management issues. ICF Consulting's approach to these issues is strengthened by its expertise in information technology, organizational improvement, program management, and communications.



## 10. Profiles of Model Programs

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### The First Place Fund for Youth Oakland, California

#### *Program Overview*

##### Type of Housing

Scattered-site permanent housing with two-years of subsidy and support services.

##### Youth Served

Youth who are preparing to age out or have recently aged out of foster care.

##### Age Range of Youth Served

17-21 years old

##### Bed Capacity

35 youth and 10 children

##### Residency limitations

Two-year rental subsidy

##### Services offered

- **Access to a First Place Apartment:** To qualify for the Supported Housing Program, First Place participants must successfully complete an eight-week economic literacy curriculum. They must also qualify for a housing micro-loan, which pays their first month's rent and security deposit. Once these requirements have been met, participants are eligible to live in shared two-bedroom apartments.
- **Monthly Rental Subsidy:** First Place assists participants in the payment of their rent. In the beginning, youths pay 30 percent of their income towards rent, and over time participants pay an increasingly greater percentage of the market-rate rent. By the end of the two-year program, the participant pays the full market-rate rent, and the First Place subsidy is removed entirely.
- **First and Last Month's Rent and Security Deposit:** First Place also provides youth with access to housing start-up funds through a micro-loan of up to \$1,200. Each youth is required to complete a rigorous certification process before any member of a loan class may receive a loan. Over the two-year program, the loan class is collectively responsible for the loan repayment of each youth and for preventing loan default by exerting both peer pressure



and peer support. Weekly group meetings inculcate a philosophy of individual and collective responsibility, and provide an opportunity to share resources that facilitate loan repayment.

- Youth Advocacy: Youths meet regularly with their Youth Advocates to discuss the specific steps they are taking to meet their individual goals in the areas of employment, health, education, financial management, and personal relationships. Youths also meet weekly with their roommates for roommate meetings, facilitated by the First Place Youth Advocates, to help roommates negotiate bills and roommate conflict.
- Life Skills Training: Each week, youths participate in life-skills training to address the challenges they face in housing.
- Move-In Assistance: Participants receive a great deal of assistance when they move into their apartment, including the cost of a rental truck and the assistance of members of their loan class and First Place staff.
- Move-In Stipend: First Place awards a \$200 move-in stipend to all participants who successfully complete Economic Literacy and move into a First Place apartment.
- Food Stipend: Participants who pay their rent on time and attend all of their Youth Advocate meetings receive a \$50 grocery certificate to help cover their food expenses.
- Community-Building Events: Youth participate in monthly community-building events, which are selected and planned by participants, and help participants develop a community of peers and adults.

Number and Type of Staff
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15 full time employees:

- Executive director
- Associate director
- Operations manager
- Supportive Housing Program manager
- Development associate
- Emancipation specialists (3)
- Youth advocates (3)
- Housing specialist
- Peer educator

- FYA coordinator
- Administrative assistant

### Program Successes

Within one year of entering First Place Fund, 95 percent of participating youth are employed, 77 percent of them receive their high school diploma or GED equivalent, and the overall rate of repayment of start-up housing micro-loans is 93 percent.

### ***Program History***

#### Start Date of Program

June 1, 1998

#### Partners Involved in Planning and Development

Affordable Housing Associates, East Bay Asian Local Development Corporation, Citizen's Housing Corporation, and Jubilee Restoration

### ***Program Funding***

#### Source(s) and Amounts of Funding Used in Development of Housing

First Place has worked with the Affordable Housing Associates to submit an application to the State Multi-Family Housing Program to fund a 76 unit development at 14<sup>th</sup> and Madison in downtown Oakland. First Place also receives other private and public funding.

#### Source(s) and Amounts of Funding Used in Program Operations and Services

Principle sources of funding for Program Operations and Services include the Oakland Fund for Youth and Children, the United Way Foster Youth Initiative, the California Wellness Foundation, Walter S. Johnson Foundation, and the Ashoka Foundation.

### ***Wisdom I Would Pass on from My Experience***

The Corporation for Supportive Housing is currently completing an analysis of supported housing program providers for youth. First Place was profiled in that document, which includes lessons learned by the program.

### ***Contact Information***

First Place Fund  
1755 Broadway, Suite 304  
Oakland, CA 94612  
(510) 272-0979  
[www.firstplacefund.org](http://www.firstplacefund.org)

**Bill Wilson Center  
Santa Clara, California**

***Program Overview***

Type of Housing

Scattered-site transitional housing.

Youth Served

Homeless youth and homeless young parent families. This group includes youth who have aged out of the foster care system and become homeless, homeless youth from the street or shelters, or youth who have fled abusive relationships (involving a family member or partner).

Age Range of Youth Served

18-22 years old

Bed Capacity

40 adults, 22 children

Residency limitations

Participants may reside in the program for up to eighteen months

Services offered

Ongoing independent living skills training; educational services; mental health services; drug abuse counseling; case management; financial planning assistance; medical services (including family planning); aftercare services; pre-employment training; job training; placement; and retention services; and counseling. Teen parents also learn parenting skills and are provided with long-term childcare (which continues after the family moves into permanent housing). Choices for Children, a primary partner of the project, provides subsidized childcare for all participants, which will allow these parents to obtain the educational, job skills, and employment needed to become self-sufficient.

Number and Type of Staff

15 full time employees:

- Program director
- Case manager at each of seven sites (7)
- House monitor at each of seven sites (7)

### Program Successes

Since the program began in 1995, about 12 youth a year graduate into permanent housing and maintain permanent employment. One or two youth a year usually maintain their education plan of attending community college and transferring to a four year college.

### **Program History**

#### Start Date of Program

Program started in October 1995 with two houses for single young adults and two houses for parenting young adults.

#### Partners Involved in Planning and Development

The initial program rented regular market apartments and houses and was a collaboration with Community Solutions, a nonprofit program in south Santa Clara County who provided housing and staff for two sites in south county and Bill Wilson Center provided housing and staff for two houses in central county. Once the program was established, Bill Wilson Center developed partnerships with Choices for Children for subsidized child care, NOVA for employment services, Center for Employment Training for job training, Second Harvest Food Bank for food, Wilson Adult Education for GED and high school classes, RISE for scholarships for job training and education.

### **Program Funding**

#### Source(s) and Amounts of Funding Used in Development of Housing

HUD and Dept. of Health and Human Services RHY—\$157,000 for leasing. Bill Wilson also receives other private and public funding.

#### Source(s) and Amounts of Funding Used in Program Operations

HUD and Dept. of Health and Human Services RHY—\$108,000. Bill Wilson also receives other private and public funding.

#### Source(s) and Amounts of Funding Used in Program Services

HUD and Dept. of Health and Human Services RHY—\$481,000 includes client support and staff salaries. Bill Wilson also receives other private and public funding.

### **Wisdom I Would Pass on from My Experience**

Be flexible about your program and always be willing to make adjustments in all areas of your program. Be willing to collaborate with a number of agencies—don't try to do everything on your own.

**Contact Information**

Bill Wilson Center  
3490 The Alameda  
Santa Clara, CA 95050  
(408) 243-0222  
[www.billwilsoncenter.org](http://www.billwilsoncenter.org)

## **Catholic Charities Home Base Transitional Youth Housing Program Napa, California**

### ***Program Overview***

#### **Type of Housing**

Transitional supportive housing. Clients pay program fees.

#### **Youth Served**

Young adults who are homeless or have recently been in the foster care or juvenile justice systems. All the participating youth must be employed or actively seeking employment, or if they are students, they must attend classes.

#### **Age Range of Youth Served**

Ages 18-25.

#### **Bed Capacity**

Four buildings with the capacity to house a total of 16-20 clients in the program in shared units.

#### **Residency limitations**

24 months. The average stay is about 18-20 months.

#### **Services Offered**

Young adults accepted into the program are eligible for:

- Supportive, shared and affordable housing;
- Training in independent living;
- Financial, educational, life skills and housing counseling through case management;
- Job training and workshops designed to help the young adults become independent, self-sufficient and successful adults;
- Drug and alcohol prevention and referrals; and,
- Weekly house meetings and monthly support groups.

#### **Number and Type of Staff**

- 1 program director

- 1 case manager
- 1 clerical assistant
- several volunteers

#### Program Successes

- Last year, 13 young adults successfully graduated from Home Base.
- Since the inception of the program 49 young adults have successfully graduated from Home Base

#### **Program History**

##### Start Date of Program

June 1, 1999.

##### Partners Involved in Planning and Development

28-member volunteer community board which included Health and Human Services, Napa county Juvenile Probation, Queen of the Valley Hospital, Non profit agencies providing services to youth. Parish partnerships include St. John the Baptist and Holy Family parishes.

#### **Program Funding**

##### Source(s) and Amounts of Funding Used in Development of Housing

In 2001 we were able to purchase a 6 unit apartment complex with the help of local government and private foundation. Funds were received from:

- The Wine Auction (\$300,000),
- Health Care for the Poor (\$100,000), and
- Napa County Trust \$99,100 (funds received from the County Inclusionary Ordinance).

Catholic Charities owns a 2 story Victorian house that has been used to house low income parenting young women and their children since 1996 in the downstairs portion of the house. These young women are ages 18–21 and have a history of foster care or juvenile probation. The upstairs apartments (2) are used in the Home Base program for single young women. Both groups participate in the Home base program with the exception of parenting training.

##### Source(s) and Amounts of Funding Used in Program Operations & Services

- The Wine Auction provided \$106,000 in start up funding

- Sisters of St. Joseph provided \$125,000 in rent subsidies for youth for start up. \$62,500 for year 1 and year 2.
- Queen of the Valley Hospital, Health Care for the Poor provided \$300,000. \$100,000 for each of 3 years.
- The Marin Trust provided \$25,000 for the 1st year.
- The Wine Auction provided \$75,000 for the 4th year.
- Presently we have a grant application pending for Chaffee funding for \$200,000 for each of 5 years. This is a renewable grant that must be applied for each year.
- Funds also raised through the Napa Counties Catholic Charities Regional Board.
- We receive \$10,000 per year from a private donor since 1999.
- Clients pay rent that support not only life skills but support the management of the property.

#### Wisdom/Lessons Learned

- After your project is up and running, maintain your collaborative group in ongoing monitoring and fund development of the program. Start early looking for continuing funding if you have multi year funding.
- Work with agencies that have an expertise in the fields of Drug and Alcohol, Mental Health, Job Training, etc. The collaborative effort provides the best service without one agency having to be all things to all people.

#### **Contact Information**

Home Base  
Catholic Charities  
Danda Winford, Director of Development and Communication  
Kealoha Keliikoa, Director, Housing Options  
707- 224-4403  
[www.srcharities.org](http://www.srcharities.org)



## **LaVerne Adolfo Housing Programs for Former Foster Youth Sacramento, California**

### ***Program Overview***

#### Type of Housing

- Scattered-site Permanent Housing where the rent is subsidized.
- Transitional Housing—two houses and one apartment complex.

#### Youth Served

Youth emancipating from Foster Care who are at risk of homelessness and former foster youth who are homeless.

#### Age Range of Youth Served

Ages 18–25 at the Transitional Housing Program.

#### Bed Capacity

- Transitional Housing: Two houses, one provides housing for 6 youth, another for up to 12 youth and one small apartment complex that houses 14 youth.
- Permanent Housing: 24 units of scattered-site apartments.

#### Residency limitations

- Transitional Housing: Up to 2 years.
- Permanent Housing: Permanent.

#### Services Offered

Both the Transitional Program and the Permanent Housing Program offer:

- Safe and stable housing
- Life skills
- Legal consultation
- Employment counseling
- Mental health counseling

- Educational services
- Trained mentors are on site 24-hours a day for support

#### Number and Type of Staff

Transitional:

- Two case managers—one for the apartment complex and a house and
- Eleven mentors who provide 24 hour-7 days a week oversight of each site (3)
- One Director

Permanent:

- Two service providers (12 youth each) with 3.5 case managers.
- Two directors

#### Program Successes

- From Transitional Housing, 10 youth graduated to permanent housing and 18 youth have obtained stable employment.

#### Program History

##### Start Date of Program

Transitional: January 2001

Permanent: July 2003

New Transitional: November 2003

#### Partners Involved in Planning and Development

The program is the result of two years worth of efforts by the Great Start Emancipation Collaborative, a unique consortium formed by the Sacramento County Department of Human Assistance, Department of Health and Human Services, Sacramento Training and Employment Agency and Casey Foundation, which includes the following partners:

- Sacramento County Department of Human Assistance (DHA);
- Department of Health and Human Services (DHHS);
- Sacramento Employment and Training Agency (SETA);

- Sacramento Housing and Redevelopment Agency (SHRA);
- Volunteers of America (VOA)
- Transitional Living and Community Support (TLCS)
- Lutheran Social Services (LSS)
- Casey Family Programs (CFP); and
- Community based organizations.

**Program Funding**

**Source(s) and Amounts of Funding Used in Development of Housing with Services**

Transitional Housing:

- HUD HOME funds, administered by SHRA, of up to \$500,000 allowed Mercy Housing California to purchase a house and lease it to the program on a 7-year renewable lease.
- North Highlands Community Church leases the apartment complex to the program on a 7-year lease.
- One house is owned by the Project Sponsor, VOA, and services are funded by HUD and VOA

Permanent Housing:

- Permanent Supportive Housing is funded by HUD Supportive Housing Program funds and Welfare to Work funds administered by DHA.
- HUD -- Shelter + Care
- HUD -- Housing Choice Vouchers

**Source(s) and Amounts of Funding Used in Program Operations**

Transitional:

- Federal Chafee Independent Living Funding, one-third housing allowance—\$300,000
- Up to \$500,000 in Welfare to Work funds administered by DHA for Transitional and Permanent Housing.

Permanent:

- HUD Supportive Housing Program—\$490,071
- Up to \$500,000 in Welfare to Work funds administered by DHA for Permanent and Transitional Housing
- Shelter + Care
- SHRA has “set aside” for HUD Housing Choice vouchers

Source(s) and Amounts of Funding Used in Program-Related Services
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- CFP and SETA fund employment and educational services
- Tobacco Litigation funds legal services

***Wisdom I Would Pass on from My Experience***

- Be inclusive in planning—include school districts and other youth services providers.
- Be creative in finding funding sources.
- Be realistic about the services that are needed for the population to be served.
- Collaborations are hard to maintain, but worth the work required.

***Contact Information***

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## **Orangewood Rising Tide Community Orange County, California**

### ***Program Overview***

#### **Type of Housing**

Transitional housing at two sites. There are a total of 162 units. Youth occupy 10% of the apartments in the building, 15% are occupied by very low income individuals and families, 50% by low moderate income, and 25% by those of any income level.

#### **Youth Served**

Emancipated foster youth.

#### **Age Range of Youth Served**

18-21 years old

#### **Bed Capacity**

Two complexes which can house up to 18 in each complex for a total of 36 beds.

#### **Residency limitations**

18 months with possible extensions. Youth have the option of remaining in the complex when they graduate from the program.

#### **Services offered**

- Work with a case manager who assists them in developing and managing a plan to achieve their goals
- Receive an apartment with reduced rate rents
- Are matched up with a trained mentor
- Receive assistance in finding a livable wage job
- Are given the opportunity to participate in a savings matching program that matches dollar for dollar the money they put into a savings account up to \$50/month
- Have access to counseling resources
- Are provided the opportunity to participate in spiritual life development workshops
- Become part of the Rising Tide community through regular meetings, meals, outings and trips

- Receive employment assistance
- Receive transportation assistance
- Receive ongoing training in daily life skills

Number and Type of Staff

- On-Site Coordinator/Resident Advisor for each site
- Case manager for each site
- Part-time mentor coordinator
- Mariner's Church helps recruit, train and match mentors with youth

Program Successes

Orangewood recently implemented a scholarship fund that will cover living expenses and tuition for youth attending junior college. Between 80-90% of current youth tenants have taken advantage of this fund and are now in school.

**Program History**

Start Date of Program

The program is 10 years old.

Partners Involved in Planning and Development

- Property Developer: Rising Tide is a group of business leaders who wish to improve the outcomes for youth leaving the foster care system by contributing their resources to help facilitate the growth of this joint venture. The group brings particular expertise in the development of housing resources and the financial means necessary to help make this a reality. These individuals receive no compensation or other benefit from their participation in this joint venture other than the satisfaction of seeing foster care youth achieve successful independence.
- Service Provider: Orangewood Children's Foundation, a 501(c)(3) nonprofit organization, has been providing services to emancipating foster youth for over 10 years and has been designated by the County of Orange as the central contact point for multiple services for these youth. The Foundation is responsible for providing leadership to the Rising Tide joint venture to ensure that all partners work effectively together to provide the best possible services to the youth under its care. Orangewood is also responsible for day-to-day program operations.
- Service Provider: Mariners Church Lighthouse Ministries makes a unique contribution to this partnership includes one-on-one mentoring, independent living skills training, counseling and spiritual development. With a 10,000 member congregation and substantial history of

working with services for abused children, Mariners brings a large pool of volunteers, experience and resources to the partnership.

### **Program Funding**

#### **Source(s) and Amounts of Funding Used in Development of Housing**

- \$1,000,000 to \$2,000,000 is needed as equity for each \$6-10 million multi-family housing complex
- Generally, a property will achieve a significant reduction on property taxes because affordable housing units are property tax-exempt

#### **Source(s) and Amounts of Funding Used in Program Operations**

Even with the rental structure, the building produces revenue in excess of expenditures required to retire the debt and operate the complex. This is possible through effective property management, savings on financing costs, and a partial exemption from property taxes. The revenue in excess of expenditures subsidizes operating costs.

