

Larkin Street Youth Services: Helping Kids Get Off the Street for Good The First 25 Years (1981-2006)

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Larkin Street Youth Services: Helping Kids Get Off the Street for Good

The First 25 Years (1981-2006)

“...they were the safety net that my own parents were unwilling or unable to be.” These words, written by a former client years after receiving services from Larkin Street Youth Services (Larkin Street), capture the essence of Larkin Street in the role it has played in the lives of thousands of youth for more than two decades. Each year, Larkin Street provides support, guidance, motivation, role-modeling, counseling and a continuum of concrete services to some of the most vulnerable youth living in the city of San Francisco, California. The homeless and runaway youth served by Larkin Street speak of histories of childhood sexual, physical and psychological abuse, struggles with alcohol and substance abuse, mental health issues, and feelings of rejection by parents, families and communities. Yet, when these youth speak of Larkin Street, they talk about the family that the staff, volunteers and other clients have been for them. It is through the support of *this* family that so many homeless and runaway youth have been able to achieve their potential.

Currently, Larkin Street is a vital organization providing a broad continuum of services to homeless youth living in San Francisco, and, as their tagline states, “helping kids get off the street for good.” Through 23 programs operated across 12 different sites, Larkin Street served nearly 3,200 homeless youth ages 12-24 in fiscal year 2006-2007, which is almost 65% of the entire homeless youth population of San Francisco. Further, 76% of youth who complete Larkin Street’s comprehensive programs have exited street life. It is the notable success in achieving their mission that has enabled Larkin Street to make such a considerable impact on a significant percentage of San Francisco’s homeless youth. “The mission of Larkin Street Youth Services is to create a continuum of services that inspires youth to move beyond the street. We will nurture

potential, promote dignity, and support bold steps by all.” Larkin Street pursues their mission through a breadth and depth of programming and strategies, as well as through the talent, passion and dedication of their staff, board and volunteers (see Figures 1 for current services and client demographics).

[insert Figures 1]

Staff. With a staff of over 150, Larkin Street has been able to successfully capture talent and passion for the mission. Artist-in Residence, Peter Carpou, shared his perspective as to why he believes this to be true, “Larkin Street was always an engaging, altruistic place to work that attracted talented people and Larkin Street really wants to make an impact on the community of youth on the street.” Like many non-profit youth-serving organizations, Larkin Street sometimes struggles with high rates of staff turnover. Yet, through strategic and thoughtful hiring, as well as nurturing talent from within, Larkin Street has been able to secure the staff needed to fulfill their mission.

Board of Directors. Today, there are 30 members on the Larkin Street Board of Directors. Over the years, the board has gone through many transitions and today plays an active role in governance and fundraising. “There’s no glamour or status in being a board member of Larkin Street. You’re doing it because you really believe in the mission and because you really want to help these kids become productive members of society,” says former board member Jay Cuetara. The Larkin Street board fulfills its stewardship role with seriousness and commitment.

Volunteers. Volunteers have played a key role at Larkin Street from the very beginning when community members volunteered their time, energy and skills to develop the Larkin Street Youth Center. Like the staff and board, Larkin Street’s volunteers have a deep and abiding passion for providing support to homeless and runaway youth. “I wanted to help the kids have

fun in a safe place and let them know that there are people in the community who care about them,” said long-timer Roy Francies. As noted in the agency’s most recent annual report, “Each year hundreds of volunteers provide vital support to Larkin Street Youth Services’ Programs. From corporate volunteer groups to individual mentors, volunteers dedicate their time and talents to assist with our Outreach team, meal preparation, GED tutoring and to provide general guidance and support to our youth.”

In order to understand how Larkin Street built its broad continuum of services, the history of Larkin Street can be viewed in terms of five main eras: 1) establishing the first multi-service center in San Francisco for homeless and runaway youth (1981-1985), 2) transitioning from a youth center into a community-based service organization (1986-1989), 3) stabilizing a service-delivery organization (1990-1994), 4) growing and expanding quickly in the process of building the continuum of care (1994-2003), and 5) sustaining the growth and the pursuit of its mission (2004-2006).

THE EARLY YEARS (1981-1985)

“What are you doing here?” asked Jean Richardson, a seminary intern at Old First Presbyterian Church, of a young kid sitting alone on the steps of the church. “I have no place to go,” responded the youth. It was 1981 and many youth in the Polk Street Neighborhood and other surrounding areas were engaging in survival sex, shoplifting, public urination and drug dealing often because they had no place to go.

Dr. Roger Hull, the Pastor of Old First, recalls receiving a visitor from Cleveland in early 1981 who asked “What is your church doing to help these kids on the street?” Around that same time merchants on Polk Street were becoming increasingly displeased by the unlawful acts of

youth in the area. Dr. Hull was attending a San Francisco Interfaith Council meeting when one Polk Street merchant raised his concerns about these youth.

As a result, Dr. Hull began raising the consciousness of his congregants about the plight of these youth. William Campbell, a member of the congregation and later a Polk Street Town Hall (PSTH) and Larkin Street board member, recalls that there were enough people in the congregation willing to address this social problem. Old First decided to form a task force to look into this issue in greater depth and make recommendations for how the church could begin to address the needs of these young people on the streets. What they discovered was startling. As documented by William Campbell, “Many had been betrayed by families that were unable or unwilling to care for them. Neglected, sexually abused, beaten up, kicked out, and in some instances shuffled from foster home to foster home, they were not runaways, but throwaways, discards. They were not children coming to San Francisco with flowers in their hair, but children who had no one to care for them, nowhere to live, and no way to survive without resorting to hustling.”

“If kids were on the street for more than a month, they got caught up in street life,” relates Jean Richardson. “They had no money, no permanent residence, no employable skills, and they hadn’t completed school. Once they began receiving money through survival sex or drug dealing, we couldn’t tell them it’s just as profitable to work to work at McDonald’s—because it wasn’t.”

Meanwhile, the methods of survival utilized by the youth and homosexual activity in general were becoming more and more visible. The police response was to conduct a sweep of the community, resulting in more than 450 arrests. Community members were both alarmed and outraged.

In response to the findings of the Task Force and concerns of the community, Old First and a community organization called Community United Against Violence convened the first Polk Street Town Hall (PSTH) community meeting in the fall of 1981. In the initial meetings, members of the religious community, neighbors, merchants, and kids on the street met in working groups on topics such as health, safety, housing, substance abuse, sexual minority youth and prostitution. These working groups, which often included guest speakers to provide content expertise, were intended to identify the issues faced by the youth on the streets. Under the leadership of Jean Richardson, who later became associate pastor of Old First, and Jon Herzstam, a young substance abuse counselor at the San Francisco Health Department's Center for Special Problems, the Polk Street Town Hall Steering Committee was formed to address these issues. Old First was in complete support. As recollected by William Campbell "Old First's leaders were comfortable nurturing this group and launching it as a free-standing nonprofit organization, independent of the church's control. The church's history, highlighted in stained glass windows lining its sanctuary, reminded members that a previous Old First generation had started San Francisco's first public school, organized its first YMCA and launched the Edgewood Center for Children and Families."

In January of 1983, PSTH became incorporated as a 501(c)3 tax-exempt nonprofit organization. Jon Hertzam and Jean Richardson were appointed board chair and vice chair, respectively, of what Campbell recalls was an intensely democratic board. PSTH membership met quarterly and PSTH Board of Directors met monthly. For the next nine months, PSTH worked to identify the most urgent issues in the community. In their discussions of homeless youth, they began to question how to design a youth shelter program. By this time, the issue of homelessness among adults began to take a prominent place on the agenda of the Mayor of San

Francisco, Diane Feinstein. However, homelessness among youth was not included in this agenda. In reaction to what many felt was an enormous oversight, a coalition was formed called the Youth Emergency Services Coalition (YES) comprised of Catholic Social Services, Youth Advocates, Coleman Advocates for Children and Youth, a variety of community groups and clubs, members of the Gay/Lesbian community, several religious groups, and PSTH. In a 1987 grant proposal, Larkin Street's then Executive Director Jed Emerson writes:

YES immediately requested that the city fund a community-based shelter program for homeless youth. YES successfully advocated for the creation of a city wide service plan for homeless youth and for city funding of the "central receiving facility" for status offenders. However, it became clear that the city would not fund a shelter program for homeless youth.

Initially, PSTH's purpose included the potential to address the needs of broader groups..

As stated in their by-laws:

The primary purpose is the promote the self-development of various high-risk individuals and/or groups who frequent Polk Street and its environs possibly including, but not limited to, youth, senior citizens and handicapped individuals. In addition, it will encourage cooperation among existing service organizations, interested citizens, and/or other interested groups toward the fulfillment of its primary purpose.

However, when PSTH joined with YES to lobby for a youth shelter system and a multi-service center for youth, they became increasingly focused on one singular purpose: to establish a "place" to go for young people on the streets. William Campbell recalls the attitude during this time, "Homeless Youth were viewed as a police problem—'let's just deport 'em.' Even in the early stages we were trying to look at the whole kid. Kids didn't know how to access the city's services and even if they did, they didn't know if they would get them."

Despite the initial denial of city funding, many of the organizations serving youth in YES were not willing to give up so easily. The PSTH Board, for one, continued to raise awareness and funds, primarily among the religious community. In late 1983, they were able to secure

\$3,000 self-development funds, which was matched locally by an additional \$3,000. At the same time, four other organizations in the YES coalition received \$180,000 in funding for a federal demonstration project. The funds were allocated to an agency collaborative consisting of Youth Advocates, Catholic Social Services, Hospitality House and Urban Research Associates to establish a community-based program for homeless youth. The purpose of the grant was to determine whether outreach and counseling would have a positive impact on juvenile prostitution and homelessness.

Struggling to identify a central location for the provision of services to homeless and runaway youth, the four aforementioned agencies joined with PSTH, who had identified two possible locations through one of their grassroots board members Charles Olson. “The choice came down to a second floor location on Polk Street and a storefront on Larkin Street. Believing that abused and exploited kids would not walk up long stairs, the board chose the storefront,” noted William Campbell. From the start, board members played a critical role in guiding the direction of Larkin Street and in ensuring its success and sustainability.

The five agency consortium began to advocate for additional city funding to support the establishment of a center. The *San Francisco Progress* newspaper published an article entitled “Street kids’ center sought” on October 21, 1983 documenting these advocacy efforts:

In a letter to Jim Buick of the Mayor’s Criminal Justice Council, Rev. Jean Richardson of Polk Street Town Hall proposes a plan for “the most comprehensive, carefully designed demonstration program to permanently move these youth off the streets yet contemplated in recent history in San Francisco.”

The city money would provide the money needed to secure the building already identified and to allow PSTH to hire two staff persons. By December 1st, the Mayor granted PSTH \$68,000 as a match to the federal funding to open the Larkin Street Youth Center.

During this period, the current PSTH board chair, Jon Hertzam, was experiencing the effects of a new disease beginning to run rampant in San Francisco. As Jean Richardson reflected,

“One day Jon and I were driving on Van Ness Avenue. We were going to have a picnic and Jon said, ‘Jean, there’s this terrible disease. It’s a plague.’ I said, ‘You’re crazy’. Soon after that, we learned the news of the first cases in New York City of the disease that we now call AIDS. There was no treatment then. Jon was one of the first 60 victims of AIDS in San Francisco.”

This was only the beginning of the impact of this disease on Larkin Street staff and clients. HIV/AIDS services would later become a core programming area. In early 1984, Jean Richardson succeeded Jon Hertzam as board chair and would continue serving on the board in varying capacities for the next decade.

In January 1984, Larkin Street Youth Center opened its doors with the hopes of serving a significant percentage of the estimated 2,000 youth living on the streets of San Francisco. The 2,000 square foot two story office and storefront located at 1040 Larkin Street was ideally situated to reach out to youth both on Polk Street and the Tenderloin, areas in which youth prostitution was a significant issue. The center was intended to be one location in a network of services for homeless youth, namely the Homeless Youth Network. Also in January, Catholic Social Services opened the Diamond Youth Shelter as another location in the network, providing 20 beds for emergency, short-term housing for youth. The collaboration between Larkin Street and Diamond Youth Shelter now offered a refuge for youth during both the day and night.

Recognizing the importance of political support and community buy-in, Larkin Street Youth Center was officially opened on February 7, 1984 with the Mayor in attendance. Initially called a youth intervention and prostitution program, the following is an excerpt from the first mission statement of Larkin Street: “Our shared mission and purpose is to reach and to provide

meaningful alternatives to prostitution to the most at-risk youth in the Tenderloin and Polk Street area of San Francisco.”

Larkin Street Youth Center opened as a true collaborative with PSTH as the fiscal sponsor and administrative overseer, Youth Advocates as the lead agency responsible for the overall operations of the center, Catholic Social Services providing co-located staff, Hospitality House outstationing an outreach worker at the center, and URSA Institute responsible for a comprehensive evaluation of the center. This Homeless Youth Network created a comprehensive network of integrated services in order to avoid the duplication of services.

The Larkin Street staff immediately began to develop trusting relationships with many youth living on the streets. These relationships between individual staff and youth would become the cornerstone of Larkin Street’s approach to offering youth positive alternatives to street life. Staff and volunteers began to engage youth through street outreach and provided individual and group counseling, food vouchers, and referrals for housing and job training by partner organizations. A tiny medical clinic provided assistance and referrals. Initially, the PSTH board thought that though they were offering concrete assistance to the youth, their main purpose would be to reunite the youth with their families. As remembered by Irene Holmes, “The plan was that we were going to just send all these kids home...that was the original idea—that we needed to just find out where they came from and call their parents and reconcile them. And then much to everyone’s amazement, we’d reach the parents and the parents would say ‘we don’t want them anymore’ and so we had to do a major rethink at that point.” This startling realization required the PSTH and Larkin Street board and staff to examine how to most effectively help youth exit life on the streets and achieve their full potential, often without the support of their

own parents. While Larkin Street has identified many effective strategies, it continues to this day to wrestle with this startling realization.

