



House of Hope  
A Partnership of San Diego Youth Services and Photocharity  
Short Term Stabilization/Shelter for Transition Age Youth

**Introduction**

San Diego Youth Services (SDYS) is a private non-profit charitable organization that, since it was founded, has stabilized the lives of more than 500,000 individuals in the San Diego area. The agency focuses on helping homeless, abused and at-risk youth. Launched in 1970, this nationally recognized agency provides emergency services and long-term solutions for kids "on their own" by providing shelters, group homes, foster homes, community centers, and transitional housing. Professional help for high-risk youth is provided at 16 major locations in San Diego County.

SDYS is currently working to expand the current continuum of care for at-risk and homeless youth transitioning to adulthood. The development of this continuum would include not only the expansion of current SDYS program models, but the addition of a Phase I Short Term Stabilization program, and a Phase IV Scattered Site model (Attachment A). Youth will be eligible to enter the phase that best meets their transitional living needs. This will include youth beginning in Phase I and transitioning to each phase consecutively, or entering the continuum at a later stage that best meets their needs.

SDYS is working with Photocharity to develop the "House of Hope" to provide short-term stabilization for homeless transition age youth, Phase I. This phase will target homeless youth who are unprepared to succeed in an independent living community. Phase I youth are typically unemployed and have no source of income, come to us directly from living on the streets, have experienced chronic homelessness, have unmet needs for emotional support and mental health treatment, have unmet needs for help with substance abuse, or are foster youth with a history of high placement turnover. During Phase I the program will work in partnership with the youth to address the above needs and prepare them for the Phase II program and a higher level of independence. On-site staff will provide individualized service to each youth as well as house supervision.

**Organizational Mission**

*To help at-risk youth and their families become self-sufficient and reach their highest potential.*

## **Organization Background**

San Diego Youth Services (SDYS) began in 1970 by meeting the needs of runaway youth with the opening of the first and only youth runaway shelter in San Diego. Since then SDYS has stabilized the lives of over half a million people. SDYS programs offer a continuum of care for the most at-risk young people in the community, which includes:

- emergency shelter for homeless youth;
- temporary residential facilities for runaway and court-referred youth, including deaf foster youth;
- counseling services for youth recovering from drug and alcohol abuse, mental illness, and, especially, both;
- professional support for adoptive families;
- foster families providing therapeutic care for high risk teens;
- affordable transitional housing for formerly homeless youth, young families, and youth “aging out” of their foster care placement;
- community centers that provide individualized, family-centered counseling and life skills training for youth at risk including pregnant and parenting teens; and
- after-school recreation and computer learning labs for low income youth and families;

In 2002, San Diego Youth Services completed relocation of The Storefront, our emergency shelter for homeless teens and children. With the help of many private donors, The Centre City Development Corporation, California Youth Authority and The California Endowment, San Diego’s homeless teen population now has a new, larger and safer integrated day and night shelter with expanded services available to them. The opening in December 2002 and subsequent support by Photocharity represent a dream many years in the making. Photocharity has enhanced an integral element of our system of care to help kids get off the streets and build a meaningful future. The House of Hope will be a program of San Diego Youth Services and will be an extension of the Storefront, serving youth ages 18-25.

San Diego Youth Services operates with an annual budget of over \$12 million comprised of a number of local, state and federal public contracts, contributions from the United Way, the National Football League, Price Charities, the California Endowment, Photocharity, and hundreds of additional individuals and private foundations. We are proud to say that 90% of every dollar raised by San Diego Youth Services consistently goes to programs that serve youth directly.

## **Statement of Need**

Every day, thousands of runaway and homeless youth are living on the streets of American cities without adequate food, shelter, health care or financial support. The most recent report by the County of San Diego Regional Task Force on the Homeless estimated that there are 800 chronically homeless youth residing in Central San Diego and the surrounding region at any one time. In addition, on any given night there may be between 1,500 and 3,000 teenage runaways on San Diego County streets, most from local homes. “Homeless youth” are youth between 12-25 years of age who live on the streets, in public shelters or without a permanent safe and healthy dwelling. They are without family support and lack the financial resources to live independently. Data collected by San Diego Youth Services’ Storefront Emergency Shelter indicates that San Diego’s homeless youth are 12% African American, 70% Caucasian, 7% Latino, 9% Multi-

ethnic or "other," and 2% Asian. According to the Rainbow Educators, a group of students, staff, alumnae, and faculty who give presentations and workshops at the University of San Diego on sexual orientation and other diversity issues, 42% of homeless youth self-identify as gay or lesbian and 30% of completed teen suicides are by gay or lesbian youth.

