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# 2024 - 2026 Strategic Focus and Implementation Plans for the Policy Priorities of Fostering Promise



**FOSTERING PROMISE**  
— ADVOCATES 4 CHANGE —

# BACKGROUND

In December 2023, Fostering Promise convened a group of **thought leaders** – young adults with lived experience and a diverse array of industry experts – to review the release of Fostering Promise Policy Priority Paper: [Eradicating Homelessness for Youth Aging out of Foster Care in the San Francisco Bay Area](#).

Together, we began to co-create a strategic plan for each of the four policy priorities. Key themes emerged and solutions were proposed.

In February 2024, workgroups for each policy priority met to review and prioritize the top ideas and discuss strategies for implementing them. This document is a result of those sessions.



All photos in this report were taken at the Fostering Promise Co-Creation Workshop in December 2023.

# 2024 - 2026 SNAPSHOT

#1

## Create Housing Readiness Plans by age 16

By age 16, 100% of youth will have completed a housing plan and can access the required documentation.

### Deliverables

- A Housing Readiness Plan template and process
- An online repository for youth's critical documentation
- A Housing Readiness Plan mobile app in Beta

#2

## Produce more and better-suited housing

With the goal of securing 500 more units by 2027, and specific milestones to be achieved within the next two years.

### Deliverables

- Funding feasibility study scoped and completed
- An online repository of "Emerging Adult-Friendly" housing options
- A convening to propel TAY (Transition Age Youth) housing development

#3

## Secure a committed mentor for every emerging adult

Establish a program to provide caring mentors for emerging adults ages 18 – 30.

### Deliverables

- A pilot that extends the CASA (Court Appointed Special Advocate) program for non-minor dependents up to age 30
  - Expand the mentor pool and promote enduring relationships
  - New policies to support emerging adults
  - Curriculum and training needed for mentors of young adults

#4

## Inform and reform adult systems

Increase awareness and usage of Foster Youth to Independence (FYI) and Family Unification Program (FUP) vouchers, in collaboration with Housing Authorities.

### Deliverables

- A best practices model for Housing Authorities to reach TAY with FYI/FUP vouchers
- An online repository of housing communities that will accept FYI/FUP vouchers

#5

## Use data-driven insights to develop action plans

Provide timely and relevant information to guide the policy priority workgroups, ensuring that their strategies and decisions are well-informed and grounded in data.

### Deliverables

- Housing stats for youth aging out of foster care in the San Francisco Bay Area
- Insights from ILP
- TAY housing options
- FYI and FUP voucher data and analysis



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# PRIORITY #1

## Create Housing Readiness Plans by age 16



### Policy Summary

Initiate housing planning for youth exiting foster care sooner, consistently, and by utilizing both technology and housing experts. By age 16, every youth will create a Housing Readiness Plan to help them envision and secure a stable home to welcome them on the day they transition out.

### 2024 - 2026 Strategic Focus and Key Deliverables

Fostering Promise will drive the delivery of:

- **A Housing Readiness Plan Template and Process** – a set of tools and processes that young adults and their support team (providers, social workers, Court Appointed Special Advocates, foster parents) can use to create a Housing Readiness Plan with five viable housing options for all youth in foster care beginning at age 16. This template and process will be piloted by 2 – 3 service providers.
- **An Online Repository for Personal Documentation** – youth exiting foster care need easy access to the personal documentation often required by landlords or developers. This online repository will make it easy to store and retrieve all of the critical documents including birth certificates, IDs, proof of citizenship, social security cards.
- **A Housing Readiness Plan Mobile Application** – scope requirements for a mobile app that youth can use to develop a Housing Readiness Plan. Goal is to have the app in beta by early 2026.

**The plan for producing these deliverables includes the following broad buckets:**

- An evaluation of best practices, tools and processes already in use. An analysis of their effectiveness, along with a clear assessment of what’s missing.
- Soliciting input from both Transition Age Youth (TAY) service providers and Independent Learning Program (ILP) professionals as well as from young adults currently or formerly in foster care.
- Identifying any additional roles or resources required for the successful implementation. This may include a TAY Housing Specialist with expertise in 1) affordable housing; 2) knowledge of the Foster Youth to Independence (FYI) and Family Unification Program (FUP) vouchers, and 3) other TAY subsidies.
- Developing the parameters for a program to pilot the Housing Readiness Plan, along with criteria and requirements for service providers who wish to participate. Identifying, screening, and securing the providers for the pilot.
- Producing the scope of work needed to develop both a Housing Readiness Plan mobile app for TAY and an online repository for them to easily store all documentation required to secure housing.