During the first six months of operation in 1984, word spread quickly on the streets and more and more youth came to the center every day. Despite the fact that the center wasn't operating at full capacity due to unfilled paid and volunteer positions, over three-quarters of the youth who met with counselors four times or more were able to break free from their daily street survival methods. While some were able to return home, others were beginning to find jobs and housing. At the same time, the center staff members were beginning to identify the lack of housing as the key barrier facing the youth. However, it would take years before Larkin Street could successfully launch a well-designed residential program to meet this critical need.

By September of 1984, the mission statement had changed slightly due to the evolving nature of the center. The purpose had now become "To provide an exit from street life and prostitution, concentrating on those most vulnerable (those very young and new to the streets) and supporting others more deeply involved in the lifestyle when they demonstrate an interest in changing their lives." Johannes Troost, a Youth Advocates program director, later explained to the *San Francisco Examiner* the rationale behind this purpose. "We know that our best chance to help is to reach a kid who has been on the street three weeks or less... The longer and more involved, the harder it is."

At the same time as the Larkin Street staff and volunteers were beginning to understand the most effective ways of reaching the youth on the streets, they were also learning about the most appropriate and effective way to deliver services to homeless and runaway youth in the center. Irene Holmes, who was a Junior League volunteer (the organization that would soon fund the Volunteer Coordinator position), remembers when she and another colleague first came to

the center. “We decided we were going to do an art class as an evening activity. We were going to have them draw this bowl of fruit...One of the kids said, “Can I draw something else because I’d like to eat the fruit?” At that time, multi-service work with homeless and runaway youth was groundbreaking; in many ways it was uncharted territory.

While the agency collaborative worked to design and deliver services at the center, the PSTH board was developing the infrastructure needed to support its nascent organization and center operations. The heavy use of volunteers brought to light the need for a consistent volunteer coordinator and the funds needed for this position. Board development efforts were beginning to emerge and a new committee structure was underway. Systems were being designed to track individual contributions and fundraising efforts and to prepare for the dissemination of monthly reports. Corporate and foundation partnerships were established and nurtured. For example, the start of an enduring partnership with Levi-Strauss began through the donation of 100 pairs of jeans for the youth. Also, through the advocacy efforts of church leaders and the PSTH board, the United Way granted funds to Larkin Street, one of only four Bay Area programs to receive funds from their “emerging needs” fund. The board also recognized the need to develop policies to guide the work of the center. In fact, the first policy related to ground rules for interaction between the Larkin Street outreach workers and police officers. Concurrently, the Community Relations Coordinator, Greg Day, sought to improve public relations with police, churches and other neighborhood groups, as well as to identify funding sources and community support.

Even though the Larkin Street Youth Center began to develop both public and community support, it lacked the funds necessary to continue operations beyond December 1984, when the federal demonstration grant ended. They feared they would not be able to secure

additional funding to support the center. When it became known that many of the youth being served at the center were from communities outside of San Francisco, serving homeless youth became controversial among members of the Mayor's Criminal Justice Council and the staff of the Department of Social Services because of the belief that they were not their responsibility or that they would not get reimbursed for out-of-town youth.

But as a September 1984 editorial in the *San Francisco Examiner* stated loud and clear "Sorry, folks, the kids *aren't* all right." A subcommittee of the Mayor's Criminal Justice Council conducted a detailed study on runaway and homeless youth, finding that they were fleeing home environments of sexual and physical abuse, selling their bodies, and suffering from mental health and substance abuse problems. In addition, it was later discovered that many of these youth were being rejected by their families due to their sexual identity. Russell Zellers, who headed the subcommittee of the Mayor's Criminal Justice Council, also happened to be staff of the Larkin Street Youth Center at the time. In the *San Francisco Chronicle*, Zellers contended, "One way or another [homeless teenagers] are going to be a drain on the city's budget... These young people do not disappear. They will not go away."

Perhaps due to the combination of media coverage, advocacy efforts, and compelling evidence, Mayor Feinstein voiced her support for the center and requested that the Board of Supervisors support a supplemental appropriation to fund the Larkin Street Youth Center for the remainder of the fiscal year. The appropriation was passed and Larkin Street received a significant amount of funding to continue operations. However, recognizing the potential instability of such funding, the PSTH board and staff and other individuals within the Homeless Youth Network stepped up their policy advocacy efforts by pushing for the creation of state legislation that would provide state funds for services to homeless and runaway youth.

Legislative bill A.B. 1596 (Agnos) was later passed as the Homeless Act of 1985 that supported a two year pilot project on an emergency service system for homeless youth in San Francisco and Los Angeles. Larkin Street would become a beneficiary of this landmark legislation.

While contending with funding and public support issues, it became clear that managing the center by an agency collaborative was becoming very difficult. As Jed Emerson noted, “The unified vision and passion that created the center faded once the goal was achieved and the reality of managing potential and actual daily conflicts...particularly when differing ideologies in the performance of services became apparent.” While PSTH had initially needed the expertise of more seasoned youth services organizations, and the other organizations needed the city support and location secured by PSTH to enable the realization of this grassroots start-up, the relations among the organizations began to deteriorate over a period of several months, particularly between Youth Advocates and PSTH. When PSTH was granted the city funding in late 1984, Youth Advocates, who administered the center, wanted PSTH to be the fiscal sponsor and to grant them the authority to manage and operate all aspects of the program. During this time, PSTH hired their first Executive Director (E.D.), Kathleen Jimenez and a PSTH/Youth Advocates Joint Committee was established. (See Attachment: E.D. job description and Attachment: Larkin Street Youth Center Organizational Chart). Despite the intervention of the new E.D. and the Joint Committee to manage contract negotiations and the refinement of the scope of work, the conflict between the two agencies failed to diminish.

In terms of service delivery, areas of divergence emerged around issues such as serving Spanish-speaking youth, age eligibility and hours of operation; PSTH always landed on the side of wanting to provide as many services to as many youth as possible. Furthermore, the PSTH board and staff never received a copy of the URSA evaluation report after repeated requests.

While there were many areas of conflict, PSTH opted in July 1985 to allow their contract with Youth Advocates to expire.

After ending their contractual relationship with Youth Advocates, PSTH took on full administrative and clinical responsibility of the Larkin Street Youth Center and began their evolution from a grassroots community organization to a community-based human service organization. The challenge of this transition was compounded by the fact that many of the other agencies began withdrawing their staff from the center (resulting in a loss of expertise and tacit knowledge) and that PSTH only had three staff persons: Kathleen Jimenez, Executive Director; Greg Day, Community Relations Coordinator; and Judy Diamond, Administrative Assistant. Kathleen Jimenez would resign soon after. Fortunately, the center continued to be supported by volunteers, including a number of VISTA volunteers, but PSTH was facing their biggest test to date. As William Campbell reflects back over this period, Jed Emerson was considered by many to be Larkin Street Youth Center's saving grace when he signed on as executive director in November 1985:

A rail-thin, 26-year old chain smoker with a trademark black leather jacket, jeans and boots and no car, Emerson had credibility on the street. He also had a Masters in Social Work and had been on a team of consultants that the Presbyterian [Health, Education and Welfare Association] had provided to advise [PSTH] on its options a few months earlier. Emerson poured heart and soul into stabilizing the organization and moving its mission forward.

FROM A GRASSROOTS COMMUNITY ORGANIZATION TO A COMMUNITY-BASED HUMAN SERVICE ORGANIZATION (1986-1989)

Jed Emerson provided the visionary leadership that led to Larkin Street's early successes, enhanced by his prior consulting role with PSTH in March of 1985. The consulting team concluded that PSTH was in the midst of an identity crisis as a grassroots community-based organization and was not equipped to deliver direct services. PSTH ultimately decided that the

kids deserved better and services needed to be delivered to insure their exit from street life. In a December 1985 *New York Times* special report on homelessness throughout the nation, it was reported that out of the total San Francisco homeless population of 4,500 to 8,000, approximately 1,000 to 2,000 were under 18 years of age. PSTH believed that it was their responsibility to keep the center open for this segment of the homeless population. Jed Emerson came on to the staff to make that vision a reality and noted, “It was a very tough start. Our goals clearly outstripped our capacity. But, as a startup, it was more important that we have a passion for the kids and create opportunities for them, even if everyone told us we wouldn’t succeed.” While passion certainly drove the organization in those early days, Emerson was also instrumental in providing leadership for planning and evaluation.

In January of 1986, Emerson prepared a lengthy and comprehensive report for the PSTH board entitled “Polk Street Town Hall and Larkin Street Youth Center: An Evaluation of the Present, Recommendations for Our Future.” Building on the findings of the PHEWA report and Emerson’s assessment of the organization. The recommendations focused on board structure and functioning, membership and community involvement, fund development and fiscal management, and future program priorities and service delivery needs and gaps. For example, in the fund development area, Emerson identified the need to diversify the funding base in order to ensure its long-term sustainability. In addition, Emerson urged the board to rethink how “to meet youth where they are.” While many of the recommendations were not implemented right away or perhaps even during Emerson’s tenure as Executive Director, the groundwork was laid to transform Larkin Street into a successful service-delivery organization. As of 1986 the agency included six program components: 1) Clinical/Case Management, 2) Outreach, 3) Drop-in Center, 4) Medical Clinic, 5) Volunteers, and 6) Educational/Tutoring Program.

In addition to the Larkin Street Youth Center, the Homeless Youth Network included:

- Diamond Youth Shelter: operated by Catholic Social Services, offered a 20 bed, 10-day shelter
- Huckleberry House: operated by Youth Advocates, offered emergency 2-3 day shelter
- Hospitality House: offered 29 day shelter for clients involved in job training and transitional living programs and limited outreach to primarily juvenile female prostitutes
- Coleman Advocates for Children and Youth: an advocacy organization, acted as a “watchdog” of the Homeless Youth Network and helped to pass A.B. 1596

As Emerson noted in the assessment report, PSTH was viewed in the community as a “community organization gone astray, in over its head in administering the center.” The board was also charged with addressing their significant financial challenges. At this time, the primary funding for the program consisted of \$170,000 from the mayor’s office and a \$25,000 deficit.

Emerson, the PSTH board and the center staff worked tirelessly in the beginning months of 1986 to transform the organization by rebuilding the staff, developing and refining organizational systems, defining organizational culture, improving and enhancing service delivery, identifying funding opportunities, building and repairing the reputation of PSTH, and improving and strengthening relations with other organizations and the community. However, no one could have anticipated what would come next. At 11:30pm on May 21, 1986 a fire began in the drop-in area of the Larkin Street Youth Center, eventually taking the life of the custodian, Jose Castro, and destroyed the center. After all was said and done, the total damage was set at over \$55,000. Just prior to the fire, PSTH had successfully eliminated their operating deficit.

Emerson and the PSTH board immediately rallied to identify a new location and emergency funds. Further, as evidence of the important role that the center now played in the lives of so many youth in providing refuge and hope, Larkin Street clients began to hold vigil in front of the burned-out center where they appealed, through media coverage, to Mayor Feinstein

to reopen the center and requested donations of money, food and blankets. Some spoke with courage and strength of the impact that the center had had on them. “I am not afraid to say who I am,” Joseph, an 18-year old, told a *San Francisco Examiner* reporter. “The people here at the center really helped me. I don’t work the streets anymore. I’ve been off drugs about three months. I’ve been a hustler since I was 10.”

“I came here looking for help when I was cold out on the streets,” 17-year old Alissa, related to the *Chronicle*. She had run away from her parents two years earlier. “They got me back in school and got me talking to my parents. I feel bad because this was the only place for me to go.” Not only were the youth now facing the prospect of losing a “place to go,” they had already lost their beloved custodian, who had played pool with them and encouraged them.

Though the fire was a real tragedy, it was also a blessing in disguise. “The fire set us back,” recalls Emerson, “but it also created opportunities for us, too. Before the fire, we were seen as just a storefront, not a true social service agency. The media coverage gave us a stronger base of support in the city. People knew who we were and what our mission was, and they started returning my calls.” Not only did the fire ultimately result in increased public awareness of the plight of homeless youth, but also produced approximately \$60,000 in donations. The successful fundraising underscored the importance for PSTH of a strong individual donor base, something Larkin Street continues to build upon to this day.

The center was temporarily relocated to the PSTH administrative offices two doors up the block while the center was being renovated. Because they were not able to operate at full capacity in the PSTH administrative offices, the down time had allowed for the development of the first formal program policy manual and increased policy advocacy (e.g. testifying to the state

Little Hoover Commission on issues of homeless youth and foster parent programs). The *San Diego Union* interviewed Emerson for their ongoing coverage of this story:

“An increasing number of parents simply can’t cope, emotionally or economically, with raising children,” he explained...Some kids on the street were hard-core cases, impossible for parents to discipline, “but not as many as you’d suspect,” [said] Emerson. “Some of them come from families that are under extreme economic pressure, who can’t afford to feed them. Also, some of these kids are gay, or they’ve expressed confusion about their sexuality. The parents say, ‘Oh my God, we’ve got a queer,’ and they evict the kid. As far as they’re concerned, they don’t have a son any more.”...[Emerson continued,] “These kids aren’t on a Tom Sawyer adventure. Most have been abused. Increasingly we’re seeing serious emotional disorders.”

The center reopened in September of 1986. Due to the fact that neighboring tenants in the building had vacated as a result of the smoke and water damage, the Larkin Street Youth Center was able to expand into two adjacent storefronts. “The additional space allowed us to enlarge the drop-in center and the medical clinic and to have private space for counseling, and for the first time we had adequate space for our GED program,” recalls Emerson. Further, the crack cocaine epidemic was escalating and more youth were becoming involved in intravenous drug use and survival sex. All of this meant that these youth were at greater and greater risk of contracting “grid,” what we now know as HIV/AIDS.

