



Good Neighbors

San Diego Housing Commission

REPORT

DATE ISSUED: June 20, 2006 REPORT NO: HCR 06-47
ATTENTION: Chair and Members of the Housing Commission ITEM: 105
For the Agenda of July 7, 2006
SUBJECT: FY06 Transitional Housing Program Grants

REQUESTED ACTION:

- 1) Approve the award of thirteen contracts in an amount not to exceed \$990,514 for a one-year period with one additional option year, and authorize the Chief Executive Officer to execute all required documents;
- 2) Authorize the Chief Executive Officer to execute the one-year renewal option, including execution of all required documents, contingent upon future funding availability and program compliance by the service providers.

STAFF RECOMMENDATION:

That the Housing Commission approve funding in the form of one-year grants with an option to continue funding for one additional year, and authorize the Chief Executive Officer to execute contracts, in a form acceptable to General Counsel, to continue partial funding for one year of occupancy and administrative expenses for the following transitional housing programs:

- a. **Episcopal Community Services** in the amount of \$29,925 for the Downtown Safe Haven program, a 28-bed program for the Homeless Mentally Ill.
- b. **Episcopal Community Services** in the amount of \$53,100 for the Julian's Sanctuary program, a 33-bed program for women and children fleeing domestic violence.
- c. **Mental Health Systems** in the amount of \$80,000 for the Serial Inebriate Program, a 12-bed program for adults.
- d. **The Salvation Army** in the amount of \$106,920 for the STEPS Program, a 40-bed program for men in the downtown area;
- e. **San Diego Second Chance** in the amount of \$106,850 for Second Chance Transitional Housing, a 32-bed program for adults in the City Heights, Jamacha, College, and Chollas View areas;
- f. **San Diego Youth and Community Services** in the amount of \$30,000 for Foster Care Graduate Housing, a 14-bed program for young adults that have been recently emancipated from foster care;



June 20, 2006

FY06 Transitional Housing Program Grants

Page 2

- g. **St. Vincent de Paul Village, Inc.** in the amount of \$153,216 for the Family Living Center, a 110-bed program for families in the downtown area;
- h. **St. Vincent de Paul Village, Inc.** in the amount of \$136,857 for the Fresh Start Program, a 150-bed program for men in the downtown area;
- i. **St. Vincent de Paul Village, Inc.** in the amount of \$87,281 for the STEP Program, a 35-bed program for women in the downtown area;
- j. **Vietnam Veterans** in the amount of \$57,000 for Welcome Home, a 24-bed program for veteran families in the Valencia Park area;
- k. **YMCA Youth and Family Services** in the amount of \$26,933 for Turning Point, to provide 8 beds for youth in the City Heights area;
- l. **YWCA of San Diego County** in the amount of \$42,892 for Becky's House, to provide 27 beds for women and children fleeing domestic violence; and
- m. **YWCA of San Diego County** in the amount of \$79,540 for Passages, a 49-bed program for women in the downtown area.

SUMMARY:

As part of its oversight responsibilities of the Housing Trust Fund (HTF), the Housing Commission is required (Municipal Code Section 98.0504) to commit at least ten percent of each year's HTF program funds to Transitional Housing activities. This \$990,514 represents eighteen percent of FY06 HTF Housing Program Funds and compares with \$986,601 committed for the same purpose in FY05 (twenty-six percent of FY05 funds).

A Request for Proposals from Nonprofit Corporations Seeking to Provide Transitional Housing for the Homeless was issued on January 3, 2006. Fourteen proposals were received before the deadline, requesting a total of \$1,129,408. A Proposal Review Committee was utilized to review, score, and rank the applications according to criteria outlined in the Request for Proposal, and to recommend a methodology for funding the applications. The Committee was comprised of four individuals from public and nonprofit organizations (Corporation for Supportive Housing, the County of San Diego, and the San Diego Housing Commission). This report recommends funding thirteen proposals for a total of \$990,514, according to the evaluation of the Proposal Review Committee.

For purposes of disclosure, it should be noted that Ms. Jennifer Adams-Brooks, a Housing Commission Board Member, is also a Board Member at San Diego Safe Harbor. Ms. Adams-Brooks does not have any decision-making authority for San Diego Safe Harbor nor did she participate on the RFP Review Committee. Ms. Adams-Brooks does not receive compensation for her services with this IRC 501(c)3 corporation. Under the provisions of Government Code Sections 1091.5, Ms. Adams-Brooks has non interest in the matters. Ms. Adams-Brooks is not precluded from participating in connection with this matter because of the lack of financial interest and the non interest under the provisions of Government Code Section 1091.

Funding Recommendations

This report recommends funding thirteen proposals for a total of \$990,514. This recommendation will continue assistance to 12 existing programs and one new program for a total of 568 beds. Grants will be for the period of one year, with one additional one-year renewal option contingent upon future funding availability and program performance.

San Diego Youth and Community Services (SDYCS) Foster Care Graduate Housing Program is a new program that has never before been funded through the HTF Transitional Housing Grant program. SDYCS began in 1970 by meeting the needs of runaway youth with the opening of the first youth runaway shelter in San Diego. SDYCS has acquired an 8-unit apartment complex in Normal Heights and will serve 18-23 year olds who have emancipated from the foster care system. This program will provide supportive services in addition to housing and assist these young adults in moving to permanent housing. In February 2006, the Housing Commission approved a \$413,000 loan to SDYCS to acquire and rehabilitate this development.

An application from San Diego Safe Harbor requesting \$27,600 is not recommended for funding. San Diego Safe Harbor received a score of 62.5 points and the Request for Proposals required a minimum score of 70 points to receive funding.

Attachment 1 lists the requested grant amounts, recommended funding amounts, total cost, leverage and scoring for each proposal. Attachment 2 provides program narratives for all the recommended programs.

Alternatives

The Housing Commission could reduce any of the recommended grant amounts or change the mix of recommended funding. One alternative is to fund the top ranked proposals at their requested levels, as funds permit, and thus not fund lower ranked proposals.

FISCAL CONSIDERATIONS:

Approval of the recommendation will result in the expenditure of \$960,514 in FY06 Housing Trust Fund transitional housing program funds.

PREVIOUS COUNCIL and/or COMMITTEE ACTION:

None.

COMMUNITY PARTICIPATION AND PUBLIC OUTREACH EFFORTS:

An RFP was issued on January 3rd, 2006. Two pre-submittal conferences were held to answer questions from the public.

ENVIRONMENTAL ACTION:

These activities are either "not a project" or are categorically exempt under the applicable provisions of CEQA.

KEY STAKEHOLDERS & PROJECTED IMPACTS:

Key stakeholders include the San Diego Housing Commission, Episcopal Community Services, The Salvation Army, San Diego Safe Harbor, San Diego Second Chance, San Diego Youth & Community Services, St. Vincent de Paul Village, Inc., Vietnam Veterans, YMCA, YWCA of San Diego County, and Mental Health Systems, as well as the clients of these organizations.

Respectfully submitted,

**Signature on File
With Original Document**

Approved by,

Cissy Fisher
Director, Housing Finance and Development

Elizabeth C. Morris
President & Chief Executive Officer

- Attachments: 1. Transitional Housing Summary of Requests for Operating Funds
2. Transitional Housing RFP Proposal Summaries
3. Certificates of Funding Availability

Distribution of these attachments may be limited. Copies available for review during business hours at the Housing Commission offices at 1625 Newton Avenue.

