



# HOUSING YOUTH

## KEY ISSUES IN SUPPORTIVE HOUSING

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## I. THE PURPOSE OF THIS GUIDE

This guide is a brief overview designed as a tool for service providers, housing developers and managers, public and private funders, and other stakeholders interested in supportive housing for youth and young adults.

While youth supportive housing can benefit tremendously from best practices and lessons learned in adult and family supportive housing, there are some points of differentiation worth noting. This tool aims to stimulate thinking about the unique strengths and needs of homeless youth and young adults, so that these factors can inform decisions about housing models, service packages, staffing, property management, tenant selection, and funding.

This tool is not meant to be comprehensive, nor is it meant to replicate existing resources. Therefore, to gain a more in-depth understanding of the building blocks necessary to design and implement successful supportive housing, it may be best to read this tool in conjunction with several additional Corporation for Supportive Housing publications.<sup>1</sup> Of particular relevance is *Supportive Housing for Youth*, also published in 2003, which includes an assessment of the need for housing youth and overviews of current funding and legislative issues, existing models (especially transitional housing), and public policy recommendations, along with brief summaries of existing projects. Intended as a complement to that document, this one is primarily an exploration of issues specific to permanent housing with an emphasis on the nuts and bolts of designing and operating supportive housing targeted toward young people.

This tool has been developed in recognition of a social responsibility to offer homeless youth and young adults the support they need to lead healthy productive lives. Supportive housing offers an opportunity to provide the housing, services, and community these young people deserve and need in order to make a successful transition to adulthood.

## II. THE NEED FOR PERMANENT SUPPORTIVE HOUSING FOR YOUTH AND YOUNG ADULTS

Homeless youth and young adults lack parental, foster, or institutional care. As is the case for the homeless single adult and family populations, there are no hard data that accurately reflect the size of the homeless youth and young adult population in the United States. National estimates of the number of runaway and homeless youth (aged under 18 years) range from 500,000 to 1.3 million.<sup>2</sup> Youth advocates and providers nationwide contend that the numbers increase each year and far exceed the estimates that are currently available. In many states, including California, over-age youth, between 18 and 24, are among the fastest growing segments of the homeless population.

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<sup>1</sup> Specifically recommended are *Supportive Housing for Youth*; *Between the Lines: A Question and Answer Guide on Legal Issues in Supportive Housing – National Edition*; *Developing the “Support” in Supportive Housing*; *Family Matters: A Guide to Developing Family Supportive Housing*. All publications can be ordered or downloaded from CSH’s website: [www.csh.org](http://www.csh.org). See the bibliography at the end of this document for further detail.

<sup>2</sup> See both National Network for Youth website, *Runaway and Homeless Youth RHYA Appropriations*, and Department of Health and Human Services (HHS) website, Family and Youth Services Bureau (FSYB)

## ► Youth Homelessness

As iterated by the Department of Health and Human Services Administration for Children, Youth and Families, the number of youth who run away from home must not be viewed entirely as an indicator of problem youth behavior but as evidence of society's inability to develop adequate support for youth and families troubled by economic difficulties, alcohol or drug use, mental health issues, sexuality and sexual abuse, and violence. Indeed, many young people leave their family of origin in a courageous attempt to protect themselves from further physical and sexual abuse, strained relationships, addiction of a family member, and/or parental neglect. Sixty to eighty percent of adolescents found in shelters and in transitional living facilities have been physically or sexually abused by their parents or guardians. Another 20 percent have experienced years of family violence.<sup>3</sup>

Lesbian, gay, bi-sexual, transgender (LGBT) and questioning youth, fleeing homophobia in their families and schools, are disproportionately represented in the homeless youth population. A study of young gay males found that 26 percent of those surveyed were forced to leave home because of familial conflict over their sexual identity.<sup>4</sup> Another study of gay and lesbian youth found that two out of five had been physically assaulted, with more than three-fifths of the incidents having occurred in their homes.<sup>5</sup> A 2001 survey by the Gay Lesbian and Straight Education Network found that more than 80 percent of gay, lesbian, bisexual, and transgender students report being verbally, physically, or sexually harassed at school.<sup>6</sup> The gravity of stresses faced by gay and lesbian youth is underscored by data that document that LGBT youth are two to three times as likely as their heterosexual counterparts to attempt suicide.<sup>7</sup>

Youth also become homeless when their families suffer financial crises resulting from lack of affordable housing, limited employment opportunities, insufficient wages, no medical insurance, or inadequate welfare benefits. These youth may become homeless *with* their families but are later separated from them by shelter, transitional housing, or child welfare policies.<sup>8</sup>

