



Good Neighbors

San Diego
Housing Commission

REPORT

ITEM 100

DATE: For the Agenda of May 19, 2000

REPORT NO.: HCR00-050

SUBJECT: Housing Trust Fund Transitional Housing Grants
(City Council Districts 2, 3, 6, 8)

SUMMARY

Issue: Should the Housing Commission approve grants for proposals selected through a Request for Proposals, totaling \$743,500, for operating transitional housing programs, and authorize the Chief Executive Officer to execute contracts, in a form acceptable to General Counsel, as follows:

Recommendation: That the Housing Commission approve one-year grants of support to the following programs that received funding in prior years:

- a. **Center for Community Solutions** in the amount of \$32,000 as partial funding of occupancy and administrative expense of Next Step, a transitional program, which provides 12 beds in the Pacific Beach area.
- b. **Ecumenical Council of San Diego** in the amount of \$22,000 as partial funding of occupancy and administrative expenses of El Nido, an eleven-unit residence for families fleeing domestic violence.
- c. **The Salvation Army** in the amount of \$105,000 as partial funding of occupancy and administrative expenses for the STEPS Program, a 50-bed program for men in the downtown area;
- d. **St. Vincent de Paul Village, Inc.** in the amount of \$162,500 as partial funding of occupancy and administrative expenses of the STEP program, a 38-bed program for women in the downtown area;

e. **St. Vincent de Paul Village, Inc.** in the amount of \$300,000 as partial funding of occupancy and administrative expenses for the Family Living Center, a 110-bed program for families in the downtown area;

f. **San Diego Youth & Community Services** in the amount of \$22,000 as partial funding of occupancy and administrative expenses of Take Wing, a 52-bed apartment complex for homeless youth; and

g. **YWCA of San Diego County** in the amount of \$100,000 as partial funding of occupancy and administrative expenses for Passages, a 49-bed program for women in the downtown area.

Fiscal Impact: Approval of these recommendations will result in the expenditure of \$743,500 in FY00 Housing Trust Fund transitional housing program funds.

Certificates of Funding Availability: See Attachment 3.

Affordable Housing Impact: Funds will be used to help families and individuals with very low incomes (defined as a maximum of fifty percent of area median income, but program participants will be homeless and primarily unemployed with much lower incomes). These grants will provide approximately 356 beds in transitional programs for one year.

Environmental Review: Not applicable to grants funding operations.

Future Related Action: The Recommended grant for The Family Living Center at St. Vincent de Paul Village exceeds the authority of the Housing Commission and must be forwarded to the Housing Authority for final action.

BACKGROUND

As part of its responsibilities in relation to oversight 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. In FY00 the budgeted amount is \$1,079,164, which represents approximately 13 percent of FY00 HTF program funds. Of this amount, \$769,164 was available for this Request for Proposals.

Previous FY00 awards included: \$10,000 to the Ecumenical Council for the College Opportunity Program; and \$300,000 to the YWCA for three years' operating support of Becky's House.

DISCUSSION

A Request for Proposals from Nonprofit Corporations Seeking to Provide Transitional Housing for the Homeless was issued on January 3, 2000. Seven proposals were received before the deadline. The total funding for these recommendations would be \$743,500, leaving \$25,664 of the available funds uncommitted.

Under these recommendations, the Family Living Center at St. Vincent de Paul Village (SVDPV) would receive the largest amount (\$300,000). In past years, HUD has provided significant support (approximately \$500,000 per year) for this program; prior HTF support has averaged \$155,000 (three years). However, last year in the Super NOFA process, HUD did not renew funding for the Family Living Center because the local collaborative that submitted the application to HUD gave other programs a higher prioritization and HUD did not fund the entire application. SVDPV will provide over \$700,000 to support this program, but there is still a large shortage of funds.

