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# Services For Homeless Youth: A Needs Assessment and Program Design

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Services For Homeless Youth  
A Needs Assessment and Program Design

by

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of

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## ABSTRACT OF THESIS

### SERVICES FOR HOMELESS YOUTH A NEEDS ASSESSMENT AND PROGRAM DESIGN

BY  
NOYA WOODRICH

APRIL 20, 1994

Homelessness among youth is a problem that is growing in the Minneapolis/St. Paul metropolitan area. The purpose of this study was to examine the services currently available for this population and to assess whether or not they are sufficient enough to serve the population of young homeless adults. Research for the study was done by looking at existing records such as studies done by the Minnesota Department of Education, and the Minnesota Department of Education. A local study done by the Wilder Research Center on homeless youth and a program evaluation done by the Bridge Inc., was also used to obtain information for the study. The findings of the study indicated that there is a need for further services in the Minneapolis/St. Paul metropolitan area. A program design was then developed. The program design includes the mission, goals and objectives, programming, evaluation, management style and budget. This program when developed will help to more effectively serve the population of homeless youth in this area.

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## I. Introduction: Statement of the Problem

“Runaway and homeless youth each year in the United States number approximately 1.2 million to 1.5 million” (National Association of Social Workers (1992 p. ix). In 1984 the United States Department of Health and Human Services estimated that at the most 1.3 million young people ran away and that at least 500,000 of this number were homeless. Assuming both these national figures are correct, the number of homeless and runaway youth has increased from 1.3 million to 1.5 million over the past 8 years. This in an increase of nearly a quarter of a million.

According to Gray (1992) there are approximately 15,000 homeless youth in Minnesota. On any given night there are 800 to 1,000 homeless youth in the Minneapolis/St. Paul metro area (Gray, 1992; Wilder Research, 1991). The number of 15,000 represents a 400% increase since 1985. Minneapolis and St. Paul are one of the gathering places for this population of homeless youth. These two cities contain the largest population of homeless youth in Minnesota. In the study done by Wilder (1991) 60% of the youth they surveyed were from the metro area, and 40% were from greater Minnesota.

The problem of homelessness is one that warrants some attention. Because the number of homeless kids in Minneapolis/St. Paul is large as noted by the research the question is whether or not there are enough services to sufficiently serve them. The author determined to try to answer that question by first looking at the

numbers of homeless kids, looking at the problems they deal with on a daily basis, and finally looking at the services that are currently available for them. Using the information obtained through this research a program will be designed that will help to serve this homeless population.

### Definitions

There are varying definitions used to describe homeless youth. In a study done by The Wilder Research Center, "Unaccompanied Homeless Youth in Minnesota Survey" (1991), homeless youth were defined as "Youth who currently have no parental substitute, foster or institutional home to which they can safely go. They are unaccompanied minors who have spent at least one night either in a formal emergency shelter, improvised shelter or on the streets." P. 2.

Gray (1992), noted that service providers use the following terms to refer to the youth who are experiencing homelessness:

Runaway Youth--Youth leaving home without permission of parents/guardians. Usually 12-14 years of age.

Throwaway Youth--Parents have "kicked out" or told these youth not to come back home; includes youth not recovered or abandoned by caretakers. They are usually 15-18 years of age.

Non-System Youth--Have fled foster care or residential settings because they are experiencing a lack of success or "burnout" with the system. They are usually 16-21 years old.

Homeless Youth--Have ended up on the streets because of family economic hardships. They are usually 16-21 years old.

For the purposes of this study the definition of homeless will be as follows: A person who is: age 12-21 years old; has either (a) left the home without parental or guardian permission (b) been abandoned or thrown out of the home (c) ended up on the streets due to family financial problems or has (d) immigrated to the country unaccompanied; and has for a period of at least one night has slept outside, in a shelter or other institutional or non-permanent residence.

“There are no ‘typical’ runaway or homeless youth. They are most often youth between the ages of 12 and 18. The runaway population is comprised of male, female, White, Black, Hispanic, Asian, urban and rural youth from all socio-economic classes, from every state and congressional district in the nation” (National Network of Runaway and Youth Services Inc., 1985 p. 1).

On October 24, 1991 a purposive sample of 81 homeless youth from all over the state of Minnesota were interviewed. These interviews were done as part of a descriptive study done by Wilder Research Center. These 81 youth were identified as homeless and living on their own by youth outreach workers, health care workers, shelter providers and other human service personnel. In this study done by the Wilder Research Center (1991) the young homeless people from Minnesota range in age from 11-18, with the average age being 16 years. The gender of this population is about half male and half female. “In the metro area 51 percent of the population is female and 49 percent is male” (Wilder, 1991 p. 1). When comparing



the homeless population of kids to the non-homeless population there are proportionately more persons of color in the homeless population. "Forty percent of the homeless youth interviewed are persons of color compared to only 9 percent of all Minnesota youth the same age" (Wilder, 1991 p.3). Gray, of the Minnesota Department of Education (1992) in his study notes that 41% of the homeless population are persons of color. The study done by Wilder Research (1991), also notes that in the Minneapolis/St. Paul metro area, more than half (56%) of the young homeless population are persons of color.

#### Characteristics and Issues of Homelessness

"Despite differences in background and environment, however, these youth share many of the same family problems" (Bass, 1992 p. xiii). "Homeless youth believe, for various reasons, that they cannot return home even if they have intact families. As a result the phenomena of cycling in and out of living situations becomes an act of survival and one which consumes most of their energy leaving little time for the pursuit of employment, education or training" (Alaska Dept. of Health and Social Services, 1992 p. 4).

Not only do these youth not have a home but the environments in which they do live are not safe. "Homeless youth easily succumb to the destructive situations and life-styles present in some street subcultures. Their eagerness to be accepted, and their relative openness translates to vulnerability" (Luna, 1992 p. 6). Some of the

issues that they deal with on a day to day basis are depression, mental health issues, involvement in illegal activities for survival, drug/alcohol abuse, problems with school, financial problems, poor social skills, poor self image, pregnancy, violence, sexual and physical abuse and health care issues (Smart, et al, 1993; National Network of Runaway and Youth Services, 1985; Greene, 1993; Ray, 1993; Cohen, et al, 1991; Alaska State Department of Health and Social Services, 1992).

According to the Alaska State Department of Health and Social Services (1992),

“Most of these youth have no access to safe shelter, family re-unification assistance, or programs to help them become productive adults, consequently, they:

- Run to city streets, out-of-state, friends homes or exploitive adults;
- May find shelter in abandoned buildings, tents, or vehicles;
- Cycle in and out of unstable living situations creating a lifestyle of chaos, insecurity and unrealistic expectations; and
- May engage in prostitution, drug trafficking and property crimes to support themselves” P. 3.

The young homeless population of Minnesota and more specifically of the metropolitan area have many of the following characteristics. The following data are from the “Wilder Research Center: Unaccompanied Homeless Youth in Minnesota 1991 Report:”

- 63% of youth experienced multiple episodes of homelessness
- 50% had been homeless for more than 45 days
- 33% had slept outdoors, in a vacant building, or in a hallway
- 49% of boys stayed outside, in cars, vacant buildings or in shelters on a regular

basis.

- 62% of girls have been physically abused and 51% sexually abused by an adult.
- 43% of homeless young women have been pregnant at least once
- 19% of homeless youth were not enrolled in school
- 62% have a history of institutionalization
- 75% have lived most of their lives in Minnesota
- 41% of homeless youth surveyed were persons of color
- 28% were employed and 9% received General Assistance

In addition to these characteristics, 28% of the youth surveyed by Wilder Research (1991) planned to stay with friends, 7% were paying for some sort of shelter, 3% would be staying outdoors and 61% were planning on using a shelter on the night of the survey. When these kids are without shelter they usually stay with friends. According to Wilder Research (1991), 65 % stay with friends when they do not have regular housing.

Kurtz (1991), characterizes children that are at risk of homelessness as:

- (1) Youth whose family might also be homeless or on the verge of homelessness;
- (2) Youth who are in conflict with their parents are also at risk of either running away or being thrown out/abandoned;
- (3) Youth who experience abuse or parental alcohol/drug abuse in the home are also at risk of running and becoming homeless;
- (4) Youth who immigrate in from another country on their own; and
- (5) Youth who run from foster or some other type of institutional care are also part of the homeless population.