A partnership with the San Francisco Unified School District began when they placed a part-time teacher at the center to assess the educational needs of center clients and determine whether full-time or multiple teaching positions were warranted. Even though the expansion of the center had provided more space for the GED program, it would take years and several changes in leadership and program design before the educational programming at Larkin Street would become well-utilized and fully functioning.

By the end of 1986, PSTH and Larkin Street had accomplished much. First and foremost, they had achieved greater clarity regarding their mission as noted in Figure 2.

[insert Figure 2]

In addition to greater comprehension of the agency mission at all levels of the organization, PSTH was now being seen as professional organization addressing the issue of runaway and homeless youth with a philosophy of youth work that was based on research and a theory of change. Moreover, inter-agency relations had significantly improved. Their data tracking and monthly reporting enabled them to paint a picture of significant impact. In 1986, an average of 35 youths per month became clients and were involved in intensive one-on-one counseling; approximately 30 youth each day came to the drop-in center and participated in group activities and there were contacts with more than 1,500 youth through the Outreach program. They also implemented a new accounting system to ensure better budgeting and internal controls of what had now become a \$340,000 budget. Lastly, staff quality and morale was on the rise. However, the future directions of PSTH were still an area of confusion for the board and center staff and the administration of the center was a large enough endeavor unto itself. As a result, the PSTH voted to officially change their name from Polk Street Town Hall to Larkin Street Youth Center in January of 1987.

Emerson along with Larkin Street board and staff continued to build the programming of the center and their reputation in the community over the next several years. Under Emerson's tenure, Larkin Street's work began to experience increasing amounts of media coverage, including national media exposure through articles in such publications as the *New York Times* and *Newsweek*. The coverage not only brought to light the troubles faced by homeless youth in cities like San Francisco, but also shared with the public the important work that Larkin Street was doing with its outreach and drop-in center. These activities included distributing condoms, educating youth about the importance of harm reduction and AIDS prevention, connecting youth

with shelter and other services, and providing a safe refuge where youth could engage in such things as classes, counseling and artistic expression. Emerson was able to share with the broader community one of Larkin Street's most critical messages and beliefs as was quoted in the San Francisco *Chronicle*, "I believe in these kids... You've got to believe in them. These kids have a real capacity to grow and transcend what's happened to them, and the tragedy is that a lot of people give up on them, 'cause they're too difficult and they're too messed up. If you really believe in them, they can pull it together."

It was this passionate belief in kids that enabled the agency to attract some extremely talented staff. In 1985, Roxane White began as an intern from the San Francisco Theological Seminary who reached out to kids on the street (sometimes in partnership with another volunteer Phil Estes, who over a decade later would become the Board Chair) and ran sex education groups. She joined the staff in 1987 and during her tenure at Larkin Street she served as a Drop-in and Outreach Counselor, Volunteer Coordinator, Development Director, Associate Executive Director and Executive Director.

In 1988, three more notable staff/volunteers joined Larkin Street; they were Diane Flannery, Michael Kennedy and Peter Carpou. Interestingly, Diane Flannery and Michael Kennedy were interviewed for the same position, namely the Clinical Director. Kennedy, who was working at the Edgewood Center for Children and Families at the time, recalls coming to the center for his interview and Emerson, in his trademark leather jacket, said to him "Are you ready to rock 'n roll?" Kennedy wasn't offered the position, Flannery was, but he had clearly made a positive impression on Emerson and Flannery. Two weeks later, Kennedy received a call from Flannery to see if he would be interested in a Clinical Coordinator position who would report to her as the Program Director. He accepted the position and would dedicate the next 13

years of his professional career to service at Larkin Street. Flannery, who would soon succeed Emerson as Executive Director, “brought a level of professionalism to the agency that hadn’t previously existed,” recalls Emerson.

The third individual was Peter Carpou, an artist and counselor, who was recruited by a staff member to set up an art program that was similar to what he developed for incarcerated individuals at San Quentin State Prison. He had also worked at Edgewood with Michael Kennedy. Starting out as a volunteer and now the Artist-in-Residence, Peter currently manages the pioneering art program at Larkin Street and has the longest tenure as a staff member to date. Peter has been long recognized for his unique ability to engage the youth when no one else could, and as White relates, “Some kids came in [to the drop-in center] only for Peter.” When he was profiled in the *Chronicle* in 2003 as one of San Francisco’s “Unsung Heroes” for his work with Larkin Street youth, Sam Cobbs, the Director of Program Services at the time, was quoted as saying “When a counselor can’t reach a kid, Peter can... They will talk to him when they won’t talk with anybody else.”

During Emerson’s tenure, the board continued to be very grassroots and hands-on as it had been in the days of PSTH. Board member Holmes remembers this period, “Jed and I used to sit down and figure out which bills we could pay...because there was a constant cash shortage and we’d figure out how much we’d be short for the month and then Jed would go out and raise the money.” While much progress had been made securing public funding and developing accounting systems, there was still a need for fundraising. Michael Kennedy recalls that the charismatic Emerson really “put the issue out there. [He was] right out on the streets talking about street kids and he made people want to donate. He was really focused on putting them on the map, but was less focused on operations.”

By this time, the clarity around mission and purpose that the board and staff had worked so hard to achieve was starting to unravel. Board member Henry Safrit recalls the mood during this time, “There was no long-range planning or concept of what we were supposed to be doing or what we wanted to be doing. It created a lot of tension on the board, between the board and the staff.” In the summer of 1989, Jed Emerson resigned as Executive Director, leaving the agency with a strong reputation in the community, having expanded from one storefront to two.

FINAL PHASE IN THE TRANSFORMATION TO SERVICE-DELIVERY ORGANIZATION (1990-1994)

When Diane Flannery succeeded Jed Emerson as Executive Director, it was a time of crises for the agency both internally and externally. Externally, the homeless youth population was growing, AIDS was beginning to proliferate among the youth population, and a new, much more addictive drug was hitting the streets, namely crystal methamphetamine or “ice.”

Interviewed regarding this issue for *USA Today* (further evidence of Larkin Street’s national reputation related to expertise on homeless youth issues), Diane Flannery said “We’re hearing about it from our kids...Since kids are aware of it and talking about it, it’s just a matter of time before they go after it.” Regrettably, she was right—it would only be a matter of time.

Flannery recalled many internal challenges as well, “It was still very grassroots, not professionalized, it was a critical time when the agency could have gone under. We had a lot of obligations and not a lot of money, yet there were now a lot of public expectations. In addition there were high levels of burnout and the transition to the new organization was so raw.”

Michael Kennedy, who was promoted to Program Director under Flannery, remembers that the clinical files were incomplete and haphazard, time sheets weren’t filled out, and the petty cash box was actually full of IOUs. Moreover, the staff, many of whom were

volunteers or out-stationed from other agencies, were talking to reporters and individuals external to the agency without following procedures and protocols and were, at times, failing to protect the confidentiality of the clients. Even though White recalls that Emerson had tried to create clear boundaries between the staff and clients, this was still a persistent problem. It was clear that the agency was still primarily an advocacy organization in need of substantial infrastructure development. As a Board member at the time, Ray Brown noted that “I looked at it as organizational adolescence...an organizational identity crisis with some of the hormones running amok...less sophisticated, tunnel vision on the part of many board members.”

The senior managers, including Flannery, Kennedy, and White, with the support of the board, quickly began to create the infrastructure needed for more effective service delivery (e.g. case files and treatment protocols, fund development systems, and strategic planning). During this time Penelope Douglas became the board chair and worked with Flannery to develop the strategic plan. According to Jim Canales, “Penelope was a very strong leader who was trying to make that evolutionary step in her role as board chair, but there was a lot of hard growing.”

For some of the board members who joined the Board in Emerson’s era, it was a particularly difficult transition as noted by a former board member Safrit: “I would characterize it as a period of a lot of growing pains, a lot of dysfunction and disorganization. We were growing so fast...We came on as board members and the organization changed and we didn’t realize it was changing the way it was. We joined as hands-on board members, really grassroots.” They were beginning the transition from an operating board to more of a governance board. While Douglas and others were shepherding this process, the agency opted to contract with an outside facilitator, Sam Kaner of Community at Work, to steer the agency through the process of reshaping the mission and strategic planning.

It took more than two years to complete the process of reshaping the mission and the whole agency, including the board and the staff with the following observation by former Board member Safrit: “One of the big issues we discussed all the time was whether or not we were really effective at helping the kids. There was actually a strong feeling that we were enabling them to stay on the streets. We were very concerned that we weren’t serving much of a purpose in trying to alleviate this problem”. Other board members and staff were concerned that changing their approach would mean losing kids, whereas others felt that it would be worth the effort and the potential loss of some clients if it meant that they were able to have a more significant, long-term impact.

In the agency’s newsletter “Streetwise,” Penelope Douglas, Board Chair, wrote to the community about the strategic planning process:

Behind the scenes at Larkin Street we’ve embarked on a journey which we believe is unprecedented in the social services world. Our desire is to create a vision and a concept for the provision of long-term, multi-tiered services including some form of housing for homeless and street youth... We’ve long dreamed of adding a residential treatment facility to the services offered by Larkin Street...

To endorse this vision...requires a new look at the Larkin Street mission, and it requires the ability to design a concept that is thorough in its assessment of the issues that must be addressed... We’ve been confused about our mission, we’ve let funding get ahead of design, we’ve been drawn to available real property, we’ve been pushed by political pressures to open clones of existing short-term residential programs.

This time we’ve made a commitment to put the right level of resources into a well thought out process. We have a steering committee of board members, staff and volunteers...this group’s objective is to bring the right people together needed in order to define a new Larkin Street mission. Using the same kind of powerful process, one that involves true collaboration, the sharing of every bit of information that is out there about the issues we’re trying to solve for these kids, the introduction of a common language, and a trust among all involved, we can create the vision and a long-term course for the agency.

This process also involved bringing the youth in to speak to the board about the type of services they needed. While the agency had always valued and respected client input, they had

never been given such a strong voice in directing the future of the agency. Moreover, while staff were also given more input, there were times during the process in which some board members felt that the staff was being given too much input. Recalls Board Member John Kalin, “We wanted to have an organization that is responsive to the needs of the clients. We wanted the clients to define the social problems. We don’t want to define or tell the clients what we think is good for them. That’s what over-listening to the staff helped me to realize.” This inclusive process of empowering the youth and the staff resulted in the creation of a mission statement that still guides the work of the agency today. Though it’s been fine tuned through out the years, it has remained largely the same. Printed on the front cover of the 1992-1993 Annual Report, it said that “Larkin Street Youth Center’s mission is to create a network of communities that inspire youth to move beyond the streets. We will nurture potential, promote dignity and support bold steps by all.” Also published was a new set of agency values:

- We believe that Larkin Street Youth Center values inclusivity, quality and responsiveness in its services to homeless youth.
- Larkin Street Youth Center provides varying levels of service to 12-23 year olds.
- We believe that the agency’s systems and the relationships we enter into should be based on the values of nurturing and empowering people and the agency to recognize, create and seek opportunities for growth.
- We believe that embracing and seeking out diversity of cultures is essential to the long-term care of youth.
- We believe that Larkin Street Youth Center’s primary focus is to provide services for youth, and we will advocate for systems change when it enhances our ability to better serve our clients.

In the meantime, the agency was still expanding their staff and programs, launching innovative programs and interventions, and achieving noteworthy accomplishments. Drop-in and case management services were expanded from five days a week to seven. Recognizing the need to offer services for 18-23 year olds (a need that became an issue of controversy in the first year of operation, Larkin Street launched the first Aftercare program to provide case management and

referral services, and in some cases housing assistance, to HIV positive youth between the ages of 18 and 23. As Brown noted, “We began to realize that it isn’t okay to take an 18-year-old boy who is HIV positive and put him into a facility for men because he might be a man because is ‘18’ but he is still very much a child” related Brown. It would still be a few more years before Larkin Street launched a residential facility for youth with HIV.

Another area of growth was the volunteer program, which by the end of 1990-1991 fiscal year included 70 volunteers in varying capacities, many of whom helped to complete a total renovation of the drop-in center. The program was recognized by President Bush in the early nineties as the 244th Point of Light through the “Thousand Points of Light” program. The agency also held the first of many large-scale fundraisers by collaborating with Beach Blanket Babylon theater. Through the art program, a youth art exhibition was held at the Rotunda at City Hall, bringing attention to homeless youth and the work that Larkin Street does on their behalf. Later, in 1993 Larkin Street was invited by BART (Bay Area Rapid Transit) to produce a mural of mosaic tiles to be permanently installed at the Powell St. Station.

During this time, Larkin Street was impacted with what was called the AIDS third wave. It was an epidemic that had hit the youth in an unprecedented way. Flannery was cited in the *San Francisco Chronicle* as saying that this was a worrisome development in that increasing numbers of teenagers were infected with HIV. They also reported that the results of a yearlong Department of Public Health survey of homeless youth indicated that 13.4% of males tested positive for HIV. Flannery recalls that “it was always thought of as an adult disease, but now it hit kids.” Kennedy remembers that no one knew what to do with all of these HIV positive kids as there were no antiretroviral medications at the time. Knowing that homeless youth would be

disproportionately impacted due to their increased risk factors, Larkin Street responded in several ways and their response would later be seen as groundbreaking.

First, they increased their HIV services throughout all of the programs, offering education, prevention, treatment and services. They established of a new support group for HIV positive youth. Unfortunately, the youth were dropping out because they said the staff were afraid of them. Kennedy, the Program Director, remembers asking them what they needed if the support group wasn't going to work and their response was "housing." So Kennedy contacted AIDS Emergency Services and they were able to secure housing vouchers for the youth. This intervention was later called Housing as Harm Reduction. After twelve months, 12 of 14 youth were maintaining their housing. Even though they received criticism that the youth needed more structure, they were able to connect the youth to other services once they got them housing. Soon after, they secured a contract with the Office of AIDS to provide on-going housing assistance for youth with AIDS.

