



2020-21

STATEWIDE ANALYSIS OF SUPPORTIVE HOUSING FOR FORMER FOSTER YOUTH IN CALIFORNIA

November 17, 2021



JOHN BURTON
Advocates
for Youth

AGENDA

1 Welcome & Introductions

2 Report Methodology

- Transitional Housing Program-Plus (THP-Plus)
- Transitional Housing Program (THP)
- Family Unification Program (FUP) & Foster Youth to Independence (FYI) Vouchers
- Overall Capacity & Need

3 Findings

4 Policy & Practice Recommendations

- Recommendations for State Government
- Recommendations for Local Jurisdictions and Community-Based Providers

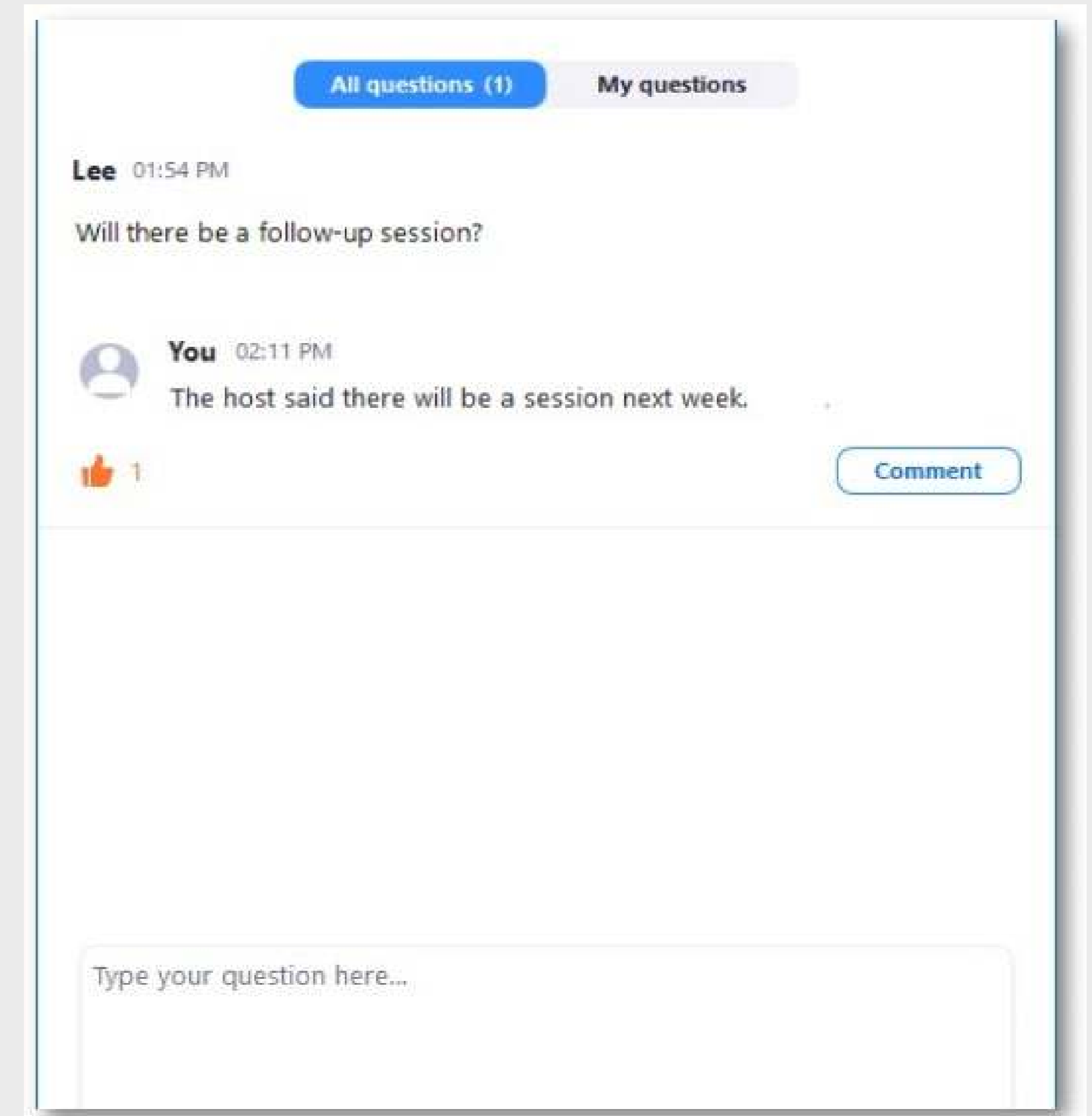
5 Practice Resource

- Quick Glance Key: Housing Resources for Former Foster Youth & Out-of-Home Care Probation Youth

6 Question & Answer

USING ZOOM WEBINAR

- **QUESTIONS:** To submit questions, click on the Q & A icon on the control panel. The Q & A window will appear, allowing you to ask questions to the host and panelists.
- **AUDIO:** Adjust your audio settings from the control panel. You can listen through your computer speakers or call in using the phone.
- **WEBINAR MATERIALS:** Slides, a recording of the webinar and the report will be emailed to all registrants following the live presentation, as well as posted at www.jbay.org in the Resource Library.



PRESENTERS



Amy Lemley

Executive Director



Simone Tureck Lee

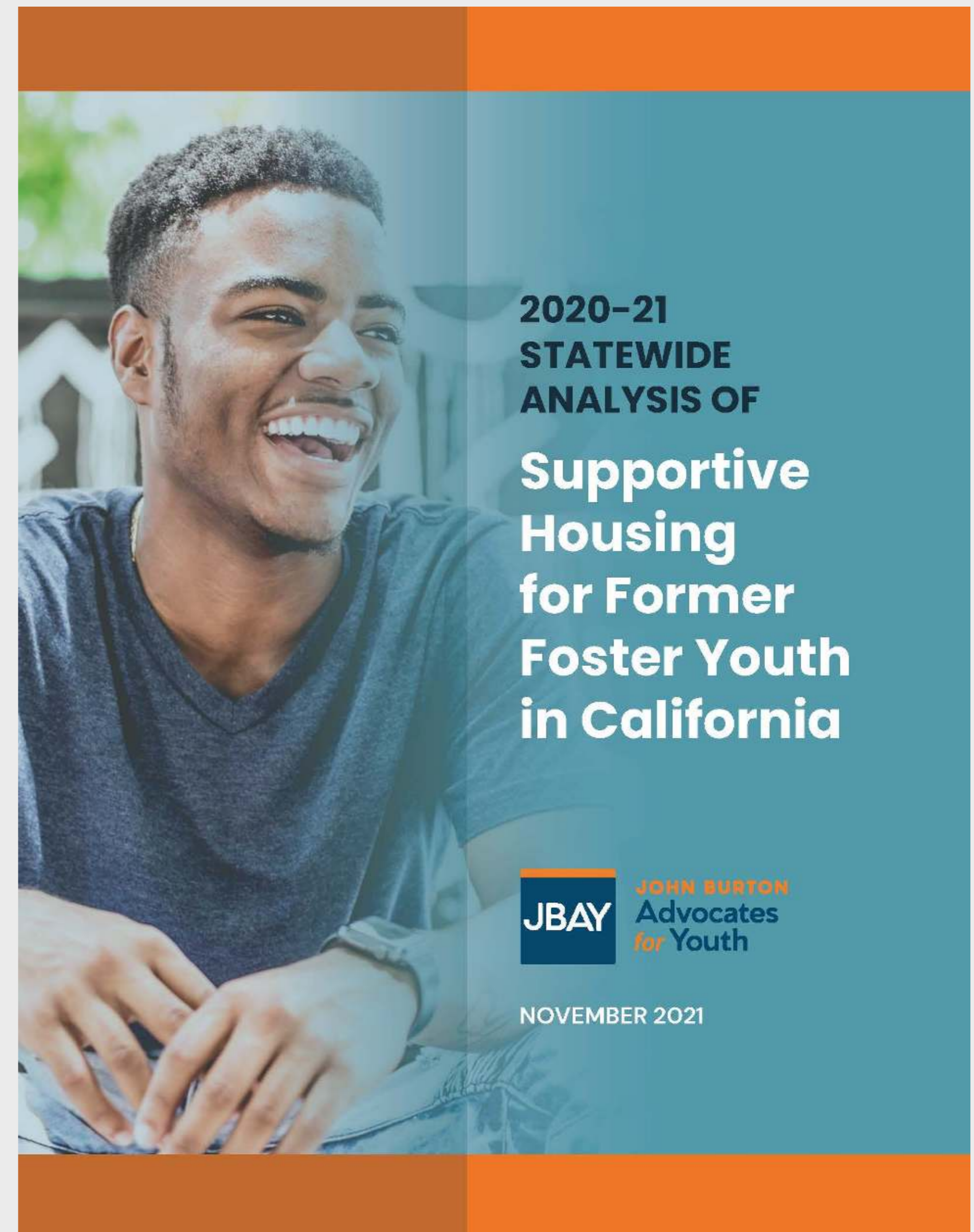
Director of Housing & Health



Report Released Today

Available at:

<https://jbay.org/resources/2020-21-supportive-housing-for-ffy>



A Record Number of Youth Will Leave Foster Care this Year After Turning 21

State and federal funding and policy has allowed youth who turned 21 on or after 1/27/20 to remain in extended foster care until 12/31/21.

- What housing resources **are available** to assist this cohort of young people in their transition?
- Are there **enough** housing resources?
- Are there resources we aren't making **full use** of?