#### **Source(s) and Amounts of Funding Used in Program Services**

As stated above, the revenue in excess of expenditures subsidizes services costs including salaries of an on-site coordinator and case manager as well as reduced rental rates.

### ***Wisdom I Would Pass on from My Experience***

Orangewood Rising Tide Community speakers will discuss this in their presentation today.

### ***Contact Information***

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# 11. Youth Supportive Housing Guides

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The Corporation for Supportive Housing has two publications available on its web site to assist programs in developing supportive housing for youth, described below. Also please visit the web site to access additional publications covering the spectrum of issues confronted by supportive housing developers and providers from responding to community concerns, to fair housing laws, to operational issues.

## Youth Supportive Housing

This document includes an assessment of the need for housing youth and overviews of current funding and legislative issues, existing models (especially transitional housing), and public policy recommendations, along with brief summaries of existing projects.

## **NEW: Housing Youth: Key Issues in Supportive Housing**

Intended as a complement to the document noted above, "Housing Youth" is primarily an exploration of issues specific to permanent housing with an emphasis on the nuts and bolts of designing and operating supportive housing targeted toward young people. This tool aims to stimulate thinking about the unique strengths and needs of homeless youth and young adults, so that these factors can inform decisions about housing models, service packages, staffing, property management, tenant selection, and funding. The following are part of this tool as well:

## Project Profile

**[Sample Policy on Drug and Alcohol Use](#)**

**[Sample House Rules](#)**

**[Sample Lease](#)**

**[Sample Resident Assistant Job Description](#)**

**[Sample Third Party Agreement](#)**

To access this document:

1. Go to [www.csh.org](http://www.csh.org)
2. Click on "Resources" from the menu toward the top of the screen
3. You'll see a "Top Ten Documents" list on the right hand side of the Resources page
4. Click on the "Youth Supportive Housing" document, and link your way to the documents listed above.





## 12. Profiles of Existing Supportive Housing Programs for Youth and Young Adults

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*These profiles are excerpted from CSH's Youth Supportive Housing Guides, described in the preceding document. Note that some of the information is now dated.*

### **Booth Brown House Services, Minneapolis, MN**

The Salvation Army's Booth Brown House Services will be among the first Foyer housing programs in the United States. (The Foyer movement is one of the UK's largest providers of youth housing. By integrating training and job search, personal support and motivation with a place to live, foyers provide a bridge to independence and a chance for young people to realize their full potential.) Scheduled to open in November of 2003, it will provide housing, support and employment training to young people aged between 16-21 years (upon intake) who are striving to achieve independent living. The goal of Booth Brown is to provide an affordable living arrangement, which fosters independence, self-sufficiency, self-esteem and employment opportunities, so that when young people move on, they will have the skills to sustain independence.

The project is sited in a building owned by the Salvation Army (SA), which serves as the developer, primary service provider and property manager for Booth Brown. The Salvation Army's shelter for underage youth is co-located in the same building. Booth Brown is currently comprised of ten efficiency apartments, complete with kitchenette and bath. In the future, the SA has an eye towards adding eight additional units to the project, all of which are located in an adjoining building.

Tenants will sign a month-to-month lease and will be responsible for paying 30% of their gross income in rent. Upon moving in, each tenant will work together with their case manager to develop and implement a career and independent living plan. Program requirements will include 1) upholding the responsibilities of the lease; 2) abiding by house rules; 3) and making progress on their independent living plan. There are no time limits on the program; youth may stay in the program as long they are fulfilling their program requirements. Likewise, they may leave when they are ready to do so.

**Target Population** Booth Brown is designed to serve the following: young people leaving home for the first time, youth who have not stabilized in out of home placement, youth from broken or dysfunctional homes, youth aging out of foster and/or shelter care, youth lacking parent/family support systems and homeless youth. It may be an ideal program for youth who must exit a transitional living program due to time limits, but who may benefit from ongoing support. Youth in crisis or high need; i.e. youth with serious behavior problems, antisocial behavior or ongoing/untreated substance abuse are not appropriate referrals for this project.

**Referrals and Eligibility Criteria** Referrals to the project can be made from county agencies, community-based organizations and schools. Booth Brown will also take family and self-referrals. Eligible applicants must have: 1) an ability to maintain housing with minimal supervision; 2) a desire to create healthy support systems for themselves; 3) demonstrated potential to increase income, engage in education or training or pursue employment; 4) a desire to live in a drug and alcohol free apartment building; and 5) willingness to work with staff to plan

and achieve goals. While motivation will be common criteria for all tenants, Booth Brown will strive to select tenants with varying levels of need for services. A primary characteristic of the foyer model is to integrate youth who are considered to be low, medium and high functioning and who need a range of support, from minimal to intensive services. Experience has shown that youth and young adults in such an integrated setting can positively affect each other's healthy growth and development.

**Service Package** The service package will emphasize case management, vocational training, job placement, education and independent living skills development. It will also include health and legal services; cultural, spiritual and recreation services and aftercare. Youth may be involved in peer-to-peer mentoring relationships; they may also participate on a tenant's council.

**Staffing** The program will be staffed 24 hours a day, 7 days a week by a team of 7-8 fulltime staff including several Resident Assistants, a Rent Administrator/Property Manager, a Case Manager and a Program Director. Once the 8 additional units are added to the project, the Salvation Army hopes to add 2 additional positions: A Vocational/Educational Specialist and a Youth Developer, the latter of whom will focus on independent living skills training.

**Financing** The Salvation Army received private funding from an anonymous donor that has covered the full cost of building renovation, with a sufficient amount remaining to cover the cost of operating the project for two years. While there is a possibility that the donor may continue supporting the project beyond this initial generous investment, the SA has been exploring funding sources to pick up operating and service costs in year three and beyond. Potential sources include Section 8 vouchers, and private foundations, including United Way. While 100% private financing to date has meant that Booth Brown has had to deal with few funder-imposed restrictions, its potential reliance on public sources of funding has made it critical for the SA to be aware of the requirements of these sources should they need to turn to them in the future.

### **Central Community Housing Trust/YouthLink, Minneapolis, MN**

Archdale Apartments is a youth supportive housing project in Minneapolis that provides 30 affordable housing units for formerly homeless youth, aged 16-20. Central Community Housing Trust (CCHT) is the developer and YouthLink, a non-profit youth development agency, is the project's new service provider.

The building design consists of 30 efficiency units, each equipped with a full kitchen and bathroom. Seventeen of the units are permanent housing with project-based Section 8 and 13 of the units are transitional housing units. There are an additional seven scattered site units that are part of the transitional housing program. Four of the transitional units at the Archdale and all of the scattered site units serve teen parents.

Supportive services at the Archdale consist of case management, instruction in independent living, and extensive employment and training services. Residents work closely with staff to devise individual case plans to meet their self-sufficiency goals. Youth are expected to be employed or in school unless they need reasonable accommodation of a disability. The program's intensive staffing pattern includes three Independent Living Skills Counselors, each of whom carries a caseload of approximately ten residents and runs Life Skills classes. In addition, there is 24-hour supportive staffing, which provides overall supervision, trouble-shooting, and monitoring of resident behavior. Residents in the transitional housing units participate in the onsite supportive services program. Residents who transfer from transitional housing or move directly into permanent housing receive six months of supportive services.

YouthLink, which began services at the program on March 1, 2002, is bringing resources from its drop-in center, HIRED, to Archdale residents. An employment counselor from HIRED is working with residents struggling to maintain employment. Cultural and recreational activities are available through the Kulture Klub. A computer resource room is available for GED studying and online research.

The Archdale, in its six years of operation, has experienced major transitions, most recently with the change of social service providers. The Archdale has also had frequent turnover of property management companies. As a result, a lot of attention is being given to increasing the joint decision-making process between the social service provider and the property management company. Additionally, the Archdale needs to secure additional funding to sustain the operating costs of the property in order to remain open.

CCHT, St. Barnabas, Episcopal Diocese of MN, Allina Foundation, and others are working together to create an affordable housing project focused on youth, St. Barnabas. The project is proposed as a 52-unit housing project to be built in downtown Minneapolis. St. Barnabas will consist of efficiency units, ranging from 280 to 400 square feet, each with its own kitchen and bathroom facilities. There will be shared community space and programming space in the garden level of the building, and a green space for outdoor activities.

Thirty-nine of the units at St. Barnabas are expected to serve those youth, 16-21 years old, whose family is unable or unwilling to provide housing. This program will provide independent living skills and supportive services in conjunction with affordable housing. YouthLink, a non-profit provider of outreach, shelter and transitional housing services for homeless youth, will provide on-site support services at St. Barnabas.

### **Common Ground Community/Good Shepherd Services, New York, NY**

Over the past year, CSH has worked with Common Ground Community (CGC), a leading supportive housing provider, and Good Shepherd Services (GSS), a prominent social service and youth development agency, to develop a *Foyer* in New York City. CGC's expertise in providing supportive housing for single adults will be instructive as they partner with the child welfare system. This nationally recognized developer owns and operates the Times Square and the Prince George supportive housing residences.

Good Shepherd Services currently runs a variety of citywide residential and foster care services, including several diagnostic and residential treatment centers for adolescents. GSS's experience operating supportive independent living programs will provide an invaluable contribution to the ultimate success of the program. Based on the European *Foyer*, the CGC/GSS proposed program would assist 40 older teens and young adults to gain the skills and confidence necessary for long-term success in education, employment, and positive family and community life. The initial program design adapts a hallmark of the European *Foyer* – the integration of youth who need a range of support, from minimal to intensive services. The proposed program will serve youth between the ages of 18 and 24 who require transitional supportive housing – adolescents who have aged out of child welfare services, runaway homeless youth, a small percentage of homeless youth with mental or physical disabilities, and a few college-age students who will act as mentors. The apartments will be efficiencies and shared apartments.

A primary goal of this initiative will be helping young people develop the skills necessary to prevent homelessness as adults. To this end, the *Foyer* will integrate services that have

traditionally been provided separately and without a vision for meeting the needs of young adults who are at a critical stage of growth and development. The *Foyer* will maintain an open-door policy for former residents – that is, vocational, educational and employment support will be offered to graduates who are successfully living independently and want to continue utilizing the Foyer's vocational resources.

As of April 30, 2002, CGC has purchased a building located in the Chelsea section of Manhattan. HPD has committed a total of \$17.5 million for the project, NYS HHAP has conditionally awarded \$5.4 million and The Federal Home Loan Bank of New York has awarded \$1,000,000. The building has just over 200 units of housing in total, of which 10 are suites, located in a distinct arm of the building. The *Foyer* will be located in these suites, each containing 4 bedrooms (one person per bedroom), two bathrooms and a kitchenette. GSS has received a HUD services grant to serve the 40 youth. The project is slated to open in spring 2003.

### **Discipleship Outreach Ministries, Inc. (DOMI), New York, NY**

Discipleship Outreach Ministries, Inc. (DOMI) was the first provider in New York City to recognize the need for permanent supportive housing for homeless young adults. DOMI operates a 30 unit permanent supportive residence for youth/young adults located on Henry Street in Red Hook, Brooklyn. The residence at Henry Street was conceptualized as an outgrowth of Discipleship's experience running a six-month transitional housing program for homeless youth known as *Turning Point*. Frustrated by the lack of permanent affordable housing in New York City – particularly, supportive housing available to young adults – Discipleship decided to design and develop a permanent supportive residence for the young graduates of their program, as well as for homeless youth referred directly from both the Department of Homeless Services (DHS), the community, and the Department of Probation and Correctional Alternatives. The residence opened its doors in January 1996 and reached full capacity within three months.

Capital funding for the project was provided by HPD with additional financing from low-income housing tax credits. While the Henry Street residence is funded as *permanent* supportive housing, the programmatic goal of the project is to assist youth/young adults in establishing themselves as self-supporting, gainfully employed adults within a five year time period. While the program's goal is to facilitate the residents' eventual move and integration into the community at large, Henry Street is not "transitional housing" in the traditional sense of the term because it is not time-limited.

Residents have a lease, maintain their apartments independently, and assume all the rights and responsibilities concomitant with tenant-based housing. The distinguishing feature of Henry Street is that the social services staff is on-site to help the young residents maintain financial and emotional stability and ultimately attain self-sufficiency – at their own pace.

Henry Street's service model is structured around the goals of employment and self-sufficiency. Thus, the program is geared toward young adults who are employable and can live independently with minimal to moderate support. Eligible residents are youth aged 18–25 who are homeless or at risk, and do not have a major psychiatric or physical disability. The young adults are encouraged to work and, if unemployed or interested in higher education, referred to Discipleship's Career Placement Program. Monthly meetings of the Tenant Association serve as a forum to discuss community issues, resolve conflicts and share resources.

While the Henry Street residence was not designed to work with youth/young adults with “special needs” (i.e., mental retardation, mental illness, substance use/abuse, HIV/AIDS), some residents do have intensive needs that were not necessarily identified during the screening/admission process. The Director estimates that, if the population were to be categorized in terms used by *Foyer* (high, medium and low needs) 10 percent of the residents would be considered high need (DSM IV Axis I diagnosis), 50 percent would be low need (career/educational advisement, general case management), and the remaining 40 percent would be medium need.

The length of time a young adult spends at Henry Street is largely determined by the resident’s progress in meeting the goals outlined in his/her individualized service plan. The average length of stay is approximately 2–3 years, although some residents (about 30 percent) have been at Henry Street for over five years and a number of residents have left within six months (usually as a result of rent arrears or criminal activity).

Like all newly established programs, the Henry Street residence has undergone a variety of “growing pains” since its inception. The primary challenge has been financial viability due to both project financing and a greater than anticipated problem with rent arrears. A lean operating and services budget (primarily comprised of \$75,000 SRO support subsidy) and long-standing challenges enforcing rent collection have contributed to a financial deficit.

Henry Street’s financial status has contributed to its struggle with staffing issues. Currently, the full-time social services staff consists of only two full-time employees: the Director and the Case Coordinator. Lack of clinical staff on-site and a vacant Activities Coordinator line (closed for over a year due to lack of funding) exacerbate other programmatic challenges in working with the youth/young adult population. According to the Director, the primary challenges have been: substance use/abuse among the residents, undiagnosed mental health problems, and the difficulty in generating internal motivation among the residents to participate and follow-through in off-site programs.

Despite the challenges outlined above, the Director is a committed, creative person who has been able to strengthen the program through well-established ties with community agencies and Discipleship’s own assortment of off-site social services and career training programs. In an effort to create an atmosphere of belonging and congeniality, the Director has hired an AmeriCorps\*VISTA staff person to resume some of the responsibilities of the previous Activities Coordinator. In addition, the Director has been able to integrate the Building Superintendent as a central part of the staff. Despite these creative alternatives, the Director believes that increased service funds would allow him to improve the program’s outcomes. In late 2001, they were awarded \$100,000 in funding for employment services.

While Henry Street continues to face a variety of fiscal and staffing challenges, for the most part, the majority of the youth/young adults are stable and working. The few residents who are mentally or physically challenged are not management problems and a number of “problem” residents have recently been evicted. More clinical staff and an effective property management system would strengthen the program and steps in this direction have been made. The ongoing challenge is to balance the program’s ability to create opportunity and nurture youth/young adults who might not make it unless they were in a supportive environment with the need to maintain the project’s financial viability. The tenancy and substance abuse issues that Henry Street has encountered highlight a number of issues that others should consider in their own program design for future youth supportive housing initiatives.

### **Edwin Gould Academy/Housing and Services, Inc., New York, NY**

Interest in the *Foyer* in New York City has catapulted other groups into action. One such group, the Edwin Gould Academy, is currently in the pre-development stage of a 51-unit permanent supportive housing project for homeless older youth/young adults, to be located in East Harlem. Edwin Gould, a co-educational residential school for adolescents in the foster care/juvenile justice system, has partnered with Housing and Services, Inc. (HSI), a not-for-profit developer of housing for homeless, low-income, and elderly individuals.

The residence will have 32 studio apartments for singles; 16 one-bedroom units, primarily for pregnant and parenting single parents; two 2-bedroom units, and a live-in superintendent's 2-bedroom apartment. Half of the residents will have incomes no greater than 30% of median income; the other half will have incomes no greater than 40% of median. The first floor of the residence will house services for the young adults, and staff offices. Anticipated services include counseling, peer support groups, educational and vocational placement, career counseling, employment and training referrals, and mental health and substance abuse counseling and treatment referrals. Referrals will come from the Academy, the City's Administration for Children's Services, and other non-profits that work with homeless youth.

Edwin Gould has received a pre-development loan and they have preliminary site control for the land, contingent on completing capital financing for the project. To date, they have funds committed from: NYS Homeless Housing and Assistance Program (\$3,675,000), and Low-Income Housing Tax Credits (estimated at \$491,965 annually over ten years, expected to generate \$3,864,123 in private investor equity). Additionally, HIS submitted an application on behalf of the Academy for a Federal Home Loan Bank's Affordable Housing Program (\$500,000 grant). Total project development costs are estimated at \$8,539,123; Edwin Gould is currently seeking an additional \$500,000 in equity to complete the necessary financing.

