



Foster Youth Housing Initiative: Final Evaluation Findings

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Revised

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by providing applied research, evaluation and technical assistance services
that advance the work of organizations in the nonprofit, philanthropic, and public sectors.*

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Executive Summary

Introduction and Background

The Foster Youth Housing Initiative was designed to help former foster youth obtain and maintain permanent housing by funding programs that effect change in three different ways: direct services for youth, housing capacity for this population, and systems change. Together, these three tracks represent a strategy that focused on getting currently homeless youth into housing, making more housing available for future emancipating youth, and creating systems change to eliminate homelessness for former foster youth. Most of the grant funding supported those organizations that directly work with and house youth, but the need to build capacity within organizations and provide advocacy and policy work is also addressed. The initiative committed \$2.125 million dollars to support this work. The Funding was allocated to organizations as described below.

FYHI is funded by a collaborative of foundations:

- The William and Flora Hewlett Foundation
- James Irvine Foundation
- Charles and Helen Schwab Foundation
- Sobrato Family Foundation

- **Direct Services.** \$1,425,000 was awarded to six organizations that provide housing and services to help youth obtain and maintain housing. These grantees housed and supported 586 former foster youth who were homeless or at risk of becoming homeless.
- **Capacity Building.** \$350,000 was awarded to the Corporation for Supportive Housing (CSH) to provide training and technical assistance for housing developers and youth service providers. The majority of this funding (\$200,000) was re-granted to specific housing projects for pre-development, feasibility studies, and capital needs that will ultimately result in over 120 new housing units.
- **Systems Change.** \$150,000 was awarded to the John Burton Foundation to implement the Transitional Housing Placement (THP)-Plus Statewide Technical Assistance Project. This program aims to educate and assist counties, housing developers, and providers in accessing and utilizing THP-Plus funding.
- **Project Evaluation & Management.** \$200,000 was allocated, with \$125,000 for evaluation and \$75,000 for project management and communications.

Evaluation Approach

The FYHI funders engaged LaFrance Associates, LLC (LFA) to evaluate the initiative. LFA developed logic models for the initiative and designed an evaluation plan, evaluation instruments, and a system for grantee data collection. This report represents the initiative’s final evaluation report and encompasses results and outcomes from the start of initiative, January 1, 2006 through July 1, 2008. For information on methods, see Appendix C.

Evaluation Track	Evaluation Questions
Direct Services	<ul style="list-style-type: none"> ▪ What changes over time (in terms of education, employment, income, parenting, community integration, life skills, and behavioral health) do youth participants experience? ▪ What predictions of future success do service providers have for former foster youth? ▪ What successes and challenges in program implementation have service providers encountered? ▪ What financial impact to the public does the intervention have over time?
Capacity Building	<ul style="list-style-type: none"> ▪ What progress have grantees made on their projects to develop housing units for former foster youth? ▪ In what ways has participating in FYHI built grantee capacity to develop housing for this population?
Systems Change	<ul style="list-style-type: none"> ▪ What benchmarks have been reached that indicate progress made toward systems change? ▪ What policy and budgetary changes have occurred that indicate success around systems change?
Initiative Overall	<ul style="list-style-type: none"> ▪ What are the strengths and areas of improvement for the initiative? ▪ What are the advantages and drawbacks of the three-track design and funding as part of a collaborative?

Evaluation Findings

Direct Services

To measure outcomes for the Direct Services programs, evaluators collected data on youth at baseline and at a series of follow-up periods. The last data collected on the youth was used as the “final data.” Data were also collected from providers, who filled out assessment forms for each youth at the end of the Initiative. These survey data were used to report on youth outcomes and a summary of key findings on outcomes is below.

Programs have provided 586 youth with stable housing at a stage in their lives when former foster youth are at risk of homelessness.

- The youth had an average housing tenure of 16 months, and are now more able to afford stable housing; 83% of the youth either *currently have* sufficient monthly income for stable housing, or *are on a path* to having sufficient monthly income.

Program youth are more engaged in education and increasing their educational attainment.

- School enrollment rates rose from 65% to 70% between baseline and time of final data collection, and 68% of those having completed only a high school degree/GED or less moved up the educational attainment ladder.
- Youth devoted more hours to being in school while in the program: an average of about four hours per week in school at baseline as compared to an average of 11 hours spent in school at the time of final data collection.

Wages and total income rose.

- Working youth’s average wage increased from \$8.60 per hour to \$10.88 per hour from baseline to final data collection.
- Participants’ total income increased almost 50% from intake to final data collection. For those in the program six months or more, monthly income rose 44% from \$706 to \$1013.

Youth are meeting their physical and mental health needs more effectively.

- Youth accessed health services, including mental health services, more often. This is especially true for “parenting youth.”
- For youth facing serious mental health issues, providers reported that 61% are sufficiently connected to mental health services to be able to maintain their housing and thrive.
- Youth reported decreased depression and a more positive overall outlook on life.

Parenting youth are helping to break the cycle of foster care, regaining parental custody of their children.

- More youth became parents over the course of their participation in the program: the proportion rose from 33% at intake to 45% at the time of final data collection. This may be due to programs’ emphasis on serving parenting youth and the fact that these youth remained in the programs longer than non-parenting youth. A positive finding is that the proportion of youth living with their children also rose: from 51% to 90%, indicating an increase in custodial rights.

Direct Service Grantee Outcomes

Annual reports from Direct Services grantees indicate the following program outcomes achieved over the course of the two-year Initiative:

- 586 former foster youth were served
- 535 youth remained in stable housing
- 69% of youth were enrolled in post-secondary school at the end of the grant period
- 68% of youth were employed in full- or part-time work at the end of the grant period

Relatively few youth had contact with the criminal justice system during the program, and providers expect that fewer of them will have contact after exit.

- Providers reported that 15% of the youth had contact with the justice system during the program, and providers expect 11% to have contact in the future. This 11% is evenly split between youth who had contact while in the program and those who did not.

These findings further confirm that the transitional housing programs have helped former foster youth become self-sufficient and build the skills that will allow them to thrive as adults.

Cost Benefit Analysis

To see whether FYHI has a positive financial impact on society, evaluators conducted a cost-benefit analysis comparing outcomes of FYHI youth to those of former foster youth (FFY). The analysis shows that FYHI youth who remained in the program for at least 12 months had better outcomes than the “average” former foster youth. This improved performance resulted in avoided costs in the areas of 1) criminal justice system contact, 2) housing stability (as estimated by emergency shelter utilization), and 3) public assistance. The benefits of the intervention also included increased tax revenues through employment income. According to this analysis, the costs of FYHI are “paid off” between 10 and 15 years after youth leave the program.

Capacity Building

The Corporation for Supportive Housing used its FYHI funding to provide financial and technical assistance for nine capacity building projects. These projects were designed not only to result in housing units for former foster youth, but also to build housing development capacity for the grantees. A total of \$200,000 was awarded ranging from \$20,000 to \$25,000. Seven grants were made during the first year, and two in the second year. Three Capacity Building grantees also received funds through FYHI’s Direct Services track.

While all projects had as their ultimate goal housing units dedicated to former foster youth, each project was unique and consists of a different combination of milestones to achieve. They include: development of a feasibility study, preliminary site and building plans, site acquisition, building political will, generating community acceptance, resolving regulatory issues, exploration of financing options, and the development and commitment of capital, operations, and services financing plans. All of the grantees have either completed their projects, or made considerable progress. **Within approximately three years, these projects will result in between 99 and 112 new units designated for former foster youth.** Two grantees have already leased up 21 units.

Capacity Building Summary

Due to the housing development efforts of the capacity building grantees:

- 21 housing units for former foster youth have been developed
- Between 99 and 112 units are in the pipeline and will come online throughout the 2009-2011 period

In key informant interviews, grantees also reported significant growth in their capacity to develop housing for this particular population. CSH helped them to find high-quality consultants, who did excellent work for their organizations. Some grantees have learned from their participation in the grant that it is best for them to build internal capacity by hiring new staff to specialize in housing. In addition, the association with CSH and the FYHI funders imparted additional legitimacy to grantees, which helped them to acquire additional funds for housing development. The early money they received through the grant also enabled them to take advantage of THP-Plus funding.

Systems Change

FYHI chose to award its sole Systems Change grant to the John Burton Foundation for its THP-Plus Statewide Implementation Project. A report commissioned by FYHI funders found that the unmet housing need for former foster youth in any given year from 2006 to 2010 was likely to exceed 700. At the same time, changes in California's state budget in 2006, 2007, and 2008 meant that additional funds were available to implement THP-Plus programs, but counties and nonprofit agencies were not necessarily prepared to develop and put in place high-quality programs when the additional funds became available. Throughout the course of the project, the Burton Foundation provided technical assistance to various county offices, housing developers, direct services providers and other nonprofit agencies in order to develop and launch successful programs. The work was done through conference trainings,

individualized telephone consultations, and in-depth trainings. The Burton Foundation also developed an evaluation and tracking system for counties to use and surveyed 500 youth that are recipients of THP-Plus.

Systems Change Summary

The Burton Foundation has achieved the following outcomes achieved over the course of the two-year Initiative:

- Increase in THP-Plus budget from \$10M to \$35M
- Increase in counties implementing THP-Plus from 5 counties to 44 counties
- Increase in number of youth participating in THP-Plus from 200 to 1300

Some highlights of the program's achievements are noted below:

- Successfully advocated for an increase in the state **THP-Plus budget** from \$10M to **\$35M in March 2007**. The Governor's proposed budget for 2008-09 contains \$40M for THP-Plus.
- The **number of counties** implementing THP-Plus increased from five in 2005-06 to **44** in 2007-08.
- The **number of youth** participating in THP-Plus grew from less than 200 in 2005-06 to **1300** in 2007-08.
- Provided over **1000 hours of individual consultation** and technical assistance to counties and providers.
- Led a statewide **survey** of youth in THP-Plus that received **500 responses** from youth.
- Served as **convener** through statewide and regional trainings.
- The Foundation developed an active email distribution list and regularly distributes pertinent information to over **600 subscribers**.
- Successfully advocated to extend **age limit** for use of Prop 1C funds to **age 24 and identified \$11M** in projects to utilize Prop 1C funds.

I. Background and Introduction

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The overall objectives of the initiative were:

- To provide transitional and permanent housing options for at least 150 former foster youth.
- To support transition services for former foster youth which promote their educational, economic, and career development.
- To increase the supply of permanent, affordable housing for former foster youth by at least 40 units.
- To promote policy, funding, and system changes which assist foster youth in obtaining and maintaining housing.
- To increase the level of public and philanthropic resources supporting housing and supportive services for Bay Area youth

Context and Trends for Housing for Former Foster Youth

FYHI was envisioned and launched at an opportune moment in the field of housing for emancipating foster youth. New state funding, policy changes, and media exposure on this issue all converged at the start of the initiative in 2005 to generate greater public awareness of this population's need for housing. At the same time, a group of foster youth funders conducted a study that revealed the dearth of available housing for emancipating youth. A report commissioned by FYHI funders found that the unmet housing need for former foster youth in any given year from 2006 to 2010 was likely to exceed 700. In order to provide a context for FYHI's results and findings, this section provides some detail on the recent attention to and shifts within, the field.

FYHI has a role to make the sure the changes that are taking place will be implemented in a way that will meet the needs of youth.

—FYHI Funder

THP-Plus Funding and Prop 1C

The Transitional Housing Placement Plus Program (THP-Plus) is California's first formal investment in the housing needs of emancipated foster youth. It provides support and resources through affordable housing, educational counseling, employment assistance, and life skills training in order to help foster youth make a successful transition to independence. When the program was implemented in 2001, it required counties to provide 60% of the cost of the program, with the state to provide the other 40%. This resulted in only two counties (Alameda and San Francisco) in the entire state accessing the program. This was a serious barrier to implementation and on June 20, 2006, the state budget removed the matching funds requirement and fully funded THP-Plus, paving the way for greater implementation. Additionally, Gov. Schwarzenegger has continued to augment the amount of funding THP-Plus in his proposed budget every year since 2006. In his proposed budget for 2008-09, the amount was \$40 million.

In terms of capital housing development, new opportunities were created with the passage of State Proposition 1C in November 2006. This ballot measure provides \$2.85 billion to expand affordable housing, \$50 million of which has been set aside to develop housing for homeless youth, particularly former foster youth. The increase in available funding through THP-Plus and Prop 1C, combined with the drop of the THP-Plus matching requirement, means that more counties than ever before will have access to funding enabling them to provide housing and support to former foster youth. The Burton Foundation, the sole grantee of the initiative's systems change track, was instrumental in rallying support for both Prop 1C and THP-Plus.

Other Initiatives Focusing on Foster Youth

FYHI is one of a number of initiatives that have focused funding and attention on former foster youth. Other philanthropic initiatives include the California Permanency for Youth Project (CPYP), and the California Connected by 25 Initiative (CC25I).

CPYP is a project of the Public Health Institute and was founded in 2003 as a result of a grant from the Stuart Foundation. The project works to ensure that every youth who enters foster care in the state will return home safely or find an alternative lifelong family. Its goals are: to increase awareness among the state's child welfare agencies, legislators, and judicial officers of children's need for permanency; influence public policy and administrative practices so they promote permanency; and to assist fourteen specific counties and the private agencies they work with to implement new practices that achieve permanency.

CC25I was launched in 2005 to develop a comprehensive continuum of services supporting positive youth development and successful foster youth transition to adulthood. Five California counties participate in the initiative. Each receives funds to implement a county-wide plan with a set of locally designed core strategies for building and expanding key partnerships, effecting systems change or integration, and implementing new and improved services. CC25I is funded by a group of five philanthropic organizations and is part of California's Family to Family Initiative, originally launched in 1992 by the Annie E. Casey Foundation.

Additionally, a number of groups, including Honoring Emancipated Youth, Foster Youth Alliance, and the California Youth Connection, have been advocating for housing and supports for foster youth. Taken together, these initiatives and advocacy coalitions represent a wave of interest and funding that has focused attention on the needs of foster youth more than ever before.

Public Interest and Media Coverage

In addition to the public policy changes, there have been other efforts to bring the issues and needs of former foster youth to the attention of the public. In 2007, the San Francisco Chronicle's editorial page ran

a series of articles and editorials on emancipating foster youth. There is widespread agreement among key informants, funders, and other initiative stakeholders that the Chronicle raised the general public’s awareness regarding the plight of foster youth.

The San Francisco Chronicle has brought the issue of foster youth to a wide audience and has been important in getting the will of the people behind these issues.

—Corporation for Supportive Housing Staff

Another indication of the interest in former foster youth is the formation of the Blue Ribbon Commission on Children in Foster Care in March 2006. This commission was established by the California Judicial Council with a charge to “provide leadership and recommendations to improve the ability of the federal government, California’s state and local agencies, and the courts to protect children in California by helping them to become part of a permanent family that will provide a safe, stable and secure home.” In August 2008, the commission issued final recommendations in four areas: 1) efforts to prevent removal and achieve permanency; 2) court reforms; 3) collaboration between the courts and their child welfare partners; and 4) resources and funding. The commission plans to develop an implementation plan and present it in December 2008.

Current State Budget

While the field of housing for former foster youth has benefited from many positive developments as discussed above, the state’s current budget crisis for the fiscal year starting July 1, 2008 is also important context. The state started the year with a \$15.2 billion deficit in its budget. The shortfall has led to layoffs for state workers, including social workers that may work with foster youth, and a 10% reduction in the foster care reimbursement rate.

Evaluation Approach and Methods

The FYHI funders engaged LaFrance Associates, LLC (LFA) to evaluate the initiative. LFA developed logic models for the initiative overall and for the systems change track and designed an evaluation plan, evaluation instruments, and a system for grantee data collection. This report represents the initiative’s final evaluation report and encompasses results and outcomes from the start of initiative, January 1, 2006 through July 1, 2008. Each track has its own evaluation with its attendant evaluation questions, summarized in the table below.

Evaluation Track	Evaluation Questions
Direct Services	<ul style="list-style-type: none"> ▪ What changes over time (in terms of education, employment, income, parenting, community integration, life skills, and behavioral health) do youth participants experience? ▪ What predictions of future success do service providers have for former foster youth? ▪ What successes and challenges in program implementation have service providers encountered? ▪ What financial impact to the public does the intervention have over time?
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Initiative Overall	<ul style="list-style-type: none"> ▪ What are the strengths and areas of improvement for the initiative? ▪ What are the advantages and drawbacks of the three-track design and funding as part of a collaborative?

II. Direct Services

Introduction

Stable housing is fundamental to doing well in many other realms of life. Being in housing while engaged with support services helps put youth on the path to financial stability and general well-being. With this philosophy in mind, the funding collaborative awarded six direct services grants to organizations to support them in providing services and housing to at least 150 former foster youth who are homeless or at risk of homelessness. Grants ranged in size from \$200,000 to \$300,000 over two years and were awarded to the following nonprofit organizations:

- Bill Wilson Center’s Connect to Permanent Housing Program, Santa Clara County
- Center for Venture Philanthropy’s Fostering the Future Initiative, San Mateo County
- First Place’s Supported Housing Program, Alameda & Contra Costa County
- Fred Finch Youth Center’s Coolidge Court Next Step Program, Alameda County
- Larkin Street Youth Center’s LEASE Program, San Francisco County
- Tri-City Homeless Coalition’s Project Independence, Alameda County

The purpose of funding service providers is to support these organizations in adding or expanding the housing component of their programs. Grantees have a range of housing models, with most of them making use of a scattered-site model and offering rental subsidies. Programs also provide housing search and advocacy services, and some offer additional move-in financial assistance. Organizations primarily used the FYHI grants to fund rental subsidies to increase the number of youth in the program and/or to extend time in the program for clients. **The Initiative funded direct service grants to programs that projected they would serve a total of 385 emancipated foster youth and 50 of their children. The six funded projects have greatly exceeded that goal, serving 586 youth and 136 of their children during the two-year grant period.** Exhibit 2.1 below summarizes the program components for each direct service program. Please see Appendix A for more detail about the individual grantee projects.

