

**REPORT**

DATE ISSUED: May 9, 2008

REPORT NO: HCR 08-45

ATTENTION: Chair and Members of the Housing Commission  
For the Agenda of June 6, 2008

SUBJECT: FY09 Transitional Housing Program Grants

REQUESTED ACTION:

Approve funding to pay occupancy and administrative expenses for 15 transitional housing programs for FY2009, with the option to continue funding for up to two additional years.

STAFF RECOMMENDATION:

That the Housing Commission:

- 1) Approve the award of fifteen contracts in an aggregate amount not to exceed \$1.1 million for FY2009 (See Attachment 2 for summaries of the 15 recommended programs);
- 2) Authorize additional one-year options for FY2010 and FY2011, contingent upon the availability of funding and compliance with all program requirements; and
- 3) Authorize the Interim President & Chief Executive Officer to execute all required documents in a form acceptable to General Counsel.

BACKGROUND:

As part of its oversight responsibilities of the Housing Trust Fund (HTF), the Housing Commission is required by Municipal Code Section 98.0504 to commit at least ten percent of each year's HTF program funds to Transitional Housing activities. The proposed \$1.1 million funding represents 15% percent of projected FY09 HTF Housing Program funds. In FY08 \$1,015,514 (approximately 30% percent of FY08 funds) was committed for the same purpose. The proposed funding will support nonprofit transitional housing providers that serve individuals and families, including the mentally ill, serial inebriates, veterans, victims of domestic violence, and youth.

A Request for Proposals from Nonprofit Corporations Seeking to Provide Transitional Housing for the Homeless (RFP) was issued on January 11, 2008. Eighteen proposals were received, requesting a total of \$1,325,356. One proposal for \$10,000 will be funded by a Targets of Opportunity grant. A Proposal Review Committee (the Committee) was utilized to review, score, and rank the remaining applications according to criteria outlined in the RFP, and to recommend a methodology for funding the applications. The Committee was comprised of three individuals: one from a local special purpose housing provider, one Supportive Housing consultant, and one from the San Diego Housing Commission.

For purposes of disclosure, it is noted that Housing Commission board member Jennifer Adams-Brooks is a board member of San Diego Safe Harbor, and Housing Commission board member Tony Yip has a business partner who is on the board of the YWCA. Ms. Adams-Brooks and Mr. Yip's business partner do not have any decision-making authority for San Diego Safe Harbor and the YWCA, nor did they participate on the Committee. Ms. Adams-Brooks does not receive compensation for her services with this Internal Revenue Code 501(c)3 corporation. Under the provisions of Government Code Sections 1091.5, Ms. Adams-Brooks and Mr. Yip's business partner have non-interest in the matters. Ms. Adams-Brooks and Mr. Yip are not precluded from participating in connection with this matter,

because of the lack of financial interest and the non-interest under the provisions of Government Code Section 1091.

#### Funding Recommendations

This report recommends funding fifteen proposals for a total of \$1.1 million. The funding recommendations are based largely on the Committee's evaluation. A total of 694 beds will be assisted, which exceeds the budgetary goal of 500 beds. Grants will be for the period of one year, with two additional one-year renewal options contingent upon future funding availability and program performance.

Two programs were added this year. Episcopal Community Services' (ECS) Julian's Hope program has been in existence since the late 1990s and is similar to ECS's previously funded Julian's Sanctuary program, which serves women and children fleeing domestic violence. Julian's Hope is located at a separate, confidential site. A grant of \$48,100 is recommended. The Salvation Army's TLC program has operated since 1998 and serves women with one or two children age twelve or younger. A grant of \$43,283 is recommended.

ECS applied for \$32,000 for a program that is not recommended for funding: Uptown Safe Haven. This program has not been previously funded by the HTF. The Committee recommends limiting funding to a maximum of three grants per agency, and this program was the lower-scoring of ECS's two new applications. Also, the application did not include a copy of the Conditional Use Permit for this site, as required by the RFP.

The RFP required a minimum score of 70 points to receive funding. An application from San Diego Safe Harbor (Safe Harbor) requesting \$32,000 received a score of 64 points, and it failed to include all required documents. In FY2007 Safe Harbor applied for a transitional housing grant but did not receive a passing score or a recommendation for funding. Safe Harbor then applied for funding via the Targets of Opportunity program, a flexible program designed for affordable housing opportunities that cannot be funded through other HTF programs. Unanticipated carryover funds were available and Safe Harbor received a \$25,000 grant, renewable in fiscal year 2008.

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

#### FISCAL CONSIDERATIONS:

Approval of the recommendation will result in the expenditure of \$1.1 million in FY09 Housing Trust Fund transitional housing program funds.

#### COMMUNITY PARTICIPATION AND PUBLIC OUTREACH EFFORTS:

An RFP was issued on January 11, 2008. Two pre-submittal conferences were held to answer questions from the public.


ENVIRONMENTAL REVIEW:

This activity is exempt from the California Environmental Quality Act (CEQA) pursuant to Section 15060(c)(3) of the State CEQA guidelines (the activity is not a project as defined in Section 15378). This activity is also exempt from review under the National Environmental Policy Act as no federal funds are involved.