REPORT METHODOLOGY

- **County child welfare agencies**

Online survey conducted August – September 2021 to gather information about use of Transitional Housing Program (THP) funding and specialized Housing Choice Vouchers for former foster youth

71% response rate among child welfare agencies:

- Collectively receive **95%** of statewide THP funding
- Partner with **92%** of the state’s Public Housing Authorities that have vouchers

- **Nonprofit organizations or county agencies that operated a THP-Plus program duration FY 2020-21**

Online survey conducted September – October 2021 to gather information about the Transitional Housing Program-Plus (THP-Plus)

92% response rate among THP-Plus providers:

- Collectively provide **97%** of THP-Plus housing statewide

TRANSITIONAL HOUSING PROGRAM-PLUS (THP-PLUS)

FINDINGS

THP-Plus is the Oldest Housing Program Assisting Former Foster Youth



Established
in 2001 by
the California
State
Legislature

By 2009,
there was a
THP-Plus
program in
50 counties

In 2021 there
are THP-Plus
programs in
47 counties

Overview of Transitional Housing Program-Plus (THP-Plus)

● Eligible Population

- Ages 18 up to 24*
- In foster care or out-of-home probation placement on or after 18th birthday
- Working toward goals in Transitional Independent Living Plan (TILP)

** In counties that have opted into the THP-Plus extension established by SB 1252, youth enrolled in school can access THP-Plus for up to 36 months / up to age 25, whichever comes first.*

● What the Program Provides

- Affordable housing and supportive services for up to 24 months

● How the Program is Funded & Administered

- Formerly state funded
- Included in Governor Brown's 2011 Realignment of Child Welfare Services—has been county-funded since 2011
- Each county receives a specified annual allocation from the statewide \$34.9 million THP-Plus budget
- Most counties administer THP-Plus by contracting with nonprofit organizations; few smaller counties operate THP-Plus directly

STATEWIDE HOUSING CAPACITY

In FY 2020-21, California had the capacity to serve 1,309 youth in THP-Plus at a moment in time.

The “capacity” is the total number of housing slots that THP-Plus providers were collectively contracting with county child welfare agencies to provide or that child welfare agencies provided directly at a moment in time.

This is a 3% increase from 2019-20.

Contracted THP-Plus housing capacity (number of youth that can be served at a moment in time)	1,309
Number of Organizations Providing THP-Plus	54
Number of THP-Plus Programs	75
Number of Counties with THP-Plus Programs	47

STATEWIDE HOUSING CAPACITY

Contracted THP-Plus housing capacity (number of youth that can be served at a moment in time)	1,309
Number of Organizations Providing THP-Plus	54
Number of THP-Plus Programs	75
Number of Counties with THP-Plus Programs	47

In FY 2020-21, **54** organizations were collectively operating **75** THP-Plus programs.

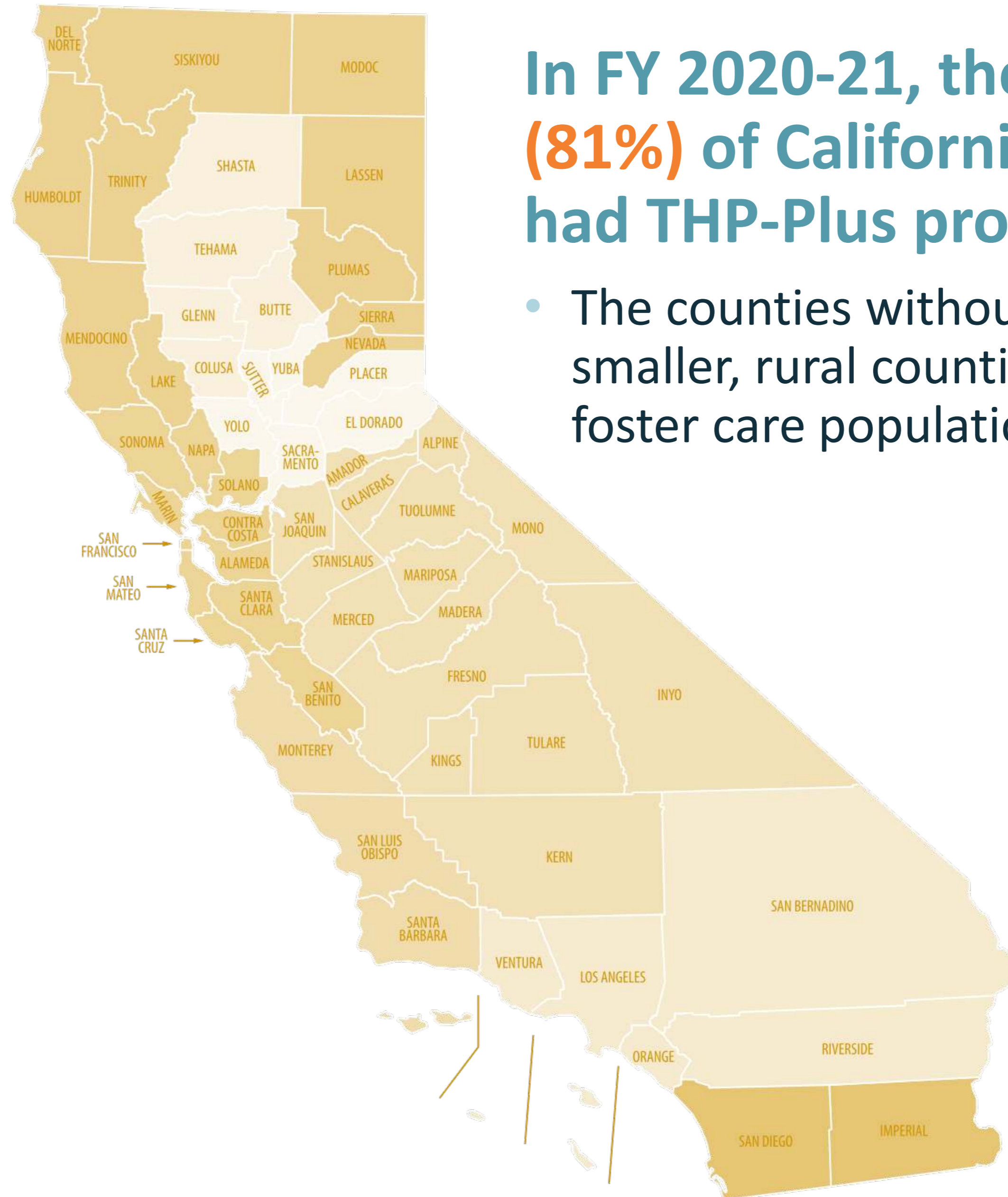
Organization with largest number of THP-Plus programs operates in **8** counties.

Just **8** organizations that provide THP-Plus collectively serve about half (**52%**) of the youth.

STATEWIDE HOUSING CAPACITY

In FY 2020-21, the majority **(81%)** of California's counties had THP-Plus programs.

- The counties without programs are smaller, rural counties with very small foster care populations.



Contracted THP-Plus housing capacity (number of youth that can be served at a moment in time)	1,309
Number of Organizations Providing THP-Plus	54
Number of THP-Plus Programs	75
Number of Counties with THP-Plus Programs	47

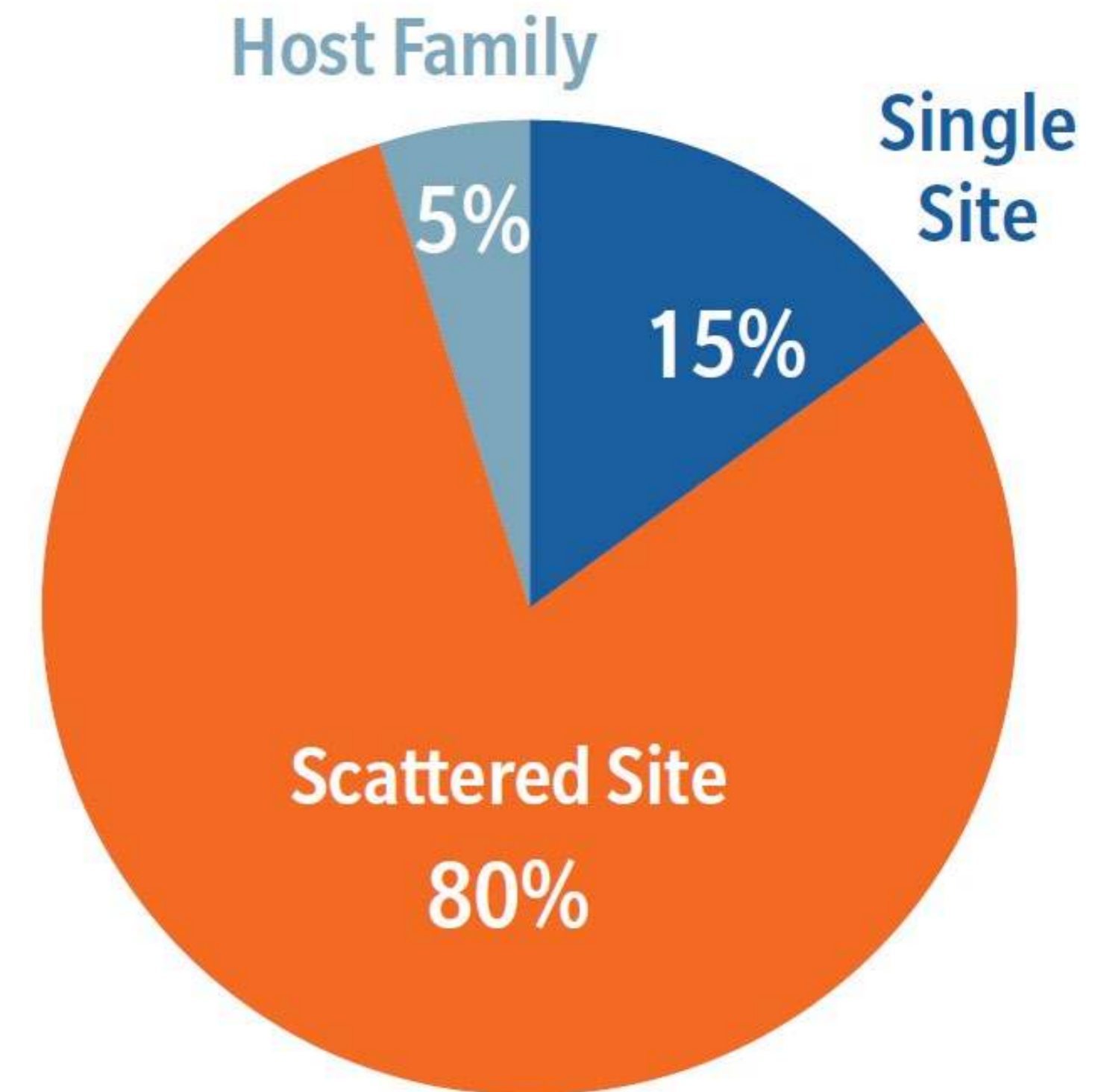
STATEWIDE HOUSING CAPACITY

The majority (80%) of the state's THP-Plus housing capacity utilized a "scattered site" model.

- **Scattered site:** Provider owns or leases apartments in various locations throughout the community, often in small clusters.
- **Single site:** One apartment building, complex or home, owned or leased by provider, where all of program participants live.
- **Host family:** Caring, supportive adult(s) host the youth in their home, providing room and board.