Operating and service funds are expected to come from a combination of rents paid by the residents (at 30% of their income); a \$300/month Independent Living Housing Allocation provided by ACS for residents still in the foster care system; and the Section 8 vouchers set-aside for youth aging out of foster care. Some service funds are yet to be raised, with hopes of accessing TANF funds.

### **Ellis Street Apartments, San Francisco, CA**

Developed through a partnership between Larkin Street Youth Center and Tenderloin Neighborhood Development Corporation, Ellis Street apartments provide permanent affordable housing, coupled with an array of support services, to 24 homeless youth and young adults many of whom are dually or triply diagnosed, and many of whom only recently exited street life. Six of the 24 studio units are set aside for youth who are diagnosed with HIV/AIDS. The mission of Ellis Street is to provide young people with a supportive, safe environment in which to build assets, advance their careers and fully prepare themselves for independent living.

**The Site** The property was an un-reinforced masonry building, which sustained a fire in 1997 and was rehabilitated by the Tenderloin Neighborhood Development Corporation. In addition to the 24 studio units, the ground floor houses a service staff office and the Resource Center. The building was open for occupancy in December 2001.

**Service Package and Service Environment** On-site services include case management,

employment services, residential guidance and independent living skills training. Off-site services, many of which are provided through Larkin Street, include education, medical care, HIV/AIDS services and recreation. An on-site resource center, modeled after a job search or business center, is equipped with computers, fax machines and Internet service. Resident Advocates staff the resource center; the Vocational/Educational Specialist also spends a portion of his/her two-thirds time hours in the center 2-3 times per week. In addition to meeting practical needs, the resource center has proven to provide an entry to more intensive service engagement for many tenants.

Ellis Street is based on a voluntary service model and the level of service engagement varies tremendously from tenant to tenant. While all tenants engage in service, some do so on an infrequent, as needed basis and others engage intensively. Highly individualized treatment plans, developed in partnership between staff and tenants, focus on goal-oriented, time-limited accomplishments in order to help youth develop a sense of achievement and progress.

The project uses a harm reduction approach to substance use and does not require abstinence from drugs or alcohol to maintain tenancy. House rules do specify however, that the drinking of alcoholic beverages is not allowed in the lobby, hallways, stairs, any common area or in front of building. They also remind tenants that the drinking of alcoholic beverages is illegal for persons under 21 years of age.

In keeping with Section 8 criteria, if a tenant does not have income, they pay \$8 in rent. There is concern that for some youth, particularly those who move into Ellis Street directly from the streets, this creates a system of dependency and disincentive to work. Thus far, approximately 60% of Ellis Street tenants do work and approximately 85% have income through employment or entitlements. While some tenants have demonstrated less incentive to secure or maintain jobs, for others a "need more" phenomenon eventually kicks in. Tenants learn that in order to get the things they want, like clothes and hi-tech equipment, they do need an income. Nevertheless, given the fact that the current rental structure is for some counter-productive to the intention of the program to support tenants as they move towards self-sufficiency, many project staff members would prefer a minimum rent requirement that is more in keeping with reality, but still affordable for young people.

**Staffing** Staff include 1 on-site Property Manager, 1 full-time Case Manager, 1 part-time HIV Case Manager, 1 two-thirds time Vocational/Educational Specialist and 2 part-time Resident Advocates. The resident advocate positions are time-limited (1-year) peer positions filled by tenants living in the project. Their job responsibilities include: advocating for their peers, staffing the on-site resource center, facilitating community meetings and peer groups, creating a resource guide, and coordinating events and outings.

**Project Outcomes** While there are no time limits for tenancy, Ellis Street was designed to house youth and young adults for 1-5 years, or as long as needed to build the skills necessary for achieving and sustaining independent living. The project's experience with turnover illustrates the importance of re-defining the interpretation of turnover rates in youth supportive housing. In its 21 months of operation, Ellis Street has seen a 37% turnover rate. Only three of these turnovers, however, resulted in 'negative' outcomes; most were connected to 'positive' outcomes: young people left the project to go to school, move back home, or move in with friends. 'Positive' turnovers have been experienced most consistently with youth who come to Ellis Street from transitional living programs. In addition to informing an understanding of 'positive' turnover, Ellis Street's experience has also made it clear that it is very important to take into consideration the impact of turnover and rent-up on rental income.

**Financing** Services at Ellis Street are funded through the State of California Supportive

Housing Initiative Act (SHIA). Rental subsidies are in place through the McKinney Section 8 Moderate Rehabilitation Program. Additional financing came from Housing Opportunities for Persons with AIDS (HOPWA) and the Low Income Housing Tax Credit Program.

**The Partners** Larkin Street, the service provider, has over 19 years experience developing and providing services and programs that meet the immediate and long-term needs of homeless and runaway youth. In addition to Ellis Street, Larkin's housing programs include an emergency shelter for under-age youth, a shelter for over-age youth and young adults, a licensed group home, a transitional living program and the nation's first and only licensed residential care program for young people living with disabling HIV disease. Additionally, Larkin Street operates a full continuum of non-residential direct services, including: education and employment services; health care, mental health and substance abuse services, and a community arts program.

Tenderloin Neighborhood Development Corporation (TNDC), the housing developer and on-site property manager, has over 17 years experience in affordable housing development, property management and social service delivery. TNDC has acquired and completed major rehabilitation of 15 buildings, comprising over 1,060 units, and provides technical assistance to other nonprofits in developing low-income housing. TNDC currently manages 12 properties, totaling nearly 700 units.

### **Fred Finch Youth Center, Oakland, CA**

In 2000, the Fred Finch Youth Center (FFYC) opened Coolidge Court, an 18-unit permanent supportive housing program for 18–24 year olds who have aged out of foster care and/or have significant mental health issues. Believed to be one of the country's first low-income housing developments for young adults with psychiatric disabilities, Coolidge Court opened through a combination of private and public funds, including support from the HUD Section 811 program, the City of Oakland, the Alameda County Division of Behavioral Care's Early Prevention, Screening, Diagnostic and Treatment Program, and CSH.

Through intensive case management, FFYC offers Coolidge Court tenants the support and assistance they need to access existing community resources. The goal is to increase their self-sufficiency and to assist their transition to independence. Although the primary focus is on low-income young adults between the ages of 18 to 24 who are at risk of homelessness, Coolidge Court complies with HUD requirements that prohibit age discrimination.

FFYC was founded as an orphanage in 1891, and has been providing a continuum of high quality mental health and social services programs for the care and treatment of severely emotionally disturbed children, adolescents, and young adults, and their families.

The staffing of Coolidge Court includes a full-time case manager, and a half-time case manager/independent living counselor. Unfortunately, FFYC has not been successful in its efforts to convince Alameda County to continue to provide funding. CSH and other nonprofit agencies have been engaged in an ongoing effort to convince the County to invest in, and increase local government support for, services in supportive housing. To date, this effort has not been successful. Because EPSDT funds are only available to persons who are 21 or younger, to the extent that tenants age in place, it is likely that over time fewer and fewer will be eligible for the EPSDT support. Therefore, it is important that, over time, other sources of



services funding be identified. Efforts to work with the County will continue, as well as efforts to seek funding through the State's Supportive Housing Initiative Act.

### **Growing Home/RS Eden, St. Paul, MN**

Early in 2001, Growing Home and RS Eden collaborated to plan the development of a 12-unit supportive housing program for youth with serious emotional disturbances preparing to emancipate from foster care. Seventh Landing will be new construction, designed for this project. Growing Home, the service provider, is a therapeutic foster care agency that provides out-of-home care to children and youth in the Twin Cities, who are at risk of institutionalization or homelessness. The agency also provides care throughout the state of South Carolina. RS Eden is the project developer and will provide the property management for the project. Closing and groundbreaking for the two-story building, located in St. Paul, is expected in mid-July 2002. The design includes a Resident Manager's apartment, community space, and a Resource room (computers, library, and vocational/training/employment resources) on the first floor.

One-third of the first floor will be leased to a business proprietor of a popular restaurant, the Mildred Pierce Café, with two locations in St. Paul. The proprietor will open a satellite catering kitchen in the building, renting approximately 1,500 square feet. This is a promising opportunity for Growing Home, as the proprietor currently employs at-risk youth and plans to provide training/employment opportunities to interested youth in the Growing Home residence. The CSH Minnesota Office and RS Eden are working with the proprietor to develop the financing for the commercial kitchen.

In preparation for this project, the Youth Development Director of Growing Home has had conversations with more than a hundred at-risk and homeless youth in shelters, foster homes, and the streets. The predominant concern expressed by the youth is their lack of connection to anyone, as the only significant adults they have in their lives are social workers (who eventually leave). It is this sense of isolation and lack of support that has led Growing Home to focus on "building community." As such, the program will supplement the standard independent living skills curriculum (budgeting, money management, household maintenance, elemental resume writing and employment skills) with opportunities for youth to build a support network of peers in the program and adults through the use of mentors. Youth will be supported in "giving back" to the community through a variety of service opportunities appropriate to each youth's interests and skills. The program will provide youth with individual and group supports that promote interdependence and community building. They will receive community-based mental health services (an estimated 90 percent have mental health diagnoses) within the context of a strength-based holistic service model. There will be one full-time social worker assigned to provide supportive services and case management for the youth at Seventh Landing.

All of the services and interventions to be employed are based on an adaptation of the "Circle of Courage," a model for "reclaiming" at-risk youth, which is derived in part from the Native American medicine wheel and developed by long-time youth work/education professors at Augustana College. This strength-based model is rooted in a holistic approach to youth development, the objective of which is to "restore value to our kids" by focusing on four major developmental tasks:

- *Belonging* – connectedness and relationship building (including family, cultural and ethnic identity and community connections)

- *Knowing* – skill building and recognizing that individuals have the capacity to learn; developing mastery of skills
- *Becoming* – future focus; developing an internal locus of control; taking on responsibility for selves and treatment; knowing that their future can be positive
- *Giving* – giving back to the community; creating the expectation that youth in care can help others

Growing Home received a grant from the Bush Foundation to pilot an innovative assessment tool which utilizes creative interviewing techniques to elicit information from youth about the four spheres described above. The service model also includes an extensive mentoring program, believing passionately that adult mentors play a critical role in optimal youth development. Capital financing for the model, totaling \$2,893,900, has been secured from a number of sources: HUD-SHP funding, the Federal Home Loan Bank, MHFA, Ramsey County Endowment Fund, Star Program and the City of St. Paul. Operating reserves are part of the capital budget. Project-based Section 8 has been granted for all twelve of the units, and will be the primary source of operating funds.

Growing Home is currently seeking service funding. A small amount of service money will come from HUD, as Seventh Landing was the number one ranked project in the Ramsey County Continuum of Care Application and was thus granted \$100,000 above what was requested for capital. The excess funds must be used for services and will likely be distributed over a three-year time period. A variety of other sources, primarily private foundations, are being explored, including three that have supported Growing Home's development of mentor orientation materials that will be used at Seventh Landing. Chafee Foster Care Independence Act funds will also be pursued to find support. The project's commercial component, the satellite kitchen, will be financed separately. The project is expected to open in mid-2003.

### **Institute for Community Living, New York, NY**

Several years ago, the Institute for Community Living (ICL), a well-respected, well-established mental health and supportive housing provider in New York, received a grant from the state Office of Mental Health (OMH) to house approximately six young adults aged 18 to 22 in its 100th Street/Broadway Residence; this adult CR/SRO traditionally served adults only. ICL coordinated the transfer of three young men and three young women from a local Residential Treatment Facility (RTF), a highly restrictive, treatment-intensive residential facility that serves youth with psychiatric disabilities, into permanent placement at the 100th Street/Broadway Residence.

CR/SRO is a hybrid model of permanent, congregate (apartment building style) housing designed to serve residents with significant mental health needs, licensed and funded by the State Office of Mental Health and operated by nonprofit organizations. Services are more intensive than those offered in supportive housing, but unlike Community Residences, participation is not mandated. They include 24-hour staff coverage, meal plans offered in an on-site dining area, assistance with basic living skills, money management, case management, crisis intervention and recreational activities.

What occurred was something of a generation clash. Essentially, the existing chronically mentally ill adult residents (the majority of whom were between the ages of 30 and 50) were

intimidated by the younger residents, who were, for the most part, healthy, active, vibrant, and often seen as aggressively intimidating. Over time, the younger adults increasingly engaged in typical age-related “acting out” behavior (physical posturing, fights, loud music), most likely as a result of the drastic change in their lives (i.e., the move, the exposure to chronically mentally and physically ill adult neighbors). In addition, the young adults seemed to be frightened by the chronic nature of the illnesses in the older residents.

Lessons learned from this experience should prove instructive to other mental health providers venturing into the field of youth supportive housing. ICL’s experience is supported by research indicating that “young adults with mental illness do not typically do well in service settings designed for the general adult mentally ill population. Their high energy level and lack of basic living skills make those programs a poor fit for these clients. A supervised setting designated for youth only – that is, separate and distinct from supportive housing for adults – is the recommended model to meet the housing, social, and psychological needs of older adolescents “aging out” of residential treatment facilities.

The research and anecdotal reports from providers serving youth with mental illness indicate that a small separate setting (maximum 24 youth) is an ideal model. Supportive housing programs for youth/young adults with mental illness should be more staff intensive than standard adult supportive housing programs, particularly at the outset. It is also recommended that supportive housing projects for mentally ill youth establish a strong connection to a community-based referral source so that the housing becomes something of a continuation of those programs, and supports the transition to adulthood during the critical years of 18-25.

### **Life’s Missing Link/RS Eden, Minneapolis, MN**

Lindquist Apartments is a collaborative effort of Life’s Missing Link, Inc. (LML) and RS Eden, Inc. The project will develop 20 efficiency units of safe, affordable housing for young adults, ages 16-21, who are homeless and have disabilities, including youth who currently live on the street and those in emergency shelters. All 20 housing units will include private bathrooms and small kitchens to ensure that the residents experience independent living. Office space will house a full-time Housing Services Director, two full-time Support Services Case Managers, one full-time Residential Counselor/Community Liaison, and several part-time weekend/evening staff for 24-hour coverage of the front desk. There will also be office space for a full-time property/site manager and one full-time maintenance person. Each resident will have their own private apartment but will also have access to shared spaces that provide opportunities for interaction: a large living room, a laundry room, computer lab, exercise area, storage space, a community room for meetings, program activities and neighborhood use, and outdoor courtyards.

Lindquist Apartments will help to promote the transition to self-sufficiency living, reduce dependency on entitlements and institutions, increase personal accountability, reduce recidivism, and increase a sense of positive community involvement for program participants. The Health Realization Model of Prevention and Treatment (also called Psychology of Mind) will be at the core of the service plan for our residents. Health Realization is a simple, common sense, eminently practical way of teaching people the relationship between their thinking and their experiences. It does not tell people how to think or what to think – it simply gives them an “owner’s manual for the mind.” Thus, they are able to tell when their thinking is in their best interest and when it is not.

The key to the success of this project is providing an aggressive support service strategy the young adults need to become productive and independent members of the community. Two

Support Service Case Managers will provide assistance and guidance in job training, job placement, GED classes, alternative educational opportunities, and chemical dependency treatment. LML has established a strong network of resources and referral relationships in these areas. Residents will be encouraged to include other goals in independent living skills such as parenting education, emotional or behavioral issues, family issues, or other goals surrounding personal growth.

### **Schafer Young Adult Initiative, New York, NY**

Located in East Harlem, the Schafer Young Adult Initiative (SYAI) is the first permanent supportive housing program in New York City to include among its tenants young adults who have aged out of foster care. The project is housed in a newly constructed 91-unit apartment building. Twenty-five furnished studio units are specifically reserved for young adults, 18-23 years old, who have recently been discharged from the child welfare system. The remaining units are dedicated to individual adults and families living with HIV/AIDS. The building has been fully occupied since May 2002.

The goal of the Young Adult Initiative is to assist residents who have recently aged out of foster care to gain the tools and resources they need to maintain permanent housing, continue their education and achieve economic stability through employment. Accordingly, residents are provided with case management, education, vocational and employment assistance, independent living skills training, and mental health and substance use counseling and referrals. A key component of the SYAI is that tenants receive tenant-based Section 8 vouchers through a special federal set aside program for youth aging out of foster care, enabling them to pay 30% of their income towards rent. The project has no time limits; youth are leaseholders and can reside at Schafer Hall as long as they abide by the agreements set forth in their lease.

**The Residents** All referrals to the Initiative are 18-23 year olds who have aged out of foster care. Most come directly to Schafer Hall from the City's Administration for Children's Services (ACS) foster care system where they were living in group homes, kinship placements or with foster families. Youth who have left foster care within the last two years are also eligible. All prospective tenants are required to have a Section 8 voucher (obtained through ACS) and a work history of at least three months. The program is geared to young adults who understand that transitional support services are necessary to meet the challenges of independent living. The young people living at Schafer Hall are facing independent living for the first time. They bring to this experience long-term exposure to numerous stressors, including poverty, abuse, abandonment and neglect, and as a result may present multiple problems, including mental health challenges and behavioral issues.