The Ecumenical Council of San Diego, on behalf of the Interfaith Shelter Network, asked for three years' support of El Nido, an eleven-unit residence for families fleeing domestic violence. Because El Nido has secured funding through November 2001, staff does not recommend locking up current year funds to provide El Nido with operating support through November of 2004. The recommendation for this application is one year's funding, or \$22,000, to extend support to December 2002.

San Diego Youth and Community Services (SDYCS) asked for \$65,000 to help pay for one year's operating costs of Take Wing, a residence for homeless youth. However, the Housing Commission recently approved a grant of \$490,000 to SDYCS to pay off the first position loan on the property. With this grant, SDYCS will enjoy a reduction in debt service expense of over \$43,000 per year. Staff took this cash flow improvement into account and is recommending a grant of \$22,000, which is significantly less than what was requested by SDYCS.

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. As such, Ms. Morris does not have any decision-making authority for The Salvation Army.

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

Attachment 2 provides narratives for all the recommended programs.

ALTERNATIVE

The Commission could reduce any of the recommended grant amounts, change the mix of recommended funding, or use the remaining \$25,664 to increase any of the grants.

Submitted by,

Approved by,

Carrol M. Vaughan
Director, Housing Policy & Finance

Elizabeth C. Morris
Chief Executive Officer

Attachments:

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

*Signature on File
With Original Document*

TRANSITIONAL HOUSING RFP: Requests for Operating Funds

Sponsor/Project:	Amount Requested	Amount Recommended	Total Cost	Purpose	Client Group	#Beds	Leverage	Annual Bed Cost	Annual HTF Bed Cost
1 Center for Comm Solutions	32,000	32,000	64,200	Oper-1 yr	Families-DV	12	32,200	5,350	2,667
2 Interfaith Shelter Network	64,326	22,000	611,088	Oper-3yr	Families-DV	45	546,762	13,580	489
3 Salvation Army:STEPS	105,000	105,000	394,268	Oper-1 yr	Men	50	289,268	7,885	2,100
4 SDYCS	65,000	22,000	385,300	Oper-1 yr	Youth	52	320,300	7,410	423
5 SVDPV: STEP	162,500	162,500	220,481	Oper-1 yr	Women	38	57,981	5,802	4,276
6 SVDPV:Family Living Ctr	300,000	300,000	1,034,248	Oper-1 yr	Families	110	734,248	9,402	2,727
7 YWCA	100,000	100,000	366,940	Oper-1 yr	Women	49	266,940	7,489	2,041
Total	828,826	743,500	3,076,525			356	2,247,699		

APPLICATION SUMMARIES

Sponsor:	Center for Community Solutions
Project:	Next Step
Funding Request:	\$32,000
Purpose:	Families fleeing domestic violence
No. of beds:	12
Total cost:	Annual cost is \$64,200 (\$5,350 per bed)
Leverage:	Includes donations and participant fees
Prior HTF Funds:	\$32,000

Agency Sponsor

The Center for Community Solutions (CCS) is a local nonprofit organization located in the Pacific Beach area. CCS incorporated in March, 1973 under the name of Center for Women's Studies and Services. On November 7, 1995, the Corporation effected a corporate name change to be known as Center for Community Solutions.

CCS has provided support to victims of domestic violence since 1969. CCS operates a rape crisis center with a 24-hour hotline, hospital accompaniment services for rape victims, a legal clinic, and an education division that provides prevention/intervention training to the community.

CCS has provided housing to victims of domestic violence and their children since 1988 through a shelter and a hotel voucher system; this program helps approximately 200 adults and children annually.

Client Group and Resident Selection

Local law enforcement and social service providers refer families to the CCS shelter program; self-referrals are common. CCS anticipates using this grant to help families coming out of their emergency shelter program who do not have access to longer-term safe housing.