KEY STAKEHOLDERS & PROJECTED IMPACTS:

Key stakeholders include the transitional housing program operators, the clients of these organizations, and other prospective residents of transitional housing in the City of San Diego.

Respectfully submitted,

  
Cissy Fisher  
Director, Housing Finance

Approved by,

  
Carrol M. Vaughan  
Interim President & Chief Executive Officer

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

Distribution of these attachments may be limited. Copies are available for review during business hours at the Housing Commission offices at 1122 Broadway, Main Lobby.

**Transitional Housing  
Summary of Requests for Operating Funds  
FY2009**

Applications Recommended for Funding:

	Program	Score	Amount Recommended	Amount Requested	FY09 Total Cost	Client Group	# of HTF Beds	Persons Served Annually	Leverage	Annual Cost per Person	Annual HTF Cost Per Person	Annual Cost Per Bed	Annual HTF Cost Per Bed	HTF Cost Per Bed Per Day
1	ECS Julian's Sanctuary	98.0	\$47,790	\$47,790	\$628,803	Families-DV	33	55	\$581,013	\$11,433	\$868.91	\$19,054.64	\$1,448.18	\$3.97
2	YMCA Turning Point	95.3	\$24,240	\$24,240	\$489,982	Youth	24	50	\$465,652	\$9,800	\$484.80	\$20,415.92	\$1,010.00	\$2.77
3	ECS Julian's Hope	94.3	\$48,100	\$48,100	\$629,113	Families-DV	27	40	\$581,013	\$15,728	\$1,202.50	\$23,300.48	\$1,781.48	\$4.88
4	YWCA Passages WIT/SIL	93.7	\$79,540	\$79,540	\$853,456	Women	49	75	\$773,916	\$11,379	\$1,060.53	\$17,417.47	\$1,623.27	\$4.45
5	San Diego Youth & Community Services Foster Care Graduate Housing	90.7	\$27,000	\$27,000	\$90,000	Youth	12	13	\$63,000	\$6,923	\$2,076.92	\$7,500.00	\$2,250.00	\$6.16
6	YWCA Becky's House	89.7	\$122,997	\$168,467	\$563,070	Families-DV	82	125	\$394,603	\$4,505	\$983.98	\$6,866.71	\$1,499.96	\$4.11
7	St. Vincent de Paul Fresh Start	88.0	\$122,997	\$151,004	\$2,091,095	Men	150	400	\$1,940,091	\$5,228	\$307.49	\$13,940.63	\$819.98	\$2.25
8	St. Vincent de Paul Family Living Center	87.7	\$122,997	\$169,054	\$1,694,356	Families	110	200	\$1,525,302	\$8,472	\$614.99	\$15,403.24	\$1,118.15	\$3.06
9	ECS Downtown Safe Haven	87.3	\$29,925	\$29,925	\$934,182	Mentally Ill	28	50	\$904,257	\$18,684	\$598.50	\$33,363.64	\$1,068.75	\$2.93
10	Salvation Army Transitional Living Center	86.3	\$43,283	\$43,283	\$260,226	Families	36	32	\$216,943	\$8,132	\$1,352.59	\$7,228.50	\$1,202.31	\$3.29
11	San Diego Second Chance San Diego Second Chance	85.0	\$106,850	\$106,850	\$1,138,088	Adults	32	192	\$1,031,238	\$5,928	\$556.51	\$35,565.25	\$3,339.06	\$9.15
12	Vietnam Veterans of San Diego Welcome Home	85.0	\$57,000	\$57,000	\$247,000	Veterans	24	30	\$190,000	\$8,233	\$1,900.00	\$10,291.67	\$2,375.00	\$6.51
13	St. Vincent de Paul STEP	84.0	\$87,281	\$96,303	\$481,515	Women	35	70	\$385,212	\$6,879	\$1,246.87	\$13,757.57	\$2,493.74	\$6.83
14	Mental Health Systems Serial Inebriate Program	82.3	\$80,000	\$80,000	\$209,000	Substance Abuse/ Chronic	12	75	\$129,000	\$2,787	\$1,066.67	\$17,416.67	\$6,666.67	\$18.26
15	Salvation Army STEPS	81.3	\$100,000	\$122,000	\$452,081	Men	40	110	\$330,081	\$4,110	\$909.09	\$11,302.03	\$2,500.00	\$6.85
<b>TOTAL</b>			\$1,100,000	\$1,250,556			694	1,517						

Other Applications:

	Program	Score	Proposed Funding	Amount Requested	FY09 Total Cost	Client Group	# of HTF Beds	Persons Served Annually	Leverage	Annual Cost per Person	Annual HTF Cost Per Person	Annual Cost Per Bed	Annual HTF Cost Per Bed	HTF Cost Per Bed Per Day
	Catholic Charities* House of Rachel	n/a	\$10,000	\$10,000	\$49,720	Senior Wome	5	10	\$39,720	\$4,972	\$1,000.00	\$9,944.00	\$2,000.00	\$5.48
	ECS Uptown Safe Haven	93.3	\$0	\$32,000	\$449,459	Mentally Ill	19	34	\$417,459	\$13,219	\$941.18	\$23,655.74	\$1,684.21	\$4.61
	SD Safe Harbor Safe House	64.0	\$0	\$32,800	\$108,245	Men	6	22	\$75,445	\$4,920	\$1,490.91	\$18,040.83	\$0.00	\$0.00
<b>TOTAL</b>			\$10,000	\$74,800			30	66						

\*To receive a Targets of Opportunity grant.