An "invisible population," homeless youth tend to concentrate in urban areas and on the coast where they easily blend with other youth. Their living arrangements often change from one night to the next. Some sleep on the beach; pool funds with friends to check into a motel; spend time in shelters; "squat" in an abandoned house; camp out; or "couch surf" in the residences of acquaintances. Many have given up looking for a home, and are simply looking for the next place to stay. Some earn money through work as casual labor. Some rely on shoplifting. Many sell drugs and engage in prostitution or "survival sex" to meet their basic needs. A high proportion use drugs and alcohol. Both drugs and sexual abuse and exploitation are integral parts of the street environment and many youth will engage in prostitution and unsafe sex, dramatically increasing their risk for HIV infection. Drugs, sexual abuse and exploitation are integral parts of the street environment. Many youth will engage in prostitution and unsafe sex, dramatically increasing their risk of HIV infection. It has been suggested that the rate of HIV prevalence for homeless youth may be as much as 2 to 10 times higher than the rates reported for other samples of adolescents in the United States (National Network for Youth, 1998). Ninety percent (90%) of all homeless youth seen at the Storefront shelter report drug use. Drug use and abuse are symptomatic of deeper emotional issues. Substance abuse serves as an anesthetic for emotional pain and a substitute for unobtainable basic needs, such as safe sleep or food, and this may result in long-term health consequences. Most homeless youth have suffered major traumatic experiences at the hands of significant adults in their lives and present with substantial symptoms of Post Traumatic Stress Disorder. It is difficult for these youth that have few skills, limited formal education, low self-esteem, and no permanent address or identification, to find legitimate ways to survive. Every dollar spent on prevention efforts with young people is estimated to save \$5.00 later on in costs of rehabilitation and incarceration.

A critical component of SDYS programming is The Storefront Emergency Shelter for Youth. The Storefront is the only shelter in the region that takes in homeless and runaway youth who are on their own on the streets. Most of the youth who come to the Storefront have suffered years of abuse at the hands of their parents or guardians and have chosen life on the street as an alternative to life at home. Once at the SDYS shelter, youth are provided food, shelter and clothing, in addition to medical care, substance abuse and mental health service, longer-term living situation assessment, educational and vocational assessment as well as planning, and assistance in learning how to live independently. Each youth receives case management and independent living skills training. However, the program is only able to serve youth between the ages of 12-17. Those youth over 18 years of age who need emergency shelter services have nowhere to turn. Currently, there are no emergency, short term shelters for youth between the ages of 18-25. These youth and their potential are in great jeopardy. **Without intervention, these youth will become the homeless, incarcerated, dependent and despondent adults whose cost to themselves and society is well documented.**

### **Project Description**

The House of Hope will provide short term stabilization and shelter for 10-15 transition age youth in a facility located in the City of San Diego, accessible by bus and/or trolley lines and close to opportunities for schooling and work. The location will be outside of known gang territories, possibly in Golden Hill, Balboa Park or Hillcrest. In addition to beds for 10-15 youth,

the home will include recreation space, counseling offices, a large kitchen and laundry area, a community room and staff office space.

The House of Hope will offer a co-ed Structured Residential Program for 110-15 abandoned youth at a time in a short term shelter setting. Youth will stay at the House of Hope on average of six to twelve months. The program will be based on a community youth development model where the residents help design the service delivery model and give regular input on needs and trends. Youth will be stabilized in several life domains.

Each youth will:

- have their identity documented,
- undergo mental health and substance abuse screening, and crisis intervention,
- be provided with mental health, substance abuse treatment and other support services as needed
- have a health check-up at mobile clinic,
- initiate a Life Plan with a case manager.