Program Design, Location, and Operations

CCS currently leases two two-bedroom apartments for its program, with lease of a third apartment pending. Funding of this proposal would enable CCS to continue to lease the three two-bedroom apartments, which are near its offices in the Pacific Beach area. CCS provides case management, individual and family

counseling, legal advocates, employment assistance, budgeting and nutrition classes, and assistance with a search for permanent housing.

Participants come from CCS' emergency shelter, self-referrals, and referrals from police sources or social service providers. A panel made up of CCS staff and residents interview the applicant families and make approval selections.

Staffing

Current staff include a licensed clinical social worker (executive director), a licensed marriage, family and child counselor, and an attorney, as well as additional staff members with special expertise in domestic violence issues.

Leverage

This application would represent 50 percent of the anticipated expense. The balance would be paid by funds from private donations and the California Departments of Health Services. CCS receives funding from the State of California Office of Criminal Justice Planning, California Department of Health Services, City of San Diego, United Way, private foundations and local community support.

Innovation and Community Involvement

CCS is a member of San Diego's Domestic Violence Council and several other related community initiatives.

Sponsor: Ecumenical Council of San Diego
(Interfaith Shelter Network)

Project: El Nido Transitional Living Program

Funding Request: **\$64,326 (\$21,442/year for 3 years)**
Purpose: Families Leaving Domestic Violence
No. of beds: 45 (11 units)
Total cost: Annual cost is \$203,696
Leverage: Includes HUD funds, donations and participant fees
Prior HTF Funds: HTF provided a grant of \$80,975 for two years' operations; current grant contract runs through November of 2001

Agency Sponsor

The Ecumenical Council sponsors Interfaith Shelter Network (ISN), an agency formed to help homeless persons and families. ISN operated its Wings program, a scattered-site transitional program for families, for seven years prior to acquiring the El Nido site for families leaving domestic violence.

The development of El Nido enabled the ISN to expand its capacity from five families at a time to eleven. El Nido has been operating for four years.

Client Group and Resident Selection

El Nido is the second step towards self-sufficiency for women and their children who were homeless due to domestic violence, entered an emergency shelter, and are ready for a longer-term program to re-establish themselves financially and emotionally. The program serves an average of twelve families (with 25 children) annually.

Applicants undergo an eligibility review, intake assessment, solicitation of references from social service workers, and interviews with program administrators. Alumni participate in the selection of new program participants when available to do so.

Clients are referred from downtown shelters (emergency or domestic violence) or Infoline. Participants are selected through phone screening to determine initial eligibility, three social service reference checks, an in-depth family history and assessment, an interview with the family, tuberculosis and drug screening.

Program Design, Location & Operations

The program site is a rehabilitated eleven-unit apartment building in the South Kensington area, consisting of four one-bedroom apartments and seven two-bedroom apartments plus laundry facilities, a recreation room with toys and a personal computer, and a common courtyard. Services and transportation are within walking distance. The program offices provide facilities for meetings and child care less than one block away.

Participants are expected to stay one to two years (the longer term is available to women who are enrolled in an educational program). Savings accounts and budgets are introduced at the beginning to prepare families for the eventual transition to permanent housing.

Case management is provided at the program office nearby. Program staff have, at minimum, weekly contact with participants at case management conferences, resident council, support groups, and special meetings.

To date, 57 percent of resident families have transitioned to permanent housing within 18 months; 70 percent of participants having a history of substance abuse have maintained sobriety. In addition, more than 70 percent of participants have achieved their education or job attainment goals within 15 months, accumulated a "move-out" savings account, and drafted and followed a monthly family budget for three months prior to leaving.

Staffing

Staff consists of a Program Coordinator, two case managers, and administrative services of the Ecumenical Council. Program staff are professionally trained and have several years of experience.

Leverage

On an annual basis, this grant would provide eleven percent of the operating budget. ISN's HUD grant expires December 1, 2001; a renewal application is being prepared for the current HUD SuperNOFA.

