COVER SHEET

Organization Information:

Organization name: YouthCare

Organization address: 2500 NE 54th Street, Seattle, WA 98105

Describe your legal status and, if applicable, state of incorporation (for example, Washington State non-profit corporation, Washington State partnership, sole proprietorship:

WA State non-profit corporation

Application Components and Checklist (submit in this order)

- X Cover Sheet
- X Key People
- X Previous Experience
- X Tracking to Success
- X Women and Minority Inclusion; Non-discrimination

Contact Information:

Contact person: Hedda McLendon, MPH
(please print clearly)

Title: Director of Programs

Mailing address: YouthCare, 2500 NE 54th Street, Seattle, WA 98105

Day/Work phone: 206-694-4500x118 Email address: Hedda.mclendon@youthcare.org

Signature: Date: 1-31-12

Additional information is provided in Attachment 3.

Proposal to City of Seattle Families and Education Levy Request for Qualifications: Social, Emotional and Behavioral Support

I. Key People

YouthCare has been the primary provider of services to homeless, runaway, and street-involved youth in Seattle/King County for more than 35 years. In 1974, YouthCare was among the first agencies in the country to receive federal funds from legislation by Congress authorizing the Runaway and Homeless Youth (RHY) Act. YouthCare's mission is to build confidence and promote self-sufficiency for homeless and underserved youth by providing shelter, hope and support. YouthCare provides a comprehensive continuum of care for RHY including outreach, drop-in services and case management, emergency and long-term housing, life skills, leadership and community service opportunities, education, employment training, internships and job placement. The Key People responsible for this project include the following:

Hedda McLendon, M.P.H. is the Director of Programs at YouthCare and oversees all homeless youth programming. Previously, Hedda was the Social Services Division Deputy Director for the Latin American Youth Center (LAYC) in Washington, D.C., where she oversaw research and evaluation efforts. Hedda received her M.P.H in International Health and Development from Tulane University and her undergraduate degree in Spanish and Latin American Studies from Wofford College. Hedda has extensive experience with program evaluation.

Ruth Blaw, M.Ed., M.P.A. is the Director of the James W. Ray Orion Center, where this project will be located. She is responsible for hiring and supervising staff for the Orion Center and coordinating with partner agencies. Ruth has 23+ years of experience working with at-risk and homeless young people with a particular focus on educational achievement. She is a trainer in positive youth development and in understanding the adolescent brain related to learning and decision making.

Eric Anderson, M.S.W. is the Manager of Education and Employment Programs at YouthCare, and **Eric is the person who will lead this project to its results**. Eric has more than 25 years of leadership experience and project management within youth and family services, including extensive experience managing and leading direct service staff to work with at-risk youth. **This application discloses that Eric Anderson was an employee of the City of Seattle within the last 2 years, and that he was the former Director of the Youth and Family Empowerment Division with the City of Seattle Human Services Department.**

Other project staff includes Education and Employment Counselors, Case Managers, Seattle Public School Teachers, Literacy AmeriCorps Members, and volunteer tutors.

II. Previous Experience

1. Population Demographics and Characteristics

During the past three years, the economic recession has led to a substantial increase in the numbers of homeless and at-risk young people served at YouthCare, with a particular increase among the homeless young adult population and coupled with a heightened economy of street survival that includes a growing sex and drug trade involving homeless minors. YouthCare currently serves nearly 4,000 unduplicated homeless and runaway youth and young adults each year in programs ranging from education and employment training to emergency shelter and transitional housing. YouthCare's homeless youth clients are between the ages of 13 and 24. Demographics and other characteristics of a sample of unduplicated homeless youth clients who participated in longer-term services in 2011 (n = 645) are presented in the Table below:

Gender	
Male	57%
Race	
White	39%
Black/African American	38%
Native Hawaiian/Pacific Islander	4%
Native American/Alaskan Native	9%
Other	10%
Ethnicity	
Hispanic	15%
Other descriptors	
Pregnant or Parenting youth?	9%
Ever enrolled in foster care?	22%
Not employed, looking for work?	56%
High school dropout?	38%
Ever been arrested?	62%
Self-reported arrest for prostitution	3%
Currently not receiving any income	64%

Homeless youth and young adults in Seattle-King County typically into the following subgroups: youth exiting foster care at 18 years old with nowhere to go; youth leaving juvenile detention; lesbian, gay, bisexual, transgendered, and questioning (LGBTQ) youth who have been kicked out or left their homes of origin; young people with undiagnosed and untreated mental health and/or chemical dependency issues; young people with untreated physical health problems; minors with legal issues; prostituted young people; survivors of violence - physical, emotional and/or sexual; young people of color; young immigrants and refugees; and young people who are parenting.