Next, the agency made two very controversial decisions: 1) to establish confidential HIV testing of youth in their medical clinic and 2) to establish a needle exchange program. The medical clinic (California's first street-based clinic exclusively for youth) would be one of the first sites to do HIV testing. Operated through the San Francisco Department of Public Health's Special Programs for Youth, the clinic began to do confidential HIV testing and follow-up services. The board approved the decision to provide confidential versus anonymous testing because they had reviewed studies that indicated that 80% of individuals never return for follow-up services after an HIV positive diagnosis resulting from anonymous testing. As Kennedy recalled, "We made the case that these are young people. You can't just give them the test and send them off. They need a case manager to follow up with them."

The board's decision to establish a needle exchange program was seen as a "life or death" decision even though they were accused by some in the community of encouraging the youth to do drugs. They saw no other choice if they wanted to provide youth with opportunities to live meaningful lives. But, at the same time, the climate around AIDS was saturated with fear and stigma. Kennedy remembers that there were a lot of arguments at the time about how one could actually contract HIV. There was even a surgeon at San Francisco General Hospital who was wearing a protective suit during surgeries. Even further, the Center for Disease Control came to visit the Larkin Street Medical Clinic because they were concerned about the rates of HIV infection being reported by their clinic; they had some of the highest rates in the country.

At the same time that they were dealing with the daily challenges of diagnosing and treating HIV positive youth, staff and board members were becoming ill with HIV/AIDS. The passing of a longtime board member, Zach Long, was devastating for the agency. The youth were starting to die too. Larkin Street wrote a grant to the Magic Johnson Foundation for funds to have funerals and it was one of the first grants made by the foundation. In addition to having funerals, the agency also developed other systems to deal with the impact that HIV/AIDS was having on them, including developing a scholarship fund in honor of those who passed away.

While it was an emotionally trying time for the agency, the agency was receiving national recognition for its pioneering work in the HIV/AIDS field. As noted in their 1990-1991 annual report:

LSYC has emerged as a leader in education and treatment for HIV positive youth—teaching kids as well as professionals who work with them. This effort including hosting a major international conference, close collaboration on the 1992 International AIDS and Street Youth Conference in Rio de Janerio and publishing a comprehensive manual to deal with new and confusing HIV treatment issues.

In addition, a researcher at UCLA had been publishing studies on interventions used by Larkin Street. In 1992, Larkin Street began a five-year relationship with Columbia University to evaluate an aftercare program for HIV positive youth ages 18-24. Soon after, Larkin Street was selected by the National Institute on Drug & Alcohol to be one of three test sites nationwide to participate in a study of high-risk behaviors in adolescents and HIV prevention.

In addition to dealing with the impact of HIV/AIDS, there were several other issues facing the agency at this time. First, a counselor filed a complaint with the Human Rights Commission for wrongful termination, accusing the agency of being homophobic, and succeeded in getting an article printed in the *San Francisco Bay Guardian*. In reality, the counselor was terminated after it was discovered that he was in fact enabling youth to stay on the street. There were also a number of high-profile prostitution cases involving Larkin Street clients, one of which no one could have imagined to be true. As previously stated, the agency had had a desire to establish a residential program and the search for a site began during Emerson's tenure. The board was excited when Emerson told them that a man named Donald Werby, who owned the Four Seasons Hotel, was offering them a building. He would also later make a \$50,000 donation to the agency. Around this same time, Kennedy noticed that some of the kids were getting picked up by a man in Porsche. He would soon get a call from a vice cop that they were going to be arresting a man who had been soliciting youth prostitutes, youth who were Larkin Street clients. The man was Donald Werby. For a year or so, the kids were being interviewed, bribed by Werby's attorneys not to talk, and wired by the district attorney. The case and trial lasted for two to three years and required enormous commitments of time and energy by Larkin Street clients, senior management and the board. However, the court made an

unprecedented decision and ordered Werby to pay \$300,000 in retribution that would go to an organization. Larkin Street would be the beneficiary.

Despite the trials and tribulations presented by HIV/AIDS and other incidents, Larkin Street was able to persevere in the areas of 1) educational programming, 2) cultural responsiveness, and 3) residential programming. First, they collaborated with the San Francisco Unified School District to create an educational curriculum to effectively address the needs of homeless and runaway youth. Second, they developed a long-range plan for multicultural and cultural sensitivity training to meet the needs of their increasingly diverse population. Further, over a period of two years, they hired bilingual/bicultural staff in all program areas, began offering Spanish classes to staff, and developed and implemented an agency plan for serving the growing monolingual Latino population. This included opening a four-bed, bilingual, bicultural foster family home called the Preferred Family Living Unit, which was sponsored by the San Francisco Department of Social Services Teen Unit. Third, a consultant was brought on to conduct a feasibility study on the planned residential program, including the use of entrepreneurial ventures for sustaining the program. Then, in July of 1993, Larkin Street took over the Diamond Youth Shelter from Catholic Social Services. Larkin Street's management decided to keep the shelter's staff, which was not without its challenges given that Diamond was being run as a staff collective when it was acquired. Nonetheless, the residential program was finally starting to become a reality.

The above mentioned feasibility study led to the idea of a business venture around job-training and employment for the youth. Flannery reported that one of the biggest challenges facing the youth were employment barriers, thus she "wanted to own a business so that she could just employ the youth." Though there was some tension as to whether or not the business should

stay under Larkin Street's auspices as well as some legal issues, the board eventually decided to spin-off the business venture. The spin-off organization would institutionalize a job program for homeless youth and hopefully redirect profits from the venture back into the agency's programs. The organization was going to be called Larkin Street Business Ventures and the employment would be enabled through a partnership with Ben & Jerry's Ice Cream. Board member John Kalin recalls that even though it was Ben & Jerry's, it was a first step for the youth into the working world and structure.

Flannery would leave Larkin Street in 1993 to become the Executive Director of Larkin Street Business Ventures. Douglas would resign from her role as the Larkin Street Board Chair to become the Board President of the spin-off organization, but would continue to serve on Larkin Street's board for a bit longer. Today, the spin-off organization is known as Juma Ventures and Diane Flannery directed the organization for ten years.

However, before Flannery and Douglas departed Larkin Street, the remnants of the fervent debate and tension among board members continued. John Kalin and Ray Brown recall that it took a long time for the board to really coalesce, but they also had a new sense of purpose of what their role was, which included asking themselves the question: "What's best for the clients?" Reflecting on his learning about board functioning, Kalin noted that "In the nineties when I was on the board, it was like taking a course on organizational development, growth and evolution...one thing that I realized that is very important...is the importance of relationship in building trust between the executive director and the board as well as between the board and the executive committee. If you have trust, mutual understanding and mutual respect, you have a high-functioning organizational structure." The Board had certainly made great progress under Douglas and Flannery's leadership, but it would be under the leadership of the next Board Chair,

Mary Lester, and the next Executive Director, Anne Stanton, that the board would reach the level of high functioning that Kalin described.

During Flannery's time as Executive Director, many of the staff reported that Flannery was instrumental in professionalizing the agency in becoming more outcome focused with the support and leadership of Douglas. Nonetheless, with changes in leadership, there is a certain amount of staff and volunteer attrition that as often occurs in the transition to new leadership. Flannery recalls that they lost about 85% of the staff, many of whom were volunteers, and some of the board initially. As a result, a significant amount of time was spent rebuilding the staff and the board. As Flannery noted years later, "Changing the mission changed the outcomes and measures of success, which also changed people's jobs and raised the standards." By the time she left in 1993, the agency had expanded from a staff of ten and a budget of \$600,000 to a staff of approximately 40 and a budget of \$2.3 million.

While Mary Lester succeeded Penelope Douglas as Board Chair, Roxane White succeeded Diane Flannery as Executive Director. Although White would be Executive Director for only a year, she made a huge impact on the organization, especially in the area of fundraising. During her time Larkin Street "went from an agency chasing grant money to a point where they were actually turning money down," recalls Kennedy. She also knew programs very well and even continued to do street outreach throughout most of her tenure. In may 1993 issue of "Streetwise", White addressed why she continued to do so, "It keeps me humble. It keeps me aware of how terribly hard out staff works and how terribly difficult it is to live on the streets. And how much work there is to be done." As Executive Director, While continued to professionalize the agency and played a large role in solidifying the staff and board throughout her tenure.

Building the Continuum of Care: 1994-2003

Roxane White's time as the Executive Director was cut short when her husband was offered a job in Colorado. These changes reflected a critical juncture in the life of the agency. As board member James Canales remembers it, "At that point we were coming up on our 10th anniversary, focusing on implementing our new Mission statement, and experiencing changes in the Board; the members were ready to elevate their sights." As a result, the board decided to launch a national search for a new Executive Director. A search committee was formed and Canales was appointed chair, "I wanted to make sure it was done with all the thoroughness and diligence that the agency deserved... We did everything that one ought to do in a real search. You take a step back [and ask] 'What do we need? What are we looking for?' You talk to the board, talk to the staff, talk to key constituents to identify what kind of leadership we were looking for in order to shape the job description."

White, who gave notice with considerable time for transition prior to her departure, provided the search committee with the content expertise needed to determine where to post the job and helped with the applicant review process. Ultimately three candidates were selected, all from out of the area. Feeling that they had the utmost responsibility to choose the most well-equipped person to lead the agency, the search committee selected a woman who was the Associate Executive Director of another pioneering organization in the field, Covenant House of New York City. Anne Stanton became Executive Director of Larkin Street in May of 1994. At Covenant House, Stanton had helped to build a comprehensive service delivery system for homeless and runaway youth.

Many Board and staff members have noted that the arrival of Anne Stanton, another visionary leader, was one of the most significant and influential events in Larkin Street's history.

According to James Canales, “She had a very different vision for where this organization could be going...She came in and she just started making a lot of changes (changing culture, staff, and board members)...The board members that were supportive of her candidacy knew that change would be part of bringing on a talented first-rate Executive Director.” John Kalin, who was also on the search committee, noted that “We had made a big step forward in hiring her and that she would move Larkin Street up to a higher level of functioning. Covenant House was way ahead of us and she brought her vision that soon became our vision.”

Stanton brought with her a strong foundation of knowledge and experience in both youth development and organizational development. She had deep and extensive expertise in programming, including the full range of what young people needed to successfully transition into adulthood. She also had significant competencies in the areas of organizational structure and systems and human capital development. When Stanton came on, the program consisted of Diamond Youth Shelter, the Drop-in Center, the Aftercare program, and the relatively small Foster Family Program. As Cuetara recalled, “these are only a third of the programs that exist today.”

Over the next 10 years, Anne Stanton would significantly expand Larkin Street’s programming with the goal of building a strong foundation for long-term sustainability and survival, in partnerships with strong Board Chairs (Mary Lester, James Canales and Phil Estes), and dedicated and talented staff and volunteers. One of these staff members, Michael Kennedy who was of particular importance in that having had been a senior manager since the days of Emerson, provided continuity as well as strong support for change. He was also instrumental in helping the police department to deal more effectively with homeless youth by bringing youth to

Larkin Street rather than holding them in custody and eventually releasing them back on the streets where they would be re-arrested.

During the time when Stanton assumed leadership of the agency in 1994, Kennedy recalls this period in the agency's history as being quite chaotic. "It was hard to keep up with what was going on with the kids. We didn't have anti-virals yet, kids were murdered and they were doing harder and harder drugs. We were also experiencing such high rates of employment and the disintegration of families. While we were on track for doing the best we could in a crisis situation, Anne also urged us to reach for a higher level of service for youth." As Stanton later noted, "I have the highest expectations for young people because I believe they can achieve that." Her focus was on the immediate *and* long-term needs of youth to help them achieve their full potential. This paradigm shift, which was starting to occur in the field as a whole, was documented in a *San Francisco Chronicle* article at the time:

Youth agencies used to emphasize crisis intervention, giving young people short-term help until they could be reunited with their families. But most of the children now, says Michael Kennedy, the residential program director for Larkin Street Youth Center, are chronically homeless—due in large part to disintegrated or wholly dysfunctional families. Social workers must now provide long-term care, including education, housing and medical care.

Under Stanton's leadership, Larkin Street would begin to develop the continuum of care needed to provide long-term solutions for homeless youth. In order to achieve this goal, many changes needed to occur.

Kennedy remembers that Stanton helped the agency to plan in a more purposeful way, especially related to fundraising. She also started to involve the program staff more and more in program design and development. Some staff were resistant to the changes, but Stanton's vision was clear along with the best way to reach it. "Anne was the right combination of visionary as well as practical implementation manager. She could see it and then she could make sure it got

done,” recalls board member Jay Cuetara. But, as Kennedy recalls, it was an evolution and with each transition in leadership, the agency had experienced the loss of some staff. She had to change the organizational culture from “crisis-oriented” to more of a focus on “empowerment, self-determination and long-term solutions.”

Stanton also saw the need for change in the composition of the board and worked closely with Board Chair, Mary Lester. Stanton noted that,

“We were looking to really move the board to true stewardship, to governance, to understanding their role at a strategic level—that they’re as partners of the E.D.—[to understand] their responsibility ultimately for hiring and firing of the E.D., and their role as ambassadors at a higher level, in terms of how that helped us to build relationships in funding communities and foundation communities and with individual donors. [They needed to] understand that awful word of fundraising...It’s about advancing the organization, the bigger picture and the ownership of that responsibility in partnership with E.D.”

While Larkin Street had long enjoyed the contributions of individual donors, it was time to bolster fund development efforts and diversify funding; the board would be essential in facilitating this process. As James Canales noted,

“We started to think about how we could begin to position Larkin Street in a way that would make it attractive to a whole different funding circle: foundations that had never thought about Larkin Street, corporate entities, and really ratcheting up our sights with respect to individual fundraising...Public sources were a major source of contribution and continue to be, but it was really [thinking] about how we begin to diversify funding sources and, in particular, think about more private support for Larkin Street. And clearly Anne couldn’t do that by herself. She needed to have a board that was both committed to fundraising, comfortable fundraising, and also had the capacity themselves to make significant contributions themselves.”

