



Boston Site Visit

**grandparent
housing
facilities**

October 7 - 8, 2003

**Technical
Assistance
Report**

This technical assistance report was prepared by Chandra Robinson, Technical Assistance Coordinator for AFYA, Inc.(AFYA). AFYA is the contractor for the Welfare Peer Technical Assistance Network. The Welfare Peer Technical Assistance Network is a Federal initiative that highlights the good work of other States, Tribes, and counties. This effort provides them with opportunities to learn from one another through peer-to-peer information sharing among States, Tribes, and communities.

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I. SITE VISIT BACKGROUND

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According to the 2000 U.S. Census, Oklahoma has more than 67,000 grandparents living in households with one or more grandchildren under the age of 18. In addition, 58 percent of these grandparents have the primary responsibility for meeting the basic needs of their grandchildren. Oklahoma has the second highest percentage in the Nation of grandparents raising grandchildren. Safe and affordable housing may be particularly difficult to access for low-income relative caregivers. Challenging circumstances, along with factors such as parental substance abuse, incarceration, teen pregnancy, death, divorce, and poverty, are causing grandparents and other relatives to step forward to keep their families intact.

Based on a review of programs serving grandfamilies in Oklahoma, it is projected that 25 percent of these children have a developmental, physical or mental disability. For example, an examination of the children served through the Oklahoma Department of Human Services (OKDHS) Developmental Disabilities Services Family Support Subsidy Program indicates that about 4 percent of the children being served are in grandparent households. The grandparents served in this program must have legal custody of the children. However, less than half of all children living with grandparents or other relatives in Oklahoma are doing so through a legal or formal arrangement. Greater than 60 percent of all these relationships are informal in nature and the families receive no assistance from the State.

OKDHS Aging Services Division (ASD) staff realize grandparents and other relatives raising children are faced with a number of complex challenges, including the availability of safe, adequate, and affordable housing. Based on the available research, census data, and the increasing number of pleas from grandparents for help, ASD staff organized a statewide task force to explore the options now available to these families. In addition, the task force has also set forth one goal and several objectives to be accomplished in a timely manner. They are the following:

Goal: Oklahoma grandfamilies have access to safe, affordable, and adequate housing.

Objective: To replicate the GrandFamilies House in Boston, Massachusetts.

Objective: To survey the housing needs of Oklahoma grandfamilies.

Objective: To advocate for legislation supporting grandfamilies housing.

Objective: To develop a grandfamilies housing resource directory.

As a result, the Oklahoma task force requested the Welfare Peer Technical Assistance (TA) Network sponsor a one and half- day site visit of two grandparent housing facilities in Boston. In addition, representatives from the Ohio Department of Job and Family Services expressed an interest in this unique issue that often presents itself among the Temporary Assistance for Needy Families (TANF) caseload. Therefore, with collaboration from the Administration for Children and Families (ACF)

Regions I, V, VI, the Welfare Peer TA Network sponsored a visit to the Boston GrandFamilies House and the Franklin Field Elderly/Disabled Housing Development. The site visit took place on October 7 and 8, 2003. A small delegation of participants from the States of Ohio, Oklahoma, and the ACF Region I Office served as TA recipients for this event.

II. SITE VISITS

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DAY I: THE BOSTON GRANDFAMILIES HOUSE

Site Visit Overview and Introductions

Stephanie Chacker, *Director of Housing Services, Boston Aging Concerns - Young & Old United, Inc. (BAC-YOU)*

Day 1 opened with a site visit to the Boston's GrandFamilies House, which serves as the model program/facility Oklahoma plans to replicate and develop on recently acquired property. This site visit was led by Stephanie Chacker, Director of Housing Services with Boston Aging Concerns – Youth & Old United, Inc. (BAC-YOU). BAC-YOU serves as the manager of the GrandFamilies House. Ms. Chacker welcomed participants and began with a program overview. She explained BAC-YOU's primary goals as the expansion of affordable housing opportunities, create intergeneration communities, and develop innovative models of housing by building on the strengths of elders, kinship families, and people with disabilities.