Exhibit 2.1
Program Components of FYHI-Funded Direct Service Programs

Housing Program Components	Bill Wilson Center	Center for Venture Philanthropy	First Place for Youth	Fred Finch Youth Center	Larkin Street Youth Services	Tri-City Homeless Coalition
Funded Housing Program	Connect to Permanent Housing	Fostering the Future	Supportive Housing Program	The Next Step Program	L.E.A.S.E.	Project Independence
Number of Youth Served with Grant	20	106	279 youth 109 children	12	113	56 youth 27 children
Number of Youth in Evaluation**	20	43	73	12	16	32
Case Management	✓	✓	✓	✓	✓	✓
Child care referral	✓		✓		✓	✓
Counseling	✓			✓	✓	✓
Educational help	✓	✓	✓	✓	✓	✓
Financial skills/Economic literacy	✓	✓	✓	✓	✓	✓
Health resources	✓		✓	✓	✓	✓
Housing advocacy services		✓		✓	✓	✓
ILS Life skills	✓	✓	✓	✓	✓	✓
Mentors		✓			✓	✓
Other Financial Aid	✓	✓		✓	✓	
Rent Subsidy	✓		✓	✓	✓	✓
Substance use counseling	✓			✓	✓	✓
Vocational help	✓	✓	✓	✓	✓	✓

**Note: To participate in the evaluation, youth needed to be between the ages of 18 and 24 years old and enrolled in the FYHI-funded program within the baseline survey data collection period.

The services above aim to help youth reach positive outcomes in educational attainment, employment, income, life skills, behavioral health, and community integration. Surveys measured outcomes in each area with grantee staff administering these surveys to youth at program enrollment, at 6-months, and at the end of the Initiative (whichever came first). In addition, providers completed a survey for each client at the end of the Initiative, providing further outcomes data and a valuable perspective on youth progress toward becoming equipped to becoming independent and thriving adults.

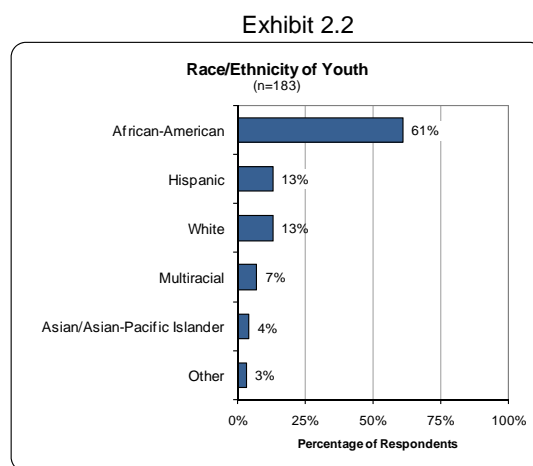
Overview of Methods

This report examines data across time between baseline and the last point in time when data was collected for a client, whether it was at six-month follow-up or at the end of the Initiative. These “last point in time” data are referred to as “final data” throughout this report. Grantees collected and sent to LFA baseline surveys for 186 youth and “final data” for 130 of these youth. The time between baseline and final data collection ranges between 1 to 24 months, with a median of 15 months. Evaluators also conducted focus groups with youth and interviews with service providers to contextualize survey findings. Please see Appendix C for a detailed summary of the methods used to collect and analyze direct service data.

Baseline Characteristics of Former Foster Youth Participants

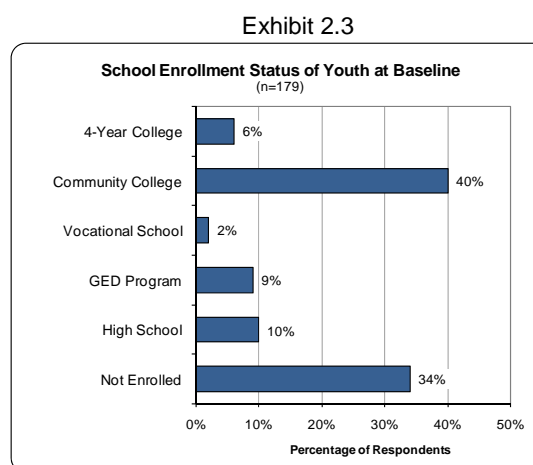
Demographics of the Youth

- 71% of the youth were women this is consistent with figures from emancipated youth in California.¹
- Youth were between 18 and 24 years old, with an average age of 19 years.
- The majority of the youth were African-American (see Exhibit 2.2); a significantly higher proportion than that represented in the overall population of emancipated youth in California, of which the largest percentage is White. This may reflect the higher proportion of African-American youth in foster care in San Francisco County and the greater Bay Area.²
- At baseline, 33% of women were mothers or expectant mothers, and 17% of men were fathers or expectant fathers. Of the overall sample, 33% of youth are parents or expectant parents.



Education

- Of 179 reporting, 34% were not currently enrolled in school (see Exhibit 2.3).
- The high percentage of youth enrolled in a community college or a 4-year college (46% total) is not typical for former foster youth. This is because one of the programs focuses on youth enrolled in college.



Involvement with the Foster Care System

- Age at first placement ranged from birth to 17 years, with the median age being 5 years.
- The number of years spent in foster care ranged from 1 to 20, with a median of 6 years.
- The number of foster placements ranged from 1 to 88, with a median of 3 placements.

¹ During 1992-1997, 61% of youth emancipating from the California foster care system were female: Needell, B. et al (2002). Youth emancipating from foster care in California. University of California at Berkeley Center for Social Services Research.

² Ibid. During 1992-1997, 29% of youth emancipating from the California foster care system were African-American and 43% White.

Additional Risk Factors

Evaluators collected data directly from providers on additional risk factors:

- 15% of youth had a mental health diagnosis;
- 11% had a diagnosed learning disability;
- 8% had a probation officer when they entered the program; and
- 3% had a physical disability.

Key Findings for Youth in Direct Services Programs

- Program participation put youth in stable housing at a stage in their lives when former foster youth are at risk of homelessness.
- Youth have advanced their educations and spent more time in school while in the program.
- Hourly wages rose for working youth, and total monthly income rose nearly 50%.
- Participation in the program helps youth meet more mental health needs.
- More youth are parents, which makes it harder to reach financial stability. However, the proportion of parenting youth living with their children rose from 51% to 90%. Regaining custody of children helps to break the cycle of foster care, ensuring that former foster youth do not repeat their parent’s experience.
- Relatively few youth had contact with the criminal justice system during the program, and providers expect that fewer of them will have contact after exit.

Outcome Findings for Youth in FYHI-Funded Housing Programs

Housing Stability

Homelessness is a far too common outcome for recently emancipated foster youth. The direct service grantee organizations are able to support youth in getting and keeping housing. By giving these youth a stable home base, housing becomes the foundation for better performance in work, school, relationships and emotional outlook.

Exhibit 2.4

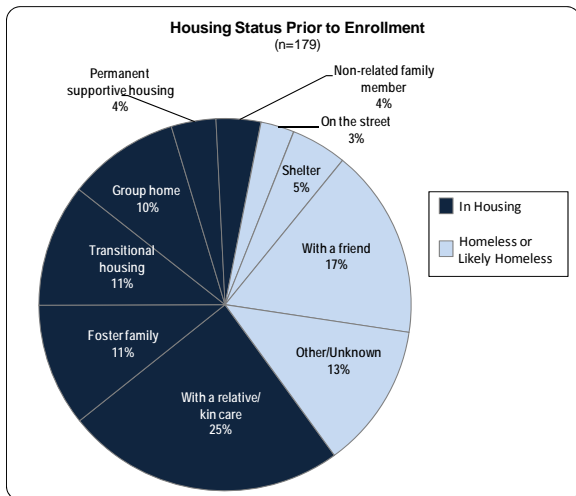
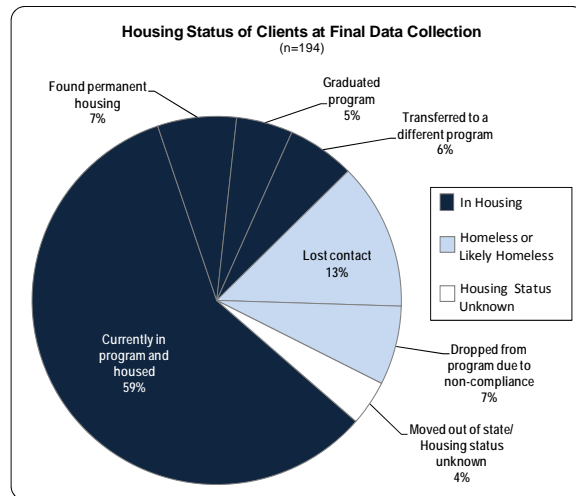


Exhibit 2.5



As a result of participation in the housing programs, youth have spent an average of 16 months in stable housing (from a minimum of one to a maximum of 29 months). Exhibits 2.4 and 2.5 above show the housing status of youth previous to enrollment and at the time of final data collection. Before enrollment, a total of 65% were known to have been in housing while 38% of youth were homeless or without known housing. At the time of final data collection, a total of 77% of youth were in a program or otherwise stably housed, 20% were thought to be homeless, and 4% have moved out of state and in an unknown housing situation.

Parenting youth spent a significantly longer period of time in stable housing than non-parents, suggesting that these programs serve a particular need for former foster youth parents. Parenting youth spent an average of 19 months in stable housing via these programs, while non-parents spent an average of 16 months. This difference is statistically significant ($p < .05$). Time in housing is strongly related to likelihood of staying with the program. Parenting youth were also more likely than non-parents to be enrolled in a program (74% vs. 62%) and less likely to have been dropped from a program (2% vs. 5%) at final data collection.

The majority of youth are currently believed to be in a stable position for maintaining their housing or on the path to stability. As shown in Exhibit 2.6, providers reported that 83% of clients who are currently in the program are believed to have sufficient monthly income or be on the path to developing sufficient income to sustain stable housing. Only 17% are thought to be lacking self-sufficient income and therefore housing stability.

Education

Educational attainment is generally low for former foster youth. Less than half typically finish high school,³ and fewer than 3% attend college.⁴ Educational attainment is critical to success late in life, and this is an area where former foster youth are especially vulnerable. Service providers help to enroll the youth in school and give them the encouragement and support they need to stay in school and advance.

Youth who were in the housing program for at least six months experienced an increase in school enrollment since joining the program, particularly those not enrolled at baseline. While 65% of youth were enrolled at baseline, 70% were enrolled at the time of final data collection. Of those not enrolled in any school at baseline, 40% are now enrolled in a community college and 53% are now enrolled in any type of school. Results from the THP-Plus Participant Survey mirror these findings with particular gains in community college enrollment.⁵

Youth have significantly increased the number of hours they devote to school. As shown in Exhibit 2.7, school hours have jumped from an average of about 4 hours a week spent in school at baseline to an average of 11 hours a week while in the program. This increase of nearly 8 hours is statistically significant ($p < .01$), even for those in the program for a short time (6 months or less).

Non-parents experienced more significant gains in education than parenting youth. Non-parents participating in the program for at least six months increased school enrollment rates from 66% enrolled at baseline to 82% at the time of final data collection. This difference is statistically significant ($p < .05$). School enrollment also increased, although not significantly, for clients who have been parents since beginning the program. Similarly, non-parent youth show a highly significant jump in school hours from

Exhibit 2.6

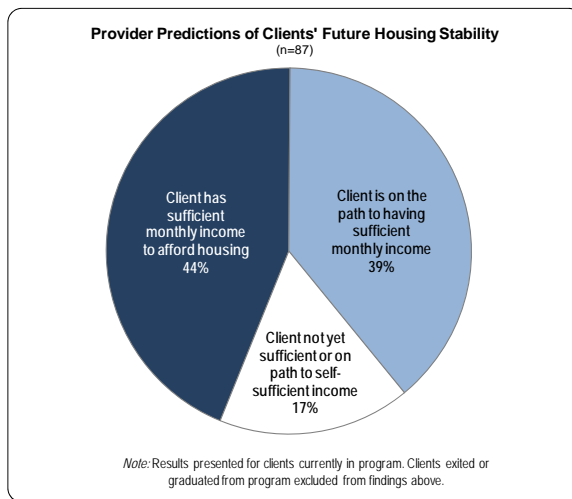
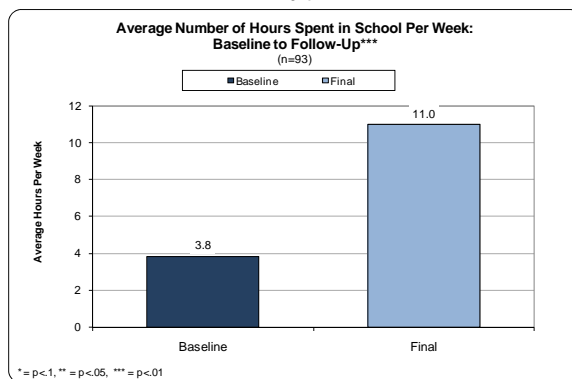


Exhibit 2.7



³ The Annie E. Casey Foundation, *Unbappy Outcomes: Youth after Foster Care*, retrieved from the internet on 3/20/07, at http://www.aecf.org/publications/advocasey/fall2001/advocasey_index.htm.

⁴ Children's Advocacy Institute (2007), *Expanding Transitional Services for Emancipated Foster Youth: An Investment in California's Tomorrow*.

⁵ Lorentzen, Lemley, Kimberlin, & Byrnes (2008). "Outcomes for Former Foster Youth in California's THP-Plus Program: Are Youth in THP-Plus Faring Better?"

an average of 3.8 hours at baseline to 12.8 hours at the time of final data collection ($p < .01$). Clients who have been parents since beginning the program have also seen a significant increase in school hours, although the rise is not as striking. Recent parents, however, have not seen a meaningful increase in school hours over time. This may be explained by a parents' more limited time to devote to school and more acute need for stable employment income to provide for a family.

I am now a senior at SJSU, double majoring in Behavioral Science/Psychology. I have a 4-year old healthy son. In addition, I work for Social Services. With the assistance of the program, I have been able to save enough money to open up a college savings account for my son. I would not have been able to do this without the assistance of the rental program.

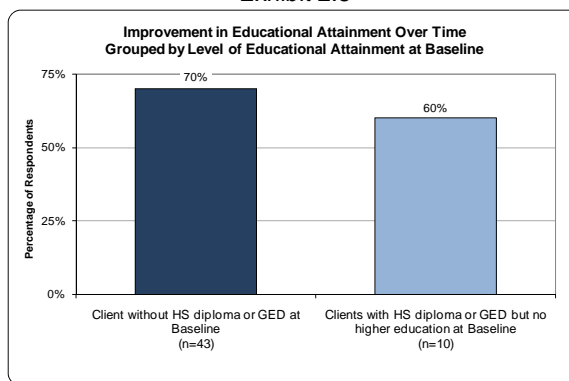
—Youth Participant

Youth have made notable improvements in educational attainment, especially those beginning with a low level of education.

Evaluators calculated a three-point educational attainment scale, defining the first level as those without a high school diploma or GED, the second being those with a high school diploma or GED but no higher education, and the third being those with any higher education beyond high school. Improvement in educational attainment is defined by any upward movement on this three-point scale. Of those youth in a program for at least six months,⁶ over two-thirds (68%) have shown improvement in educational attainment from baseline to final data collection and the proportion of youth in the lowest level of education, without a high school diploma or GED, decreased from 39% to 17%.

Exhibit 2.8 shows that nearly three-quarters (70%) of youth in this lowest educational category at baseline improved in educational attainment by the time of final data collection. Six of ten (60%) clients who began the program with a high school diploma or GED but no further education obtained a college degree while in the program.

Exhibit 2.8



Youth had a significantly more positive outlook on education at the time of final data collection than they did at baseline.

Evaluators calculated a five-point educational life assessment scale based on survey items measuring youth's feelings about their schooling from "not at all like me" to "very much like me". Those in the program for at least six months have experienced a significant increase on the educational life assessment scale, with an average score of 3.7 at baseline (between "somewhat true" and "very true") to 4.2 at final data collection (closer to "very true"). This difference over time is statistically significant ($p < .01$). In addition, the high risk factor group (see textbox below) demonstrated a particularly significant increase in average score from 4.0 to 4.7 ($p < .01$).

Identifying Risk Factor Groups

Low educational attainment and high number of foster care placements are significant risk factors that play a role in shaping a former foster youth's outlook on education and employment competency. Using these factors, evaluators defined three groups at varying levels of risk at baseline:

- High Risk Factor Group: Has not graduated from high school, nor has a GED and has had 5+ placements
- Medium Risk Factor Group: Has not graduated from high school or received a GED or has had 5+ placements
- Low Risk Factor Group: Has graduated from high school or has a GED and has had 1 to 4 placements

⁶ Youth in the program for less than six months are not expected make gains on this three-point scale, since this span of time is too short to make this type of advance.

Employment

The transitional housing programs work to prepare former foster youth for long term employment success. The ways in which service providers help youth reach this goal differs for each individual. For some youth, the goal is to get, keep and advance in employment. For others, school may be the priority before employment. Research shows that in California, 15% of former foster youth are unemployed. Even more FYHI participants are unemployed, with 46% not working at both baseline and the time of final data collection.

Work hours held steady or increased. Exhibit 2.9 below shows the number of hours worked weekly for those employed at baseline and those employed at final data collection. Nearly the same percentage of employed youth fall into each of the time categories at baseline and final data collection, suggesting that youth have not decreased their number of work hours. In fact, a larger proportion worked more than 40 hours a week at final (9%) than at baseline (2%).

Wages have increased. The average hourly wage has increased from \$8.60 at baseline to \$10.88 at the time of final data collection. This \$2.28 difference in wages is statistically significant ($p < .01$). The THP-Plus Participant Survey also showed significant increases in hourly wage (although not quite as large) with an hourly increase of \$1.20. For youth in all programs, some of this increase is due to the minimum wage increase that occurred between 2006 and 2008, from \$6.75 to \$8.00.⁷

Increased enrollment in school was not associated with working fewer hours. As youth increase their school hours, they are also continuing to stay employed at part time and full-time levels. Providers reported that unemployment for the majority (80%) of youth is not due to enrollment in school and the need to devote full time to school and study. Similarly, this is not the case for nearly half (48%) of those working part-time. Rather, youth seem to be juggling busy schedules full of both school and work while in the housing program. They are increasing their school hours while continuing to work the same number of hours if not more. Results from the THP-Plus Participant Survey further confirm these findings for former foster youth, identifying an association with increases in work and remaining in or returning to school.

Youth showed significant increases in their employment competency. Evaluators calculated an employment competency scale based on a set of Ansell-Casey survey items measuring employment-related skills. Exhibit 2.10 shows that youth have reported gains on this scale from baseline to final data collection, and these gains are significant ($p < .01$). Youth in all risk-level groups showed improvement on this scale, but the high risk factor group made significant strides from a 3.0 at baseline to 3.9 at final data collection ($p < .05$).