The board has improved in this area incrementally over the years. In fact, from 1996 to 2002, the total amount of individual board giving increased from \$29,000 to \$184,000.

As previously indicated, part of the reason for creating a board that was much more engaged in fundraising was to enable the organization to diversify its funding base. Even though these were conversations that began way back when Emerson became Executive Director, it was

still an area of financial management in which the agency was hoping to improve. Stanton clearly believed in the importance of having a diverse funding base and noted that, “Any organization’s stability is compromised by being too reliant on any one source. Fiscal partnership is reflective of the types of partnerships you have in the community that support the work that you do. The kind of funding that you have tells a tale about the deepness of the coalition of support that you have and ultimately the stability of the organization moving forward,” she later said.

Mary Lester was instrumental in her fundraising role and helped to recruit a new kind of board member. She was willing to commit her name and her contacts to Larkin Street in a way that no other board chairs had been able to do and thereby reached out to a whole new pool of donors. In addition to Mary Lester, the agency was fortuitous to have two other strong leaders on the Board. The first was James Canales, who succeeded Lester and was very influential in maintaining board development over time, formalizing systems for board development, and creating an organizational structure for an evolving board. During both Lester and Canales’s tenure, the agency took bold new steps in the direction of launching capital campaigns for remodeling/constructing buildings, as well as planning for construction of buildings for the first time in the agency’s history. Both had a strong relationship and partnership with the E.D. and maintained board member involvement in doing what was right for the youth and identifying the gaps. One such gap was housing. Stanton relates that the board chairs recognized that “housing has got to be the center of what we were doing or we would never be anything more than a band aid solution.” In the end, five new residential programs would be launched under Stanton’s tenure (Ellis Street Apartments, LOFT, ATI, Assisted Care, and Lark-Inn).

The third board chair that worked with Stanton was Phil Estes, who had been part of the board leadership dating back to his work with the agency in 1990 as a volunteer for both the outreach and drop-in programs. From Stanton's perspective, Estes played an instrumental role in keeping the momentum—building on the agency's successes, strengthening the existing programs and structures, and continuing to address multiple internal and external challenges.

At the same time that the agency was undergoing internal transformations under the new leadership, it was entering a period of substantial growth and expansion. The first new program launched under Stanton was the Haight Street Referral Center (a need identified a decade earlier in Emerson's 1986 assessment of the agency). Recognizing that there was a significant homeless and runaway youth population in the Haight-Ashbury neighborhood of San Francisco, the agency opened a storefront in 1994 to reach this underserved population and youth culture (reaching 1,926 youth in the first nine months of operation). As a result of opening the center, the Diamond Youth Shelter located only five blocks away (operated by Larkin Street) saw a 60% increase in youth seeking services there after only six months of opening the center.

By the end of the 1994-1995 fiscal year, Larkin Street had reached more kids than they ever had before—more than 2,000. This success demonstrated the importance of building a continuum of care that included outreach, crisis services, case management, education, the medical clinic, the art program and the Diamond Youth Shelter. In addition, the agency expanded two of their existing programs and initiated new programs, namely the Preferred Family Program that certified seven new foster families to provide homes for as many as 13 additional youth and an Assisted Care Facility to provide a first-of-its-kind residential care facility for young adults in the late stages of AIDS (based on a \$1.55 million capital grant from San Francisco Redevelopment Agency's Housing Opportunities for People with AIDS).

The next new program was a Vocational Training Program intended to provide youth with job preparedness training and job placement. While the program would build essential job readiness skills to enter the working world, it would also help the youth to develop short and long-term goals. The agency built partnerships with the San Francisco business community to develop challenging positions that would lead to career track employment. During the 1994/1995 fiscal year, more than 90% of graduates of the vocational training program had been placed in jobs.

The Vocational Training Program was also developed to prepare the youth to go to work at the Larkin Street Business Venture's Ben & Jerry's Store. While the business venture had spun off from Larkin Street, the two organizations had planned to maintain a collaborative relationship to provide youth with comprehensive training and job opportunities by sharing several board members. But, before long the Larkin Street board and agency senior management would start to ask themselves the following question, "Is what that entity is doing consonant with the mission of Larkin Street?," recalls Canales, who was one of the shared board members. Within several years they made a decision to end the collaborative relationship and focus more attention on the development of vocational training programs.

In addition to all this program expansion, the agency was awarded a nearly \$1 million dollar grant from the U.S. Department of Housing and Urban Development to implement Avenues to Independence, a model transitional living program for 18-23 year old youth.

This year Larkin Street took a major step forward in creating new, permanent solutions to life on the streets with the opening of its first transitional living program called Avenues to Independence. Located at 1020 Haight Street, the program provides housing, vocational training, and access to career track employment for young people aged 18 to 23. Residents also learn essential life skills such as opening a bank account, paying monthly rent and cooking—the kinds of skills most young people learn from their families.

Older youth represent a widely underserved group in our community and are at-risk for joining the ranks of the adult homeless population. At age 18 young people have aged out of foster care and other traditional youth services, and yet many are not ready to live on their own and support themselves with jobs. Avenues to Independence is committed to providing each young person with six to eighteen months of support to assist them in making the successful transition to independent adult life (1994-1995 Annual Report).

Clearly Larkin Street has been no stranger to using innovative strategies for youth development, especially reaching out to former foster youth almost a decade before the state legislature began to pay attention to the needs of this population. Also during the 1994-1995 fiscal year, the installation of a permanent display of mosaics at the Powell Street BART and Muni station was completed by Larkin Street youth that gave them a sense of accomplishment as well as empowerment and life skills. The group projects, in particular, help the youth to build social skills in terms of how they relate both with other youth and with adults, as well as to understand the importance of teamwork. Artwork also provides the youth a vehicle for expression and an opportunity to tell their stories. As artist-in-residence Carpou was quoted in the *San Francisco Examiner*, "For people who are disenfranchised, art is still a medium of communication, maybe the most accessible to the public." The art program provided the agency with a significant amount of publicity and has been a vehicle for communicating the mission of Larkin Street to the community. "What the agency discovered was that the art shows aren't just about the Larkin Street youth having art shows, but that it was also Larkin Street having a face to the public through the youth's artwork," noted Carpou. With the BART project, staff also contributed to working on the project at different phases in the process, including Executive Director Anne Stanton .

When people would come to observe the project in progress or cover the project for the media, it would provide the staff an opportunity to share with the community the mission of the agency and their work. The Powell Street BART station installation, entitled "Putting the Pieces

Together” and directed by Peter Carpou, received the “Best Youth Mural Award” from the Precita Eyes Mural Arts Program in 1996.

Following the receipt of the Award for Excellence (sponsored by the Chevron Corporation and The Management Center), the agency embarked on another strategic planning process in 1995. As noted in the agency’s newsletter, “Our growth and success this year and the ongoing demand to meet new challenges have provided the impetus for Larkin Street Youth Center’s Strategic Planning Initiative...the Board of Directors and agency staff, volunteers, supporters, and youth will be busily engaged in the development of a long-term plan to ensure that we will continue to thrive in changing times” (“Streetwise,” September, 1995). In November of 1996, the five year strategic plan was adopted for fiscal years 1997-2002. With a professional staff of 60, a budget of \$4.5 million, and a slightly refined mission statement, the agency used the strategic plan to continue building the continuum of care. As noted in the

The change in mission statement reflected the centrality of the continuum concept in the work of the agency: “Larkin Street Youth Center’s mission is to create a continuum of services that inspires youth to move beyond the streets. We will nurture potential, promote dignity and support bold steps by all.” The letter from the Executive Director and Board Chair in the 1995-1996 Annual Report,

“Our continuum is made up of a variety of programs that encourage youth to move through a series of steps from initial contact with the agency to the day they exit street life permanently. Fostering self-determination, nurturing potential and offering real and long-term options, Larkin Street Youth Center assists young people in developing an individualized path by which they can progress, gain confidence and take control of their lives.”

However the continuum was still considered incomplete and it would be a few years yet before the full continuum would be regarded as comprehensive.

The opening of the Assisted Care/Aftercare (AC/AC) facility in December of 1997 would mark the next step in building the continuum at a cost of \$1.8 million to purchase and renovate the building. A Larkin Street HIV positive youth sat on the committee to hire the architects and a number of the youth participating in the Aftercare program worked with the architects to develop a state-of-the-art facility and serves as a national model for meeting the needs of young people with HIV and AIDS.

The assisted care component of the facility offers 24-hour care, including on-site medical services, and a variety of support services including case management, recreation, meals and counseling. The top two floors provide individual bedrooms with private baths for twelve young people ages 18-23, enabling some to die with dignity. “We are experiencing a growing number of young people who are getting sicker and sicker and who need full-time care. This building represents the culmination of our commitment to bringing dignity and support to these young people when they need it most,” related Stanton (“Streetwise,” September 1996). The first floor of the facility became the new home of the agency’s Aftercare program and also included a dining room, kitchen, medical clinic, counseling offices and large public meeting rooms. In connection with this facility and program, Larkin Street received several federally-funded national demonstration projects for innovative models of services to youth with HIV. The strong evaluation findings led to many conference presentations and journal articles, including an invitation ten years later in 2006 to consult with local community-based organizations in St. Petersburg, Russia relate to their practice model of HIV prevention.

In 1998 the agency learned that they would be selected as one of only five agencies nationally to receive Ryan White CARE Title IV funding through the first round of Adolescent Services Initiative grants administered by the Human Resources Service Administration’s

HIV/AIDS Bureau. Serving as another federally-funded national demonstration site, Larkin Street was the only agency on the West Coast awarded the funding, which provided \$360,000 annually for a period of three years. The purpose of the initiative was to increase the number of HIV positive youth aged 13-24 receiving primary medical care and support services in a youth sensitive environment. The grant allowed for the creation of an HIV Specialty Clinic for youth and gave Larkin Street the opportunity to collaborate with partners to provide youth with the highest quality of care for the youth (UCSF Pediatric AIDS program, the San Francisco Department of Public Health's Special Programs for Youth, and Ward 86 of San Francisco General Hospital). The majority of Larkin Street's HIV/AIDS services were now housed under one roof, as described in the Summer 2000 issue of "Streetwise":

The co-location of medical care with the critical psychosocial and housing services is doing exactly what we hoped it would do—increasing youths' use of antiretroviral therapies, offering the wraparound support that helps them adhere to the complex treatment regimens required by these therapies, and allowing youth access to clinical trials developed specifically for adolescents. In its first full year of operation, a total of 417 medical visits were conducted at the Clinic. Most importantly, the centralization of all our medical, social and housing services in one convenient location has eliminated barriers that HIV-positive youth have experienced in the past when seeking help, improved the quality of care they do receive and supported their capacity to lead happier, healthier lives.

The agency also sought to eliminate educational barriers for older youth, ages 18-23, and improve their quality of life by establishing educational services. The agency's accredited on-site school, a joint project with the San Francisco Unified School District, provided bilingual classroom instruction by a full-time teacher and teacher's assistant. While young people under 18 could pursue their educational goals through the on-site school, older youth were not eligible. The Older Youth Education Program was designed to provide group instruction and one-on-one tutoring related to English as a Second Language, basic reading and math, and General Equivalency Diploma preparation classes. Further, through the Steps to College program, a

collaboration with San Francisco State University, students were able to attend classes and earn college credits and scholarships for further study. Talented and committed Larkin Street youth would also be eligible for scholarships for the San Francisco Art Institute's Young Artists' Summer Program.

By the fall of 1998, the agency's educational and employment services would be integrated under the HIRE UP workforce development initiative that contained the following five key elements:

- HIRE Ground: A day labor program
- HIRE Opportunity: Employment readiness course
- HIRE Skills: Computer skills training
- HIRE Education: Tutoring, group instruction and educational counseling
- HIRE Bucks: Job placement services in the youth's field of interest

The major emphasis of this initiative on employment provided youth with the resources and skills needed to escape from homelessness. "We have known for a long time...that employment services are only one half of the equation whose sum is a long-term solution to youth homelessness. This is particularly true for the sub-group of our population between the ages of 18-23. The other half of this equation, often overlooked but equally important, is safe and stable housing," wrote Stanton in "Streetwise," Fall 1999.

In order to address the needs of youth ages 18-23 who have aged out of traditional services, the Lark-Inn was designed in 1999 to provide emergency and short-term interim housing as well as support services through HIRE UP, case management, life skills training and health services. It provided youth with a home-like environment that included sleeping areas, a kitchen and dining area, laundry facilities, bathrooms, a kennel area for pets, and a computer lab

and resource center. The capital campaign was successful in raising the \$300,000 necessary to renovate the former nightclub leased to establish the Lark-Inn, led again by Davis & Joyce Architects in partnership with West Bay Builders. Board member, John Martin, who served as co-chair of the capital campaign helped to generate over \$100,000 in capital support for the facility through personal solicitations. In recognition, the men's dormitory was named in his honor. While there was a certain degree of community opposition to the facility, agency leadership was able to successfully address and appease such concerns by hosting several meetings of what they called the Citizens' Advisory Committee. These meetings provided a forum through which neighbors and merchants in the area could express their issues and concerns. Lark-Inn opened its doors in the spring of 2000 with the capacity to serve forty young people nightly.

In 2000, Larkin Street learned that Central City Hospitality House would be closing all of its youth programs, including the city's only transitional living facility for youth ages 12-17. "With support from the City, our Board and staff carefully weighed the impact that this closure would have on SF and on so many young lives, and decided to take action...the decision to acquire the Orlando House property and program was not...simple, but the need *was* just as compelling...we could not afford to lose a crucial program for young people whose circumstances have already left them abandoned," wrote Stanton in "Streetwise" Summer 2000. The 12-bed facility was renamed the LOFT (Larkin Opportunities for Transition) and it took many months to re-open the facility due to a delay in completing the re-licensing process.