In 1982, BAC-YOU found that many elders were raising their grandchildren due to several factors, including kinship placements, death of a parent, substance abuse, and so forth. BAC-YOU further discovered many of the elderly housing facilities could not accommodate grandchildren as residents. As a result, increasing numbers of grandparents were becoming evicted. Inadequate facilities and low-incomes presented a major housing issue for these unique families. Therefore, grandfamily housing was deemed an urgent need by BAC-YOU. Developed in partnership with other groups, the GrandFamilies House is the Nation's first housing program specially designed for grandparent-headed families, and serves grandparents who are raising their grandchildren without the parent present. The house is comprised of 12 employees and 26 2-, 3-, and 4- bedroom apartments that have safety features to accommodate the needs of both elderly residents and children. Supportive services are critical to the success of the House, which offers an onsite resident services coordinator, a live-in house manager, education services, and assistance with accessing outside services. Preschool and afterschool programs are also available onsite.

GrandFamilies Property Management

Gigi Greer, *Property Manager, BAC-YOU, Inc.*

Gigi Greer, Property Manager with the GrandFamilies House, candidly shared with participants the realities of operating and managing such a unique facility. For example, the need to maintain meticulous records and files was highlighted as a critical aspect to managing the GrandFamilies facility. The GrandFamilies House is funded by the HOME and Tax Credit subsidy programs. Moreover, these particular funding streams require meticulous documentation and regulation adherence. It is imperative that all documentation remains properly updated. According to particular regulations, six units within

the facility *must* be designated for “very low” (*below 50 percent of the average median income*) residents. The building also maintains Section 8 housing. Due to varying program funding, the Property Manager must be detailed oriented and possess exceptional organization skills. Ms. Greer articulated that a great deal of her time is dedicated to ensuring funding compliance and that residents meet the proper guidelines on an ongoing basis.

In maintaining funding fulfillments, the Property Manager is responsible for ensuring the timely submission of rental payments. Most of the caregivers within the GrandFamilies House do not work. While some are married, the majority of the residents are single caregivers. However, all resident caregivers are expected to pay 3 percent of their income (*income - the total of all household monies received except child-only TANF payments and foster care subsidy*) to the management company, while the Boston Housing Authority covers the remaining cost through subsidies (HOME, Section 8, Tax Credit). When residents fail to fulfill their financial obligations, Ms. Greer works with the resident. In the event a suitable remedy is not achieved, she must report the resident to the Boston Housing Authority for a breach in agreement.

According to Ms. Greer, managing such an innovative and unique facility does present some programmatic challenges, which are highlighted below:

1. **Aging grandparents** – Grandparents are getting older and need additional help and services to care for their grandchildren. In some instances, there are no proper/well thought out plans for the grandchildren in the event the grandparent dies.
2. **Security** – With children living in the facility, security is an important issue. Children seem to struggle with ensuring/maintaining the security regulations of the facility.
3. **Maintaining a racially diverse resident group** – This is important for program staff; however, some residents and/or potential residents do not easily accept other ethnicities.
4. **Appropriate tenant selection** – Many residential applicants see the GrandFamilies house as simply an apartment building rather than a program. This issue is further compounded due to the desperate need for affordable housing in the Boston area. As a result, applicants are now thoroughly interviewed, a home visit is conducted, and staff ensure both applicants and residents understand and agree with program expectations. Incoming residents must be interested in community living.
5. **Ensuring needed services** – Many resident caregivers fear their grandchildren will be removed from their primary care and forced into foster care. As a result, grandparents/residents are often frightened to come forward and illicit needed supportive services, such as parenting and financial management classes.

6. **Illness** – When working with an elderly population, sicknesses and hospitalizations are sometimes unexpected and raise several serious issues. If residents do not have proper emergency guardians in place and on file with the property manager, children may find themselves without proper care. Therefore, the Property Manager works with residents to develop and maintain an up-to-date emergency plan. All plans must be agreed upon by the pertinent parties.