In a study done by the Alaska State Department of Health and Social Services (1992) runaway and homeless youth are identified as having at least one or more of the following characteristics:

- Physically and sexually abused;
- Abuse alcohol and drugs;

- Abandoned or rejected by parents;
- Truant, failing in school and having difficulty staying in school;
- Unable to focus on future planning and independence;
- Diagnosable emotional and mental health problems; and
- Experience chronic health problems including sexually transmitted diseases, pregnancy and poor nutrition.

The following research supports the categories outlined above. It has been increasingly shown that depression and mental health issues are a large problem for the homeless population. "Homeless, bowery, or shelter populations have high rates of psychiatric problems" (Smart and Walsh, 1993 p. 41). In a study done by Robertson (1992), the use of the Diagnostic and Statistical Manual of Mental Illnesses indicated that 26% of street youth involved in the study were depressed. In a study done by Smart and Walsh (1993) it was found that about one-third of their sample had feelings of depression and 42 % had attempted suicide at least once in their lives. Nearly one-quarter of the street youth in a study done by Robertson, Mundy, Robertson and Greenblatt (1990) had received in-patient treatment for mental health problems, and another 23 percent had received out-patient mental health treatment.

Another segment of the homeless youth population gets involved in illegal activities to survive. "Many girls who run to the streets are forced into prostitution or live on 'survival sex'" (Ray, 1993 p. 190). "The majority of runaways-often twelve or thirteen years of age-are unable to find means of financial support other than through prostitution, drug dealing, and crime" (Luna, 1992 p. 5). "Prostitution can provide street youth with the economic means

necessary to remain independent and to obtain shelter for themselves” (Luna, 1992 p. 5).

Exposure to violence is an issue that the young homeless population deals with on a daily basis. “Each year, from 1985 to 1988, 12-19 year old youth that either did not live at home or had a very unstable living situation throughout the United States were victims of 1.9 million rapes, robberies, and assaults” (Whitaker and Bastian, 1991 p. 11). “Death by homicide in the United State is more prevalent among 15-24 year olds than in the other 21 developed countries that maintain such statistics” (Prothrow-Stith, 1991 p. 6). These violent and illegal acts make it all the more impossible for youth to get off the streets. These statistics can and do affect the age group that includes homeless youth. When a youth has been involved in illegal activities it is more difficult for them to seek help because of the chance that they may be turned into the authorities.

### Services Needed

York (1982), defines need as a “tension state generated in the process of physiological, psychic and social functioning.” P. 56. York also goes on to say that need is “action-inducing in that all organisms have a basic drive to restore equilibrium. The meeting of needs is seen as the primary function of society.” P. 56.

In this study the need for services for homeless youth will be analyzed using York's (1982) definition of comparative need.

“Comparative need is the gap between the level of services that exist in different areas, weighted to account for relevant differences in population characteristics. Comparative need can be helpful in assessing the need for services that have not been made readily available to a given population if, of course, a similar population has received the service.” P. 58

The services currently available will be reviewed and then compared to the number of youth that could have need of services. Youth do use the services that are made available to them. “Many of the youth surveyed used free or almost free services available to them” (Wilder Research, 1991 p. 4). These services included free medical or dental services, drop-in centers, free meals, free mental health services, clothing shelves, and food shelves.

In Minneapolis and St. Paul there are only 5 multi-service (comprehensive) agencies specifically serving homeless youth (Gray, 1992; Dir. of Services., 1994). These agencies maintain two or more of the following services on site: counseling, case management, educational and supportive groups, job/employment counseling, family services, shelter, and GED prep courses on site. Also noted by Gray (1992), the Roundtable Directory of Services (1994), and a study done by the Minnesota Department of Jobs and Training (1993) two of these locations have short term shelter and an additional 5 locations have temporary shelter. These are emergency shelter

beds that are provided through the Basic Center Grants that will be mentioned later and do not allow for stays longer than 15 days at the maximum. There are 4 transitional living programs available to homeless youth as cited by the Department of Jobs and Training (1993). These sites allow for lengthier stays.

“Helping homeless youth calls for a comprehensive approach. Homeless youths need services that first address the basic needs of food, shelter, and clothing but that do not stop there; services must be integrated into a continuum of care. Homeless youths need services that build on each other, from crisis intervention and intensive home-based intervention to intermediate and long-term residential programs. This coordinated continuum of care must be community based” (Kurtz, et al, 1991 p. 313).

Services are offered for the more specific needs of the young homeless people. For example, according to the Directory of Service Providers (1994) there are fifteen locations that offer health care services for various populations including the homeless, ten places that offer legal answers, and thirteen places that offer health education with individual agencies/organizations offering education, shelter, case management services and drop-in centers. As noted before there are only five locations that offer comprehensive services to homeless youth.

An issue that arises out of having various locations that each only offer one service is that the comprehensive approach is lost. “Even in Minneapolis and St. Paul, there are few co-location service

models for homeless youth. Instead, youth are expected to travel all over the city to get their health, employment, education and housing needs addressed" (Gray, 1992 p. 13).

As noted previously, with 800 to 1,000 homeless adolescents in the metropolitan area on any given night (Gray, 1992; Wilder, 1991) and only 7 possible locations (11 including transitional housing) for them to stay, the need is not met. These 7 emergency shelter sites maintain less than 50 individual beds for the homeless youth. When not staying in a shelter, friends or relatives house they have stayed at places such as a car, outdoors, establishments that are open 24 hours a day, hallways and vacant buildings. Of the youth in the metropolitan area surveyed by Wilder (1991) 29.3% of men and 20% of women have slept in a car. Twenty-nine percent of men and 16% of women have stayed outdoors or under a bridge. 20.8% of men and 24% of women have stayed in places that are open 24 hours a day. 20.8% of men and 20% of women have slept in hallways. 16.7% of men and 28% of women have spent the night in vacant buildings or apartments. Also noted by Wilder (1991) between 10 and 15 % of homeless youth in the metro area if not staying in a shelter will take the option of staying outdoors. On the day of the study 8.3% of the metro youth were planning on staying outdoors that night. In the third quarter of 1993 there were 1,405 youth under the age of 18 turned away from shelter ( Minnesota Department of Jobs and Training, 1993 ). As noted, there is a portion of the populations that are staying and sleeping in unsafe places. While the numbers may not clearly prove that there is a need, the proportion of youth that is



staying on the streets or for the portion that staying on the streets is a real possibility to them, the issue deserves more attention. With the population of homeless youth being substantial as pointed out and number of services for them being relatively low as also pointed out, it can be said with some confidence that there is a need for more comprehensive services for them.

Based on the foregoing it appears that an unmet need exists for services for children. In a nation that spends billions of dollars every year on "helping" people in other countries, the number of kids in the United States that live and spend day after day on the streets is at catastrophic proportions and continues to grow. The same is true of Minnesota and the Minneapolis/St. Paul metropolitan area. As noted before the number has multiplied by 400% in the last eight years.

In addition to not having a safe environment to return to every night they are forced to be in environments that are unsafe, unhealthy, and considered unlivable by most people. They stay in abandoned buildings, hallways and outside in the elements. If they are lucky they have a friend that will let them spend a few nights on a couch or the floor. On the streets they are surrounded by prostitution, violence, drugs, sexual and physical abuse, and sexual exploitation. All of this is done just to survive. Why must children of any age be forced to do this simply because their parents no longer want to take care of them, or because their living situations at home are so unbearable that they would rather live in a street

environment, or worse yet because their parent(s) cannot afford to care for them any longer?

People may believe that this issue does not affect them, but it affects everyone. It is in every city in the United States. It is not a problem that hits only isolated areas of the country and it certainly is not a problem that is selective. Kids of all ages, all races all economic backgrounds can end up in this situation. For some, this population may not be worth trying to save. Often time these kids' parents/guardians and the system have given up with the youth, so some may ask why should society care? For the same reasons that society cares about the homeless women and young children or for all the hungry and starving children in foreign countries. These youth are our future and society needs to make an effort to make sure that these kids are around for the future.

Although there are effective programs that work with this population. They number few considering the extent of the problem. At the local level, the numbers were shown. The Minneapolis/St. Paul metropolitan area does not offer enough services to sufficiently serve these homeless youth.

Based on the research done, the author has concluded that there is indeed a need for more comprehensive services for homeless youth in the Minneapolis/St. Paul area with a specific focus on providing more short and long-term shelter for the youth. Following will be the steps included in designing a program and then the actual

program design. This program design will at some point be put in proposal form and used to obtain funding, in order to implement the program.