THP-Plus provider offers supportive services to youth in all 3 models.

THP-Plus Housing by Housing Model



PROGRAM DEMAND

As of June 30, 2021, there were **473 youth** statewide on a waiting list for THP-Plus.

- Providers in **Kern, Santa Clara and Alameda** Counties reported longest waiting lists.
- Estimated **18% of youth experience homelessness**, reside in a shelter or other unstable housing (street, car, couch-surfing) while they wait.
- Waiting lists are **lower than usual** due to extension of extended foster care program.
- Concerns were expressed about the **large influx** of youth who will likely attempt to access THP-Plus once they exit care at the end of 2021.

HOW HAS THE MONTHLY RATE PAID TO PROVIDERS TO OPERATE THP-PLUS CHANGED OVER TIME?

The rate has changed very little over time.

- THP-Plus rates are set at the county level; not required to be adjusted annually for cost-of-living increase.
- Scattered site rate has increased 4% over the last 10 years; cost of housing has increased 44%.
- Providers consistently stress that in many counties the rate does not cover the cost of operating. In response to this problem, the THP-Plus Housing Supplement Program was established in 2021.

The rate varies considerably across the state.

- No rate setting methodology in statute; scattered site ranges from \$1,650 in Shasta and Trinity to \$4,005 in Orange.

Five counties offer a higher rate for custodial parents.

- Nevada, San Mateo, Santa Clara, Shasta, and Trinity.

THP-Plus Average Monthly Rates Per Youth



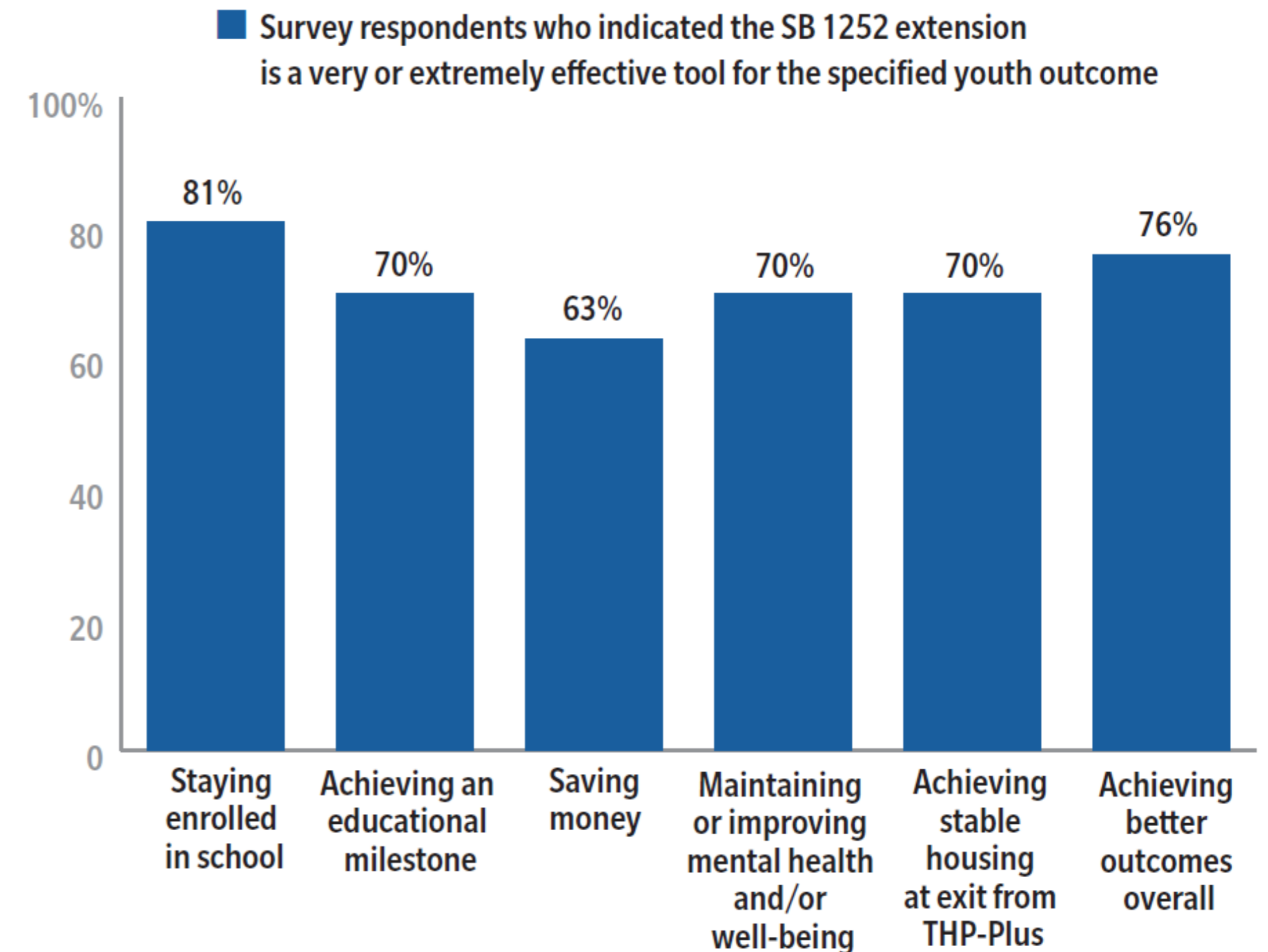
HAS THE SB 1252 EXTENSION FOR YOUTH IN SCHOOL BEEN A USEFUL TOOL?

- **27** counties offer the extension; they collectively serve **71%** of youth in THP-Plus.
- At least **7 in 10** THP-Plus providers rate the SB 1252 extension as **very or extremely effective** across several youth outcomes, with the highest percentage for “staying enrolled in school.”

“The standard for THP-Plus should be 36 months instead of 24 months. That extra year significantly increases emotional intelligence, emotion regulations, and self-sufficiency.”

– THP-Plus provider

Effectiveness of SB 1252 Extension on Youth Outcomes as Reported by Providers



TRANSITIONAL HOUSING PROGRAM

FINDINGS

The Establishment of THP was Prompted by the Need for Additional THP-Plus Funding



The Transitional Housing Program (THP) was established in the 2019-20 state budget.

Prompted by the Need for additional THP-Plus funding.

- Because THP-Plus was realigned to the counties, there was no avenue to increase statewide investment in the program and therefore required a new funding stream to expand the state's capacity to provide supportive transitional housing to former foster youth.



Overview of Transitional Housing Program (THP)

● Eligible Population

- Ages 18 up to 25
- Priority given to young adults formerly in the foster care / probation systems

● What the Program Provides

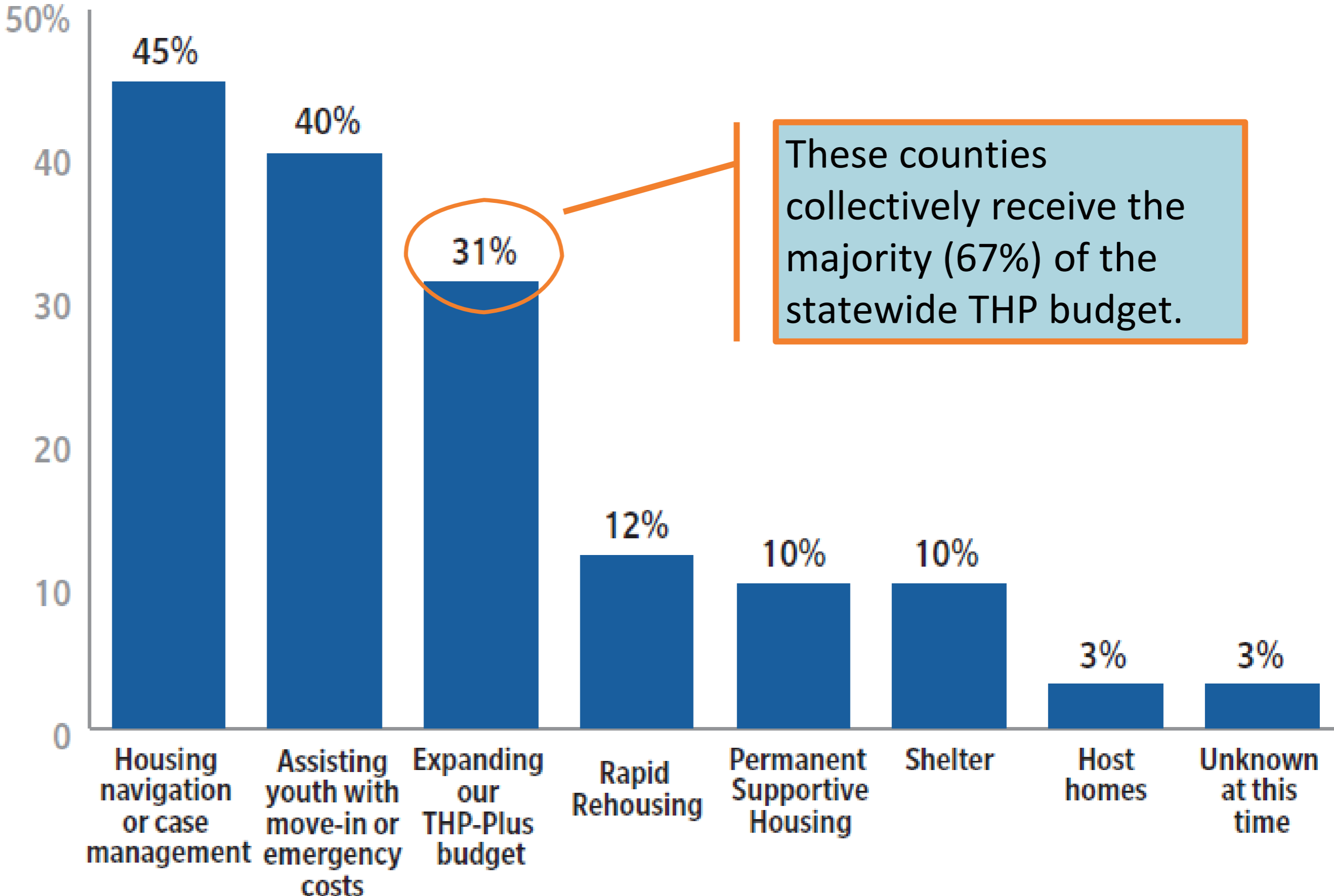
- No set program model; flexible funding that can be used to expand existing programs or establish new programs based on local housing and service needs
- Funding must be used to assist young adults with securing and maintaining housing

● How the Program is Funded & Administered

- Administered by the California Department of Housing & Community Development (HCD) to county child welfare agencies
- Originally funded with \$8 million annual allocation set to suspend 12/31/21
- Suspension was removed through legislation in 2021 making the \$8 million an annual, ongoing investment
- Allocated using a formula-funded methodology based on the proportion of transition-age foster youth and homeless unaccompanied youth in each county

31% OF COUNTIES ARE USING THEIR THP ALLOCATION TO EXPAND THEIR THP-PLUS BUDGET

Use of THP Funding by County Child Welfare Agencies



STATEWIDE HOUSING CAPACITY

Number of New Housing Slots Created by THP	223
Number of Counties Allocated THP Funding for Rounds 1 and 2	56
Number of Counties That Accepted Their Round 2 THP Allocations	48

Funding from the Transitional Housing Program created housing for an additional **223** youth.