Innovation and Community Involvement

El Nido serves families in their own apartments; this approach most closely simulates their anticipated living situations upon graduation from the program. Each of the eleven units was "adopted" by an Interfaith congregation or community group that provided furnishings and household items. The participating churches and other sponsors continue to support the families and

the program in several ways (for example, donating food and money, holding special events for the families, and donating skills and services).

El Nido is one aspect of the Transitional Living Continuum (TLC), which also includes the YWCA, The Salvation Army, and Episcopal Community Services.

Sponsor: The Salvation Army

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

Funding Request: \$105,000

Purpose: Homeless men

No. of beds: 50 beds

Total cost: Annual cost is \$394,268 (\$7,885 per bed)

Leverage: \$289,268 from HUD and The Salvation Army general fund

Prior HTF Funds: Approximately \$830,000 for operations (1993 through 1999)

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, which provides transitional housing and support for substance-abusing adults, is San Diego's largest such program. STEPS is a component of the adult rehabilitation program.

Client Group and Resident Selection

STEPS currently houses single men at the Arlington Hotel, an SRO hotel located at 701 Seventh Avenue and provides services at 732 F Street. As of January 2001 (estimated date), the program will relocate to remodeled space at The Salvation Army's property at 825 Seventh Avenue.

Many of the clients have completed a substance abuse program. Generally, clients are selected from emergency shelter programs such as the St. Vincent de Paul Village Paul Mirabile Center. Clients are also referred by other social service agencies, especially those active within the Centre City Area. The Salvation Army's Adult Rehabilitation Center is another source of clients. Clients must be ready to live in a sober drug-free environment and to pursue employment.

Program Design, Location & Operations

STEPS provides 50 beds for men in the downtown area. Support services are provided within one block, 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 self-management classes, job search, and living-wage employment. Commonly occurring issues include lack of budgeting skills, substance abuse problems, and inadequate social skills.

STEPS places emphasis on the life skills classes it conducts. Subjects include esteem building, personal grooming, personal communications, business communications, anger and stress management, and money management.

The anticipated average length of stay is two months. The Salvation Army reports that over 80 percent of the STEPS participants complete all their classes and find employment; approximately 75 percent are still employed three months later.

Staffing

Professional staff is in place under the Administrator of Social Services. Additional staff includes the Program Director (responsible for day-to-day operations) and assistants (responsible for night-time operations and the housing facility) and three case managers who teach several of the classes for the program.

Leverage

The Salvation Army will provide \$289,268 through a HUD grant and direct contribution to the program (the request for HTF funds represents 26 percent of the cost of one year's operations).

Innovation and Community Involvement

The mobile outreach team recruits men who have not pursued housing and services. 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.

Sponsor:	St. Vincent de Paul Village, Inc.
Project:	STEP (Support Training Employment Placement)
Funding Request:	\$162,500
Purpose:	Homeless women
No. of beds:	38
Total cost:	Annual cost is \$220,481 (\$5,802 per bed)
Leverage:	Includes \$57,981 from SVDPV general fund
Prior HTF Funds:	HTF has provided approximately \$490,000 to this program since 1994 (funding for 5 different 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.

Client Group and Resident Selection

The focus of this program is single, homeless women with or without children. The program accepts clients from SVDPV’s short-term transitional programs and from a network of 75 social service agencies. Approximately 50 women can be served annually by the program’s 38 beds.

Clients are typically separated or divorced and have lost custody of their children. Most have few job skills and poor educational backgrounds. Some have mental illness and/or chemical dependency issues; some are fleeing domestic violence and some were abused as children. In almost all cases, STEPS Program clients can be termed situationally homeless. The primary source of clients is short-term stabilization or emergency shelter programs.

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; eight sleeping rooms contain 38 beds for the program. The range of on-site services includes room and board, phone and mail, day care and schools, literacy and life skills training, job search center, full-service medical and dental clinic, and counseling services.