## II. Review of Literature

### History

“An understanding of the history of the movement to provide care and guidance to runaway and homeless youth is vital” (Moore, 1988 p. 1). It is only during the late 1960’s and early 1970’s that services began to be developed for this population. “During the 1960’s, the era of the flower children, youth and adults experienced conflicts over the rejection by youth of societal norms” (Moore, 1988 p. 1). Moore also pointed out that this led to the break-up of the family and many young people were simply dropped from that family system. These youth gathered in various larger cities in the United States. One of the first areas to have services for these youth was the Haight-Ashbury area in San Francisco. “Other early programs serving runaways similarly began as ‘hippie centers’ in Boston, New Orleans, Washington D.C., and San Diego” (Moore, 1988 p. 1).

Initially services consisted of little more than food and a place to sleep. The beginning of services for homeless youth was very grassroots; that is these “shelters” were run almost completely by volunteers, with financial support coming from a few churches and the people who provided the services. Traditional hierarchical administrative divisions were avoided; instead, decisions were made by all staff members in a democratic manner. “Initially, the programs lived isolated existence’s receiving less publicity than free clinics and drug holiness, but operating in the same non-

traditional atmosphere within the same philosophy, of open intake and willingness to listen and to let youth make, and accept responsibility for, their own choices” (Cohen and Houten, 1991 p. 12).

Moore (1988), points out three major events that occurred to start the process of change, in the way that services and programs were operated:

- 1) An increase in public awareness of the issues. An incident in Houston, Texas in 1972 helped to bring about this awareness. The bodies of more than 20 young men were found. These victims had been sexually abused then murdered by a man who had befriended them. They had been reported missing and the police dismissed them as “just” runaways (Moore, 1988). This event illustrated the danger that youth were facing and pointed out that shelter and assistance were needed for this population.

Development of public awareness was created by the infusion of funding and public policies designed to alleviate the problem. The Juvenile Justice and Delinquency Prevention Act of 1974 helped to bring about a change in the way services were offered. One section of the Juvenile Justice and Delinquency Prevention Act is the Runaway Youth Act which helped to fund programs that worked with homeless youth. These funds were administered through the United States Department of Health, Education and Welfare. Many of the original grassroots organizations then became more stable and have

survived since the early 70's. "There are currently 300 Runaway and Homeless Youth Centers that receive funding through the Runaway and Homeless Youth Act" (Cohen, 1991 p. 15). That is an increase of 200 from the time that this act was passed.

2) Moore (1988), argues that a second event that helped to bring about the evolution of these programs was the networking that went on among similar organizations. "The exchange of information, training, and expertise was facilitated through informal regional and national meetings" (Moore, 1988 p. 2). "In 1972, the first national runaway conference was hosted by The Bridge in Minneapolis, Minnesota and funded by the Youth Development and Delinquency Prevention Administration" (Cohen and Houten,1991 p. 13). Sixty programs met at this conference and discussed the problems and needs of the homeless population. They then developed strategies to increase the national awareness of the problem and to increase the amount of money that was allocated to programs that dealt with this issue. Gradually programs became more aware and supportive of each other. It was these first programs that set the pace for the upcoming programs. "As the counter culture movement became more disjointed, the programs and services became more sophisticated and organized in their efforts to provide the best possible service to the youth they were seeing-youth who, then as now, fell outside the parameters of traditional social services" (Cohen, 1991 p. 12).

3) Moore says that further evolution of youth serving programs was brought about by a third event, the regulation and licensure of

programs (Moore, 1988). The licensing regulations that were already in existence for child welfare purposes did not fit with the purposes of the shelters. "New regulations and standards were designed, and in most states, by the mid-to late 1970's, shelters were required to be state licensed" (Moore, 1988 p. 2). One regulation the federal government put on these shelters was that the youth not be allowed to stay more than 15 days. This regulation resulted in the shelters being seen as only a temporary solution. Time spent in the shelter was looked at as a "cooling off period" for the youth. As time went on the services that programs offered became more refined and effective.

### Law and Legislation

As noted earlier, it was not until the 1970's that federal policy was enacted regarding homeless youth. Before enacting this federal policy it was left up to the individual states to determine what was done with this population. "States generally divided this population into two groups: delinquents, who committed crimes, and 'unruly' children or status offenders, who were guilty of offenses specific to children, which included truancy, running away from home, promiscuity, etc. Nevertheless, 'unruly' children could still be, and regularly were, sentenced to detention-'reform schools'-for these offenses" (Cohen, 1991 p. 14). It was the Juvenile Justice and Delinquency Prevention Act of 1974 that brought a change to this way of doing things. Those items considered to be status offenses could no longer result in extended periods spent in detention. Along with this, youth who committed criminal offenses could not be

incarcerated with adult offenders as they had been previously. These mandates were embodied in the Runaway Youth Act, Title III of the Juvenile Justice and Delinquency Prevention Act(1974) which helped to fund programs that were alternatives to secure detention. The Runaway Youth Act is administered by the Administration for Children, Youth and Families of the United States Department of Health and Human Services.

In Cohen's study (1991), it was noted that the first year of funding through this act was 1977. It funded 130 of the known 160 centers across the country. Funding increased from \$5 million in 1977 to about \$25 million in 1989; currently it funds about 300 community based programs. In 1980, the government recognized that the homeless population made up a large portion of the youth using the shelters and programs. The original act was amended to include homeless youth and was renamed the Runaway and Homeless Youth Act (1980).

### Federal Programs

The Runaway and Homeless Youth Act was designed to offer temporary help to young people in trouble. The United States Department of Health and Human Services took this to mean no more than 15 days in a shelter setting, (Bass, 1992) a limit meant to keep the focus on crisis intervention. The 15 day limit however, is not effective when dealing with that youth who have long term problems. This could mean that they would just need to come back to use the crisis services over and over. The shelter also offers a



variety of other services focused on resolving the current crisis, reuniting them with families and preventing future crises. These programs are referred to as “Basic Centers.”

“Recognizing that older homeless youth are less likely to be reunited with their families and that runaways with serious problems need more intensive help, Congress amended the Juvenile Justice and Delinquency Prevention Act of 1974 in 1988 to add the Transitional Living Program for homeless youth” (Bass, 1992 p.17). These programs are intended to provide supervised shelter, provide services that help a youth gain independence, develop a case plan with youth and uses outreach to identify eligible individuals.

Bass (1992) notes that an amendment was made to the Juvenile Justice and Delinquency Prevention Act in 1988 by adding the Drug Abuse Education and Prevention Program. The purpose was to add education and prevention projects to already existing programs for those that are homeless.

A fourth program was developed in 1985 as part of the Consolidated Omnibus Budget Reconciliation Act; it is the Independent Living Program. This was created to help older foster care children prepare for independent living. It helps to do this through programs that help them to complete high school or finish GED, learn living skills, such as budgeting, career planning, locating and maintaining housing, and to locate resources to help them in the transition into independent living. Although created for older foster

children the services can be utilized by homeless kids who need to learn independent living skills.

### Causes of Homelessness

Despite all that they can run into on the streets, over a million youngsters leave their homes or places of residence every year (Cohen, 1992; Bass, 1992). Why is this? The Alaska State Department of Health and Social Services (1992) identified some reasons why youth may be homeless.

- Running away from physical or sexual abuse
- Family conflict:
  - \*Lack of communication
  - \*Poor or inconsistent parental discipline
  - \*Emotional abuse
  - \*Consistent undermining of youths self-esteem
- Poor supervision/absent parents
- Parental drug/alcohol abuse
- Youth drug/alcohol abuse
- Low self-esteem/fear of failure or consequences
- Peer influence
- Adolescent rebellion; want to be on their own
- Abandoned by parents
- Family can no longer economically support them
- Thrown out/asked to leave
- Youth refuses to follow the family rules & values
- Teen Pregnancy

The answer to the question asked about why youth would leave their homes is shown by both of these previous studies. "In the vast majority of cases, the young people are running away from something rather than to something" (The National Network of Runaway and Youth Services Inc. 1985 p.2).

In a study, done by The Urban Institute (1991) 61% of the youth participating in the study reported their principal reason for leaving home was problems with parents. Over 30% cited parental neglect, and 25% reported some type of physical or sexual abuse. Twenty percent blamed the drug or alcohol abuse by a parent as the principal reason for running.