Income

A long-term program goal for these youth is financial stability: having an income that can support family sufficiency.

Exhibit 2.9

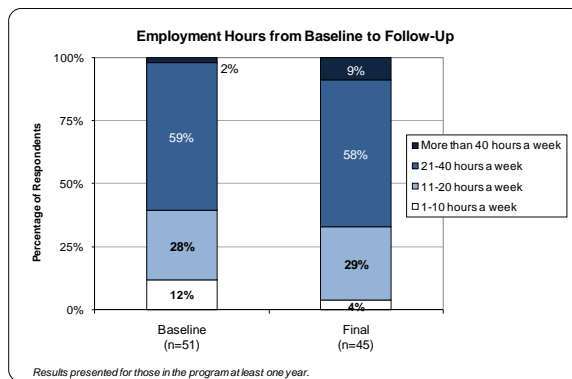
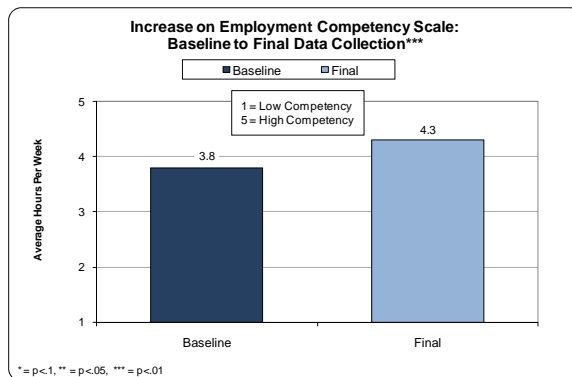


Exhibit 2.10



⁷ California Department of Industrial Relations at <http://www.dir.ca.gov/lwc/MinimumWageHistory.htm>

What we can expect to see for these youth after spending six to 18 months in a program, however, is only a limited increase in income. It takes time to build earning power, and many of these youth are deferring income growth by investing in their human capital through attending school. In the short term, what we hope to see is that income is moving in a positive direction. This means both that youth are earning more for the work that they are doing, and also that they are getting the support they need through accessing the public benefits they are qualified for. (Note that for the results below, we included only those who reported incomes of at least \$25 at baseline, and those who were not accessing SSI.)

Total income showed increases of almost 50% from baseline to final data collection. Looking at a matched sample of 54 youth in the program six months or more, average monthly income rose from \$706 to \$1,013 (an increase of 44%).

Less than half of parenting youth know about, have applied for, and plan to apply for the Earned Income Tax Credit (EITC). EITC is a refundable federal income tax credit for low-income working individuals and families. It is an important Federal anti-poverty program, offering an average of \$1700 per year to each of 20 million low-income earners. By raising awareness among FYHI youth of EITC, programs would be providing an important income support. One-third (36%) of youth reported knowing about EITC. Of the 29 youth who know about it, 45% said they had received it, and 52% plan to apply. Parents most often qualify for this tax credit and typically receive the largest refund amount. Of 39 parenting youth, 44% know about the EITC. Of the 17 parent youth who know about it, 53% have received it, and 64% plan to apply for it.

Life Skills and Behavioral Health

Most youth emancipate from the foster care system without the basic life skills necessary to live independently. A large component of each program is to help youth develop the skills to manage their finances, find and maintain housing and employment, and to seek out available community services.

While in a housing program, youth showed increased access of health services. Youth were asked to report the frequency with which they access both health care and mental health services. Youth were asked to rate this on a three-point scale where a 1 indicates they will get services only in a health-related emergency, a 2 is that they will get services when there is a mild problem, and a 3 means they access services regularly. Evaluators defined increased access over time as any movement upward on this scale. Results show that 19% of youth who have been in the program for at least six months have increased access to health care services from baseline to the time of final data collection, and 25% have increased access of mental health services.

This program has helped me realize that I have to be independent and cannot depend on other people to make things happen for me.

—Youth Participant

Parents showed a greater increase than non-parents in accessing health care services. A quarter (25%) of parents has increased access versus 14% of non-parents. This makes sense given a parent's increased need for health care during childbirth and early childhood, however it is positive to see even youth who began the program as parents increase their access while in the program.

Programs have especially helped the more “disconnected” youth get connected to health services. Of those not getting regular check-ups at baseline 40% have reported some increase in their access of health care services and a whole third (33%) now report that they do get regular check-ups. Findings were somewhat similar for mental health services. Of those not seeing a counselor regularly at baseline, 36% have moved up the scale and 23% report that they now do see a counselor regularly.

Programs have helped to prepare youth with mental health needs for self-sufficiency. Mental health issues, depression, low self-efficacy, a negative outlook on one’s future, and substance abuse are exacerbated by homelessness. To address these issues, providers have integrated behavioral and mental health component services into their transitional housing programs. One service provider has developed a social-psychological assessment required for all participants. The aim is for all participants to develop a wellness plan and have the opportunity to further address potential behavioral or mental health issues should they choose. Providers reported at the time of final data collection that 21% of youth faced a serious mental health issue while in the program and 30% of youth are believed to need mental health services once they leave the program. However, almost two-thirds (61%) of these youth are believed to be sufficiently connected to mental health services to be able to maintain their housing and thrive. For the youth with a reported mental health diagnosis at baseline (and for whom we have final data), 11 of 15 (73%) are believed to be sufficiently connected to services.

Stable housing creates a greater awareness of your longevity and how to take care of yourself for the long term because you see yourself as a positive contributor to the community.

—Service Provider

Youth reported having a more positive outlook on the future since participating in the housing program. Being homeless or at risk of homelessness can contribute to a lack of hope for a long and healthy life. Evaluators calculated a future orientation scale based on survey items that measure one’s outlook on the future. For those in the program at least six months, the average score on this scale increased significantly for the full sample of youth, but most notably those who were in the program for at least six months. These youth increased from an average of 4.3 at baseline to a 4.5 at the time of final data collection and the difference is statistically significant ($p < .05$).

Youth reported a significant decrease in depression. Evaluators calculated a five-point depression scale based on validated survey items measuring behaviors indicative of depression. For youth in the program more than six months, average scores showed a slight decrease from 2.0 to 1.8 ($p < .05$).

Youth reported positive changes in their outlook and behavior since joining the program. Exhibit 2.11 shows the percentage of youth who have been in the program for at least six months, and reported that changes in each area felt “very true” for them (the highest rated category on a five-point scale). Most impressively, nearly two-thirds (64%) of respondents feel much more confident about how to find a job and over half (52%) feel much more confident about how to rent an apartment.

Exhibit 2.11
Youth Report Behavioral Changes Since Participating in Program

Since participating in the housing program...	Percentage of Youth Reporting “Very True” at Time of Final Data Collection
I feel more confident about how to find a job (n=45)	64%
I have more life goals for myself (n=47)	60%
I am more optimistic about achieving my goals (n=54)	54%
I feel more confident about how to rent an apartment (n=56)	52%
I am better at managing my money and budget (n=60)	47%
I feel more equipped to solve the problems that face me in life (n=57)	46%
I do better in school (n=50)	46%
I enjoy school more (n=54)	44%
I feel more connected with adults outside of the program (n=54) ⁸	41%
I feel less depressed (n=46)	26%
I feel more connected with my neighborhood (n=63)	24%

⁸ Data collected on youth connections with adults outside the program did not provide accurate information about whether youth have established new and lasting relationships with a caring adult. Results from the THP-Plus Participant Survey, however, show positive findings which indicate that former foster youth have established these types of relationships while in the program. Future youth assessments should utilize the THP-Plus design for these types of questions to more accurately measure youth gains in establishing these types of permanent connections.

Parenthood

Having a child strains the emotional and financial resources of young men and women, and also makes education and career ladder jobs more difficult to pursue. And while helping youth to delay childbearing is not an explicitly stated goal of the projects, it is an important factor in reducing the challenges of lifelong poverty. As such, it has loomed large for some grantees.

The program has made me a strong parent. I feel like the program has made it easier to go through the struggles as a single parent and I am prepared for the many things yet to come...I may not get it all, but for sure I am ready.

—Youth Participant

Programs have experienced a significant increase in the number of parent youth, but also the number of parents living with their children. At baseline, 33% of youth were parents or expectant parents. At the time of final data collection, this proportion had risen to 45% of youth. This includes 50% of women who are mothers or expectant mothers and 28% of men who are fathers or expectant fathers. While this is not a positive finding for youth, it may be explained by the fact that several of the programs serve parenting youth in particular, and, as shown above, these youth have remained in the program longer than non-parenting youth. Results also show that a greater proportion of parent youth now live with their children, suggesting that some parents may have won custodial rights since participating in the housing program. Regaining custody of children helps to break the cycle of foster care, ensuring that former foster youth do not repeat their parent's experience. While only half (51%) of parents reported to live with their children at baseline, nearly all (90%) of parents now do.

I have accomplished one of my biggest goals – being a good mom. A lot of foster youth at this age have had their children taken away and I have not.

—Youth Participant

Justice System Involvement

Youth involvement in the juvenile justice system has been low since enrollment in the housing program. In the provider assessments were items asking about youth involvement with the justice system since enrollment, as well as their opinions of the likelihood that youth would become involved in the future. Providers reported that 85% of youth have not had any contact with the justice system while in the program and 89% of youth are not expected to have any contact with the justice system after leaving the housing program. Small percentages are predicted to have contact by committing a misdemeanor (4%), a felony (2%) or other illegal activity (5%). This includes an equal number of youth who had contact while in the program and those who did not.

Provider Perspectives on Program Implementation and Impact of FYHI Funding

Successes and Challenges in Program Implementation

Intensive case management was identified as one of the key components of program success. Case managers help youth with myriad issues from academic probation, and housing rental agreements, to psychological issues that may arise during the course of the program.

Building trust with their clients better enables case managers to provide the resources and support that best meet the clients' needs. The flexibility of case managers and their ability to make themselves available for the client further strengthens this relationship. Providers also expressed feeling

Provider Perspectives on Program Elements Promoting Success

- Follow-through and consistency in case management is a key factor in building trust with youth
- Youth involvement in program implementation (e.g. as resident advisors, asset coaches, peer advocates or peer mentors) helps increase engagement
- Strong collaborations with partner agencies help streamline services and referrals for youth
- Young parents and youth with mental health needs require a higher level of specialized service

well-equipped to tailor their service provision to specific subpopulations of youth, such as those with mental health issues and youth who are parents particularly through community partnerships. Challenges to program success included high caseloads among case managers, high staff turnover rates, and for one grantee, difficulty in communication and coordination when multiple agencies are involved in provision of housing and case management services.

Continuation of Direct Services Programs

Direct Services grantees have utilized the FYHI funding to expand their program's housing component, including provision of housing-based services. Grantees have provided youth with a variety of trainings that address topics such as low-income housing, landlord/tenant issues, and financial literacy. All providers interviewed reported that FYHI funding has allowed their programs to serve more youth than they would have otherwise. Several providers noted that the flexibility of the funding, in particular, allowed them the freedom to create programs that best served their clients. Two grantees note that funding from FYHI has attracted other foundations, such as the Robert Wood Johnson Foundation, to provide support for their housing program. Now that the Initiative has ended, all programs are looking to new sources of funding to help sustain their programs. Five of the six programs are currently working to transition youth into THP+. Some programs have noted that this has been a seamless process, while others have had to create waiting lists and take additional steps to ensure that all youth qualify for the THP+ program. The goal is to have all youth less than 24 years old and currently receiving services under the FYHI funding continue program participation under THP+ funding.

We've been able to incorporate the funding with FYHI to attract other funders and establish a funding base... It has been helpful to have been funded by FYHI to get into other funding streams.

—Service Provider

III. Cost Benefit

In addition to demonstrating the improvement in educational, employment, and social/behavioral outcomes among FYHI youth, the LFA team conducted a cost-benefit analysis to show the financial benefits of the program. Evaluators compared the financial impact on the public sector of a “standard” former foster youth (FFY) to the financial impact of the average FYHI youth. Four types of financial impact were examined. The first three are costs: of contact with the criminal justice system; of emergency shelter utilization; and of the receipt of public assistance. The fourth is a financial benefit: tax revenues received.

The primary purpose of this analysis was to see how improved outcomes as a result of FYHI translate into net monetary benefits over time; that is, the costs of the initiative would not only be “paid off,” but would ultimately result in net gains compared to if youth had not been recipients of FYHI grantee services. **The cost-benefit analysis shows that the original investment in one youth is paid off sometime between 10 and 15 years, and over 40 years the net benefit to the public sector for one youth is almost \$90,000.**

Methods

The LFA team began by assigning dollar amounts to a select group of youth outcomes from the final survey data. Costs and benefits were estimated for FYHI youth as well as for youth who had not received any intervention (i.e., foster youth who age out of care without additional housing or supportive services) to compare the financial impact to society as a result of FYHI.

Five variables were selected for the analysis:

- Costs of the FYHI grantee programs;
- Cost avoidance from fewer contacts with the criminal justice system, as measured by the number of projected arrests;
- Cost avoidance from increased housing stability at the time of final data collection;
- Costs from receipt of AFDC/TANF, food stamps, and social security income (SSI); and
- Tax revenues to the California state and federal governments from income taxes paid, based on employment and school enrollment at the time of final data collection.

The costs of FYHI programs typically include rental subsidy and support services, such as counseling, case management, and education assistance (see Exhibit 3.1). A sample grantee’s program monthly cost for one youth includes a \$550 rental subsidy, \$365 in support services, and \$475 for administrative and indirect costs.

Evaluators gathered data on the outcomes of FYHI youth from the provider and client surveys of FYHI youth at the time of final data collection. Data were used on a subset of FYHI youth who remained in the program for at least 12 months. Out of 109 youth in this subset, data were available on the outcomes of interest for varying sample sizes (N=74 to N=109), which are listed in the individual cost calculation tables for each variable (see Appendix C). These sample sizes were used as a basis for calculating costs for former foster youth (FFY). Comparisons to FFY were made by choosing published data on FFY outcomes that were collected within two years post-emancipation. Please see the Appendix for a more detailed discussion of the methods and calculations for each variable used in the cost benefit analysis.

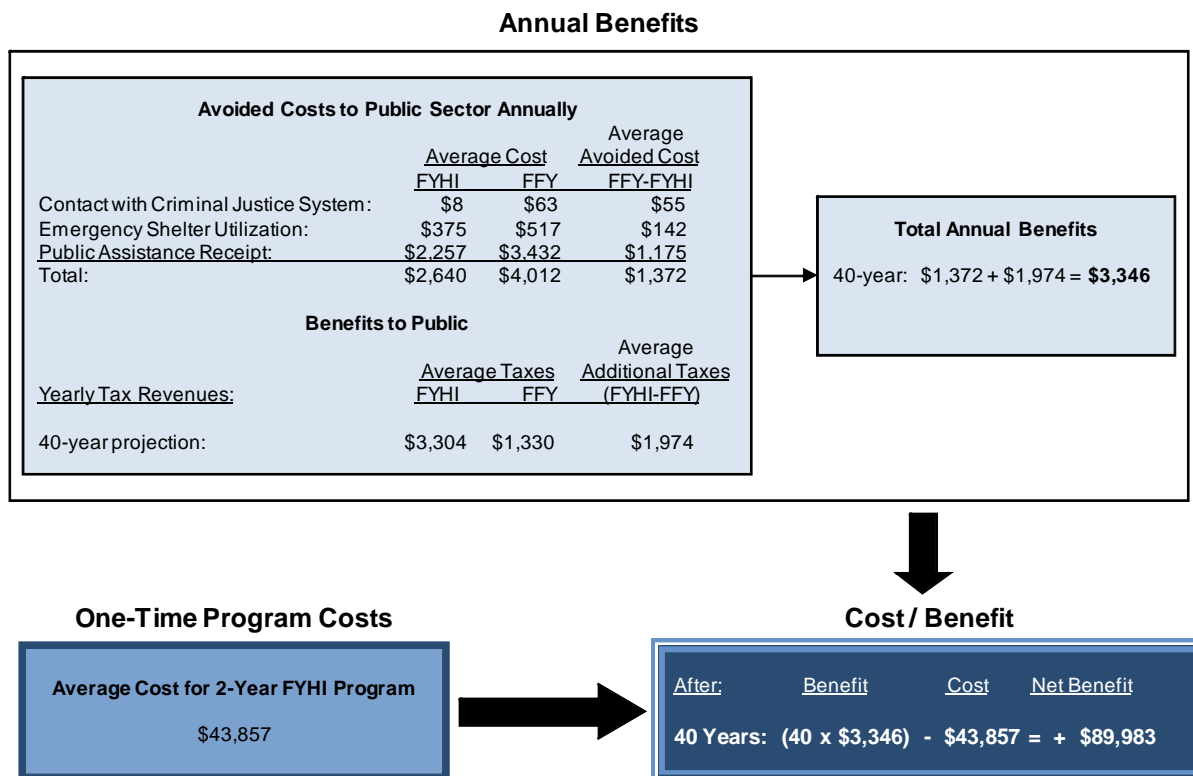
Results

The LFA team calculated a 40-year projection of benefits based on an average career of 40 years. **According to the analysis, the net savings per youth over the course of one’s career is \$89,983. For**

a cohort of 74 youth (the smallest sample size with outcome data), this amounts to savings of \$6,658,742. The costs of FYHI are “paid off” between 10 and 15 years after youth leave the program when the net savings per youth climb from -\$12,714 to \$4,411. This result is comparable to other cost-benefit analyses in the field: for example, a cost benefit analysis of one cohort of FFY over 40 years, Packard (2006) showed that the net benefit of the Transition Guardian Plan begins in Year 12.⁹As noted in the methods section to this report, this analysis was conducted using conservative numbers and assumptions, and the net savings per youth are in fact likely to be greater.

As shown below, FYHI youth who remained in the program for at least 12 months had better outcomes than FFY, resulting in avoided costs in all areas that were assessed: criminal justice system contact, housing stability as estimated by emergency shelter utilization, and public assistance. The benefits of the intervention also included increased tax revenues through employment income.

Cost Benefit Analysis for the Average FYHI Youth: Projected net benefit over a 40-year career



⁹ Children’s Advocacy Institute, *Expanding Transitional Services for Emancipated Foster Youth: An Investment in California’s Tomorrow* (January 2007), page 30.