Those with a history of foster care face a significantly increased chance of becoming homeless at an earlier age and remaining homeless for a longer period of time.<sup>9</sup> The alarming number of youth aging out of the foster care system who end up homeless is confirmation of the system's failure to prepare young people adequately for successful transitions to adulthood. A 1999 report of several states by the General Accounting Office (GAO) indicated that between 25 and 40 percent of foster care youth become homeless<sup>10</sup> after emancipation, with a lack of job and independent living skills cited as a major cause. As noted by ChildTrends<sup>11</sup>, it is worth recalling that many of the problems

<sup>3</sup> National Network for Youth website (<http://www.nn4youth.org>), August 2000

<sup>4</sup> Gary Remafedi (ed), *Death by Denial: Studies of Suicide in Gay and Lesbian Teenagers*, 1993

<sup>5</sup> Kevin T. Berrill and Gregory M. Herek. *Hate Crimes: Confronting Violence Against Lesbian and Gay Men*, 1992

<sup>6</sup> GLSEN (2001). National School Climate Survey. Available at: [GLSEN](http://www.glsen.org). Accessed October 30, 2001.

<sup>7</sup> National Mental Health Association website ([www.nmha.org](http://www.nmha.org)). "Bullying in Schools: Harassment puts Gay Youth at Risk".

<sup>8</sup> Marybeth Shinn and Beth Weitzman. "Homeless Families Are Different," in *Homeless in America*, 1996.

<sup>9</sup> Nan P. Roman and Phyllis B. Wolfe. *Web of Failure: The Relationship Between Foster Care and Homelessness*, 1995.

<sup>10</sup> C.M. Fagnoni. "Foster Care: Challenges in Helping Youths Live Independently," Testimony before the Subcommittee on Human Resources, Committee on Ways and Means, House of Representatives, United States General Accounting Office, May 13, 1999.

<sup>11</sup> ChildTrends. Research Brief. *Youth who Age Out of Foster Care: Trouble Lives, Troubling Prospects*. [www.childtrends.org](http://www.childtrends.org)

evidenced by young people emancipating from foster care have their roots in traumatic early-childhood experiences that occurred before they even entered the foster care system. Like other homeless youth if unassisted, many may turn to illegal activities such as drug dealing or prostitution to survive. Not surprisingly, a large number end up in prison or on welfare.

For young people engaged in the children's mental health system, homelessness may be a result of poor coordination and transfer from youth services to adult programs. Neither system claims responsibility for helping these young people move from child to adult services, so they remain largely "unclaimed," falling through the cracks that exist between the systems.<sup>12</sup> Furthermore, placement within a traditional mental health setting for adults may be completely inappropriate for this age group.

For many youth graduating from substance-abuse treatment programs (court-ordered or voluntary) and released from the juvenile justice system, family reunification is not a healthy option as it reconnects them with an environment that may have contributed to their drug use or criminal involvement.

Not only do homeless youth (including those who have aged out of the foster care, juvenile justice, or the children's mental health systems) face multiple life challenges without the adult guidance and financial support that others their age typically receive, they do so at a critical juncture in their development—the transition from childhood to adulthood. One researcher pointed out how unreasonable this expectation is, noting that nearly 22 million young adults nationally live at home with one or both parents because they cannot support themselves, given the high cost of housing and the low wages available in entry-level jobs.<sup>13</sup> From an economic standpoint, many homeless youth are so behind their peers academically as a result of stress, instability, frequent school changes, and unidentified learning disabilities that they do not have access to a career track that will provide a livable wage. Developmentally, the transition from living at home to living on one's own is difficult for any young person, and it is absurd, even negligent, to expect young people who have experienced significant trauma in their lives to handle this on their own.

Permanent supportive housing offers an alternative. It is a model that has proven successful and cost-effective with homeless adults and families, and could contribute enormously to a reduction in youth and adult homelessness if developed for youth and young adults aged between 18 and 24 years. When provided with decent, safe, and affordable rental housing, along with access to an array of relevant, flexible, and responsive services, young people can begin to heal past traumas, create community, and build the skills needed to live more stable, productive lives. By refining and creating new approaches, our actions will speak tenfold to young people who may then begin to feel valued and understood, necessary conditions if they are to thrive. By investing in young people now, we can reduce their long-term dependence on service systems and increase their possibilities for good health, well being, and sustained self-sufficiency.

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<sup>12</sup> Davis, M. and A. Vander Stoep. *The Transition to Adulthood Among Adolescents Who Have Serious Emotional Disturbances*, Delmar, NY: The National Resource Center on Homelessness and Mental Illness, Policy Research Associates, Inc., April 1996.