**Staffing and Services** The program is staffed by a full-time Program Coordinator and a full-time Employment Specialist who provide a range of targeted services that support youths' transition to self-sufficiency and assist them in meeting their self-determined education, employment and socialization goals. Staff are assisted by consultants and collaborating community-based organizations. A Mental Health Consultant, for example, may provide individual counseling and psychiatric evaluations when needed. The Initiative has been fully operational since April 2003. While the project initially had a moderate service approach, the service component has been enriched over time in direct response to tenants' needs and experiences. Services are voluntary, but structured, and they are now being fully accessed. Health education groups, focusing on topics such as stress reduction, safe sex practices, and pregnancy prevention are offered on-site, as are money management workshops. The building's property management staff makes monthly apartment visits to offer training in the use and

maintenance of unit appliances and utilities and to ensure proper upkeep. Individual substance use education and counseling are offered on site, and referrals are made, when appropriate, to more intensive substance abuse programs based in the community. Cultural, social and community-building activities are planned regularly. In addition to the vocational, job preparation and career building services provided directly by the Initiative, residents can be referred to *Support for Training and Education Program Services (STEPS)*, an on-site education program that provides educational testing, basic adult education, literacy classes, GED preparation and parenting education.

**Engagement Strategies** The Initiative uses a non-traditional, dynamic service model, integrating the need for both intensive intervention and informal service modalities. Engagement strategies include an open door and drop-in format, recreational activities, informal support groups, appointment escorts and a focus on listening, non-judgment, validation and creating safe space. Services are provided during non-traditional hours; evening and weekend hours are available. Staff is supportive and compassionate, yet direct. They provide structure and consistency combined with limit setting and expectations and have found this stance to be a critical and effective motivator.

**The Set-Aside Model** Apartments for youth are located on two floors at Schafer Hall. Ground floor apartments are for youth only; the second floor has mixed youth, adult and family units. Current thinking is that the latter is a better model with this particular population. A building and/or floor that is populated by youth, adults and families can help move young people beyond their perception and experience of foster care and its 'program mentality'. It also offers a normalizing force by providing young people with the opportunity to interact with neighbors of various ages and experiences.

**Expected Outcomes** The SYAI strives to achieve the following outcomes: 1) employment and consistent income; 2) improved independent living skills and social stability; 3) improved educational achievement including GED, college and/or trade school preparation and enrollment; 4) mental health stability and substance abuse recovery; and 5) the ability to maintain housing.

**The Housing Developer and Project Sponsor** The Lantern Group, which operates 333 units of housing primarily for homeless individuals and families living with HIV/AIDS, is both the developer and the service provider for the Schafer Young Adult Initiative.

**Financing** Capital financing for Schafer Hall was provided through the New York City Department of Housing, Preservation and Development's SRO Loan Program and the federal Low Income Tax Credit program. Ongoing service funding for the Schafer Young Adult Initiative is provided through the New York State Office of Temporary Disability Assistance. Housing subsidies come from the HUD Section 8 voucher program.

### **Seventh Landing, Minneapolis, MN**

The mission of Seventh Landing is to provide safe and stable supportive housing for young adults at least 18 years of age, helping them to realize their potential and contribute to the community. Priority is given to youth who have been in foster care or a group home within three years prior to application. These youth are targeted because they are vastly overrepresented in the homeless population. Additionally, youth referred must meet disability, income and homelessness eligibility requirements.

**Single Site Model** The project consists of 12 subsidized, permanent housing units located in a single site. The site is a newly constructed, mixed use, two story building with commercial space on the first floor and tenant space on the second. Youth in foster care participated in the design phase of the building, meeting with architects to share their thoughts on apartment and building amenities that would help them feel supported in their efforts to live independently. In addition to its commercial space, the first floor houses common space including a community room with a kitchen for use by tenants and neighborhood organizations; a Resource Center, with computers and internet connections; office space for support services staff; a laundry room for tenants; and the on-site Tenant Manager's apartment. Youth units, which include 11 studios and 1 one-bedroom, are located on the second floor. All units have a full kitchen and bath and all have been granted project-based Section 8 certificates.

**Residency Requirements** All tenants at Seventh Landing must sign a lease addendum which commits them to the following: 1) Maintaining approximately 25 hours of productive, meaningful activity (school, work, treatment, volunteer or a similar structured activity) per week. 2) Supporting an alcohol and drug free environment and remaining alcohol and drug free. There are no time restrictions on occupancy as long as a tenant continues to be eligible for housing at Seventh Landing and continues to meet all lease obligations.

**Services Package** Services, designed to help tenants build the skills necessary to maintain their housing permanently, are provided directly on-site or coordinated through off-site referrals. On-site services are built on a positive youth development model, which maintains that the role of adults is to facilitate or create opportunities for youth to gain mastery and control of their lives. Staff, for example, do not mandate particular services for youth, nor do they make decisions regarding a tenant without the tenant's participation.

A model for understanding positive youth development that is embraced by Growing Home, the service provider, is called the Circle of Courage, which uses an American Indian medicine wheel to illustrate a balanced and holistic approach to the developmental needs of youth. Four principles: belonging, knowing, becoming and giving summarize the values and direct many practices at Seventh Landing. In keeping with this philosophy, acceptance of services is not a requirement of tenancy. During the initial lease meeting, however, each new tenant must sign a Service Agreement that delineates the basic expectations of Seventh Landing and confirms their willingness to accept services as needed to help them meet the expectations required to maintain housing. Subsequently, a support plan is developed with each tenant within one week of his/her move in. Because services are voluntary, the onus is on staff to design and implement engagement strategies that are attractive, accessible and meaningful to tenants. Tenants may choose not to accept services if they are meeting the expectations of tenancy; however, if a tenant is experiencing problems that might interfere with his/her housing, he/she may be assertively encouraged to use services. Self-determination is an important value at Seventh Landing.

The Support Services Manager is expected to have at least weekly contact with all tenants who have elements of their support plan in need of work. She is also expected to assertively attempt to engage tenants who do not have active support plans. In practice, this means that the Support Services Manager checks in informally anytime she sees tenants in the building and checks in formally at least twice a month.

A basic needs fund administered by the Support Services Manager provides financial resources to tenants, through no interest loans, for supplies or books they may need for training programs or for school. The service model also includes a mentoring program; all tenants have the

opportunity to work with staff to identify a mentor to support them on their life path.

**Staffing** On site staff includes: 1 full-time Support Services Manager, 1 on-site Tenant Manager, and a .25 FTE Youth Development Director. The Program Director and Vice President at Growing Home provide supervision.

**Leadership by Tenants** Tenants participate in the community life of the building and play a key role in helping to maintain a positive, healthy environment. The tenants themselves plan regularly scheduled building-wide events. They also have the opportunity to participate on a tenant council to represent issues important to them. Tenants are encouraged to participate in community events and service opportunities in the broader community.

**The Partners** Seventh Landing is collaboration between RS Eden and Growing Home. Growing Home has served the needs of homeless and potentially homeless youth, focusing specifically on adolescents with serious mental health concerns, since 1980. RS Eden, which owns and manages Seventh Landing, has acted as a developer in many community projects and is currently acting as general partner with Alliance Housing, Inc., to build 26 units for sober families in Minneapolis. RS Eden also owns and manages three transitional housing projects for homeless women and children, two residential facilities housing 70 men, two administrative buildings, and a drug-testing laboratory.

**Financing** Capital financing was secured from HUD-SHP, the Federal Home Loan Bank, MHFA, Ramsey County Endowment Fund, Star Program and the City of St. Paul. Project-based Section 8 has been granted for all 12 of the units, and is the primary source of operating funds. Services are financed through HUD-SHP and foundation grants from the Butler and Bremer Foundations.

### **The Bridge, New York, NY**

In the summer of 2000, The Bridge, an established community-based mental health agency and provider of supportive housing to homeless and dually diagnosed adults, opened New York's first permanent supportive housing program for young adults with serious and persistent mental illness. The 12-unit project, the Bridge's first venture into supportive housing for youth, is located in East Harlem and targets males between the ages of 18 and 21 with a DSM IV Axis I psychiatric diagnosis. The program is funded as "supported" housing, a distinction that results in a reduced budget for on-site support services.

To offset the reduced staffing pattern allowed in the limited supported housing budget, The Bridge hired a live-in Program Director who serves as a "house parent" in addition to providing clinical services to the residents. While the initial plan was for all potential residents to be referred via ACS, City foster care agencies have not, to date, been making enough appropriate referrals. That is, many of the youth they refer need higher levels of support than supported housing is funded to provide. For this reason, the Program Director opened the referral process to non-ACS residential treatment facilities (OMH-funded group homes for youth with psychiatric disabilities) and currently the program is accommodating both ACS and non-ACS referred youth with an Axis I psychiatric diagnosis.

The Bridge is leasing the building from a private landlord and receives funds for services from the Department of Mental Health (DMH). No capital investment was involved. To offset operating costs, the Bridge relies on ACS' \$300 monthly rental housing subsidy for the youth and the services of two workers provided by the Manhattan Psychiatric Center (paid for by the

State).

Today, the Bridge's primary challenge is the lack of service dollars needed to fund program staff (particularly staff with expertise in vocational rehabilitation and life skills) to provide additional supervision of the young adults.





## 13. Funding Resources for Supportive Housing by Eligible Uses and Type of Assistance

What follows are sources for housing development, operations and housing related services. Supportive services funds are also available through programs such as the Independent Living Skills Program (ILSP), Supportive Transition Emancipation Program (STEP), and Transitional Housing Placement Program for Emancipated Foster/Program Youth (THP-Plus). For further information see both the Glossary and Additional Funding Resources.

LEVEL	FUNDING PROGRAMS/SOURCES	FEDERAL /STATE AGENCY  (if applicable)	ELIGIBLE USES			TYPE OF ASSISTANCE		
			DEVELOP- MENT	OPERATING	SERVICES	COMPETI- TIVE	FORMULA	HYBRID/ OTHER
<b>FEDERAL</b>	Affordable Housing Program (AHP)	HUD	X			X		
	Chafee Foster Care Independence Act Funds	ACF		X	X		X	
	Child Care and Development Block Grant (Child Care and Development Fund/CCDF)	ACF			X		X	
	Community Development Block Grant (CDBG)	HUD	X		X		X	
	Community Mental Health Services (CMHS) Block Grant	SAMHSA			X		X	
	Community Services Block Grant (CSBG)	ACF			X		X	
	Development of Comprehensive Drug/Alcohol and Mental Health Treatment Systems for Persons who are Homeless (Treatment for Homeless Persons)	SAMHSA			X	X		
	Education for Homeless Children and Youth	ED			X		X	

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LEVEL	FUNDING PROGRAMS/SOURCES	FEDERAL /STATE AGENCY  (if applicable)	ELIGIBLE USES			TYPE OF ASSISTANCE		
			DEVELOP- MENT	OPERATING	SERVICES	COMPETI- TIVE	FORMULA	HYBRID/ OTHER
	Edward Byrne Memorial State and Local Law Enforcement Assistance Program (Byrne Formula Grant Program)	DOJ			X		X	
	Emergency Shelter Grant (ESG)	HUD	X		X		X	
	Ending Chronic Homelessness Services Initiative (ELHSI)	SAMHSA			X			D
	Ending Chronic Homelessness Through Employment and Housing	DOL, HUD	X	X	X	X		
	Family Unification Program's (FUP) Foster Youth Transition Program (FYP)	HUD		X				
	Grants to Expand Substance Abuse Treatment Capacity in Targeted Areas of Need (Targeted Capacity Expansion–TCE)	SAMHSA			X	X		
	Health Center Grants for Homeless Populations (Health Care for the Homeless–HCH)	HRSA			X			B
	Home Investment Partnership Program (HOME)	HUD	X				X	
	Housing Choice Voucher Program (Section 8)	HUD		X				
	Housing Opportunities for People with AIDS (HOPWA)	HUD	X		X	X	X	

13. Funding Resources for Supportive Housing by Eligible Uses and Type of Assistance

LEVEL	FUNDING PROGRAMS/SOURCES	FEDERAL /STATE AGENCY  (if applicable)	ELIGIBLE USES			TYPE OF ASSISTANCE		
			DEVELOPMENT	OPERATING	SERVICES	COMPETITIVE	FORMULA	HYBRID/OTHER
	Low Income Housing Tax Credits (LIHTC)	N/A	X					A
	Mainstream Housing Opportunities for People with Disabilities (Mainstream Program)	HUD		X				
	Medicaid	CMS			X		X	
	Projects for Assistance in Transition From Homelessness (PATH)	SAMHSA			X		X	
	Ryan White Comprehensive AIDS Resources Emergency (Care) Act Programs: Title I & II	HRSA		X	X	X	X	
	Samaritan Initiative/Collaborative Initiative to End Chronic Homelessness	HHS, HUD, VA	X	X	X	X		
	SAMHSA Discretionary Grants	SAMHSA			X	X		
	Section 8 Moderate Rehabilitation SRO Program (SRO)	HUD		X				
	Shelter Plus Care (S+C)	HUD		X				
	Social Services Block Grant (SSBG)	ACF			X		X	
	Substance Abuse Prevention and Treatment (SAPT) Block Grant	SAMHSA			X		X	

13. Funding Resources for Supportive Housing by Eligible Uses and Type of Assistance

LEVEL	FUNDING PROGRAMS/SOURCES	FEDERAL /STATE AGENCY  (if applicable)	ELIGIBLE USES			TYPE OF ASSISTANCE		
			DEVELOPMENT	OPERATING	SERVICES	COMPETITIVE	FORMULA	HYBRID/OTHER
FEDERAL	Supportive Housing for People with Disabilities (Section 811)	HUD	X	X				A
	Supportive Housing Program (SHP)	HUD	X	X	X			A
	Targeted Capacity Expansion Initiatives for Substance Abuse Prevention (SAP) and HIV Prevention in Minority Communities	SAMHSA			X	X		
	Temporary Assistance for Needy Families (TANF)	ACF			X		X	
	Transitional Living Program for Older Homeless Youth (TLP)	ACF	X	X	X	X		
	Youthbuild	HUD	X		X	X		
STATE	AZ Behavioral Health Funds	ADHS	X			X		
	AZ State Housing Fund	ADH	X	X	X			A
	CA Emergency Housing Assistance Program (EHAP)	HCD	X	X	X	X	X	
	CA Integrated Services for Homeless Adults with Serious Mental Illness Program (AB 2034)	DMH	X	X	X			B
	CA Multifamily Housing Program (MHP)	HCD	X			X		
	CA Special Needs Financing Program	CalHFA	X			X		

13. Funding Resources for Supportive Housing by Eligible Uses and Type of Assistance

LEVEL	FUNDING PROGRAMS/SOURCES	FEDERAL /STATE AGENCY  (if applicable)	ELIGIBLE USES			TYPE OF ASSISTANCE		
			DEVELOPMENT	OPERATING	SERVICES	COMPETITIVE	FORMULA	HYBRID/ OTHER
	CA Statewide Supportive Housing Initiative Act (SHIA)	DMH		X	X	X		
	NV Low Income Housing Trust Fund	DBI	X	X	X		X	
LOCAL	Redevelopment Funds		X			X		
	Special Bonds and Taxes		X			X		
	Housing Trust Funds		X			X		
	General Fund (Distributed through County Departments: Health, Mental Health, Alcohol & Drug Treatment, HIV/AIDS, etc.)				X	X	X	
	Private Foundations		X	X	X	X		
INTERMEDIARIES	Corporation for Supportive Housing (CSH)		X	X	X	X		
	Enterprise Foundation		X			X		
	Local Initiatives Support Corporation (LISC)		X			X		
	Low Income Investment Fund (LIIF)		X			X		
	Northern California Community Loan Fund		X			X		
	Rural Community Assistance Corporation (RCAC)		X			X		

**Keys**

*Federal Agencies:*

- ACF = Department of Health and Human Services, Administration for Children and Families
- CMS = Department of Health and Human Services, Centers for Medicare and Medicaid Services
- DOJ = Department of Justice
- DOL = Department of Labor
- ED = Department of Education
- HHS = Department of Health and Human Services
- HRSA = Department of Health and Human Services, Health Resources and Services Administration
- HUD = Department of Housing and Urban Development
- SAMHSA = Department of Health and Human Services, Substance Abuse and Mental Health Services Administration
- VA = Veterans Administration

*State Agencies:*

- ADH = Arizona Department of Housing
- ADHS = Arizona Department of Health Services
- CalHFA = California Housing Finance Agency
- DBI = State of Nevada Division of Business and Industry
- DMH = California Department of Mental Health
- HCD = California Department of Housing and Community Development

### 13. Funding Resources for Supportive Housing by Eligible Uses and Type of Assistance

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#### *Eligible Use Categories:*

Development = Acquisition, Rehabilitation, Construction, Financing Costs, Predevelopment

Operations = Operating Expenses, Operating Reserves

Services = Case Management, Health/Mental Health Care, Alcohol and Drug Treatment, Daily Living Skills, Benefits Eligibility, Advocacy, etc.

#### *Types of Assistance:*

Competitive = Allocated by a competitive process for specific projects

Formula = Allocated to units of government based on a distribution formula; sometimes subgranted competitively to specific projects

#### Hybrid/Other

A = Competitive grant that functions within a formula allocation

B = Competitive grant that is renewable

C = Authorization/mandate provide services

D = Type of assistance has not yet been determined



## 14. Funding Resources for Supportive Housing by Target Population

What follows are sources for housing development, operations and housing related services. Supportive services funds are also available through programs such as the Independent Living Skills Program (ILSP), Supportive Transition Emancipation Program (STEP), and Transitional Housing Placement Program for Emancipated Foster/Program Youth (THP-Plus). For further information see both the Glossary and Additional Funding Resources.