STEP uses the Solutions Consortium (a group of 19 non-profit agencies and two governmental jurisdictions working together to offer a continuum of care and services to homeless and transitioning clients) to maximize the supportive services and expertise available to the women enrolled in the program.

Average enrollment is six to nine months, with a maximum of 24 months. Case management is maintained for six months after graduation. Agency resources are available to graduates for an indefinite period. Records show that, on average, 68 percent of STEP clients complete the program, achieving and maintaining independent living for a minimum of one year.

Once a client is receiving or earning some type of income, a household budget is implemented. Thirty percent of the adjusted gross income is collected to help pay for programs costs. Of this amount, sixty percent is subsequently set aside to be refunded to the clients in two payments: 1) 90 days after move out to permanent housing; and 2) six months later. This arrangement acts as an incentive to continue contact with the program and take advantage of its services as needed.

Staffing

SVDPV is now the largest homeless service center in Southern California with an employee base of more than 250 that is complemented by a volunteer base of 800 in residential programs and clinics.

Leverage

SVDPV contributes to this program through its general fund; this grant would provide approximately 74 percent of the program's operating budget for a year.

Innovation and Community Involvement

SVDPV works with a large number of service providers, some of which are regularly on-site at the SVDPV campus, to assure that availability of comprehensive services while avoiding duplication of programs.

SVDPV uses short-term "feeder" programs to acculturate homeless adults to the structure, process, limitations, and self-discipline necessary to benefit from program objectives. Thus, clients are "prescreened" for the more extensive (and expensive) transitional programs to assure the highest possible success rates.

The annual Homeless Profile produced by the Regional Taskforce on the Homeless indicates that single women account for approximately fifteen percent of the homeless population in the City. Of an estimated total of 500 single women needing transitional housing in the City, approximately 237 are sheltered in this program and others.

Sponsor:	St. Vincent de Paul Village, Inc.
Project:	Family Living Center (FLC)
Funding Request:	\$300,000
Purpose:	Homeless families
No. of beds:	110 beds
Total cost:	Annual cost is \$1,034,248 (\$9,402 per bed)
Leverage:	SVDPV general fund (\$734,248)
Prior HTF Funds:	\$465,000 for three years' 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.

Client Group and Resident Selection

The typical client family is headed by a single woman who may have experienced spousal abandonment, childhood abuse, or domestic violence. She has few job skills and two to three children. Additional factors may include chemical dependencies, mental illness, poverty and limited education. Families headed by men, or by two parents, are also served. The average age of children participating is just over six years.

Most often, families have been homeless for longer than two months before entering the program. Initially, families complete the Short-term Shelter Program (up to four months) to prepare for participation in the longer-term service-enriched transitional program.

Program Design, Location & Operations

The Family Living Center (FLC) is a self-contained program consisting of private sleeping accommodations, meals, laundry room, licensed day care, playground, counseling center, County-run primary grade school, counseling, job training, and recreation areas. It has been in operation for more than ten years.

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

The purpose of FLC is to stabilize the family unit. Although the principal client is an adult, FLC provides immediate and ongoing benefits to all family members.

Each family may stay up to 24 months. Because families that stay longer do better, the case manager's job is to convince families to stay in the program as long as possible. FLC delivers a comprehensive 24-hour program to all members of the family.

FLC's services for children include socialization (manners, self-esteem, self-control), life skills programs (skilled decision-making, abuse prevention, substance abuse resistance), regular class time and after-school activities. Activities and outings provide more specific education regarding family interaction issues, choice of friends, racial and gender bias, community awareness, and alternatives to violence. This full menu of activities for children gives parents more time to achieve program goals.

In addition to job training and other supportive services, FLC emphasizes parenting classes and ongoing facilitated parenting support groups.

Staffing

SVDPV has an employee base of more than 250 that is complemented by a volunteer base of 800 in residential programs and clinics.