## ATTACHMENT 2

<b>Sponsor:</b>	<b>Episcopal Community Services</b>
<b>Project:</b>	<b>Downtown Safe Haven</b>
<b>Funding Request:</b>	<b>\$29,925 (3% of Total Cost)</b>
Purpose:	Chronic and mentally ill
No. of beds:	28
Total cost:	Annual cost is \$934,182 (\$33,364 per bed)
Leverage:	\$904,257 from HUD SHP, County of San Diego grant, resident rent/fees
Prior HTF Funds:	\$202,200 over seven years

### Agency Sponsor

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

### Client Group and Resident Selection

The target population is chronically homeless mentally ill adults. Residents are required to be a client of ECS's Friend to Friend Street Outreach Services Program, which is the primary conduit for identifying potential residents. Their staff walks the streets and visits other agencies seeking potential clients to connect them with services. Potential residents must demonstrate initiative by seeking assistance and accessing resources, and must be actively involved in resolving issues surrounding their homelessness.

### 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 several social service providers and public transportation.

The program is broken into three phases, each with concrete steps and activities. The first phase focuses on short-term goals and the third phase focuses on meeting long-term goals. Supportive services are provided both onsite and offsite and include case management and supportive counseling; meals; 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 months.

## Staffing

Staff includes a Program Manager (oversight of programmatic and administrative aspects of the program); a Case Manager (provides intensive case management to residents); nine Resident Assistants (provide support to residents); Outreach Workers (provide point of entry case management services, with an emphasis on finding housing); an SSI Advocate; a Job Developer; a Clinician (oversight of case management and client support services); Friend to Friend Program Manager (part of clinical review team); and volunteer chaplains.

## Innovation and Collaboration

Downtown Safe Haven is fashioned after the nationally known "Safe Haven" model, which does not require residents to seek treatment for substance abuse. This model has been shown to be effective in ending chronic homelessness, as there is a demonstrated connection between having stable housing and willingness to seek treatment. Residents are not allowed to bring illegal substances or drug-related paraphernalia onto the property. Safe Haven stresses the development of a peer community as well as the use of mentors to support residents' transition to more independent settings.

This program draws upon community resources and has linkages with other agencies and service providers, including the Regional Continuum of Care Council, the County of San Diego's Mental Health Services Housing Council and Adult System of Care, and the Community Research Foundation.

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## Outcome Measures

In the current program year, 6 out of 28 residents (21 percent) achieved an increase in earnings; 17 (61 percent) have resolved or mitigated their barriers to permanent housing; and 4 (14 percent) have become employed. In the year that such data has been tracked, 15 of 27 clients (55 percent) have retained permanent housing one year after exiting the program.

**Sponsor:** Episcopal Community Services

**Project:** Julian's Hope

**Funding Request:** \$48,100 (8% of Total Cost)

Purpose: Families fleeing domestic violence

No. of beds: 27 beds (10 units)

Total cost: \$629,113 (\$23,300 per bed)

Leverage: \$581,013 from HUD SHP, sponsor contribution, and client rent

Prior HTF Funds: First year funding request for this program year

### 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 operated the Women & Children's Program Domestic Violence Transitional Housing Program (WCP) for more than 20 years.

### Client Group and Resident Selection

The target population is homeless women and children fleeing domestic violence. Families are referred from other agencies that assist the families towards stability, usually short term or emergency shelters.

### Program Design, Location & Operations

ECS leases an apartment building with 9 one-bedroom apartment units with 1 unit used as on-site office space; each family has its own apartment. The facility has a comprehensive gated security system. The facility is near shopping, a grocery store, schools, parks, libraries, a police station, and public transportation.

On-site services include case management, individual counseling for both women and children, family counseling, educational/vocational goal-setting, addressing mental health issues, transportation assistance, money management, and employment services.

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.

### Staffing

ECS professional staff includes the WCP Program Manager and the Assistant Director of Housing & Supportive Services (oversees the programmatic and administrative aspects of the program); three staff members provide all operational and supportive services to the program participants; Case Manager (provides intensive case management services to residents and

children); Child Clinician (provides therapy and psychosocial education); Site Coordinator (provides oversight for facility maintenance, unit inspections, enforces rule compliance, assists with independent living skills). Volunteers include social work and counseling interns who provide services under the supervision of a licensed clinician.

### Innovation and Collaboration

Julian's Hope encourages but does not require weekly counseling for victims of domestic violence, rather than using traditional psychotherapy models. Allowing the women to seek therapy on their own, which most do, empowers them and is more beneficial than mandatory counseling. The program also accepts women with a mental health issues or extensive drug or alcohol histories, and women who are pregnant or become pregnant during their stay.

