



Good Neighbors

San Diego  
Housing Commission

# REPORT

**DATE ISSUED:** May 27, 2005

**ITEM 104**

**REPORT NO.:** HCR05-53  
For the Agenda of June 3, 2004

**SUBJECT:** Housing Trust Fund Transitional Housing Grants (Council Districts 2, 3, 4, 7, and 8)

## SUMMARY

**Issue:** Should the Housing Commission approve grants totaling \$930,351 for proposals selected through a Request for Proposals process for transitional housing program activities in FY06?

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

- a. **Catholic Charities** in the amount of \$12,206 for the House of Rachel, which will provide five beds in the Mission Hills area.
- b. **Episcopal Community Services** in the amount of \$29,925 for the Downtown Safe Haven program, a 28-bed program for the Homeless Mentally Ill.
- c. **Episcopal Community Services** in the amount of \$59,000 for the Julian's Sanctuary program, a 33-bed program for women and children fleeing domestic violence.
- 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 Safe Harbor, Inc.** in the amount of \$25,000 for Safe House, a 6-bed program for men in the Golden Hill area;
- f. **San Diego Second Chance** in the amount of \$50,600 for Second Chance Transitional Housing, a 14-bed program for adults in the City Heights, Jamacha, College, and Chollas View areas;
- g. **St. Vincent de Paul Village, Inc.** in the amount of \$145,920 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 \$130,340 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 \$83,125 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 \$29,925 for Turning Point, to provide 8 beds for youth in the City Heights area;

l. **YWCA of San Diego County** in the amount of \$40,850 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.

n. **Mental Health Systems** in the amount of \$80,000 for the Alcohol and Other Drug Treatment Program, a 12-bed program for Serial Inebriates in the City Heights area.

**Fiscal Impact:** Approval of the recommendation will result in the expenditure of \$930,351 in FY05 Housing Trust Fund transitional housing program funds.

**Certificate of Funding Availability:** See Attachment 3.

**Affordable Housing Impact:** Funds will be used to help families and individuals with very low income [defined as a maximum of fifty percent of area median income (\$34,500 for a family of four), but participants in these programs are homeless and tend to have much lower incomes]. These grants will provide approximately 559 beds in transitional housing programs for one year.

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

## **BACKGROUND**

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 \$930,351 represents twenty-five percent of FY05 HTF Housing Program Funds and compares with \$850,351 committed for the same purpose in FY04 (twenty-eight percent of FY04 funds).

## DISCUSSION

A Request for Proposals from Nonprofit Corporations Seeking to Provide Transitional Housing for the Homeless was issued on January 24, 2005. Fourteen proposals were received before the deadline, requesting a total of \$1,191,591. This report recommends funding fourteen proposals for a total of \$930,351. Because of restricted funds, it is recommended that all programs be funded at the same level as in FY05.

For purposes of disclosure, it should be noted that the Housing Commission's Chief Executive Officer, Elizabeth C. Morris, is a member of The Salvation Army's San Diego Metropolitan Advisory Board. Ms. Morris does not have any decision-making authority for The Salvation Army nor did she participate on the RFP Review Committee. 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.

Attachment 1 is a chart that summarizes the requested grant amount, recommended amount, total cost, leverage and scoring for each recommended proposal.

Attachment 2 provides narratives for all the recommended programs.

## ALTERNATIVE

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

Submitted by,

Cissy Fisher  
Director, Housing Finance & Development

**Signature on File  
With Original Document**

Approved by,

Elizabeth C. Morris  
President and Chief Executive Officer

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

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Information: Diana Spyridonidis, (619) 578-7589