This chart provides information on the target populations that each funding source is **primarily** designed to serve. Please note that while a source may not be primarily intended to serve a given population, this does not mean a sponsor is precluded from using that source for a project serving a particular population. For example, the Shelter Plus Care Program (S+C) primarily targets homeless persons with disabilities. However, S+C may also be used to provide housing to homeless disabled veterans, even though that box has not been checked on this chart. Please also note that many programs have additional criteria for eligible beneficiaries (e.g., income criteria) or restrict the program to sub-groups of the target populations listed.

LEVEL	FUNDING PROGRAMS/SOURCES	PEOPLE WHO ARE HOMELESS	PEOPLE WITH DISABILITIES				CHILDREN & YOUTH		VETER-ANS
			SUB-STANCE USE/ ABUSE	MENTAL ILLNESS	HIV/AIDS	OTHER	CHILD-REN & YOUTH	AGING OUT FOSTER YOUTH	
FEDERA	Affordable Housing Program (AHP)								
	Chafee Foster Care Independence Act Funds						X		
	Child Care and Development Block Grant (Child Care and Development Fund/CCDF)					X			
	Community Development Block Grant (CDBG)								
	Community Mental Health Services (CMHS) Block Grant		X			X			



14. Funding Resources for Supportive Housing by Target Population

LEVEL	FUNDING PROGRAMS/SOURCES	PEOPLE WHO ARE HOMELESS	PEOPLE WITH DISABILITIES				CHILDREN & YOUTH		VETER-ANS
			SUB-STANCE USE/ ABUSE	MENTAL ILLNESS	HIV/AIDS	OTHER	CHILD-REN & YOUTH	AGING OUT FOSTER YOUTH	
	Community Services Block Grant (CSBG)								
	Development of Comprehensive Drug/Alcohol and Mental Health Treatment Systems for Persons who are Homeless (Treatment for Homeless Persons)	X	X	X					
	Education for Homeless Children and Youth	X					X		
	Edward Byrne Memorial State and Local Law Enforcement Assistance Program (Byrne Formula Grant Program)		X	X					
	Emergency Shelter Grant (ESG)	X							
	Ending Chronic Homelessness Services Initiative (ELHSI)	X	X	X	X	X			
	Ending Chronic Homelessness Through Employment and Housing	X	X	X	X	X			X
	Family Unification Program's (FUP) Foster Youth Transition Program (FYP)							X	
	Grants to Expand Substance Abuse Treatment Capacity in Targeted Areas of Need (Targeted Capacity Expansion–TCE)		X						

14. Funding Resources for Supportive Housing by Target Population

LEVEL	FUNDING PROGRAMS/SOURCES	PEOPLE WHO ARE HOMELESS	PEOPLE WITH DISABILITIES				CHILDREN & YOUTH		VETER-ANS
			SUB-STANCE USE/ ABUSE	MENTAL ILLNESS	HIV/AIDS	OTHER	CHILD-REN & YOUTH	AGING OUT FOSTER YOUTH	
<b>FEDERAL</b>	Health Center Grants for Homeless Populations (Health Care for the Homeless- HCH)	X							
	Home Investment Partnership Program (HOME)								
	Housing Choice Voucher Program (Section 8)								
	Housing Opportunities for People with AIDS (HOPWA)				X				
	Low Income Housing Tax Credits (LIHTC)								
	Mainstream Housing Opportunities for People with Disabilities (Mainstream Program)		X	X	X	X			
	Medicaid			X	X	X	X		
	Projects for Assistance in Transition From Homelessness (PATH)	X	X	X					
	Ryan White Comprehensive AIDS Resources Emergency (Care) Act Programs: Title I & II				X				
	Samaritan Initiative/Collaborative Initiative to End Chronic Homelessness	X	X	X	X	X			X

14. Funding Resources for Supportive Housing by Target Population

LEVEL	FUNDING PROGRAMS/SOURCES	PEOPLE WHO ARE HOMELESS	PEOPLE WITH DISABILITIES				CHILDREN & YOUTH		VETER-ANS
			SUB-STANCE USE/ ABUSE	MENTAL ILLNESS	HIV/AIDS	OTHER	CHILD-REN & YOUTH	AGING OUT FOSTER YOUTH	
	SAMHSA Discretionary Grants		X	X					
	Section 8 Moderate Rehabilitation SRO Program (SRO)	X							
	Shelter Plus Care (S+C)	X	X	X	X	X			
	Social Services Block Grant (SSBG)								
	Substance Abuse Prevention and Treatment (SAPT) Block Grant		X						
	Supportive Housing for People with Disabilities (Section 811)			X		X			
	Supportive Housing Program (SHP)– Transitional Housing, Support Services Only, Innovative Supportive Housing and HMIS Components	X							
	Supportive Housing Program (SHP)– Permanent Housing for Persons with Disabilities and Safe Havens Components	X	X	X	X	X			
	Targeted Capacity Expansion Initiatives for Substance Abuse Prevention (SAP) and HIV Prevention in Minority Communities								

14. Funding Resources for Supportive Housing by Target Population

LEVEL	FUNDING PROGRAMS/SOURCES	PEOPLE WHO ARE HOMELESS	PEOPLE WITH DISABILITIES				CHILDREN & YOUTH		VETER-ANS
			SUB-STANCE USE/ ABUSE	MENTAL ILLNESS	HIV/AIDS	OTHER	CHILD-REN & YOUTH	AGING OUT FOSTER YOUTH	
	Temporary Assistance for Needy Families (TANF)								
	Transitional Living Program for Older Homeless Youth (TLP)	X					X	X	
	Youthbuild						X		
STATE	AZ Behavioral Health Funds			X					
	AZ State Housing Fund								
	CA Emergency Housing Assistance Program (EHAP)	X							
	CA Integrated Services for Homeless Adults with Serious Mental Illness Program (AB 2034)	X		X					
STATE	CA Multifamily Housing Program (MHP)—Supportive Housing Funds	X	X	X	X	X			
	CA Multifamily Housing Program (MHP)—Regular MHP Funds (a competitive advantage is given for serving special needs populations—see program summary)	X	X	X	X	X	X	X	X
	CA Special Needs Financing Program		X	X	X	X	X	X	X

14. Funding Resources for Supportive Housing by Target Population

LEVEL	FUNDING PROGRAMS/SOURCES	PEOPLE WHO ARE HOMELESS	PEOPLE WITH DISABILITIES				CHILDREN & YOUTH		VETER-ANS
			SUB-STANCE USE/ ABUSE	MENTAL ILLNESS	HIV/AIDS	OTHER	CHILD-REN & YOUTH	AGING OUT FOSTER YOUTH	
	CA Statewide Supportive Housing Initiative Act (SHIA)		X	X	X	X			
	NV Low Income Housing Trust Fund								

**Target Population Categories:**

People who are Homeless = Definitions of homelessness vary depending on the funding source, consult funding program summary

**People with Disabilities**

Substance Use/Abuse = People with substance use or abuse issues

Mental Illness = People with mental illness

HIV/AIDS = People with HIV or AIDS

Other = Other disabilities may include physical disabilities, chronic health conditions, and developmental disabilities. Consult funding program summary for the detail on qualifying disabilities.

**Children & Youth**

Children and Youth = Usually defined as children age 18 and younger, consult funding program summary

Aging out Foster Youth = Usually defined as youths ages 18 to 22 who are no longer eligible for services through the foster care system. Consult funding program summary.

Veterans = Veterans of the U.S. military forces.



## 15. List of Foundations Interested in Supporting Homeless Youth

Foundation Name	City, State	Fields of Interest	Contact	Phone # and Website
Ahmanson Foundation	Beverly Hills, CA	Homelessness	Leonard E. Walcott, Jr., V.P. and Managing Dir.	(310) 278-0770; <a href="http://www.cerritos.edu/development/funders/funders_ahmanson.html">www.cerritos.edu/development/funders/funders_ahmanson.html</a>
Alliance Healthcare Foundation	San Diego, CA	Homeless Youth	Yolanda Boyd, Grants Admin.	(858) 874-3788; <a href="http://www.alliancehf.org">www.alliancehf.org</a>
Atkinson Foundation	San Mateo, CA	Homeless Youth	Elizabeth H. Curtis, Admin.	(650) 357-1101
Bothin Foundation	San Francisco, CA	Homeless Youth	Genevieve di San Faustino, President	(415) 561-6477; <a href="http://www.pacificfoundationerservices.com/bothin">www.pacificfoundationerservices.com/bothin</a>
California Community Foundation	Los Angeles, CA	Homeless Youth	Judith A. Spiegel, Sr. V.P., Progs	(213) 413-4130; <a href="http://www.calfund.org">www.calfund.org</a>
California Endowment	Woodland Hills, CA	Healthcare	Alicia Lara, VP of Program	(818) 703-3311; <a href="http://www.calendow.org">www.calendow.org</a>
Casey Foundation, Annie E.	Baltimore, MD	Foster Care Reform	Doug Nelson, President	(410) 547.6600; <a href="http://www.aecf.org">www.aecf.org</a>
Community Foundation Silicon Valley	San Jose, CA	Homeless Youth	Peter Hero, Pres.	(408) 278-2200; <a href="http://www.cfsv.org">www.cfsv.org</a>
Copley Foundation, James S.	La Jolla, CA	Homeless Youth	Terry L. Gilbert, Fdn. Admin.	(858) 454-0411
Cowell Foundation, S.H.	San Francisco, CA	Youth	Ken Doane, Program Officer	(415) 397-0285; <a href="http://www.shcowell.org">www.shcowell.org</a>
Dunspaugh-Dalton Foundation, Inc.,	Coral Gables, FL	Homeless Youth	William A. Lane, Jr., Pres.	(305) 668-4192
Fieldstone Foundation	Newport Beach, CA	Homeless Youth	Janine Mason Barone, Exec. Dir.	(949) 640-9090, ext. 5869; <a href="http://www.fieldstone-homes.com/foundation">www.fieldstone-homes.com/foundation</a>
Fireman's Fund Foundation	Novato, CA	Homeless Youth	Phyllis Secosky, Exec. Dir.	(415) 899-2757; <a href="http://www.firemansfund.com/corp/foundation.html">www.firemansfund.com/corp/foundation.html</a>
Freddie Mac Foundation	McLean, VA	Foster Care and Youth Development	Maxine Baker, President and CEO	(703) 918-8888; <a href="http://freddiemacfoundation.org">freddiemacfoundation.org</a>

15. List of Foundations Interested in Supporting Homeless Youth

Foundation Name	City, State	Fields of Interest	Contact	Phone # and Website
Goldman Fund, Richard and Rhoda	San Francisco	Homeless Youth	Robert Gamble, Exec. Dir.	(415) 788-1090; www.goldmanfund.org
Gumbiner Foundation, Josephine S.	Long Beach, CA	Homeless Youth	Julie Meenan, Exec. Dir.	(562) 437-2882; www.jsgf.gumbiner.com
Irvine Foundation, James	San Francisco, CA	Emancipated Foster Youth	Martha S. Campbell, VP of Programs	(415) 777-2244; www.irvine.org
Irvine Health Foundation	Irvine, CA	Homeless Youth	Edward B. Kacic, Pres	(949) 253-2959; www.ihf.org
Johnson Foundation, Walter S.	Menlo Park, CA	Youth Development	Pancho Chang, Exec. Dir.	(650) 326-0485; www.wsjf.org
Keck, Jr. Foundation, William M.	Los Angeles, CA	Homeless Youth	William M. Keck, Jr. Foundation	(213) 680-3833; www.wmkeck.org
Kimball Foundation, Sara H. and William R.	San Francisco, CA	Disadvantaged Children and Youth	Mary Callendar	(415) 561-6540; www.pacificfoundationser vices.com/kimball/
Marin Community Foundation	Novato, CA	Homeless Youth	Fred Silverman, V.P., Comm	415) 464-2500; www.marincf.org
McCarthy Family Foundation	San Diego, CA	Homeless Youth	Jane D. McCarthy, Pres.	858-874-3788; fdncenter.org/grantmaker/ mccarthy
Nordson Corporation Foundation	Westlake, OH	Homeless Youth	Constance T. Haqq, Exec. Dir.	(440) 892-1580; www.nordson.com/corpo rate/grants.html
Parsons Foundation, Ralph M.	Los Angeles, CA	Homeless Youth	Wendy Hoppe, Exec. Dir	(213) 482-3185; www.rmpf.org
Peninsula Community Foundation	San Mateo, CA	Homeless Youth	Sterling K. Speirn, Pres.	(650) 358-9369; www.pcf.org
Pottruck Family Foundation	San Francisco, CA	Disadvantaged Children and Youth	Nancy Wiltsek	(415) 495-6244; www.pottruckfoundation. org
Roberts Foundation	San Francisco, CA	Homeless Youth	Lyman H. Casey, Exec. Dir.	(415) 561-6540; www.pacificfoundationse rvices.com/roberts
S.G. Foundation	Buellton, CA	Homeless Youth	Dee Schmidt	(805) 688-0088
Sacramento Regional Foundation	Sacramento, CA	Homeless Youth	Janice Gow Pettey, C.E.O.	(916) 492-6510; www.sacregfoundation.or g

15. List of Foundations Interested in Supporting Homeless Youth

Foundation Name	City, State	Fields of Interest	Contact	Phone # and Website
San Diego Foundation	San Diego, CA	Homeless Youth	Robert A. Kelly, C.E.O. and Pres.	(619) 235-2300; www.sdfoundation.org
San Francisco Foundation	San Francisco, CA	Homeless Youth	Sandra R. Hernandez, M.D., C.E.O. and Secy.	(415) 733-8500; www.sff.org
Schwab Foundation, Charles and Helen	San Mateo, CA	Homeless Families with Young Children, Emancipated Foster Youth	Cassandra Benjamin, Homelessness Program Officer	(650) 655-2410; www.schwabfoundation.org
Stuart Foundation	San Francisco, CA	Emancipated Foster Youth	Christy Pichel—Pres.	(415) 393-1551; www.stuartfoundation.org
Stulsaft Foundation, Morris	San Francisco, CA	Emancipated Foster Youth	Joseph W. Valentine	(415) 986-7117; www.stulsaft.org
Taper Foundation, S. Mark	Los Angeles, CA	Homeless Youth	Raymond F. Reisler, Exec. Dir.	(310) 476-5413
Van Nuys Charities, J. B. and Emily	Palos Verdes Peninsula, CA	Homeless Youth	Diane Wingerning, Grants Coordinator	(310) 544-8045
VanLobenSels/RembeRock Foundation	San Francisco, CA	Homeless Youth	Gail Evans, Prog. Admin.	(415) 512-0500; www.vlsrr.org
Weingart Foundation	Los Angeles, CA	Homeless Youth/ Emancipated Youth	Fred Ali, Pres. and C.A.O.	(213) 688-7799; www.weingartfnd.org





## 16. Additional Funding Resources

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### Site for Selected Federal/U.S. Department Health and Human Services Resources

- The Federal Department of Health and Human Services, Administration for Children and Families, Family and Youth Services Bureau (FYSB) provides funding to local communities to support young people, particularly runaway and homeless youth, and their families through the following three grant programs authorized by the Missing, Exploited, and Runaway Children Protection Act:
  - Basic Center Program
  - Transitional Living Program
  - Street Outreach Program

To access specific information about these programs and to obtain information about funds available, go to: <http://www.acf.dhhs.gov/programs/fysb/grant.htm>

### Sites for Selected California Resources

- California Department of Housing and Community Development. [www.hcd.ca.gov](http://www.hcd.ca.gov)

Includes information on Proposition 46 programs and a comprehensive list of its grant and loan programs with links to each program ([www.hcd.ca.gov/ca/](http://www.hcd.ca.gov/ca/))
- California Department of Social Services, Children and Family Services Division.

Information about the **Supportive Transitional Emancipation Program** [www.dss.cahwnet.gov/getinfo/acin01/pdf/i-93\\_01.pdf](http://www.dss.cahwnet.gov/getinfo/acin01/pdf/i-93_01.pdf) (All County Information Notice summarizes program; look on DSS' website for updated notices concerning forms, etc.); additional information at: <http://www.calyouthconn.org/legislation.html>.