<sup>13</sup> M. Kroner, *Housing Options for Independent Living Youth*, CWLA Press, DC, 1999.

## ► **Systems Youth and Non-Systems Youth**

Because young people become homeless for a variety of reasons, it is difficult to define homeless youth and young adults as a homogenous population. For institutional, legal, and funding purposes, however, there are two main categories of homeless youth: “systems” youth and “non-systems” youth. “Systems” youth include those who have been placed in state custody and are involved in the child welfare, juvenile justice, mental health, or chronic healthcare systems. “Non-systems” youth refers primarily to runaway and homeless youth living *outside* mainstream systems. Generally “non-systems” youth have ‘voluntarily’ left their parents’ custody, as opposed to being removed. Services for these two categories are often financed from different funding streams.

## ► **Transitional versus Permanent Supportive Housing**

Supportive housing differs from other kinds of residential programs for youth. Through the Juvenile Justice and Delinquency Prevention Act of 1974, the federal government provides funding for emergency shelter programs that promote family reunification and address the immediate needs of “non-systems” runaway and homeless youth and their families. For those youth for whom family reunification is not a healthy option, Congress created the Transitional Living Program (TLP) for Older Homeless Youth as part of the 1988 Amendment to the Runaway and Homeless Youth Act (RHYA). Programs funded as a result of this act are designed to help young people who are homeless, including those who have been in foster care, avoid long-term dependency on social services and make a successful transition to self-sufficient living.

Transitional programs for systems youth are called Independent Living Programs (ILPs) and are typically designed for parenting youth, young people preparing to emancipate from the foster care system, and those diagnosed with serious emotional disturbances. Like TLPs, ILPs are time-limited and aim to help young people negotiate a successful transition to adulthood.

While transitional programs are effective for many young people, increasing numbers report that success is impeded by the lack of safe, decent, affordable housing for youth to transition to. Furthermore, some youth may need more time in transitional housing than the limit allows. Other youth who may prefer greater autonomy but still benefit from support services would thrive in a more independent environment.

In the continuum of critically needed housing and services for youth and young adults, permanent supportive housing offers a more independent option without funding-imposed time limits. Like transitional housing, permanent supportive housing recognizes the value of combined housing and services, but affords its residents the rights and responsibilities of tenancy. Supportive housing provides young people with the chance to experience and explore ‘real world’ independence without taking away their safety net completely. It allows young people to determine what kinds of service and what level of engagement are best for them. The chart below further delineates the distinguishing characteristics of the two models.

**DISTINGUISHING CHARACTERISTICS OF TYPICAL TRANSITIONAL AND PERMANENT SUPPORTIVE HOUSING FOR YOUTH**

	<b>Transitional Housing Programs: TLPs and ILPs</b>	<b>Permanent Supportive Housing Programs</b>
<b>Goal</b>	Combine temporary housing with mandatory services to assist homeless youth and young adults in stabilizing their lives and developing the skills and resources they need to make a successful transition to independent, self-sufficient adulthood	Combine stable, long-term, affordable housing with voluntary services to assist homeless youth and young adults in stabilizing their lives and developing the skills and resources they need to maintain housing and achieve and sustain self-sufficiency
<b>Populations Served</b>	TLPs target youth aged 16–21 who are homeless, aging out of the foster care system, transitioning from the juvenile justice or mental health system, pregnant and/or parenting, and who would benefit from a service-rich environment  ILPs typically target youth aged 18–21 aging out of foster care	Typically targets homeless youth and young adults aged 18-24 including those who have aged out of the foster care system, transitioned from the juvenile justice system or children’s mental system, and/or are pregnant and parenting, and who would thrive in a more independent setting
<b>Time Limits</b>	TLP: Typically 18 months <sup>14</sup> ILP: Offered until 21 <sup>st</sup> birthday	Tenant has a lease or occupancy agreement and there are no limits on length of tenancy as long as he/she abides by conditions of lease or agreement
<b>Tenancy</b>	Program-based; housing is tied to participation in program	Lease-based; housing is tied to upholding lease agreement. A tenant with a current and valid lease can only be evicted for lack of rent payment, illegal activities on premises, or other serious violations (Click to <a href="#">sample lease</a> .)
<b>Services</b>	Services are generally mandatory; high level of engagement expected of all residents	Services are voluntary; levels of engagement vary
<b>Primary Federal Funding Sources</b>	TLP: HHS RunAway and Homeless Youth Act Funding  ILP: Chafee Independent Living Program	<ul style="list-style-type: none"> <li>• HUD: Section 8, Supportive Housing, Shelter + Care and Family Unification Program, Housing for Persons with AIDS</li> <li>• Low Income Housing Tax</li> </ul>

<sup>14</sup> The National Alliance to End Homelessness, Corporation for Supportive Housing, and AIDS Housing of Washington are currently advocating extending the period of services for Transitional Living Programs for youth who have not reached majority age.