SCORE	SPONSOR/PROJECT	Amount Recommended	FY06 Funding Request	FY06 Total Cost	Client Group	# of HTF Beds	Persons Served Annually	Leverage	Annual Cost Per Person	Annual HTF Cost Per Person	Annual Cost Per Bed	Annual HTF Cost Per Bed	HTF Cost Per Bed Per Day
92.5	ECS Downtown Safe Haven	\$29,925.00	\$29,925.00	\$548,253.00	Mentally Ill	28	50	\$518,328.00	\$10,965.06	\$598.50	\$19,580.46	\$1,068.75	\$2.93
90.3	St. Vincent de Paul Family Living Center	\$153,216.00	\$161,000.00	\$1,616,381.00	Families	110	200	\$1,455,381.00	\$8,081.91	\$766.08	\$14,694.37	\$1,392.87	\$3.82
89.8	ECS Julian's Sanctuary	\$53,100.00	\$53,100.00	\$263,297.00	Families/ DV	33	45	\$210,197.00	\$5,851.04	\$1,180.00	\$7,978.70	\$1,609.09	\$4.41
89.0	St. Vincent de Paul Fresh Start	\$136,857.00	\$181,000.00	\$2,199,070.00	Men	150	400	\$2,018,070.00	\$5,497.68	\$342.14	\$14,660.47	\$912.38	\$2.50
86.0	Vietnam Veterans of San Diego Welcome Home	\$57,000.00	\$57,000.00	\$222,000.00	Families	24	32	\$165,000.00	\$6,937.50	\$1,781.25	\$9,250.00	\$2,375.00	\$6.51
83.8	St. Vincent de Paul STEP	\$87,281.00	\$111,000.00	\$545,285.00	Women	35	85	\$434,285.00	\$6,415.12	\$1,026.84	\$15,579.57	\$2,493.74	\$6.83
81.3	YWCA Becky's House	\$42,892.00	\$50,000.00	\$174,945.00	Families/ DV	27	27	\$124,945.00	\$6,479.44	\$1,588.59	\$6,479.44	\$1,588.59	\$4.35
80.8	San Diego Youth and Community Services Foster Care Graduate Housing	\$30,000.00	\$30,000.00	\$90,000.00	Young Adults	14	17	\$60,000.00	\$5,294.12	\$1,764.71	\$6,428.57	\$2,142.86	\$5.87
80.0	San Diego Second Chance San Diego Second Chance	\$106,850.00	\$106,850.00	\$1,005,454.00	Adults	32	234	\$898,604.00	\$4,296.81	\$456.62	\$31,420.44	\$3,339.06	\$9.15
77.3	YMCA Turning Point	\$26,933.00	\$26,933.00	\$507,045.00	Youth	8	18	\$480,112.00	\$9,219.00	\$1,496.28	\$21,126.88	\$3,366.63	\$9.22
76.8	YWCA WIT/SIL	\$79,540.00	\$100,000.00	\$848,704.00	Women	49	75	\$748,704.00	\$11,316.05	\$1,060.53	\$17,320.49	\$1,623.27	\$4.45
74.5	Mental Health Services Serial Inebriate Program	\$80,000.00	\$80,000.00	\$209,000.00	Adults	12	75	\$129,000.00	\$2,786.67	\$1,066.67	\$17,416.67	\$6,666.67	\$18.26
70.8	Salvation Army STEPS	\$106,920.00	\$115,000.00	\$384,891.00	Men	40	120	\$269,891.00	\$3,207.43	\$891.00	\$9,622.28	\$2,673.00	\$7.32
62.5	San Diego Safe Harbor Safe House	\$0.00	\$27,600.00	\$106,818.00	Men	6	20	\$79,218.00	\$5,340.90	\$1,380.00	\$17,803.00	\$4,600.00	\$12.60
	TOTAL	\$990,514.00	\$1,129,408.00			568	1398						

ATTACHMENT 2

Sponsor:	Episcopal Community Services
Project:	Downtown Safe Haven
Funding Request:	\$29,925
Purpose:	Homeless mentally ill
No. of beds:	28
Total cost:	Annual cost is \$548,253 (\$10,965 per bed)
Leverage:	\$518,328 from HUD SHP, State EHAP, resident rent/fees
Prior HTF Funds:	\$124,350 over four years

Agency Sponsor

Episcopal Community Services (ECS) is an institution of the Episcopal Diocese of San Diego and has been operating since 1927. ECS provides child development programs, domestic violence programs, drug and alcohol recovery programs, housing and services for persons living with mental illness, HIV counseling and testing, and other social services. ECS has been serving the needs of the homeless mentally ill since 1985.

Client Group and Resident Selection

The target population is homeless mentally ill adults. Because their illnesses have prevented them from seeking, accepting and accessing treatment and other available community services and support, they represent the most difficult to reach (“hardest to serve”) homeless sub-group.

Residents generally are referred through the Friend-to-Friend Clubhouses or community-based resources. All potential residents are prioritized according to an “Index of Need” that is based on housing prospects, income, level of services being accessed, and physical health of the applicant.

Program Design, Location & Operations

The Downtown Safe Haven has been in operation since 1997; it is part of a Continuum of Care for the mentally ill homeless provided by ECS. Located at 1425 “C” Street, the 28-bed transitional housing and supportive services program is near ECS’ Friend-to-Friend Clubhouse day center, and public transportation (ECS provides bus passes for all residents).

The program is broken into three phases, each lasting about six months. Services include case management and supportive counseling; meals; transportation; clothing and hygiene assistance; independent living skills counseling and training; socialization skills development; 24-hour resident assistance, employment training and assistance, and chaplaincy services. The average stay is 18-24 months.

Safe Haven residents can link with ECS' City Works Plus Program, which seeks to provide clients with a successful work experience together with basic job readiness and skills development and support.

Staffing

Staff includes a Supportive Services Director (contract compliance and financial accountability); a Clinical and Outreach Manager (supervises the Case Managers and monitors the treatment plans); two Case Managers (provide linkages to resources and services and assist residents in eliminating barriers to independent living); a Facilities Manager (supervises the Resident Assistants and manage and maintain the facility); and Resident Assistants (provide support to residents). The Vice President of Adult Programs provides general guidance and fiscal and programmatic oversight.

Leverage

HTF funds requested of \$29,925 represent 5 percent of the program cost, paying for day-to-day operating support.

HTF funds requested of \$53,100 represent 20 percent of the program's cost for FY06. ECS will provide \$210,197 through funding from a HUD SHP grant and client rent/fees.

Innovation and Community Involvement

ECS operates the only Safe Havens program in San Diego County. HUD's Safe Haven model uses a non-intrusive, low-demand approach and stresses the development of a peer community as well as the use of mentors to support residents' transition to more independent settings. The program stresses the best way to learn to work is by working.

ECS Safe Havens is designed to create a seamless system of services for homeless mentally ill adults including housing, case management, psychosocial rehabilitation, socialization services and medical treatment.

ECS provides outreach, case management and supportive housing services for the County of San Diego Mental Health Adult System of Care and is also active in the Regional Continuum of Care and the Regional Task Force on the Homeless.

Outcome Measures

In the current program year, the following has been achieved: 28 percent of people leaving the program transitioned into stable, permanent housing; 100 percent of participants that entered the program without benefits have sought income from an entitlement program; 15 percent of residents are connected with City Works Plus or an alternate job training program; and 90 percent of residents sought mental health services.