Information about the **Transitional Housing Placement Program and Transitional Housing Placement Plus Program** at [http://www.childsworld.ca.gov/transition\\_342.htm](http://www.childsworld.ca.gov/transition_342.htm), <http://www.dss.cahwnet.gov/getinfo/ac102/pdf/02-04.pdf> and [http://www.dss.cahwnet.gov/getinfo/acin01/pdf/i-93\\_01.pdf](http://www.dss.cahwnet.gov/getinfo/acin01/pdf/i-93_01.pdf)

### Other Funding/Financing Resource Guides

- "2003 Advocates' Guide to Housing and Community Development Policy," National Low Income Housing Coalition. [www.nhihc.org](http://www.nhihc.org)

- “California Supportive Housing Resource Guide,” Corporation for Supportive Housing (CSH). [www.csh.org](http://www.csh.org).
- Catalog of Federal Domestic Assistance (CFDA) [www.cfda.gov](http://www.cfda.gov)
- Electronic database of all Federal programs available to State and local governments (including the District of Columbia); federally-recognized Indian tribal governments; Territories (and possessions) of the United States; domestic public, quasi-public, and private profit and nonprofit organizations and institutions; specialized groups; and individuals.
- Grants.gov [www.grants.gov](http://www.grants.gov)
- Electronic database for federal grants and federal grants notification service.
- “Federal Housing Resource Guide,” Technical Assistance Collaborative. [www.tacinc.org](http://www.tacinc.org)
- "Financing AIDS Housing", AIDS Housing of Washington (AHW) [www.aidshousing.org](http://www.aidshousing.org)
- "Financing Supportive Housing: Online Program Summaries and Resources", Corporation for Supportive Housing (CSH) [www.csh.org](http://www.csh.org)
- "Mainstreaming the Response to Homelessness, Effective Use of Mainstream Resources to Prevent and End Homelessness", HomeBase the Center for Common Concern for the U.S. Department of Housing and Urban Development (HUD), Community Planning and Development Office, California and State of California Department of Housing and Community Development, Community Affairs Division. Contact Administrator at HomeBase at (415) 788-7961 or go to their website to see instructions for doing research at the HomeBase Library. [www.homebaseccc.org](http://www.homebaseccc.org)

### **Resource Centers/Clearinghouses/Information Centers**

- Community Connections Information Center [www.comcon.org](http://www.comcon.org) (800) 998-9999
- The Community Connections (ComCon) Clearinghouse is the Information Center for the Office of Community Planning and Development (CPD) at the U.S. Department of Housing and Urban Development, the primary funder of supportive housing within HUD.
- National Clearinghouse for Alcohol and Drug Information (NCADI) [www.health.org](http://www.health.org) (800) 729-6686
- U.S. Department of Health and Human Services and SAMHSA's national clearinghouse for alcohol and drug information. It is a one-stop resource for information about substance abuse prevention and addiction treatment.
- National Resource Center on Homelessness and Mental Illness (NRC) [www.nrchmi.samhsa.gov](http://www.nrchmi.samhsa.gov) (800) 444-7415

- Provides technical assistance, identifies and synthesizes knowledge, and disseminates information on homelessness and mental illness.
- The Child Welfare Technical Assistance Partnership  
[www.air.org/tapartnership/adivosrs/Childwelfare/faq/dec02.htm](http://www.air.org/tapartnership/adivosrs/Childwelfare/faq/dec02.htm)
- Provides information on government funding sources.

### **Funding Program NOFA, Regulation, Statute Research**

- GPO Access [www.gpoaccess.gov](http://www.gpoaccess.gov)
- A service of the Government Printing Office that disseminates official information from all three branches of the Federal Government. Contains several pertinent searchable databases:
  - Code of Federal Regulations (CFR), codification of Regulations issued by executive branch agencies of the Federal Government.
  - Federal Register, the official daily publication of proposed and recently adopted regulations, and notices of Federal agencies and organizations, as well as executive orders and other presidential documents. Most agencies publish notices of fund availability (NOFAs) in the Federal Register.
  - Congressional Bills
  - Congressional Record
  - Public and Private laws
  - United States Codes (U.S.C.), a consolidation and codification by subject matter of the general and permanent laws of the United States. (Can also be searched at: <http://uscode.house.gov/uscode.htm>, <http://www4.law.cornell.edu/uscode/>, and <http://uscode.house.gov/uscode.htm>)
- HUD Clips. [www.hudclips.org](http://www.hudclips.org)
- HUD's official repository of policies, procedures, announcements, and other materials.
- Notices of Funding Availability (NOFA) Database <http://ocd1.usda.gov/nofa.htm>
- Office of Management and Budget (OMB) [www.whitehouse.gov/omb/](http://www.whitehouse.gov/omb/)
- President's Budget: OMB's assists the President in overseeing the preparation of the federal budget and supervises its administration in Executive Branch agencies.
- Circulars, Memoranda and Bulletins: OMB leads development of government-wide policy to assure that grants are managed properly and that Federal dollars are spent in accordance

with applicable laws and regulations. It issues instructions or information to Federal agencies which oftentimes apply to those applying for and receiving federal funds.

- Regulations.gov [www.regulations.gov](http://www.regulations.gov)
- One stop shopping to search and comment on federal regulations
- THOMAS <http://thomas.loc.gov/>

Electronic database of Federal legislative information, i.e., legislation/bill summaries, status and texts, public laws by law number, etc.



## 17. Scenarios for Small Group Working Sessions

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### Group Exercise #1: Creating Partnerships

You are the executive director of a youth development agency serving foster and homeless youth. For the past ten years, your agency has provided a variety of services including independent living skills, job training, educational assistance, childcare, and a food and clothing bank.

One of the greatest needs for the population you serve is safe, affordable housing. You have never developed housing before, but recently noticed a for-sale sign on a parcel of land that would be perfect for a small apartment complex. The parcel is in a residential neighborhood, with a nearby community college and good access to transit. You recently applied to the City of Springfield Housing and Community Development Department for HUD HOME funds to develop an affordable housing project on the site to serve the young people enrolled in your program.

The City rejected your application, and suggested you reapply for funds next year with a partner that has experience in affordable housing development, or develop the necessary real estate development capacity within your own organization.

Your job as a group is to determine the best way to add housing development capacity to your organization, using the following questions as a guide. There are no “right answers” in this exercise.

1. What skills and expertise does your organization need to undertake affordable housing development?
2. Does your organization want to build real estate development capacity internally (by adding a staff person or retraining an existing staff person), or partner with an experienced housing developer?
3. If you decide to partner with an outside housing developer, what type of a developer should you partner with? What are the pros and cons of different types of developers?
4. What type of ownership model makes sense?
5. What are the potential pitfalls in a partnership—or, where can a partnership get “hung-up?” What makes for a good partner relationship?

### Resources

*Not a Solo Act: Creating Successful Partnerships to Develop and Operate Supportive Housing.* Written by Sue Reynolds for the Corporation for Supportive Housing.

*Supportive Housing for Youth: A Background of the Issues in the Design and Development of Supportive Housing for Homeless Youth.* Written by Corporation for Supportive Housing.

*Housing Youth: Key Issues in Supportive Housing.* Prepared by Kate Durham, DPM Consulting, with the Corporation for Supportive Housing.

## **Group Exercise #2: Gaining Community Acceptance and Local Approval**

You are the executive director of a youth development agency serving foster and homeless youth. For the past ten years, your agency has provided a variety of services including independent living skills, job training, tutoring, childcare, and a food and clothing bank.

One of the greatest needs for the population you serve is safe, affordable housing. As a result, you and your organization have decided to partner with an affordable housing developer to acquire and rehabilitate an older apartment building in downtown to develop a 20-unit supportive housing program for emancipated foster and homeless youth. The apartment building is located in a mostly residential neighborhood, with a nearby community college and good access to transit. Conveniently, the offices for your youth development agency are located within a half mile of the proposed housing development.

Your organization has a successful history of working in this particular neighborhood as well as the City of Springfield at large. Your reputation for providing high quality services is acknowledged by other community organizations, local government officials, and your city council person.

However, some of your neighbors have been vocal in their opposition to your youth development agency being located in the area. Several years ago, they filed complaints with the local police about loud noise and loitering by your clients. After several face-to-face meetings, you and your staff were able to resolve the matter with your neighbors. While there haven't been any incidents since these complaints, you and your development partner are concerned about neighborhood opposition to your proposed project.

Your job as a group is to determine the best way to build community acceptance for your proposed housing development, using the following questions as a guide. There are no "right answers" in this exercise.

1. What are some of the key issues that your entire development team must address before it announces its project to the public and its future neighbors?
2. Are you familiar with the land use entitlement process for the proposed site? Or do you know what local government approvals are required to develop the project?
3. How are you planning to build political support for the proposed development? How are you planning to incorporate the real-life experiences of young people in building this support?
4. How are you planning to build community support for your proposed development? How are you planning to incorporate the real-life experiences of young people in building this support?
5. How do you respond to community concerns and opposition to the proposed development?
6. Do you need to develop a legal strategy? How do you prepare a legal strategy?
7. How do you prepare a public relations strategy?

## **Resources**

*Six Steps to Getting Local Government Approvals.* Written by HomeBase.

*Building Inclusive Community: Tools to Create Support for Affordable Housing.* Written by HomeBase.

*Neighbors After All: Community Acceptance Strategies for Siting Housing and Services for Homeless People.* Written by HomeBase.

### **Group Exercise #3: Operations/Management**

You are the executive director of a nonprofit affordable housing organization who has constructed and currently manages several multifamily properties in the City of Springfield. Recently, you and your organization have begun negotiations with a youth development agency to acquire and rehabilitate an older apartment building in downtown to develop a 20-unit supportive housing program for emancipated foster and homeless youth. The offices of the youth services organization are located ten blocks away from the proposed development.

Your organization has a 15-year history of providing housing for low-income families with children. However, your property management staff has little experience working with emancipated foster and homeless youth. The youth development agency that you are partnering with does have staff members with extensive experience serving this population, and several of their case managers have been working with your property management staff to identify housing opportunities for some of their clients in your existing properties.

Communication between your management staff and theirs has been excellent throughout the negotiations to acquire and rehab this older apartment building. Both of your organizations are meeting regularly to discuss how to coordinate the operations and management of the property before and after it opens its doors. During your negotiations, you have made a preliminary decision to own and manage the property with a long-term agreement with the youth development agency to provide supportive services.

As the owner and manager of the property, you are committed to ensuring that the property is well maintained and the 20-residential units remain permanently affordable for needy youth. The service provider is interested in providing affordable housing to many of its clients, and it is committed to providing them with the necessary supportive services.

Your job as a group is to determine the best way to negotiate the initial and long-term operation and management of the property with your service provider partner, using the following questions as a guide. There are no “right answers” in this exercise.

1. What are some of the key issues that the development/property management/supportive services team must address beforehand to ensure the long-term viability of the project?
2. You want to target and/or restrict the housing units to needy emancipated foster and homeless youth, but are concerned about federal and state Fair Housing laws and state and local age discrimination laws? Where do you look for guidance?
3. What will be the selection criteria for future tenants? How will you determine the selection criteria for tenants?
4. Understanding that all of the tenants will be youth or young adults, how will you determine your house rules once the project is in operation? Specifically, how will you address alcohol and drug use on-site?
5. What will be the basis for an acceptable eviction?
6. What if the actual operating costs are substantially higher than predicted?
7. What if the three-year grant for tenant services is not renewed?



## **Resources**

*Not a Solo Act: Creating Successful Partnerships to Develop and Operate Supportive Housing.* Written by Sue Reynolds for the Corporation for Supportive Housing.

*Supportive Housing for Youth: A Background of the Issues in the Design and Development of Supportive Housing for Homeless Youth.* Written by Corporation for Supportive Housing.

*Housing Youth: Key Issues in Supportive Housing.* Prepared by Kate Durham, DPM Consulting, with the Corporation for Supportive Housing.



## 18. Local, State, and National Resources and Websites

The following list represents some of the key organizations and collaboratives supporting homeless youth programs and which provide information, and advocacy.

Organization/ Collaborative	Web Address	Summary Profile
Alameda County Foster Youth Alliance	<a href="http://www.firstplacefund/">http://www.firstplacefund/</a>	The FYC is led by First Place Fund for Youth and includes 11 public and private organizations. The Alliance formed in October 1999 to solidify long-standing informal relationships between community groups that work with Alameda County's foster youth. As of September 2001, FYC had provided services to 750 youths through 15 new programs. Their funding sources include Oakland fund for children & youth.
Alameda County Runaway and Homeless Youth Collaborative (RHYC)	<a href="http://www.fredfinch.org/homeless_youth.html">www.fredfinch.org/homeless_youth.html</a>	This collaborative includes eight East Bay Area agencies. Services available at RHYC centers are focused specifically to homeless youth and young adults. Members include Xanthos, Berkeley Youth Alternatives, BOSS, and the Chaplaincy for the Homeless.
CA Collaboration for Youth	<a href="http://www.sacadvocacy.com/ccfy/ccfyabout.html">www.sacadvocacy.com/ccfy/ccfyabout.html</a>	It formed in 1980 with the purpose of monitoring and influencing state-level legislation and regulation related to youth. Members include the Salvation Army, YMCA, and the Boys & Girls Clubs of America. They were the principal sponsor of AB 2737 which led to the Youth Center & Youth Shelter Bond Act, providing \$25 million for youth shelters and centers.
California Coalition for Youth (formerly California Child, Youth, and Family Coalition)	<a href="http://www.CalYouth.org">www.CalYouth.org</a>	The Coalition administers the California Youth Crisis Line aka Youth Emergency Telephone Referral Network (formerly known as the CA Runaway Hotline) which maintains over 5000 local referral options in CA and receives 20,000 calls from youth and parents annually. They also developed a comprehensive policy for Runaway/Homeless Youth in CA during a 1990 Roundtable conference and prepared a briefing on Runaway/Homeless Youth for the 2002 Governor's Summit on Homelessness. Members include Covenant House California.

18. Local, State, and National Resources and Websites

<b>Organization/ Collaborative</b>	<b>Web Address</b>	<b>Summary Profile</b>
California Youth Connection	<a href="http://www.Calyouthconn.org">www.Calyouthconn.org</a>	California Youth Connection is an advocacy/youth leadership organization for current and former foster youth. They currently maintain 22 active chapters in California with a total of over 250 members. They have helped in the process of developing transitional housing pilot programs and participated in a coalition to influence and support passage of the 1999 Foster Care Independence Act. They officially became a non-profit organization in January of 1999.
Casey Family Programs	<a href="http://www.casey.org">www.casey.org</a>	Casey Family Programs provides an array of services for children and youth, with foster care as its core. Casey services include adoption, guardianship, kinship care and family reunification. Casey is also committed to helping youth in foster care make a successful transition to adulthood.
Child Welfare League of America	<a href="http://www.cwla.org">www.cwla.org</a>	CWLA is an association of almost 1,200 public and private nonprofit agencies. The Housing and Homelessness Unit provides child welfare agencies with the tools necessary to assist families, youth and children in the child welfare system access and maintain safe, permanent, affordable homes. CWLA has worked with Congress to make available housing resources for youth leaving the foster care system through the Family Unification Plan's new youth component.
Child.net	<a href="http://www.child.net">www.child.net</a>	An on-line site providing information on street youth and runaways, with links to resources, a service of Streetcats Foundation and National Children's Coalition.
Corporation for Supportive Housing	<a href="http://www.csh.org">www.csh.org</a>	CSH helps communities create permanent housing with services to prevent and end homelessness. They have programs in several states including California. Notably, they published a report discussing housing options for homeless youth.
Focus Adolescent Services	<a href="http://www.focusas.com/runaways.html">www.focusas.com/runaways.html</a>	Focus Adolescent Services is an internet clearinghouse of information and resources to help and support families with at-risk teens. Its mission is to provide information and resources to empower individuals to help their teens and heal their families. Provides resources (journals, articles, books, etc.) and links to related sites.

18. Local, State, and National Resources and Websites

<b>Organization/ Collaborative</b>	<b>Web Address</b>	<b>Summary Profile</b>
HomeBase, the Center for Common Concerns	<a href="http://www.homebaseccc.org">www.homebaseccc.org</a>	HomeBase is a nonprofit legal and technical services firm supporting shared prosperity. It sponsored the Bay Area Regional Initiative's Homeless Youth 101 project. Its website includes resources for resolving homelessness and other extreme poverty.
Homeless Youth 101 (Bay Area Homeless Alliance)	<a href="http://www.heysf.org">www.heysf.org</a>	Homeless Youth 101 works to achieve efficient distribution of homeless youth services throughout the Bay Area by trying to distribute costs efficiently among participating communities. The project has intervened to help over 1000 homeless youth. The lead agency is Youth Advocates (which is now known as Huckleberry Youth Programs).
Housing for Emancipated Youth (HEY)	<a href="http://www.heysf.org">www.heysf.org</a>	This collaborative of public and private agencies was launched by the United Way of the Bay Area (UWBA) after a 1997 needs assessment revealed that many of the young people leaving the foster care system each year in San Francisco are not ready for independence. HEY targets 16-24 year old SF youth residents who have been involved in the foster care system in the last 5 years. Service provider partners are GLASS, Larkin Street, and First Place Fund for Youth.
Mendocino County Youth Project	<a href="http://www.mccyp.org">www.mccyp.org</a>	Established in 1974, it began as a collaborative effort of the Probation Department and the County Office of Education. In 1992, it became a joint powers agency established by school districts, city governments, and the Office of Education. This Project collaborative seems to be the major provider of youth services programs for homeless youth in the county and surrounding area.
National Alliance to End Homelessness	<a href="http://www.naeh.org">www.naeh.org</a>	The NAEH is a nationwide federation of public, private and nonprofit organizations working to end homelessness. The site contains statistics, discussion of policies and legislation, best practice tips, resources and links.
National Center for Children in Poverty	<a href="http://www.nccp.org">www.nccp.org</a>	The National Center for Children in Poverty identifies and promotes strategies that prevent child poverty in the United States and that improve the lives of low-income children and their families. Founded in 1989, NCCP is part of the Mailman School at Columbia University.