		Credits <ul style="list-style-type: none"> <li>• TANF</li> </ul> <i>(Section IV of this tool offers more detail on funding sources)</i>
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### III. DESIGNING SUPPORTIVE HOUSING FOR YOUTH AND YOUNG ADULTS

Youth supportive housing presents challenging contradictions. A helpful over-arching objective, therefore, is for supportive housing for youth and young adults to achieve the same kind of balance for which parents strive when raising their own adolescents: providing enough guidance and support to ensure a sense of safety and security while also promoting healthy separation and independence.

The following considerations are recommended as the basis for creating a supportive housing environment that promotes both the project and the individual youth’s success. These recommendations have been informed both by staff in youth supportive housing, as well as by young people.<sup>15</sup>

- ▶ Infuse an understanding of adolescent development into program design and practice
- ▶ Recognize tenants as young adults with full rights and responsibilities
- ▶ Embrace a positive youth development framework
- ▶ Choose the most appropriate model
- ▶ Acknowledge that youth are inherently in transition
- ▶ Anticipate aging in place
- ▶ Provide a mix of relevant and responsive services
- ▶ Plan staffing to achieve service objectives
- ▶ Establish property management to reflect youth concerns
- ▶ Create venues for ongoing youth input
- ▶ Embrace youth culture

**Some detail about each of these eleven considerations follows:**

- ▶ Infuse an understanding of adolescent development into program design and practice

While their issues will differ, most homeless youth and young adults will present concrete psychological needs and some will present developmental delays that require the kind of nurturing and safe environment that supportive housing can provide. For many homeless youth—whether “systems” or “non-systems” youth—their development was stunted because of (often unaddressed) traumatic experiences and lack of adult nurturing, guidance, and support.

According to the American Academy of Child and Adolescent Psychiatry, the following is a non-inclusive list of normal feelings and behaviors experienced in early adolescence. Many homeless

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<sup>15</sup> A focus group was held in San Francisco with youth and young adults living in supportive housing, transitional housing and shelters to learn their perspective on the ideal supportive housing project.

young adults, aged between 18 and 24 years, are still at this developmental stage, so it is important to anticipate these behaviors in a supportive housing environment:

- struggle with sense of identity
- moodiness
- tendency to return to childish behavior, particularly when stressed
- primary interest is focused in the present
- rule and limit testing
- experimentation with sex and drugs

While many young people have the benefit of supportive parents or guardians who can provide the emotional and physical safety needed to take the kinds of risks normally associated with moving from early to late adolescence, homeless youth and young adults have typically lacked that presence in their lives. Positive and consistent support from adults can, however, assist these youth in getting back on a path of healthy development. Like good parenting, this support should encourage experimentation and allow for mistakes as long as youth are not being harmful to themselves or others, nor, in the case of housing, jeopardizing their tenancy.

As youth are developmentally ready, supportive housing environments can promote:

- increased independent functioning
- examination of inner experiences
- increased concern for the future
- greater capacity for setting goals
- greater capacity to use insight and think critically
- increased emphasis on personal dignity and self-esteem

Program practices should be inherently structured to promote healthy development. For youth who have grown up in the system, for example, critical thinking is often numbed because they learn very early that it can be meaningless in their situation. There is often no logical explanation for the callous ways in which they are removed from their families, separated from their siblings, and passed from home to home, social worker to social worker, and school to school. When they do think critically, ask important questions, and challenge decisions, they are often labeled as anti-social, troubled, or displaying behavioral problems. The supportive housing environment can provide tremendous opportunities to re-cultivate critical thinking and care should be taken to do so throughout youths' experience—from the housing application stage to move-out.

- ▶ Recognize tenants as young adults with full rights and responsibilities

While it is critical to create environments and relationships that allow for the kind of normal development that many homeless youth have not experienced, it is also important to recognize that youth aged 18–24 are young adults and as such have the full rights and responsibilities of adults. These rights should be embraced and not seen as administrative or service barriers.