**ATTACHMENT 1**

<b>Sponsor/Project:</b>	<b>Amount Recommended</b>	<b>FY05 Amount Requested</b>	<b>FY05 Total Cost</b>	<b>Client Group</b>	<b># Beds</b>	<b>Persons Served Annually</b>	<b>Leverage</b>	<b>Annual Per Person Cost</b>	<b>Annual Bed Cost</b>	<b>Annual HTF Bed Cost</b>	<b>Annual HTF Cost per Person</b>	<b>HTF Cost Per Bed Per Day</b>
<b>Renewals:</b>												
Catholic Charities: Rachel	\$12,206	\$12,206	\$52,500	Women	5	10	\$40,294	\$5,250	\$10,500	\$2,441	\$1,221	6.69
ECS Downtown Safe Haven	\$29,925	\$35,000	\$553,328	Mentally Ill	28	50	\$523,403	\$11,067	\$19,762	\$1,069	\$599	2.93
ECS Julian's Sanctuary	\$59,000	\$64,000	\$339,886	Families-DV	33	45	\$280,886	\$7,553	\$10,300	\$1,788	\$1,311	4.90
Mental Health Systems SIP	\$80,000	\$80,000	211,500	Adults	12	75	\$131,500	\$2,820	\$17,625	\$6,667	\$1,067	18.26
Salvation Army:STEPS	\$106,920	\$115,000	\$384,891	Men	40	120	\$277,971	\$3,207	\$9,622	\$2,673	\$891	7.32
SD Safe Harbor, Inc.	\$25,000	\$27,000	\$106,818	Men	6	20	\$81,818	\$5,341	\$17,803	\$4,167	\$1,250	11.42
Second Chance (60 day stay)	\$50,600	\$106,872	\$675,411	Adults	32	126	\$624,811	\$5,360	\$21,107	\$1,581	\$402	4.33
SVDPV:Fresh Start	\$130,340	\$180,250	\$2,269,018	Men	150	400	\$2,138,678	\$5,673	\$15,127	\$869	\$326	2.38
SVDPV:Family Living Ctr	\$145,920	\$160,961	\$1,788,462	Families	110	200	\$1,642,542	\$8,942	\$16,259	\$1,327	\$730	3.63
SVDPV: STEP	\$83,125	\$145,000	\$554,292	Women	35	85	\$471,167	\$6,521	\$15,837	\$2,375	\$978	6.51
Vietnam Veterans	\$57,000	\$68,000	\$201,000	Families	24	30	\$144,000	\$6,700	\$8,375	\$2,375	\$1,900	6.51
YMCA Turning Point	\$29,925	\$29,925	\$480,163	Youth	8	20	\$450,238	\$24,008	\$60,020	\$3,741	\$1,496	10.25
YWCA - Becky's House	\$40,850	\$100,000	\$185,424	Families-DV	27	27	\$144,574	\$6,868	\$6,868	\$1,513	\$1,513	4.15
YWCA - WIT/SIL	\$79,540	\$100,000	\$512,231	Women	49	75	\$432,691	\$6,830	\$10,454	\$1,623	\$1,061	4.45
<b>TOTAL REQUESTS</b>	<b>\$930,351</b>	<b>\$1,224,214</b>	<b>\$8,314,924</b>		<b>559</b>	<b>1,283</b>	<b>\$7,384,573</b>					

**Sponsor:** Catholic Charities

**Project:** House of Rachel

**Funding Request:** \$12,206

Purpose: Women

No. of beds: 5

Total cost: Annual cost is \$52,500 (\$10,497.40 per bed)

Leverage: \$39,375 from donations, grants, special events and participant fees

Prior HTF Funds: Nine years at approximately \$15,500 per year

Agency Sponsor

Catholic Charities, Diocese of San Diego (CCDSD) was established in 1919 to be the social services provider for the Diocese of San Diego. CCDSD operates in San Diego and Imperial Counties. Services include homeless women’s services, homeless men’s services, clinical counseling, senior services, refugee and immigrant services, employment case management, and pregnancy, parenting, adoption and family services.

Client Group and Resident Selection

House of Rachel serves women age 50 and older with few or no financial, emotional, or social resources. Most have been victims of physical, emotional, and sexual violence and many share a history of abuse or neglect.

Women are referred from social service providers, correctional facilities, recovery homes, churches, homeless emergency shelters, job placement programs, Department of Social Services, County Mental Health Services, former residents, private citizens, and CCDSD’s Rachel’s Women’s Center and Night Shelter.

To be eligible for the program, women must be a minimum of 50 years or older, be “clean and sober” at least six months and committed to work a solid recovery program while at the House, have limited financial resources, and be willing and able to: pursue a plan of action leading toward defined goals, follow a structured routine and be accountable, abide by the established policies of the House, including the House honor system.

Program Design, Location, and Operations

House of Rachel has been in operation since 1980. The original house was sold in 2002 and the new site is a single-family home located at 626 Maple Street, one block from a bus line and within walking distance of downtown San Diego.