In closing, Ms. Greer shared with TA participants the likely outcomes for facility residents. In the absence of any mitigating circumstances (e.g., breach in facility regulations, failure to submit monthly rent, the grandparent is no longer serving as caregiver, death, etc.), residents are able to reside at the GrandFamilies House until the children outgrow (child/children turn 18) the program. The program has a housing search component. Therefore, once a family outgrows the program, suitable housing is then located for the family. The exceptions to this policy are in those instances when the child is 18 years of age with a disability or attending college.

GrandFamilies House Tour

Stephanie Chacker, *Director of Housing Services, BAC-YOU, Inc.*

Participants were led on a tour of the GrandFamilies facility. There are currently 26 units within the House, some of which are wheelchair accessible. The building is comprised of office and meeting rooms as well as laundry units on each floor. Units range from 2 to 4 bedrooms, and have safety features, such as grab bars in the bathrooms and electrical outlet covers. All apartments contain a fully equipped kitchen and wall-to-wall carpet. Also, 4000 square feet of program space is leased in the lower level of the building by the YWCA of Boston. This space is designated for the YWCA's onsite Generations Learning Together Program for ages 2 to 12 (discussed later in this report). Throughout the tour, participants were informed of the upcoming changes and renovations to the house, such as the playground remodeling.

Housing Development

Stephanie Chacker, *Director of Housing Services, BAC-YOU, Inc.*

To sustain itself financially, the GrandFamilies house needed some form of rent subsidy because most of the tenants had very low incomes. During development, BAC-YOU therefore investigated possible sources of project-based Section 8's. One source identified was the Family Unification Program (FUP), while converting existing tenant-based Section 8's was another. The FUP is a subsidy designed to help unify families that have been separated by Department of Social Services (DSS) due to abuse and neglect. These were families that were ready for reunification, but needing housing. FUP provided Section 8 that allowed children to return to their mothers. This particular funding was problematic for BAC-YOU because DSS did not recognize grandparent-headed families as permanent, but rather transitional until the mother was adequately prepared to serve as caregiver. Likewise, converting the

existing tenant-based Section 8's was a very timely process. Therefore, BAC-YOU deemed project-based Section 8 funding unlikely. After time, advocacy, and BAC-YOU collaborative efforts, the Boston Housing Authority (BHA) developed the GrandFamilies Section 8 Program. This program is modeled after the Department of Housing and Community Development's (DHCD) Raising the Next Generation Program. Although this was not the project-based funding desired, the GrandFamilies Section 8 Program provided housing opportunities to many families in need.

The HOME Program is an additional Federal subsidy funding the GrandFamily House. HOME is the largest Federal block grant to State and local governments designed exclusively to create affordable housing for low-income households.

Ms. Chacker urged TA participants to be creative in securing funding to replicate the GrandFamilies House in their communities. Ms. Chacker proclaimed project-based vouchers as the preferable choice for such a program. These vouchers are attached to the unit; therefore, the subsidy remains with the unit when the tenants leave, as opposed to above-mentioned tenant-based vouchers that leave with the tenant. She also suggested public funding sources as a strong method for "beefing up" ones operating budget.

Resident Services

Jerry Myers, *Resident Services Coordinator, BAC-YOU, Inc.*

Along with safe affordable housing, the GrandFamilies House also provides additional services to its residents. Jerry Myers, Resident Services Coordinator with BAC-YOU, is primarily responsible for the facilitation and provision of a variety of services, including transportation. His office is housed within the GrandFamilies House, which affords him ongoing accessibility to house residents and vice versa. During his presentation, he identified services and activities offered to both elderly and youth residents. The services and activities include:

- transportation to group recreational activities (e.g., shopping, teen events, church services), doctors' appointments, and social service appointments;
- teen workshops facilitated by community representatives on pertinent age-appropriate issues, such as domestic violence;
- a resident council organized by residents that meets monthly to discuss house issues and residential concerns;
- preschool, school-age, and computer learning programs offered by the YWCA; and
- a teen council that meets monthly to discuss the concerns of teen residents.