#### Barriers to Getting Youth Off the Streets

In 1992 the Interagency Task Force on Homeless Children and Youth (ITFHCY) based in the Twin Cities compiled data concerning the number of homeless youth in the Twin Cities. They first listed the barriers to getting youth off the streets, and then proposed activities to overcome these barriers. The eight barriers are as follows:

- 1) "Little or inappropriate emergency shelter for homeless youth" (ITFHCY, 1992 p.1). The study notes that there are few shelters set up specifically for homeless youth. There are a few adult shelters that can provide shelter for the homeless kids. The environments are unsafe for these minors to be in. "Usually, the youth need special supervision because of drug, sexual exploitation

or other unsafe conditions within or near the adult shelters” (ITFHCY,1992 p. 1).

Another issue they see with the shelter provided for the youth, is that much of it focuses on getting the youth back to their families. For the older kids who have been on their own a long time, going back home is not an option for them. Those that have been abused in their homes are often also not willing to go home and thus they avoid utilizing the shelter provided.

2) “Many policies and practices actually contribute to pushing or leaving youth ‘on the streets” (ITFHCY, 1992 p. 1). Some of the points that the Interagency Task Force On Homeless Children and Youth notes are: Shelters are required to notify parents that their child/ren are staying at a shelter, and if the parents do not approve then shelter cannot be provided; It is difficult for homeless youth to acquire General Assistance, even with the help of a case manager; “The Streets” are the most accepting place for troubled and vulnerable youth, that is the streets are where the youth feel welcome versus at an organization or amongst adults they do not know; Many agencies and schools that are to help youth have policies or regulations which interfere with effective intervention for homeless youth; General Assistance payments in Minnesota are only \$202 per month, plus food stamps and eligibility for Medical Assistance; A lack of affordable housing that is also livable is almost impossible with such little income; Homeless youth who become legitimately employed automatically forfeit General

Assistance payments; These factors combined with the ones that will be mentioned later make it very difficult for these youth to survive.

3) “Most homeless youth have many legal barriers to overcome in establishing housing and employment” (ITFHCY, 1992 p. 2). Some of these legal barriers could include the fact that if they are under 18 years of age they cannot sign a lease; If they are not emancipated they cannot receive General Assistance, however it is not easy to decide if emancipation has occurred since there is not a clear process of establishing legal independent status.

4) Lack of transportation. It is again brought up here that the lack of comprehensive services makes it more difficult for youth to access services, especially without transportation. “There are few co-location service models for homeless youth. Instead, youth are expected to travel all over the city to get their health, employment, education an housing needs addressed” (Gray, 1992 p. 3).

5) Many of these kids on the streets have experienced violence and abuse in their homes. “Many youth do not trust adults, systems, or family reunification because of abusive and violent backgrounds” (Gray, 1992 p. 3).

6) The health issues of the homeless youth is a sixth barrier. Their behavior on the streets puts these kids at risk for HIV and STD's and also substance abuse. According the study done by Wilder

Research Center (1991), 30% of young women and 8% of young men interviewed felt they needed to see a doctor for health problems. As in previous situations “ a significant number of homeless youth do not access health care because of distrust from prior abusive or exploitive experiences with adults and systems” (Gray, 1992 p. 4).

7) Schooling or lack of it is another reason it is difficult to help these kids to stabilize their lives. “The average age of runaway youth used to be 16 or 17, now it is 13 or 15 years of age. When younger high risk youth enter the “in-out migration” of shelters, foster care, treatment and detention, the chances of attaining a diploma are greatly reduced” (Gray, 1992 p. 5).

8) The final barrier for getting these homeless kids off the streets is the difficulty in obtaining and maintaining employment. As the Wilder Research Center pointed out in their study (1991), the primary barriers to employment/job training as identified by youth include a lack of permanent address/phone, age, transportation, motivation, lack of education, lack of time, lack of job skills and the high cost of child care.

#### Program and Methods That are Effective

So, what do we do with these one million plus youth that are on the streets of the United States every year? “In a perfect world, the obvious answer would be to reunite all of these children with their families, our world, however, is less than perfect” (The National Network on Runaway and Youth Services Inc., 1985 p. 3).

For many of the youth it is not an option for them to return home, for others it would cause more problems to return to the situation from which they left, others yet, simply do not want to return. "50% of these youth have a realistic prospect of returning home or going to a foster care family" (National Network on Runaway and Youth Services, In., 1985 p. 3). In order for those 50% to be even given a chance to return home and to give the other 50% a chance to survive on their own, certain components must be present in the programs that serve them.

Various studies have pointed out a number of services that are necessary when serving homeless youth. The New York State Council on Children and Families (1984) has identified three necessary components of a continuum of services for homeless youth. They are:

1. Crisis Intervention Service-This includes services that help meet the basic needs of the youth, such as food, emotional support and shelter/housing.
2. Transitional Living Services-These are services that help youth in making the transition to independent living.
3. Support Services for Independent Living-These are services that include case management, counseling, and support to youth living independently.

"We need to help young people find something to believe in, to find a network of support, and to facilitate opportunities for them to find satisfying and productive forms for expression... Comprehensive youth centers, sited in the neighborhoods where youth reside, can accomplish these goals" (Greene, 1993 p. 121). Greene (1993) goes on to suggest nine things that should be present in a program in order to effectively serve youth.

1. Street Outreach and Referral
2. Needs and Interest Assessment
3. A Supportive, Personal Relationship with and Adult
4. Role Models
5. Peer Group Discussions
6. Family Interventions
7. Neighborhood Projects
8. Education and Job Preparedness Training
9. Program Objectives

“Ultimately, services need to focus on strengthening the family... for runaway youth this means family reunification and resolution of problems and conflicts that precipitated the runaway incident. Whenever possible, families should be given the opportunity to learn skills that will prevent conflicts from escalating to runaway incidents” (Alaska State Department of Health and Social Services, 1992). The Alaska State Department of Health and Social Services also suggests that crisis intervention, temporary shelter, health care, follow-up support for families, transitional housing, independent living skills, and case management be part of programs in order to be effective.

“Helping homeless youths calls for a comprehensive approach. Homeless youths need services that first address the basic needs of food, shelter, and clothing but that do not stop there; services must be integrated into a continuum of care. Homeless youths need services that build on each other, from crisis intervention and intensive home-based intervention to intermediate and long-term residential programs. This coordinated continuum of care must be community based” (Kurtz, et al, 1991 p. 313).

There are other studies that state that comprehensive services are a must when dealing with homeless youth (Bass, 1992; Moore, 1988; Hardy, 1985; National Network on Runaway and Youth Services, 1985). In a study done by The Bridge Inc. (1986) they found that a



long term group living transitional housing provides the best results when working with homeless youth. Of eleven participants in The Bridges transitional living program 81.8% were employed, 90.9% were in school or had completed high school, 81.8% were still in a stable living situation after approximately 16 months. The Bridge achieves such success by providing comprehensive services, not dwelling on the youths past failures, and giving the youth the message that work and education are basic requirements of the program. They also add that a “follow-up supported apartment project would assure even more success for youth as housing costs continue to make it difficult for young people to find a decent place to live on low salaries.”

### III. Methodology

To acquire the information needed for this project existing records were researched. Existing records included studies done by the Minnesota Department of Education (1992), Minnesota Department of Jobs and Training (1993), The Roundtable of Homeless Children (1994), and Wilder Research (1991). These studies provided information about the services in Minneapolis/St. Paul and also information on the homeless youth of the area. Studies done by the National Association of Social Workers (1992), the Urban Institute (1991) and the National Network of Runaway and Homeless Youth Services (1985) provided more general information on the population of homeless youth on the national level. Various studies done by individuals and one by The Bridge Inc. (1986) provided information on what service methods are most effective when working with the homeless population.

Using the information obtained through this research a program for the homeless youth of the Twin Cities metro area was designed. Designing the program included doing a problem definition, a needs assessment, goal setting, developing the programming, developing evaluation methods, management methods and looking at other items such as potential funders, budget, staffing and board of directors. The basis for these areas of focus was derived from York (1992) and Kettner, et al (1990) , program planning using an effectiveness based model. Some guidelines on staff selection, board of directors

and management came from R. Skidmore's book, Social Work Administration (1993).