Respondents from **17** counties indicated that their child welfare agency was using or intended to use their THP allocation to create new housing.

While the majority of these housing slots were created within THP-Plus, much of this was not yet established by June 30, 2021, and therefore is not reflected in the FY 2020-21 THP-Plus housing capacity.

STATEWIDE HOUSING CAPACITY

Number of New Housing Slots Created by THP	223
Number of Counties Allocated THP Funding for Rounds 1 and 2	56
Number of Counties That Accepted Their Round 2 THP Allocations	48

- To date, nearly **100%** of the THP funding

56 counties received a THP allocation.

Of these **56** counties, **48** accepted their funding for Round 2 (2020-21), which is the most recent round to be administered.

These **48** counties collectively account for **99% (\$7,959,200)** of the \$8 million THP budget.

The **8** counties that did not accept their funding had extremely small allocations, ranging from **\$800 to \$12,800** and small foster youth and homeless youth populations.

FAMILY UNIFICATION PROGRAM (FUP) & FOSTER YOUTH TO INDEPENDENCE (FYI) VOUCHERS

FINDINGS

THE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD) ADMINISTERS TWO HOUSING CHOICE VOUCHER (HCV) PROGRAMS FOR TRANSITION-AGE FORMER FOSTER YOUTH:

Family Unification Program (FUP)

- Enacted in 1992
- Began as a federal effort to better address the housing needs of families in contact with child welfare agencies
- Vouchers provided to child welfare-involved families; expanded to include transition-age former foster youth.

Foster Youth to Independence (FYI)

- Launched in 2019
- Specifically serves transition-age former foster youth

Both provide HCVs, commonly known as “Section 8” vouchers, to Public Housing Authorities in partnership with Public Child Welfare Agencies who provide supportive services.

Overview of Family Unification Program (FUP) & Foster Youth to Independence (FYI) Vouchers

● Eligible Population

- Ages 18 up to 25
- Left foster care at age 16 or older or will leave foster care within 90 days
- Are homeless or at risk of homelessness

● What the Program Provides

- Up to 36 months of housing assistance via a Housing Choice Voucher, coupled with supportive services
- FUP = services last 18 months; FYI = services last 36 months.

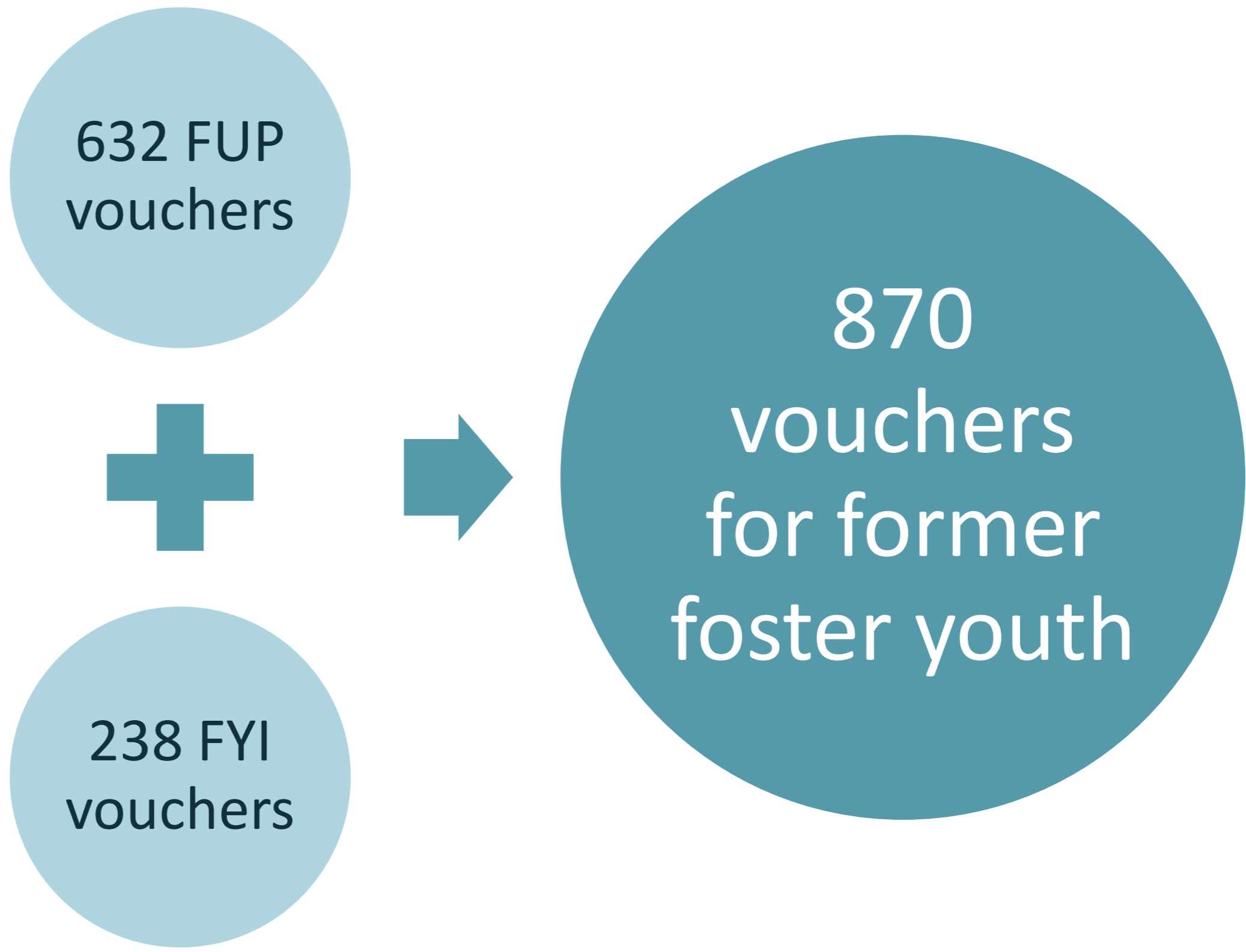
● How the Program is Funded & Administered

- Administered by HUD to Public Housing Authorities (PHAs) in partnership with Public Child Welfare Agencies.
- PHA provides the voucher; child welfare refers eligible youth to the PHA and provides supportive services.
- FUP vouchers are awarded competitively through a NOFA process.
- FYI vouchers are awarded both competitively and through a non-competitive process where vouchers can be requested “on demand” by PHAs on a rolling basis as eligible youth are identified.

STATEWIDE VOUCHER CAPACITY

	FUP	FYI	Total
Number of Vouchers for Former Foster Youth in California	632	238	870
Number of Public Housing Authorities Administering Vouchers	41	15	50 have vouchers from one or both programs
Number of Counties Partnering with Public Housing Authorities Administering Vouchers	31	15	35 have vouchers from one or both programs

California's Public Housing Authorities administer at least **870** vouchers for former foster youth.



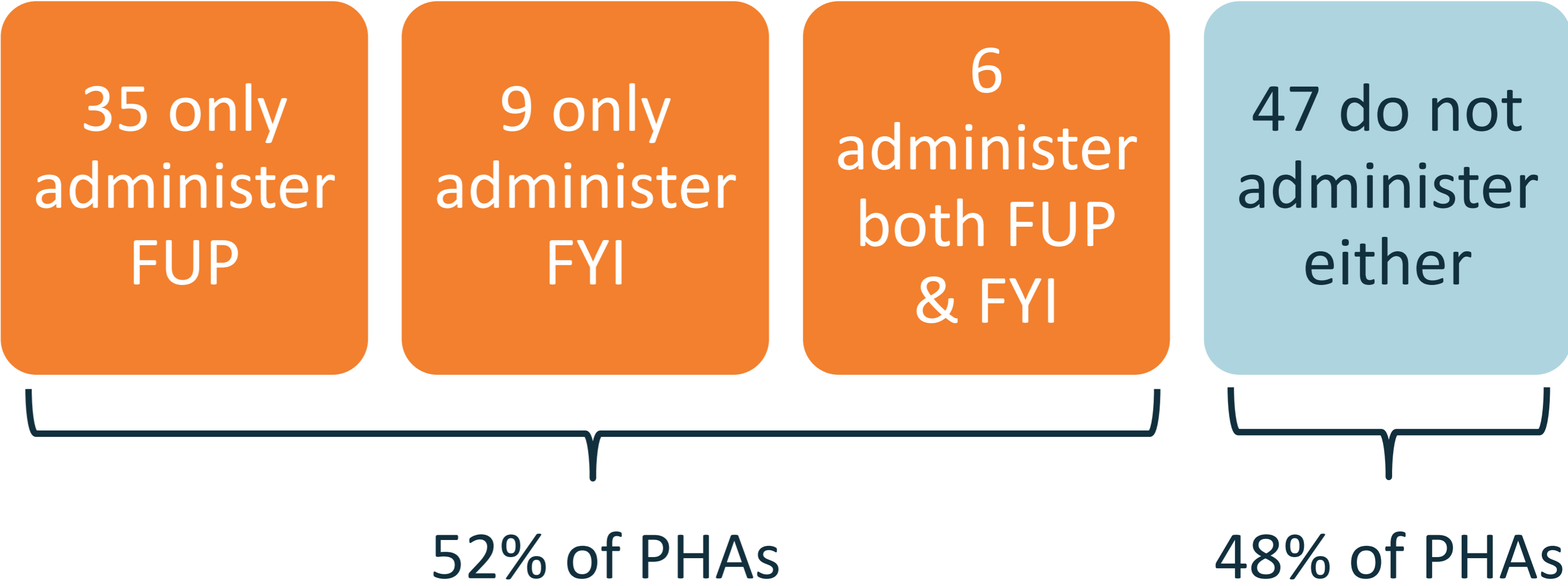
Amount of vouchers PHAs have ranges from **1 to 95**.