This program draws upon community resources and has linkages with other agencies and service providers, including the Regional Continuum of Care Council, the County of San Diego's Mental Health Services Housing Council and Adult System of Care, Community Research Foundation, Catholic Charities, the YWCA, Family Justice Center, Crisis Center, Women's Resource Center, South Bay Community Services, Jewish Family Services, and Center for Community Solutions..

### Outcome Measures

The goal of the program is to support clients in achieving a level of healthy self-sufficiency as they transition out of the program into permanent housing. In the current program year, the following has been achieved: 84 percent (38 of 45 residents) become employed or enrolled in training and 71 percent of families (17 of 24 residents) transitioned into permanent housing.



<b>Sponsor:</b>	<b>Episcopal Community Services</b>
<b>Project:</b>	<b>Julian's Sanctuary</b>
<b>Funding Request:</b>	<b>\$47,790 (8% of Total Cost)</b>
Purpose:	Families fleeing domestic violence
No. of beds:	33 beds (10 units)
Total cost:	\$628,803 (\$19,055 per bed)
Leverage:	\$581,013 from HUD SHP, sponsor contribution, and client rent
Prior HTF Funds:	\$369,200 over seven 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 referred from other agencies that assist the families towards stability, generally short term or emergency shelters.

### Program Design, Location & Operations

ECS leases an apartment building with offices, 10 tenant apartments, and laundry facilities. Each family has its own apartment, and residents are treated as tenants who are leasing their units from ECS. 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 case management, individual counseling for both women and children, family counseling, community meetings, transportation assistance, and psycho-educational training.

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.

## Staffing

ECS professional staff includes the Manager of the Women & Children's Programs & Assistant Director of Housing & Supportive 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); Child Clinician (provides therapy and psychosocial education); Site Coordinator (provides oversight for facility maintenance, enforces rule compliance, assists with independent living skills). Volunteers include social work and counseling interns who provide services under the supervision of a licensed clinician.

## Innovation and Collaboration

Julian's Sanctuary encourages but does not require weekly counseling for victims of domestic violence. Allowing the women to seek therapy on their own, which most do, empowers them and is more beneficial than mandatory counseling. The program also accepts women with a mental health issues or extensive drug or alcohol histories, and women who are pregnant or become pregnant during their stay.

This program draws upon community resources and has linkages with other agencies and service providers, including the Regional Continuum of Care Council, the County of San Diego's Mental Health Services Housing Council and Adult System of Care, and the Community Research Foundation.

## Outcome Measures

The goal of the program is to support clients in achieving a level of healthy self-sufficiency as they transition out of the program. In the current program year, the following has been achieved: 86 percent of families leaving the program transitioned into stable, permanent housing; 100 percent of participants were either employed or entered employment; and 100 percent of participants reached at least one of their self-identified goals within six months.

**Sponsor:** Mental Health Systems

**Project:** Alcohol and Other Drug Treatment

**Funding Request:** \$80,000 (38% of Total Cost)

Purpose: Substance/Chronic

Beds: 12

Total Cost: \$209,000

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

Prior HTF Funds: \$320,000 since 2005

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 distances and freeways are nearby.

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

### Staffing:

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

### Innovation and Collaboration:

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

### Outcome Measures:

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

**Sponsor:** The Salvation Army

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

**Funding Request:** \$122,000 (27% of Total Cost)

Purpose: Men

No. of beds: 40

Total cost: Annual cost is \$452,081 (\$11,302 per bed)

Leverage: \$330,081 from HUD, The Salvation Army, and program fees

Prior HTF Funds: Approximately \$1,829,499 (since 1991)

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 Center (founded in 1911) provides transitional housing and support for substance-abusing adults and is San Diego’s largest such program. STEPS is a component of the adult rehabilitation program; it has been in operation since 1990.

Client Group and Resident Selection

The STEPS program will serve homeless men. Clients are referred by The Salvation Army Homeless Outreach Team as well as other social service agencies, especially those active within the Centre City Area, such as Alpha Project, San Diego Rescue Mission, Catholic Charities, Vietnam Veterans of San Diego, Lutheran Social Services, St. Vincent de Paul, and San Diego County Detox and Donovan State Prison. 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, computer literacy, counseling, and nutrition.

Clients may stay in the program for one year; the anticipated average length of stay is three to four months. Clients are charged rent and 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), two Case Managers (case management, job preparation, and counseling); and one Case Aid position.

### Innovation and Collaboration

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

### Outcome Measures

During the current program year, 91 clients increased their earnings (99 percent); 70 out of 98 clients (71 percent) left the program for permanent housing; 79 clients (77 percent) became employed; and 47 clients (48 percent) retained permanent housing one year after leaving the program

**Sponsor:** The Salvation Army

**Project:** Transitional Living Center (TLC)

**Funding Request:** \$43,283 (16% of Total Cost)

Purpose: Single Mothers with Children

No. of beds: 36

Total cost: Annual cost is \$262,226 (\$7,284)

Leverage: \$216,943 from HUD, The Salvation Army, Client Rents, and Women's Auxiliary

Prior HTF Funds: Approximately \$270,150 (1999 & 2001)

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. An Adult Rehabilitation Center was founded in 1911 to provide transitional housing and support for substance-abusing adults. The Haven Program began serving pregnant and parenting teens in 1936. The STEPS began operations in 1990 to serve homeless men. The Transitional Living Center (TLC) has been in operation since 1998.