Sponsor: Episcopal Community Services

Project: Julian’s Sanctuary

Funding Request: \$53,100

Purpose: Families fleeing domestic violence

No. of beds: 33 beds (10 units)

Total cost: \$263,297 (\$7979 per bed)

Leverage: \$210,197 from HUD SHP (WCP), Private Donations, and client rent

Prior HTF Funds: \$348,563 over eight years

Agency Sponsor

ECS is an institution of the Episcopal Diocese of San Diego and has operated since 1927. ECS provides child development programs, drug and alcohol recovery programs, housing and services for persons living with mental illness, and other social services. ECS has been serving the needs of homeless individuals and families for more than 20 years.

The Sanctuary Program has been operating since 1998. In September 2001, ECS took over operation of the original program from another non-profit agency and renamed the program “Julian’s Sanctuary.”

Client Group and Resident Selection

The target population is homeless women and children fleeing domestic violence. Families are most often referred from one of the area’s six emergency shelters. Other referrals may come from the City Attorney’s office, welfare departments, child protection units, hospitals, and other social service providers.

Participants are required to be “clean and sober” for at least 30 days prior to entry. They must be willing to participate in all program requirements and demonstrate a commitment to achieving a violence-free home and increasing their skills and income level.

Program Design, Location & Operations

ECS leases a two-story, 10-unit apartment building with a bed capacity of 33. Each family has its own apartment unit and laundry facilities are provided on-site. The facility has a comprehensive security system that includes fencing, gates, camera, and a telephone access entry system. The facility is near shopping, schools, parks, libraries and public transportation.

On-site services include weekly case management and individual counseling for both women and children, individual and family counseling, community meetings, transportation assistance, legal advocacy, domestic violence education classes, self-esteem groups, parenting education, job search skills, referrals to drug/alcohol counseling, and on-site state licensed preschool, childcare, and after-school programs (Kids First).

Participants remain in the program for approximately 18 months and pay 30% of their income to help pay for program costs. It is expected that participants will then move to more permanent housing and continue to receive supportive services such as on-going counseling, case management, and child care for approximately six months.

Staffing

ECS professional staff includes the Vice President of Programs (administers ECS' adult programs), Associate Director of Women and Family Services (oversees the administration of the ECS Julian's Sanctuary program and supervises all staff and volunteers); Case Manager (assures resident compliance and provides support and advocacy); Program Assistant (provides office and facilities management responsibilities and clerical support); Lead Teacher (operates "Kids First" daily and creates and implements specialized curriculum and activities); Child Counselor (provides development assessments and treatment coordination); and Teacher's Assistant (aides in classroom and curriculum management). Volunteers provide tutoring and classroom support at Kids First, and participate in a mentoring program to both adults and children.

Leverage

HTF funds requested of \$53,100 represent 20 percent of the program's cost for FY06. ECS will provide \$210,197 through funding from a HUD SHP (WCP), private donations, and client rent.

Innovation and Community Involvement

The philosophy of Julian's Sanctuary is to replicate independent living. Growth and stability are fostered, with family development enhanced by comprehensive on-site support services. Kids First is an on-site, state-licensed preschool and after school program. ECS Julian's Sanctuary is the only domestic violence housing program to offer an on-site licensed preschool. Kids First offers specialized curriculum for children affected by domestic violence. Several corporations (Wal-mart, Metabolife, Union Bank, YMCA and Jerome's Furniture) provide cash assistance to Julian's Sanctuary and in-kind donations to one graduating client each month.

This program draws upon community resources and has linkages with other agencies and service providers such as the San Diego Domestic Violence Council, the Women and Children's Project (WCP), the Crime Victim's Fund, and the Regional Continuum of Care Council.

Outcome Measures

In the current program year, the following has been achieved: 86 percent of families leaving the program transitioned into stable, permanent housing; 100 percent of participants were either employed or entered employment; and 100 percent of participants reached at least one of their self-identified goals within six months.

Sponsor: Mental Health Systems

Project: Alcohol and Other Drug Treatment

Funding Request: \$80,000

Purpose: Serial Inebriates

Beds: 12

Total Cost: \$209,000

Leverage: \$129,000 from the County of San Diego's Alcohol and Drug Services

Prior HTF Funds: \$160,000 over two years

Agency Sponsor:

Mental Health Systems, Inc. (MHS) offers services to individuals who experience chronic homelessness through more than 90 programs that they offer throughout San Diego County. MHS is very familiar with the cultural needs of chronic homeless persons with disabilities, and has operated low-cost housing for homeless people since 1990.

Client Group and Resident Selection:

Alcohol and Other Drug Treatment serves serial inebriates, and their clients have been homeless for an average of sixteen years. Clients are both male and female.

There is a four-step selection process: (1) a case manager's assessment; (2) an intake appointment is scheduled to assure there is space for the client; (3) client is released from jail to the San Diego Police Department and travels with the case manager to the designated treatment program; (4) client begins weekly meetings with case manager.

Program, Design, Location, and Operations:

Transitional housing is located at 4118 36th Street in the City Heights Community of San Diego. The building is a well-maintained, two-story, stucco building and consists of eight 850 square-foot apartment units and a laundry room with a total building capacity of 7000 square feet. All transitional housing units are located on the first floor and are ADA accessible. Bus routes are within walking distances and freeways are nearby.

Clients are referred to MHS through the criminal justice system. The City Attorney's Office in collaboration with the Office of the Public Defender offers treatment in lieu of custody at the time of arraignment. The City Attorney of those eligible clients then notifies the San Diego Police Department which, in turn, contacts a Serial Inebriate Case Manager. Program goals for clients may include obtaining a monthly income, completing treatment, obtaining a job, returning to school, and more.

Staffing:

Program management includes a Program Manager, Medical Director, Lead SIP Case Manager, two Case Manager/ Counselors, an Office Assistant, two Certified Addiction Treatment Specialists, a physician, and an SDUS intern.

Leverage:

HTF funds requested in the amount of \$80,000 equal 38 percent of the total program cost for FY06. Mental Health Systems will provide \$129,000 from the County of San Diego's Alcohol and Drug Services.

Innovation and Community Involvement:

The Serial Inebriate Program began in January 2000, and was initiated as a program-solving effort to reduce the revolving door serial inebriate syndrome wherein chronic, homeless alcoholics go in and out of Detoxification Centers, County Jail, and local emergency rooms for the criminal offense of drunk-in-public. Moreover, the intervention process focused on moving the chronically homeless off the streets, out of shelters, and into transitional and ultimately permanent housing.

Outcome Measures:

During the current program year, 100 percent of clients have increased their earnings, received job training, and become employed, and 100 percent have resolved barriers to employment and permanent housing. Since the inception of the program in 2000, 33 percent of all clients retained permanent housing for one year after the program.

Sponsor: The Salvation Army

Project: STEPS
(Shelters-Transitional/Employment Program Services)

Funding Request: \$106,920

Purpose: Homeless men

No. of beds: 40

Total cost: Annual cost is \$384,891 (\$9,622 per bed)

Leverage: \$269,891 from HUD, The Salvation Army, and Mental Health Systems

Prior HTF Funds: Approximately \$1,614,659 (since 1993)

Agency Sponsor

The Salvation Army is a large-scale, well-established social service provider dedicated to returning individuals and families to functionality through a variety of programs and a continuum of services. The adult rehabilitation program (founded in 1911) provides transitional housing and support for substance-abusing adults and is San Diego's largest such program. STEPS is a component of the adult rehabilitation program; it has been in operation since 1990.