The program houses up to five women for up to 24 months and offers case management, personal and educational development, recovery support, employment preparation, use of a learning center, and financial planning and management. Bus passes are provided to residents, who can reach most services within 15-30 minutes. Local services include the Downtown Mental Health Clinic, Downtown Family Health Clinic, Logan Heights Family Health Clinic, City College, Adult Education and Skills Centers, downtown library, and AA and NA meeting sites. Once residents begin paid employment, each resident is expected to save up to 70 percent of her income. Each employed participant pays a \$50 monthly service fee and assumes more personal economic responsibility as their incomes increase.

### Staffing

House of Rachel is served by one part-time Program/Case Manager who is responsible for screening applicants, case management, facility management, fiscal accountability, supervision of residents, supervision and coordination of volunteers, public relations, and community outreach. CCDS's Director of Homeless Women's Services provides general program oversight. Volunteers act as mentors and support for the residents.

### Leverage

HTF funds requested of \$12,206 represent 24 percent of the program's cost for FY05.

Catholic Charities will provide \$39,375 through funding from community donations (private individuals and church organizations), special fundraising events, grants, client fees, and agency funds.

### Innovation and Community Involvement

The program specializes in helping women over 50. The small scale and non-institutional setting of the program allows each client to receive ongoing individual attention and to build supportive relationships with housemates who share their experiences. The size and design of the program permits flexibility in addressing the unique needs of each resident.

### Outcome Measures

During the current program year, five out of eight women (63 percent) obtained employment, seven out of eight women (88 percent) increased their income, and four out of four women obtained permanent housing and retained it one year after leaving the program.

**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 \$553,328 (\$19,762 per bed)

Leverage: \$518,328 from HUD SHP and resident rent/fees

Prior HTF Funds: Three years at approximately \$64,500

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 6 percent of the program cost, paying for day-to-day operating support.

ECS will provide \$518,328 through funding from a HUD SHP grant (\$509,328) and client rent/fees (\$9,000).

### 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

During the current program year, 23 out of 59 residents (39 percent) obtained an income; 2 of 27 clients (7%) are employed; and 10 out of 38 clients (26 percent) who left the program transitioned into permanent housing.

**Sponsor:** Episcopal Community Services

**Project:** Julian’s Sanctuary

**Funding Request:** \$59,000

Purpose: Families fleeing domestic violence

No. of beds: 33 beds (10 units)

Total cost: \$339,886 (\$10,299 per bed)

Leverage: \$339,254 from HUD SHP, First 5 Commission, client rent/fees, and sponsor contributions

Prior HTF Funds: \$309,000 over six 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 \$59,000 represent 18 percent of the program's cost for FY05. ECS will provide \$339,254 through funding from a HUD SHP grant, First 5 Commission, client rent/fees, and sponsor contributions.

### 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 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

During the current program year, six out of nine women (66 percent) increased their earnings; five out of nine women (55 percent) became employed; and six out of nine women (66 percent) who left the program obtained permanent housing. Since program inception, eighteen of twenty clients (90 percent) retained permanent housing one year after leaving 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 \$554,292 (\$10,220 per bed)

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

Prior HTF Funds: Approximately \$1,377,920 (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 serves 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 28 percent of the cost of one year's operations.

The Salvation Army will provide \$269,891 through funding from HUD SHP (\$123,134), Mental Health Systems (\$6,163), Salvation Army contributions (\$112,092), and donations (\$28,502).

## 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, 112 clients increased their earnings (78 percent); 32 out of 144 clients (22 percent) left the program for permanent housing; 112 of 144 clients (78 percent) became employed; and 32 clients (100 percent) retained permanent housing three months after leaving the program.

**Sponsor:** San Diego Safe Harbor, Inc.

**Project:** Safe House

**Funding Request:** \$25,000

Purpose: Homeless men

No. of beds: 6

Total cost: Annual cost is \$106,818 (\$17,803 per bed)

Leverage: \$80,818 from churches, fundraising events, grants, donations and client rent/fees

Prior HTF Funds: HTF has provided approximately \$317,000 since 1992

Agency Sponsor

San Diego Safe Harbor, Inc. is a nonprofit corporation formed in 1987 by beach area community members in response to homelessness in the Pacific Beach area. Safe House opened in La Jolla in 1991; in 1999, a second residence in Golden Hill was added. San Diego Safe Harbor lost its lease on the La Jolla Safe House and currently operates only the Golden Hill Safe House. Transitional housing is the sole mission of San Diego Safe Harbor.