Client Group and Resident Selection

The TLC program serves homeless mothers with one or two young children. The average age of the mother is 34. Clients must be work ready, clean and sober for six months, and have a desire to become self-sufficient and stabilize their future. Clients are referred from emergency shelters, domestic violence programs, the Salvation Army Homeless Outreach Team, and social service agencies, such as the YWCA, Women's Resource Center, SBCS Casas Seguras, Rescue Mission, St. Claire's Home, Catholic Charities, and San Diego County Health and Human Services.

Program Design, Location & Operations

Participants of the TLC program live independently in 12 apartments (36 beds) at The Salvation Army's Door of Hope campus at 2799 Health Center Drive in Kearny Mesa. The 6.5 acre site is gated and near public transportation, an Elementary school, job opportunities, and health services.

The program includes assessment, case management, career development, employment placement, parenting classes, financial management, self-esteem building, life planning, and counseling.

Clients may stay in the program for up to two years; the anticipated average length of stay is twelve months. Clients pay 15 percent of their income for rent and are required to save 75 percent of their income 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 TLC Program Manager (responsible for program implementation and management); one Operations Case Manager (provides case management services); and four Facility Monitors (provide case management support and resident safety and security).

## Innovation and Collaboration

The TLC program is unique in its provision of a Career Development program based on WorkNet principles that emphasize long range life and career planning. Residents are encouraged to identify a “Dream Job” and create a career path that includes several steps, training, education, and various jobs that lead toward the final “Dream Job.”

In addition, the TCL curriculum includes a Parent Child Interactive Therapy program that promotes a “National Best Practice” approach to parenting, provided under the guidance of a consulting psychologist.

## Outcome Measures

During the current program year, 12 clients increased their earnings (100 percent); 12 out of 17 clients (71 percent) who left the program obtained permanent housing; 9 clients (75 percent) became employed, and 47 clients (48%) retained permanent housing one year after leaving the program.



**Sponsor:** San Diego Second Chance

**Project:** Second Chance Transitional Housing Program

**Funding Request:** \$106,850 (9% of Total Cost)

Purpose: Adults

No. of beds: 32

Total cost: Annual cost is \$1,138,088 (\$35,565 per bed)

Leverage: \$1,031,238 from DOL, DOJ, HHSA, Solutions (HUD), Second Chance General Fund

Prior HTF Funds: HTF has provided approximately \$828,900 since 1996

### Agency Sponsor

San Diego Second Chance (Second Chance) is a nonprofit agency located at 6145 Imperial Avenue. 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 homeless and formerly incarcerated adult men and women. In order to participate in the program, applicants must be: at least 18 years old; “clean and sober” for a minimum of 60 days or have recently completed a clinical/social model recovery program; work or enroll in the STRIVE employment program; show financial need; be legally eligible to work in the United States; be able to demonstrate improved well-being from accessing the program;.

Participants are referred from other members of the Solutions Consortium, a continuum of care collaboration of social service providers and government agencies. These agencies also provide additional services as needed. For the Prisoner Re-entry Program (PREP), referrals are also received from corrections personnel who recommend appropriate inmates to attend program presentations conducted on-site in county, state and federal correctional facilities. Inmates submit applications through the Correctional Counseling office directly to Second Change staff.

### Program Design, Location & Operations

Second Chance owns and operates six sites within San Diego. HTF beds will be scattered and provided at all six 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); 5) Hartley House (4750 Hartley – 4 bedrooms); and Bancroft House (3711 Bancroft Street – 7 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. Average length of stay in the program is 38 days.

The focus of the Second Chance program is housing and jobs. The program provides needs assessment, housing assistance, mental health counseling, case management, job readiness training and placement, work experience, 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 Deputy Director (oversees program development and administration). Additional staff includes a Housing Case Manager (conducts needs assessments, works with participants to develop individual housing plans, and provides referrals for available housing), a Housing Services Manager (creates and maintains a database of rental units and also provides housing services), and Workforce Development Staff.

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.

### Innovation and Collaboration

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 provides early intervention to incarcerated persons to provide an alternative upon release, preventing homelessness and recidivism.

Second Chance is a member of San Diego's Regional Continuum of Care Council and has served on numerous Homeless Committees and Roundtables, including 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, Senior Community Centers, California Department of Corrections and Rehabilitation, Federal Bureau of Prisons, Goodwill Industries, Able-Disabled Advocacy, San Diego Workforce Partnership, and California Employment Development Dept.

### Outcome Measures

During the current program year, 220 clients increased their earnings (71 percent); 220 clients (71 percent) found employment; and 321 clients (65 percent) out of 493 who left the program obtained permanent housing.