IV. Capacity Building

As part of its capacity building track, FYHI granted \$350,000 to the Corporation for Supportive Housing (CSH), an organization that provides technical assistance and funding to communities to assist them in creating permanent supportive housing. CSH re-granted \$200,000 of this funding to nine projects, providing grants from \$20,000 to \$25,000. CSH made grants during the first year, and two in the second year. The goal of FYHI's capacity building track were twofold:

- To expand the future supply of housing for former foster youth by at least 40 units; and
- To build the capacity of service providers and housing developers to build housing specifically for youth aging out of foster care.

Evaluators used key informant interviews (with the seven original grantees), and a development milestone tracking tool (with all the grantees) to assess progress regarding the FYHI capacity building goals. This track of the initiative has been very successful, resulting in unit development that far exceeds the initial goal of 40 units (see sidebar). This chapter reports on:

- How participation in FYHI has helped grantees to make good use of resources, access funding, and build internal capacity; and
- The progress that the grantees made on housing development milestones.

Reaching and Exceeding FYHI's Capacity Building Goals

Due to the housing development efforts of the capacity building grantees, there are 21 units already developed and between 99 and 112 housing units in the pipeline (see Exhibit 4.1 on the next page). The total number of units resulting from these grants will exceed the FYHI goal of 40 units by 80 to 93.

The Positive Outcomes of FYHI Participation

- **CSH helped organizations to find high-quality consultants.** This would have been a time-consuming endeavor, and referrals from knowledgeable CSH staff meant that grantees could have certainty about the ability of consultants to help them reach their goals.
- **Consultants did excellent work.** All of the consultants did indeed help grantees to reach their housing development goals. In some cases consultants did not have the capacity to provide support in every area, but consultants always received good reviews from the grantees.
- **Consultants freed up staff time and let them specialize in services.** In some organizations, program staff were working on housing issues when their expertise lay elsewhere. This was a poor allocation of human resources and the consultant enabled program staff to concentrate on programs and service delivery.
- **Some grantees have hired new staff to specialize in housing development, thus building internal capacity.** The work that grantees undertook with FYHI funding made clear to some of them that – in order to continue to build their expertise in housing development – they would need to build internal capacity by hiring new staff experienced in this area.
- **An association with CSH and the funders imparted additional legitimacy to grantees.** Several grantees spoke of the fact that their association with FYHI legitimized them, and this translated into several types of advantages: (1) credibility with getting City or County approval for housing sites; (2) helping them to leverage additional funds; and (3) helping them get a seat at the table for City or County decision-making about housing for former foster youth.
- **The early money and housing development work positioned grantees well to take advantage of THP-Plus funding.** Several grantees were able to successfully apply for THP-Plus funding because of the strides they had already made in housing and services to this population.

Progress against Milestones for Developing Units Designated for Former Foster Youth

Organization	Number of Units for FFY to Result from Project	Feasibility Study Completed	Preliminary Site and Building Plans Completed	Site Acquisition	Political Will and/or Community Acceptance	Regulatory Issues Related to Housing Model Resolved	Financing Options Explored	Capital Financing Plan Developed	Capital Financing Committed	Operations and/or Services Financing Plan Developed	Operations and/or Services Financing Committed	Supportive Services Plan Developed	Estimated Completion Date / Date to Begin Leasing
Affordable Housing Associates and Fred Finch	15	✓	✓	✓	✓	✓	✓	✓	IP	IP	✓	✓	Winter 2010
Bernal Heights Neighborhood Center	8-10	IP	NA	NA	✓	✓	✓	NA	NA	✓	NA	IP	Spring 2011
Bill Wilson Center	20-25	NA	✓	✓	IP	✓	✓	✓	IP	✓	IP	✓	Summer 2010
Booker T. Washington	12+	✓	✓	✓	✓	IP	✓	✓	✓	✓	✓	✓	Fall 2011
Greater New Beginning Youth Services	24	✓	✓	✓	✓	IP	✓	✓	✓	✓	✓	✓	Early 2009
Lutheran Social Services	10	✓	✓	✓	✓	N/A	✓	✓	✓	✓	✓	✓	January 2008
Mid-Peninsula Housing Coalition	5-6	IP	IP	✓	IP	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Decision IP
Tri-City Homeless Coalition	15-20	✓	✓	IP	✓	✓	✓	✓	✓	IP	IP	IP	Spring 2011
Unity Care	11	✓	N/A	✓	✓	✓	✓	✓	✓	✓	✓	✓	October 2006

- ✓ = Completed during the grant period
- ✓ = Completed prior to the grant period
- N/A = Not applicable
- IP = In process

Two of the seven grantees that received capacity building grants during FYHI's first year (Lutheran Social Services and Unity Care) have a total of 21 units available to house former foster youth. The other five grantees (Affordable Housing Associates/Fred Finch, Bernal Heights Neighborhood Center, Bill Wilson Center, Booker T. Washington, and Tri-City Homeless Coalition) have between 70 and 82 units in the development pipeline, to be completed by Fall 2011. There are two other organizations that received grants during FYHI's second year. One of them, the Mid-Peninsula Housing Coalition, does not yet have a projected completion date for its 5-6 units. The other, Greater New Beginnings, will have 24 units ready to lease in early 2009.

Saybrook Playground



V. Systems Change

FYHI focused its Systems Change work on the implementation of Transitional Housing Placement Plus (THP-Plus). Funders agreed to utilize FYHI funds in this way after carefully considering current issues and those that a systems change grant might have the greatest impact on. To begin, funders commissioned a study that found that former foster youths' housing needs are urgent. Between 360 and 582 emancipating foster youth from the five Bay Area counties will need housing assistance annually from 2006 to 2010. Existing housing units can accommodate only a portion of the youth in need of assistance, resulting in a gap of up to 406 housing opportunities per year. These numbers do not account for foster youth who have emancipated in previous years, but are still in need of housing. When added together, the actual unmet housing need for former foster youth in any given year from 2006 to 2010 will likely exceed 700.

After concluding that over 700 units would be needed over the next five years, a range of key stakeholders (advocates, providers, funders, legislators, researchers, etc.) were interviewed to assess what the barriers to creating this housing would be and how best to mitigate these barriers. The key informants identified three top priorities to address: increased state funding for transitional housing; an extension of benefits for foster youth past the age of 18; and set-asides for emancipating foster youth in publicly subsidized housing programs.

As discussed in the Introduction of this report, the 2006 California State Budget removed a requirement that counties provide matching funds in order to access state THP-Plus funds. Additionally, the budget in 2007 and the Governor's proposed budget in 2008 more than triples the amount of THP-Plus funding available. These two developments mean that more money than ever before is available to assist former foster youth secure housing and there is an incredible need for counties, developers, and providers to receive technical assistance on how to best access and utilize these funds.

Due to the rapid movement with State THP-Plus funding and the success of the John Burton Foundation's pilot project on this issue, FYHI awarded the grant to the Burton Foundation for their THP-Plus Statewide Technical Assistance Project. The project is a partnership with the Corporation for Supportive Housing and the California Department of Social Services to address barriers preventing full implementation of THP-Plus. In addition to FYHI funding, the project is supported by the California Wellness Foundation, the San Francisco Foundation, the VanLobenSels/Rembe Rock Foundation, the Pottruck Family Foundation, and the Walter S. Johnson Foundation.

Methods

The evaluation team used key informant interviews with those who had been involved in shaping this track (the initiative managing consultant, individuals from CSH, and the grantee: the Policy Director at the John Burton Foundation). These are the principal players, and could provide evaluators with a well-rounded understanding of how this track was developed and moved forward. Evaluators also spoke with field experts to understand their perspective on the Burton Foundation's work. These interviews gave the evaluation an "objective" viewpoint about the successes and challenges of systems change.

Burton Foundation Goals and Activities

Changes in California's state budget in 2006, 2007, and 2008 have meant that additional funds have been available to implement THP-Plus programs, but counties and nonprofit agencies were not necessarily prepared to develop and put in place high-quality programs when the additional funds became available. Throughout the course of the project, the Burton Foundation has provided technical assistance to various county offices, housing developers, direct services providers and other nonprofit agencies in order to develop and launch successful programs. The work is done through conference trainings, individualized

telephone consultations, and in-depth trainings. The Burton Foundation also developed an evaluation and tracking system for counties to use; they surveyed 500 youth that are recipients of THP-Plus to learn about their experiences with THP Plus.

A summary of the project’s stated goals and achievements since receiving FYHI funding is below:

Stated Goals	Achievements
Develop and disseminate technical assistance materials to expand implementation of THP-Plus to service providers and developers	<ul style="list-style-type: none"> ▪ Successfully advocated for an increase in the state THP-Plus budget from \$10M to \$35M in March 2007. The Governor’s proposed budget for 2008-09 contains \$40M for THP-Plus. ▪ The number of counties implementing THP-Plus increased from five in 2005-06 to 44 in 2007-08. ▪ The number of providers serving youth in THP-Plus counties increased from 18 to more than 80. ▪ The number of youth participating in THP-Plus grew from less than 200 in 2005-06 to 1300 in 2007-08.
Provide consultation and technical assistance on THP-Plus implementation to county agencies, developers, and providers throughout the state	<ul style="list-style-type: none"> ▪ Developed three publications to assist counties and providers in implementation of THP-Plus. ▪ Provided over 1000 hours of individual consultation and technical assistance to counties and providers. ▪ Held annual statewide institutes, regional trainings, and web seminars for THP-Plus providers.
Develop a statewide evaluation and monitoring framework for THP-Plus and THP-Plus programs	<ul style="list-style-type: none"> ▪ Developed a statewide participant tracking system for agencies to enter and track data via a web-based system. ▪ Led a statewide survey of youth in THP-Plus that received 500 responses from youth.
Create and link a community of stakeholders	<ul style="list-style-type: none"> ▪ Has served as a convener through statewide and regional trainings. ▪ The Foundation has an active email distribution list and regularly distributes pertinent information to over 600 subscribers. ▪ Providers attest to the network of collaborators created by Burton.
Identify projects that could use Prop 1C funds and educate housing developers about Prop 1C	<ul style="list-style-type: none"> ▪ Successfully advocated to extend age limit for use of Prop 1C funds to age 24. ▪ Identified \$11M in projects to utilize Prop 1C funds.

Burton Foundation Successes

As seen in the table above, the Burton Foundation has been extremely successful with its THP-Plus Implementation Project. More money is budgeted for the program, more counties are implementing programs, and as a result, over one thousand additional youth are being served every year. Interviews with stakeholders in the field, such as recipients of Burton’s technical assistance, and political insiders indicate that Burton has created an entire system and model where there was none. As staff of one statewide organization stated, “I don’t know of anyone who could be better spokespeople for THP-Plus than the Burton Foundation. [The staff’s] capacity to talk about it, persuade people, and educate people has been enormous.”

While there is overwhelming evidence that the Burton Foundation has been quite successful at meeting their goals, the evaluation team wanted to explore the factors that made it possible for the Burton Foundation to meet and in some cases, exceed its goals. Therefore, one of the key questions evaluators asked was “What are the roots causes of Burton’s success?” The following section provides insights on why it has been able to achieve its goals so well.

[The Burton Foundation] has done a wonderful job of pointing to a model that works. Not just creating a model for implementation, but of getting things on the ballot—they think very holistically. They make dollars available to nonprofits and private developers to have a bigger supply of housing available to foster youth. And because of that, we’ve made more opportunities available to foster youth.

—State Legislative Staff

Strong Leadership

Across the board, interviewees commented on the Burton Foundation's strong leadership in the field and the organization's ability to convene people and create a community of stakeholders in order to meet their goals. The background and connections of the staff are an important part of this success. Staff have significant experience working in direct services programs and with youth. This allows the Burton Foundation to bring the viewpoints and needs of youth to bear in their work. They also have a very good understanding of how the policy and budgeting process works and what it takes to develop a successful advocacy effort. Senator Burton's personal political capital with the Governor and other decision makers was also mentioned as a key factor.

The Burton Foundation Effectively Fills a Vacuum

Burton supports counties during the annual state appropriations process by helping counties assess their funding needs and correctly submit paperwork. Traditionally, the state assists counties with these details, but the state is understaffed and has happily accepted Burton's help. By providing this type of assistance, Burton effectively facilitates the relationship between counties and the state, and serves as a high-engagement intermediary. After each county determines how much funding it will need, Burton aggregates the amounts into an overall budget request. Additionally, after funding amounts are approved, Burton works with counties to ensure all appropriated funds are spent, providing additional credibility to the appropriations requests for the following year.

Benefits to Counties and the State

As mentioned above, the Burton Foundation fills a role that the state would traditionally fill. It is in the state's best interest that the Burton Foundation take on this role for two reasons: Burton provides staff and services that the state would ordinarily have to pay for and Burton's technical assistance helps ensure that counties run successful programs and thus that state funds are well invested.

Burton Foundation Challenges

While the THP-Plus Implementation project has been very successful, it did encounter some roadblocks along the way. Some of the key logistical challenges faced by the Burton Foundation were establishing a partnership with CA Department of Social Services, working with counties with varied levels of sophistication in regards to their existing THP-Plus programs and organizations, and creating systems in the youth homeless community, which is relatively under funded and somewhat uncoordinated.

The Burton Foundation must also navigate the current state budget crisis. With a \$15.2 billion deficit in the state budget, the Burton Foundation has opted to remain "off the radar" in order to protect the amount of funding currently set aside for THP-Plus. It is able to do this partially because THP-Plus funds are a relatively small portion of the state budget and therefore do not attract a lot of attention from lawmakers looking for programs to cut. Additionally, stakeholders feel that housing for former foster youth is a truly bi-partisan issue and something that lawmakers have been able to cross the aisle to support. A program with this level of support is more likely to avoid budget cuts than other, more partisan programs.

Future of the THP-Plus Implementation Project

The Burton Foundation has developed a successful program, but the project was never intended to operate in perpetuity. Instead, the Burton Foundation hopes the technical assistance they have provided and the systems they have set up will allow counties and the state to effectively utilize THP-Plus funds without Burton Foundation assistance in the future. As the third and final year of the project approaches,

Burton plans to continue to do technical assistance and trainings, including two additional publications. They will also defend the THP-Plus budget, but will not advocate for additional money over the \$40M in the Governor's 2008-09 budget. Burton continues to work on the implementation of the evaluation and tracking systems. Eventually the Burton Foundation hopes that the data will be housed at UC Berkeley Center for Social Sciences Research. Finally, Burton has plans to help the state with the implementation and regulation of THP-Plus in the coming year.

VI. Assessment of the Initiative Overall

This section discusses feedback from both grantees and funders on their impressions of FYHI's effectiveness. It also explores the effects of participating in the initiative on funders and grantees.

The evaluation team was able to talk to people with multiple perspectives in order to understand how the initiative was doing from the point of view of grantees, funders, and the initiative managing consultant.

This funding focuses on a population that is underserved, [utilizes] the multiple track approach that respects the need for housing to be central, and is flexible on how the agency needs to at their goals.

—FYHI Capacity Building grantee

Initiative Strengths

Structure of Funder Collaboration

Funders felt the structure of a collaborative of grantmakers which was managed by a consultant was effective. Specifically, funders felt their time was utilized well, updates were disseminated quickly, decisions were made when necessary, and meetings were held on an appropriate basis. As one funder summarized, “From a personal standpoint, this role is great for me—I wasn’t looking for a monthly meeting, and we get regular updates. There have been times when we had an active email exchange when we needed to make a quick decision. We were able to have a dialogue over email, and when there have been issues that needed to be resolved, we were able to do that quickly.”

Flexibility

Grantees appreciated the initiative’s flexibility and the ability to reallocate funds if necessary. One grantee commented, “I love how it’s structured. The staff is helpful about having a conversation with you in terms of what you need, where you are—there’s an ability to change directions and move with what makes the most sense.”

Managing Consultant with Direct Services Experience

Grantees appreciated that the consultant who managed the initiative had experience working in a direct service organization and felt that this field experience contributed to a positive relationship between the consultant and grantees. As one grantee said, “I’ve found it’s very helpful when foundations assign people who understand the programs to program management. [The consultant] is flexible and lets us address the needs of our people.”

Initiative Areas for Improvement

Additional Time for Program Start-up

Some Direct Service grantees needed more time than anticipated by the funders to get their programs up and running. As a result, some grantees were not able to spend their first year’s funding allocation within the initial timeframe and an extension was granted. While funders and grantees agree that the additional time needed was not detrimental to the overall progress of the initiative, they both noted this should be considered more in the future, and that start-up timing should be adjusted.

The slow start factor needed to be better planned, and should have been better thought through. [The grantees’] planning should have been more geared up, and the foundations should have anticipated it better.

—FYHI Funder

One grantee wondered if assistance from the funders or consultant could have helped their program better negotiate the start-up phase. “We didn’t provide enough lead time in the hiring process, but maybe the Initiative could have pointed that out for us or given us some guidance on that. It took us a while to find the right person.”

Improved Publicity for FYHI

Funders and grantees both recognize that FYHI’s work is unique and important within the field of services and advocacy for former foster youth. However, there was the sense that the significance of FYHI’s work was not been suitably leveraged to provide publicity for the initiative. As one grantee stated, “I think the initiative could drum up a little more public relations for itself. The level of investment is so significant, and there should be more self-awareness about participation. Other initiatives have done a better job at this.”

Additional Opportunities for Grantees to Interact

Both grantees and funders commented on the potential opportunities for grantees to come together as a learning community, and felt these types of convenings should have been done more. As one grantee said, “I think it would have been good to meet with other grantees more. There could have been a lot more intentionality to have grantees meet twice a year. I think there was a lot of potential to share best practices.”

Both grantees and funders commented on the opportunity to create a learning community within the FYHI grantees.

A funder noted that because the initiative funds three different types of work, there was the opportunity for grantees from different tracks to come together and share information. “The devil is in the details in terms of how much we have actually integrated [across the three tracks]. I think we need to evaluate how much of a learning community there has been. Are we doing enough to promote dialogue across the three areas?”

Three-Track Design

Overall, funders and grantees saw value in including these three tracks in the initiative.

Use of Direct Services to Attract Funders

Funders acknowledged that their primary interest was in funding direct services to youth. However, they also recognized there was value in funding capacity building and systems change. As one funder states, “We could do Direct Services grants on our own, but we don’t do anything bigger like systems change.”

FYHI allowed foundations that might not normally fund capacity building or systems change to invest in an area outside of their core focus.