Mr. Myers recognizes a few service gaps within the program. He feels it would be extremely beneficial to residents if the GrandFamilies House had a strong partnership with local health facilities. He also identified a collaborative relationship with DSS as a need for GrandFamilies staff and residents. New and stronger relationships with other service providers would assist in meeting additional resident needs

as well as strengthen service provision within the facility. Local churches, social services organizations, and youth organizations are ideal partners for a program such as the GrandFamilies House.

Programs and Special Initiatives

Deb Dickerson, *Director of Advocacy Programs and Special Initiatives, YWCA Boston*

As Director of Advocacy Programs and Special Initiatives, Deb Dickerson presented on her role as a BAC-YOU partner and the challenges of operating the YWCA's onsite Generations Learning Together (GLT) Program. This program was designed to operate a preschool and school-age programs, and a computer-learning center, donated by Microsoft, for children ages 2 to 12. When developed, both BAC-YOU and the YWCA believed an intergenerational program for the residents was a model idea.

However, the program has required modifications over time. Quite often, the grandparents within the GrandFamilies House need respite from their responsibilities, especially since many of the children have emotional issues from past traumas. As a result, program staff had a difficult time engaging grandparents to participate along with their grandchildren in after school activities. In addition, many of the grandparents could not cover the expenses for the GLT program. For those grandparents who were able to cover the cost, they would find themselves behind in payments. As a result, grandparents were allowed to volunteer time in exchange for payments. This program change was intended to also address the low participation among grandparents. Unfortunately, this strategy did not remedy the YWCA's challenge to engage grandparent residents; as a result, YWCA opened the program to the community.

Additional program challenges stem from the co-location of the program within the GrandFamilies House. Often, many of the grandparents feel they have rights as residents to enter the program facility (located within the lower level of the house), breach program regulations, and manage the YWCA program themselves. Ms. Dickerson urged participants to ensure they allot adequate space for co-housing a program within their grandfamily housing unit. Future program developers must also be aware of the needs, complexities, and behavioral realities of the families that will utilize the services designed.

Program Concerns: Replication, Housing Legislation, and Evaluations

Stephanie Chacker, *Director of Housing Services, BAC-YOU, Inc.*

During this Day 1 closing session, Ms. Chacker identified the research that has been conducted in regard to grandparent housing. In May 1994, BAC-YOU conducted a Study of Grandparents Raising Grandchildren in Boston. The goal of this study was to provide BAC-YOU with insight into the needs and concerns of grandparents who are raising their grandchildren. The study's findings were used to further strengthen BAC-YOU advocacy efforts around grandfamily housing issues. Moreover, the study served as a needs assessment that was used when developing the GrandFamilies House. In March 2000, the University of Massachusetts–Boston conducted a study entitled “Life at GrandFamilies House: The First Six Months.” In July 2004, BAC-YOU contracted with the University of Massachusetts–Boston to

conduct a 4-year follow-up evaluation. The data generated from these studies were implemented by BAC-YOU to further enhance the quality of services as well as the lives of current and future residents. Ms. Chacker highly recommended that TA participants hire an outside evaluator. The program benefits are vast.

Further into her presentation, Ms. Chacker highlighted the growing attention the GrandFamilies House has generated throughout the years. Interested parties include:

- The Today Show;
- Local TV stations;
- People Magazine;
- The Los Angeles Times; and
- The Washington Post.

The GrandFamilies House has also received several accolades and awards from organizations such as the Department of Housing and Urban Development and Fannie Mae. Furthermore, replication projects and initiatives are underway in the following States:

- | | | |
|----------------|------------------|------------------|
| • Arizona; | • Massachusetts; | • Oklahoma; |
| • California; | • Michigan; | • Minnesota; |
| • Connecticut; | • New Jersey; | • Pennsylvania; |
| • Illinois; | • New York; | • Tennessee; and |
| • Maryland; | • Ohio; | • Washington. |