**Sponsor:** San Diego Youth and Community Service, Inc.

**Project:** Foster Care Graduate Housing Program

**Funding Request:** \$27,000 (30% of Total Cost)

Purpose: Youth

No. of beds: 12

Total cost: Annual cost is \$90,000 (\$7,500 per bed)

Leverage: \$63,000 from San Diego County HOME Funding, San Diego ILS Funding, and youth rent

Prior HTF Funds: N/A

Agency Sponsor

San Diego Youth and Community Services (SDYCS) began in 1970 by meeting the needs of runaway youth with the opening of the first youth runaway shelter in San Diego. Their mission is to help at-risk youth become self-sufficient and reach their highest potential. SDYCS also administers several transitional living programs and currently manages 44 apartments in San Diego. The Foster Care Graduate Housing Program has been in operation since January 2007.

Client Group and Resident Selection

The target population is 18-23 year-olds who have emancipated from the foster care system. Nationally, 25-40 percent of all foster children become homeless within 12 months after reaching their 18<sup>th</sup> birthday.

The youth will be referred to this program from collaborating agencies such as YMCA Youth and Family Services and South Bay Community Services. Foster youth will complete an application from the County of San Diego to apply for a HOME voucher and also complete an SDYCS Rent Application to enter the program.

Program Design, Location & Operations

The program is located in an eight unit apartment complex in Normal Heights. It was chosen for its size, safe location, and proximity to public services; it is located close to public transportation, grocery stores, educational facilities, and health providers.

Support Services will be provided in the youths' apartments as well as at the Independent Living Skills Program, which is located at the Take Wing Transitional Living Program facility at 3255 Wing Street. Services include case management, parenting classes, independent living skills, community service activities, recreational activities, and crisis intervention. Youth are encouraged to learn about public transportation as well as the costs and responsibilities of owning their own car.

### Staffing

Staff includes a Center Director (oversees the program and budget operations), Program Manager (supervises the day-to-day aspects of the program), Case Manager (provides case management services and independent living skills training), and Resident Manager (provides crisis intervention, mediation, and property management services).

### Innovation and Collaboration

This project incorporates a new approach to meeting the transitional housing needs of emancipated youth and young parents leaving the Foster Care System and who are at-risk of becoming homeless. Rents will be subsidized by the County's HOME/ILS program. SDYCS is the second provider in San Diego County that is providing this new approach to assist former foster youth in becoming self-sufficient.

The project has the support of the Normal Heights Community Planning Committee. Planning Committee members were involved in the design and renovation planning for the property and continue to support the project.

### Outcome Measures

During the current program year, 7 clients increased their earnings (100 percent); 7 clients (100 percent) found employment; and 2 clients (40 percent) out of 5 who left the program obtained permanent housing

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

**Project:** Family Living Center (FLC)

**Funding Request:** \$122,997 (7% of Total Cost)

Purpose: Families

No. of beds: 110 beds (28 units)

Total cost: Annual cost is \$1,694,356 (\$15,403 per bed)

Leverage: \$1,525,302 from HUD, EHAP, Public and Private Grants, Donations and Contributions

Prior HTF Funds: \$1,756,573 since 1999

Agency Sponsor

St. Vincent de Paul Village, Inc. (SVDPV) is a large-scale social service provider in the City of San Diego. SVDPV operates a variety of transitional housing programs (over 880 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

Residents in the Family Living Center (FLC) are homeless families, the majority are headed by single mothers with children. SVDPV conducts outreach programs and receives referrals from local social service agencies and other organizations. 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) and meets all ADA standards. 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 schools (K-12), counseling and addiction services, career services, job training, health services, and an assessment center that makes recommendations for services and case plan goals. 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 2007 was 8 months. The program serves approximately 60-70 families annually (200 unduplicated individuals).

All families pay 30 percent of their income toward shared living expenses, and maintain an additional 30 percent a savings account. Participants who successfully complete the long-term FLC program 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 transitional and permanent housing programs), Director of Social Services (manages the social services programs), Residential Program Manager (manages the transitional housing programs at Bishop Maher Center and Joan Kroc Center), and Case Management Program Manager (manages the case management program for all long-term transitional housing clients). Over 150 regular volunteers serve the transitional housing clients in residential and social services programs.

## Innovation and Collaboration

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 provides a comprehensive 24-hour program where everything needed is available in one place. The FLC program utilizes a multidisciplinary approach to case management and addresses the underlying problems of homelessness: unemployment, chemical dependency, mental health issues, educational deficiencies and insufficient job skills. Program staff is divided into three multidisciplinary teams, each with a specific focus group: families, veterans, or singles. The FLC utilizes Bridges to Independence, an incentive program that motivates residents to participate in all the programs and services offered.

SVDPV serves as lead agency and fiscal agent in the Solutions Consortium, participates in other collaborative groups, attends several community group meetings, and 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, 93% of clients exiting the program obtained permanent housing; 85% of clients were receiving employment income and/or benefits; overall average increase in clients' income from program entry to exit was 180%; 43% of clients below 9<sup>th</sup> grade educational level increased their test scores by at least one grade level; and of the clients who attended Education/Process Groups, 73% remained drug free for four months or more.