STATEWIDE VOUCHER CAPACITY

	FUP	FYI	Total
Number of Vouchers for Former Foster Youth in California	632	238	870
Number of Public Housing Authorities Administering Vouchers	41	15	50 have vouchers from one or both programs
Number of Counties Partnering with Public Housing Authorities Administering Vouchers	31	15	35 have vouchers from one or both programs

About half (52%) of California's Public Housing Authorities administer FUP and/or FYI vouchers for former foster youth.

97 Public Housing Authorities in California

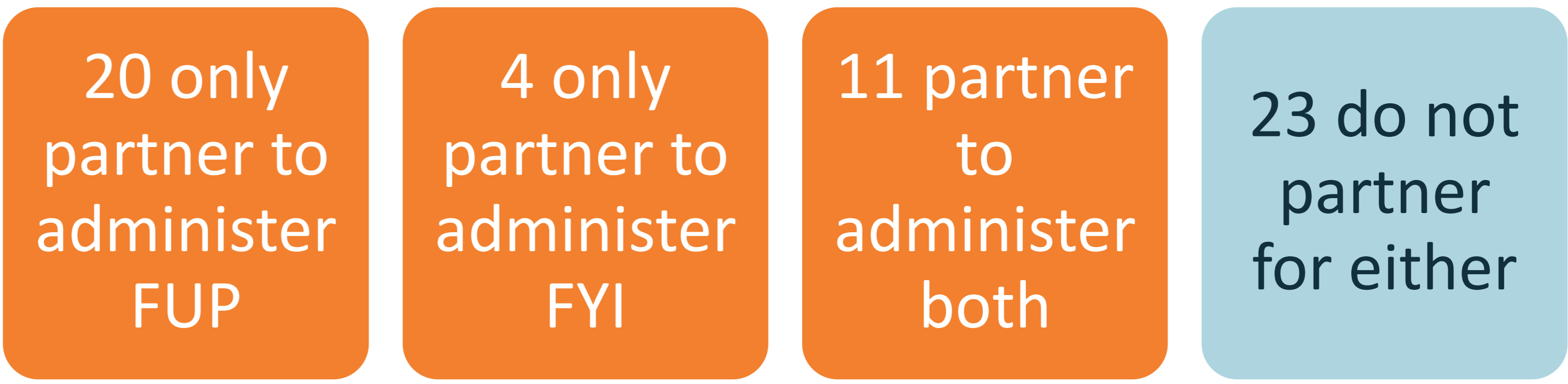


STATEWIDE VOUCHER CAPACITY

6 in 10 counties in California partner with at least one Public Housing Authority to administer FUP and/or FYI vouchers for former foster youth.

	FUP	FYI	Total
Number of Vouchers for Former Foster Youth in California	632	238	870
Number of Public Housing Authorities Administering Vouchers	41	15	50 have vouchers from one or both programs
Number of Counties Partnering with Public Housing Authorities Administering Vouchers	31	15	35 have vouchers from one or both programs

58 counties in California



60% of counties

40% of counties

PROGRAM DEMAND

As of June 30, 2021, there were **290 youth** on a waiting list for a FUP or FYI voucher.

- The number of youth waiting specifically for FUP vs. FYI is unknown because the numbers were reported in combination.
- The number is likely an under-reporting as not all respondents were aware of the waiting list status in their county.



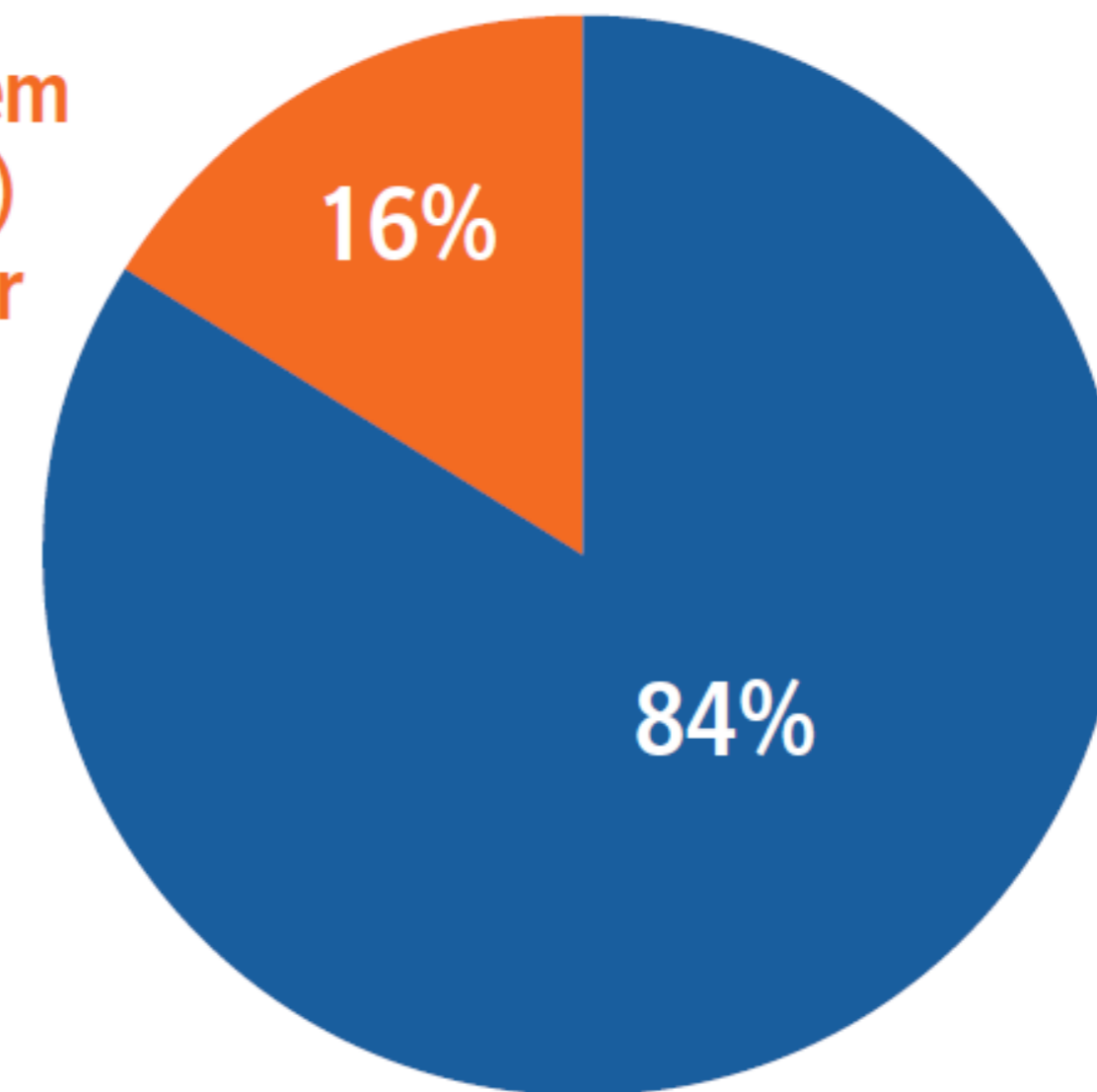
HOW ARE YOUTH REFERRED TO OR MATCHED WITH VOUCHERS?

The majority (84%) of Public Housing Authorities administering FUP and/or FYI vouchers match eligible youth with vouchers through direct referrals from the child welfare agency.

- 16% of counties utilize the homeless Coordinated Entry System to administer vouchers. Respondents from these counties indicated this often resulted in eligible youth being unintentionally screened out of receiving a voucher due to failure to score high enough on the coordinated entry assessment tool.

Administration of FUP and FYI Vouchers

Our community's Coordinated Entry System (for homeless services) is utilized to administer our vouchers

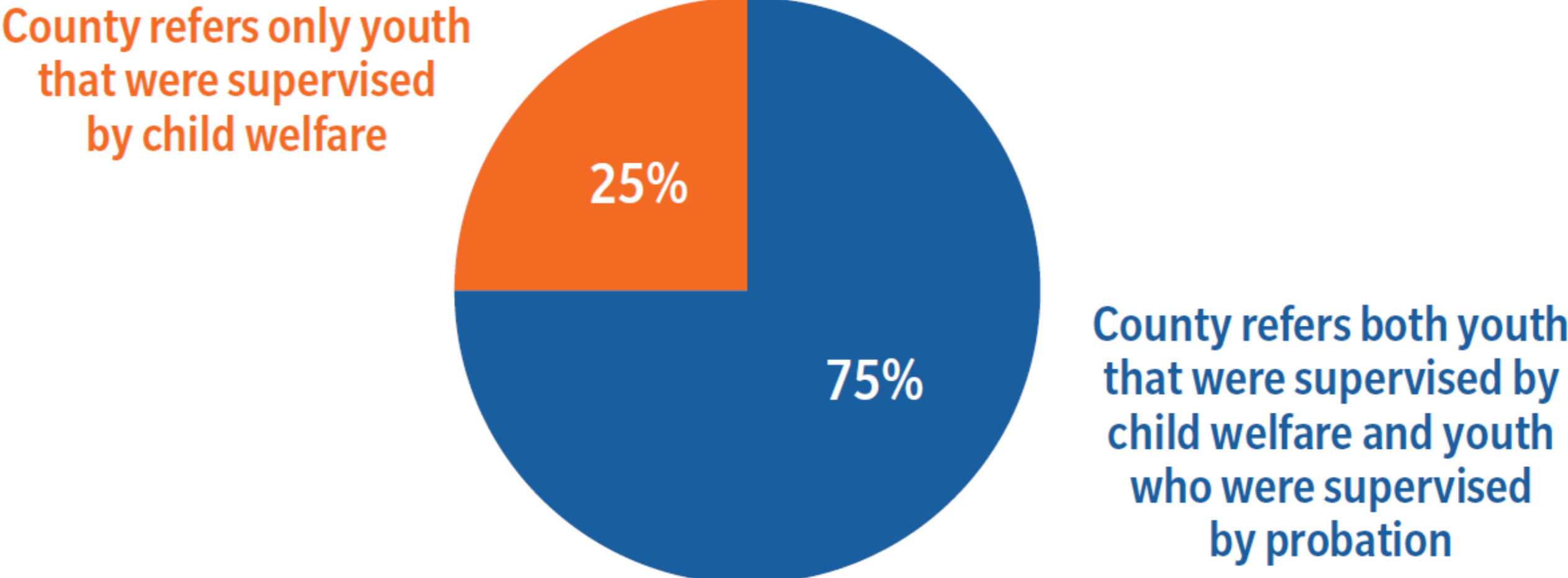


Direct referral from county child welfare is utilized to administer our vouchers

ARE YOUTH FORMERLY PROBATION-SUPERVISED REFERRED TO FUP AND/OR FYI VOUCHERS?

