Promising Models of Supportive Housing for Young Adults:
True Colors Residence & Chelsea Foyer

CSH’s Eastern Region Conference
Friday, March 28th, 2014
West End’s mission is to provide safe and supportive transitional and permanent housing together with comprehensive services that assist and empower homeless and formerly homeless youth, families, and older adults to live full and productive lives.
True Colors Residence

Permanent Supportive Housing for LGBT young adults in New York City
Why True Colors Residence?

- **No truly permanent** supportive housing options for homeless LGBT young adults
- **40%** of NYC homeless youth identify as LGBT
  - Greater chance of violent assault and harassment on streets/shelter/elsewhere
  - More prone to depression and generalized anxiety disorders
  - More prone to substance abuse and risky sexual behavior
  - Higher than average suicide rate
The Residence

• 30 studio apartments for formerly homeless LGBT young adults aged 18-24 upon move-in
  – Each unit is fully furnished with private bathroom and kitchen and generous closet and other storage space
• Indoor and outdoor community space
• Library/Resource Center
• Computer Lab
• Laundry facilities
• Storage space
TCR Staffing Pattern

• 3 full-time social service employees (funded through DOHMH contract)
  – Program Director
  – Licensed Clinical Social Worker or Equivalent
  – Life Skills Manager

• Additional staff (funded by partnership equity)
  – 24/7 Security Staff
  – Live-In Building Superintendent
Trauma Informed Care

• On-site service delivery increases likelihood residents will seek and use assistance;

• Emphasizes open communication and trust-building;

• Allows individual experience, strengths, and risks to drive service model;

• Service delivery designed to avoid inadvertent re-traumatization as a result of past discrimination and alienation;

• Harm reduction approach emphasizes tenant choice and engagement in delivery of services while maintaining culture of high expectation and responsibility.
Permanent Connection

• Safe and LGBT affirming environment of True Colors Residence allows lasting connections to be formed with staff and fellow tenants;

• Identity affirmation and self-esteem workshops and activities facilitate engagement and trust-building among neighbors and staff;

• TCR partnerships allow residents to have a voice and play an active role within the LGBT communities of Central Harlem and greater NYC;

• True Colors Resident Advisory Council promotes leadership development and accountability among residents
Photo credit: True Colors Residence
Financing

Total cost of $11 million

• Acquisition and pre-development financing from Corporation for Supportive Housing and New York City Acquisition Fund ($1.95 million)

• NYC Department of Housing Preservation and Development (HPD) Supportive Housing Loan Program ($3.8 million)
  – Contingent upon services funding from NYC Department of Health and Mental Hygiene (DOHMH) through NY/NY III Agreement

• Federal Tax Credit Assistance Program (TCAP) funds ($2.8 million);
Financing cont.

• Grant from Office of Manhattan Borough President Scott Stringer ($500,000)

• Low Income Tax Credit Equity ($3.4 million);

• Federal Home Loan Bank’s Affordable Housing Program ($465,000);

• New York State Energy Research and Development Authority grant ($75,000);
Housing Status of Original Tenants

- 60% Unknown
- 30% Independent Apartment
- 7% Psychiatric Care
- 3% True Colors Residence
Employment among Original Tenants

Upon Intake (2011)
- 40% Full Time
- 40% Unemployed
- 20% Part Time

Current
- 33% Unemployed
- 57% Full Time
- 10% Part Time
Substance Use among Original Tenants

Upon Intake (2011)
- 60% Using
- 40% Not Using

Current
- 37% Using
- 63% Not Using
Expanding the Model

• Construction work began on True Colors Bronx in January 2014.
• Currently looking at properties for third True Colors residence.
• West End’s goal – a True Colors residence in every borough of NYC.
Supportive Housing Programs at Good Shepherd Services: Chelsea Foyer

Denise Hinds, Associate Executive Director

March 2014
### Need

**In New York City...**
- 3,800 homeless youth on any given night
- Approximately 42% were in foster care
- 960 youth discharged from care to independent living each year
- 250 city-funded, shelter beds to serve homeless young people

**Nationwide**
- 50,000 homeless youth on any given night
- Approximately 40% were in foster care
- Nearly 23,000 youth are emancipated from foster care each year
- 25% of sheltered homeless families are headed by young people under 25
CHELSEA FOYER
Program Overview