- ▶ Embrace a positive youth development framework

Successful youth supportive housing builds on the principals of youth development and therefore emphasizes skill building. In contrast to deficit models—which focus only on problem solving—a youth development framework assumes that young people will make good choices if they have the opportunities to develop social, moral, emotional, physical, and cognitive competencies. These are best developed in environments that promote:

- safety and structure
- belonging and membership
- self-worth and an ability to contribute
- independence and control over one's life
- closeness and several good relationships
- competence and mastery<sup>16</sup>

Service design, staffing patterns, property management functions, and the tenant application and selection process should all be informed by a commitment to youth development.

- ▶ Choose the most appropriate model

Typically, supportive housing is designed using a scattered site, single site or set aside unit model. Some advantages and disadvantages of the each of these three models are presented in the chart below.

	<b>Scattered Site</b>	<b>Single Site</b>	<b>Set Aside Units</b>
<b>Definition</b>	Housing dispersed throughout the community and usually rented from a private landlord (Click to <a href="#">sample third party agreement</a> )	Single, multi-unit building dedicated to youth and young adults	Units or entire floors set aside specifically for youth and young adults in affordable housing developments

<sup>16</sup> *A New Vision: Promoting Youth Development*, Testimony of Karen Johnson Pittman, Director, Center for Youth Development and Policy Research, before the House Select Committee on Children, Youth and Families, September 30, 1991

<b>Advantages</b>	<ul style="list-style-type: none"> <li>• Feels less like a program</li> <li>• Having adult neighbors is a normalizing force</li> <li>• May offer important skill-building opportunities for youth who have grown up in institutional settings</li> <li>• Can make long-term tenancy an attractive option</li> </ul>	<ul style="list-style-type: none"> <li>• Conducive to building community amongst staff and peers; this advantage was particularly valued by youth focus group participants</li> <li>• Project has more influence over living environment</li> <li>• Stronger ability to influence building design</li> </ul>	<ul style="list-style-type: none"> <li>• May be more financially feasible than single site</li> <li>• May not have to deal with siting challenges – or may be able to deal with them in partnership</li> <li>• Can address aging in place concerns if adult units are available in same building</li> </ul>
<b>Disadvantages</b>	<ul style="list-style-type: none"> <li>• Isolation can be a problem; have to create intentional opportunities to build community</li> <li>• Less influence over living environment</li> <li>• There may be a lack of affordable housing in the community</li> <li>• Challenges of finding and managing the units</li> </ul>	<ul style="list-style-type: none"> <li>• Can feel too much like a program</li> <li>• Aging in place has specific challenges in single-site settings</li> </ul>	<ul style="list-style-type: none"> <li>• Mixing youth/young adult and adult populations may cause real safety concerns</li> <li>• Different age groups may not share same tolerance for noise, late night hours, etc.</li> </ul>

While all three models can incorporate roommates into housing and program design, the scattered site model, given its flexibility around unit size and layout and its advantages around long-term tenancy, perhaps best lends itself to roommate situations. Some youth focus group participants noted the advantages of a roommate model. From their perspective, a roommate would help them to learn from others, provide a venue for peer support, make it possible to share costs, and mean they wouldn't have to be alone at night.

► Acknowledge that youth are inherently in transition

While housing may be structured as permanent, young people are in a transitional phase of their lives. Thus, unlike adult or family supportive housing where long-term stabilization of individual residents and the community may be a key priority, youth supportive housing may be designed to move young people, when appropriate, beyond the housing project and towards greater self-sufficiency and independence. Again, successful implementation requires a commitment to creating an environment that is nurturing and stabilizing, and that also encourages young people to be as independent as is feasible and healthy for them.

While good projects will recognize tenants' rights and certainly not force youth to move out prematurely, they may be intentionally designed to be less attractive to youth as they age. Over time, for example, youth living alone may want to live with housemates, partners, or children and that may

create healthy incentives to move on from a studio apartment in supportive housing after two, three, four, or five years.

The fact that youth are inherently in transition requires that youth supportive housing programs look at turnover statistics and service outcomes differently than adult or family supportive housing projects do. High turnover rates, for example, may not necessarily reflect an unstable community, but rather indicate a project's success at moving young people into longer-term situations that are healthy for them. Equally, youth projects need to be mindful of vacancy loss resulting from turnover when calculating operating revenues.

One strategy to promote stabilization and long-term tenancy while ensuring that services are directed towards the young people who need them most is to structure the program in such a way that the housing is permanent but that the rental subsidy and services go away after an appropriate and pre-designated time period, two to five years, for example. This works particularly well in a scattered site setting. Leases can transfer from sponsor to tenant when the subsidy expires. This is a good strategy for housing security when dealing with tight housing markets characterized by low vacancy rates and minimal affordability.