**Ecosystem**

- TAY service providers
- California State and County ILP leaders
- County social workers
- Youth advocacy organizations
- High tech companies
- Affordable housing developers
- Housing Authorities
- ...and others

**Data requirements**

- ILP data from a variety of sources
- FYI / FUP voucher usage stats
- Requirements for and availability of affordable housing options

**Workgroup**

If you’d like to join this workgroup, please contact Melina Andreas [melina@fosteringpromise.org](mailto:melina@fosteringpromise.org)

## PRIORITY #2

### Produce more and better-suited housing



### Policy Summary

Increase the number of housing options that are tailored for youth exiting foster care through a combination of new construction, setting aside units in existing affordable housing communities, and identifying landlords willing to take housing vouchers for foster youth. Create an online repository of housing communities that are welcoming to young adults emerging from foster care. Our goal is to have 500 additional homes available by 2027.

### 2024 - 2026 Strategic Focus and Key Deliverables

Fostering Promise will drive the delivery of:

- **A Funding Feasibility Study** – determine the viability of privately funding the development of housing for youth exiting foster care across the SF Bay Area. This work will be co-led by Good River Partners out of Los Angeles and is based on their work in LA County.
- **An Online Repository of “Emerging Adult-Friendly” Housing Options** – an easily searchable, regularly updated database of vetted housing options suitable for and welcoming of youth in foster care and emerging adults exiting the system.
- **A Convening to Propel TAY Housing Development** – work with faith-based and affordable housing leaders to co-host a convening to provide information and support to those interested in leveraging recent legislation (SB4 and SB591) allowing faith-based communities to develop on their land more easily and letting developers set aside 20% of units within a senior property (age 62+) for TAY.

**The plan for producing these deliverables includes the following broad buckets:**

**Produce a Funding Feasibility Study:**

- With Good River Partners, find and secure a research partner to conduct a feasibility study to privately finance the acquisition and development of housing for current and former foster youth (ages 18-25) in the Greater San Francisco Bay Area, replicating their Genesis LA model.
- Release the report publicly at a convening and via media outreach to attract resources – both funding and partners.

**Produce an Online Repository of Housing Options:**

- Work with service providers and young adults with lived experience to establish the criteria for “Emerging Adult-Friendly” housing and identify a diverse and comprehensive range of options that fit these criteria.
- Scope the parameters for an online repository and compile all critical information. Test its effectiveness as part of the Housing Readiness Plan pilot program.

**Produce a TAY Housing Convening:**

- Identify 2–3 faith-based and/or affordable housing leaders/organizations to co-host a convening where examples of successful TAY housing communities can be shared.
- Create materials to support those interested in developing TAY housing (guidelines, resources, a step-by-step how-to, etc.).
- Co-host a convening(s) to educate, train and inspire TAY housing development and follow up with participants to support them. Repurpose the content broadly.

**Ecosystem**

- Foundations and other financial institutions
- Affordable housing developers, owners and advocates
- Faith-based community leaders
- California Department of Housing and Community Development
- ...and others

**Data requirements**

- In-depth data on TAY subsidies
- Current and proposed affordable housing communities for TAY

**Workgroup**

If you'd like to join this workgroup, please contact Melina Andreas [melina@fosteringpromise.org](mailto:melina@fosteringpromise.org)

## PRIORITY #3

### Secure a committed mentor for every emerging adult



### Policy Summary

Ensure that no young person leaves foster care without an adult mentor who provides caring, unconditional (and ideally, lifelong) support. Provide mentors with the training and resources they need to effectively come alongside and support their young adult's transition into adulthood.

### 2024 - 2026 Strategic Focus and Key Deliverables

Fostering Promise will drive the delivery of:

- **A pilot program that extends the existing Court Appointed Special Advocate (CASA) program** – provide mentors for NMDs (Non-Minor Dependents) aging out of foster care between the ages of 18 and 30. The goal is to identify committed mentors to create enduring relationships with every emerging adult.