At the same time that the agency's programs and services were undergoing this level of expansion and enhancement, the agency was continuing to build and assess the infrastructure needed to support the growth, increase fundraising, and strengthen management practices.

Stanton reflected on the tension that often plays out for organizations as they make difficult decisions with regard to how much an agency should invest in programming versus infrastructure:

“You had to ensure that you had the infrastructure...part of our role as a youth development organization is that you’re constantly refining what you’re doing and that there’s quality assurance. But then you need people in those positions that have the expertise to run that part of the work...We are stewarding dollars that people are investing in service to young people, so there are also instances where you have to be very mindful that you are not inflating what you need to actually get things done. We were always talking about it, we were always thinking about it. There were years when we had conversations as we looked at the percentage and thought that we were way too lean. The balance of how much is going to programs to much how we’re doing in the support or the administrative pieces is ultimately going to play out over time in the program services... We recognized that it was a tension and it would always be a tension, but it was a topic that we talked about...it was part of healthy organizational development...It’s also having the time to develop the talent internally or finding the talent externally to help you move forward.”

An important change in the staffing of the agency occurred in 1996 when Denise Wells became the Director of Finance (based on many years of experience in finance with the American Civil Liberties Union) to strengthen fiscal practices that enabled the agency handle substantial growth as well as become sustainable. In order to identify other qualified and talented individuals to fill vacant positions on the senior management team, the agency decided to hire a search firm in 1998 to identify candidates for the positions of Human Resources Manager and Associate Director of Program Services. As Stanton noted in her March 1998 report to the board, “As LSYC continues to grow, a proactive rather than reactive approach to recruitment will be adopted in order to have a constant pool of qualified candidates for the agency positions.”

In the context of restructuring the agency and attracting individuals with a higher level of skill and experience, a more proactive staff recruitment process was launched. For example, with the creation of HIRE UP, which resulted in consolidating employment and education services, a new position called the Director of Employment and Education Services was created to manage

these programs and services. Similarly, Stanton added two Program Director Positions, one focused on services for youth under age 18 and the second focused on services for youth over the age of 18. In the previous fiscal year the agency had allocated 88% of their budget to programming, which suggests there was a need to shift the balance by investing some more in infrastructure.

In addition to adding increased infrastructure to support the agency's growing programs, there was a parallel need to invest in staff development and training. The agency had grown so rapidly and was decentralized in several locations that they needed to address the steady stream of new staff members. As a result, the agency began to hold annual all-staff retreats to help staff to get to know each other. For an agency that stressed the importance of integrating and coordinating programs and services, it was essential that the staff had opportunities to get to know each other in order to facilitate effective collaboration.

To invest in increased programming and infrastructure development the agency needed to increase unrestricted revenues. The agency was starting to reap the benefits of their efforts to reach out to the individual giving community. During the 1996-97 fiscal year, the agency experienced a 24% increase in their total amount of gifts as well as an increase in the number of supporters who had increased their gifts over the previous year. The Friends of Larkin Street, an auxiliary fundraising group of the agency, was increasingly successful with local fundraising events as well, such as the Macy's Passport event. In addition, board members were becoming more involved in donor cultivation by hosting events and providing agency tours for major donors.

Board members were also supporting the work of the agency through their participation in a variety of task forces. A Real Estate and Investment Task Force was formed in response to

lack of control that the agency had over some of their vital program sites (Diamond Youth Shelter and Avenues to Independence) along with Task Forces related to Board Leadership and Board Development. While a broad array of recommendations emerged from these groups, some examples include increasing the input of senior programs managers in board meetings by having them prepare reports and present at board meetings when applicable; devoting at least half of board meetings to planning for the future; and encouraging members to actively share their expertise with specific staff.

Another Board Task Force focused on public relations/marketing in connection with the 15th anniversary of the agency and the need for a branding strategy for Larkin Street. At the time, Canales recalled that the board was asking themselves: “How is it that can we elevate the profile and the recognition of Larkin Street?” One of the frustrations was that we’ve got a great organization here that’s doing great work and touching people’s lives and people don’t know about it.” They would begin by trying to meet with marketing experts to begin exploration of pro-bono marketing assistance and possibilities. The agency was successful in securing pro-bono marketing services and by 2000 had a new website and by the fall of 2001 had a new brand identity (yellow and black “street sign” motif with a new tagline of the mission: helping kids get off the street for good).

By the close of 2000 after more than 15 years of services, Larkin Street had finally completed their long-term efforts to design and deliver a comprehensive, integrated and effective model of services for homeless and at-risk youth. As Stanton noted in the Spring 2001 issue of “Streetwise”:

“Emerging from a seven-year building stage, we now have the chance to fully embrace the possibilities our new continuum affords us in creating lasting change in the lives of homeless youth. At the same time, we recognize the responsibilities that accompany this opportunity: to steward the long-term health

and cost effective management of our larger service continuum, to enhance our ability to disseminate the knowledge we gain through our work; and to ensure our continued ability to respond to emerging needs with innovation and spirit.”

In 2001 the board voted to officially change the agency’s name from Larkin Street Youth Center to Larkin Street Youth Services to better describe the breadth and depth of the continuum of programs and service.

Although the agency had finally succeeded in building the full continuum of care, they were more committed than ever to maintain the momentum by continuing to fill service gaps, launching new programming and expanding and enhancing existing programs. Next, the agency launched a major mental health initiative called ACT (Assertive Community Treatment) for Homeless youth. Made possible through a \$400,000 grant from The California Endowment (the state’s largest health foundation), the agency was chosen as one of only 46 programs funded statewide through the Endowment’s Special Opportunity in Mental Health Funding RFP. The funds would not only enable the agency to provide intensive mental health case management, but would also provide enhanced staff training to ensure cultural competency and address stigma in mental health issues and treatment in cross-training and service collaboration with the City’s Community Mental Health Services Child, Youth and Family Section. One of the outcomes of the grant was the production and testing of innovative mental health assessment tools and practices for use in the youth services field. Once again, Larkin Street would have the opportunity to be on the cutting edge of best practices development in service to youth.

In addition, the agency would be acknowledged for their best practice model in workforce development. By 2002, HIRE UP had become an award-winning program and in March 2002 it was one of six national finalists in J.P. Morgan Chase Foundation’s “Awards for Excellence in Workforce Development” competition and a winner of the national PEPNet 2002 Award, sponsored by the National Youth Employment Coalition. But perhaps even more

important than receiving awards, the outcomes for the youth in the program were impressive, as demonstrated by the agency's own evaluation methodologies as well as by an independent two-year qualitative evaluation conducted by Berkeley Planning Associates. During 2001:

- 72 youth completed the job readiness component
- 23 obtained their GED
- 22 enrolled in and completed one post-secondary course
- 85 obtained subsidized employment, with 28 retaining employment for six months or more

But based on the results of the program's first year alone, The James Irvine Foundation re-invested in the program through a multi-year commitment in the amount of \$225,000. Irvine had provided the initial \$150,000 in start-up costs for the program. Then, in 2000 Irvine made a second multi-year commitment of \$300,000 to expand educational opportunities and provide industry-specific care training. The funding enabled the agency to establish a new component called the Institute for HIRE Learning; the first track was a Culinary Arts Program. About a year later a new career track was launched in Nonprofit Leadership/Social Services. At the time, one in five employees was a former Larkin Street client. In order to create a program that would nurture the talent of other future employees, while meeting the unique needs of the youth, an advisory committee of six former clients who were current employees helped to develop, design and implement the new Nonprofit track. "I have to admit that I'm a little jealous—I really wish I had had a career-training program like this when I was receiving services," noted by Anthony, an advisory committee member, in the Fall 2002 edition of "Streetwise."

In order to support this growing program, it was necessary to increase infrastructure support and relocate HIRE UP in a larger space; namely, a new position of Director of Education and Training and another director position related Workforce Development. The renovation of the new space was supported by funding from the John and Marcia Goldman Foundation and the pro-bono expertise of Davis & Joyce Architects. In addition, The Yahoo! Employee Foundation

helped to create the center's new Yahoo! Technology Lab, which was the culmination of significant effort on the part of a Board Technology Center Working Group led by Board Members Vince Hoenigman and Carsten Sorensen. The first module in the new computer training program was team taught by two Larkin Street Technology Specialists, both of whom were former clients.

In the agency's continued efforts to address the long-term solutions component of the continuum of care, they added permanent housing through the establishment of the Ellis Street Apartments. Realized through a collaboration with the Tenderloin Neighborhood Development Corporation (TNDC), the Ellis Street Apartments—located across the street from the Lark-Inn—provide permanent housing and support services to formerly homeless youth 18-24. Noting the unique challenges often faced by transition-aged youth, Stanton said that “The Ellis Street project will ensure that young people can overcome the primary obstacles to self-sufficiency by offering permanent housing and access to comprehensive employment and educational services” (“Streetwise” Winter 2002). TNDC included 24 studio apartments at well below market rate and Larkin Street would provide the support services. When one of the youth was shown her new apartment, she said “I thought it was beautiful because I had never had anything of my own. It's a place to call home now.” Many youth would now have the opportunity to learn how to live independently in a home of their own through a Larkin Street-designed support services environment. Another Larkin Street supportive housing program was opened and called the LOFT, a 10-bed transitional housing program opened in 2002 and represented the agency's first venture south of Market Street and had been acquired from Central City Hospitality House in 2000 when they were forced to relinquish the property due to financial struggles during tough economic times.

In the early 2000s, there was a major downturn in the economy and it was hitting the Bay Area hard. It was a very painful time for many business and organizations, particularly for nonprofits. As expected, California was facing a state budget crisis; Larkin Street was facing a \$176,000 loss in public funding due to a cut in the Governor's budget. While they would be able to recoup the funds through other sources, they were able to do as a result of their diverse funding base and the availability of unrestricted revenue. On May 7th 2003, the agency would hold what would become an annual awards dinner and fundraiser called Paving the Way. Paving the Way would allow the agency to make significant progress towards their unrestricted revenue goals, while also recognizing "Larkin Street heroes" who have demonstrated unwavering commitment over the years to the agency and the youth they service. The 2003 inaugural event recognized Mary and Howard Lester, author Danielle Steel and Wells Fargo Bank for their "support, service and advocacy" ("Streetwise" Spring 2003). The event was a huge success and would thereafter continue to provide a vehicle for recognizing the agency's major supporters and for raising unrestricted funds.

Another example of the agency's fundraising capabilities can be seen in the forced relocation of the Drop-in Center after 18 years at 1044 Larkin Street. The landlord refused to agree to a long-term lease and wouldn't help with basic maintenance. While the agency had identified a new location at 1142 Sutter Street for the agency's flagship, they would fall \$200,000 short of the originally estimated \$850,000 for a complete build out of the new space. The agency used a variety of approaches to raise the necessary funds. In the end, the Mayor's Office of Community Development, corporate and private foundations and individual contributions would provide the support needed to complete the project. For Stanton, even though raising the funds was a challenge, she wasn't all that disappointed that they would have

to relocate the Drop-in Center as it provided an opportunity to upgrade the facilities and create an environment that “respected kids the way that kids should be respected” as Stanton would later say. Award-winning architect Sam Davis of Davis & Joyce Architects would be partnered with once again to make that goal a reality and would once more create a environment that sends the youth a message of understanding and respect.

Like other community relationships, Larkin Street also developed a rewarding partnership with Bain & Company and The Bridgespan Group (Bridgespan) to develop their FY2004-FY2008 Strategic Plan. As noted in a July 2004 Case Study of Larkin Street by Bridgespan called “Larkin Street Youth Services: A Case Study in Sustaining Success” (Howard and Rubin), the strategic planning process sought to address three key questions:

- What was the optimal set of initiatives for Larkin Street to expand its impact?
- How could Larkin Street Finance all that it wanted and had to do?
- How could Larkin Street fortify the organization’s leadership to help support these initiatives?

The process resulted in a strategic plan including a visual depiction of the agency’s intended impact theory of change, depicted in Figure 3, as well as plans for future directions. The agency’s future directions, as detailed in the Strategic Plan, can be summarized as follows:

Programs

- Transitional Housing Plus Program for emancipating foster youth
- Housing for overage youth with mental health and substance abuse issues
- Feasibility studies for expanding Larkin Street’s impact with future programs
- Dissemination of the Larkin Street service model

Infrastructure

- Over the next five years, add 18.5 full-time positions to the current staff of 122 full-time positions

Operating Budget

- Increase the budget from \$9.8 million in FY04 to \$12.1 million in FY08

Fund Development

- Raise sufficient funds for existing programs, an operating reserve equal to three months of operating expenses, and new programs
- Maintain revenue from public sources at less than 65% of the revenue mix
- Increase unrestricted funding by expanding individual donors and foundation support
- Develop a small number of select high-yield corporate partnerships

[insert Figure 3]

In the midst of the strategic planning process in 2003, Anne Stanton announced her resignation from her position as Executive Director. As described in The Bridgespan Group's case study:

Just as everything seemed to be falling into place, a new challenge arose. Anne Stanton announced that she would be leaving Larkin to become Program Director for Youth at the James Irvine Foundation. The Foundation had recently revamped its strategy, focusing most of its grants on preparing low-income youth, ages 14-24, academically for post-secondary education, the workplace, and citizenship, and they were looking for an experienced nonprofit leader to reach youth throughout the state. It was an unparalleled opportunity for Stanton, and the timing was right given that Larkin, with a new plan in the making and a stable financial situation, was as well positioned as an organization could be for a leadership change (Howard & Rubin, 2004).