2. Experience and Results Relevant to the Levy Outcomes and Indicators

a) YouthCare Educational Outcomes and Indicators (past two years) - For homeless young people to become re-connected to school and enter the work force, YouthCare provides a comprehensive education and employment training program focused on completion of high school diploma or GED; entering and navigating post-secondary education; and preparing for and obtaining employment. The education and employment programs operate in tandem, with school offered at one of three Seattle Public School, Interagency School campuses at YouthCare, and a full range of employment training classes including the Working Zone Tile Project pre-employment training, Barista Training and Education, YouthTech computer training with industry-recognized certification, YouthBuild employment training in the construction industries, and Civic Justice Corps, a community re-engagement and employment training program for ex-offenders. YouthCare tracks and measures comprehensive data on homeless youth clients, including educational and employment outcome data, and the following chart shows some of the homeless youth client outcomes collected in both 2010 and 2011:

Homeless Youth Education and Employment Attainments (unduplicated)	**2010**	**2011**

# youth served	412	645
# youth who developed an Educational Service Plan	158	273
# youth who obtained a high school diploma or GED	56	22
# youth who entered post-secondary education	47	56
# youth who completed job preparation/career exploration	92	119
# youth who obtained subsidized (internships) or unsubsidized employment	115	297
# youth who earned college credits	3	25
# youth who completed at least one quarter of college	19	40

b) Effective Partnerships - Since its inception, YouthCare's mission has been to provide a comprehensive, continuum of care with the principal goal of transitioning homeless youth and young adults - including high school dropouts, young people involved in the criminal justice system, juvenile victims of commercial sexual exploitation, and young people exiting foster care - from street life all the way to fully independent living. As part of this effort, YouthCare has partnered with Seattle Public Schools Interagency Academy since 1983, by locating an Interagency School for Homeless Youth on-site at YouthCare's James W. Ray Orion Center. Since then, YouthCare and Seattle Public Schools Interagency Academy opened two more campuses, including a school specifically for adolescent victims of commercial sexual exploitation (CSE), and an international school for undocumented refugee youth, primarily Spanish-speaking, who are placed at YouthCare's Casa de los Amigos program by the federal Office of Refugee Resettlement.

YouthCare also maintains a strong partnership and MOU with South Seattle Community College (SSCC) and the associated vocational apprenticeship programs. This partnership serves to link homeless youth to local community colleges and trade schools. YouthCare's employment training program, YouthBuild, has been located on South Seattle Community College campus since 2009 and operates in collaboration with SSCC and with Habitat for Humanity.

c) Case Management Support - YouthCare's case management system provides critical and intensive support to those students who are at high risk for failure - homeless and runaway youth. YouthCare assigns a case manager to work with each longer-term client on developing and implementing an Individual Service Plan, including educational and employment goals. Homeless and runaway youth typically lack basic life skills, so YouthCare's housing programs all provide a life skills curriculum. YouthCare's case managers collaborate with Seattle Public Schools Interagency Teachers and the Principal, as well as local youth-serving providers and primary care clinics, to address non-academic barriers to learning, including physical and mental health issues. On-site mental health and chemical dependency counselors at YouthCare work with homeless young people on treatment plans, to help reduce the barriers to success posed by histories of trauma and substance abuse. Because these young people are often estranged from their biological parents, they are also re-engaged with community through community service learning projects and leadership skills training.

d) School Connections and Transition Support - YouthCare staff members, including Education Counselors and Case Managers, are adult advocates who assist homeless youth students with college exploration, planning, preparation, and financial assistance. These staff members assist homeless youth in creating Individual Service Plans with Educational Goals, which are assessed and re-evaluated every 90 days. These YouthCare staff members are part of an intentional strategy to connect students with a consistent adult advocate, because the large majority of these students are estranged from family members. As students transition into post-secondary

education, their Education Counselor at YouthCare continues to work with them on follow-up and to support post-secondary completion.
e) Attendance, Behavior and Discipline Support - YouthCare staff receives extensive training on strength-based approaches, trauma stewardship, the generation waking up experience, de-escalation, mediation, and managing aggressive behaviors in order to work with youth and combat negative behaviors. As well, as part of the local Seattle Youth Violence Prevention Initiative, YouthCare staff works with other local providers on youth gang violence prevention efforts, work that includes training and education on preventing and managing negative behaviors among youth and young adults.