DAY 2: THE FRANKLIN FIELD ELDERLY/DISABLED DEVELOPMENT

Alfred Davis, *Program Director of Resident Services, Boston Housing Authority*

Cynthia Collins, *Senior Services Project Coordinator, Boston Housing Authority*

On day 2, participants spent a half-day at the Franklin Field Elderly/Disabled Development. This development is managed by the Boston Housing Authority (BHA), which began when BHA noticed a dramatic increase in the number of children living with grandparents. These families present several unique issues; as a result, BHA converted 32 uninhabited 1-bedroom units at the Franklin Field Elderly/Disabled Development into 16 2-bedroom units for grandparents who possess legal custody of their grandchildren. Tenant move-in began in November 2002. Different from the GrandFamilies House, Section 8 certificates are attached to each unit; therefore, funding remains once the tenants vacate the unit. While program applicants are screened and held to a series of eligibility requirements, an extensive waiting list remains for grandfamilies seeking housing within this development.

Tour

Program staff led participants on a tour of the Franklin Field Elderly/Disabled Development, which is located on the same grounds of the Franklin Field Family Development. While 16 of the units within the Franklin Field Elderly/Disabled Development are for grandfamilies, the remaining units are set for elderly/disabled residents only. The community also maintains appropriate features, such as a bus stop inside the development, a community garden, police patrols, and children play areas. Although the elderly development is next to a family development, both staff and residents work to ensure elderly residents do not experience the noise, activity and other factors associated with a family housing development. While adjacent to another, the two developments are very segregated.

Regardless of the composition (townhouse, single level or wheelchair accessible units), each grandfamily unit has a 100 square feet of living space that includes two bedrooms, a kitchen, a living room, and dining room. Townhomes have a full and half bath, and hardwood floors. Each apartment has washer and dryer hookups and all bathrooms contain emergency pull cords to assist elderly residents. TA participants unanimously commented on the stylish components and features of the units.

Interactive Discussion

Following the tour, facilitators and participants shared in an interactive discussion of pertinent issues. Discussion highlights are provided below:

Program Eligibility for the Franklin Field Elderly/Disabled Grandparent Housing Program (EDGHP)

The household head or co-head must be at least sixty years old and/or disabled and have a household composition appropriate for a two bedroom unit. Each household must consist of grandparent(s) with *permanent legal custody* (full custody with court documentation). This program does not allow grandparents

without legal custody of their grandchildren, unlike the GrandFamily House, which will accept grandparents who cannot meet this requirement. EDGHP staff deems this policy a strategy to ensure stable living conditions for residents and families. Additional requirements for program applicants include:

1. No more than two minor grandchildren or one minor and one non-minor grandchild are allowed per household. Non-minor children (17 or older) must qualify as a full-time student as defined by Boston regulations.
2. Biological parents of the grandchildren are not permitted as members of the occupant household.
3. Grandchildren 6 years of age or older must be of the same sex if sharing the same bedroom. Children of the same sex with an age difference greater than 10 years are not permitted to share a bedroom.
4. Residential applicants must be grandparents who are current or new Boston Housing Authority residents. They must also be income eligible for a State-assisted housing program.
5. Grandparents must demonstrate an ability to meet their financial obligations (shelter, utilities, etc.) in a timely manner.
6. Grandparents must demonstrate an ability to abide by lease terms and maintain positive interactions with neighbors and landlord.
7. Grandparents must ensure their ability to maintain proper care and upkeep of their dwelling unit.
8. NO household member should be currently or previously involved in any criminal activity which would negatively affect the health and safety of other residents.

Resident Services

Supportive services are provided to grandfamily residents. There is currently an onsite part-time Resident Services Grandparent Coordinator who works 20 hours per week. In addition, the BHA Resident Services Coordinator is also onsite 20 hours per week. Overall, BHA staff serves as advocates for the residents. There is a live-in Resident Custodian, a Manager, and also a Management Aide on staff.