Population Served with FUP and FYI Vouchers

- Three-quarters (75%) of counties partnering with Public Housing Authorities administering FUP and/or FYI vouchers refer both former foster and probation youth for vouchers.
- One-quarter (25%) refer only former foster youth.



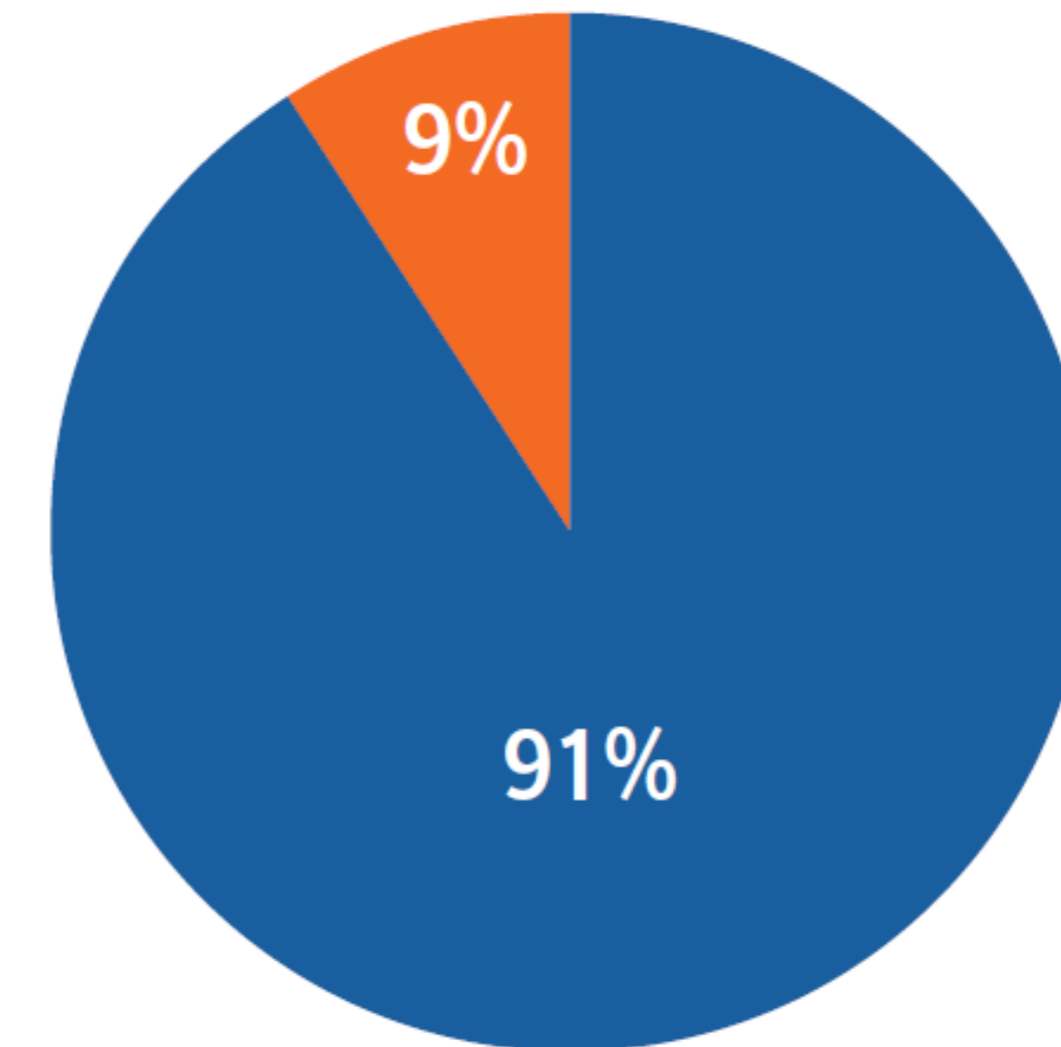
In California, youth who are supervised by the juvenile probation department but who have a court order for out-of-home placement are eligible for the same resources and programs as foster youth supervised by the county child welfare agency, including FUP and FYI vouchers.

ARE COUNTIES PROVIDING SERVICES TO YOUTH WITH FUP AND FYI VOUCHERS?

Most **(91%)** counties partnering with Public Housing Authorities administering FUP and/or FYI vouchers provide supportive services.

Whether or Not County Child Welfare Agencies Provide Services to Youth With FUP and/or FYI Vouchers

County does not provide supportive services



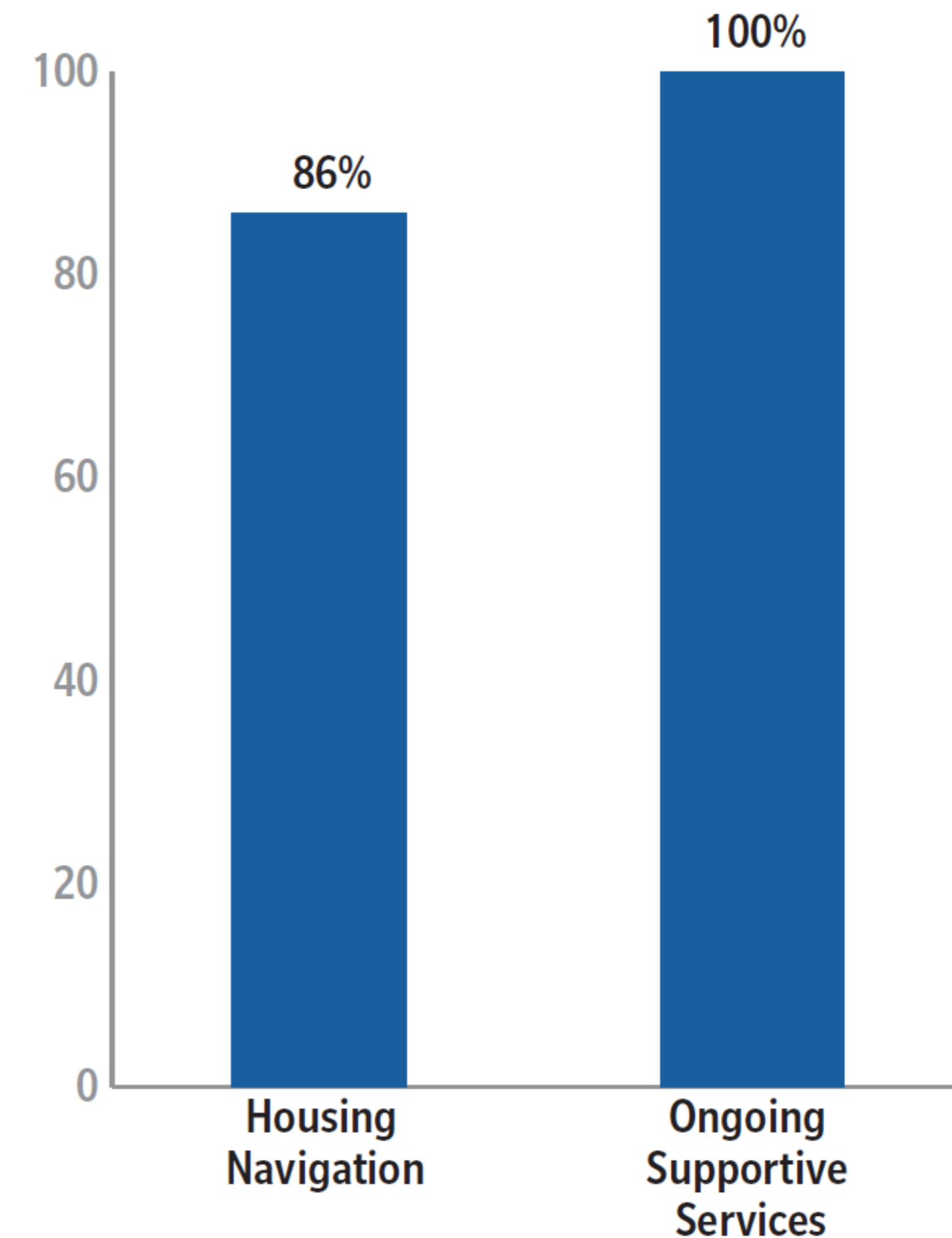
County does provide supportive services

WHAT TYPES OF SERVICES ARE PROVIDED WITH FUP AND FYI?

Most counties (86%) provide housing navigation, and all counties (100%) offer ongoing services to youth once in housing.

- **Housing navigation:** assistance with locating housing, rental lease agreements, and move-in stabilization.
- **Ongoing supportive services:** life skills counseling, education and job support, and case management.