Client Group and Resident Selection

The STEPS program will serve homeless men. The Salvation Army Homeless Outreach program identifies the unsheltered homeless and refers them to emergency shelters. Clients for the STEPS program are selected from emergency shelter programs such as the St. Vincent de Paul Mirabile Center. Clients are also referred by other social service agencies, especially those active within the Centre City Area, as well as the Salvation Army's Adult Rehabilitation Center and United Way Info Line. Clients must be ready to live in a substance-free environment and to pursue employment.

Program Design, Location & Operations

STEPS provides 40 beds for men located at The Salvation Army's property at 825 Seventh Avenue, downtown. The site is near public transportation, job opportunities, and rehabilitation and health services.

The program includes assessment, development of a job and independent living plan through case management, job-preparedness and life skills classes, job search, budgeting, and nutrition.

Clients may stay in the program for one year; the anticipated average length of stay is three to four months. Clients are not charged rent but, once employed, are required to save money to prepare for permanent housing.

Staffing

Staff is in place under the Administrator of Social Services who is responsible for program design, operation, and quality assurance. Additional staff includes the Program Director (responsible for day-to-day operations), and one Case Manager (case management and job preparation).

Leverage

HTF funds of \$106,920 are requested, representing 27 percent of the cost of one year's operations.

The Salvation Army will provide \$269,891 through funding from HUD, The Salvation Army, and Mental Health Systems

Innovation and Community Involvement

The STEPS program is unique in using a mobile outreach team to recruit men who have not pursued housing and services; two trips are made daily with ten to twelve contacts made per trip. If assessment indicates that they would be more appropriately housed in another program (such as a sobriety program) prior to participation in STEPS, referrals can be made. The mobile outreach assures that men who are the most difficult to serve will be reached.

The goal for each participant is not just a job, but living-wage employment. A network of employers who will meet this goal has been established. The STEPS program has linkages with numerous downtown social service providers and is a member of San Diego's Continuum of Care.

Outcome Measures

During the current program year, 106 clients increased their earnings (78 percent); 62 out of 126 clients (49 percent) left the program for permanent housing; 103 clients (75 percent) became employed; and 45 clients (46 percent) retained permanent housing three months after leaving the program.

Sponsor: San Diego Second Chance

Project: Second Chance Transitional Housing Program

Funding Request: \$106,850

Purpose: Homeless adults

No. of beds: 32

Total cost: Annual cost is \$1,005,454 (\$31,420 per bed)

Leverage: \$898,604 from DOL, DOJ, HHSA, Solutions (HUD), Second Chance General Fund

Prior HTF Funds: HTF has provided approximately \$615,200 since 1996

Agency Sponsor

San Diego Second Chance (Second Chance) is a nonprofit agency located in the downtown area at 505 16th Street. Its mission is to create opportunities for self-sufficiency by providing jobs and housing for homeless and long-term unemployed men and women through public and private community partnerships. Second Chance has operated transitional housing facilities since 1994.

Client Group and Resident Selection

The target population is adult men and women who are chronically homeless. In order to participate in the program, applicants must be: at least 18 years old; “clean and sober” for a minimum of 60 days; must work or enroll in the STRIVE employment program; show financial need; demonstrate improved well-being from accessing the program; or have recently completed a clinical/social model recovery program.

Participants are referred from other members of the Solutions Consortium. These agencies include St. Vincent de Paul Village, Downtown Mental Health, San Diego Youth & Community Services, Vietnam Veterans of San Diego, Volunteers of America, County of San Diego Department of Health, Info-Line, The Salvation Army, South East Counseling, and the American Lung Association. These agencies also provide additional services as needed.

Program Design, Location & Operations

Second Chance owns and operates five sites within San Diego. HTF beds will be scattered and provided at all five facilities: 1) Central House (3517 Central Avenue – 6 bedrooms); 2) 46th Street House (4075 46th Street – 5 bedrooms); 3) Flicker House (735 Flicker Street – 5 bedrooms); Alumni House (5091 Alumni Way – 11 bedrooms); and 5) Hartley House (4750 Hartley – 4 bedrooms). All houses are located in residential neighborhoods; each house provides utilities and common kitchens, bathrooms, and living and dining rooms. Program participants receive transitional housing for up to 60 days while they start jobs or training.

The focus of the Second Chance program is housing and jobs. The program provides needs assessment, housing assistance, mental health counseling, case management, job training, work experience, job search assistance, and preparation of a permanent housing plan. Second Chance also conducts two-year follow-up interviews with program participants. All services are provided off-site.

Staffing

Professional staffing is in place under the Executive Director (oversees staff and management of the facilities and mentors participants as they progress towards graduation). Additional staff includes a Housing Case Manager (conducts needs assessments and works with participants to develop individual housing plans) and Housing Services Manager (creates and maintains a database of rental units and also provides case management services).

Several of the staff and board members are formerly homeless themselves and/or are in recovery. Their personal experiences give them insight and enable them to assess the needs and readiness of potential Second Chance candidates.

Leverage

HTF funds requested are \$106,850 and represent 10 percent of the program's cost for FY06.

Second Chance will provide \$898,604 DOL, DOJ, HHSA, Solutions (HUD), and the Second Chance General Fund.

Innovation and Community Involvement

Second Chance's accelerated approach is outcome focused, attacking the basis for being homeless. Second Chance services include STRIVE, a 120-hour job readiness training program that provides pre-employment attitudinal training, permanent job placement, and long-term post-employment follow-up.

Second Chance is a member of San Diego's Regional Continuum of Care Counsel, the City of San Diego's Homeless Task Force, and Social Services Process Task Force. As a community partner in the Solutions Consortium, Second Chance works with participating agencies and other area providers, including: San Diego Youth & Community services, Catholic Charities, YWCA, Vietnam Veterans, The Salvation Army, ECS, Jewish Family Services, Seniors Community Centers, California Dept. of Rehabilitation, Goodwill Industries, Able-Disabled Advocacy, San Diego Workforce Partnership, and California Employment Development Dept.

Outcome Measures

During the current program year, 115 clients increased their earnings (81 percent); 168 clients (50 percent) found employment; and 168 clients (49 percent) left the program for permanent housing.

Sponsor: San Diego Youth and Community Service, Inc.

Project: Foster Care Graduate Housing Program

Funding Request: \$30,000

Purpose: Young Adults

No. of beds: 14

Total cost: Annual cost is \$90,000 (\$6,428 per bed)

Leverage: \$60,000 from San Diego County HOME Funding, San Diego ILS Funding, and youth rent

Prior HTF Funds: N/A

Agency Sponsor

San Diego Youth and Community Services (SDYCS) began in 1970 by meeting the needs of runaway youth with the opening of the first youth runaway shelter in San Diego. Since its inception, San Diego Youth and Community Services has served more than half a million people through a continuum of care that includes emergency shelter for homeless youth, temporary residential facilities for runaway and court-referred youth, counseling services for youth recovering from drug and alcohol abuse, mental illness, and, especially, both; community centers that provide individualized, family-centered counseling and life skills training for youth at risk including pregnant and parenting teens; after school recreation and computer learning labs for low-income youth and families; foster families providing therapeutic care for high risk teens; and affordable transitional housing for formerly homeless youth, youth families, and youth “aging out” of their foster care placements.