Presenters expressed a need for an evening social worker onsite. Many of the families need assistance with homework completion and managing evening responsibilities. Likewise, an evening social worker would be an enormous asset in the event of an evening emergency such as a sick grandparent or child. Presenters further recommended that participants contract with their local social services providers. When developing a grandfamilies program, local organizations such as the YWCA, churches, and schools should be stakeholders as well. Such partnering facilitates a strong service array and possibly yields better outcomes for families.

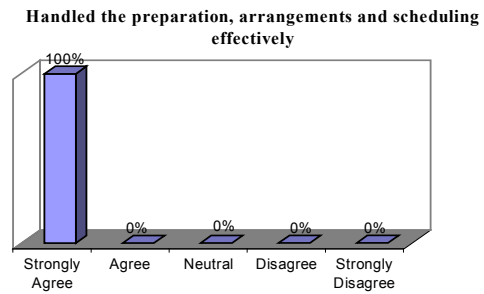
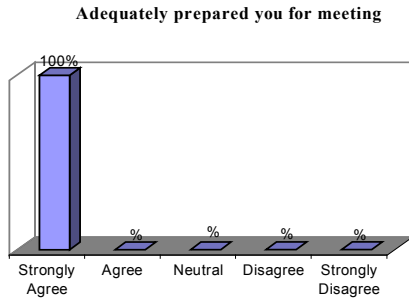
APPENDIX A: PARTICIPANT EVALUATIONS

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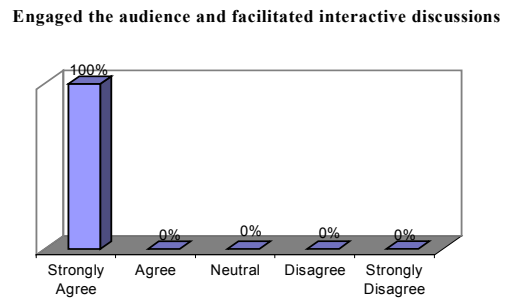
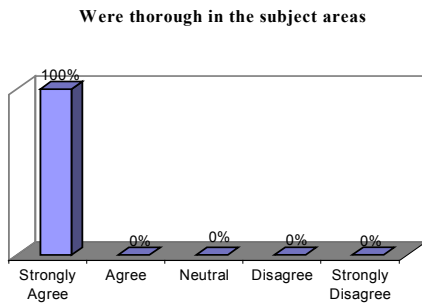
Grandparent Housing Facilities Site Visit

Event Coordinators....

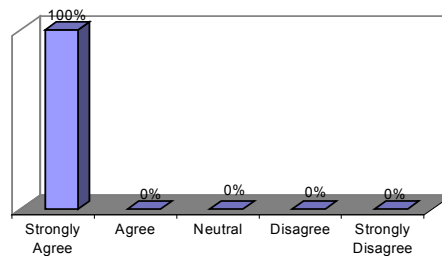
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Speakers...



**The information presented will be useful in developing
new approaches to my organization**



Written Comments

What did you find most useful about attending this technical assistance event?

1. All the honest information of what both projects would choose to do or would have done differently.
2. Information and reminders of issues to remember and to take into consideration.
3. Both projects emphasized the importance of community partnering early on in the project.
4. Child care situation at the Grandparent house opened us up to problems before we get started on our project in that area. This will save a lot of headache.

The pitfalls and understanding every step in the process

1. I think we've learned a lot from what things are working well in these programs, lessons learned, and what the programs would like to improve upon.

What issues did you wish had more discussion?

1. Not applicable—everything was covered.
2. I feel we covered everything we came for—plus gained valuable information we wouldn't have known about or to ask about.

Is there anything that would have made this event more valuable to you?

1. Not applicable—everything was covered.
2. I always wish I had more time to visit local sites and be a tourist but I guess I did come on business. This was very informative and met my expectations and more! Thank you.

APPENDIX B: AGENDA



Agenda

October 7, 2003

GrandFamilies House – Managed by Boston Aging Concerns – Young & Old United

9:00 a.m. – Site Visit Overview and Introductions

9:30 a.m.

Stephanie Chacker, *Director of Housing Services*
Boston Aging Concerns – Young & Old United (BAC-YOU)

This session is an overview of the history of BAC-YOU, current affordable housing programs, and the latest development projects. Participants will also become familiar with the concept and architectural design that distinguishes this facility from others.