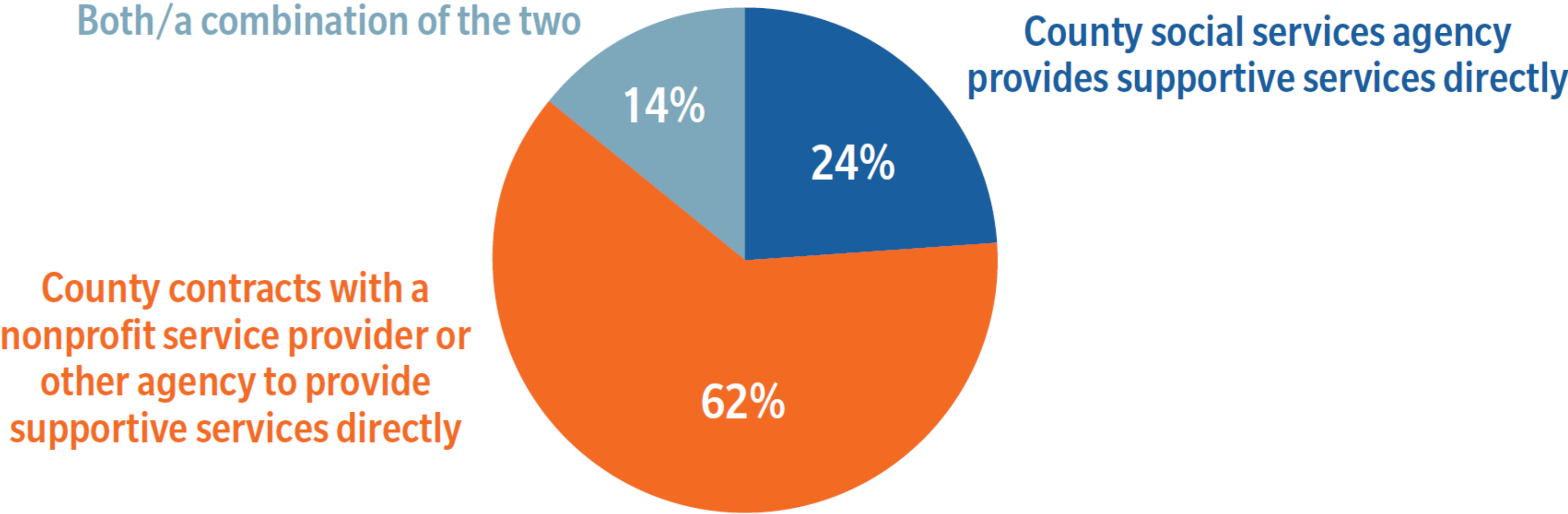
Types of Services Administered by County Child Welfare Agencies to Youth with FUP and FYI Vouchers



HOW ARE SERVICES PROVIDED TO YOUTH WITH FUP AND FYI VOUCHERS?

The majority (62%) of counties that provide services to youth with FUP or FYI vouchers provide those services through contract.

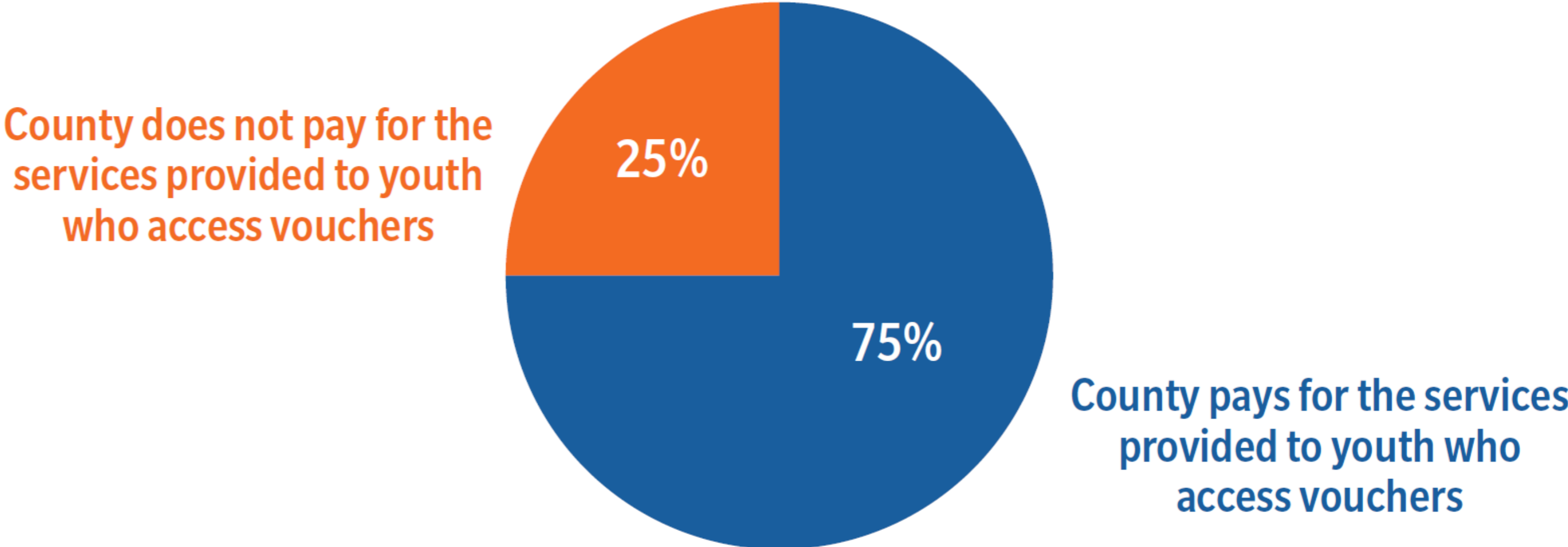
Method of Provision of Supportive Services to Youth with FUP and FYI Vouchers



ARE COUNTIES PAYING FOR THE SERVICES BEING PROVIDED?

Three-quarters (75%) of counties that contract out for services provided to youth with vouchers are paying for those services.

Whether Contracting Counties Pay for Services for Youth with FUP and FYI Vouchers

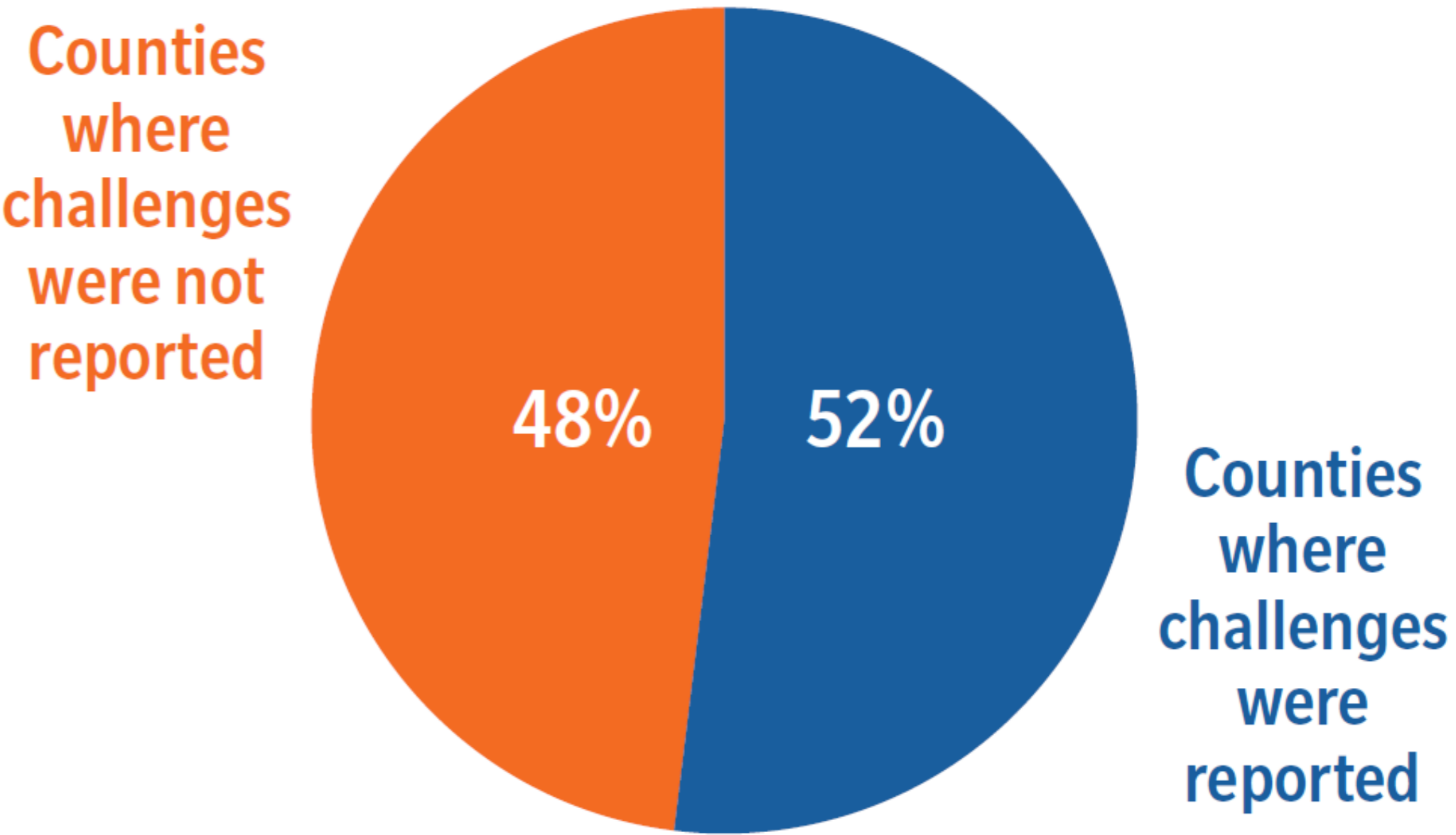


WHAT OBSTACLES EXIST FOR COUNTIES TO MAKE FULL USE OF FUP AND FYI?

Youth in just over half (52%) of the counties report challenges securing housing using FUP and/or FYI vouchers.

- In some counties it takes 6-9 months to secure housing: Landlords are resistant to accept tenants who are transition-age former foster youth and/or renting with a voucher.

Counties Where There Are Challenges Securing Housing with FUP and/or FYI Vouchers



WHAT OBSTACLES EXIST FOR COUNTIES TO MAKE FULL USE OF FUP AND FYI?