3. Contact Information of Main Funders, School Staff, and Other Orgs – Past Two Years

1) **Kaaren Andrews, Principal, Seattle Public Schools Interagency Academy, 3100 S. Alaska Street, Seattle, WA 98108: (206) 252-6825 klandrews@seattleschools.org**
2) **Holly L. Moore, Ed. D., Executive Dean, Georgetown Campus, South Seattle Community College, 6737 Corson Avenue South, Seattle, WA 98108 (206) 934-6867 holly.moore@seattlecolleges.edu**
3) Leeta Scott, Literacy AmeriCorps Literacy AmeriCorps Director, c/o King County Library System, 960 Newport Way NW, Issaquah, WA 98027: (425) 369-3455 phone (425) 369-3255 fax americorps@kcls.org
4) Marty Kooistra, Chief Executive Officer, Seattle/South King County Habitat for Humanity, 560 Naches Ave SW, Suite 110 - Renton, WA 98057 (206) 292-5240x103 Fax: (206) 292-5241 mkooistra@seattle-habitat.org
5) Marci Curtin, City of Seattle Human Services Department, Seattle Municipal Tower, 700 5th Avenue, Suite 5800, PO Box 34215, Seattle, WA 98124-4215: (206) 684-0550 (206) 621-5029 Fax marci.curtin@seattle.gov
6) Pam Jones, Detention Director, King County Department of Adult and Juvenile Detention, Juvenile Court, 1211 E Alder St, Seattle, WA 98122-5553 (206) 205-9617 pam.jones@kingcounty.gov
7) Dan Fey, Chief Operations Officer, Workforce Development Council of Seattle-King County, 2003 Western Ave., Suite 250, Seattle, WA 98121 (206) 448-0474 x3031 (206) 448-0484 Fax dfey@seakingwdc.org
8) Ref Lindmark, Program Manager, King County Metro Transit's Job Access Transportation Program, Dept. of Transportation Metro Transit Division, King Street Center, 201 S Jackson St., Seattle, WA 98104 (206) 684-1611
9) Laurel Allen, Washington State Department of Social and Health Services, Division of Children and Family Services, 100 West Harrison South Tower, Suite 100, Seattle, WA 98119-4116 (206) 691-2593 alll300@dshs.wa.gov

4. What are the Challenges and Barriers that Intended Focus Students Face?

As both the national and local data shows, there are many factors that complicate the provision of comprehensive, effective, and culturally relevant services for homeless youth, which this project will address. Histories of physical and sexual abuse and victimization, along with exposure to other traumatic violence, are the primary, shared experiences of street youth and the main reasons for homelessness among this population. These negative and traumatic experiences are directly related to a higher prevalence of mental illness, substance abuse, and co-occurring disorders among homeless youth compared to the non-homeless adolescent population.

Within the past two years, and before, YouthCare has used an intensive case management system to address these challenges, coupled with providing a continuum of care for homeless youth that addresses the unique needs of this population. An early study of YouthCare's case management system revealed that the support provided by this program was critical to the ability of homeless youth to exit street life and become successful in stable housing, employment, and education.

III. Tracking to Success

1. Past Two Years Data Points Tracked

YouthCare tracks the number of youth served in longer-term services across the agency by collecting descriptive data during the intake process (in 2011, n=645). Staff uses a standard Intake Form to collect data on the categories above, along with basic demographics. Each client is tracked with a unique identifier. Standard outcomes are organized into the following domains: 1) basic needs, including housing; 2) life skills; 3) education; and 4) occupational/employment. To measure progress on these outcomes, a standard Attainment Form is completed when a young person achieves a defined outcome, such as obtaining their GED.

2. Efforts Used to Track and Report Data to Continuously Improve Student Outcomes

In one relevant example of tracking and reporting data to improve student outcomes, YouthCare has successfully implemented an education initiative designed to measurably increase educational outcomes among homeless young people, initially funded by the Bill and Melinda Gates Foundation. After collecting baseline data on the educational status of homeless youth in 2007, YouthCare launched a comprehensive education program that demonstrated marked increases in outcomes among homeless youth, including numbers of youth obtaining GEDs and high school diplomas; numbers of youth entering post-secondary education; and numbers of youth successfully completing employment preparation and training. By measuring concrete educational attainments among youth clients, and verifying these with documentation, we know that the educational interventions proposed here lead directly to educational progress.