9:30 a.m. – GrandFamilies Property Management

10:30 a.m.

Gigi Greer, *Property Manager*
Boston Aging Concerns – Young & Old United (BAC-YOU)

Participants will acquire information on the requirements of specific subsidy programs (e.g., Tax Credit, Section 8, and HOME programs). In addition, this session will also address various operational and tenant issues.

10:30 a.m. – Tour of the GrandFamilies House

11:15 a.m.

Participants will have an opportunity to tour the GrandFamilies House. The tour will include residential units, onsite educational programs, and outdoor space. An overview of partnerships, onsite programs, and services will also be provided.



October 7, 2003 (cont'd)

11:15 a.m. – **Housing Development**

12:15 p.m.

Stephanie Chacker, *Director of Housing Services*
Boston Aging Concerns – Young & Old United (BAC-YOU)

During this session, BAC-YOU will discuss the housing development process and the national awards received for concept and design. This presentation will also address development and operational budgets, funding sources, and public/private partnerships. Other highlighted areas will include development obstacles and development of the GrandFamilies Section 8 Program.

12:15 p.m. – **BREAK**

12:30 p.m.

12:30 p.m. – **Resident Services (Working Lunch)**

1:30 p.m.

Jerry Myers, *Resident Services Coordinator*
Boston Aging Concerns – Young & Old United (BAC-YOU)

This session will highlight onsite services such as transportation, educational workshops, information, and referrals. The GrandFamilies Resident and Teen Council, community service providers, the role of volunteers, and pertinent resident issues will be captured throughout this presentation.

1:30 p.m. – **Programs and Special Initiatives**

2:30 p.m.

Deb Dickerson, *Director of Advocacy Programs and Special Initiatives*
YWCA Boston

This presentation is an overview of the YWCA's onsite Generations Learning Together Program. This program operates a preschool, school-age program, and computer-learning center for children ages 2 to 12, with an emphasis on math, science, and computer learning. These educational programs are offered to grandchildren who reside in the House as well as to children from the surrounding community. Additional discussion topics will include funding issues, childcare vouchers, specific training needs for teachers, and educational and behavioral issues.

2:30 p.m. – **BREAK**

2:45 p.m.

2:45 p.m. – **Program Concerns: Replication, Housing Legislation, and Evaluations**

4:00 pm

Stephanie Chacker, *Director of Housing Services*
Boston Aging Concern – Young and Old United (BAC-YOU)

This final session will highlight several program concerns, such as current, national replication projects and housing legislation. Program evaluation studies conducted by the University of Massachusetts will be shared with technical assistance participants as well. Participants will become familiar with upcoming advocacy activities, such as "GRANDRALLY," the first national gathering of grandparents raising grandchildren, which will be held in Washington, DC, on October 15, 2003.



October 8, 2003

Franklin Field Elderly House - Managed by the Boston Housing Authority

9:30 a.m. – Tour of the Franklin Field Housing Facility

10:30 p.m.

Participants will tour the Franklin Field Housing Facility, which is managed by the Boston Housing Authority. During the tour, program staff will provide information on facility design, size, and other related issues. Participants are strongly urged to raise questions during this interactive period.

10:45 a.m. – The Franklin Field Elderly House: Program History and Overview

11:30 a.m.

Alfred Davis, *Program Director of Resident Services*
Boston Housing Authority

Cynthia Collins, *Senior Services Project Coordinator*
Boston Housing Authority

Upon completing the tour, program staff will provide participants with an overview of the Franklin Field facility. This presentation will highlight unique facility/program features, onsite services, funding sources, as well as other critical program information. Presenters will also provide participants with resource packets and material for their review.

11:30 a.m. –

12:30 p.m.

This site visit will end with a Q&A session to provide technical assistance participants with an opportunity to raise various programmatic questions and concerns.

APPENDIX C: ATTENDEE LIST



Attendee List

Speakers

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