**The plan for producing this deliverable includes the following broad buckets:**

- Form a collaboration between San Francisco Bay Area CASA program directors (and/or their designees) interested in helping design the pilot.
- Scope an initiative that expands the current CASA program to include young adults ages 18 – 30. The following will be evaluated and considered:
  - Any policies that need to be redefined to better support TAY who are legally adults (NMDs) and no longer children / minors.
  - Curriculum and training needed for mentors of young adults
- Identify one or two counties to pilot the program and develop criteria and measurements for success.

**Ecosystem**

- CASA state and county directors and leaders
  - TAY service providers
  - County social workers
  - Court system
- ...and others

**Data requirements**

- Analysis on how many 16–20-year-olds have CASAs
- Analysis of how many youth are in need of a CASA

**Workgroup**

If you'd like to join this workgroup, please contact Melina Andreas [melina@fosteringpromise.org](mailto:melina@fosteringpromise.org)

## PRIORITY #4

### Inform and reform adult systems



### Policy Summary

Improve adjacent adult systems (Housing Authorities, adult Social Services and Behavioral Health, affordable housing developers and owners) to better understand and support the unique needs of emerging adults who have experienced and aged out of foster care.

### 2024 - 2026 Strategic Focus and Key Deliverables

Fostering Promise will drive the delivery of:

- **A Best Practice Model for Housing Authorities** – publish a best practices guide to help San Francisco Bay Area Housing Authorities increase utilization of the Foster Youth to Independence (FYI) and Family Unification Program (FUP) vouchers among Transition Age Youth (TAY).
- **A Targeted Marketing Effort to Increase Voucher Acceptance:** Launch a campaign targeting landlords and affordable housing owners to educate them on the value of accepting FYI and FUP vouchers from TAY.
- **An Online Housing Directory** – develop a repository of housing communities and properties that will accept FYI and FUP vouchers.

**The plan for producing these deliverables includes the following broad buckets:**

- Form a collaboration between the San Francisco Bay Area County Housing Authorities interested in serving TAY.
- Partner with youth and housing advocacy organizations to co-host a convening to present and discuss how housing authorities can increase the utilization of FYI/FUP vouchers across the SF Bay Area. Learn from promising practices of higher utilization counties, such as the pilot project between The San Francisco Housing Authority and Unity Care.
- Launch a campaign targeted at landlords and developers/owners of affordable housing to promote the value of accepting FYI and FUP vouchers from TAY.
- Research and identify all current affordable housing communities, landlords and/or developers that will take FYI/FUP vouchers and invite them to become a part of the “emerging adult-friendly” housing provider community.

### Ecosystem

- San Francisco Bay Area Housing Authorities
- Court system
- Youth advocacy organizations
- Affordable Housing developers and owners
- ...and others

### Data requirements

- Voucher utilization / in circulation, expiring, etc.

### Workgroup

If you'd like to join this workgroup, please contact Melina Andreas [melina@fosteringpromise.org](mailto:melina@fosteringpromise.org)

# PRIORITY #5

## Use data-driven insights to develop action plans



### Policy Summary

All four of Fostering Promise’s policy priorities require timely and relevant data to guide them and ensure that all solutions and decisions are well-informed. To this end, Fostering Promise has established a fifth priority and workgroup to provide data-driven insights. The data points needed will be sourced from industry experts and thoughtfully provided to inform each policy priority workgroup.

### 2024 - 2026 Strategic Focus and Key Deliverables

Based on the objectives outlined by each of the four policy priorities, the data team is focused on these primary data areas:

- General housing stats related to all youth aging out of foster care in the San Francisco Bay Area (and across Northern California)
- ILP (Independent Learning Program) participant info, outcomes and trends
- San Francisco Bay Area housing information and homelessness stats
- FYI and FUP voucher availability and utilization data across the San Francisco Bay Area

#### Ecosystem

- UC Berkeley TAY-Hub (part of the California Child Welfare Indicators Project)
- State of California
- Bay Area Regional, California State and National youth advocacy organizations  
...and others

#### Workgroup

If you’d like to join this workgroup, please contact Melina Andreas [melina@fosteringpromise.org](mailto:melina@fosteringpromise.org)

# SPECIAL THANKS

Thanks to the lived experience leaders and industry experts who are collaborating with us to eradicate homelessness among youth aging out of foster care.