Client Group and Resident Selection

Safe House serves six single men at a time at one facility. Clients are referred from a number of agencies that provide emergency shelter services. San Diego Safe Harbor also encourages referrals from current or former Safe House participants.

Program participants must be homeless, capable of living in a group setting, willing to accept case management, job ready or willing to participate in an educational or vocational program, have ninety days of continuous sobriety before entering the program, and be willing to participate in a relapse prevention program.

Seventy-seven percent of those entering Safe House have a history of substance abuse; many are veterans and 32 percent have been diagnosed with a mental illness.

Program Design, Location & Operations

Safe House leases a 3-bedroom single family home located at 2504 A Street in Golden Hill and holds a lease to rent the property through October, 2006. The house is close to public transportation and services.

Participants must find stable employment and contribute 30 percent of their income toward program costs. Participants live independently without direct 24-hour supervision. The Safe House program consists of a safe, sober, supportive living environment and case management to move to independent living. The average stay is 4.6 months and the maximum stay is 18 months.

## Staffing

The Program Manager serves as Case Manager, and is responsible for program participants, day-to-day operations, oversight of volunteer activities, and program design and implementation. An Assistant Program Manager assists in program implementation, prospective applicant interviews, and maintenance management of the facility. Volunteers are utilized for transportation, maintenance, and financial accounting.

## Leverage

HTF funds requested of \$25,000 represent 24 percent of the program's cost for FY05.

San Diego Safe Harbor will provide a total of \$80,818 consisting of funding from Pacific Beach Presbyterian Church, La Jolla Presbyterian Church, grants, donations, and client fees.

## Innovation and Community Involvement

The Safe House Program is dedicated to the creation of stability in the community as an outgrowth of stability in individual lives. It demonstrates both the value and viability of cooperative living in the context of transitional housing for formerly homeless persons, and promotes support among persons sharing similar problems and goals. The Safe House Program was created in response to a community need and as a result of community involvement.

Linkages have been established with an array of community service organizations, including Logan Heights Family Health Center, recovery organizations such as A.A., the Employment Development Department, and the Social Security Administration.

## Outcome Measures

During the current program year 6 clients became employed (100 percent) and 20 clients (95 percent) left the program for permanent housing. Since program inception, 182 clients (86 percent) have increased their earnings and 90 clients (50 percent) retained permanent housing one year after leaving the program.

**Sponsor:** San Diego Second Chance

**Project:** Second Chance Transitional Housing Program

**Funding Request:** \$50,600

Purpose: Homeless adults

No. of beds: 32

Total cost: Annual cost is \$675,411 (\$21,106 per bed)

Leverage: \$675,411 from the sponsor, San Diego County, The California Endowment, State EDD, and Enterprise (Ben and Jerry’s) donations, and sponsor contributions

Prior HTF Funds: HTF has provided approximately \$453,600 since 1996

Agency Sponsor

San Diego Second Chance (Second Chance) is a nonprofit agency located in the downtown area at 505 16<sup>th</sup> 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) 46<sup>th</sup> Street House (4075 46<sup>th</sup> 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 \$50,600 and represent 8 percent of the program's cost for FY05.

Second Chance will provide \$675,411 through funding from a San Diego County grant (\$25,000), EDD (\$210,500), donations (\$225,000), Foundation funds (\$55,000), and Second Chance funds (\$106,872), Ben and Jerry's (71,959), and Fundraising (\$225,000).

### 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, 103 clients increased their earnings (66 percent); 103 clients (66 percent) found employment; and 103 clients (66 percent) left the program for permanent housing.