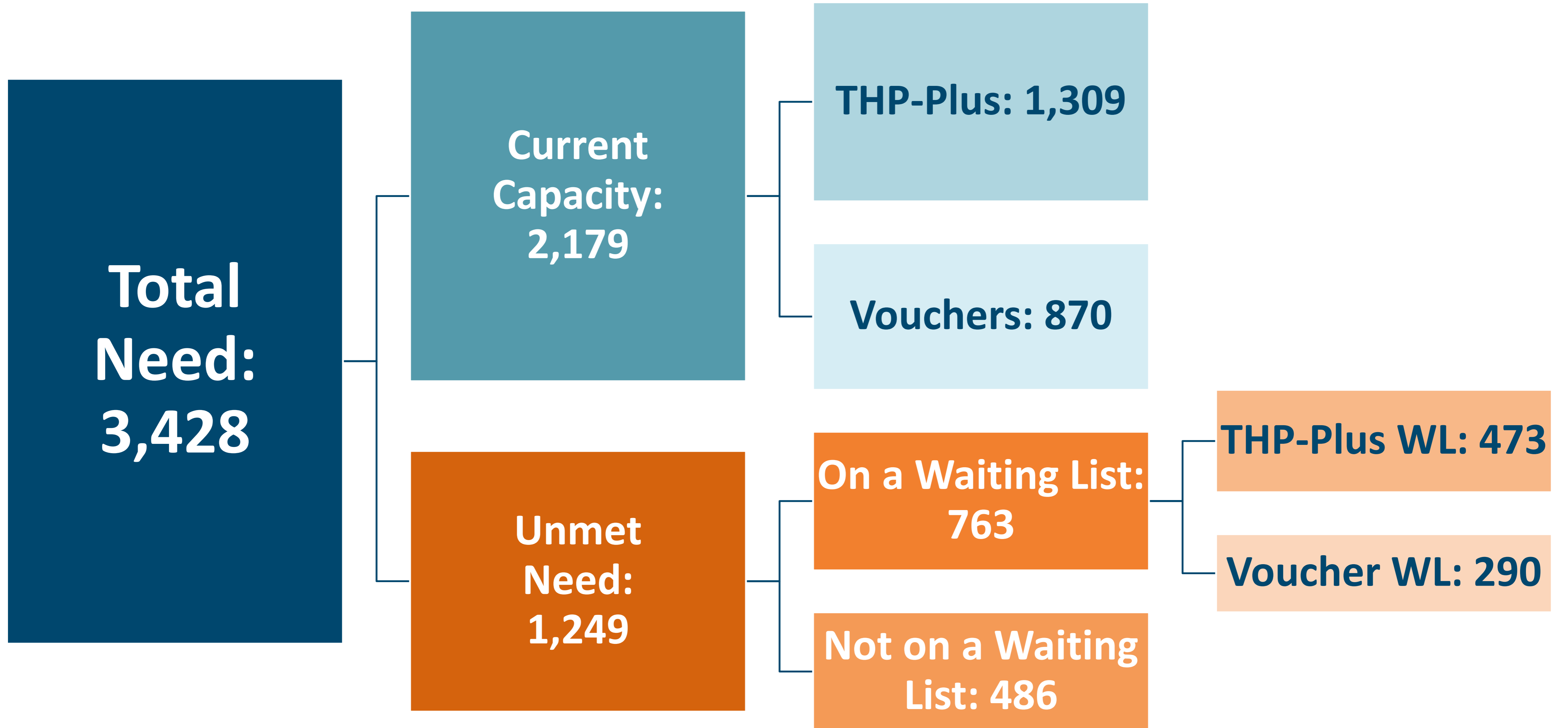
County administrators stated that dedicated funding for supportive services is necessary to ensure FUP and FYI vouchers result in stable housing.

- Some counties do not access these vouchers at all, or they access fewer vouchers than they need simply because they know they cannot offer the required and necessary supportive services without dedicated funding.
- The state has launched a \$4 million pilot to fund these services using federal funding which must be expended by September 30, 2022.
- Estimated cost of providing services to all youth with vouchers is \$8.7 million.



OVERALL CAPACITY & NEED

**How Much Supportive Housing Does California Have
for Former Foster Youth, and How Much Do We Need?**



POLICY & PRACTICE RECOMMENDATIONS

Recommendations for State Government

**RECOMMENDATION:
THP-PLUS PROGRAM
DURATION**

Extend the participation duration of the Transitional Housing Program-Plus (THP-Plus) to 36 months and the upper age limit to 25.

- **SB 1252 extension has been popular among counties and effective for youth:**
 - 27 counties offer the SB 1252 extension.
 - The majority of THP-Plus providers found the SB 1252 extension very or extremely effective.
- **Extending the length of the program:**
 - Is consistent with best practice in the homelessness field.
 - Would align THP-Plus with THP, which is now a primary funding source for the county-funded THP-Plus program.



**RECOMMENDATION:
THP BUDGET
AUGMENTATION**

Increase funding for the Transitional Housing Program (THP) budget by \$11 million in order to ensure that the THP-Plus program duration and age expansion do not lead to an increase in the number of youth on waiting lists.

- **Lengthening program duration can have an impact on program accessibility:**
 - By allowing youth to remain in their housing for an additional year, less housing is available to youth trying to enter the program.
- Approx. **\$11 million** would fund an additional year of programming for these youth, while allowing new youth to continue to enter the program.



**RECOMMENDATION:
VOUCHER
SUPPORTIVE
SERVICES FUNDING**

Establish designated funding for supportive services for youth with Family Unification Program (FUP) and/or Foster Youth to Independence (FYI) Vouchers.

- FUP and FYI vouchers offer an opportunity to leverage federal funding to provide supportive, subsidized housing.
- County administrators report obstacles to utilizing this resource:
 - **#1 barrier is lack of dedicated funding for the *required* and *necessary* supportive services.**
- Leads to counties not accessing vouchers or accessing less vouchers.
- Housing Navigators Program presents an opportunity to address this issue:
 - **Extend age range to align with vouchers (18-24) & increase investment.**
 - **Estimated cost: \$8.7 million**

RECOMMENDATION: BRINGING FAMILIES HOME ELIGIBILITY

Expand the eligible population for the Bringing Families Home program to include transition-age former foster youth with and without dependents.

- Capacity to serve an additional **1,249** former foster youth in supportive housing at a moment-in-time is necessary to meet the need.
- **Bringing Families Home (BFH)** presents an opportunity to expand capacity with flexible resources based on local need:
 - Currently serves child welfare-involved families.
 - Was funded with **\$185 million** across FY 2021-22 and 2022-23.
 - With this significant investment, BFH can expand to serve former foster youth, with and without dependents—would mirror FUP-eligible populations.



POLICY & PRACTICE RECOMMENDATIONS

**Recommendations for Local Jurisdictions &
Community-Based Providers**

RECOMMENDATION:
FYI “ON-DEMAND”
VOUCHERS

Partner with Public Housing Authorities (PHAs) to apply for HUD’s “on-demand” FYI vouchers as a resource for former foster youth at risk of or experiencing homelessness.

- With HUD’s “on-demand” vouchers, Public Housing Authorities can request vouchers as eligible youth are identified **in increments as small as 1**.
- County child welfare agencies should engage in **MOUs with their local PHA(s)** and **refer** former foster and probation youth and those preparing to leave care who are at risk of homelessness, **as they are identified**.
 - Counties with **larger populations** should consider partnering with **more than 1 PHA**.



RECOMMENDATION: HOMEKEY

Apply for Homekey funding to serve youth at risk of or experiencing homelessness.

- Ambitious strategies are required to meet the housing need for former foster youth.
- **\$2.75 billion** is available over FY 2021-2022-23 through **Homekey**, which provides funding for capital development.
- **8% of (\$220 million)** is reserved for projects serving youth experiencing or at risk of homelessness. *This includes current and former foster youth.*
- Eligible applicants are counties, cities, Public Housing Authorities and Tribal entities.
 - They can partner with non-public entities like housing developers and service providers.
- **Eligible applicants should apply for Homekey to support projects serving youth.**

RECOMMENDATION: HHAP

Utilize funding from the Homeless Housing, Assistance & Prevention (HHAP) program to improve the homeless Coordinated Entry System for youth.

- 16% of counties that partner with Public Housing Authorities administering vouchers use the homeless Coordinated Entry System to administer them.
- It's reported that this sometimes results in youth being unintentionally **screened out** of receiving a voucher due to **failure to score high enough on the assessment tool**—*This issue is not unique to voucher programs.*
- **Initial round 3 HHAP funding** may be utilized to create a youth-specific Coordinated Entry System or access point, or to **improve the assessment tool** to ensure it contemplates the specific needs of youth experiencing homelessness.



**RECOMMENDATION:
CA COVID-19 RENT
RELIEF PROGRAM**

Assist youth with applying for rental assistance through California's COVID-19 Rent Relief Program.

- The COVID-19 Rent Relief Program can be used to pay “**unpaid or future rent or utilities.**”
- The program has not been widely marketed or utilized for transition-age youth and applying can be an onerous and confusing process.
- Community-based providers, county child welfare agencies, caregivers and other adult supporters should **help youth with applying** for this time-limited resource now—*funding is available until it runs out.*



PRACTICE RESOURCE

**Quick Glance Key:
Housing Resources for Former Foster Youth &
Out-of-Home Care Probation Youth**

Quick Glance Key:

Housing Resources for Former Foster Youth & Out-of-Home Care Probation Youth

PROGRAM	ELIGIBLE YOUTH	SERVICES & DURATION PROVIDED	LOCATE SERVICES & MORE INFORMATION
Transitional Housing Program-Plus (THP-Plus)	Former foster youth & out-of-home care probation youth ages 18 to 24 (up to age 25 in counties that have opted into the THP-Plus extension for youth in school)	Provides affordable housing and supportive services for up to 24 months (up to 36 months in counties that have opted into the THP-Plus extension for youth in school)	Find a program: jbay.org/resources/thp-plus-provider-roster
Family Unification Program (FUP) Vouchers	Youth ages 18 to 25 who left foster care at age 16 or older, or who will leave foster care within 90 days, and are homeless or at risk of homelessness	Up to 36 months of subsidized housing and at least 18 months of supportive services	Public Housing Authorities that administer FUP, by county: jbay.org/resources/pha-ca
Foster Youth to Independence (FYI) Vouchers	Youth ages 18 to 24 who have left foster care or will leave within 90 days, and are homeless or at risk of becoming homeless (includes out-of-home care probation youth)	Up to 36 months of subsidized housing and supportive services	Public Housing Authorities that administer FYI, by county: jbay.org/resources/pha-ca
State & Federally Funded Homelessness Response	People are assessed through the local Coordinated Entry System	Varies; may include but is not limited to shelter, transitional housing, Rapid Rehousing, Permanent Supportive Housing, prevention services	Locate your community's Homeless Continuum of Care: jbay.org/resources/coc-roster Find youth providers currently funded by the state: jbay.org/resources/heap-roster
Permanent Affordable Housing	Eligibility varies and is usually tied to income and sometimes special population status	Whether services are provided, and type of services, varies across developments; generally no time limit on housing	No centralized entry/application process; waiting lists for housing developments open periodically. Identify affordable housing by county using this directory: www.hcd.ca.gov/about/contact/affordable-housing-rental-directory/index.shtml

QUESTION & ANSWER

Use the Q & A icon on the control panel

For questions at a later date, e-mail Simone Tureck Lee at simone@jbay.org

THANK YOU

JBAY.ORG