NAME	TITLE	ORGANIZATION
Aleta Smith*	Strategic Advisor	Fostering Promise
Alicia Hooton	Program Director	Just Advocates
Amanda McKinney	Senior Policy & Outreach Associate, Child Welfare	Children Now
Andre V. Chapman	President & CEO	Fostering Promise
Ann Wrixon	Executive Director	CASA of Contra Costa County
Anna Gwyn Simpson	Vice President Resident Services	EAH Housing
Beth Fraker	Communications Strategist / Advisory Board for Fostering Promise	Consultant
Breeanna Lynn*	Client Support Specialist / Strategic Advisor - Fostering Promise	Bill Wilson Center
Cari Jaquet	Marketing Advisor	Consultant
Carl Agers	Marketing Executive / Board Member for Fostering Promise	Valocity
Cassie Walter	Intern and Goldman School of Public Policy	Just Advocates
Celeste Walley*	Permanency & Youth Engagement Specialist	California Alliance of Children & Families / Catalyst Center
Celine To	Intern and Goldman School of Public Policy	Just Advocates
Chris Clay	Business Dev Leader / Board Member Fostering Promise	SAP
Chris Middleton	Equal Justice Works Fellow	Youth Law Center
Chris Stoner-Mertz	CEO	California Alliance of Child & Family Services
Cindy Vatalaro	Chief Youth and Caregiver Support Bureau	CA Department of Social Services
Daniel Heimpel	Founder and CEO	Good River Partners
David Hershfield	CEO / Board Member UC	Fideseo
Devon Neary	Senior Vice President of Credit, Portfolio, and Underwriting	San Francisco Housing Accelerator Fund
Diane Braz*	TAY Program Manager	Unity Care
Ericka Dirkse	Director of Programs	San Francisco CASA
Fred Ferrer	CEO	Child Advocates of Silicon Valley
Geoff Nagaye	Program Support Analyst - Family & Children's Services	City & County of San Francisco
Heather Rangel	Global Lead Client Services Partner	Deloitte
Jeff Jefferson	Division Director of Youth Development	Unity Care
Jevon Wilkes*	Executive Director	California Coalition for Youth
Jill Jacobs	Executive Director	Family Builders
Joelle Williams*	Project Manager / Strategic Advisor Fostering Promise	UCSF - Person Centered Reproductive Health Program
Jon Hicks	Senior Counsel	Netflix
Jorge Alvarado*	Lived Experience Leader	Unity Care / First Place for Youth
Josh Selo	CEO	Bill Wilson Center
Kate Durham	Executive Director	San Francisco CASA
Katie Nittler	Senior Partner	IBM Consulting
Ken Berrick	CEO	Just Advocates
Kevin Clark*	Senior Director	Good River Partners
Larry Woodland	Interim CEO	Unity Care
Laura Buzo	Assistant to the City Manager	City of San Jose
Marc Buller	Attorney	Tollner Law Offices
Marico Sayoc	Executive Director	CASSY - Counseling and Support Services for Youth
Mark E Courtney	Distinguished Researcher TAY-HUB / Principal Investigator for CalYOUTH	UC Berkeley
Mauricio Palma	Director of Community Building	Silicon Valley Community Foundation
Pastor Paul Bains	President	WeHOPE
Patricia Gardner	Senior Consultant	PAG Leadership Group
Preston Prince	Executive Director	Santa Clara County Housing Authority
Ray Ruiz	CEO / Board Member Fostering Promise	CDR Construction
Regina Williams	Executive Director	Silicon Valley @Home
Sanders Trent	VP of Operations	Unity Care
Steve Duran	Division Director of Emerging Adults	Unity Care
Steven LaFrance	CEO	Learning for Action
Valerie Earley	Chief, Family Permanency and Support Services Branch	California Department Social Services
Zelica Rodriguez-Deams	Director of Thriving Communities	Sobrato Foundation

\* Individuals who have lived experience in the foster care system



THANK YOU



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