► Anticipate aging in place

While promoting independence, supportive housing projects for youth should also anticipate the possibility of some tenants aging in place. This can happen in communities with little affordable housing and in programs that are so successful in building community that people do not want to move out. Aging in place may be a particularly relevant issue for projects working predominantly with young people with long-term disabilities and fixed incomes who may not be able to afford market rate housing.

It is important to think about the reality of aging in place and how that might impact a program's mission, funding sources, and project design. While an intergenerational building may create great community-building and mentorship opportunities, it may also present differences amongst tenants in areas like noise tolerance and, more seriously, raise safety concerns due to mixing vulnerable young adults with older adult populations.

► Provide a mix of relevant and responsive services

In supportive housing, services are designed to help tenants maintain housing stability and attain their goals. Generally, supportive housing programs do not require tenants to participate in services in order to retain their housing. The challenge then for the service provider is to develop and offer services that are relevant and responsive and that elicit voluntary engagement. While the service package will differ project to project, the design of all youth supportive housing services should be driven by the following objectives:

- support young people in their healthy development
- promote critical thinking
- build the life and vocational skills needed to secure and sustain self-sufficiency
- address and manage untreated trauma in their lives
- address mental health and substance use concerns without mandating specific solutions

- create a community that provides opportunities for building positive relationships with adults and peers
- if parenting, build their capacity to nurture and care for their children<sup>17</sup>

Meeting these objectives should inform decisions such as:

- What services will be provided on site as a benefit of tenancy? What community-based services will be used as referral sources?
- What are the goals for on-site and off-site service usage?
- What are the hours of services? How many hours of services will be available?
  - If school and employment are priorities, for example, will services be available in the evenings or on weekends?
- What will be done to stimulate involvement/engagement in services?
  - Is there a plan for outreach? Will there be peer staff? Are there community-building and recreational activities to engage tenants? Will incentives be offered for service engagement?<sup>18</sup>
- How are tenants involved in the design and delivery of services? How are they involved in the creation and enforcement of housing policies and procedures?
- What is the grievance procedure for tenants?

When making decisions about service design, it will be helpful to create a profile of the target population and the anticipated referral sources. Young people may enter the project with specific financial entitlements that will inform the service package. Generally speaking, however, youth supportive housing programs should consider providing the following core services—either on-site or through an off-site referral—regardless of sub-population specialties.

### *Case Management/Service Coordination*

Case management involves assessment, service planning, service coordination, and advocacy. Youth and service providers may prefer the term "youth advocate," "youth advisor" or "service coordinator" to "case manager," reflecting an orientation towards involving youth in full partnership in all assessment and service coordination. Similarly, the terms "life plans" or "action plans" may be preferred to "service plans." Plans with youth should be goal-oriented and delineate time-limited accomplishments to help youth develop a sense of achievement and progress.

### *Crisis Intervention*

While crisis intervention services should always be available, projects should anticipate a high level of need for these services when youth first move into housing. Homeless adolescents often suffer from severe anxiety and depression, poor health and nutrition, and low self-esteem. In

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<sup>17</sup> While many of the recommendations in this guide could apply to supportive housing for parenting youth, this population raises additional issues that require more attention than is possible here. Suffice it to say, there is a strong and compelling need for supportive housing for parenting youth.

<sup>18</sup> Youth focus group participants strongly recommended using incentives such as gift certificates or food coupons, as a service engagement strategy

one study, the rates of major depression, conduct disorder, and post-traumatic stress syndrome were found to be three times as high among runaway youth as among youth who have not run away.<sup>19</sup> Youth with untreated trauma may fall apart within the first six months or so after moving in, particularly if they feel safe enough to reveal the symptoms of their trauma. Life plans are therefore likely to progress from being crisis-oriented to being goal-oriented as youth settle into housing.

### *Life Skills Education*

Youth may move into housing with few tenancy or life skills. Many, for example, have never done laundry or cooked a meal for themselves. It is just as likely, if they've been in long-term foster care, that they have cooked for entire households, but have not had good training in grocery shopping, financial management, personal hygiene, or self-care. Projects should anticipate a range of skills and provide opportunities for skill building in all of these areas. Services should also include opportunities and training in taking public transportation, conflict resolution, benefits advocacy, and credit counseling. Youth focus group participants particularly urged the need for skill building in money management—particularly with young people who have had their money managed for them through institutional care or a rep payee.

### *Education*

Studies of 16–25-year-old youth who aged out of foster care found that 40 to 50 percent had not completed high school.<sup>20</sup> Projects should anticipate widely varying levels of literacy and high school education, and therefore be prepared to connect tenants with a range of opportunities from basic literacy to GED preparation to post-secondary education. In regard to higher education, demystifying the application and financial aid process is key.