Leverage

In past years, HUD has provided significant support (approximately \$500,000 per year) for this program. However, last year in the Super NOFA process, the Family Living Center was not renewed due to the higher prioritization of other programs by the local collaborative that submitted the application to HUD. SVDPV will provide over \$700,000 to support this program next year while it appeals to HUD for funding. This grant would provide approximately 29 percent of the program's operating budget for the year.

Innovation and Community Involvement

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.

To address the intergenerational cycle of poverty, homelessness, abuse and dependency, SVDPV focuses its expertise and efforts at children. The San Diego Regional Task Force on homelessness estimates that one fourth of the 8,000 urban homeless in the County live in families with children.

Sponsor:	San Diego Youth & Community Services
Project:	Take Wing
Funding Request:	\$65,000
Purpose:	Homeless youths
No. of beds:	28 units; up to 52 beds (48 participants in 1999)
Total cost:	Annual cost is \$385,300
Leverage:	\$319,666 from public and private sources
Prior HTF Funds:	HTF provided funds for acquisition of the site (\$375,000), two years' partial operating support (\$109,500), and payoff of the first mortgage (\$490,000).

Agency Sponsor

San Diego Youth and Community Services (SDYCS) is a community-based social service agency that provides comprehensive service to runaway and homeless youth, families, and seniors. The agency has been providing services to the San Diego area for over 25 years; it currently operates from ten sites in San Diego and one in El Cajon.

In 1991, SDYCS opened its first long-term transitional living program for homeless youth. Take Wing has operated at 3255 Wing Street since 1994.

Client Group and Resident Selection

Take Wing is an 18-month transitional living program for homeless and potentially homeless youth, ages 16 through 24. Most are referred from a homeless shelter and two group homes runs by SDYCS or from county social workers, probation officers, and other community-based agencies. Some have “aged out” of the foster care system but lack the maturity or skills to become independent.

Common problems include lack of employment skills, dysfunctional family history, poor self-concept, or a lack of social support and parenting skills.

According to SDYCS, the majority of homeless youth are substance abusers; many have suffered physical and/or sexual abuse. Often, young women arrive at SDYCS pregnant or with an infant.

Project Design, Location and Operations

Participants live in apartments at 3255 Wing Street, a five-building mixed-use complex in the Point Loma area. The administrative offices of SDYCS are on the premises. The site was acquired and renovated for this program in 1994.

The program is based on self-help, mentor and peer support, and empowerment for individual and community life planning. Each participant is assigned to a case manager with whom the youth develops a case plan for independent living skills, job seeking skills, conflict resolution and daycare resources.

Staffing

SDYCS operates a broad range of social service programs and has a large staff. Staff assigned to Take Wing have the additional resources of the entire organization and its community linkages available to enhance the Take Wing program.

The Take Wing staff includes a center director, team leader, two family youth development staff, an independent living skills team leader, and a residential advisor.

Leverage

SDYCS states that the annual budget is \$245,817. This application would provide \$65,000, or 26 percent of the annual cost for next year.

Innovation and Community Involvement

Take Wing has created a community at its Wing Street site; emphasis is placed on inter-generational living with elders acting as mentors to participating youth. Participants serve on program committees (e.g., interview and intake, fundraising, newsletter, community unity), and participate in life skills support groups. They also interact with volunteers and groups from the larger San Diego community.

Sponsor:	YWCA of San Diego County
Project:	Passages (Women in Transition and Supportive Independent Living)
Funding Request:	\$100,000
Purpose:	Homeless women
No. of beds:	49 beds
Total cost:	Annual cost is \$366,940 (\$7,489 per bed)
Leverage:	From HUD (\$157,000), State of California; donations
Prior HTF Funds:	\$732,975 for operations (1993 through 1999)

Agency Sponsor

YWCA of San Diego County has provided housing and employment to women in San Diego since 1907. In 1979, the YWCA pioneered San Diego's first shelter for battered women and their children. In 1985, the YWCA opened an emergency night shelter; the transitional housing program began in 1988.