The case manager, modeled after the position at the Storefront, will be vital to the success of the youth at the House of Hope. It is the case manager who:

- ✓ helps each youth identify the assets that will support his or her positive development.
- ✓ facilitates support groups for residents and links the youth with needed services.
- ✓ provides crisis intervention.
- ✓ makes appropriate contact with families.
- ✓ maintains linkages with community referral sources.
- ✓ maintains confidentiality of client records.
- ✓ attends special events like birthday celebrations and graduation.
- ✓ plans and supervises special outings to such venues as the Old Globe Theater in Balboa Park, surfing or a baseball game.
- ✓ follows up on youth after they leave Photocharity House.

House of Hope staff will assist youth to be better prepared to enter a longer term transitional housing program that will further their independent living skills. Staff will:

- ✓ assist youth to acquire basic identification such as a birth certificate, California ID card or a social security card.
- ✓ counsel youth on educational efforts, GED classes, school attendance and achievement.
- ✓ coach youth to succeed in job interviews.
- ✓ accompany youth to appointments with doctors, dentists and mental health professionals.
- ✓ transport youth to meetings with law enforcement and court authorities.
- ✓ take kids shopping for shoes, clothing and toiletry items.

A licensed LCSW/MFT with dual diagnosis (substance abuse and mental health) background will offer individual therapy and recovery groups at the House of Hope. Data demonstrates that most youth at the Storefront have experimented or consistently used drugs or have co-occurring mental health and substance abuse issues. Addressing these issues will be critical to long-term stability. All staff will be trained in dual diagnosis issues. Dual diagnosis clinicians are trained to concurrently address the substance abuse and mental health issues of adolescents.

Independent Living Skills training at the House of Hope will focus on developing needed skills to become prepared to transition to the next stage of transitional living or self-sufficiency. Skills including money management, budgeting, banking, comparison shopping, home management,

nutrition, career exploration, employment readiness, and personal growth are facilitated through daily coaching as well as in formal classes and workshops.

On-site remediation and tutoring will prepare youth to enter mainstream educational services. A mandatory study hour will be monitored each evening. Art therapy, music, recreation and sports programs will address the talents and interests of specific service partners.

Program outcomes will demonstrate the impact of the House of Hope services on the lives of the youth who live there. Youth who exit the program with a stable, long-term living plan will:

- be clean and sober or in recovery,
- be socialized,
- have their mental health issues assessed and addressed,
- be physically healthy (vision and dental needs up to date), and
- have a life portfolio with the proper documents (ID, social security card), and
- demonstrate skills to become self sufficient or be enrolled in programs to enhance their self-sufficiency.

Day-to-day operations at the House of Hope will be the responsibility of a Program Manager who reports to the Division Manager of Homeless and Transition Age Youth Services. The Program Manager will manage a team of 24-hour milieu staff including a case manager, independent living staff, youth workers and relief staff.

**Funding/facility requirements:**

1. Operational funding secured for transition age shelter for next 3 years of \$300,000-\$350,000 per year – approximately \$1,000,000
2. Facility identified consistent with program operational design as determined and approved by SDYS staff. May be a purchased or leased facility. Funding for facility purchase and/or improvements must be secured prior commitment made on a facility. Purchase and renovation of facility - approximately \$1,000,000 depending on size and location of facility.
4. Start up costs for van, furniture, computers, telephone system and other equipment, etc. must be secured prior to opening program (estimated between \$50,000 \$100,000 depending on what may be donated).

**Preliminary Budget**

# House of Hope

## ANNUAL OPERATING BUDGET

### Personnel

Program /Case Manager (1.0 FTE)	\$45,000
Youth Worker (1.0 FTE)	\$26,000
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Relief staff	\$18,000
Fringe Benefits	\$28,200
<b>Total Personnel</b>	<b>\$169,000</b>

### Program Expenses

Supplies – Office	\$5,000
Supplies – Household	\$7,000
Postage/freight	\$500
Food	\$25,000
Client Personal education materials	\$20,000
Client allowance	\$5,000
Repairs and maintenance	\$10,000
Utilities	\$12,000
Security – building	\$700
Telephone service	\$6,000
Mileage reimbursement	\$4,000
Vehicle gas	\$2,000
Vehicle maintenance	\$2,000
Vehicle insurance	\$2,400
per diem	\$500
Bus Tokens	\$5,000
Entertainment/special events	\$1,800
Conferences and workshops	\$1,200
Staff Development	\$2,500
Minor equipment purchase	\$2,500
Advertising	\$600
Printing & Photocopy	\$3,200
Business taxes and licenses	\$3,000
<b>Total Program Expenses</b>	<b>\$121,900</b>
Program Support Services @ 10%	\$29,090
<b>TOTAL OPERATING BUDGET</b>	<b>\$319,990</b>