—FYHI Managing Consultant

Opportunity to Observe the Interaction of the Tracks

A common comment about the combination of three tracks in one initiative was the ability to observe how the work of the three tracks interact and potentially affect on another. One funder concurred, saying, “Having the tracks working at the same time, so we can see how they relate to one another has increased the value.”

Funding as Part of a Collaborative

Funders' Perceptions

Funders felt there were many advantages of working together as a collaborative. Many funders mentioned the ability to learn from each other as a key strength of the funding partnership. One funder noted, “It’s a lot more efficient. We can learn from others with more depth and breadth of experience in this area, and we can share areas of expertise and common commitment.”

Funders appreciate the opportunities the collaborative relationship gives them to learn from each other and the alignment of goals in the grantmaking process.

Another advantage of the collaborative voiced by the funders was the alignment of goals and interface for grantees. Instead of dealing with multiple funders and multiple requirements, the process was streamlined for grantees.

Grantees' Perceptions

When asked about the effects of receiving funding from a collaborative, grantees reported no discernable differences between a relationship with a collaborative of funders and a relationship with a single funder. On the positive side, grantees commented that the administrative process was seamless and uncomplicated. Grantees were also asked if they felt they had received increased exposure to funders because of the collaborative. Only one grantee felt that being funded by a group of grantmakers had increased their access to new funders.

Other Outcomes

Engaging Funders in the Issue of Housing for Former Foster Youth

One funder believed that participating in FYHI allowed her foundation to get to know some organizations she would not have been familiar with otherwise. She noted that FYHI opened up the possibility of funding these organizations directly after the initiative ended. She stated, “FYHI has given me a microscope into the direct services organizations, and I think about funding them again in the future.”

Overall Effects on Grantees

When interviewed, grantees noted several immediate effects of receiving FYHI funding. Among the notable effects were:

- The ability to grow programs and serve more youth
- The ability to take advantage of changes in the THP-Plus funding stream
- Help to leverage funding from other organizations
- Organizations are now looking for other funding opportunities to serve this population

All Direct Services grantees agreed that their FYHI funding was successful in that it allowed them to grow their programs, either serving more youth, or serving youth for longer periods of time. The funding also came at very opportune moment for the field of services to former foster youth, and allowed grantees to take advantages of recent THP-Plus changes. As one Capacity Building grantee commented, “The state is investing very heavily in THP-Plus, so FYHI has positioned us very well to take advantage of that funding.”

Additionally, grantees found that receiving FYHI funding allowed them to leverage other funding opportunities, and made them think differently about the types of funding available to support housing for former foster youth.

VII. Conclusion

FYHI was launched at a very opportune moment in the field of housing for former foster youth. New state funding, policy changes, and media exposure for this issue converged to generate greater public awareness and support for this population's housing need. Each of the three tracks brings different and complementary approaches to this need:

- **Direct services grants** work with youth to help them meet their housing needs today and to develop effective models for programs providing supportive services and housing assistance to former foster youth.
- **Capacity building grants** help to put units of housing in the pipeline to meet the housing needs of foster youth emancipating in the next several years, as well as position grantees to develop additional housing for this population.
- **The systems change project** attacks the issue statewide – working with counties and providers to expand the supply of housing for foster youth emancipating in the future, and to create a community of stakeholders capable of advocating for the housing needs of this population.

Evaluation findings demonstrate that FYHI has been successful in many areas.

- The Initiative has helped programs serve a total of 526 former foster youth and 136 of their children, greatly exceeding the project goal. Youth participating in direct services grantee programs show marked improvement in the areas of housing stability, educational attainment, and income.
- FYHI is cost effective. On average, the investment in one FYHI youth is paid back in the period between 10 and 15 years after program exit.
- Nine capacity building projects show considerable progress in putting units in the pipeline for this population, as well as in building the capacity of grantees to develop housing for former foster youth. There are 21 units already leased up, and between 99 and 112 new units in the pipeline. Within three years, the number of units available will have exceeded the goal of 40 by at least 80 units.
- The Burton Foundation is actively providing technical assistance to counties, service providers, and housing developers to help them effectively utilize THP-Plus and Prop 1C funding and has brought together a community of stakeholders that can be mobilized for further advocacy. Burton successfully advocated for an increase from \$10 million to \$35 million in the state THP-Plus budget and has assisted 44 counties in implementing THP-Plus programs, resulting in over 1,300 youth statewide receiving services.

For youth aging out of foster care in California, things look very different now than they did five years ago. At that time there were supports available for former foster youth (most notably, the Independent Living Skills Program), but housing was not understood as a critical part of helping youth to successfully make the transition to adulthood. Individual organizations serving former foster youth rarely included housing as part of their programs, and only a few counties participated in THP-Plus. Today, the infrastructure, funding, program models, and technical assistance are in place to support housing strategies for former foster youth - and FYHI played an important role in this shift.

At the time of the FYHI launch, there was a window of opportunity: the California State Budget had removed a requirement that counties provide matching funds in order to access state THP-Plus fund, and the passage of Proposition 1C had resulted in \$50 million available to develop housing for homeless youth, particularly former foster youth. FYHI rode this momentum to help institutionalize housing solutions by making three diverse types of grants to build capacity in the field on multiple levels. Service providers developed and disseminated program models that include a housing component and some built their internal capacity to develop housing. Organizations that developed housing used capacity building grants to learn how to develop housing specifically for the former foster youth population. Most importantly, the

John Burton Foundation played an integral role in establishing a new infrastructure that supports all counties in California to implement THP-Plus. By working at the levels of policy as well as on-the-ground implementation, the three tracks of FYHI contributed to a new order in which housing has moved from the periphery to the center of programs and services that help foster youth thrive as they become young adults.

Appendices

Appendix A: Description of Direct Service Grantee Projects

Appendix B: Description of Capacity Building Grantee Projects

Appendix C: Evaluation Methodology

- Direct Services
- Cost Benefit

Appendix D: Evaluation Instruments

- Direct Service Intake Survey
- Direct Service Supplemental Intake Questions
- Direct Service Client Exit Survey
- Direct Service Provider Exit Survey
- Capacity Building Benchmark Tools

Appendix A: Descriptions of Direct Service Grantee Projects

Overview

The direct service projects represent a diverse target subpopulations, locations, housing typologies, and supportive services. This Initiative helped 586 emancipated foster youth and 136 of their children obtain and maintain permanent housing and move toward financial self-sufficiency.

Programs funded through the Initiative provide transitional housing (both scattered-site and congregate), permanent supportive housing, and permanent scattered-site housing. All projects provide intensive case management and life skills for youth – usually at least once per week. Some have stronger links to vocational and employment training and placement (Larkin Street), while others emphasize housing youth enrolled in community college programs (Bill Wilson, CVP). Some specialize in pregnant and parenting teens (First Place), while others focus on youth with multiple disabilities (Fred Finch).

Summary of Direct Service Grantee Projects

Organization: <i>Funded Program</i>	Housing Program Description	Use of FYHI Funding	Number of Youth Served	
			Project Goal	End of Grant
Bill Wilson Center: <i>Connect to Permanent Housing Program</i>	Assistance to help youth reach secondary educational goals, and transitional on-site and scattered-site housing, serving former foster youth and their children	To extend the length of time in transitional housing, funding is primarily for rental subsidies and emergency financial assistance	16-20 <i>(revised from 50)</i>	20
Center for Venture Philanthropy: <i>Fostering the Future</i>	Housing advocacy services and financial assistance for scattered-site housing serving youth aging out of foster care	To create a new full-time Housing Advocate position dedicated to helping youth find and maintain housing; funding for move-in assistance as well	74	106
First Place for Youth: <i>Supportive Housing Program</i>	Rental subsidies for scattered-site housing serving former foster youth age 16-23	To increase the number of youth served by more than 40; funding requested primarily for rental subsidies	200	279 youth 109 children
Fred Finch Youth Center: <i>Coolidge Court's Next Step Program</i>	Assistance in finding independent housing serving disabled former foster youth currently living in congregate permanent supportive housing	To extend services to help youth transition from permanent housing to independent housing and to increase number of youth served in permanent housing	12	12
Larkin Street Youth Services: <i>Larkin Extended Aftercare for Supported Emancipation (LEASE)</i>	Shallow rent subsidies (or financial aftercare assistance) for scattered-site housing serving homeless and runaway former foster youth	To hire a new case manager and increase number of youth served; funding for rental subsidies	75	113
Tri-City Homeless Coalition: <i>Project Independence</i>	Shallow rent subsidies for scattered-site housing serving emancipated foster youth and their children in Alameda County	To increase the number of youth served and extend length of time 25 youth are in transitional housing by six months; funding primarily for rental subsidies	10 youth 4 children	56 youth 27 children

Individual Project Descriptions

Bill Wilson Center's Connect to Permanent Housing Program, Santa Clara County (\$200K)

For over 20 years, Bill Wilson has provided transitional housing and services for former foster youth and served as one of the County's Independent Living Skills providers since 1987. Through this Initiative, Bill Wilson proposes to increase the time (currently 18 months) of its transitional housing program by up to two years for youth enrolled in two to four year college programs. They also will provide move-in costs, emergency financial assistance, and shallow rent subsidies (of up to one year) for selected parenting and single youth as they exit the transitional housing program. In addition to providing housing – initially through small apartment buildings owned by Bill Wilson and then through scattered-sites in the community – they will provide case management, independent living

skills, financial planning, vocational and educational assistance, child care referrals, and substance abuse counseling. Over 50 youth and 10 of their children will be served. FYHI Funding is for rental subsidies and emergency financial assistance.

Center for Venture Philanthropy's Fostering the Future Initiative: Youth & Family Enrichment Services and Edgewood's Kinship Program, San Mateo County (\$200K)

Formed in 2004, the Fostering the Future Initiative brings together two nonprofit agencies (YFES and Edgewood) that have extensive experience in serving foster youth populations with other key local nonprofit and government organizations to help youth successfully transition into independent living. They will provide housing advocacy services to help over 200 youth and 20 of their children aging out of care find permanent housing and provide financial assistance for at least 30 of these youth to help them leave kinship care. Youth will receive supportive services include case management, an asset coach, an Individual Development Account, legal services, and links to employment and education. Over 75% of the youth are expected to be enrolled in community college, and most are from Redwood City and East Palo Alto. The program lasts for up to two years and FYHI funds will help to leverage funds from the County of San Mateo and private donors. FYHI funding is for a full-time Housing Specialist and move-in assistance.

First Place for Youth's Supported Housing Program, Alameda County (\$200K)

Since 1998 time, First Place has been providing housing and supportive services for youth age 16-23 aging out of foster care. First Place will increase its program by over 40 additional youth and 12 of their children per year through their scattered-site rental housing model. Approximately 75% of the units will be in Alameda County and 25% in Contra Costa County. In addition to the rental subsidies, youth will receive weekly in-home case management, life skills, economic literacy training, transportation assistance, and links to education, employment, childcare, and health resources. The program lasts for up to two years, and FYHI funds will serve as a match toward THP+ and Robert Wood Johnson funding. FYHI funding is for rental subsidies.

Fred Finch Youth Center's Coolidge Court, Alameda County (\$225K)

Fred Finch has been providing permanent supportive housing for mentally disabled young adults exiting the foster care system since 1998. Coolidge Court provides 18 studio units of congregate housing in Oakland and proposes to expand services for each of these youth as well as increasing the number of youth served by at least 6 per year, for 30 disabled youth. By hiring a Case Manager and a half-time Housing Specialist and offering financial assistance in the form of move-in costs and shallow-rent subsidies, they will assist and incentivize youth who are able to move from their program into more independent, scattered-site apartment housing. Supportive services include living skills, counseling, and access to an array of external training, education, medical, and psychiatric services. FYHI funding is primarily for staffing costs and move-in assistance.

Larkin Street Youth Services' LEASE Program, San Francisco (\$300K)

Larkin Street provides a continuum of housing and supportive services for homeless and runaway youth and young adults. Since 2002, Larkin Street's LEASE program, in collaboration with the Department of Human Services ILP and First Place, has been providing housing and services specifically for youth aging out of the foster care system. Larkin Street will expand its LEASE program by one Case Manager to serve 30 youth, all of whom will be housed in scattered-site apartment units in San Francisco. Initiative funds will also be used to make the LEASE program more flexible by adding a shallow rent subsidy program for youth needing less intensive financial assistance or for youth requiring aftercare assistance. All former foster youth in LEASE will receive comprehensive supportive services including intensive educational and employment assistance through Larkin's HIRE UP program. FYHI funding is primarily for rental assistance and staffing.

Tri-City Homeless Coalition's Project Independence, Alameda County ***(\$300K)***

Since 2001, Project Independence has been providing housing and support services for 25 emancipating foster youth at a time. Tri-City will expand the program to serving 35 youth and 10 of their children and also extend the program for 25 participants who need more time (about 50% of the youth) from two years to two and a half years through shallow rent subsidies. In addition to scattered-site housing, Project Independence provides case management, life skills training, mentors, and connections to other community resources. Through Initiative funding, Tri-City will also hire an additional case manager to increase its work on assisting youth achieve their employment and educational goals and enhance their financial literacy. FYHI funding is primarily for rental assistance and staffing.

Appendix B: Descriptions of Capacity Building Grantee Projects

Overview

The CSH Staff Team awarded nine grants for a total of \$200,000. Of the grantees, five are youth service providers, four are partnerships, between housing developers and youth service providers. Three (AHA with Fred Finch, Bill Wilson, and Tri-City) are also receiving funds through the direct services track of FYHI.

Summary of Capacity Building Grantee Projects

Organization: <i>Funded Program</i>	Program Description	Use of FYHI Funding	Number of Units for FFY to Result from Project
Affordable Housing Associates: <i>Sacramento Gardens Project</i>	Preserving cost-effective housing for very low-income households	Feasibility study to evaluate the project specifics of developing housing for youth	15
Bernal Heights Neighborhood Center	Creating housing for youth aging out of foster care	Developing affordable housing for youth	8-10
Bill Wilson Center	Providing transitional housing and services to former foster youth. Seeks to create permanent affordable housing for youth	Hiring of a consultant to assist with the development of the initial site design	20-25
Booker T. Washington Community Center	Providing recreational and other community development services	Hiring of a consultant to conduct a feasibility analysis to ascertain the capacity of the housing site	12+
Greater New Beginnings Youth Services	Serving foster youth who are in the juvenile probation system	Feasibility study and planning process to expand the housing they provide for probation youth	24
Lutheran Social Services of Northern California	Building housing and assisting participants in achieving their optimal levels of self-reliance. Planning to develop another youth housing project	Predevelopment activities associated with acquiring and rehabilitating of the building	10
Mid-Peninsula Housing Coalition	Developing affordable rental housing	Predevelopment and capacity building activities	5-6
Tri-City Homeless Coalition/Allied Housing	Providing housing and support services for 25 emancipated foster youth	Hiring of an architect and developing a preliminary project budget and financing plans	15-20
Unity Care	Providing safe, secure and positive living environments for disadvantaged/at-risk youth	Hiring of a consultant to develop a strategic plan for the Aftercare and Housing and Supportive Services Program	11

Individual Project Descriptions

Affordable Housing Associates, Sacramento Gardens Project, Alameda County (\$20K)

For over ten years, Affordable Housing Associates (AHA) has developed and preserved cost effective housing primarily for very low-income households, including those with disabilities and special needs. AHA is partnering with a youth service provider, Fred Finch, to develop housing for young adults exiting the foster care system with mental disabilities. This project will result in the development of a second youth housing project for both AHA and Fred Finch. AHA is currently partnering with First Place Fund for Youth in a development in construction. Fred Finch has operated their Coolidge Court permanent supportive housing site in Oakland for over ten years. With FYHI grant funds, Affordable Housing Associates is conducting a feasibility study to evaluate the project specifics of developing housing for youth at a location they currently own in Berkeley, Sacramento Gardens. A goal of the study focuses on development of a model for future youth supportive housing development opportunities within Alameda and Contra Costa County. The feasibility study will: 1) complete initial design study to determine site development capacity, number of units, and common area space use, 2) identify capital, operating and service financing options, 3) complete development timeline and 4) develop a MOU between AHA and Fred Finch.

Bernal Heights Neighborhood Center, San Francisco (\$25K)

The Bernal Heights Neighborhood Center (BHNC) and its non profit Housing Services Affiliate (HSA) has been a strong supportive housing developer in San Francisco for many years. Over the past several years, the HSA has been looking for a way to create housing for youth aging out of foster care. They have been in discussion with Larkin Street Youth Services and other potential service providers and funders and have reviewed various models. These initial discussions have not yet yielded a feasible project, but have identified many of the specific challenges that need to be addressed to make development possible. Through the Initiative BHNC will pursue making a project a reality. The scope of work involves drafting a development concept to incorporate housing for emancipated youth within an affordable housing development at the Phelan Loop site. HSA proposes to examine existing models of housing for emancipated youth, analyze impediments, revive discussions with potential service providers, explore financing options, and advocate for local policy-level support, which includes consultation with legal and financial consultants.

Bill Wilson Center, Santa Clara County (\$25K)

For over 20 years, Bill Wilson has provided transitional housing and services for former foster youth and served as one of the County's Independent Living Skills providers since 1987. It plans to acquire a 20-unit apartment complex to rehabilitate and use for permanent, affordable housing for extremely/very low income youth and adult mentors (approximate 2-3 youth to 1 staff ratio). The primary objective of this project is to provide permanent, affordable housing for youth, and connect them with the necessary support services to maintain housing and reach self-sufficiency in the future. A key element is for youth to develop connections to their community and have adult role-models and mentors they can turn to for guidance, much like they would a parent. Bill Wilson Center is using grant funds to hire a consultant to assist with the development of the initial site design, as well as site selection and legal research associated with the various aspects of their unique housing model, such as reserving units for staff/mentors.

Booker T. Washington Community Center, San Francisco (\$25K)

Booker T. Washington is a long standing organization providing recreational and other community development services in the Western Addition. The organization does not have experience developing housing or delivering support services, however it does have a site, and it plans to

leverage its history in the community to identify collaborative partnerships to develop, operate and provide supportive services for the project. The proposed project will include a mix of supportive housing for youth emancipating out of the foster care system, affordable rental housing, and market rate housing. With FYHI funding, the Booker T. Washington Community Center will hire a consultant recommended by CSH to conduct a feasibility analysis to ascertain the capacity of the site and organization to develop a mixed use housing project over the existing community center that contains affordable, supportive market rate housing at 800 Presidio Avenue. Inclusive in the activities are: a market study, an exploration of various financing scenarios, including construction estimates from Don Todd Associates, and community acceptance consulting services.