- Opened in 2004 in partnership with Common Ground. Based on Foyer model developed in the UK.
- Provides supported transitional housing to 40 homeless, runaway, and former foster care youth, ages 18-25.
- Residents participate in a personalized program of services for up to 24 months.
- Services infused with Good Shepherd Services’ signature strength-based, trauma informed, youth and family development practices.
## Chelsea Foyer

<table>
<thead>
<tr>
<th>Average Age at Admission</th>
<th>21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>43%</td>
</tr>
<tr>
<td>Female</td>
<td>57%</td>
</tr>
<tr>
<td>Race</td>
<td></td>
</tr>
<tr>
<td>African American/African/Black</td>
<td>62%</td>
</tr>
<tr>
<td>Asian</td>
<td>2%</td>
</tr>
<tr>
<td>Latino/Hispanic</td>
<td>30%</td>
</tr>
<tr>
<td>White/Caucasian</td>
<td>2%</td>
</tr>
<tr>
<td>Interracial</td>
<td>4%</td>
</tr>
<tr>
<td>Referral Source</td>
<td></td>
</tr>
<tr>
<td>Emergency Shelter</td>
<td>40%</td>
</tr>
<tr>
<td>Foster Care</td>
<td>30%</td>
</tr>
<tr>
<td>Community-Based Organization</td>
<td>17%</td>
</tr>
<tr>
<td>Transitional Program</td>
<td>9%</td>
</tr>
<tr>
<td>Mentor</td>
<td>2%</td>
</tr>
<tr>
<td>Self-Referral</td>
<td>2%</td>
</tr>
<tr>
<td>Foster Care History</td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>34%</td>
</tr>
<tr>
<td>No</td>
<td>66%</td>
</tr>
</tbody>
</table>

### Mental Health Concerns

- Participants reporting at least one traumatic event (UCLA PTSD scale) 92%
- Participants reaching clinical cutoff on one or more Trauma Symptom Inventory (TSI) scales 45%
CHELSEA FOYER

Key Program Components
- Rigorous Application Process
- Contract/Lease and Action Plan
- Limited Structure/High Expectations
- On-Site Support Services
- Program Fee/Rent
- Workforce Development Culture

On-Site Support Services
- Case Management Services
- Life-Skills Development
- Educational/Employment Resources
- Community Building
- Housing and Aftercare Services
CHELSEA FOYER

Evidence-Based Practice

Frameworks (Overarching philosophy)
- Youth and Family Development
- The Sanctuary Model: 7 Sanctuary Commitments

Practice Models (Techniques used to organize work)
- SELF Model (Safety, Emotional Management, Loss and Future)

Interventions (Set of activities aimed at specific outcome)
- Sanctuary Model Toolkit (Red Flag Meetings, Psycho-ed Groups, Community Meetings, Safety Plans, etc.)
- WORC Model

Assessments include
- Ansell Casey Life Skills Assessment
- Trauma Symptom Inventory - PTSD Index
FUNDING LANDSCAPE

• There is NO dedicated funding stream for the Chelsea Foyer

• To operate the program, each year Good Shepherd pieces together funding from a number of sources including grants from Federal, State, and City agencies, as well as private contributions from foundations, corporations and individuals.
FUNDING STREAMS

Chelsea Foyer

Public:
• Housing and Urban Development
• NYS Supportive Housing Program
• Dept of Health and Mental Hygiene
• Dept of Youth and Community Development
• Dept of Homeless Services

Private:
• Tiger
• Robin Hood
• Barclays
• Conrad Hilton
PERFORMANCE MANAGEMENT AND EVALUATION

Good Shepherd is a Learning Organization with a deep commitment to continuous quality improvement

- Chelsea Foyer has an established system for evaluating performance and outcomes
  - Developed in partnership with our internal Program Evaluation and Planning Department
- Logic model identifies key activities and outcomes
- Data collected include:
  - Participant intake, service, exit, and aftercare data recorded in ETO
  - Validated Trauma, Life Skills, and Vocational assessments
  - Participant Satisfaction surveys
PERFORMANCE MANAGEMENT LIFECYCLE

A. DEFINE
Program Planning

B. MEASURE
Data Collection & Management

C. LEARN
Analysis & Reporting

D. IMPROVE
Using Findings and Insights

Source: Adapted from Eckart-Queenan & Forti (2011)
LOGIC MODEL DEFINITIONS

PROGRAM’S INTENDED IMPACT: The overall result of all the program activities to the target population and/or community.