### The Mission

Both Moore (1988) and Kettner, et al (1990), state that it is the mission statement from which the goals and objectives are derived. Ideally, the board of directors would take part in developing the mission statement. At the very least it should be approved by them. "This statement is usually given formal approval and sanction by boards in private agencies" (Kettner, 1990 p. 98). When this proposed program is implemented a board of directors will be chosen and they will go over the program proposal and offer feedback suggestions and either approve the mission statement in the program proposal or develop another one.

### Goals and Objectives

"The development of goals and objectives provides a framework for action by forcing program planners to describe in clear terms what they are attempting to achieve and how it is to be achieved" (Kettner, et al, 1990 p. 94). Designing the goals and objectives are one of the more important aspects of planning a program, for these are what will guide the work that is done within the program.

York (1982), defines goals as "long-range statement of what is to be accomplished" and objectives are "specific statements of measured amounts of progress toward goal attainment." P. 84 Goals are not something that the program will continuously be trying to

achieve. "Goals need not be measurable or achievable" (Kettner, et al,1990 p. 99). Objectives on the other hand are both of the above, measurable and achievable. Objectives should be measurable, realistic, limited in time, and should be related to the goal (Kettner, et al,1990; York, 1982). The goals and objectives for this organization will be developed by looking first at the mission statement of the organization and what is to be accomplished. It will also take into consideration the total number of youth to be served as explained in the next section. The number of staff and how many clients they can reasonably and effectively work with are also considered when determining the objectives.

### Programming

"Programming is the operational phase of the planning process. It involves the decision of what to do to achieve the goals and objectives. It is the "how" of program planning" (York, 1982 p.10). In the book by Kettner, et al (1990), the system or program is broken down into four parts: input, throughput, output and outcome. Simply put "inputs are resources and raw materials, throughputs are the conversion process, outputs are the products of service completion and outcomes are measurable changes in the clients life" (Kettner, et al, 1990 p. 113-114).

This organization will have 4 components to it: 1) the drop-in center; 2) the emergency shelter; and two types of transitional living 3) group supported living and 4) individual apartment living. These four components were chosen because they are the services

that are most needed in the Minneapolis/St. Paul metropolitan area and because they are the methods that prove most effective. As illustrated in the review of literature there are certain components that should be part of a program to make it effective. Those are the components that are included in this program design.

The first of any program's resources are the people to be served, in this case homeless youth ages 11-21. This particular age range was chosen as a result of looking at all the definitions of homeless youth in the literature. When looking at them cumulatively the age range is 11-21. The number of clients to be served is determined to be 6,286. This number was brought about by looking at various factors. Two hundred eighty six of the clients will be served in the three shelter program. Two hundred forty of them through the emergency shelter program. The emergency shelter can house up to 10 individuals per night and each of these individuals can stay in the shelter for up to two weeks. If the initial 10 youth were to stay the full 2 weeks as would the following groups of 10 youth is would come to 240 youth being served each calendar year. It has been limited to 10 because of licensing regulations that allow no more than 15 youth to be sheltered in one area. This 10 bed limit is also done to get away from the "warehousing" effect of virtually stacking the kids on top of each other. The limit of 10 kids per night will allow the staff to give them more one-on-one attention. The two week limit is also due to licensing regulations. In order to receive government funding the shelters cannot allow youth to stay more than fifteen days in a emergency shelter setting.

Twenty-three youth will be served through the Transitional Living Program-Group Home. There will be an availability of 10 beds, again due to licensing regulations and the possibility for more intensive one-on-one work. The youth will be allowed to stay up to six months. This lengthier stay will allow for the best chance of success upon completion of program as documented in the literature review. These factors combined with the possibility that up to 3 individuals will not stay the complete six months it is planned that 23 individuals will utilize the program during one calendar year. It is also estimated that the Transitional Living Program-Apartment Living will serve 23 young homeless adults per year. This number was estimated on the same basis as was the number for the group home.

It is estimated that 6,000 individuals will be served through the drop-in center per year. This number averages out to be 16/17 kids using the drop-in center each of the 360 days of the year it will be open. With 800-1,000 kids per night having no place to call home is it feasible that at least an average of 16 per day will find their way to a drop-in center. There are only 2 other drop-in sites in the Twin Cities metropolitan area (Directory of Services, 1994).

The staff and volunteers are another resource. There will be a total of 43 staff and volunteers. The number of staff required is determined by looking at a couple of different items. First, the number of staff is in part determined by looking at the number of

clients to be served. There will be a total of 6,286 clients served per year. Six thousand of these through the drop-in center and the remaining 286 through the various three different shelter programs.

The drop-in center will be open six days a week. One half of the staff will be present on Sunday through Wednesday and the other half of the staff will be on site on Wednesday through Saturday. The program director will be there Monday through Friday as will the cook. There will then be 5 staff in the drop-in center during the week days and 3 staff on the weekends.

For the Emergency Shelter Program there will be a total of 4 staff and 1 volunteer. The staff will be used for daytime and nighttime coverage of the shelter with one program director and one volunteer to be there during the nighttime hours. The volunteer will act as support for the one staff that will be there during nighttime hours. They will together insure that the youth follow guidelines and they will also handle any crisis calls that will come into the organization.

The Transitional Living Program-Group Home will have a staff of 5 and 3 volunteers. There will be one program director and one case manager that will work with the 10 individuals that will be part of the program at any given time. There will be 2 daytime shelter staff, two volunteers that will be there during the evening hours to organize activities for the youth. One volunteer will also be needed

for the nighttime hours as a support person for the one staff that will be there.

The Transitional Living Program-Apartment Living will require only two staff. One Program Director and one case manager that will work with the ten individuals involved in the program. All in all there will be 24 staff and volunteers that provide direct services to 6, 286 clients per year. Fifteen additional volunteers will be on the board of directors and 4 staff will act as support staff and executive director of the organization.

A third component of the program planning process is the output. The output as mentioned earlier is the “completion of services by the client” (Kettner, 1990 p. 113). The completion of the program by the client is determined on an individual basis by the client and the case manager. Each client will have a case plan and when that is completed they will be done with the program.

The fourth and final component of program planning is outcome. This shows whether or not the clients situation has been improved because of the program. It is a form of evaluation, which will be covered in the next session. The outcome is based on the objectives and also on the clients perceptions of situation as a result of the program.



## Evaluation

Evaluation of a program/organization is crucial to its success. Both York (1982) and Kettner, et al (1990) mention that social services lack in the area of evaluation. Both authors also list 2 reasons for doing evaluations. One is to assess the success of the program in relation to the goals and objectives and two is to look at what worked, what didn't and areas for improvement.

There are 2 types of evaluation (Kettner, et al, 1990), formative and summative. York (1982), calls the first of these programs monitoring and the second evaluation. These terms point out that there is evaluation that goes on during the process and then there is evaluation that occurs at the end of a program cycle.

There are also criteria by which a program could be evaluated. Kettner, et al (1990) illustrates 5 criteria: effort, outcome, adequacy of performance, cost efficiency and cost effectiveness. York (1982) however, illustrates seven criteria-effort, efficiency, effectiveness, impact quality, process and equity. A combination of 4 of these has been chosen for criterion in the evaluation of this organization. Those four are-effort, effectiveness/outcome, efficiency, and quality. The types of evaluation criteria as listed by York (1982) and Kettner, et al (1990) could be combined into those four chosen because they were so similar in what they were evaluating.

“An evaluation of effort entails the analysis of the quantity of service provided or the amount of activity undertaken” (York, 1982 p.146). Examples of this type of data may be number of clients served, number of hours of counseling, or number of support groups held.

Outcome/effectiveness is looking at what was accomplished by the efforts. As Kettner, et al (1990) says, “outcome evaluation examines results achieved with clients and seeks to identify the extent to which the programs outcome objectives were achieved.” P. 193. Examples might include client files, service report forms and the goals and objectives.

Efficiency is the third criterion by which the program will be evaluated. “The criterion of efficiency provides for perhaps the greatest potential evaluative mechanisms for comparing programs by offering, at a minimum a common measure of input” (York, 1982 p. 147). Evaluating efficiency is a bit more difficult. The budget will need to be compared to the output in order to determine the efficiency. For example staff time, cost of equipment and materials will need to be calculated in order to find out how much it costs to house 1 youth in the shelter for 1 night. This type of evaluation will take place on an annual basis.

The fourth criterion is quality of services. York (1982), states that “the evaluation of quality focuses upon the extent to which professional standards are employed in a program.” P. 149. Quality

is often associated with effectiveness, however in this instance it refers to the quality of the staff supplying these services. Methods used for this type of evaluation are job descriptions, staff goals, and job performance.