Client Group and Resident Selection

SDYCS has participated in the Independent Living Skills Collaborative with the County of San Diego for over six years. This collaborative meets monthly to discuss the needs of foster youth and plan service delivery activities for this population. The youth will be referred to this new program from collaborating agencies such as YMCA Youth and Family Services and Southbay Community Services. In addition, SDYCS has a strong reputation with various community organizations such as ACCESS, Job Corps, Foster Family Agencies, the Bridge Group Home, and other community programs that refer youth to our current transitional living program.

Foster youth interested in this program will complete and application from the County of San Diego to apply for a HOME voucher. Once the youth’s eligibility has been confirmed by the county, they will be referred to SDYCS as a potential landlord accepting the HOME voucher. Youth will then complete an SDYCS Application to Rent form. In addition, they will interview with both the Program Manager and Case Manager.

Program Design, Location & Operations

The location of the property, in Normal Heights, in an eight unit apartment complex. It was chosen for its size, safe location, and proximity to public services required to meet the needs of young adults and single mothers. The major transportation corridor on Adams Avenue is one block from this property, and Interstates 15 and 805 are very nearby.

Support Services will be provided in the youths' apartments as well as at the Independent Living Skills Program, which is located at the Take Wing Transitional Living Program facility at 3255 Wing Street. Staff will work with the youth to ensure services are readily accessible. Youth will be encouraged to learn about public transportation as well as the costs and responsibilities of owning their own car.

Staffing

Staff includes a Center Director, Program Manager, and Case Manager.

Leverage

HTF funds requested of \$30,000 represent 33 percent of the program cost, paying for day-to-day operating support.

SDYCS will provide \$60,000 San Diego County HOME funding, San Diego ILS funding, and youth rent.

Innovation and Community Involvement

This project incorporates a new approach by providing apartment units to meet the transitional housing needs of emancipated youth and young mothers.

The project was presented to the Normal Heights Community Planning Committee on July 5, 2005. The planning committee voted to support the project, and members were involved in the design and renovation planning for the property.

Outcome Measures

None. This program is expected to begin in fall 2006.

Sponsor: St. Vincent de Paul Village, Inc.

Project: Family Living Center (FLC)

Funding Request: \$153,216

Purpose: Homeless families

No. of beds: 110 beds (28 units)

Total cost: Annual cost is \$1,616,381 (\$14,694 per bed)

Leverage: \$1,455,381 from HUD, Public and Private Grants, Donations and Contributions

Prior HTF Funds: \$1,450,141 since 1999

Agency Sponsor

St. Vincent de Paul Village, Inc. (SVDPV) is a large-scale social service provider in the City of San Diego. SVDPV operates a variety of transitional housing programs (over 850 beds) for youth, families, and single adults. SVDPV started providing shelter and services at St. Vincent de Paul Village in June of 1983. SVDPV currently provides approximately one-third of all available shelter beds in the City of San Diego.

Client Group and Resident Selection

Residents in the Family Living Center (FLC) include men, women, and children; the majority of residents are single mothers. Initially, families complete the short-term transitional housing program at Joan Kroc Center (up to four months) to prepare for participation in the longer-term service-enriched transitional program. Families are eligible for the FLC program after completing the “Challenge to Change” course and assessment process.

Program Design, Location & Operations

The program is located on the third floor of the Joan Kroc Center at the St. Vincent de Paul Village (1501 Imperial Avenue). The FLC houses 28 families at a time; usually, two-thirds of the 110 beds are occupied by children.

The FLC program provides private sleeping accommodations, meals, laundry rooms, case management, on-site County-operated school (K-12), counseling and addiction services, career services, job training, health services, and recreation areas. It has been in operation since 1986. The program also has a licensed childcare center offering pre-school, day care, after-school and family literacy programs.

Each family may stay up to 24 months and the average family stay during 2003 was 8 months. The program serves approximately 70 families annually (200 unduplicated individuals).

All families pay 30 percent of their income toward shared living expenses. An additional 30 percent must be maintained in a savings account. Participants who successfully complete the

long-term FLC program may receive a relocation grant based upon a percentage of the amount the individual has paid as shared living expenses.

Staffing

The VP of Programs oversees the human service programs. Staff includes the Division Director (administers the housing, social services, health and clinical services programs), Director of Residential Services (manages all the transitional and permanent housing programs), Director of Social Services (manages the social services programs), Director of Clinic Administration (manages the mental health services and addictions recovery services programs), Residential Program Manager (manages the transitional housing programs), Case Management Program Manager (manages the case management program for all long-term transitional housing clients). SVDPV has 176 volunteers serving the transitional housing clients in residential and social services programs.

Leverage

Requested HTF funds of \$153,216 represents 9 percent of the program's cost for FY06.

SVDPV will provide \$1,455,381 through funding from HUD, Public and private grants, donations and contributions.

Innovation and Community Involvement

SVDPV works with the entire family and provides a comprehensive 24-hour program available in "one-stop." This program addresses the underlying problems of homelessness: unemployment, chemical dependency, mental health issues, educational deficiencies and insufficient job skills. SVDPV provides a full array of on-site supportive services to program participants, including services provided by affiliated agencies that offer expertise in assistance to specific clientele or specialized services. The programs are fully developed and functioning.

SVDPV believes that short-term transitional housing programs that feed into long-term transitional housing programs are more effective than emergency housing without services.

SVDPV serves as lead agency and fiscal agent in the 18-member Solutions Consortium and as such works with a large number of service providers and government agencies, some of which are regularly on-site to assure availability of comprehensive services while avoiding duplication of programs.

Outcome Measures

During the current program year, 38 out of 65 clients increased their earnings (58 percent); 56 clients (86 percent) found employment; 41 out of 47 clients (87 percent) left the program for permanent housing; and 92 percent of those who moved into permanent housing upon leaving the program retained permanent housing for at least one year.

Sponsor: St. Vincent de Paul Village, Inc.

Project: Fresh Start

Funding Request: \$136,857

Purpose: Homeless men

No. of beds: 150

Total cost: Annual cost is \$2,199,070 (\$14,660 per bed)

Leverage: \$2,018,070 from HUD, Public and Private Grants, Donations and Contributions

Prior HTF Funds: \$1,054,981 since 1999

Agency Sponsor

St. Vincent de Paul Village, Inc. (SVDPV) is a large-scale social service provider in the City of San Diego. SVDPV operates a variety of transitional housing programs (over 850 beds) for youth, families, and single adults. SVDPV started providing shelter and services at St. Vincent de Paul Village in June of 1983. SVDPV currently provides approximately one-third of all available shelter beds in the City of San Diego.

Client Group and Resident Selection

Fresh Start serves homeless single men. Clients are referred from numerous agencies and outreach efforts. Clients first complete the short-term program before they are eligible to move into the Fresh Start program. In the short-term program, clients complete an assessment process, establish personal goals, and begin participation in Challenge to Change (a three-week curriculum to develop an overall self-improvement plan). When the self-improvement plan has been developed and presented for approval, clients can move to the Fresh Start program.

Program Design, Location & Operations

Fresh Start has been in place at the Bishop Maher Center at St. Vincent de Paul Village (1501 Imperial Avenue) since 1992. This program is a long-term 24-month program that serves approximately 400 men a year. The average length of stay is six months. At the Center, 150 men share 75 semi-private living spaces; the Center is staffed on a 24-hour basis by residential and case management staff.