Client Group and Resident Selection

Passages serves homeless women and women with children who are fleeing domestic violence, as well as women with a history of substance abuse and women who are homeless due to other circumstances. This application involves two aspects of Passages, "Women in Transition" (WIT) and "Supportive Independent Living." WIT is transitional living for single women involved in job search. Supportive Independent Living provides the next step (semi-independent living) to WIT graduates.

To give applicants a realistic view of the program, a three-step selection process is used: initial assessment for eligibility and compatibility; team interview by program coordinator and case manager; and evaluation of the process by the entire treatment team.

Program Design, Location & Operations

Passages consists of four steps: emergency shelter, stabilization, transition and supportive living, and independent permanent housing. Clients are provided with training, mentoring, advocacy (health, legal and financial), parenting skill development, and supervised child visitation.

The program is located on the top three floors of the YWCA's downtown building at 1012 "C" Street. WIT uses one floor for communal living; a second floor is designed with single room occupancy units for the supportive independent living program. The operation of all the program's phases in a single location facilitates

the transition of participants from one phase to the next. Case manager assignments change with each phase, but the “hand-off” is gradual so that the two case managers can confer and agree on a course of action.

Staffing

All of the case management, career and job development, crisis intervention, counseling, and domestic violence treatment and prevention services of the Passages program are provided at the site. Paid staff and volunteers are in place; all aspects of the program are operating.

Leverage

The State of California and HUD will also provide funds for one year’s operation of Passages (total of \$192,000); the YWCA depends on its fundraising efforts to provide private donations for any shortfall in program funding. The application represents 27 percent of the total annual cost.

Innovation and Community Involvement

Passages is an “all inclusive” continuum program that provides customized services to participants at four stages of stabilization. With shelter and all services available at one location, the program is easy to use.

The YWCA is actively involved in the San Diego Domestic Violence Council, as well as several statewide networks. The YWCA works with teens and relationship violence prevention in the San Diego Unified School District. The YWCA conducts training for local military and college groups to ensure awareness of: domestic violence, its treatment, intervention, prevention and community resources for victims.

Episcopal Community Services provides substance abuse counseling services to Passages clients. Planned Parenthood provides health care services. The San Diego Urban League provides parenting classes.

The YWCA receives referrals from several social service agencies, including: Rachel’s Women’s Shelter, The Salvation Army Emergency Lodge, St Vincent de Paul’s Joan Kroc and Paul Mirable Centers, Center for Community Solutions, and Episcopal Community Services.

Certificates of Funding Availability

1. Center for Community Solutions
Certificate No: 00-225
Amount: \$32,000
Revenue Source: HTF Impact Fee, HTF TOT, HTF Fay Avenue
Division: Housing Finance
Line Item: Grants

2. Ecumenical Council of San Diego
Certificate No: 00-231
Amount: \$22,000
Revenue Source: HTF Impact Fee
Division: Housing Finance
Line Item: Grants

3. The Salvation Army
Certificate No: 00-230
Amount: \$105,000
Revenue Source: HTF Impact Fee
Division: Housing Finance
Line Item: Grants

4. St. Vincent de Paul Village, Inc.
Certificate No: 00-229
Amount: \$162,500
Revenue Source: HTF Impact Fee
Division: Housing Finance
Line Item: Grants

5. St. Vincent de Paul Village, Inc.
Certificate No: 00-228
Amount: \$300,000
Revenue Source: HTF Impact Fee
Division: Housing Finance
Line Item: Grants

6. SDYCS
Certificate No: 00-227
Amount: \$22,000
Revenue Source: HTF Impact Fee
Division: Housing Finance
Line Item: Grants

7. YWCA of San Diego County
Certificate No: 00-226
Amount: \$100,000
Revenue Source: HTF Impact Fee
Division: Housing Finance
Line Item: Grants