The evaluation of the organization is very important. It ensures that the clients will get the best possible services by the most qualified person. As noted before, evaluation needs to be a continual process, so that any problems or areas of improvement can be worked on right away.

### Management Style

Next, the management/supervision style will be looked at along with training and staff development methods. It is important that this be looked at, because it is the management and supervision styles along with staff development that will insure that the staff run the program in the most effective manner. A supervisor in the social service field has 3 main functions as noted by Skidmore (1990), the first being teaching. Teaching, mainly involves the supervisor imparting his/her knowledge upon his/her supervisees. This is done to increase the ability of the employees to function as professionals and with greater social work skill. The second function includes administrative duties, including directing employees, employee evaluation, determining promotions and salary increases, assignment of cases and other agency related work. Enabling is the third function of the social service supervisor. This

part of supervision, is basically doing whatever is necessary for the employees, so to allow them to do their part of service delivery.

Supervision can be accomplished in different ways. Individually or in groups form are two of the more popular methods. It is probably most effective to utilize both models and this is what this organization will be doing.

Staff development will be a continuous part of the process. The aim of staff development as Skidmore (1990) points out is to “increase the staff’s knowledge, deepen it’s professional attitudes, and increase it’s skill and ability to work with and help people.” P. 227. There are many methods of staff development, including lectures, case presentations, group activities (e.g. retreats) or continuing education. For the purposes of this organization, staff training as mentioned earlier will be continual.

### Budget

Kettner, et al (1990), states:

“Although such concepts as goals and objectives, and the elements of program design are critical components of program planning, they are simply abstract concepts until backed up by resources. It is in the budgeting process that these resources are allocated.” P. 159.

and Moore (1988) says of a budget:

“it expresses the agency’s plan of action in monetary terms. It reflects agency values, efforts and priorities.

It can be used as a point of comparison for measuring the agency's progress as it moves towards its goals." P. 115.

The budget is critical when designing an organization. As noted it is a reflection of the programs, it can be used in evaluation and it is always used when trying to secure funds. The total annual budget for the organization will be \$579,880. The start up costs budget is totaled at \$42,260. Nearly all of the annual budget is made up of salaries and fringe benefit expenses (\$497,200). The rest of that budget is used on building expenses and the day to day running of the program (\$82,680).

The costs related to the building include rent/mortgage, utilities, insurance and maintenance. The estimated cost of renting the building came from taking the price of a possible site for the organization. The purchase price was taken, interest applied and monthly payments were figured out. The other amounts were figured out by looking at budgets of comparable organizations and taking an average of their costs applied to those particular line items.

The salaries of the staff were figured by looking at similar positions in other organizations and an average was figured out. Fringe benefits were figured by taking 30% of the salaries.

The cost of items on the start-up budget were figured by looking through a catalog of office supplies. The cost of items for the shelters were figured by looking at the prices at local department

stores. Prices of furniture for the drop-in center were estimated by looking at the local Salvation Army which is where the furniture will be bought.

It is anticipated that much of the funding for the shelter will come from the federal government through the Runaway Youth Program. Basic center grants would go towards the drop-in center and emergency shelter. Transitional Living Grants would help to cover the costs of the groups home and apartment living. Independent Living Grants would go towards the independent living skills. State moneys through the Department of Education and Department of Jobs and Training would also be accessed to help cover costs for the GED classes and career development services.

Foundations and corporations will be approached such as Grand Met/Pillsbury, General Mills, Cargill and Honeywell to help cover the costs of the rest of the program.

#### IV. Program Proposal

The following is a program description; it is a cumulation of using the methods illustrated in the previous chapter. The program description will be put in proposal form and be used to obtain funding in order to implement the organization.

##### Mission

The \_\_\_\_\_ is a social service agency designed to serve the homeless youth of Minneapolis and St. Paul. The programs provide support and assistance and instill the knowledge with which the young homeless can begin to provide for themselves and live in a stable and supportive environment.

##### Goals and Objectives

Drop-In Center:

Goal: To increase youths knowledge of services available to them in order to form a support network of individuals and organizations.

Objective: Of 500 homeless youth who go through the intake process 90% (450) will follow through and open a case with a case manager; 75% (375) will successfully complete case plan as assessed by staff; 50% (250) will stay involved with case manager for six months.

Objective: Of 450 homeless youth who use the case management services 90% (405) will demonstrate increased knowledge of educational, health and employment/job

training services available to them as assessed by staff; 75% (338) will meet with case manager on a regular basis as assessed by staff.

Goal: To increase youths ability to live self-sufficiently.

Objective: Of 450 clients who partake of case management services 50% (225) will participate in GED or diploma completion program; 50% (225) will participate in independent living skills program.

#### Emergency Shelter :

Goal: To allow youth time in which he/she can stabilize himself/herself and set goals for the future.

Objective: Of 240 youth using emergency shelter 90% (216) will open case with case manager; 80% (192) will either talk to career development counselor or get enrolled in some type of secondary educational program; 10% (24) will get into a transitional living program.

#### Transitional Living Program-Group Home:

Goal: To allow youth to obtain skills and ability to live self-sufficiently.

Objective: Of 23 youth using transitional housing 100% (23) will participate in independent living skills program; 95% (22) will find employment by the time they exit program; 80% (18) will either enroll in or complete secondary education program.



### Transitional Living Program-Supported Apartment Living:

Goal: To financially assist youth in living self-sufficiently and independently in stable environment.

Objective: Of 23 individuals served 90% (21) will successfully live in own apartment for at least 3 months after completion of program as assessed by staff: 50% (12) will close case with case manager upon completion of program.

### Programming

#### Drop-In Center:

Clients to be Served: 6,000/yr.

Services: Drop-In-6 days a week, 4 p.m. - 9 p.m.

Meals: 1 meal a day, 6 days a week

Case Management: 405 cases a year; Counseling, advocacy, referrals, home visits are part of these services.

GED Classes: 4 days a week; Minneapolis School teacher will come in 4 afternoons a week to tutor for GED testing.

Medical Services: 2 days a week; Hennepin County nurses and/or doctors will be at drop-in twice a week for 2 hours.

Legal Aid: 2 days a month for 2 hours; Legal Aid employees will be available with whom clients can talk.

Mental Health Counselors: 2 days a week; Mental Health Counselors will come for 2 hours with any clients who so desire.

Parenting Groups: Twice monthly; Parenting groups for young homeless parents covering topics such as discipline, development, home safety and nutrition.

Career Development Groups: Twice monthly; Groups will meet and cover topics such as resume' development, interviewing skills, and career possibilities.

Relationships Group: Twice monthly; Groups will cover topics such as communication skills, relationships, self-awareness, talking/listening.

Activities: Once a week; Organized activities such as movies, program presentations, rap sessions, culture events.

Hygiene: Hygiene items will be made available to all clients utilizing drop-in; Items will include shampoo, soap, deodorant, razors, toothpaste and toothbrushes.

Laundry: Washer and Dryer available for youth in drop-in to use on an appointment basis. 6-9 evenings.

Showers: Shower facilities available for youth in drop-in from 4-5 and 6-9.

Outreach: 450 hours of outreach will be done each year by staff.

Emergency Shelter:

Clients to be served: 240/yr.

Services: Shelter: 10 beds; possibility of accommodating 4 parenting teens; stays of 14 days or shorter.

Drop In: Youth using the shelter can also utilize all services at the drop-in center.

Youth wishing to use the shelter must be referred by a case manager. They do not need to have the case opened at the time that they go into the shelter but must open a case within 3 days of being at the shelter. If there are spaces available, the client can go directly into one of the transitional living programs. That will be assessed by the case manager.

#### Transitional Living Program-Group Home:

Clients to be Served: 23/yr.

Services: Shelter: 10 spots available; possibility of 4 for parenting youth. Maximum of 6 month stay with length being determined by case manager and client.

Independent Living Skills: Clients will be able to move through independent living skills curriculum at their own pace. Must finish by the time they complete transitional living program.

Support Groups: Weekly support groups will be held for individuals in program.

Activity Groups: Weekly activity groups; Activities will include cultural, educational and recreational events.

Drop-in Center: Clients involved in transitional living program can partake of all services at the

drop-in center.

Case-Management: Each client will have a case manager who will help the client through the process of completing the program.