TARGET POPULATION TO BE SERVED: A description of the population the program is designed to serve.

**Inputs**
- Inputs are the resources (such as staff, curriculum, participants, funding) that are needed to operate the program.

**Activities**
- Activities are the key services provided at the program. They are the direct result of each of the program's activities represented in numbers. These are usually represented in numbers or percentages.

**Outputs**
- Outputs are the direct result of each of the program's activities. They are the benefits or changes experienced by participants during and/or after program activities. They are often broken down into short-term, intermediate, and long-term.

**Short Term Outcomes (while enrolled)**
- Short-term outcomes are the initial benefits or changes participants experience while enrolled in the program.

**Intermediate Outcomes (at time of discharge)**
- Intermediate outcomes are the more significant changes participants experience near or at the time of discharge.

**Long Term Outcomes (post discharge)**
- Long-term outcomes are the changes experienced by participants beyond their involvement in the program.

**Environmental Factors:** Aspects of the environment, which the program has no control over, that influence program outcomes (such as the impact of the economy on a jobs development program).
PROGRAM OUTCOMES

Chelsea Foyer Outcomes

**Short-Term (while enrolled)**
- Safety & Security
- Engagement
- Money Management
- Housing
- Employment
- Education
- Connections

**Intermediate (at discharge)**
- Money Management
- Housing
- Employment
- Education
- Connections
- Resources

**Long-Term (post-discharge)**
- Stable Housing
- Income Source
- Financial Self-Sufficiency
OUTCOMES PROGRESS REPORT

Good Shepherd Services - Chelsea Foyer
FY13 Outcomes Progress Report (July 2012 - June 2013)

Purpose: The Outcomes Progress Report (OPR) is a tool to assist program and PEP staff in regularly reflecting on program performance. The content of the report is aligned with the program logic model, which was collaboratively developed by program and PEP staff. The logic model provides a map of programmatic resources, activities, outputs, and program-specific outcomes that are in accordance with GSS’ agency-wide outcomes of skill-building, belonging and safety. By providing a regular update on services accessed and outcomes attained by participants, the OPR serves to promote discussions about ways to enhance areas that are doing well and effectively address challenges.

The Fiscal Year 2013 OPR includes participants served between 7/1/12 and 6/30/13 at Chelsea Foyer. During this period, 69 participants resided at Chelsea Foyer. Of the 69, 29 were discharged during the quarter. The average length of stay for these 29 participants was 16.4 months.

Data Sources: The data for the OPR comes from the Efforts to Outcomes (ETO) database as well as results from Participant Satisfaction Surveys, Alumni Surveys and Agency incident data. During the report period, 35 participants completed Participant Satisfaction Surveys (Response Rate = 78%). During the report period, 33 alumni completed surveys. Alumni survey data for all 33 former participants is included in the long-term outcomes.

Report Sections: This report has three sections. The first page provides demographic and background information. The second page provides outputs for the quarter, as well as the averages for FY12. Pages 3-5 provide outcomes data, as well as a chart comparing FY13 outcomes to the FY12 averages.

Questions & Feedback: This report was prepared by PEP. For questions, please contact Barbara Alcantara.

Target Population
Young adults ages 18-25 who are homeless, at-risk of homelessness or aging out of the foster care system.

Intended Impact
While residing at the Chelsea Foyer, participants will acquire the necessary skills to become self-sufficient.

Demographics and Background Information

<table>
<thead>
<tr>
<th>Age</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age 18-21</td>
<td>12%</td>
</tr>
<tr>
<td>Age 22-23</td>
<td>13%</td>
</tr>
<tr>
<td>Age 24-25</td>
<td>14%</td>
</tr>
<tr>
<td>Age 26</td>
<td>20%</td>
</tr>
<tr>
<td>Age 27-28</td>
<td>15%</td>
</tr>
<tr>
<td>Age 29</td>
<td>12%</td>
</tr>
<tr>
<td>Age 30-31</td>
<td>11%</td>
</tr>
</tbody>
</table>

Gender
Female 57%
Male 43%

Referral Designation

<table>
<thead>
<tr>
<th>Source</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community</td>
<td>17%</td>
</tr>
<tr>
<td>DHS</td>
<td>25%</td>
</tr>
<tr>
<td>NY3</td>
<td>30%</td>
</tr>
<tr>
<td>RHY</td>
<td>22%</td>
</tr>
</tbody>
</table>