Greater New Beginnings Youth Services, Oakland ***(\$10,575)***

Greater New Beginnings Youth Services (GNBYS) is a well-established agency in Oakland that serves foster youth who are in the juvenile probation system. Historically, all of the funding and referrals for GNBYS have come from the juvenile justice system. With FYHI grant funds, the organization has undertaken a feasibility study and planning process to expand the housing they provide for probation youth. Engaging the participation of youth services providers from the governmental and non-profit sectors, GNBYS will create a roadmap for development of a continuum of housing services for youth as they complete probation and move toward successful independence. The organization will also create a sustainability plan for the housing and services they add.

Lutheran Social Services of Northern California, Contra Costa County ***(\$25K)***

Lutheran Social Services (LSS) of Northern California is part of a network of nearly 300 Lutheran social ministry organizations across the country providing a wide variety of services, both institutional and community-based in nature. LSS achieves its mission by building housing and partnerships with community-based organizations, providing comprehensive and integrated programs, assisting participants in achieving their optimal levels of self-reliance and representing ideals that foster community change. LSS currently operates a permanent supportive housing site for youth that have aged out of foster care system and are homeless with chronic disabilities. LSS is planning to develop another youth project, providing transitional housing at a site that they are in active negotiations to acquire. LSS intends to provide housing and services for 6-8 homeless youth in a 2,900 square foot house that is located next to LSS administrative offices. Young adults will reside for up to two years at this site in a group living environment and then will receive assistance to transition to scattered-site permanent housing. Through the Initiative, LSS will begin predevelopment activities associated with acquiring and rehabilitation of the building. A major scope of work will involve the creation of two handicap accessible full bathrooms and a kitchen facility that can serve up to 10 residents and staff.

Mid-Peninsula Housing Coalition, San Mateo County ***(\$20K)***

Mid-Peninsula Housing Coalition (Mid-Pen) has been one of the area's largest nonprofit developers of affordable rental housing since its founding in 1970. FYHI grant funds were provided to Mid-Pen to fund predevelopment and capacity building activities related to the integration of units for emancipated foster youth into an affordable, multi-family housing development. The project is located in San Mateo, CA near public transit. Although Mid-Pen is experienced in serving many special needs populations and meeting their housing needs, they have not developed housing for youth; this grant supports the organization's learning and planning to meet that goal.

Tri-City Homeless Coalition/Allied Housing, Alameda County ***(\$25K)***

Since 2001, Tri City's Project Independence has provided housing and support services for 25 emancipating foster youth at a time. Tri-City is partnering with Allied Housing to develop a 50 to 70 unit project with 50% of the units set aside for formerly homeless youth and youth aging out of the foster care system. In addition to partnering with Allied on the development, TCHC will also partner with Kidango, a premier non-profit childcare provider, to operate a state-of-the art childcare facility on-site. Through the initiative, TCHC, in partnership with Allied Housing, will: 1) hire an architect to prepare conceptual site and building plans to be presented the City of Fremont and civic organizations to generate input and support for the project and 2) develop preliminary project budget and financing plans.

Unity Care, Santa Clara County ***(\$25K)***

The Unity Care Group is a community based non profit organization that is focused on three primary objectives: to provide safe, secure and positive living environments for disadvantaged/at-risk youth, to educate at-risk youth and to prepare these youth to pursue professions in which minorities are typically underrepresented. Unity Care currently provides housing for former foster youth in a group home setting and has a goal of expanding their services and housing continuum to include permanent supportive housing. Through the Initiative, Unity Care will hire a consultant to develop a strategic plan for Unity Care's Aftercare Housing and Supportive Services Program for youth aging out of foster care. The goal is to move from the transitional housing model to permanent housing and to develop a clear strategy for service delivery, funding, and best practices.

Appendix C: Evaluation Methodology

Direct Services

Strengths of the Direct Services Evaluation

- Collecting data for clients of the direct services grantees makes an important contribution: while there are many studies of foster youth while they are still in care, there is limited information about what happens to these youth after emancipation.
- Furthermore, through this evaluation, evaluators were able to collect over-time data. By nature, former foster youth comprise a transient population – yet the design of these programs (inclusion of a housing component) means that it is far more difficult for clients to “fall off the radar.” Along the same lines, the evaluation team is privileged to have dedicated staff on the ground doing an excellent job of administering surveys to their clients.
- To address concerns about the accuracy of data collected from youth for the midterm report, specifically around education, employment and income, evaluators collected these data for each client from both providers and youth at the time of final data collection. In reporting, evaluators used data from providers whenever available, ensuring that the most accurate data possible is presented.
- Evaluators collected further data from providers at the time of final data collection on their predictions of a client’s future success. These data enrich our understanding of the programs’ long term impacts on former foster youth and the extent to which each youth is prepared for independence.
- The evaluation team used qualitative data collected during focus groups and phone interviews to flesh out the survey data with stories about the actual experiences of youth.

Limitations of the Direct Services Evaluation

- To infer the value of a housing component within the context of providing services to former foster youth, a better design would include a comparison group of former foster youth receiving support services but *no* housing assistance. Using a comparison group was not feasible.
- Due to the absence of a comparison group, the evaluation investigates only over-time change within the group of participating youth. Over-time change within a group can only *suggest* a connection between the intervention and the outcomes – it cannot make a definitive claim that the housing component caused certain changes between baseline and follow-up.
- Evaluators planned to conduct three focus groups for the midterm report, and for the final report conduct focus groups with clients from remaining three grantees. A planned focus group with two of the grantee’s youth did not take place. Due to time restrictions, one was not possible to schedule and the second was conducted via individual phone interviews instead. And as is often the case with youth, the turn-out at focus groups was relatively low (20 youth participated in four focus groups and three phone interviews).
- Program staff turnover made consistent data collection and ongoing communication difficult. As a result, final data is not available for all youth participating in the evaluation.

Cost Benefit

Detailed methods for calculation of costs for each variable, 5-year projection period

The following details the specific methods for each variable that was taken into account for the cost benefit analyses. The methods for the 10-, 15- and 40-year projection periods are identical, except for the number of years considered. Final data for FYHI youth were used to generate outcome rates and actual costs, when available. For example, LFA collected data on monthly income through employment and through public assistance. Outcomes rates for former foster youth (FFY) were carefully selected from published literature.

For each variable, the assumptions and limitations of the data are listed. While there are likely more limitations, only ones that are most directly related to the cost benefit analyses are presented.

References have been included with each table of costs.

I. Grantee program cost for two years

- 1) LFA used the average of four of the six grantee program costs. Two programs were excluded because the reported average cost per participant per month was less than half of the average THP+ cost per participant per month in California (personal communication with Amy Lemley of the John Burton Foundation). In addition to the housing component, costs were inclusive of supportive services that were offered to FYHI youth.
- 2) Using this average, LFA calculated the yearly cost per youth and multiplied by two years since youth spend an average of two years in the programs.
- 3) LFA used the average sample size (n=86) with data available from all outcomes being considered to get the total cost for all clients.

II. Criminal Justice

The average of booking fees from Berkeley, San Francisco and Alameda were used.

A. *FYHI youth*

- 1) *FYHI youth who are predicted to have future contact with the system*
 - a) LFA determined the percentage and number of youth predicted to have arrests in the future, using provider prediction of future contact with the system.
 - b) LFA assumed one arrest per year as the average number of arrests for those who are predicted to be arrested.
 - c) The annual cost of arrests for the sample was estimated using the average booking fee of \$215.36.
 - d) This cost was projected for a five-year period.

B. *FFY*

- 1) LFA used the Midwest study outcome rates for arrests to calculate the number of FFY with arrests in the future.
 - a) The FYHI sample size for prediction of arrest (n=74) was used to estimate the number of FFY with arrests.
 - b) The cost for arrests for a five-year period was calculated in the same manner as for FYHI youth.

The difference between the cost of arrests for FYHI youth and for FFY for a five-year period is the cost avoided.

C. Assumptions

- 1) Prediction of arrest in the future is assumed to be one arrest per year based on provider prediction; no data were found on the average number of arrests per year.
- 2) With time, arrest rates do not change.

D. Limitations

- 1) Jail and prison rates for FYHI youth were not available, and thus were not included in analyses.

III. Housing

A. FYHI youth

- 1) LFA determined the number of youth who had housing security using provider responses to two questions: 1) whether the youth had monthly income sufficient that was sufficient for paying rent, and 2) if no to (1), then whether the youth was on the path to having income sufficient to stay housed and have food security. 63 out of 75 youth (84%) were determined to have housing security, leaving 12 youth without housing security.
- 2) Larkin Street Youth Services and DreamCatcher Youth Shelter and Support Center supplied the annual cost per youth per year is \$2,685 for emergency shelters serving unstably housed youth, including former foster youth. Using this figure, the average cost per year for emergency shelter use among the 12 youth without housing security was calculated and then multiplied by five.

B. FFY

- 1) LFA used results from the Casey National Alumni study for the percent of youth who were homeless for at least one night within one year of emancipation (22.1%).
- 2) The FYHI sample size for housing security (n=75) was used to calculate the number of FFY without housing security.
- 3) (1) and (2) were multiplied to estimate the annual emergency shelter utilization cost for FFY, and then multiplied by five for a five-year projection.

The difference between the cost of emergency shelter use for FYHI youth and for FFY for a five-year period is the cost avoided.

C. Assumptions

- 1) Those who do not have housing security upon leaving the program, or emancipating, will utilize emergency shelters. However, Larkin and DreamCatcher based costs on the number of individuals who utilize the shelter so this is likely a good estimate of actual cost.

D. Limitations

- 1) Other costs that are often associated with homelessness among adults such as emergency health care, substance use treatment, and mental health care are not factored into this estimate. However, compared to chronically homeless adults, rates of utilization for these services among transitional age youth who are unstably housed are likely to be significantly lower.

IV. Public assistance

Data for AFDC/TANF, food stamps and SSI were available for both FYHI youth and FFY. FYHI youth reported their monthly receipt of these different types of public assistance.

A. FYHI youth

- 1) The percent and number of youth receiving each type of public assistance was determined from the data. 14.7% reported receiving AFDC/TANF; 17.4% reported receiving food stamps; and 5.5% reported receiving SSI.
- 2) The monthly average amount received for each of the three types of public assistance was determined from the data: \$528.42 AFDC/TANF, \$162.26 food stamps, and \$772.95 SSI.
- 3) (1) and (2) were multiplied to get subtotals for each type of public assistance received.
- 4) The total monthly public assistance received (\$16,175.36) was determined to then calculate the yearly public assistance received among FYHI youth.
- 5) (4) was multiplied by five for a five-year projection.

B. FFY

- 1) The FYHI sample size with data on each type of public assistance (n=109) was used as a basis for FFY.
- 2) Evaluators used the public assistance receipt rates for AFDC/TANF, food stamps and the average monthly receipt from Dworsky & Courtney (2000). SSI receipt rates among FFY were taken from the findings of the Casey Young Adult Survey. Finally, monthly mean SSI payment was taken from the California Department of Finance website.
- 3) The same steps as for FYHI youth was taken to calculate the total public assistance receipt among FFY for a five-year projection.

The difference between public assistance received by FYHI youth and that received by FFY for a 5-year period is the cost avoided.

C. *Assumptions*

- 1) Those who are receiving public assistance will maintain the same level of public assistance for 5 years.

D. *Limitations*

- 1) WIC, general assistance, MediCal, and unemployment insurance are not included in this estimate.

V. **Tax Revenue**

Tax revenues were based on employment rates and mean annual income. Because cost benefits for a multi-year outlook were projected, LFA used school enrollment as a basis for future employment. Employment and school enrollment were non-mutually exclusive factors since youth could both be employed and attending classes concurrently.

A. *FYHI youth*

- 1) Mean annual income was calculated for *FYHI youth who are employed* (out of n=87 with data) using their reported mean monthly income.
 - a) The mean annual income was used to generate state and federal tax revenues based on 2007 tax rate schedules.
 - b) The sum of state and federal tax revenues for one year was multiplied by 5 years to calculate tax revenues for a 5-year projected period among those who are employed.
 - c) The total in (b) was multiplied by the number of youth who were employed at the time of final data collection to calculate the total federal and state tax revenue for employed youth over a 5-year period based on mean annual income.
- 2) *FYHI youth who are enrolled in school, regardless of employment* (n=86)

To take into account FYHI youth who may be both employed and enrolled in school, LFA included all youth who were enrolled in some type of school program at the time of final data collection to project their income and tax revenue during a 5-year outlook.

 - a) For every level of school enrollment, employment rates were assigned based on graduation from the school program. For each level of education with no data on employment rates, a conservative assumption was used and an employment rate of the education level lower than that of the level enrolled was used.
 - b) The number of individuals who are expected to be employed at each school level was calculated.
 - c) The state and tax revenue for each level of education was calculated.

- d) The sum of state and federal tax revenues for one year was multiplied by the estimated number of years of employment during the 5-year outlook (see “Assumptions” in C. below)
 - e) (2d) and (2b) above were multiplied to calculate the tax revenue for a projected 5 years among those who were enrolled in school at the time of final data collection.
- TOTAL tax revenue for FYHI youth during a 5-year projection period = Sum of (1c) and (2e)

B. FFY

1) *FFY who are employed*

Evaluators used the 42% employment rate cited by George et al (2002) among former foster youth who aged out of foster care in California during their eight-quarter period following emancipation. The same study was used to estimate the mean annual income for former foster youth who are employed based on mean earnings per quarter of \$1,558.85 after their 18th birthday.

- a) 42% of the FYHI sample size for employment above (n=87) was taken to calculate the number of FFY who would be employed.
- b) Using \$1,558.85 x 4 as the mean annual income, the state and federal tax revenues for one year were calculated.
- c) (b) was multiplied by 5 and then by (a) to get the subtotal tax revenue for 5 years among FFY who are employed.

2) *FFY who are enrolled in school*

Evaluators used the Midwest study outcome rates for education for those who were no longer in care when interviewed at 19 years of age. Thirty-one percent were enrolled in some type of school setting. Of those enrolled, 10.1% were enrolled in HS or GED program, 9.1% were enrolled in vocational training, 7.9% were enrolled in a 2-year college, and 3.8% were enrolled in a 4-year college.

- a) Using n=86 from the FYHI sample with data on school enrollment, LFA calculated the sample sizes in each level of school enrollment for FFY based on the Midwest study outcome rates above .
- b) The same calculation as for FYHI youth enrolled in school was conducted.

- TOTAL Tax Revenue for FFY during a 5-year projection period = Sum of (1c) and (2b)

The difference between the revenues from FYHI youth and FFY during the 5-year period is the amount of increased revenue.

C. Assumptions

- 1) Those who are currently employed will remain employed and will not experience an increase or decrease in their wage during the 5-year period.
- 2) Those enrolled will graduate from the school that they are enrolled in.
- 3) For youth enrolled in GED and high school programs, LFA assumed that they have one year left to graduate.
- 4) For youth enrolled in vocational and junior college, LFA assumed that they have 1.5 years left to graduate.
- 5) For youth enrolled in a four-year college, LFA assumed that they have 3.5 years left to graduate.

TAX REVENUE FOR FYHI YOUTH										
1) Employed (N=87)	% employed	# employed			Mean monthly income (n=44)	Mean annual income	State tax revenue (based on 2007 CA tax rate schedules)	Federal tax revenue (based on 2007 tax rate schedules)	Total revenue over 5 years for one youth	Total revenue per youth x # youth employed
	56%	49			\$897	\$10,768	\$147	\$1,224	\$6,855	\$335,778
SUBTOTAL FOR EMPLOYED YOUTH										\$335,778
2) Enrolled in school (N=86)	% enrolled	# enrolled	Employment rates	# employed	# years of employment in projected 5-year period	Median annual income ^a	State tax revenue (based on 2007 CA tax rate schedules) per person	Federal tax revenue (based on 2007 tax rate schedules) per person	Total revenue over # years of projected employment for one youth	Total revenue per youth x # youth employed
HS	5.8%	5	60%	3	4	\$26,104	\$663	\$3,524	\$16,751	\$50,132
GED program	10.5%	9	60%*	5	4	\$26,104	\$663	\$3,524	\$16,751	\$90,455
vocational	7.0%	6	65%**	4	3.5	\$28,357	\$799	\$3,862	\$16,313	\$63,621
junior college	36.0%	31	70%***	22	3.5	\$30,610	\$934	\$4,200	\$17,969	\$389,927
4-year college	9.3%	8	76%	6	1.5	\$47,317	\$2,206	\$8,253	\$15,688	\$95,385
SUBTOTAL FOR YOUTH ENROLLED IN SCHOOL										\$689,520
TOTAL REVENUE FOR FYHI YOUTH OVER 5-YEAR OUTLOOK										\$1,025,298
TOTAL REVENUE FOR FYHI YOUTH OVER 10-YEAR OUTLOOK										\$2,502,685
TOTAL REVENUE FOR FYHI YOUTH OVER 15-YEAR OUTLOOK										\$3,980,073

*HS employment rate used

**Rate and mean annual income in between GED/HS and junior college taken

***Rate and mean annual income for "some college" used

a. "Educational outcomes for children and youth in foster and out-of-home care" (fact sheet), National Working Group on Foster Care and Education, Sept 2007; retrieved 5/29/08 from www.fostercaremonth.org.