The transitional living program-group format is a very structured and supportive living situation. There are rules and guidelines that the clients must follow (included in the appendices) in order to be part of the program. This program is designed to take youth who have no skills required to live on their own, and allows them to live in a supportive environment while they learn these skills. If there are openings in the Transitional Living Program-Apartment Living, the clients that finish this portion of the program can move into the apartment living program.

Transitional Living Program-Apartment Living:

Clients to be Served: 23/yr.

Services: Rent Assistance: One third of the clients rent will be paid for up to 6 months.

Case Manager: Depending on length of stay case manager will make 3 home visits to clients home during 3 months following completion of program, this is done in order to make sure that client is maintaining his/her living situation on his/her own; In addition to this case manager will be there only for crisis situations.

This program is more designed for a client who has possibly lived on their own before and has knowledge of independent living skills.

The program is made to financially support a client while they get comfortable with living on their own. Length of stay in program will be determined by client and case manager. Once client is finished with program, he/she should be living independently and case will be closed.

### Staff

Whole Organization:	Executive Director (1)
	Administrative Aid (1)
	Secretary/Receptionist (1)
	Janitor (1)
	Board of Directors (15) -volunteers
Sub-Total	4 Staff and 15 Volunteers
Drop-In Center:	Program Director (1)
	Cook (1)
	Intake Workers (2)
	Case Managers (5)
Sub Total	9 Staff
Emergency Shelter:	Program Director (1)
	Daytime Shelter Staff (2)
	Nighttime Shelter Staff (2) - 1 volunteer
Sub Total	4 Staff and 1 Volunteer
Transitional	
Living-Group:	Program Director (1)
	Case Manager (1)
	Daytime Shelter Staff (2)
	Evening Shelter Staff (2) - volunteers

	Nighttime Shelter Staff (2) - 1 volunteer
Sub Total	5 Staff and 3 Volunteers
Transitional	
Living-Apartment:	Program Director (1)
	Case Manager (1)
Sub Total	3 Staff

Total Staff/Volunteers 24 Staff and 19 Volunteers

### Evaluation Methods

Effort: Daily service logs  
 Weekly service logs  
 Monthly service logs  
 Drop-in Center client sign in sheet

These forms will allow staff to keep track of what they do on a daily, weekly and monthly basis. Included on these forms will be number of cases opened, number of groups held, number counseling sessions or home visits and whatever the case manager does in a day. These will be tabulated on a monthly basis by the program director and on a quarterly and yearly basis by the executive director.

Outcome/Effectiveness: Daily service logs  
 Weekly service logs  
 Monthly service logs  
 Service report Forms  
 Client files  
 Discharge forms  
 Goals and Objectives

The basis for evaluating the outcome/effectiveness will be the goals and objectives. In order to evaluate using the objectives the listed forms and logs will be used to monthly, quarterly and yearly tally the data.

Efficiency: Budget  
Daily service logs  
Weekly service logs  
Monthly service logs  
Service report forms

The basis of evaluating efficiency will be the budget. This method of evaluation will be done on a yearly basis. It will be done by taking the amount of time, the resources used and the outcome and putting a monetary price on it.

Quality of Services: Job descriptions  
Staff goals  
Job performance  
Program Directors  
Executive Director  
Board of Directors

The quality of staff will first be insured by the standards by which they are hired. A twice yearly evaluation of staff will take place. This evaluation will be based on their job performance in relation to their job description and their goals. A continual process of evaluation and supervision will take place.

### Management and Staff Training

Weekly staff meetings  
Weekly program meetings  
By-monthly management meeting  
Monthly/By-monthly one-on-one meetings between staff and program director  
Two all staff retreats per year  
Monthly in-service training's  
Weekly case presentations at staff meeting  
Case consultation will be made available  
Opportunity for continuing education

## Budget

Following are two budgets, one is the budget of the annual costs of running the program, the second budget is of all the start up costs for the programs.





Budget

Other:						
Food	\$18,200	\$12,740	\$5,460			
Disposable Dinner Ware	\$1,000	\$500				
Personal Hygiene Items	\$1,000	\$1,000				
Sub-Total	\$19,700	\$14,240	\$5,460			
Total	\$580,380	\$226,210	\$138,370	\$132,910	\$82,390	

Budget-Startup Costs

Office Equipment:	Total	Drop-In	Emergency	Trans. Group	Trans. Apart.
Desks (20)	\$5,000	\$2,375	\$875	\$875	\$875
Chairs (20)	\$3,000	\$1,425	\$625	\$625	\$625
File Cabinets (14)	\$1,790	\$875	\$305	\$305	\$305
Computers (3)	\$4,500	\$1,125	\$1,125	\$1,125	\$1,125
Printer	\$600	\$150	\$150	\$150	\$150
Copy Machine	\$2,000	\$500	\$500	\$500	\$500
Telephones (20)	\$1,400	\$350	\$350	\$350	\$350
Chairs (18)	\$1,890	\$472.50	\$472.50	\$472.50	\$472.50
Tables (3)	\$1,650	\$412.50	\$412.50	\$412.50	\$412.50
Office Supplies	\$1,000	\$250	\$250	\$250	\$250
<b>Total</b>	<b>\$22,830</b>	<b>\$7,935</b>	<b>\$4,965</b>	<b>\$4,965</b>	<b>\$4,965</b>
Drop-In Center:					
Television	\$400	\$400			
VCR	\$250	\$250			
Smoke Filter	\$100	\$100			
Couches (3)	\$275	\$275			
Lounge Chairs (4)	\$225	\$225			
Tables (4)	\$440	\$440			
Chairs (32)	\$640	\$640			
Bookshelf	\$100	\$100			
Drop-in Supplies	\$500	\$500			
Personal Hygiene Supplies	\$300	\$300			
Washer & Dryer	\$1,000	\$334	\$334	\$334	\$334
Coffee Table (2)	\$100	\$100			
End Tables (2)	\$70	\$70			
<b>Total</b>	<b>\$4,325</b>	<b>\$3,657</b>	<b>\$334</b>	<b>\$334</b>	<b>\$334</b>
Kitchen/Serving Area:					

Budget-Startup Costs

Stove/Oven	\$1,000	\$1,000		
Refrigerators (2)	\$1,600	\$1,600		
Chest Freezer	\$800	\$800		
Microwave Oven	\$500	\$500		
Miscellaneous Appliances	\$500	\$500		
Work Table	\$500	\$500		
Cooking Utensils	\$200	\$200		
Pots, Pans, Etc.	\$400	\$400		
Total	\$5,500	\$5,500		
Emergency Shelter:				
Bed Frames (10)	\$750	\$750		
Mattress Sets (10)	\$1,050	\$1,050		
Pillows (10)	\$50	\$50		
Sheet Sets (30)	\$450	\$450		
Blankets (15)	\$150	\$150		
Quilts (15)	\$450	\$450		
Cribs (4)	\$600	\$600		
Dressers (4)	\$300	\$300		
Night Stands (5)	\$175	\$175		
Lamps (10)	\$150	\$150		
Total	\$4,125	\$4,125		
Transitional Housing:				
Bed Frames (10)	\$750	\$750		
Mattress Sets (10)	\$1,500	\$1,500		
Pillows (10)	\$50	\$50		
Sheet Sets (10)	\$150	\$150		
Blankets (10)	\$100	\$100		
Quilts (10)	\$300	\$300		
Dressers (10)	\$750	\$750		



## V. Conclusion

The problem of homelessness among the nation's youth is indeed a problem that deserves the attention of the greater public. It is not a problem that can be ignored. The author addressed the question-Are there enough services for the population of young homeless adults in the Minneapolis/St. Paul metropolitan area?

In answering this question the areas looked at were: the number of homeless kids at the national, state and local levels; the problems that homeless kids face on a daily basis, and finally the programs that are in existence and methods that work. As a way to better understand the issue a historical perspective was illustrated and along with this barriers that keep these kids on the streets instead of helping them off.

It was determined that there is indeed a need for further services. Using all the information and literature collected a program was designed. This program design includes a mission, goals and objectives, programming, evaluation methods, management methods and a budget.

Using this program design a program proposal and a proposal for funding will be designed and then used to obtain funding in order to implement the program. This program then will help to further impact this problem of homelessness in the Minneapolis/St. Paul metropolitan area.

## Appendix A-1

### Job Description Executive Director

#### Executive Director

Responsibilities: To administer and oversee the operations of \_\_\_\_\_ and it's programs.