### CAPITAL EXPENSES

Acquisition and renovation of site	\$1,000,000
Van purchase	\$30,000
Major Equipment and furniture	\$75,000
Telephone System	\$15,000
<b>TOTAL CAPITAL EXPENSES</b>	<b>\$1,120,000</b>

**TOTAL OPERATING (3 Years) &  
CAPITAL EXPENSES** **\$2,079,970**

Attachment A

## **SDYS Services for Transition Age Youth**

SDYS is currently working to expand the current continuum of care for youth transitioning to independence. The development of this continuum would include not only the expansion of current SDYS program models, but the addition of a Phase I Short Term Stabilization program, and a Phase IV Scattered Site model. Youth will be eligible to enter the phase that best meets their transitional living needs. This will include youth beginning in Phase I and transitioning to each phase consecutively, or entering the continuum at a later stage that best meets their needs. Each continuum phase is described below:

### **Phase I: Short Term Stabilization (3-6 months)**

This phase will target homeless youth who are unprepared to succeed in an independent living community. Phase I youth are typically unemployed and have no source of income, come to us directly from living on the streets, have experienced chronic homelessness, have unmet needs for emotional support and mental health treatment, have unmet needs for help with substance abuse, or are foster youth with a history of high placement turnover. During Phase I the program will work in partnership with the youth to address the above needs and prepare them for the Phase II program and a higher level of independence. The Phase I facility will be a large single family home with six-ten beds with shared kitchen and living space. On-site staff will provide individualized service to each youth as well as house supervision.

### **Phase II: Transitional Living Programs (18-24 months)**

This phase will target youth who are prepared to live independently in their own apartment, yet need ongoing, intensive support to continue the development of independent living skills. This includes residence in SDYS' Take Wing Transitional Living Community as well as individual apartments "scattered" throughout San Diego County. Youth, including single parents and young couples, live in semi-furnished apartments in which rental payments are subsidized. Staff provide access to 24 hour support, while giving youth the opportunity to practice independence in their own apartments, and learn social skills. At the current Take Wing site, youth live in one of 33 apartment units ranging from one, two and three bedroom units and have access to on-site staff. The site promotes privacy and community. There are five buildings configured around a central courtyard and recreation area, and all of the apartment units have their own kitchen and bath areas. The facility includes meeting rooms, laundry, and easy access to public transportation. "Scattered" site apartments (under master lease with SDYS) are carefully selected and SDYS staff work closely with landlords to meet the housing needs of the youth. Although staff are not on-site, staff meet frequently with the youth to provide support services and help them develop the skills necessary for independence and self-sufficiency.

### **Phase III: Affordable Housing and Support Community (up to two years)**

This phase will target youth who have graduated from a transitional living program or who have demonstrated appropriate independent living skills. These graduates have enjoyed the support of case managers who have helped them develop independent living skills, job readiness skills, financial literacy, parenting abilities, and other attributes that will support their success in a more independent living environment. Those tenants who are former foster youth will continue to receive services for the San Diego County Independent Living Skills program until they are 21. All tenants will have access to the services that are available to all SDYS youth including mental health assessment and treatment, and ongoing financial literacy training opportunities on an as-needed basis. The tenants will be supervised in an apartment complex by a resident manager who will maintain the property while offering minimal support to the youth who live there. Rents will be determined based on a youth's income and access to rent subsidies. Annual rent increases will be designed to prepare youth for the market rents they will have to pay should they decide to move to another location.

### **Phase IV: Scattered Site Independent Living**

This phase will target youth who are prepared for independence yet still have a need for affordable housing. These youth are in the final stage of transitioning to independence. They have demonstrated that they can access community resources to meet their needs, find and keep a job, maintain a household, and manage their finances. The youth may need occasional support from SDYS and they know the appropriate person to contact should a need arise. Sites will be individual apartments "scattered" throughout San Diego County, with no on-site supervision. Annual rent increases will be designed to prepare youth for the market rents they will have to pay should they decide to move to another location