18. Local, State, and National Resources and Websites

<b>Organization/ Collaborative</b>	<b>Web Address</b>	<b>Summary Profile</b>
National Clearinghouse on Families and Youth	<a href="http://www.ncfy.com">www.ncfy.com</a>	NCFY was developed by the Family and Youth Services Bureau within the Department of Health and Human Services. They maintain a comprehensive list of resources available regarding youth programs, including the street outreach program of the RHYA. They serve as a central informational source on youth and family policy and practice. They help FYSB organize issue forums that bring RHYA grantees and other experts together.
National Coalition for the Homeless	<a href="http://www.nationalhomeless.org">www.nationalhomeless.org</a>	NCH is a national organization with a mission of ending homelessness. In addition to their general information about homeless issues, NCH is a good source of information regarding homeless-related legislation, including that which affects homeless youth. NCH also maintains a fact sheet specifically devoted to addressing the definition, causes, policy concerns, and consequences of homeless youth.
National Foster Care Coalition	<a href="http://www.nationalfostercare.org">www.nationalfostercare.org</a>	The coalition involves foster care alumni and child welfare organizations in working to raise awareness and coordinate advocacy regarding issues affecting foster care youth. There are approximately 25 member organizations. The Coalition was formed in 1998 and has been funded by the Casey Family Programs.
National Network for Youth	<a href="http://www.nn4youth.org">www.nn4youth.org</a>	The National Youth Network, founded and managed by the Office of Juvenile Justice and Delinquency Prevention, consists of diverse youth leaders from across the Nation who are sponsored by youth serving organizations. They organize an annual youth conference. The National Network for Youth actively engages in public education efforts, promotes youth/adult partnerships, and strives to strengthen staff and community-based organization capacity to provide effective programs and services to youth in high-risk situations.
National Resource Center for Foster Care and Permanency Planning	<a href="http://www.hunter.cuny.edu/socwork/nrcfcpp/">www.hunter.cuny.edu/socwork/nrcfcpp/</a>	The National Resource Center for Foster Care and Permanent Planning is funded by the Children's Bureau/ACF/DHHS and operates out of the Hunter College School of Social Work of The City University of New York. The center is a training, technical assistance and information services organization.

18. Local, State, and National Resources and Websites

<b>Organization/ Collaborative</b>	<b>Web Address</b>	<b>Summary Profile</b>
National Resource Center for Youth Services	<a href="http://www.nrcys.ou.edu">www.nrcys.ou.edu</a>	Located at the University of Oklahoma and through a cooperative agreement with the US Department of Health and Human Services Children's Bureau, the NRCYS provides national youth service training. They also maintain a list of resources for homeless youth collaborations and services as well as a fact sheet on the implementation of the Chafee Act in California.
National Runaway Switchboard	<a href="http://www.nrscrisisline.org">www.nrscrisisline.org</a>	The National Runaway Switchboard is the federally designated national communication system (hotline and website) for runaway and homeless youth, operating 24 hours a day. Services are provided through funding from and in partnership with the Washington D.C. based Family and Youth Services Bureau in the Administration for Children, Youth and Families, US Department of Health and Human Services. They handle over 100,000 calls per year, about half of which are from youth. The majority (63%) of the youth who call are on the streets either as runaways, throwaways, or homeless.
National Center for Youth Law, Oakland, CA	<a href="http://www.youthlaw.org">www.youthlaw.org</a>	The National Center for Youth Law uses the law to protect children from the harms caused by poverty, and to improve the lives of children living in poverty. Its advocacy takes a variety of forms, including: publishing articles, manuals, books, and a bimonthly journal, Youth Law News; providing technical assistance and training; assisting legal advocates who represent poor children; and conducting administrative and legislative advocacy. Its website includes a foster care handbook.
Office of Criminal Justice Planning (OCJP)	<a href="http://www.ocjp.ca.gov">www.ocjp.ca.gov</a>	The Children's Branch of the OCJP administers the Homeless Youth & Exploitation Program which provides funding for street outreach and shelters. OCJP also prepared the report evaluating the status of Homeless Youth in the State of California (2001).

18. Local, State, and National Resources and Websites

<b>Organization/ Collaborative</b>	<b>Web Address</b>	<b>Summary Profile</b>
Project Choice		Project Choice is a multi-system collaboration with a Steering Committee that includes Council and Mayor, Oakland Police and Department of Human Services, Alameda County Behavioral Health Care, California Youth Authority, California Department of Corrections, San Quentin Prison, community colleges, and community and faith-based providers addressing housing, employment and other needs. They receive client referrals from the Oakland Parole Office, the Police and Corrections Team, and street outreach and provide intensive case management support to parolees.
Project Safe Place	<a href="http://www.safeplaceservices.org">www.safeplaceservices.org</a>	Project Safe Place is a national youth outreach program that educates thousands of young people every year about the dangers of running away or trying to resolve difficult, threatening situations on their own. For most, but not all Safe Place programs, the youth they are reaching out to are between the ages of 12 to 17 years old. The project began in 1983 and went national in 1988. The local safe place locations are Casa Say in San Jose and the Bill Wilson Center in Santa Clara.
StandUp For Kids	<a href="http://www.standupforkids.org">www.standupforkids.org</a>	StandUp For Kids was founded in 1990 to help rescue homeless and at-risk kids under the age of 21. They have established more than 30 outreach programs in 15 states. In addition to helping homeless and at-risk youth with immediate necessities such as food, clothing, shelter and personal hygiene, they offer a wide array of services, including: assistance in finding housing; education assistance; vocational development; counseling; health services; transportation to self-help meetings; and legal assistance.
Urban Institute	<a href="http://www.ubran.org">www.ubran.org</a>	The Urban institute is a national nonpartisan economic and social policy research organization. Among their many research areas are juvenile justice (including a report on youth corrections in California) and Housing/Homelessness.

18. Local, State, and National Resources and Websites

Organization/ Collaborative	Web Address	Summary Profile
Western States Youth Services Network	<a href="http://www.wsysn.org">www.wsysn.org</a>	WSYSN was incorporated in 1980 in California (Petaluma). Formed by some of the first agencies funded by the federal government to provide services to runaway youth, the WSYSN is a membership organization with over 70 members in the federal Region IX (Arizona, California, Hawaii, Nevada and the Outer Pacific Territories) including youth service providers and coalitions. They are also the Training and Technical Assistance Provider for the federal Runaway & Homeless Youth grantees in Region IX.
Youth Force Coalition	<a href="http://www.youthec.org/youthforce">www.youthec.org/youthforce</a>	Youth Force Coalition (YFC) is a coalition of youth organizations fighting against the increased use of prisons in destroying youth opportunities. Although they do not specifically target youth homelessness, like foster care, youth incarceration has a strong link with homeless occurrences. Member organizations include the Homeless Youth Collaborative and Huckleberry Youth Programs.
Youth Outlook (YO!)	<a href="http://www.youthoutlook.org">www.youthoutlook.org</a>	<i>Youth Outlook</i> is a monthly journal of youth life in the Bay Area. <i>YO!</i> chronicles the world through the eyes and voice of young people -- between the ages of 15 and 25 -- in the San Francisco Bay Area. Works include photo essays by homeless youth. <i>YO!</i> has a high profile with a daily column in the <i>San Francisco Examiner</i> , a national distribution of 40,000, and an annual expo of youth communicators.





## 19. Discrimination and Housing Homeless Youth: AB 2972 and AB 1354

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Pre-existing anti-age discrimination law has not permitted housing assistance programs to be offered exclusively to homeless youth 24 years of age or younger.

Under new law (AB 2972 became effective January 1, 2003)<sup>1</sup>, the legislature declares that the “provision of housing for homeless youth is hereby authorized and shall not be considered unlawful age discrimination.” This law defines “homeless youth” as someone between ages 18 and 24 who is homeless or at risk of becoming homeless, is no longer eligible for foster care due to age, or has run away from home or someone under 18 who has been legally emancipated. “Housing for homeless youth” means emergency, transitional or permanent housing tied to “supportive services that assist homeless youth in stabilizing their lives and developing the skills and resources they need to make a successful transition to self-sufficient adulthood.”

Similarly, another new law (AB 1354 became effective May 21, 2002)<sup>2</sup> permits California Emergency Housing Assistance Program (EHAP) funded emergency shelter and transitional housing programs to restrict occupancy exclusively to persons 24 years of age or younger without violating age discrimination laws.

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<sup>1</sup> The bill adds section 11139.3 to the Government Code, and amends section 50801.5 of the Health and Safety Code. See website [www.leginfo.ca.gov](http://www.leginfo.ca.gov) for full text this law.

<sup>2</sup> This bill amends section 50801.5 of the Health and Safety Code. See website [www.leginfo.ca.gov](http://www.leginfo.ca.gov) for full text this law.



## 20. Housing Options for Youth Paroled from California Youth Authority<sup>1</sup>

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This document is included in your packet as information on a topic that will not be directly addressed at the conference. If you are interested in this issue, please see the last page for an invitation to attend the next Regional Steering Committee meeting.

### Problem Statement

Currently, roughly 9400 youth fall under the jurisdiction of the California Youth Authority (CYA), with 5200 in confinement and another 4200 on parole.<sup>2</sup> This population includes only the “most serious juvenile offenders in the state.”<sup>3</sup> Of the major impediments facing youth paroled from CYA in successfully reentering the community, CYA parole agents cite a lack of housing options as one of the most significant.<sup>4</sup> Nevertheless, solutions exist for finding stable housing for CYA paroled youth by building collaboratives focused on intense case management, utilizing the institutional ties CYA parolees retain with parole officers after their release.

### Background

#### *Juvenile Crime in America*

Although youthful offenders were often treated differently by courts in English common law and early American judicial proceedings, the juvenile justice system officially began in this country in Chicago in 1899 through the establishment of the first juvenile court.<sup>5</sup> California followed by establishing Juvenile Courts and then juvenile halls in the following decade.<sup>6</sup> The juvenile justice system began with the purpose of protecting the best interests of the child when biological parents could not do so, under the theory of “*parens patriae*.”<sup>7</sup> However, changing public sentiment and the inclusion of civil rights provisions in juvenile proceedings has led to a marked change in the past two decades as juvenile courts have begun to mirror adult courts.<sup>8</sup>

Today, well over 2 million youth under the age of 18 are arrested every year in the United States<sup>9</sup>, and approximately 100,000 end up in secure confinement. California leads the nation in

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<sup>1</sup> Prepared by HomeBase, the Center for Common Concerns.

<sup>2</sup> State of California Department of Youth Authority, “Population Movement Survey” (April 2003).

<sup>3</sup> Center on Juvenile and Criminal Justice, “Aftercare as Afterthought: Reentry and the California Youth Authority” (August 2002).

<sup>4</sup> Ibid.

<sup>5</sup> Jeffrey A. Butts and Ojmarrh Mitchell, “Brick by Brick: Dismantling the Border Between Juvenile and Adult Justice” (Urban Institute, 2000).

<sup>6</sup> State of California Department of Youth Authority, *Our History*, available at [ww.cya.ca.gov/about/history.html](http://ww.cya.ca.gov/about/history.html) (last visited July 24, 2003).

<sup>7</sup> Brick by Brick.

<sup>8</sup> Ibid.

<sup>9</sup> Office of Juvenile Justice and Delinquency Prevention, “Court-Involved Youth: Description of the Target Population” (November 2000).

secure confinement of youth with nearly 20,000 youth confined.<sup>10</sup> Of those confined, approximately 5200 end up in the California Youth Authority (CYA) facilities on any given day.<sup>11</sup>

### *The California Youth Authority & Ward Characteristics*

CYA was established under the Youth Corrections Authority Act and committed its first ward in 1942.<sup>12</sup> Today, CYA operates 11 institutions, 4 camps, and 2 drug treatment centers, with 16 parole offices monitoring released wards.<sup>13</sup> Wards under the supervision of CYA range from 12 to 24 years old. Yet, only 3% of all juvenile offenders in California end up under CYA jurisdiction; the rest are supervised by county probation departments.<sup>14</sup>

The average age of wards at CYA is 19, and the average upon parole is 21. However, most wards demonstrate only 7<sup>th</sup>-9<sup>th</sup> grade reading and math ability.<sup>15</sup> Additionally, about 70% of CYA wards have substance abuse problems and roughly half suffer from mental health problems.<sup>16</sup> Not surprisingly, most CYA wards do not come from stable living environments. As many as 68% of CYA youth spent time in foster care prior to detention.<sup>17</sup> Most of those entered CYA prior to foster care emancipation,<sup>18</sup> which typically occurs at age 18, and therefore never officially emancipate from the system, leaving them excluded from certain assistance programs like the Supportive Transitional Emancipation Program (STEP).

Although the CYA population swelled to over 10,000 in the early 1990s, the passage of Senate Bill 681 in 1997 greatly increased the cost to counties for transferring juvenile offenders (especially for non-violent offenses) and precipitated a dramatic decline in CYA detainees over the past 5 years.<sup>19</sup> With the implementation of Proposition 21, which strengthens juvenile detention policies, and a growing general population of California youth, the CYA population should rise again in the years to come.<sup>20</sup> The CYA projects the number of detainees to decline further before rising back to near its current level by 2007.<sup>21</sup> While this growth seems minor, the

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<sup>10</sup> Urban Institute Justice Policy Center, "Youth Corrections in California" (July 2002).

<sup>11</sup> State of California Department of Youth Authority, "Population Movement Summary" (April 2003).

<sup>12</sup> State of California Department of Youth Authority, *Our History*, available at [www.cya.ca.gov/about/history.html](http://www.cya.ca.gov/about/history.html) (last visited July 24, 2003).

<sup>13</sup> State of California Department of Youth Authority, *Ward and Parole Programs*, available at [www.cya.ca.gov/programs/intro.html](http://www.cya.ca.gov/programs/intro.html) (last visited July 11, 2003).

<sup>14</sup> Legislative Analyst's Office, "Juvenile Crime: How Does California's Juvenile Justice System Work?" (May 1995).

<sup>15</sup> Aftercare as Afterthought.

<sup>16</sup> Ibid.

<sup>17</sup> Black Adoption Placement Research Center (Oakland, CA), *The Crisis*, available at [www.baprc.org/children/TheCrisis.htm](http://www.baprc.org/children/TheCrisis.htm) (last visited July 24, 2003).

<sup>18</sup> UC Berkeley Center for Social Services Research, "Youth Emancipating from Foster Care in California: Findings Using Linked Administrative Data" (May 2002).

<sup>19</sup> State of California Department of Youth Authority, "A Comparison of the Youth Authority's Institution and Parole Populations 1993-2002"; The Fresno Bee, "Paying Price for Juvenile Justice." Available at [www.fresnobee.com/man/projects/juvjustice/costs.html](http://www.fresnobee.com/man/projects/juvjustice/costs.html) (last visited July 11, 2003).

<sup>20</sup> State of California Department of Youth Authority, "Memo: Update Population Projections for Fiscal Years 2002-03 through 2006-07" (March 2003).

<sup>21</sup> Ibid.

projection acknowledges that Proposition 21 may affect a larger increase, but its impact is still unclear.<sup>22</sup>

### *Sentencing and Parole*

Once under the jurisdiction of CYA, youths become wards of the state. Upon incarceration, a parole hearing date is set, but sentences are left indeterminate. The Youth Authority Parole Board later makes all decisions regarding actual parole, with the only limitation being that a CYA youth may not be held longer than s/he would have been if sentenced to an adult prison.<sup>23</sup> The average length of stay for all CYA youth is about 28 months, but the average length of stay for first commitments is actually much higher at nearly 3 years.<sup>24</sup> Youths will serve their entire sentence at CYA unless it is clear at the time of sentencing that they will not complete the sentence before their 21<sup>st</sup> birthday.<sup>25</sup> When the parole board deems it time to terminate a youth's detention, the youth remains on parole under the jurisdiction of the CYA until their 25<sup>th</sup> birthday.<sup>26</sup>

Prior to any parole decision, potential parolees must list a residence and contact information for a prospective release location. CYA staff then interview the contact listed and determine if the residence is suitable for the parolee. Staff submit a Parole Assessment Report including this information a couple of months prior to release. If the youth is then paroled and no residence has been deemed suitable, then CYA will place the youth in a group home 99% of the time. These group homes are under contract with CYA and retain guaranteed bed placements that parole officers explain are almost always available.<sup>27</sup>

Overall, parolees are highly concentrated in specific areas, with seven counties accounting for two thirds of the total CYA parolee population.<sup>28</sup> According to Parole Services, only a very small number of CYA youth require out-of-home placement due to potential homelessness.<sup>29</sup> In one of the largest CYA districts, the parole officer claimed that only 15 of his 480 parolees are in group homes. However, group home contracts are very expensive for the CYA and anecdotal evidence indicates that many youth who require out of home placement do not receive it.<sup>30</sup> Additionally, the percentage of CYA youth requiring out-of-home placement may be underestimated for two other reasons: (1) paroled youth could be lying about where they reside to avoid placement in what they consider difficult group home environments, and (2) the parole

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<sup>22</sup> Ibid.

<sup>23</sup> Youth Corrections in California.

<sup>24</sup> State of California Department of Youth Authority, "Length of Stay of Youth Authority Wards 2001".

<sup>25</sup> Youth Corrections in California.

<sup>26</sup> Ibid.

<sup>27</sup> Information regarding parole transition process acquired through an interview with parole specialist conducted by author on July 18, 2003.

<sup>28</sup> Aftercare as Afterthought. The seven counties are: Los Angeles (25%), San Bernardino (8%), Fresno (7.5%), Orange (7%), San Diego (6%), Santa Clara (5.5%), and Riverside (5%).

<sup>29</sup> Interviews with parole officers and parole specialist conducted by author, July 2003.

<sup>30</sup> In one interview conducted by author, a parole officer lamented that the CYA would just as soon place a kid under the bridge than pay the money for a group home placement so any contact name for a residence will basically suffice to establish parole placement. In her Palo Alto Weekly article "Back on the Streets," (Feb. 23, 1994) Jada Gallagher quotes a lawyer from the Youth Law Center in San Francisco as similarly explaining that "for the vast majority of kids coming out of the CYA, they just say goodbye and send them back without much support."

board may be reluctant to release youth for whom no home has been found and therefore simply continue to detain them.