Note that projects relying on tax credits will have imposed restrictions on student status: tenants living in projects receiving tax credits cannot go to school full-time. Rather than making education less of a priority; this puts the onus on staff to help tenants meet their educational goals without jeopardizing their housing.

### *Job Training/ Career Planning/ Employment*

For youth who can work, helping them prepare for livable wage employment is a service critical to supportive housing and to young people's ability to achieve and sustain self-sufficiency. Identifying their career interests is an important first step to connecting them with helpful resources offered on-site or in the community. These resources may include vocational training programs, transitional employment opportunities, stipended internships, or paid positions.

To support job search, projects should consider providing on-site or off-site access to a computer resource center. One project, profiled later in this document, provides a business

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<sup>19</sup> Marjorie Robertson. *Homeless Youth on Their Own*, 1996. Alcohol Research Group, Berkeley, CA

<sup>20</sup> C.M. Fagnoni, "Foster Care: Challenges in Helping Youths Live Independently," Testimony before the SubCommittee on Human Resources, Committee on Ways and Means, House of Representatives, United States General Accounting Office, May 13, 1999.

center on site, staffed by a youth advisor and equipped with computers, a fax machine, and internet access. Another has an on-site digital library. In addition to meeting a real need, access to technology often opens the door to young people's further engagement with services.

### *Substance Use and Positive Sex Education – A Harm Reduction Approach to Services*

While it may be appropriate for some projects to focus on abstinence from alcohol and drugs, supportive housing for youth and young adults should anticipate alcohol and drug experimentation and use as behavior developmentally consistent with this age group. Young people, therefore, should be provided with in-depth, up-to-date and factual information about alcohol and drugs so that they can make informed decisions about their use. Substance use education, provided in groups or one-on-one, should be designed and delivered to acknowledge the different relationships that youth tenants will have to substance use: some will choose to abstain, others will use recreationally, and some will use to a degree that may interfere with their health and the achievement of their goals and that will require intervention. Education, therefore, should not make assumptions; it should be comprehensive and current, and delivered non-judgmentally. A harm reduction approach to education will ensure access to a full range of information about risks associated with use, as well as about how to maximize safety and health if using alcohol or drugs. (Click to [sample policy on drug and alcohol use](#).)

Likewise, regardless of whether residents are celibate or sexually active, all should have access to a full range of information about how to lead healthy sex lives, if they choose to, and avoid STDs, HIV and pregnancy. Information will help them to develop their values, sense of responsibility, and sense of dignity around their own sex lives. The best model for education should cover all aspects of positive sexuality including celibacy, birth control, safe sex and sexually transmitted diseases, diverse sexual orientation and identification, and sexual and romantic relationships, and communication tools regarding sexuality. Medical care, HIV/AIDS services, mental health counseling and substance abuse treatment services should also be available on site or through off-site referral.

- ▶ Plan staffing to achieve service objectives

### *Case Manager/Youth Advocates*

While the number of tenants and the kind of case management services provided on site will inform the number of staff that are needed, this decision should also be shaped by the level of service engagement the project hopes to achieve.

It may be helpful to think first about how staff will make themselves available to tenants.

- Will they be available on site during specific hours each day? Will they be on call?
- If they live on site will they have office hours? Will staff see tenants in an office or in their homes?
- Will tenants need to make appointments? Will staff have walk-in hours or will staff-participant interaction be flexible and based on need?

Non-traditional interaction strategies should be considered with youth, particularly in a housing environment. Typically, homeless youth have had few positive experiences with adults in their lives and they may be understandably wary of more traditional staff–client approaches to services.

### *Peer Advisors*

In keeping with youth development practices, creating peer position(s) is recommended for housing projects. One proven model that can inform the design of peer positions, particularly in project-based settings, is that of Resident Advisors in college and university dormitories. Resident Advisors typically live in dorms with students and serve as peer resources. Often, their priority is to help build community between students. They have knowledge about students' concerns and an understanding of campus resources, policies, and procedures. Most receive training in conflict resolution, crisis intervention, and information and referral.

Peer Advisors in youth supportive housing could serve many of the same functions. Certainly, peer staff positions raise questions about confidentiality, appropriate pay, training, boundaries, and so on, and projects interested in exploring this type of position could benefit from campus learnings. (Click to [sample resident advisor job description](#).)

Other positions will be determined by the kinds of services offered on site. Youth focus group participants urged 24-hour access to a staff person—even if it is via the telephone—for crisis counseling and support. Most youth supportive housing projects recommend a fairly high staff-to-tenant ratio, and in fact several increased their staffing over time after gaining a better sense of youth needs. Drawing from the projects profiled, a minimum recommended ratio of service staff to youth/young adults in supportive housing (non-inclusive of property management) is 1 staff for every 12 youth, and many projects have a higher ratio.