Anticipating the loss of her visionary leadership over the previous nine years, Bridgespan, in partnership with Stanton and a transition team of senior managers and a Board liaison created a transition plan. Part of the transition plan involved creating a transition team comprised of senior management staff and a board liaison that took charge when Anne left in the Fall of 2003. The transition team consisted of Denise Wells, Chief Operating Officer; Sam Cobbs, Director of Programs; Sherilyn Adams, Director of Specialty Services; Jaime Balboa, Human Resource Director; Chris Cantor, Chief Development Officer; and Phil Estes, who had recently termed off the board. The plan established milestones and activities to ensure successful operations during the transition period.

Having had success in finding Stanton after conducting a national search for Executive Director in 1994, the agency opted to employ the recruitment strategy again and this time hired

an executive search firm. While a search of this nature generally takes 6-9 months to complete, the goal was to have a new E.D. on board by early 2004. In the meantime, the Transition Team, in partnership with the board would manage the day-to-day operations of the agency.

Into the Future and Beyond: 2004-2006

During this transition period, the transition team met with Estes, the Board liaison, on a weekly basis. The Board was actively engaged in providing continuity during this time. In addition, Wells the CFO, as well as Balboa the HR Director, engaged in regular meetings with the Executive Committee and the Board Chair, Paul Mohun. As a result, there was increased dialogue with the board in the absence of an E.D. and this led to much more participatory decision-making.

However, decision-making on a day-to-day basis was difficult. As Sherilyn noted, “Anne was an incredibly strong and present leader and the absence of that was very notable...things ran fine for the most part, but the loss of this strong leader caused a lot of shuffling about trying to figure out who was making decisions, how they needed to be made, how to communicate them”. Despite these challenges the Transition Team, with the support of the Board, successfully maintained the stability of the organization by the time a new Executive Director was hired.

During this leadership transition period, the agency launched two new programs. The first program was the LEASE (Larkin Extended Aftercare for Supportive Emancipation) Program that was established to provide a minimum of 31 emancipating foster youth with housing in scattered site apartments for up to two years. Made possible through a contract with the Department of Human Services and the City and County of San Francisco, the program would also offer case management, life skills training, employment and educational services,

mental health and substance abuse services, and assistance for pregnant and parenting youth. The strength and leadership of the Board and Transition Team had enabled the agency to address some of the goals outlined in the Strategic Plan, even in the absence of an Executive Director.

The second housing program launched in 2004 to meet the needs of LGBTQ youth was designed to provide housing and supportive services for up to 12 youth in the Castro neighborhood. The supportive services included health services, mental health and substance abuse services, HIV services, educational and employment services that were provided through a collaboration of community-based and city programs with Larkin Street providing comprehensive case management services.

In August of 2004, Virginia “Ginny” Price was hired as Executive Director (previously the Executive Director of Bridge Over Troubled Waters, Inc., a comprehensive service organization for Boston at-risk youth) with over 27 years of nonprofit management experience with homeless and runaway youth programs that were relevant to leading the organization into the next phase of filling service gaps in the continuum of care. After one year in the ED role, she left the agency. At the same time, the agency was undergoing an evaluation of the agency’s management structure. As the new organizational structure emerged (see Figure 4), Sherilyn Adams was appointed by the board as Executive Director in August 2005.

[insert Figure 4]

During this transition, the agency held its first Corporate Leadership Breakfast with representatives from over 50 Bay Area companies as a Larkin Street fundraiser. Howard Lester, the husband of former Board Chair Mary Lester, gave the audience assurance of the impact that their contributions would make. “Supporters of Larkin Street gain a high return on their investment because of the organization’s efficiency in fulfilling its mission of providing youth

with a full spectrum of services, from housing to healthcare to employment training,” said Lester. It was around this time that the Lesters demonstrated their deep commitment to Larkin Street by pledging \$500,000 to create an operating reserve. and the Drop-In Center was named in honor of the Lesters. In addition, other Board members stepped up with Hoenigman contributing \$250,000 and Patricia Dunn making a generous gift of \$1 million. Even though the agency had already received several substantial bequests, they also initiated a Planned Giving Program. Beginning in June of 2005, the agency held the First Annual Bay Area CFO of the Year Awards in partnership with the *San Francisco Business Times* and sponsored largely by Comerica Bank and Deloitte. It honors Chief Financial Officers who have played a critical role in the success of their companies and have contributed to the economic growth and stability of the Bay Area. The event attracted 400 guests and raised \$200,000 to benefit the agency.

The Board’s decision to appoint Adams as Executive Director was a positive turning point for the agency. In the press release regarding her appointment, David Zenoff, Board Chair, said the following regarding the board’s decision:

“Larkin Street is fortunate to have a leader of Sherilyn’s experience, judgment and passion to guide its next phase of growth. Sherilyn brings to her role a great breadth and depth of knowledge about youth and health-related policies and programs. In her 20 years of working in social service agencies in California addressing issues related to children, families, homelessness, substance abuse and mental health, Sherilyn has acquired the experience and built the relationships that are critical to the continued success of Larkin Street. In her tenure at Larkin Street, Sherilyn has displayed a tireless dedication to the agency. She has demonstrated that she has the skills and drive to lead our agency.”

While Adams was well known in the San Francisco youth services community, it was her first experience as Executive Director and had to “hit the ground running”, given the number of changes that had occurred during the transition period. While the Board was actively involved and everyone needed to understand that Larkin Street was a strong organization that was

building toward the future, there was a need to revitalize its presence and position at the city, state and national levels.

Adams was not alone in this transition as her Board Chair (David Zenoff) had extensive international consulting experience related to organizational development and leadership issues. During her first year as E.D., Adams and Zenoff met weekly and talked over phone every couple of days to strategize, consult and plan. Zenoff was the perfect chair to guide this process.

Immediately after Adams was appointed E.D., she decided to re-engage with Catholic Charities to finally purchase the Diamond Youth Shelter. With the Board she also began discussions with Catholic Charities to acquire Guerrero House, a 20-bed transitional living program for 18-24 year olds with mental health and substance abuse issues. With a loan from the California Department of Housing and Community Development Emergency Housing Assistance Program, the Diamond Youth Shelter was acquired. Adams and the Board spent several months weighing the benefits and assessing the costs of upgrading the facility.

Also in her first year Adams shifted quickly into the public relations role of E.D. For example, she hosted a visit from California's First Lady Maria Shriver related to her statewide tour of "community programs that work." The visit continued to raise the profile of the agency in the community, as media coverage had done so many times before for the agency. In an estimated 100 newspaper and magazine articles, Larkin Street's work has been featured in stories related to establishing San Francisco's first homeless youth multi-service center in the eighties, providing expertise on youth homelessness on HIV/AIDS issues in the nineties, and promoting the Art Program's shows and exhibitions throughout the agency's history.

By the end of 2005, the agency was carrying on the advocacy tradition that began with the inception of the Drop-in Center through the staff's participation on a variety of advisory

boards and committees, but the difference was that these efforts now took place inside the walls of City Hall as opposed to the sidewalk out front. Examples included a mayoral appointment to the Local Homeless Coordinating Board (Ruth Nunez), the Methamphetamine Task Force (Eliza Gibson), the Statewide Advisory Board for Transitional Aged Youth (Adams), and the McKinney Subcontractors Association (Lara Tannenbaum). Once Adams assumed the leadership, the agency renewed their efforts to focus on increasing their role in the policy/advocacy arena to ensure that the agency's input continues to be sought regarding matters relating to homeless and runaway youth as well as transitional-aged youth.

In addition to understanding the importance of advocating for homeless and runaway youth in the community, the agency also understood the importance of giving the youth in their programs a vehicle for advocating and providing input within the agency. In 2006, the Youth Advisory Council was launched called Youth with Power. Staff member Lara Tannenbaum was instrumental in making this happen. While the group has been developing over the past several years, the intention is that it will some day be a well-functioning mechanism for youth input. The agency also solicits input through focus groups, client satisfaction surveys, and suggestions boxes, as well as by informing youth of their open door policy when it comes to sharing feedback and input. While there has been significant trends as well as ebbs and flows with regard to client demographics, today Larkin Street's clients represent a broad range of ages, ethnicities, and sexual identities as noted in Figure 5.

<insert Figure 5>

Client input has been the cornerstone of the design and delivery of new and enhanced services at Larkin Street over the years. Its future growth and expansion is related to identifying the unmet needs of homeless and runaway youth and filling the service gaps in the continuum of

care. The challenge is to balance the growth of services with the need to expand infrastructure supports. In determining if their infrastructure sufficiently supports existing programming, board and senior management have developed procedures to assess organizational considerations associated with growth, which must often be communicated to funders. As Adams noted, “If you want us to be accountable, we need to have sufficient staffing to support our work if we are to be successful in addressing our mission”.

Conclusion

The passion and dedication of committed individuals that enabled the creation of the Larkin Street Youth Center continues throughout the history of Larkin Street and have helped the agency survive challenging times while also pioneering the development of new service. From an agency that had a budget with less than \$200,000 in 1984 to a budget of over \$11.5 million in 2007 (see Figure 6), Larkin Street has successfully positioned itself “to provide a continuum of services that inspires homeless and runaway youth to move beyond the streets” for many years to come.

[insert Figure 6]

In 2007 Larkin Street’s continuum of services included 23 programs across 12 locations throughout San Francisco in five program areas: 1) Point of Entry, 2) Housing Services, 3) Wraparound (or Supportive) Services, 4) HIV Health Services, and 5) HIRE UP: Education & Employment. These services are based on strong collaborative partnerships with nonprofit, public and for-profit organizations. The organizational capacities needed to deliver services include: 1) innovative fundraising, marketing and public relations strategies, 2) advocacy work, 3) talented and dedicated staff, board members and volunteers, 4) visionary agency leadership, and 5) a strong and unrelenting commitment to address te changing needs of homeless and

runaway youth as described in the agency's mission. As noted in Larkin Street's FY 2004-2008 Strategic Plan, "Larkin Street's history reflects a tradition of purposeful, mission-driven growth that has occurred in direct response to the changing needs of the homeless and runaway youth that the agency exists to serve."

While there will always be challenges and the need for constant evaluation and refinement, Larkin Street is positioned to be a premier agency in providing homeless young people with an opportunity to achieve their full potential. Through Larkin Street's continued work, homeless and runaway youth will not be forgotten and misunderstood. The former client who wrote that Larkin Street was "the safety net that my own parents were unwilling or unable to be," continued by writing: "That sense of safety helped me take risks in my life (like going to college, doing unpaid internships, and traveling around the world) that were essential for me to advance as far I have personally and professionally...thank you for being there and helping me become who I am today." In 2007 Larkin Street helped 3,199 youth realize their potential and has served as a safety net for 25 years.

Interview Sources

Jed Emerson, Executive Director, 1985-1989

Diane Flannery, Executive Director, 1989-1993; Staff 1988-89

Roxane White, Executive Director, 1993-1994; Volunteer/Staff, 1985-1993

Anne Stanton, Executive Director, 1994-2003

Sherilyn Adams, Executive Director, 2005-present; Staff, 2003-2005

Michael Kennedy, Senior Manager, 1988-2001

Lara Tannenbaum, Senior Manager, 2001-present; MSW Intern ____

Peter Carpou, Art Program Director, 1988-present

William Campbell, Board Member, 1983-1990; 1998-2006

Jay Cuetara, Board Member, 1997-2006

James Canales, Board Chair, 1997-1999; Board Member, 1991-1999

Ray Brown, Board Member, 1990-1996

John Kalin, Board Member, 1990-1997

Richard Baker-Lehne, Board Member, 1988-

Henry Safrit, M.D., Board Member, 1987-

Irene Holmes, Board Member, 1983-1994

Rev. Jean Richardson, Board Chair, 1983-1990; Board Member, 1990-1994

Figure 1: Larkin Street Youth Services
Narrative Description of Programs
(Source: Larkin Street Youth Services)

Larkin Street's service continuum includes **23 programs** working from **12 locations** across San Francisco. Each service is expressly designed to meet the unique needs of homeless and runaway youth.

Point of Entry: With strategically located sites and a team of trained staff and volunteers, Point of Entry Services attempt to reach the estimated 5,700 youth who are living on the streets of San Francisco. *Street Outreach* teams work on the frontlines to locate and assist youth on the street. The *Drop-In Center*, located in the Tenderloin/Polk Gulch neighborhood, gives youth access to food, showers and trained counselors. In addition, the Drop-In Center operates a fully-accredited on-site school. The *Haight Street Referral Center* provides youth with information about Larkin Street and its services in a safe, welcoming environment.

Housing Services: Larkin Street offers kids a full range of supportive housing options, from immediate, emergency shelters to permanent supportive housing. The *Diamond Youth Shelter* provides immediate housing for youth aged 12-17 and the *Lark-Inn for Youth* provides emergency shelter for youth aged 18-23. The *LOFT* (Larkin Opportunities for Transition) is a transitional living facility for homeless youth aged 15-18; *Avenues To Independence* and our newest program, *G-House*, provide transitional living for youth aged 18-23. The *Ellis Street Apartments* provide affordable, permanent supportive housing for youth aged 18-24. Through the *LEASE* program, youth emancipating from foster care can access supportive housing until they become fully independent. The *Castro Youth Housing Initiative* provides housing for youth who regard the Castro District as their home. *Routz*, provides housing and intensive wraparound support for youth with mental health issues.

Supportive Services: From the moment youth enter Larkin Street's spectrum of support, kids can avail themselves of a full range of support services at any time of the day. *Case Management Services* assess youth when they arrive and help them to develop a plan to guide them as they move through Larkin Street's continuum and beyond the streets. The Larkin Street *Medical Clinic*, adjacent to the Drop-In Center, offers free, on-site comprehensive medical care. Our *Substance Abuse & Mental Health Initiatives* provide individualized assessment and treatment for kids whose progress is impeded by one or more of these disorders. The *Community Art Program* offers youth a chance to express themselves creatively through a variety of ongoing individual and group projects.