<b>Sponsor:</b>	<b>St. Vincent de Paul Village, Inc.</b>
<b>Project:</b>	<b>Family Living Center (FLC)</b>
<b>Funding Request:</b>	<b>\$145,920</b>
Purpose:	Homeless families
No. of beds:	110 beds (28 units)
Total cost:	Annual cost is \$1,788,462 (\$16,259 per bed)
Leverage:	\$1,627,501 from HUD, FEMA, and SVDPV general funds
Prior HTF Funds:	\$1,422,920 for seven years of operations

### 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 \$145,920 represents 9 percent of the program's cost for FY05.

SVDPV will provide \$1,627,501 through funding from HUD (\$513,713), a FEMA grant (\$48,575), and SVDPV general funds and donations (\$1,065,213).

## Innovation and Community Involvement

SVDPV is innovative as it 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, 29 out of 35 clients increased their earnings (83 percent); 18 clients (33 percent) found employment; 42 out of 55 clients (76 percent) left the program for permanent housing; and 11 out of 35 clients (31 percent) retained permanent housing one year after leaving the program.

**Sponsor:** St. Vincent de Paul Village, Inc.

**Project:** Fresh Start

**Funding Request:** \$130,000

Purpose: Homeless men  
No. of beds: 150  
Total cost: Annual cost is \$2,269,018 (\$15,127 per bed)  
Leverage: \$2,088,768 from HUD and SVDPV general fund and donations  
Prior HTF Funds: \$953,340 for six years

### 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 \$130,340 represents 6 percent of the program's cost for FY05.

SVDPV will provide \$2,088,768 through funding from HUD (\$864,024), and contributions to SVDPV's general fund (\$1,224,744).

### 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, 183 out of 239 clients increased their earnings (76 percent); 89 clients (32 percent) found employment; 99 out of 280 clients (41 percent) left the program for permanent housing; and 39 out of 119 clients (33 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:** \$83,125

Purpose: Homeless women

No. of beds: 35

Total cost: Annual cost is \$554,292 (\$15,836 per bed)

Leverage: \$443,434 from SVDPV general fund donations

Prior HTF Funds: HTF has provided approximately \$1,200,625 to this program since 1994

### 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 \$83,125 represent 15 percent of the program's cost for FY05.

SVDPV will provide \$443,434 through funding from its general funds.

### Innovation and Community Involvement

The SVDPV model of a comprehensive 24-hour "one-stop" program for homeless individuals and families is innovative as it 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, 33 out of 50 clients increased their income (66 percent); 18 clients (28 percent) found employment; 35 of 65 clients (54 percent) left the program for permanent housing; and 12 of 38 clients (31 percent) retained permanent housing one year after leaving the program.

**Sponsor:** Vietnam Veterans 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 \$201,000 (\$8,375 per bed)

Leverage: \$133,000 from VA, the Hitachi Foundation, and client 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 \$180,000 for three years of operating support.

Agency Sponsor

Vietnam Veterans 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 29 percent of the program's cost. VVSD has requested funds for operating and support services.

Vietnam Veterans will provide \$133,000 through funding from the Department of Veteran Affairs (approximately \$114,250), the Hitachi Foundation (\$3,750), and rental income (\$15,000).

### 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:** \$29,925

Purpose: Homeless youth

No. of beds: 8

Total cost: Annual cost is \$480,163 (\$20,005 per bed)

Leverage: \$450,238 from HUD, private and foundation funding, participant fees

Prior HTF Funds: The HTF provided \$95,425 for 3 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 44<sup>th</sup> 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 \$29,925 represents 7 percent of the program's cost for FY05.

YFS will provide \$450,238 through funding from Foundation funds (\$39,499), HUD and Federal Youth Services Bureau (\$378,739), fund raising (\$5,000), and client rent/fees (\$27,000).

### 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

Objectives for the grant year are to provide 24-36 youth with residential stability, increased skills or income, and greater self-determination.

**Sponsor:** YWCA of San Diego County

**Project:** Becky's House

**Funding Request:** \$40,850

Purpose: Homeless women and children fleeing domestic violence

No. of beds: 27 (9 units)

Total cost: Annual cost is \$185,424 (\$6,868 per bed)

Leverage: \$85,424 from YWCA and program income

Prior HTF Funds: The HTF has granted \$383,850 for four 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 \$40,850 represent 22 percent of the program's cost for FY05.

The YWCA will provide \$85,424 through their agency funds (\$64,424) and client rent/fees (\$21,000).

### 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). Nine 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 \$512,231 (\$10,454 per bed)

Leverage: \$412,231 from HUD, YWCA, and client rent

Prior HTF Funds: \$1,181,515 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 16 percent of the program's cost for FY05.