TAX REVENUE FOR FFY										
1) Employed (N=87)		Employment rate ^a	# employed		Mean earning per quarter ^a	Mean annual income	State tax revenue (based on 2007 CA tax rate schedules)	Federal tax revenue (based on 2007 tax rate schedules)	Total revenue over 5 years for one youth	Total revenue per youth x # youth employed
		42%	37		\$1,559	\$6,235	\$0	\$624	\$3,118	\$115,355
SUBTOTAL FOR EMPLOYED YOUTH										\$115,355
2) Enrolled in school (N=86)	% enrolled ^b	# enrolled	Employment rate ^c	# employed	# years of employment in projected 5-year period	Median annual income ^c	State tax revenue (based on 2007 CA tax rate schedules) per person	Federal tax revenue (based on 2007 tax rate schedules) per person	Total revenue over # years of projected employment for one youth	Total revenue per youth x # youth employed
HS or GED	10.1%	9	60%	5	4	\$26,104	\$663	\$3,524	\$16,751	\$87,299
vocational	9.1%	8	65%	5	3.5	\$28,357	\$799	\$3,862	\$16,313	\$82,983
junior college	7.9%	7	70%	5	3.5	\$30,610	\$934	\$4,200	\$17,969	\$85,457
4-year college	3.8%	3	76%	2	1.5	\$47,317	\$2,206	\$8,253	\$15,688	\$38,965
SUBTOTAL FOR YOUTH ENROLLED IN SCHOOL										\$294,704
TOTAL REVENUE FOR FFY OVER 5-YEAR OUTLOOK										\$410,059
TOTAL REVENUE FOR FFY OVER 10-YEAR OUTLOOK										\$1,005,048
TOTAL REVENUE FOR FFY OVER 15-YEAR OUTLOOK										\$1,600,038

a. George RM, Bilaver L, Lee BJ, Needell B, Brookhart A, & Jackman W. (2002) "Employment outcomes for youth aging out of foster care", Chapin Hall Center for Children at University of Chicago and Center for Social Services Research at University of California Berkeley.

b. Courtney M, Dworsky A, Ruth G, Keller T, Havlicek J & Bost N. (2005). "Midwest evaluation of the adult functioning of former foster youth: outcomes at age 19", Chapin Hall Center for Children at the University of Chicago.

c. "Educational outcomes for children and youth in foster and out-of-home care" (2007 fact sheet), National Working Group on Foster Care and Education; retrieved 5/29/08 from www.fostercaremonth.org.

STATE AND FEDERAL TAX REVENUES	
FYHI youth	
Total revenue for FYHI youth over 5-year outlook	\$1,025,298
Total revenue for FYHI youth over 10-year outlook	\$2,502,685
Total revenue for FYHI youth over 15-year outlook	\$3,980,073
FFY	
Total revenue for FFY youth over 5-year outlook	\$410,059
Total revenue for FFY youth over 10-year outlook	\$1,005,048
Total revenue for FFY youth over 15-year outlook	\$1,600,038
Benefits to State and Federal treasuries	
	Over 5 years \$615,240
	Over 10 years \$1,497,637
	Over 15 years \$2,380,035

COST AVOIDANCE: CONTACT WITH CRIMINAL JUSTICE SYSTEM	
(n=74)	
FYHI youth whom providers predict will be arrested in the future	
% predicted for arrest	4.1
Estimated # who will be arrested in the future	3
Avg # of arrest(s) per year*	1
Avg booking fee per arrest ^a	\$215
Total cost for booking arrests per year	\$653
TOTAL COST FOR ARRESTS MADE OVER 5 YEARS	\$3,267
FFY	
% arrest ^b	34%
Estimated # who will be arrested in the future	25
Avg # of arrest(s) per year*	1
Avg booking fee per arrest ^a	\$215
Total cost for booking arrests per year	\$5,419
TOTAL COST FOR ARRESTS MADE OVER 5 YEARS	\$27,093
Cost avoidance over 5 years	\$23,826
Cost avoidance over 10 years	\$47,651
Cost avoidance over 15 years	\$71,477

*1 arrest per year assumed for both FYHI youth and FFY

a. An average booking fee was calculated using fees from Berkeley (www.ci.berkeley.ca.us), San Francisco (www.sfgov.org) and Alameda (www.ci.alameda.ca.us)

b. Courtney M, Dworsky A, Ruth G, Keller T, Havlicek J & Bost N. (2005). "Midwest evaluation of the adult functioning of former foster youth: outcomes at age 19", Chapin Hall Center for Children at the University of Chicago.

COST AVOIDANCE: HOUSING SECURITY	
(n=75)	
FYHI youth	
# without housing security	12
Associated costs per youth per year ^a	\$2,685
Cost per year for emergency shelter utilization	\$32,220
TOTAL COST FOR EMERGENCY SHELTER UTILIZATION OVER 5 YEARS	\$161,100
FFY	
% homeless for at least one night within one year ^b	22.1%
# without housing security	17
Associated costs per youth per year	\$2,685
Cost per year for emergency shelter utilization	\$44,504
TOTAL COST FOR EMERGENCY SHELTER UTILIZATION OVER 5 YEARS	\$222,519
Cost avoidance over 5 years	\$61,419
Cost avoidance over 10 years	\$122,839
Cost avoidance over 15 years	\$184,258

a. Via personal communication with DreamCatcher Youth Shelter and Support Center (email received 8/6/08) and Larkin Street Youth Services (email received 8/5/08), an average cost per youth per year for emergency shelter utilization was estimated.

b. Pecora PJ, Williams J, Kessler RC, Downs AC, O'Brien K, Hinpi E, & Morello S. (2003) "Assessing the effects of foster care: Early results from the Casey National Alumni Study", The Foster Care Alumni Studies.

COST AVOIDANCE: PUBLIC ASSISTANCE				
(n=109)				
FYHI youth	% receiving	n	Average monthly receipt	Public assistance subtotals
AFDC/TANF	14.7%	16	\$528	\$8,455
Food stamps	17.4%	19	\$162	\$3,083
SSI	5.5%	6	\$773	\$4,638
Total monthly public assistance receipt for FYHI youth				\$16,175
Total yearly public assistance receipt for FYHI youth				\$194,104
TOTAL PUBLIC ASSISTANCE RECEIPT FOR 5 YEARS				\$970,522
FFY	% receiving	n	Average monthly receipt	Public assistance subtotals
AFDC/TANF ^a	2.0%	2	\$4,908	\$10,699
Food stamps ^a	5.4%	6	\$1,256	\$7,393
SSI ^b	9.7%	11	\$615	\$6,502
Total monthly public assistance receipt for FFY				\$24,594
Total yearly public assistance receipt for FFY				\$295,128
TOTAL PUBLIC ASSISTANCE RECEIPT FOR 5 YEARS				\$1,475,641
Cost avoidance over 5 years				\$505,119
Cost avoidance over 10 years				\$1,010,239
Cost avoidance over 15 years				\$1,515,358

a. Dworsky A & Courtney M. (2000). "Self-sufficiency of former foster youth in Wisconsin: Analysis of unemployment insurance wage data and public assistance data", Institute for Research on Poverty University of Wisconsin-Madison; retrieved on 6/20/08 from <http://aspe.hhs.gov/hsp/fosteryouthWI00/>.

b. SSI rate from: Havalchak A, White CR, & O'Brien K. (2008) "The Casey Young Adult Survey: Findings over three years" Casey Family Programs.

c. SSI average receipt from: California Department of Finance, www.dof.ca.gov/HTML/FS_DATA/STAT_ABS/TOC_xls.htm.

PARTICIPANT COST PER GRANTEE PROGRAM	
Grantee program*	Cost per participant per month
LEASE	\$2,186
Bill Wilson	\$1,390
Tri-City	\$1,900
First Place	\$1,833
Average cost per participant per month	\$1,827
Average annual cost per participant	\$21,929
Average cost per participant over 2 years of the program	\$43,857
AVERAGE COST FOR 86 PARTICIPANTS**	\$3,771,743

*CVP and Fred Finch were not included.

**Average number of FYHI youth (N) from all factors was used to calculate total costs of the program over 2 years.

5-, 10-, AND 15-YEAR PROJECTION OF COST BENEFIT				
Average cost of the program (2 years only)*		\$3,771,743		
		<i>5-year</i>	<i>10-year</i>	<i>15-year</i>
Avoided costs	Contact with criminal justice system	\$23,826	\$47,651	\$71,477
	Emergency shelter utilization	\$61,419	\$122,839	\$184,258
	Public assistance receipt	\$505,119	\$1,010,239	\$1,515,358
Benefits to State and Federal treasuries	Additional tax revenue	\$615,240	\$1,497,637	\$2,380,035
	Net savings	-\$2,566,139	-\$1,093,377	\$379,385
Net savings per youth		-\$29,839	-\$12,714	\$4,411

*With the exception of "per youth" figures, costs are based on the average number of 86 FYHI youth with available data.

FIVE-YEAR PROJECTION COST-BENEFIT					
				Cost per youth*	
Average cost of the program (2 years only)*				\$3,771,743	\$43,857.48
		FYHI	FFY	Difference	Benefit per youth*
Avoided costs	Contact with criminal justice system	\$3,267	\$27,093	\$23,826	\$277
	Emergency shelter utilization	\$161,100	\$222,519	\$61,419	\$714
	Public assistance receipt	\$970,522	\$1,475,641	\$505,119	\$5,873
Benefits to State and Federal treasuries	Additional tax revenue	\$1,025,298	\$410,059	\$615,240	\$7,154
Savings over 5 years				\$1,205,604	Per youth \$14,019
Net savings over 5 years				-\$2,566,139	-\$29,839

*Based on the average number of 86 FYHI youth used to calculate costs.

**Appendix D:
Evaluation Instruments**

Direct Service Intake Survey

Client ID:

Date entered program: ___ / ___ / _____

Date survey administered: ___ / ___ / _____

1. What is your date of birth? ___ / ___ / _____
2. What is your race/ethnicity?
 - African-American
 - Asian/Pacific Islander
 - Caucasian
 - Hispanic
 - Multiracial
 - Other (please specify: _____)
3. What is your gender?
 - Male
 - Female
 - Transgender
4. Do you have any children?
 - Yes
 - No
 - I am an expectant parent
5. How many children do you have? _____
6. Do(es) your child(ren) live with you?
 - Yes
 - No
7. Please list the age of each of your children in years:
 1. _____ years
 2. _____ years
 3. _____ years
8. How many foster families have you lived with? _____
9. How many years total did you spend in foster care? _____
10. How old were you when you went to your first foster placement? _____ years old
11. At what date were you last in foster care? _____
12. What is the number of times you have moved in the last 12 months – *not* counting any move you have made as a part of enrolling in this program? _____

13. Please check the box that best reflects how many times you have used the following substances (an estimate is fine).

During the last 30 days, approximately how often have you...	Not at all	Once or twice	3-5 times	6-10 times	11-19 times	20 or more times
Had a drink? ("Having a drink" means a can or bottle of beer, a shot of hard liquor, a mixed drink, or a glass of wine.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Smoked marijuana?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Had another drug, such as crack, cocaine, speed, meth, ecstasy, heroin, or LSD?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14. Are you currently enrolled in high school?

- Yes
 No

15. What is the highest grade level you have completed?

- 6th grade 10th grade
 7th grade 11th grade
 8th grade Graduated from high school
 9th grade

16. Are you currently enrolled in a GED program?

- Yes
 No

17. Do you have a GED?

- Yes
 No

18. Are you currently enrolled in vocational training?

- Yes
 No

19. Did you graduate from vocational training?

- Yes
 No

20. Each week, what is the *approximate* number of hours that you spend attending vocational courses?

- _____ hours per week
 None, I am not enrolled in vocational training

21. Are you currently enrolled in a community or junior college?

- Yes
 No

22. Did you graduate from a community or junior college?

Yes

No

23. Each week, what is the *approximate* number of hours that you spend attending classes at community or junior college?

_____ hours per week

None, I am not enrolled in community or junior college

24. Are you currently enrolled in a 4-year college?

Yes

No

25. Did you graduate from a 4-year college?

Yes

No

26. Each week, what is the *approximate* number of hours that you spend attending classes at your 4-year college?

_____ hours per week

None, I am not enrolled in a 4-year college

27. Please circle the number that best reflects how you feel about each of the following statements.

	Not at all true		Somewhat true		Very true
Even if I get an education past high school, it will not help me have the kind of life I want.	1	2	3	4	5
My chances of succeeding in life don't depend on getting an education past high school.	1	2	3	4	5
Even if I get an education past high school, it won't help me fulfill my dreams.	1	2	3	4	5
Getting an education past high school won't make it more likely that I get a good job.	1	2	3	4	5

28. Please circle the number that describes you best.

	Not at all like me		Somewhat like me		Very much like me
I think school is a waste of time.	1	2	3	4	5
I like to learn new things.	1	2	3	4	5
I like to go to school.	1	2	3	4	5
I get to school on time.	1	2	3	4	5
I prepared for my exams.	1	2	3	4	5
I look over my work for mistakes	1	2	3	4	5
I have a very good attendance record.	1	2	3	4	5
I complete all of my assignments.	1	2	3	4	5
It's important to me to get good grades.	1	2	3	4	5

29. Please check the box that best describes you.

Do you plan to enroll in:	Yes	No, already enrolled	No, already graduated	No, Don't plan to enroll
A GED program?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High school?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vocational or trade school?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Junior or community college?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A 4-year college?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

30. Please check the box that best describes you.

How likely is it that you will graduate from:	I doubt I will graduate	I am pretty sure I will graduate	I am almost positive I will graduate	I know I will graduate	N/A, already graduated	N/A, I don't plan to go to this type of program/school/college
A GED program?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High school?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vocational or trade school?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Junior or community college?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A 4-year college?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

31. Are you currently employed?

- Yes
 No

32. How many months have you been employed at your current job? _____ months

33. What do you get paid per hour (in dollars)? \$_____

34. In a typical month, how much do you get paid (in dollars)? \$ _____

35. In a typical week, how many hours do you work? _____ hours

36. What is your job title? _____

37. Please circle the number that describes you best.

	Not at all like me		Somewhat like me		Very much like me
I know three places for information about where to find a job.	1	2	3	4	5
I have held a job for 6 months or more.	1	2	3	4	5
I know the skills I need to get a better job than the one I have now or the last one I had.	1	2	3	4	5
I have gotten a pay raise while working at a job.	1	2	3	4	5
One of my past bosses would recommend me for a future job.	1	2	3	4	5

38. Aside from any money you may earn, how much money do you receive from other sources every month?

	Monthly Amount
TANF	\$ _____
MediCal	\$ _____
Foodstamps	\$ _____
SSI	\$ _____
Unemployment Insurance	\$ _____
WIC	\$ _____
General Assistance	\$ _____
Other (Please specify: _____)	\$ _____

39. Please circle the number that describes you best.

	Not at all like me		Somewhat like me		Very much like me
I spend time thinking about how things will turn out for me in my life.	1	2	3	4	5
I am driven by a sense of purpose.	1	2	3	4	5
I make plans about my future.	1	2	3	4	5
I spend time to identify long-range goals for myself.	1	2	3	4	5
There are abundant opportunities that await me.	1	2	3	4	5
I feel hopeful about what the future holds for me.	1	2	3	4	5
I feel responsible for my own life.	1	2	3	4	5
I am confident that I can reach goals I set for myself.	1	2	3	4	5
I believe that my life will work out the way I want it to.	1	2	3	4	5

40. Below is a list of problems people sometimes have. Over the past two weeks, how much have you been bothered by the following problems?

This bothered me...	Not at all	A little bit	Moderately	Quite a bit	Extremely
Having little interest or pleasure in doing things you used to enjoy.	1	2	3	4	5
Feeling bad about yourself, or feeling that you are a failure.	1	2	3	4	5
Poor appetite or overeating.	1	2	3	4	5
Feeling tired or having little energy.	1	2	3	4	5
Trouble falling or staying asleep, or sleeping too much.	1	2	3	4	5
Feeling hopeless about the future.	1	2	3	4	5
Feeling everything is an effort.	1	2	3	4	5
Feeling lonely even when you are with people.	1	2	3	4	5
Thinking that you would be better off dead, or wanting to hurt yourself in some way.	1	2	3	4	5

41. Please circle the number that describes you best.

	Not at all like me		Somewhat like me		Very much like me
I can always manage to solve difficult problems if I try hard enough.	1	2	3	4	5
If someone opposes me, I can find the means and ways to get what I want.	1	2	3	4	5
It is easy for me to stick to my aims and accomplish my goals.	1	2	3	4	5
I am confident that I could deal efficiently with unexpected events.	1	2	3	4	5
Thanks to my resourcefulness, I know how to handle unforeseen situations.	1	2	3	4	5
I can solve most problems if I invest the necessary effort.	1	2	3	4	5
I can remain calm when facing difficulties because I can rely on my coping abilities.	1	2	3	4	5
When I am confronted with a problem, I can usually find several solutions.	1	2	3	4	5
If I am in trouble, I can usually think of a solution.	1	2	3	4	5
I can usually handle whatever comes my way.	1	2	3	4	5

42. Please circle the number that describes you best.

	Not at all like me		Somewhat like me		Very much like me
I can develop a monthly budget for living on my own.	1	2	3	4	5
I can explain how to establish and maintain a good credit rating.	1	2	3	4	5
I can explain the good points and bad points of buying on credit.	1	2	3	4	5
I understand billing information (such as a phone bill).	1	2	3	4	5
I can contact places around where I live to get financial advice.	1	2	3	4	5
I can explain how to write checks, make deposits and ATM transactions, and balance a checking or savings account.	1	2	3	4	5

43. Please circle the number that describes you best.

	Not at all like me		Somewhat like me		Very much like me
I can complete a rental agreement or lease.	1	2	3	4	5
I can calculate the start-up costs for new living arrangements (for instance: rental deposits, rent, utilities, furnishings).	1	2	3	4	5
I can explain where to get help if there is a conflict with the property manager.	1	2	3	4	5
I can understand and respond to ads for housing.	1	2	3	4	5

44. Please circle the number that best reflects how you feel about each of the following statements.

Of the adults who work as part of [this program], there is at least one who:	Not at all true		Somewhat true		Very true
...is interested in what is going on in my life.	1	2	3	4	5
...expects me to follow the rules.	1	2	3	4	5
...cares about me.	1	2	3	4	5
...believes that I will be a success.	1	2	3	4	5
...talks with me about my problems.	1	2	3	4	5
...listens to me when I have something to say.	1	2	3	4	5

45. Please circle the number that best reflects how you feel about each of the following statements.

ASIDE FROM ADULTS WHO WORK AS PART OF [THIS PROGRAM], there is at least one adult in my life who:	Not at all true		Somewhat true		Very true
...is interested in what is going on in my life.	1	2	3	4	5
...expects me to follow the rules.	1	2	3	4	5
...cares about me.	1	2	3	4	5
...believes that I will be a success.	1	2	3	4	5
...talks with me about my problems.	1	2	3	4	5
...listens to me when I have something to say.	1	2	3	4	5

46. Please tell us about the activities you participate in within your community.

How often do you...	Once a week or more	About once a month	Between 5 and 10 times a year	Almost never or never
...attend activities at a church, synagogue, mosque, or other place of worship?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...volunteer your services with a local organization?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...spend time at a community or neighborhood center (such as a rec center, boys & girls club, LGBT center, etc)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please tell us how you are doing on taking care of your health.