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

**Project:** Fresh Start

**Funding Request:** \$122,997 (6% of Total Cost)

Purpose: Men

No. of beds: 150

Total cost: Annual cost is \$2,091,095 (\$13,941 per bed)

Leverage: \$1,940,091 from HUD, Public and Private Grants, Donations and Contributions

Prior HTF Funds: \$1,328,695 since 1999

Agency Sponsor

St. Vincent de Paul Village, Inc. (SVDPV) is a large-scale social service provider in the City of San Diego. SVDPV operates a variety of transitional housing programs (over 880 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

Fresh Start is a long-term program that serves homeless single men. Clients are referred from numerous agencies and outreach efforts. Clients must complete a short-term transitional housing program before moving into the Fresh Start program. In the short-term program, clients establish personal goals and complete the Challenge to Change course (a two-week motivational and goal setting enrichment course) and the Assessment process. When a case plan has been developed and other requirements have been met, clients may 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. It is a 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.

On-site program resources include comprehensive assessment and case management, counseling and addiction services, 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 transitional and permanent housing programs), Director of Social Services (manages the social services programs), Residential Program Manager (manages the transitional housing programs at Bishop Maher Center and Joan Kroc Center), and Case Management Program Manager (manages the case management program for all long-term transitional housing clients). Over 150 regular volunteers serve the transitional housing clients in residential and social services programs.

### Innovation and Collaboration

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 provides a comprehensive 24-hour program where everything needed is available in one place. The Fresh Start program utilizes a multidisciplinary approach to case management and addresses the underlying problems of homelessness: unemployment, chemical dependency, mental health issues, educational deficiencies and insufficient job skills. Program staff is divided into three multidisciplinary teams, each with a specific focus group: families, veterans, or singles. The Fresh Start program utilizes Bridges to Independence, an incentive program that motivates residents to participate in all the programs and services offered.

SVDPV serves as lead agency and fiscal agent in the Solutions Consortium, participates in other collaborative groups, attends several community group meetings, and 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, 263 out of 368 clients increased their earnings (71 percent); 140 out of 368 clients (38 percent) found employment; 155 out of 233 clients (66 percent) left the program for permanent housing. An average of eighteen percent of those who left the program were able to be tracked one year after exiting the program; of those, 80 percent retained permanent housing one year after leaving the program.



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

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

**Funding Request:** \$87,281 (18% of Total Cost)

Purpose: Women

No. of beds: 35

Total cost: Annual cost is \$481,515 (\$13,758 per bed)

Leverage: \$385,212 from HUD, Public and Private Grants, Donations, and Contributions

Prior HTF Funds: HTF has provided approximately \$1,542,682 to this program since 1991

#### Agency Sponsor

St. Vincent de Paul Village, Inc. (SVDPV) is a large-scale social service provider in the City of San Diego. SVDPV operates a variety of transitional housing programs (over 880 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. Most have very low or no income. Many have mental illness and/or substance abuse issues, and some are fleeing domestic violence. Clients must complete a short-term transitional housing program before moving into the STEP program. In the short-term program, clients establish personal goals and complete the Challenge to Change course (a two-week motivational and goal setting enrichment course) and the Assessment process. When a case plan has been developed and other requirements have been met, clients may 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 70 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 transitional and permanent housing programs), Director of Social Services (manages the social services programs), Residential Program Manager (manages the transitional housing programs at Bishop Maher Center and Joan Kroc Center), and Case Management Program Manager (manages the case management program for all long-term transitional housing clients). Over 150 regular volunteers serve the transitional housing clients in residential and social services programs.

## Innovation and Collaboration

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 provides a comprehensive 24-hour program where everything needed is available in one place. The STEP program utilizes a multidisciplinary approach to case management and addresses the underlying problems of homelessness: unemployment, chemical dependency, mental health issues, educational deficiencies and insufficient job skills. Program staff is divided into three multidisciplinary teams, each with a specific focus group: families, veterans, or singles. The STEP program utilizes Bridges to Independence, an incentive program that motivates residents to participate in all the programs and services offered.

SVDPV serves as lead agency and fiscal agent in the Solutions Consortium, participates in other collaborative groups, attends several community group meetings, and 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, 45 out of 61 clients increased their income (74 percent); 16 clients (26 percent) found employment; 30 of 41 clients (73 percent) left the program for permanent housing; and of the average number of clients that can be tracked for one year, 80 percent retained permanent housing one year after leaving the program.

**Sponsor:** Veterans Village of San Diego

**Project:** Welcome Home

**Funding Request:** \$57,000 (23% of Total Cost)

Purpose: Veterans

No. of beds: 24 beds (8 units)

Total cost: Annual cost is \$247,000 (\$10,292 per bed)

Leverage: \$190,000 from the VA, donations, and Resident Rent

Prior HTF Funds: In 1999, the HTF funded a \$239,800 revocable grant to Vietnam Veterans for acquisition and rehabilitation of the property. The HTF has funded \$351,000 of operating support since 2003.