Foyer Composition

<table>
<thead>
<tr>
<th>Status</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entered &amp; Left</td>
<td>35%</td>
</tr>
<tr>
<td>Within the Year</td>
<td>39%</td>
</tr>
<tr>
<td>Discharges</td>
<td>39%</td>
</tr>
<tr>
<td>Intakes</td>
<td>42%</td>
</tr>
<tr>
<td>Present for the Entire Year</td>
<td>18%</td>
</tr>
</tbody>
</table>
### SHORT-TERM OUTCOMES

Includes 69 participants residing at the Foyer during FY13 except where noted.

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Target</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>SAFETY: Participants will feel safe and secure in the Foyer community</td>
<td>80%</td>
<td>94%</td>
</tr>
<tr>
<td>PSS: “Staff helps me feel safe and secure at the Chelsea Foyer” % calculated out of participant satisfaction survey responses during the year</td>
<td>&lt;5</td>
<td>0%</td>
</tr>
<tr>
<td>SAFETY: Participants will be kept safe and secure while residing at the Foyer</td>
<td>80%</td>
<td>87%</td>
</tr>
<tr>
<td>Incident data: Critical incidents</td>
<td>80%</td>
<td>90%</td>
</tr>
<tr>
<td>MONEY MANAGEMENT: Participants will develop money management skills</td>
<td>80%</td>
<td>87%</td>
</tr>
<tr>
<td>ETO: # Participants making at least one payment during each quarter</td>
<td>80%</td>
<td>90%</td>
</tr>
<tr>
<td>HOUSING: Participants will develop household management skills</td>
<td>75%</td>
<td>69%</td>
</tr>
<tr>
<td>ETO: # Participants passing 75% of apartment inspections during the quarter (% calculated out of participants with apartment inspections during each quarter)</td>
<td>40%</td>
<td>31%</td>
</tr>
<tr>
<td>ENGAGEMENT: Participants will be active members of the Foyer community</td>
<td>75%</td>
<td>92%</td>
</tr>
<tr>
<td>ETO: One Action Plan, one ILC Contact per month PLUS one workshop per quarter (% calculated out of participants residing at the Foyer at least 14 days out of each quarter)</td>
<td>80%</td>
<td>91%</td>
</tr>
<tr>
<td>EMPLOYMENT: Participants will develop career planning skills</td>
<td>80%</td>
<td>91%</td>
</tr>
<tr>
<td>ETO: # Participants employed or working with vocational specialist</td>
<td>75%</td>
<td>75%</td>
</tr>
<tr>
<td>EDUCATION: Participants will be enrolled in an educational/vocational program</td>
<td>95%</td>
<td>91%</td>
</tr>
<tr>
<td>ETO: # Participants indicated as enrolled in school at least once during each quarter</td>
<td>33%</td>
<td>40%</td>
</tr>
<tr>
<td>CONNECTIONS: Participants will develop a supportive network</td>
<td>33%</td>
<td>40%</td>
</tr>
<tr>
<td>ETO: Supportive network of at least one individual</td>
<td>33%</td>
<td>40%</td>
</tr>
</tbody>
</table>

#### Comparison of FY12 and FY13 Short-Term Outcomes

![Comparison chart showing the percentage of participants achieving various outcomes in FY12 and FY13, with program targets indicated for each category.]

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Chelsea Foyer Outcomes Progress Report FY2013  
Page 3 of 11  
July 2013  
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PROGRAM PERFORMANCE
At Exit

Chelsea Foyer Intermediate Outcomes

- 86% Employed
- 98% Secured Stable Housing
- 71% Saved Average of $100/month

• 277 residents were discharged from the Chelsea Foyer prior to February 1, 2014

Program Completion (n=166) Voluntary/Involuntary (n=111)
PROGRAM PERFORMANCE
In the Long Run

Chelsea Foyer Long-Term Outcomes

- 263 alumni met the criteria to participate in a post-graduation survey
- 131 alumni responded, for a 50% response rate
- Average time since graduation for respondents was 31.3 months
THANK YOU!

For more information about Good Shepherd Services, please visit www.goodshepherds.org

Contact:
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Associate Executive Director, Residential Services
Denise_Hinds@goodshepherds.org
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