The YWCA will provide \$412,231 through funding from HUD (\$299,225), YWCA (\$44,406) and client rent/fees (\$68,600).

### 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, 65 of 109 clients (60 percent) found employment and 25 of 109 clients (23 percent) left the program for permanent housing. Since program inception, 580 clients (51 percent) have retained permanent housing one year after leaving the program.

**Sponsor: Mental Health Systems**

**Project: Alcohol and Other Drug Treatment**

**Funding Request: \$80,000**

Purpose: Serial Inebriates

Number of Beds: 12

Total Cost: \$211,500

Leverage: \$131,500

Prior HTF Funds: N/A

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 36<sup>th</sup> 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 distance 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 Program 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, Office Assistant, two Certified Addiction Treatment Specialists, a physician, and an SDSU intern.

### Leverage

HTF Funds requested in the amount of \$80,000 equal 38 percent of the total cost of the program.

Mental Health Systems will provide \$120,000 through a grant, \$5,500 through Drug-Medi-Cal Services, and \$6,600 in client charges.

### 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 permanent housing. Since the inception of the program in 2000, 33 percent of all clients retained permanent housing one year after leaving the program.

**Certificates of Funding Availability**

1. Catholic Charities  
Certificate No: 05-114  
Amount: \$12,206  
Revenue Source: HTF Linkage Fee  
Division: Housing Finance & Development  
Line Item: Grants
  
2. Episcopal Community Services Downtown Safe Haven  
Certificate No: 05-121  
Amount: \$29,925  
Revenue Source: HTF Linkage Fee  
Division: Housing Finance & Development  
Line Item: Grants
  
3. Episcopal Community Services Julian's Sanctuary  
Certificate No: 05-120  
Amount: \$59,000  
Revenue Source: HTF Linkage Fee  
Division: Housing Housing Finance & Development  
Line Item: Grants
  
4. The Salvation Army  
Certificate No: 05-122  
Amount: \$106,920  
Revenue Source: HTF Linkage Fee  
Division: Housing Finance & Development  
Line Item: Grants
  
5. San Diego Safe Harbor  
Certificate No: 05-123  
Amount: \$25,000  
Revenue Source: HTF Linkage Fee  
Division: Housing Finance & Development  
Line Item: Grants
  
6. San Diego Second Chance  
Certificate No: 05-124  
Amount: \$50,600  
Revenue Source: HTF Linkage Fee  
Division: Housing Finance & Development  
Line Item: Grants

7. St. Vincent de Paul Village, Inc., Family Living Center  
Certificate No: 05-127  
Amount: \$145,920  
Revenue Source: HTF Linkage Fee  
Division: Housing Finance & Development  
Line Item: Grants
  
8. St. Vincent de Paul Village, Inc., Fresh Start  
Certificate No: 05-125  
Amount: \$130,340  
Revenue Source: HTF Linkage Fee  
Division: Housing Finance & Development  
Line Item: Grants
  
9. St. Vincent de Paul Village, Inc., STEP  
Certificate No: 05-126  
Amount: \$83,125  
Revenue Source: HTF Linkage Fee  
Division: Housing Finance & Development  
Line Item: Grants
  
10. Vietnam Veterans  
Certificate No: 05-128  
Amount: \$57,000  
Revenue Source: HTF Linkage Fee  
Division: Housing Finance & Development  
Line Item: Grants
  
11. YMCA Youth & Family Services  
Certificate No: 05-129  
Amount: \$29,295  
Revenue Source: HTF Linkage Fee  
Division: Housing Finance & Development  
Line Item: Grants
  
12. YWCA of San Diego County, Becky's House  
Certificate No: 05-131  
Amount: \$40,850  
Revenue Source: HTF Linkage Fee  
Division: Housing Finance & Development  
Line Item: Grants

13. YWCA of San Diego County, Passages  
Certificate No: 05-130  
Amount: \$79,540  
Revenue Source: HTF Linkage Fee  
Division: Housing Finance & Development  
Line Item: Grants
14. Mental Health Systems  
Certificate No: 05-119  
Amount: \$80,000  
Revenue Source: HTF Linkage Fee  
Division: Housing Finance and Development  
Line Item: Grants