47. Which of the following describes **best** how you take care of your health or health problems?

- I have regular check-ups.
- I don't have regular check-ups, but if I have a health problem I will go into a health center before a problem gets too serious.
- I don't have regular check-ups, and I would go to a health center only if something were really wrong (I'm in serious pain; can't do my normal activities, etc).

48. Which of the following describes **best** how you take care of your emotional health?

- I see a counselor regularly.
- If I am feeling depressed or anxious, I would get the mental health services I needed.
- I would get mental health services only if things have gotten really bad.

Thank you!

Intake Survey

Supplemental Items for Service Providers

The following questions pertain to information needed from the program within three months of client enrollment.

Client ID:

Date entered program: ___ / ___ / _____

Does the client have a Probation Officer?

- Yes
- No

Does the client have a learning disability?

- Yes
- No

Does the client have a physical disability?

- Yes
- No

Does the client have a mental health diagnosis?

- Yes
- No

Where was the client housed just before enrolling in the Next Step Program?

- Foster Family
- Kin Care
- Non-related Family Member
- Transitional Housing
- Shelter
- Permanent Supportive Housing
- Group Home
- With a friend
- On the street
- Other (Please specify: _____)

Youth Exit Survey

Client ID: _____

Date survey administered: ___ / ___ / _____

49. Please circle the number that describes you best.

	Not at all like me	1	2	Somewhat like me	3	4	Very much like me	5
I know three places for information about where to find a job.	1		2		3		4	5
I have held a job for 6 months or more.	1		2		3		4	5
I know the skills I need to get a better job than the one I have now or the last one I had.	1		2		3		4	5
I have gotten a pay raise while working at a job.	1		2		3		4	5
One of my past bosses would recommend me for a future job.	1		2		3		4	5
I spend time thinking about how things will turn out for me in my life.	1		2		3		4	5
I am driven by a sense of purpose.	1		2		3		4	5
I make plans about my future.	1		2		3		4	5
I spend time to identify long-range goals for myself.	1		2		3		4	5
There are abundant opportunities that await me.	1		2		3		4	5
I feel hopeful about what the future holds for me.	1		2		3		4	5
I feel responsible for my own life.	1		2		3		4	5
I am confident that I can reach goals I set for myself.	1		2		3		4	5
I believe that my life will work out the way I want it to.	1		2		3		4	5

50. Below is a list of problems people sometimes have. Over the past two weeks, how much have you been bothered by the following problems?

This bothered me...	Not at all	A little bit	Moderately	Quite a bit	Extremely
Having little interest or pleasure in doing things you used to enjoy.	1	2	3	4	5
Feeling bad about yourself, or feeling that you are a failure.	1	2	3	4	5
Poor appetite or overeating.	1	2	3	4	5
Feeling tired or having little energy.	1	2	3	4	5
Trouble falling or staying asleep, or sleeping too much.	1	2	3	4	5
Feeling hopeless about the future.	1	2	3	4	5
Feeling everything is an effort.	1	2	3	4	5
Feeling lonely even when you are with people.	1	2	3	4	5
Thinking that you would be better off dead, or wanting to hurt yourself in some way.	1	2	3	4	5

51. Please circle the number that describes you best.

	Not at all like me		Somewhat like me		Very much like me
I can always manage to solve difficult problems if I try hard enough.	1	2	3	4	5
If someone opposes me, I can find the means and ways to get what I want.	1	2	3	4	5
It is easy for me to stick to my aims and accomplish my goals.	1	2	3	4	5
I am confident that I could deal efficiently with unexpected events.	1	2	3	4	5
Thanks to my resourcefulness, I know how to handle unforeseen situations.	1	2	3	4	5
I can solve most problems if I invest the necessary effort.	1	2	3	4	5
I can remain calm when facing difficulties because I can rely on my coping abilities.	1	2	3	4	5
When I am confronted with a problem, I can usually find several solutions.	1	2	3	4	5
If I am in trouble, I can usually think of a solution.	1	2	3	4	5
I can usually handle whatever comes my way.	1	2	3	4	5

52. Please circle the number that describes you best.

	Not at all like me		Somewhat like me		Very much like me
I can develop a monthly budget for living on my own.	1	2	3	4	5
I can explain how to establish and maintain a good credit rating.	1	2	3	4	5
I can explain the good points and bad points of buying on credit.	1	2	3	4	5
I understand billing information (such as a phone bill).	1	2	3	4	5
I can contact places around where I live to get financial advice.	1	2	3	4	5
I can explain how to write checks, make deposits and ATM transactions, and balance a checking or savings account.	1	2	3	4	5
I can complete a rental agreement or lease.	1	2	3	4	5
I can calculate the start-up costs for new living arrangements (for instance: rental deposits, rent, utilities, furnishings).	1	2	3	4	5
I can explain where to get help if there is a conflict with the property manager.	1	2	3	4	5
I can understand and respond to ads for housing.	1	2	3	4	5

53. Please circle the number that describes you best.

	Not at all like me		Somewhat like me		Very much like me
I think school is a waste of time.	1	2	3	4	5
I like to learn new things.	1	2	3	4	5
I like to go to school.	1	2	3	4	5
I get to school on time.	1	2	3	4	5
I prepared for my exams.	1	2	3	4	5
I look over my work for mistakes	1	2	3	4	5
I have a very good attendance record.	1	2	3	4	5
I complete all of my assignments.	1	2	3	4	5
It's important to me to get good grades.	1	2	3	4	5

54. Please circle the number that best reflects how you feel about each of the following statements.

OF THE ADULTS WHO WORK AS PART OF THE NEXT STEP PROGRAM there is at least one who:	Not at all true	1	2	Somewhat true	3	4	Very true	5
...is interested in what is going on in my life.	1	2	3	4	5			
...expects me to follow the rules.	1	2	3	4	5			
...cares about me.	1	2	3	4	5			
...believes that I will be a success.	1	2	3	4	5			
...talks with me about my problems.	1	2	3	4	5			
...listens to me when I have something to say.	1	2	3	4	5			

55. Please circle the number that best reflects how you feel about each of the following statements.

ASIDE FROM ADULTS WHO WORK AS PART OF THE NEXT STEP PROGRAM, there is at least one adult in my life who:	Not at all true	1	2	Somewhat true	3	4	Very true	5
...is interested in what is going on in my life.	1	2	3	4	5			
...expects me to follow the rules.	1	2	3	4	5			
...cares about me.	1	2	3	4	5			
...believes that I will be a success.	1	2	3	4	5			
...talks with me about my problems.	1	2	3	4	5			
...listens to me when I have something to say.	1	2	3	4	5			

56. Do you plan to stay in touch with the adults you worked with in this program?

Yes

No

Please explain:

57. Please tell us about the activities you participate in within your community.

How often do you...	Once a week or more	About once a month	Between 5 and 10 times a year	Almost never or never
...attend activities at a church, synagogue, mosque, or other place of worship?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...volunteer your services with a local organization?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...spend time at a community or neighborhood center (such as a rec center, boys & girls club, LGBT center, etc)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

58. Do you have any children? (Check all that apply.)

- No I am an expectant parent Yes



How many children do you have? _____

Do(es) your child(ren) live with you?

- Yes
 No

Please list the age of each of your children in years:

2. _____ years
3. _____ years
4. _____ years

Please tell us how you are doing on taking care of your health.

59. Which of the following describes **best** how you take care of your health or health problems?

- I have regular check-ups.
 I don't have regular check-ups, but if I have a health problem I will go into a health center before a problem gets too serious.
 I don't have regular check-ups, and I would go to a health center only if something were really wrong (I'm in serious pain; can't do my normal activities, etc).

60. Which of the following describes **best** how you take care of your emotional health?

- I see a counselor regularly.
 If I am feeling depressed or anxious, I would get the mental health services I needed.
 I would get mental health services only if things have gotten really bad.

61. What is the highest grade level you have completed?

- 6th grade 10th grade
 7th grade 11th grade
 8th grade 12th grade
 9th grade

62. If you completed 12th grade, did you complete it in 2006 or later?

- No Yes



Did you pass the exit exam?

- Yes
 No, I took it and did not pass.
 I did not take the exit exam.

63. Have you taken the GED exam?

- No Yes



Did you pass the GED exam?

- Yes
 No

64. We want to know **all** of the schools that you currently attend. **If it is summer vacation or winter break, check any type of school listed below that you will be attending next quarter/semester.** (Check all that apply)

- High school
- GED program
- Vocational school
- Community / Junior College
- Four-year college
- None:** I am not currently going to school, and won't be attending next quarter/semester.

65. Which of these schools have you graduated from?

- High school
- GED program
- Vocational school
- Community / Junior College
- Four-year college
- None of the above.

66. Please estimate the number of hours per week you attend school, or the number of hours you will spend at school when you return from summer or winter break.

_____ hours per week

None

67. Are you currently employed?

No

Yes



How many months have you been employed at your current job?

_____ months

What do you get paid per hour (in dollars)? \$ _____

In a typical month, how much do you get paid (in dollars)? \$ _____

In a typical week, how many hours do you work?

- 1 - 10 hours a week
- 11 - 20 hours a week
- 21 - 40 hours a week
- More than 40 hours a week

68. Aside from any money you may earn, how much money do you receive from other sources every month?

	Monthly Amount
TANF/CalWorks	\$ _____
MediCal	\$ _____
Foodstamps	\$ _____
SSI	\$ _____
Unemployment Insurance	\$ _____
WIC	\$ _____
General Assistance	\$ _____
Other (Please specify: _____)	\$ _____

69. Do you know about the Earned Income Tax Credit, the tax refund that low-income parents are eligible to receive when they submit their federal income taxes?

No

Yes



<p>Have you ever received it?</p> <p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>
--



<p>Do you plan to apply?</p> <p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>

70. Now that you have gone through the program, please take a few moments to tell us how the [name of program] has had an impact on you.

71. Please suggest how you would improve the Next Step program.

You're almost done!

72. Please circle the number that best reflects how you feel about each of the following statements.

Since I have been at the {Name of program]...	Not at all true		Somewhat true		Very true	Check any box in this column that applies to you. When I entered the program...
...I feel less depressed.	1	2	3	4	5	I was not depressed. <input type="checkbox"/>
...I am more optimistic about achieving my goals.	1	2	3	4	5	I was very optimistic. <input type="checkbox"/>
...I have more life goals for myself.	1	2	3	4	5	I had lots of life goals. <input type="checkbox"/>
...I feel more equipped to solve the problems that face me in life.	1	2	3	4	5	I was equipped to solve the programs that face me in life. <input type="checkbox"/>
...I am better at managing my money and budget.	1	2	3	4	5	I could manage money and budget well. <input type="checkbox"/>
...I feel more confident about how to rent an apartment.	1	2	3	4	5	I was confident about how to rent an apartment. <input type="checkbox"/>
...I feel more connected with my neighborhood.	1	2	3	4	5	I was well connected with my neighborhood. <input type="checkbox"/>
...I feel more connected with adults outside of the program.	1	2	3	4	5	I was well connected with adults outside of the program. <input type="checkbox"/>
...I use drugs less often.	1	2	3	4	5	I did not use drugs. <input type="checkbox"/>
...I drink alcohol less often.	1	2	3	4	5	I did not drink alcohol. <input type="checkbox"/>
...I feel more confident about how to find a job.	1	2	3	4	5	I was confident about how to find a job. <input type="checkbox"/>
...I enjoy school more.	1	2	3	4	5	I enjoyed school a lot. <input type="checkbox"/>
...I do better in school.	1	2	3	4	5	I did well in school. <input type="checkbox"/>

Thank you!

Provider Exit Survey

Client ID:

Date survey completed: ___ / ___ / _____

This brief survey is designed to get your perspective on how this young person is doing, and how well you believe this young person will be able to do in the future. Your perspective is incredibly important to our understanding of how well the youth are set up to become thriving young adults. If you need more space than provided for any of the questions, please feel free to write on the back of the survey or on an additional piece of paper.

EDUCATION

(Please note: Questions 1-4 are asked of the youth also, but they often leave the answers blank or report inconsistent information – this is our chance to get accurate information.)

73. What is the highest grade level the client has completed?

- | | |
|--|---|
| <input type="checkbox"/> 6 th grade | <input type="checkbox"/> 10 th grade |
| <input type="checkbox"/> 7 th grade | <input type="checkbox"/> 11 th grade |
| <input type="checkbox"/> 8 th grade | <input type="checkbox"/> 12 th grade |
| <input type="checkbox"/> 9 th grade | |

74. Has the client taken the GED exam?

- No
 Yes → Did s/he pass the GED exam?
 No
 Yes

75. We want to know **all** of the schools that the client currently attends. **If it is summer vacation or winter break, check any type of school listed below that s/he will be attending next quarter/semester.** (Check all that apply)

- High school
 GED program
 Vocational school
 Community / Junior College
 Four-year college
 None: S/he is not currently going to school, and won't be attending next quarter/semester

76. Which of these schools has the client graduated from?

- High school
 GED program
 Vocational school
 Community / Junior College
 Four-year college
 None of the above

77. **Please tell us your impressions about the educational future of this client.** For example, we'd like to hear if you think this client will complete college. **Also, what are your impressions of how this young person's education will be able to set her/him up to become financially independent in the future?** We understand that this is less relevant for some young

people than others – e.g. it is less relevant for the young people are on SSI – but we want to hear about this young person’s particular situation.

MENTAL HEALTH

78. Did the client face any serious mental health issues while s/he was in the program?

No

Yes

→ If yes, in the space below, please briefly describe these issues here, including how s/he is doing now:

79. Do you believe that this client will have a need of mental health services after leaving the program?

No

Yes

80. **If you answered “yes” to question #7:** Do you feel that s/he is sufficiently connected to the mental health services s/he needs in order to retain housing and thrive?

No

Yes

N.A. (I answered “no” to #7)

If applicable, in the space below please provide additional information about how you feel this young person will do in the future.

EMPLOYMENT AND FINANCIAL STABILITY

81. (**Please note:** Question 9 is asked of the youth also, but they often leave the answers blank or report inconsistent information – this is our chance to get accurate information.)

Is the client currently employed?

- No Yes



Number of months employed at current job? _____ months

Typical pay per month (in dollars)? \$ _____

Typical number of hours per week:

- 1 - 10 hours a week
 11 - 20 hours a week
 21 - 40 hours a week
 More than 40 hours a week

82. **If you answered “no” to question #9**, is this because the client is currently enrolled in school, and needs to devote full time to school and study?

- No
 Yes
 N.A. (I answered “yes” to question #9)

83. **If the client is working part-time**, is this because the client is currently enrolled in school, and needs time for school and study?

- No
 Yes
 N.A. (The client is not working, or is working full-time)

84. Aside from any money the client may earn, how much money does s/he receive from other sources every month? **Please note** that this is information asked of the youth, but it is often left blank, and this is our chance to get more accurate information.

	Estimated Monthly Amount
TANF/CalWorks	\$ _____
MediCal	\$ _____
Foodstamps	\$ _____
SSI	\$ _____
Unemployment Insurance	\$ _____
WIC	\$ _____
General Assistance	\$ _____
Other (Please specify:	\$ _____

85. When the client entered the program, was s/he already enrolled in SSI?

- No
 Yes

86. **If you answered “no” to question #13:** during the client’s time in the program, has s/he enrolled in SSI?

- No
- Yes
- N.A. (I answered “yes” to question #13)

87. **If the youth is not currently enrolled in SSI,** do you believe that s/he can currently qualify for SSI?

- No
- Yes
- N.A. (the client is already enrolled in SSI)

88. Has the youth been referred to assistance that will help him/her apply for EITC?

- No
- Yes → Do you believe the youth will apply for EITC next year?
 - No
 - Yes

89. Is the client’s monthly income sufficient for paying rent (without making significant cut in other vital expenses, such as food)?

- No
- Yes

90. **If you answered “no” to question #17,** is the client currently on a path to having the income sufficient to stay housed and have food security?

- No
- Yes
- N.A. (I answered “yes” to question #17)
 - *If yes, in the space below, please briefly describe how the youth is making strides toward financial stability.*

JUSTICE SYSTEM

91. During the program has the client come into any contact with the justice system?

- No
- Yes
 - *If yes, briefly describe this contact.*

92. What do you believe about future contact that this youth will have with the justice system?

- No contact
- Arrest for a misdemeanor
- Arrest for a felony
- Other

→ *If you would like to, please describe or explain further in the space below.*

Thank you for completing this survey!

FYHI Capacity Building Benchmarking Tools

Directions

The first table measures the capacity of your organization to develop housing units and the second table measures at what stage in the housing development process your organizations is currently. For each benchmark, please check whether or not your organization has reached the benchmark and provide a more detailed explanation of your response if possible in the right hand column. We have also included a row for you to enter another notable benchmark that your organization has reached in case you feel like the table omits it.

We recognize that you may have received the grant a few months ago so to the best of your ability, ***please complete the tables to reflect where your organization was before you began the project for which you are receiving FYHI funding.***

Name of Organization: _____

Name of Person Completing the Tool: _____

Benchmarks that indicate an agency is developing the capacity to develop housing units

Benchmark	Benchmark Reached?	Notes/Explanation
Our organization has explored and understands the benefits and challenges of collaborating with a partner agency in developing supportive housing.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	
Our organization has made a strategic decision on whether to seek a partner.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	
Our organization has identified potential partner agencies.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	
Our organization has identified the partner agency that represents the best fit.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	
Our organization has entered into an MOU with a partner agency.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	
Our staff have knowledge about funding sources related to the development of supportive housing for emancipating foster youth (either through staff training or hiring new staff with knowledge and experience).	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	
Our staff understand relevant laws and tenant rights (either through training or hiring staff with knowledge).	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	
Consulting contracts are in place with individuals or organizations that can increase capacity or work with agencies at different stages of development.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	
Other notable benchmark (if applicable). Please specify:		

Benchmarks that indicate the different stages in developing housing units

Benchmark	Benchmark Reached?	Notes/Explanation
Commitment obtained from the organization's board to move forward with developing supportive housing for youth	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	
MOU between developer and provider written	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	
Prospective sites appraised	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	
A site(s) to acquire identified	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	
Funding commitments received	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	
Permits acquired	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	
Identified site controlled	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	
Site acquired	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	
Architectural drawings completed	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	
Other notable benchmark (if applicable). Please specify:		