Each client develops a personal case plan covering nine areas of life functioning, including: mental and physical health, addictions, family and community relations, legal issues, employment history, educational needs, and housing. The objective is to resolve issues hindering independent living, obtain stable employment and permanent housing. Residents are required to pay 30 percent of their income towards shared living expenses. In addition, 30 percent must be maintained in a savings account. Participants who successfully complete the program may receive a relocation grant based upon a percentage of the amount the individual has paid as shared living expenses.

Program services include comprehensive assessment and case management, counseling and addiction services, computer lab, medical/dental, job skills training, education, budgeting, housing search, meals, and laundry room.

Staffing

The VP of Programs oversees the human service programs. Staff includes the Division Director (administers the housing, social services, health and clinical services programs), Director of Residential Services (manages all the transitional and permanent housing programs), Director of Social Services (manages the social services programs), Director of Clinic Administration (manages the mental health services and addictions recovery services programs), Residential Program Manager (manages the transitional housing programs), Case Management Program Manager (manages the case management program for all long-term transitional housing clients). SVDPV has 176 volunteers serving the transitional housing clients in residential and social services programs.

Leverage

HTF funds requested of \$136,857 represents 6 percent of the program's cost for FY06.

SVDPV will provide \$2,018,070 through funding from HUD, Public and Private Grants, Donations and Contributions.

Innovation and Community Involvement

SVDPV provides a comprehensive 24-hour "one-stop" program with a full array of on-site supportive services to program participants, including services provided by affiliated agencies that offer expertise in assistance to specific clientele or specialized services. The programs are fully developed and functioning.

SVDPV serves as lead agency and fiscal agent in the 18-member Solutions Consortium and, as such, works with a large number of service providers and government agencies, some of which are regularly on-site to assure availability of comprehensive services while avoiding duplication of programs.

Outcome Measures

During the current program year, 104 out of 150 clients increased their earnings (69 percent); 87 clients (58 percent) found employment; 114 out of 255 clients (41 percent) left the program for permanent housing; and 99 percent retained permanent housing one year after leaving the program.

Sponsor: St. Vincent de Paul Village, Inc.

Project: STEP (Services, Training, Employment & Placement)

Funding Request: \$87,281

Purpose: Homeless women

No. of beds: 35

Total cost: Annual cost is \$545,285 (\$15,579 per bed)

Leverage: \$434,285 from HUD, Public and Private Grants, Donations, and Contributions

Prior HTF Funds: HTF has provided approximately \$1,368,120 to this program since 1991

Agency Sponsor

St. Vincent de Paul Village, Inc. (SVDPV) is a large-scale social service provider in the City of San Diego. SVDPV operates a variety of transitional housing programs (over 850 beds) for youth, families, and single adults. SVDPV started providing shelter and services at St. Vincent de Paul Village in June of 1983. SVDPV currently provides approximately one-third of all available shelter beds in the City of San Diego.

Client Group and Resident Selection

The focus of this program is single, homeless women with or without children. Clients are typically separated or divorced and have lost custody of their children. Most have few job skills and no significant employment history. Some have mental illness and/or chemical dependency issues, and some are fleeing domestic violence.

Clients are referred from other numerous agencies and outreach efforts. Clients first complete the short-term program before they are eligible to move into the STEP program. In the short-term program, clients complete an assessment process, establish personal goals, and begin participation in Challenge to Change (a three-week curriculum to develop an overall self-improvement plan). When the self-improvement plan has been developed and presented for approval, clients can move to the STEP program.

Program Design, Location & Operations

The STEP program is housed on the second floor of the Joan Kroc Center of the St. Vincent de Paul Village at 1501 Imperial Avenue; 35 beds are provided in a semi-private sleeping environment. On-site services includes room and board, comprehensive assessment, case management, medical and dental care, addiction services, counseling services, career and education services, laundry room, housing search and referrals, and recreation areas.

Approximately 85 women can be served annually by the program's 35 beds. The maximum stay is 24 months. Case management is maintained for twelve months after graduation. Agency resources are available to graduates for an indefinite period.

Residents are required to pay 30 percent of their income towards shared living expenses. In addition, 30 percent must be maintained in a savings account. Participants who successfully complete the program may receive a relocation grant based upon a percentage of the amount the individual has paid as shared living expenses.

Staffing

The VP of Programs oversees the human service programs. Staff includes the Division Director (administers the housing, social services, health and clinical services programs), Director of Residential Services (manages all the transitional and permanent housing programs), Director of Social Services (manages the social services programs), Director of Clinic Administration (manages the mental health services and addictions recovery services programs), Residential Program Manager (manages the transitional housing programs), Case Management Program Manager (manages the case management program for all long-term transitional housing clients). SVDPV has 176 volunteers serving the transitional housing clients in residential and social services programs.

Leverage

HTF funds requested of \$87,281 represent 16 percent of the program's cost for FY06.

SVDPV will provide \$336,872 in funding from HUD, Public and Private Grants, Donations, and Contributions

Innovation and Community Involvement

The SVDPV model of a comprehensive 24-hour "one-stop" program for homeless individuals and families works to address the underlying problems of homelessness: unemployment, chemical dependency, mental health issues, educational deficiencies and insufficient job skills.

SVDPV serves as lead agency and fiscal agent in the 18-member Solutions Consortium and as such works with a large number of service providers and government agencies, some of which are regularly on-site to assure availability of comprehensive services while avoiding duplication of programs.

Outcome Measures

During the prior program year, 64 out of 84 clients increased their income (76 percent); 50 clients (60 percent) found employment; 59 of 80 clients (74 percent) left the program for permanent housing; and 32 percent retained permanent housing one year after leaving the program.

Sponsor: Veterans Village of San Diego

Project: Welcome Home

Funding Request: \$57,000

Purpose: Homeless veteran families

No. of beds: 24 beds (8 units)

Total cost: Annual cost is \$222,000 (\$9,250 per bed)

Leverage: \$165,000 from the VA, the Hitachi Foundation, and Resident Rent

Prior HTF Funds: In 1999, the HTF funded a \$239,800 revocable grant to Vietnam Veterans for acquisition and rehabilitation of the property. The HTF has funded \$237,000 for four years of operating support.

Agency Sponsor

Veterans Village of San Diego (VVSD) is a nationally known veterans’ organization that was founded in 1981. VVSD’s programs serve homeless veterans and their families by providing the means to overcome substance abuse, stabilize mental and physical disabilities, and find high wage, full-time employment. VVSD has provided transitional housing programs since 1984; VVSD currently provides 216 transitional housing beds at six locations throughout the County of San Diego.

Client Group and Resident Selection

The Welcome Home program serves three related but different populations: homeless veteran men, women, and their children. VVSD has found that 95 percent of the homeless veterans they serve have a substance-abuse problem. In addition, 67 percent have suffered a major trauma (particularly post-traumatic stress disorder).

Residents will be homeless veteran families who have completed at least 90 days of sobriety prior to entry. Priority is given to veteran men or women with children. Current residents and social service providers recommend new families for admission into the program; other referrals come from other agencies such as the Veterans Administration and major homeless service providers.

Program Design, Location & Operations

Seven two-bedroom units in two apartment buildings at 5348 and 5358 Imperial Avenue provide 24 beds of sober living transitional housing. An additional unit is provided for a veteran Resident Manager couple. The Welcome Home program has operated since July 1999, and serves about 30 homeless persons per year. The housing is located within walking distance of counseling and career centers as well as health and job training services. For those services not within walking distance such as drug treatment and prevention, computer and electronics training, VVSD’s rehabilitation center, and local VA offices, residents are transported by VVSD van service.