HIV Specialty Services: With comprehensive medical care, housing and supportive services, HIV Specialty Services addresses the specific needs of HIV+ homeless and runaway youth through one centralized site in San Francisco. The *HIV Specialty Clinic* offers adolescent-centered outpatient care and treatment to any HIV+ youth in San Francisco. For those youth that lack stable housing, Larkin Street's *After Care* program provides rental subsidies and other housing options in addition to case management and other support services offered through Larkin Street. For youth who require 24-hour care and medical support, Larkin Street operates the *Assisted Care* program; this 12-bed residential facility was the nation's first licensed residential care program for youth living with HIV/AIDS.

Educational & Employment Services: *HIRE UP* is Larkin Street's comprehensive, multi-disciplinary employment and education initiative. *HIRE UP* offers customized employment and education services that allow youth to complete their high school education, enroll in post-secondary education, access the latest in technology, and obtain career-track employment so that, ultimately, kids can achieve personal and financial independence.

Figure 2: Larkin St. Youth Center Mission Statement

The Larkin St. Youth Center is an agency committed to providing services and protecting the rights and well being of youth living on the streets of San Francisco.

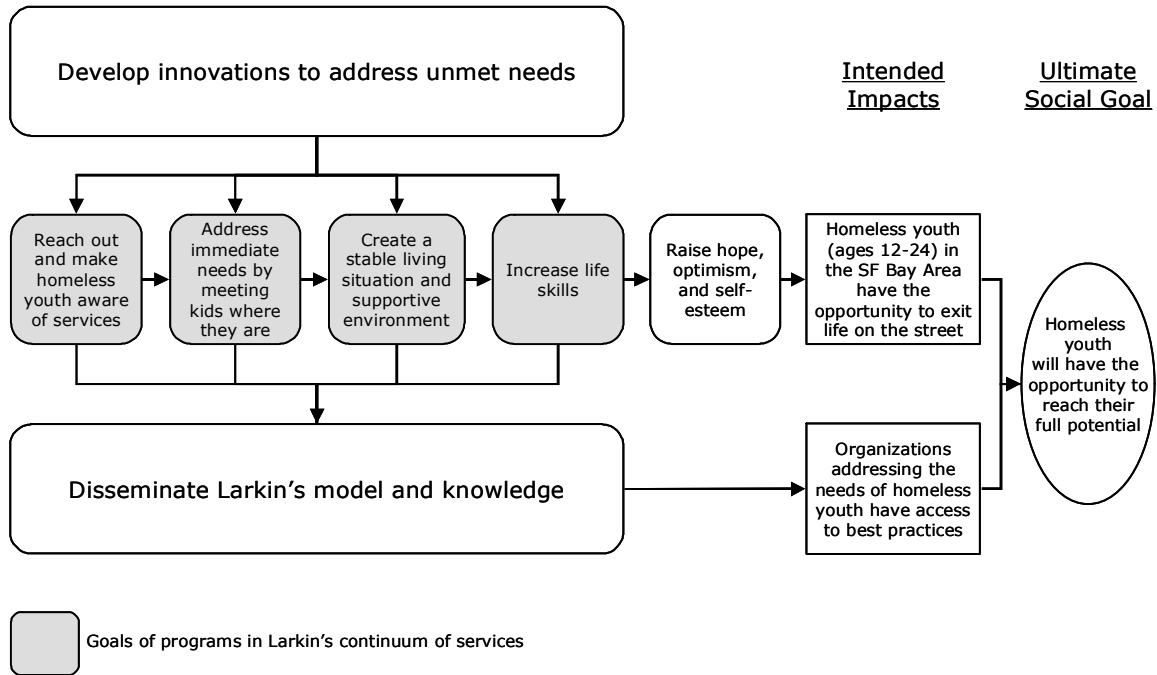
The overall mission of the agency is to provide a safe, nurturing and enriching environment for these youth both on and off the streets. To that end we will assist them to be involved in the shelter care system or, when appropriate, live outside of that system. We will support them to live independently whenever possible or to receive the support services available for homeless and runaway youth through the LSYC and related programs/agencies. Our ultimate goal is to enable them to become contributing productive adults to the benefit of our community and city. Our primary goal is reunification with the family of origin or legal guardian. Our pragmatic goal is to provide shelter and referral services to those “early intervention” youth willing to accept such, while at the same time reaching out to those youth living on the streets who may not at present realize that their life dreams cannot become a reality while living on the streets of San Francisco.

In order to assure the philosophy and mission stated above is pursued in a responsible manner, the program will be supervised by sensitive, professional, experienced and knowledgeable staff, interns, and community volunteers.

The agency goals are best summarized as follows:

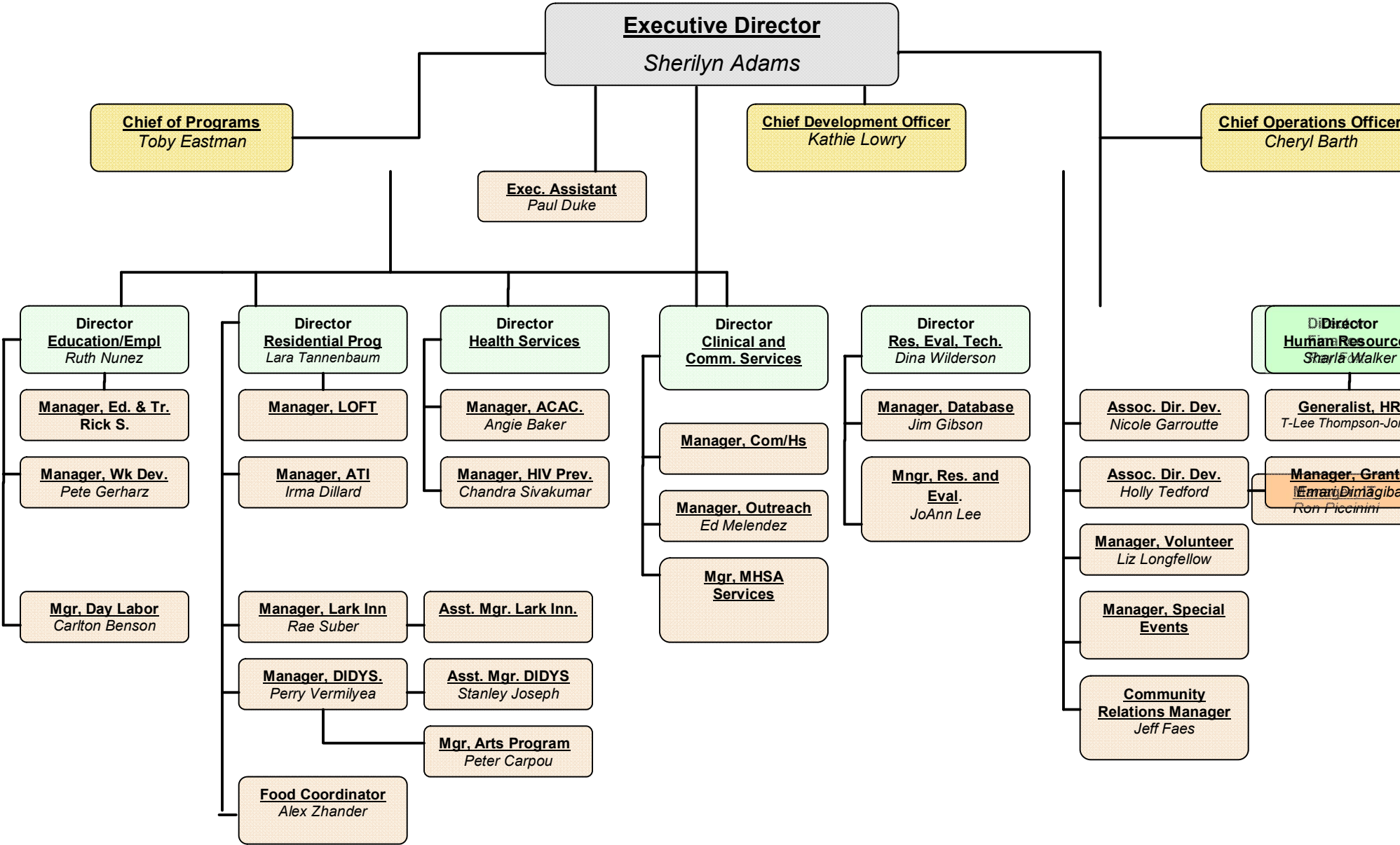
- a. Diversion from the street.
- b. Reunification with family of origin.
- c. Placement in shelter/treatment programs in county of origin.
- d. Placement in shelter/treatment programs in San Francisco.
- e. Involvement in Center programs geared toward getting youth currently living on the streets to commit to getting off the street and into “a” through “d” as appropriate.

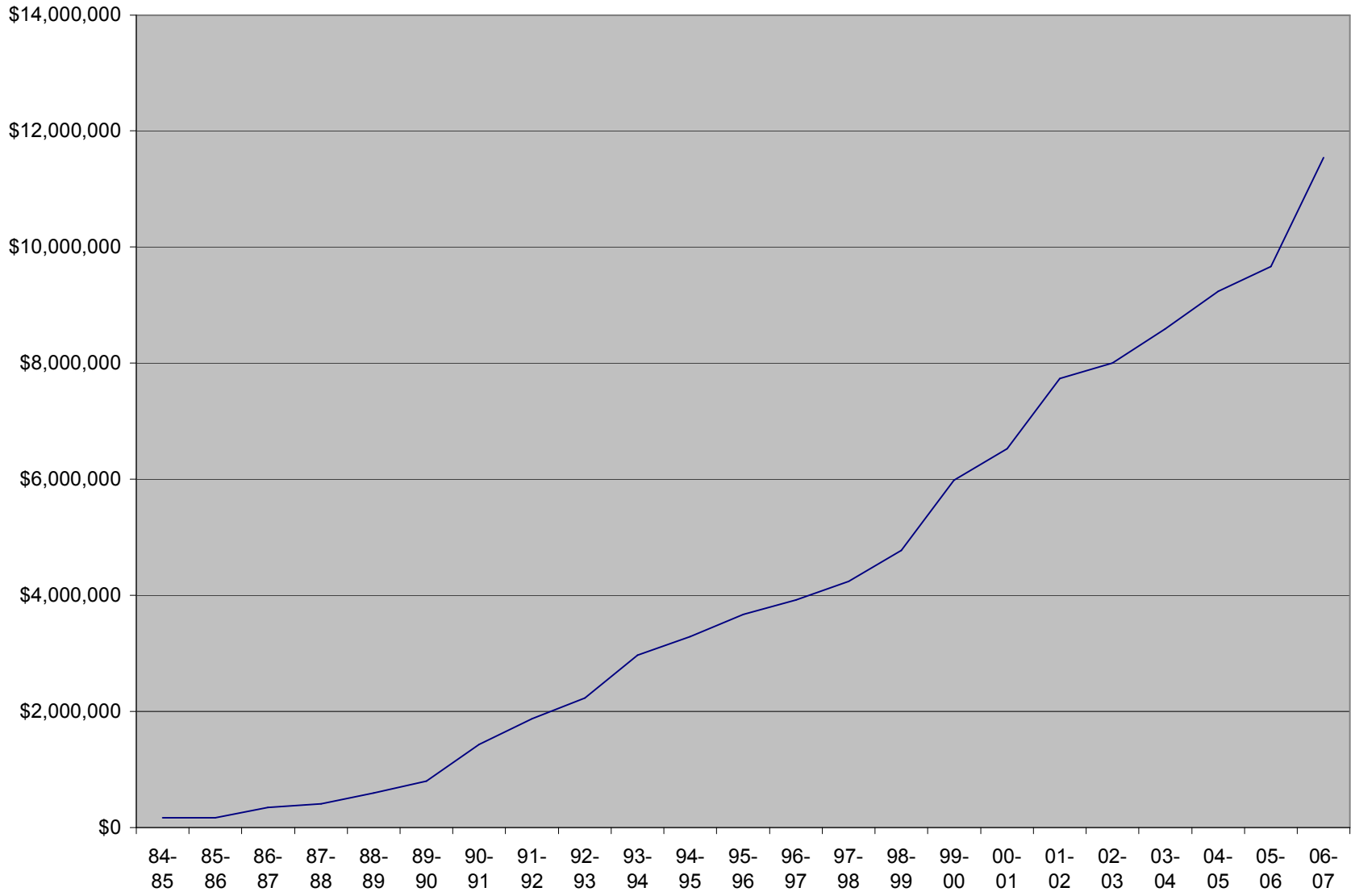
**Figure 3: Larkin Street Youth Services
Theory of Change**
(Source: FY2004-FY2008 Larkin Street Strategic Plan)



**Figure 5: Larkin Street Youth Services
Organizational Chart**

(Source: Larkin Street Youth Services)





**Figure 6: Larkin Street Youth Services
Budget Trend Line, 1984-2007**

Ideas for Appendices and/or Figures

List of Awards

List of Fundraisers and Events Benefiting Larkin Street

List of Art Shows and Exhibitions

Growth in Individual Board Giving

Growth in Continuum of Services

Visual of Continuum

Theory of Change Logic Model

Trend Analysis of Changes in Client Demographics and/or Current Demographics

List of Board Members

Complete Staff Listing

Possible inserts in final production by Larkin St

Page 10 <Insert visual of Center's Monthly Calendar of Activities>

Page 17 <If possible, insert *Chronicle* photo of youth holding vigil, NEED PHOTO>

Page 22 <Insert photo of Peter and Roxane??? NEED PHOTO>

Page 27 <Insert photo of youth speaking with the Mayor. NEED PHOTO from *Streetwise*>

Page 33 <Insert photo of Outreach Worker from back of 93/94 Annual Report. NEED PHOTO>

Page 40 <Insert photo of Anne Stanton working on mural—GET PHOTO FROM PETER>

Page 42 < Insert AC/AC Architectural Design—NEED FROM 1995-1996 ANNUAL REPORT