## Resources and Funding

### *Group Home Contracts*

Clearly, the most straightforward resource available to youth paroled from CYA without home placement is the group home option. As explained by a CYA parole specialist, any parolee for whom no suitable housing is located will receive placement into a group home. For a select few who are old enough and just need a very short-term placement, it is possible they will receive motel vouchers to help with their transition.<sup>31</sup>

### *Young Offender Initiatives*

The most promising resources available to counter this trend with the CYA are two sets of Young Offender grants: (1) Going Home: Serious and Violent Offender Reentry Program and (2) Young Offender Initiative: Reentry Grant Program. Administered by the U.S. Justice Department, the Going Home grant is specifically targeted toward the reentry of serious, high-risk offenders into communities across the country.<sup>32</sup> The City of Oakland's collaborative *Project Choice* was recently awarded one such grant to work specifically with young adults, including those exiting the CYA.<sup>33</sup> A collaborative effort between the Departments of Justice, Labor, and Health and Human Services, The Young Offender grant program recently offered demonstration grants focusing on "comprehensive reentry programs" including the goal of sustaining a stable residence.<sup>34</sup> Grant money targeted youth between the ages of 14-24, clearly in line with the CYA population.

### *Other youth programs*

In California, several programs specifically assist homeless youth with their transition into stable housing and community living. CYA youth appear to be eligible for some of these programs, however, it does not appear that these funds/programs are being directed toward them (for a further discussion of why this might be the case, see "Barriers/Special Problems" section below).

*Independent Living Program (ILP).* The Chaffee Foster Care Independence Act's primary purpose is to provide money to states for financial, housing, counseling, employment, education, and other relevant support services to former foster youth up to the age of 21. The Act allows states to use up to 30 percent of their funding towards housing assistance for former or current foster youth aged 18-21. Allowable expenditures under this 30% cap may include food purchases; payment of rental deposits or utility deposits, rent, and/or utility bills; and, emergency assistance. California places this housing allowance at county discretion. According to one program coordinator, all youth under the age of 21 who were in foster care at some point

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<sup>31</sup> Interview with parole specialist conducted by author on July 18, 2003.

<sup>32</sup> Information about the grant is available at <http://wdsc.doleta.gov/sga/sga/reentry.html> (last visited July 25, 2003).

<sup>33</sup> See [www.ojp.usdoj.gov/reentry/grantees/ca.html](http://www.ojp.usdoj.gov/reentry/grantees/ca.html) (last visited July 25, 2003).

<sup>34</sup> Information about the grant is available at <http://wdsc.doleta.gov/sga/sga/01-109sga.htm> (last visited July 25, 2003).

after their 16<sup>th</sup> birthday are eligible for these programs in California. Since more than half of all CYA youth spent time in foster care, it is likely that many of them could be eligible to participate in ILP programs should the programs accept them.

*Runaway and Homeless Youth Act (RHYA).* Administered by the Family and Youth Services Bureau within the Department of Health and Human Services, RHYA includes the Transitional Living Program (TLP) which offers funding for projects that provide supportive housing for youth between the ages of 16 and 21 for up to 18 months.<sup>35</sup> Funding for TLPs is awarded directly to community-based organizations on a competitive basis. Although there appears to be no restriction on using this money for projects aimed at or including youth paroled from CYA, research for this report did not uncover any programs funded through TLP that target this population.

#### *Other Homeless Programs*

Since most youth paroled from CYA are over the age of 18 (the average age on parole is 21<sup>36</sup>), they also qualify for many of the programs available to homeless adults, including programs administered through McKinney Vento funding. CYA parolee use of these programs was not discussed by parole officers and therefore falls beyond the scope of this report. Additionally, some CYA youth will be ineligible for key federal programs (see “Barriers/Special Problems” below). However, it seems likely that many CYA parolees utilize traditional homeless adult services given their combination of high-risk characteristics and the lack of evidence regarding use of other homeless services like those serving youth.

### **Barriers/Special Problems**

#### *Parole Process*

Until the age of 25, CYA youth who are not re-incarcerated in adult facilities remain wards of the state under the supervision of a local CYA parole officer. CYA parole officers are overloaded with cases and must maintain the dual role of enforcer and supporter.<sup>37</sup> Since most parole officers receive only minimal case management training, they are ill-equipped to handle such a daunting task. Transition planning also does not begin until 30-60 days prior to the parole consideration date.<sup>38</sup> Furthermore, parole officers are discouraged from collaborating with local service providers and therefore do not seem to seek out support from community organizations.<sup>39</sup> Together, these factors virtually eliminate the ability to coordinate services and housing that is most appropriate for a given CYA ward upon parole.

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<sup>35</sup> More information about the Transitional Living Program is available at <http://www.acf.dhhs.gov/programs/fysb/ttp.htm> (last visited July 25, 2003).

<sup>36</sup> Aftercare as Afterthought.

<sup>37</sup> Aftercare as Afterthought.

<sup>38</sup> Ibid.

<sup>39</sup> Ibid.

### *CYA Youth Characteristics & Background*

As described above, CYA youth are poorly educated, have a high incidence of mental illness, and often suffer from substance abuse problems. CYA youth have also been detained for an average of close to 3 years at CYA alone. According to studies, the highly structured and locked facilities of CYA are not conducive to rehabilitation.<sup>40</sup> This violent living environment likely promotes development of “street” coping skills that prove counter-productive outside of institutional life. Together, these background characteristics make it difficult for CYA youth to transition back into the community and maintain stable housing even when supportive housing programs do exist for them.

Furthermore, CYA parolees are typically between the ages of 18 and 24. This leaves them in a relatively awkward grouping for homeless services. For instance, many youth programs terminate at age 21. On the other hand, given their educational backgrounds, and early incarceration, most CYA parolees would not benefit as much from housing programs targeting older adults.

### *NIMBY (and program NIMBY)*

All programs that provide housing to poverty-stricken populations face great resistance from local communities who fear the impact of such developments on land prices, safety, and aesthetics. At-risk populations face an even greater hurdle. Since CYA youth are often convicted of violent crimes, they face these community concerns most acutely.

CYA parolees also seem to suffer from the additional problem of concerns from housing providers for other populations they serve. For example, one Southern California transitional living program explained that they have a policy not to accept any youth convicted of anything but a few very minor misdemeanors, thus excluding all CYA parolees. Another program simply maintains a policy of not accepting any youth on parole, a policy which precludes all CYA youth because they all remain on parole until their 25<sup>th</sup> birthday. Such programs often have very understandable concerns such as the risk to small children of other homeless youth they serve. Nevertheless, these policies further limit the availability of supportive programs for CYA parolees.

### *Focus is Missing*

In spite of the “get tough” on juvenile crime stance currently in operation, funding and programs still exist to serve and advocate for crime prevention and alternatives to detention. However, these programs are mostly designed to serve youthful offenders and at-risk youth before they reach the stage of CYA incarceration. Additionally, efforts that focus on reentry of offenders that might include CYA parolees often emphasize family reunification as a key element for success. Since those at-risk of homelessness are unlikely to have family reunification as an option, such programs will be inapplicable to their needs.

Being too far along in the system and lacking a family resource, CYA parolees without a home placement are not particularly targeted by the vast majority of programs that could possibly

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<sup>40</sup> Ibid.

assist them. Furthermore, the CYA has faced budget cuts for such services and recently closed the Transitional Residential Program that appeared to be a promising effort for this population.

### *Legislative Restrictions*

Many federal programs restrict funding to certain populations, of which CYA parolees may be included. For example, local public housing authorities have the ability to restrict public housing access for people with drug convictions and thereby preclude certain CYA parolees from returning to their families upon parole.<sup>41</sup> Since only 3% of current CYA parolees were committed for narcotic and drug offenses, the impact of this restriction could be relatively small.<sup>42</sup> On the other hand, it is possible that many CYA parolees spent time in county level detention for drug-related offenses before ever being committed to CYA for more serious charges.

Some CYA parolees may also be prohibited from other aid programs that provide assistance for those at risk of homelessness. California uses its discretion under the 1996 Welfare Reform Act to completely deny cash assistance through TANF and food stamps to anyone convicted of a felony involving the sale or use of drugs.<sup>43</sup> Again, most CYA parolees were not committed for drug offenses so this particular restriction may have only a minor impact on the population as a whole.

Finally, CYA parolees may be prohibited from engaging in other activities that could ease their transition back to community life and help them maintain stable housing. For instance, certain professions, such as those relating to childcare and nursing, are not available to those convicted of felonies.<sup>44</sup> Additionally, CYA parolees are also prohibited from receiving funds through several secondary education assistance programs.<sup>45</sup> Already with relatively few options, these restrictions further frustrate support for CYA parolees as they attempt to transition back into stable housing.

## **Recommendations**

### *Collaboration*

Since parole officers act as both supervisors and case managers for CYA parolees, it is critical that housing providers build relationships with parole agents. Dialogue and future collaboration would help facilitate placement of potentially homeless parolees in out-of-home placements, while helping the CYA avoid the high cost of group home contracts and reducing the need to accept ill-advised home placements that provide little support.

### *Continuum of Care*

CYA parolees are a diverse population, most of whom need intense case management. They are often mentally ill, have substance abuse problems, and have grown accustomed to

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<sup>41</sup> Aftercare as Afterthought.

<sup>42</sup> State of California Department of Youth Authority, "A comparison of the Youth Authority's Institution and Parole Populations, 1993-2002."

<sup>43</sup> Aftercare as Afterthought.

<sup>44</sup> Ibid.

<sup>45</sup> Aftercare as Afterthought.



institutional life. Unfortunately, they are unlikely to receive the support they need while incarcerated. Consequently, it is essential that they receive individualized services from a collaborative of organizations. They need stable supportive housing, but it must be accompanied by service provision and local community buy-in. Networks of care, such as that exhibited by *Project Choice* (See “Young Offender Grants” section above) in Oakland, are necessary to ensure that this population remains housed.

### *Advocacy*

Society pays about \$1.7 million for every youth that leaves school and turns to a life of crime and drug abuse, and CYA parolees have an astonishingly high 91% rate of recidivism.<sup>46</sup> Funding for programs such as the Young Offender Initiatives and the CYA’s Transitional Residential Program provide supportive living environments and can reduce recidivism, saving far more money in the future. Unfortunately, budget cuts and a focus on prison construction greatly limit these funding streams as exhibited by the closure of CYA’s Transitional Residential Program in Los Angeles last year.<sup>47</sup> Beyond communication, it will take money to provide the intense suite of services combined with supportive housing necessary to assist the CYA population. Therefore, it is imperative to advocate for continued and renewed funding of these valuable resources.

### **Conclusion**

As an institution of last resort for many juvenile offenders, the California Youth Authority houses youth that have had grievous trouble succeeding within the community. They often suffer from mental illness, substance abuse, and extremely poor educational achievements. Spending close to three years in highly structured locked facilities does little to improve their chances given the lack of rehabilitation services available and the often violent surrounding to which they must grow accustomed.

Once paroled, CYA wards face an even more daunting challenge. Their parole officers who serve as their sole case managers are overworked, undertrained for supportive efforts, and also serve the dual role of parole enforcer. Many of the best programs assisting homeless youth do not target CYA wards, and still other programs completely prohibit their use. Beyond formal barriers, concerns for public safety further reduce CYA parolees’ chances of finding stable housing in supportive communities.

Nevertheless, CYA parolees should and can receive the assistance they need. Changing laws have greatly reduced the overall CYA parole population to just over 4000, a far more manageable total than the 10,000 person institutional population just a few years ago. Placing this population without supportive housing almost certainly forces parolees back into the unstable environment that led to their initial incarceration, thereby promoting costly recidivist acts.

CYA parolees must remain in constant contact with their parole officers. Therefore, collaborative programs that attain buy-in from local parole offices already have a direct conduit for outreach to the entire population. Furthermore, many programs already successfully provide this continuum

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<sup>46</sup> Ibid.

<sup>47</sup> Ibid.

of services to juvenile offenders and can serve as models to new program development. With 88% of people indicating that they would like to see released prisoners receive both job training and placement<sup>48</sup>, the opportunity exists to advocate for the necessary funds to make such programs a reality.

Interested in pursuing strategies suggested in this memo? HomeBase invites you to attend the November meeting of the **Regional Steering Committee on Homelessness and Housing**, November 21, 2003, at the Association of Bay Area Governments, 101 Eighth Street, Oakland, CA. Contact Carol Kumagai at 415-788-7961, ext. 300 for more information and an advance copy of the meeting agenda.

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<sup>48</sup> Aftercare as Afterthought.



## **21. Key Federal/State Child Welfare Laws**

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Excerpted from the Child Welfare Primer, California Center for Research on Women and Families, available at: <http://www.ccrwf.org/publications/ChildWelfarePrimer.pdf>.

### **Child Abuse Prevention and Treatment Act (CAPTA), 1974**

Public Law (PL) 93-247 began to shape the current child welfare system. CAPTA mandates that states establish child abuse reporting laws, define child abuse and neglect, describe the circumstances and conditions that obligate mandated reporters to report known or suspected child abuse, determine when juvenile/family courts can take custody of a child, and specify the forms of maltreatment that are criminally punishable. This Act has been amended and reauthorized several times since its inception, most recently in 1996. CAPTA is currently before Congress for reauthorization.

### **Indian Child Welfare Act (ICWA), 1978**

PL 95-608 re-establishes tribal authority and protects and preserves the bond between Indian children and their tribe and culture. ICWA regulates any child protective case, adoption, guardianship, termination of parental rights action, runaway/truancy matter, or voluntary placement of Indian children. Placement cases involving Indian children must be heard in tribal courts, if possible, and involvement by the child's tribe in state court proceedings is permitted.

### **Adoption Assistance and Child Welfare Act, 1980**

PL 96-272 created a categorical funding stream for out-of-home (foster) care to support the basic goal of protecting children, but established a preference to maintain and reunify families. This Act requires reasonable efforts to prevent unnecessary out-of-home placements, requires consideration of relatives as the placement of preference, establishes a process to safely reunify children with their families when possible, and authorizes assistance payments to families who adopt children with special needs. Only those children who meet means-tested eligibility requirements set in July 1996 are eligible for these categorical funds.

### **Independent Living Program Act (ILP), 1986**

PL 99-272 provides services for foster youth age 16 and older to promote self-sufficiency and to help them transition out of the system at age 18.

### **Family Preservation and Family Support Services Program, 1993 Promoting Safe and Stable Families Act, 1997**

PL 103-66 and PL 105-89 provide time-limited, flexible funds to states for family preservation and community-based family support services. In 1997, the Family Preservation and Family Support Services Program was extended, expanded, and renamed the Promoting Safe and Stable Families Act. The program is one of the few sources of federal funds for services to prevent or remedy the difficulties that bring families to the attention of the child welfare system.

The Promoting Safe and Stable Families Act is in the process of being re-authorized by Congress.

**Multi-Ethnic Placement Act (MEPA), 1994  
Inter-Ethnic Placement Provisions, 1996**

MEPA (PL 103-382) prohibits delaying or denying the placement of any child on the basis of race, color, or national origin, and requires that states recruit prospective adoptive and foster care families that reflect the ethnic and racial diversity of children needing homes. The Interethnic Placement Provisions (PL 104-188) amended MEPA and strengthened its provisions to ensure that adoption and foster placements were not delayed or denied because of race, color, or national origin.

**Adoption and Safe Families Act (ASFA), 1997**

PL 105-89 emphasizes child safety over keeping families together and provides financial incentives to states to promote permanency planning and adoption. It also identifies additional circumstances for terminating parental rights, establishes a time-limited federal waiver demonstration project for selected states to test new service delivery approaches, and requires DHHS to adopt outcome measures and a way to systematically collect data from states.

**Foster Care Independence Act, 1999**

PL 106-169 doubles funding for Independent Living Skills programs, allows states to use some funding for transitional living programs for emancipated youth and to extend Medicaid coverage to age 21, and permits all youth in out-of-home care (including non-IV-E eligible youth) to participate in ILP services.

## **2003 California Legislation of Note**

### **AB 408 (Foster Youth Permanency)**

This new 2003 California legislation discourages the practice of “long-term foster care” placements by requiring periodic consideration of permanent placement options such as adoption and guardianships for older children. The bill requires that for children age 10 and older, who have been in foster care for least 6 months, and are placed in a group home, the case plan and court reports shall include identification of individuals important to the child and the actions necessary to maintain contact with such individuals. These individuals would also be added to the Transitional Independent Living Plan process. The ultimate goal is to ensure that no child is emancipated without a connection to a committed and caring adult. The bill also provides that every dependent child shall be entitled to participate in age appropriate extracurricular, enrichment, and social activities and that state regulations and policies may not prevent or create barriers to participation in those activities.

### **AB 490 (Foster Youth Education Reform Bill)**

This new, 2003 California legislation provides opportunities for academic success for foster children by providing for school stability, timely transfers, acceptance of credits and educational advocacy. The bill requires school districts to designate an educational liaison for students in homeless situations, including foster youth in shelter care and those awaiting placement to ensure appropriate enrollment, placement and checkout of foster youth. It allows foster youth to continue their education in their current school for the duration of the school year, except in specified circumstances.