3. In the Last Two Years, Have You used Daily or Weekly Academic, Grade and/or Attendance Data to Improve Student Outcomes?

In the last two years, every Friday for 3 hours, the Seattle Public Schools Interagency staff (consisting of the Correctional Education Associates, Teachers and the Principal) looks at the week's student data, including attendance and grades. This team then calculates who is trending up and who is trending down, and develop intervention plans (including home visits) for youth who are trending down. These efforts have helped to improve student outcomes, as shown by recent (2011) YouthCare client data.

4. Please Provide a Sample Data Report – see attached YC Client Attainment Summary Report.

IV. Woman and Minority Inclusion; Non-discrimination

1. If your program is selected by the school district, do you anticipate subcontracting or hiring additional employees?

YouthCare anticipates hiring additional employees, if selected by the school district, and not subcontracting. In terms of hiring practices, YouthCare posts positions on our agency website, and utilizes a variety of well-known websites including Craigslist and Idealist to advertise all open positions. As well, we distribute position postings through a wide distribution network including local universities and government list serves. YouthCare additionally maintains and follows an Equal Employment Opportunity policy that ensures nondiscrimination in hiring.

YOUTHCARE
Homeless youth ➔ Off the streets ➔ Preparing for life

2011 ATTAINMENT SUMMARY

EDUCATIONAL OUTCOMES:		575
101	Developed service plan with educational goals	273
102	Earned high school credit(s)	3
103	Attained Literacy / Numeracy gains, *Math*	11
104	Attained Literacy / Numeracy gains, *Reading*	7
105	Passed GED Tests	125
106	Attained GED	18
107	Attained High School Diploma	4
108	Entered Post-Secondary Education	56
109	Earned 2 year college transfer degree (AA / AS)	0
110	Earned Credential other than HSD / GED	1
111	Earned College Credit(s)	25
112	Earned Scholarship for College	2
113	Completed at least one quarter of college	40
114	Post-Secondary Retention	10

BASIC NEEDS OUTCOMES:		597
301	Obtained Emergency Housing	179
302	Obtained Transitional Housing	153
303	Obtained Permanent Housing	66
304	Maintained transitional housing for at least 6 months at YouthCare	19
305	Maintained transitional housing for at least 6 months outside YouthCare	3
306	Maintained Permanent Housing for at least 6 months	9
307	Maintained permanent housing for at least 1 year	2
308	Obtained ID	86
309	Learned about Open Doors Program at YouthCare	47
310	Applied for rental assistance at YouthCare	7
311	Received rental assistance from Open Doors Program at YouthCare	10
312	Received rental assistance from another source	3
313	Graduated from Transitional Living Program	13

OCCUPATIONAL / EMPLOYMENT OUTCOMES:		598
201	Completed Pre-Employment Training	9
202	Completed a Job Shadow	7
203	Placed in an Internship *(Subsidized Employment)*	206
204	Completed an Internship *(Subsidized Employment)*	18
205	Obtained Unsubsidized Employment (UE)	91
206	Job Retention (UE Only)	56
207	Obtained Additional UE	7
208	Obtained Construction-Related Employment	14
209	Completed Barista Employment Training	40
210	Completed YouthTech Employment Training	25
211	Completed Working Zone Pre-Employment Training	19
212	Completed YouthBuild Program	19
213	Completed Apprenticeship Orientation	0
214	Entered Registered Apprenticeship Program	0
215	Completed Apprenticeship Program	0
216	Obtained Employment Certification	13
217	Entered the Military	0
218	Entered Job Corps Vocational Program	0
219	Completed Community Service Learning Project	16
220	Completed Driver's Edcuation Course	27
221	Completed Other Training	31

LIFE SKILLS OUTCOMES:		1400
401	Enrolled in Case Management Program	398
402	Completed Individual Service Plan / Individual Living Plan	310
403	Achieved 2 or more service plan goals / target outcomes on Individual Service Plan / Independent Living Plan	98
404	Opened checking and/or savings account	23
405	Obtained mainstream benefits and resources	43
406	Attended primary care appointments for 6 months	15
407	Completed In-Patient or Out-Patient certified substance abuse treatment	3
408	Completed at least 5 hours of substance abuse training or support group activity	111
409	Completed at least 5 hours of mental health counseling training or support group activity	137
410	Participated in at least 5 hours of leadership training or support group activity	78
411	Completed at least 5 hours of other life skills training or support group activity	182
412	No Recidivism for 6 months	1
413	No Recidivism for 12 months	1

As of 1/30/2012