Duties: The Executive Director will conduct and direct the following activities:

- 1) Personnel Management.
- 2) Management of the fiscal activities.
- 3) Seek funding and write proposals.
- 4) Evaluate the services.
- 5) Review and evaluate the programs and planning.
- 6) Participate in community relations and network with people and organization in the area.
- 7) Communicate with board of directors.

Supervision: Report to the chairperson of the board of directors.

#### Qualifications:

- 1) Masters Degree in Social Work or related field.
- 2) Two or more years experience in the area of youth and/or homelessness.
- 3) Knowledge of the diverse communities in this area and their resources.
- 4) Experience in administrative/management position.

## Appendix A-2

### Job Description Program Director

#### Program Director

Responsibilities: To direct and guide the operations of \_\_\_\_\_  
a program of \_\_\_\_\_.

Duties: Those activities which will be carried out include:

- 1) Supervision and guidance of staff that are under your direction.
- 2) Act as role model/mentor for all staff of \_\_\_\_\_.
- 3) Participate in seeking and procuring funding for the program.
- 4) Review and evaluate the programs.
- 5) Act as liaison between staff and executive director.
- 6) Community Outreach/networking

Supervision: Report to executive director.

#### Qualifications:

- 1) Bachelors in Social Work or related field (licensed).
- 2) Experience in area of youth and homelessness.
- 3) Knowledge of process of procuring funding and program management.
- 4) Knowledge of community and it's resources.
- 5) Valid Minnesota Drivers License and vehicle.



## Appendix A-3

### Job Description Intake Workers

#### Intake Workers

**Responsibilities:** To introduce clients to programs and their services; and partake in process of recruiting clients to the organization.

**Duties:** Activities in which intake worker will be involved include:

- 1) Do initial intakes on all clients new to the agency.
- 2) Interact with clients and be supportive of other staff during drop-in hours.
- 3) Participate in outreach activities in order to educate youth on streets of our activities.
- 4) Maintaining records of clients served, data collection.

**Supervision:** Report to the program director.

#### **Qualifications:**

- 1) Two year human services degree; bachelors preferred.
- 2) Three plus years of experience with youth or homeless population.
- 3) Knowledge of community and resources available to homeless youth.
- 4) Valid Minnesota drivers license and vehicle.

## Appendix A-4

### Job Description Case Manager

#### Case Manager

**Responsibilities:** To assist and empower homeless youth so that they are able to achieve self-sufficiency.

**Duties:** Case Manager will be involved in following activities:

- 1) Participate in outreach activities in order to educate youth on streets of our activities.
- 2) Together with youth develop a case plan and help youth in the follow through of that plan.
- 3) Interact with staff and clients and be supportive of other staff during drop-in hours.
- 4) Maintain records of clients served for data collection.

**Supervision:** Report to Program Director.

**Qualifications:**

- 1) Two year degree in human services or related field; Bachelors Degree preferred.
- 2) Three plus years of experience with youth and homeless population.
- 3) Knowledge of community and resources for homeless youth.
- 4) Valid Minnesota Drivers License and vehicle.

## Appendix A-5

### Job Description Shelter Staff

#### Shelter Staff

Responsibilities: To oversee the shelters and clients during daytime and nighttime hours.

Duties include:

- 1) Handling all nighttime crisis phone calls.
- 2) Work with other staff to insure safety of youth in shelter during the nighttime hours.
- 3) During the day help to insure that youth follow the guidelines.
- 4) During the day assist in delivering independent living skills.
- 5) In the evening assist in monitoring the activities of youth.

Supervision: Report to the program director.

Qualifications:

- 1) High school diploma or GED, some secondary experience preferred.
- 2) Experience working with youth and/or homeless people.
- 3) Knowledge of resources available for this population.

Appendix B-1  
Initial Intake Form

Date:\_\_\_\_\_ Intake Done By:\_\_\_\_\_

Clients Name:\_\_\_\_\_

Current Residence:\_\_\_\_\_

Parent/Guardians Name:\_\_\_\_\_

How Can We Get A Hold of Him/Her?\_\_\_\_\_

---

Basic Information:

Sex: M F Age:\_\_\_\_\_ DOB:\_\_\_\_\_

Race: American Indian African American Asian/Pacific Islander  
Caucasian Hispanic Other:\_\_\_\_\_

---

Presenting Problem  
(check all that apply)

\_\_\_Emotional Problem \_\_\_Medical \_\_\_Housing \_\_\_Drug/Alcohol  
\_\_\_Work/Financial \_\_\_School/Education \_\_\_Abuse/Neglect  
\_\_\_Family Conflict \_\_\_Other

Service Requested  
(check all that apply)

\_\_\_Information \_\_\_Counseling \_\_\_Shelter \_\_\_Other

---

## Social History

### Family:

1. Marital status of parents and current living situations. How much contact does client have with them?
2. Number of siblings, current residence and how much contact does client have with them?
3. How long has client been out of parent(s) home and why?
4. Other relatives that client has contact with.

### Previous Placement:

1. Where was most recent residence?
2. How long were you there?
3. Reason for leaving.

### Peer Relations:

1. Who is part of your peer groups (Who do you hang out with?)?
2. What do you do with this group of peers and/or friends?

## Educational History

Last Grade Completed:

Last School Attended:

How were you doing?

Vocational History

Previous Work Experience:

Volunteer Experience:

Legal Status

Clients Legal Guardian:

Court Involvement:

Any legal Problems?:

Staff Comments

Appendix B-2  
Intake Form

-----  
Identification:

Case Number:\_\_\_\_\_ Name:\_\_\_\_\_

Age:\_\_\_ DOB:\_\_\_ Sex:\_\_\_ Race:\_\_\_

-----  
Family Information:

Legal Guardian:\_\_\_\_\_ Relationship:\_\_\_\_\_

Address:\_\_\_\_\_ Phone:\_\_\_\_\_

-----  
Referral Source:

Name of organization/individual:\_\_\_\_\_

Relationship to client:\_\_\_\_\_

Reason for Referral:\_\_\_\_\_

-----  
Staff Assessment of Client:

Appendix B-3  
Case Plan

Case #: \_\_\_\_\_ Clients Name: \_\_\_\_\_

Presenting Problem

Need

Plan of Action

Case Manager Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Client Signature: \_\_\_\_\_

Date: \_\_\_\_\_



Appendix B-4  
Discharge Plan

Case #:\_\_\_\_\_ Clients Name:\_\_\_\_\_

1. Summarize what youth has done during the duration of him/her utilizing the services.
2. Are there any needs that did not get met or any items that are on case plan that did not get accomplished?
3. How does client plan on accomplishing these (possibly part of aftercare plan)?

Case Manager Signature:\_\_\_\_\_ Date:\_\_\_\_\_

Client Signature:\_\_\_\_\_ Date:\_\_\_\_\_

4.

Appendix B-5  
Youth's Evaluation of Services

Prior to leaving the program we ask that you please take a few minutes to let us know what you think of the services we have to offer and the manner in which we offer them.

1. Please rate each of the following aspects of the program using the scale below:

- 1-Excellent
- 2-Good
- 3-Average
- 4-Poor
- 5-No Good

\_\_\_ Drop-In Center Staff

\_\_\_ Shelter Staff

\_\_\_ Case Manager

\_\_\_ Food

\_\_\_ Drop-in Activities

\_\_\_ Volunteers

\_\_\_ Laundry, Showers, Hygiene  
Items

\_\_\_ Other: \_\_\_\_\_

Other Comments:

2. What do you feel was the most beneficial part of coming to this program? Explain.
  
  
  
  
  
  
  
  
  
  
3. What was the least beneficial part of coming to this program? Explain.
  
  
  
  
  
  
  
  
  
  
4. List 5 things in your life that have changed or improved as a result of utilizing the services at this program.

5. If you could change anything at this program, what would it be?

If you have any other comments please put them below, and if you would like to talk to someone in person about the services here contact your case manager.

Thank you very much for your help. Good Luck and remember we will always be here if you need any further help.

Appendix B-6  
Three and Six Month Progress Report

Case #:\_\_\_\_\_ Clients Name:\_\_\_\_\_

Date:\_\_\_\_\_ Length of Clients Involvement:\_\_\_\_\_

Please write down each goal or segment of case plan below and following that write a brief paragraph detailing the progress the client has made on case plan.

Other comments:

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