All participants will receive case management services for substance abuse recovery, mental health and trauma services, career and needs assessment, job training and placement, Cal-Works child care program, and referral to medical services. Most residents reside in the Welcome Home program from 12-24 months. Households pay 30% of their income for rent, not-to-exceed \$601 per month. Four families are currently on the waiting list.

Staffing

Staff includes VVSD's Executive and Financial staff, Welcome Home Program Director, one Case Manager/Job Developer, a Facilities Manager, a Clinical Supervisor, and Counseling Interns.

Leverage

HTF funds requested in the amount of \$57,000 represent 25 percent of the program's cost. VVSD has requested funds for operating and support services.

Vietnam Veterans will provide the additional \$165,000 in funding through the VA, the Hitachi Foundation, and resident rent.

Innovation and Community Involvement

This is the only comprehensive San Diego transitional housing program run by a State Licensed Drug Treatment Provider that focuses on comprehensive case management, sober living, therapy and employment to meet the special needs of homeless veteran families.

VVSD emphasizes building a veteran peer community that stresses actions leading to recovery while contributing to and participating in the community through resident councils, fundraising, and selection of new program participants.

The Welcome Home program has linkages with homeless service providers, Continuum of Care members, health care providers, community organizations, and Federal/State/Local public organizations, private organizations, and educational institutions. In addition, more than 20 volunteers from the San Diego Food Bank, the Veterans of Foreign Wars, the Gold Star Wives, and formerly homeless veterans assist the program.

Outcome Measures

During the prior program year, 7 of 10 clients increased their income (84 percent); 8 of 10 clients became employed (80 percent); 32 of 38 clients (84 percent) left the program for permanent housing; and 37 of 39 clients (95 percent) retained permanent housing one year after leaving the program.

Sponsor: YMCA Youth and Family Services

Project: Turning Point

Funding Request: \$26,933

Purpose: Homeless youth

No. of beds: 8

Total cost: Annual cost is \$507,045 (\$21,126 per bed)

Leverage: \$480,112 from the government and private sector

Prior HTF Funds: The HTF provided \$125,350 for four years of operating support.

Agency Sponsor

The YMCA of San Diego County is a well-known organization that serves youth in San Diego County. The Youth and Family Services (YFS) department has served San Diego since 1970 and claims to be one of the leading YMCA social service and community development departments in the United States. YFS has provided shelter services since its inception, and assists families and children through education and prevention in addressing drug abuse, gang violence, child abduction, child abuse, homelessness, and teen pregnancy.

Client Group and Resident Selection

YFS seeks to assist single homeless youth ages 16-21 who are legally emancipated. Outreach efforts focus on foster youth who have “aged out” of the system and to pregnant and parenting teens. The majority of participants are 18 or over.

YFS receives referrals from various sources, including members of the Regional Continuum of Care, the YMCA Oz Shelters, the ILS program, and other social service providers.

Youths must go through a formal selection procedure; applicants are interviewed for eligibility. Once determined eligible, youths attend an on-site orientation and complete an application form. They then meet with the Program Director to ensure “appropriate fit” with current residents.

Program Design, Location, and Operations

Participants are housed in four 2-bedroom furnished apartments located at 4424 44th Street; each apartment houses four participants.

Participants receive transitional housing for up to 18 months. Residents must participate in independent living skills classes, which then transition into one-on-one job readiness training and job placement assistance. They must become employed within 30 days of admission into the program and are required to pay 30 percent of their gross income each month. They are also required to save 20 percent of their gross income each month as a means to transition into permanent housing.

Additional support services include on-site case management, job readiness, job maintenance support, independent living skills groups, and aftercare support for 12 months following completion of the program. Health-related services are provided off-site.

Staffing

Staffing includes the Project Director, Program Director, Case Manager, and Employment Specialist. All staff have at least a Bachelor's degree and three years experience working with youth, housing or job development programs.

Leverage

HTF funds requested of \$26,933 represents 5 percent of the program's cost for FY05.

YFS will provide \$480,112 through the government and private sector.

Innovation and Community Involvement

According to the Regional Task Force on the Homeless, only four percent of monies spent for homeless services is spent on employment assistance; yet employment is the key to reducing the number of homeless people.

YFS provides transitional housing, work experience, and support services in an integrated fashion so clients can achieve success and economic self-sufficiency.

YFS is a member of the Regional Continuum of Care (RCCC). In addition to making referrals, the other participating agencies are a source of support for services not offered by YFS. Relationships with other youth shelter transitional living program providers include the San Diego Youth and Community Services, South Bay Community Services, Toussaint Teen Center, Blessed Sacrament School, ACCION, and Neighborhood House.

Outcome Measures

66 percent of participants reduced barriers to permanent housing. 30 percent of participants that left the program went into permanent housing, and of them, an estimated 70 percent remained in permanent housing up to one year later.

Sponsor: YWCA of San Diego County

Project: Becky's House

Funding Request: \$42,892

Purpose: Homeless women and children fleeing domestic violence

No. of beds: 27 (9 units)

Total cost: Annual cost is \$174,945 (\$6,479 per bed)

Leverage: \$124,945 from Client Rent and Private Donations.

Prior HTF Funds: The HTF has granted \$424,700 for six years of operating support

Agency Sponsor

YWCA of San Diego County has provided housing and employment to women in San Diego since 1907. In 1978, the YWCA pioneered San Diego's first shelter for battered women and their children. In 1985, the YWCA opened an emergency night shelter. The Women in Transition program began in 1988 and the Supportive Independent Living project began in 1995.

Client Group and Resident Selection

Becky's House serves women with children who are homeless due to domestic violence. Families are selected based on staff recommendations, client interviews, and client commitment to break free of their former lives as victims and their readiness to proceed in taking necessary steps towards self-sufficiency.

Several agencies refer clients to Becky's House, including: Rachel's Women's Shelter, Salvation Army Emergency Lodge, St. Vincent de Paul shelters, Libre, the EYE, Project Safehouse, El Nido and Center for Community Solutions. Additional outreach is achieved through distribution of informational materials to other community organizations including: the San Diego Domestic Violence Council, California Alliance against Domestic Violence, the Regional Task Force on the Homeless, United Way, the San Diego Regional Continuum of Care Council, and the Statewide Coalition on Battered Women.

Program Design, Location & Operations

Becky's House is a 9-unit townhouse style apartment complex that has been in operation since early 2001. Due to the nature of the program, the address is confidential. The facility is in a central location near bus stops, the trolley, public schools, a university, health care centers, employment opportunities, and shopping.

The objective of the program is to prepare homeless women who are victims of domestic violence and/or substance abuse for self-sufficiency and permanent housing. The program includes a safe, supervised living environment, intensive case management, personal and career development counseling, and independent living skills.

Each family is evaluated and individual goals are established in each of the following ten key program components: education, employment, finance, mental health, physical health, self care, substance abuse issues, domestic violence issues, children's needs, and search for permanent low-cost housing.

Program participants are expected to remain in the program from 18 to 24 months. Women who are not high school graduates must work towards obtaining a GED. All participants are expected to perform job search activities, work, go to school, or enroll in training programs for a minimum of 30 hours per week. Residents pay 30 percent of their gross income as rent (maximum \$421). The YWCA conducts follow-up activities 6 months and 1 year after clients exit the program.