Agency Sponsor

Veterans Village of San Diego (VVSD) is a nationally known veterans’ organization that was founded in 1981. VVSD’s programs serve homeless veterans and their families by providing the means to overcome substance abuse, stabilize mental and physical disabilities, and find high wage, full-time employment. VVSD has provided transitional housing programs since 1984; and currently provides over 300 transitional housing beds for veterans and families 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 high percentages of the homeless veteran population have experienced substance abuse and/or struggle with a disability.

Priority is given to veterans with children, and to single female veterans recovering from substance abuse. Residents must have at least 90 days of sobriety prior to entry. 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 24-28 beds of sober living transitional housing. 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 \$646 per month.

### Staffing

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

### Innovation and Collaboration

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 current program year, 6 of 9 employed clients increased their income (67 percent); and 6 of 9 clients became employed (67 percent). During the prior program year, 5 of 7 clients (71 percent) left the program for permanent housing.

**Sponsor:** YMCA Youth and Family Services

**Project:** Turning Point

**Funding Request:** \$24,240 (5% of Total Cost)

Purpose: Youth

No. of beds: 24

Total cost: Annual cost is \$489,892 (\$20,412 per bed)

Leverage: \$465,652 from the government and private sector

Prior HTF Funds: The HTF provided \$182,216 of operating support since 2003.

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 in the areas of residential services, community collaborations, school-based services and counseling services. YFS has provided shelter services since its inception, and has operated the Turning Point program since 1998.

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 the youth’s readiness for the program.

Program Design, Location, and Operations

The YMCA owns two apartment complexes, located less than one block apart at 4262 and 4145 Swift Avenue. Participants share an apartment and an on-site supervisor lives in one of the apartments and is available for guidance and emergency assistance. The Turning Point site is located near public transportation, educational services, health services, and the YMCA technology center.

Residents receive transitional housing for up to 18 months and 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, educational assistance, and aftercare support for 12 months following completion of the program. Health-related services are provided off-site.

### Staffing

Staffing includes the Residential Services Project Director (responsible for contract compliance, community outreach, program development, budget management and fundraising), Program Director (oversees the daily operation and management of the program), two Case Managers (develop and implement individual plans to achieve self sufficiency), and Counselor (provides individual and group counseling).

### Innovation and Collaboration

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. The YMCA Turning Point program addresses this essential need by offering participants experiences that will lead to permanent employment. 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, Neighborhood House, and The Sunburst youth housing development. Community Partners include Casey Family Programs, Job Corps, Juvenile Court, Community Schools, Probation Department, and San Diego Workforce Partnership.

### Outcome Measures

During the current program year, 76 percent of clients increased their earnings; 10 out of 46 clients (22 percent) who left the program obtained permanent housing (26 moved in with family or friends); and (88 percent of clients became employed.

**Sponsor:** YWCA of San Diego County

**Project:** Becky's House

**Funding Request:** \$122,997 (22% of Total Cost)

Purpose: Families fleeing domestic violence

No. of beds: 82

Total cost: Annual cost is \$563,070 (\$6,867 per bed)

Leverage: \$394,603 from Depart of Justice, Client Rent and Private Donations.

Prior HTF Funds: The HTF has granted \$510,484 for operating support since 2003

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. Clients have resided in a homeless shelter at least one month before transitioning to Becky's House.

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

The Becky's House program is now operated at two sites. Due to the nature of the program, the addresses are confidential. "Becky's House 1" is a 9-unit townhouse style apartment complex with 27 beds that has been in operation since early 2001. The facility is located near bus stops, the trolley, public schools, a university, health care centers, employment opportunities, and shopping. "Becky's House 2" began operations in October 2007 and has 14 apartment units that provide 55 beds. It is located near a bus stop, schools, health care providers and a social service provider.

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 the areas of 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.

The program is designed for women who are willing to commit to staying 18 to 24 months to attain emotional stability and job skills needed for an independent, violence free lifestyle. 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 Chief Program Officer (oversees the agency's residential and counseling services); a Clinical Director; a Program Manager (responsible for the daily operations and supervision of program staff); one Attorney (provides consultation and referral to clients who require legal services); and a Children's Coordinator (facilitates educational and recreational activities for children).

### Innovation and Collaboration

The program locations are confidential, allowing Becky's House to accept clients who would not be safe at other programs. The program requires women to be enrolled in an educational/job training program and/or be employed within the first 30 days of residence. 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, 25 clients left for permanent housing (76 percent). Since the program's inception 64 percent have retained permanent housing one year after leaving the program. During the current year, 43 percent have increased their income, and 57 percent have found employment.



**Sponsor:** YWCA of San Diego County

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

**Funding Request:** \$79,540 (9% of Total Cost)

Purpose: Women fleeing domestic violence

No. of beds: 49

Total cost: Annual cost is \$853,456 (\$17,417 per bed)

Leverage: \$773,916 from HUD, FEMA, client rent, and private donations

Prior HTF Funds: \$1,578,135 for operations since 1991

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 two 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.

The program 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.

### Innovation and Collaboration

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, 27 of 32 clients (84 percent) found employment and 25 of 32 (78 percent) increased their earnings. Barriers to permanent housing have been mitigated or resolved for all current clients. In the prior operating year, 26 of 72 clients (36 percent) left the program for permanent housing.