Staffing

Program management staff includes a Director of Residential Programs (responsible for overall administration and supervision of the program), a Program Manager (responsible for the daily operations and supervision of program staff), a Licensed Clinical Social Worker (supervises counselors and assures case treatment plans are followed), a Career Counselor, a Counselor (facilitates group and individual counseling), two Residential Specialists (provide crisis intervention and resident support services), and one Attorney (provides consultation and referral to clients who require legal services). In addition to program staff, the YWCA utilizes professional volunteers.

Leverage

HTF funds requested of \$42,892 represent 24 percent of the program's cost for FY05.

The YWCA will provide \$124,945 through client rent and private donations.

Innovation and Community Involvement

Becky's House became a reality through a community effort that started with a phone call from a domestic violence victim to a local radio program. Becky's House provides victims of domestic violence and their families with all the resources they need to change their paradigms and lives. The YWCA is actively involved in the community, the state, and nation to address and confront the issues of homelessness, domestic violence, and substance abuse. Partners include agencies dealing with domestic violence, substance abuse, educational institutions, criminal justice, health centers, and homeless service providers.

Outcome Measures

During the prior program year, 9 clients increased their income, found employment, and left for permanent housing (100 percent). Five families have retained permanent housing one year after leaving the program (100 percent).

Sponsor: YWCA of San Diego County

Project: PASSAGES (Women in Transition and Supportive Independent Living)

Funding Request: \$79,540

Purpose: Homeless women

No. of beds: 49

Total cost: Annual cost is \$848,704 (\$17,320 per bed)

Leverage: \$748,704 from HUD, client rent, and private donations

Prior HTF Funds: \$1,256,055 for operations (since 1993)

Agency Sponsor

YWCA of San Diego County has provided housing and employment to women in San Diego since 1907. In 1978, the YWCA pioneered San Diego's first shelter for battered women and their children. In 1985, the YWCA opened an emergency night shelter. The Women in Transition program began in 1988 and the Supportive Independent Living project began in 1995.

Client Group and Resident Selection

PASSAGES serves homeless women who are fleeing domestic violence, as well as women with a history of mental health issues or substance abuse and women who are homeless due to other circumstances.

A three-step selection process is used: initial assessment for eligibility and compatibility with the program; written assessment and intake interview to determine employability of the applicant; and evaluation of the client by the entire treatment team for appropriateness of the program for the client and their ability to successfully complete program requirements.

Over 13 different social service providers regularly refer clients.

Program Design, Location & Operations

The program is located on the top three floors of the YWCA's downtown building at 1012 "C" Street. The operation of all the program's phases in a single location facilitates the transition of participants from one phase to the next.

PASSAGES consists of three phases: Stabilization, Women in Transition, and Supportive Independent Living. Clients are provided with case management, counseling, career and job development assistance, training, mentoring, advocacy (health, legal and financial), parenting skill development, and domestic violence treatment and prevention.

This application involves two aspects of PASSAGES, "Women in Transition" (WIT) and "Supportive Independent Living" (SIL). WIT provides transitional housing for women

involved in job search. When their action plan is completed, participants are eligible to move to the SIL stage or transition to permanent housing. SIL is a semi-independent living environment with fewer and less intensive supportive services.

The program prepares women for self-sufficiency via stable employment and permanent housing. Program participants are expected to perform job search activities, work, and go to school or enroll in training programs for a minimum of 30 hours per week. Participants may stay in the program for up to two years and the YWCA provides graduates with 6 months of supportive services after they successfully exit the program.

Staffing

Program Management includes a Director of Finance (responsible for fiscal management and operations), Director of Residential Programs (responsible for overall administration and supervision of the programs), and Program Manager (responsible for daily operations of the programs and supervision of program staff). Casework Services includes a Clinical Social Worker, Substance Abuse Counselor, two Case Managers, a Career Counselor, a Counseling Intern, and Attorney-At-Law.

Leverage

HTF funds requested of \$79,540 represent 9 percent of the program's cost for FY06.

The YWCA will provide \$784,704 through funding from HUD, client rent, and private donations.

Innovation and Community Involvement

The PASSAGES program was designed as an "all inclusive" continuum program that provides shelter and comprehensive services at one location.

The YWCA is actively involved in the community, as well as with the San Diego Domestic Violence Council, and several statewide networks. The YWCA has Operational Agreements with 150 agencies throughout the County of San Diego. Partners include agencies dealing with domestic violence, substance abuse, educational institutions, health care providers, criminal justice, and homeless service providers.

The YWCA also conducts training to ensure awareness of domestic violence, its treatment, intervention, prevention and available community resources for victims.

Outcome Measures

During the current program year, 32 of 44 clients (73 percent) found employment and 24 of 82 clients (29 percent) left the program for permanent housing.

ATTACHMENT 3

Certificates of Funding Availability

1. Episcopal Community Services Downtown Safe Haven
Certificate No: 06-131
Amount: \$29,925
Revenue Source: HTF Linkage Fee
Division: Housing Finance & Development
Line Item: Grants

2. Episcopal Community Services Julian's Sanctuary
Certificate No: 06-130
Amount: \$53,100
Revenue Source: HTF Linkage Fee
Division: Housing Housing Finance & Development
Line Item: Grants

3. Mental Health Systems
Certificate No: 06-129
Amount: \$80,000
Revenue Source: HTF Linkage Fee
Division: Housing Finance and Development
Line Item: Grants

4. The Salvation Army
Certificate No: 06-128
Amount: \$106,920
Revenue Source: HTF Linkage Fee
Division: Housing Finance & Development
Line Item: Grants

5. San Diego Second Chance
Certificate No: 06-127
Amount: \$106,850
Revenue Source: HTF Linkage Fee
Division: Housing Finance & Development
Line Item: Grants

6. San Diego Youth & Community Services
Certificate No: 06-126
Amount: \$30,000
Revenue Source: HTF Linkage Fee
Division: Housing Finance & Development
Line Item: Grants

7. St. Vincent de Paul Village, Inc., Family Living Center
Certificate No: 06-123
Amount: \$153,216
Revenue Source: HTF Linkage Fee
Division: Housing Finance & Development
Line Item: Grants
8. St. Vincent de Paul Village, Inc., Fresh Start
Certificate No: 06-125
Amount: \$136,857
Revenue Source: HTF Linkage Fee
Division: Housing Finance & Development
Line Item: Grants
9. St. Vincent de Paul Village, Inc., STEP
Certificate No: 06-124
Amount: \$87,281
Revenue Source: HTF Linkage Fee
Division: Housing Finance & Development
Line Item: Grants
10. Vietnam Veterans
Certificate No: 06-122
Amount: \$57,000
Revenue Source: HTF Linkage Fee
Division: Housing Finance & Development
Line Item: Grants
11. YMCA Youth & Family Services
Certificate No: 06-121
Amount: \$26,933
Revenue Source: HTF Linkage Fee
Division: Housing Finance & Development
Line Item: Grants
12. YWCA of San Diego County, Becky's House
Certificate No: 06-119
Amount: \$42,892
Revenue Source: HTF Linkage Fee
Division: Housing Finance & Development
Line Item: Grants
13. YWCA of San Diego County, Passages
Certificate No: 06-120
Amount: \$79,540
Revenue Source: HTF Linkage Fee
Division: Housing Finance & Development
Line Item: Grants