► Establish property management to reflect youth concerns

As in all supportive housing, the property management function should be mission driven and concerned not only with the physical and fiscal management of the property but with the health and well being of the tenants as well.

**The following sections focus on property management issues through the lens of youth housing.**

### *Fair Housing laws*

Often, projects' missions can best be met by targeted marketing and tenant selection criteria. This must be done, however, in the context of federal and state fair housing laws. These laws were developed to prevent discrimination against protected groups of people and must be negotiated and complied with by all who seek to provide housing for youth and young adult populations. It is possible for supportive housing providers to serve specific populations, but fair housing laws do present some limitations and implications that must be understood.

As urged in *Between the Lines: A Question and Answer Guide on Legal Issues in Supportive Housing*<sup>21</sup>, the following questions should be explored when considering a youth supportive housing project. The answers will inform marketing strategies as well as tenant screening and selection processes.

1. Which fair housing laws apply to this project?
2. What funding is received by the project and does the funding source either prohibit or authorize reserving the housing for a specific population of tenants?
3. Is a disability issue involved?

One way to avoid prohibitions against age restrictions as mandated through the Age Discrimination Act is to use selection criteria other than age to market projects. An example of non-age specific criterion useful for youth housing is the requirement that applicants have lived in foster care or been a runaway or homeless youth within the last five years. Although the Age Discrimination Act does prohibit the use of such non-age based criteria if they result in the disproportionate exclusion of people in particular age groups, this prohibition may be overcome by a showing that the criterion is necessary to achieve the objectives of the housing program. Programs designed to serve former foster or runaway and homeless youth that are careful not to use explicitly age-based admission criteria should be able to meet this requirement.<sup>22</sup>

In California, in an effort to create affordable housing that specifically and legally targets youth and young adults aged between 18 and 24 years old and younger emancipated youth, the community successfully organized to propose a state assembly bill that establishes that creating housing specifically targeting homeless youth and young adults that is either administered by the State or has received any state funds is hereby authorized and will not be considered unlawful discrimination on the basis of age. AB 2972, which was signed into law, creates a statutory objective as needed under federal law and provides that such housing will not violate state and local age discrimination laws. It also assists the State in its implementation of federal laws promoting independence and self-sufficiency among foster care, runaway and exploited youth. Currently AB2972 is being reviewed by the Department of Housing and Urban Development to determine whether or not it can override Fair Housing laws for HUD-funded permanent supportive housing projects targeting youth in California. Other communities may want to advocate for similar legislation.

Anecdotally, some projects have employed aggressive marketing strategies to manage the tension between adhering to Fair Housing Laws and preserving the integrity of their project. One for example, that rents on a first-come, first-serve basis, encouraged eligible and targeted applicants to line up the night before the opening was publicized to ensure that the first applicants would be youth and young adults from the population for which the project was specifically designed.

Since the issues of fair housing are so complex, it is impossible to fully explore them in this brief document. Readers may want to obtain a copy of *Between the Lines* through the Corporation for Supportive Housing's web site, and/or to seek the services of an attorney familiar with local and state housing laws.

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<sup>21</sup> *Between the Lines: A Question and Answer Guide on Legal Issues in Supportive Housing, National Edition*; Prepared by the Law Offices of Goldfarb & Limpan for Corporation for Supportive Housing, March 2001

<sup>22</sup> *Ibid*

### *Tenant application, interview, and selection process*

While the tenant application and interview process must be guided by fair housing standards, it can also be informed by the goal of introducing positive youth development practices from the start. From the first point of contact, supportive housing can differentiate itself from institutional care by making it clear to youth applicants that it is *their choice* whether or not they apply for tenancy.

*Family Matters: A Guide to Development Family Supportive Housing*<sup>23</sup> suggests four essential components of a good tenant interview.

1. The applicant must know what supportive housing is and be sure that they want it.
2. The environment of the interview should encourage safety and honesty.
3. The interviewing process should be well formulated with legal questions that are asked of all applicants consistently.
4. The interviewing should encourage the applicant to ask questions and explore fully the opportunity of supportive housing so that they can make the most informed decision possible about whether or not to apply for tenancy.

Tenant selection criteria should be pre-determined by a team of property management and service staff and should help determine which young people could thrive in an independent (as opposed to a more program-based, transitional) setting. Criteria could include, for example:

1. ability to pay rent (based on income)
2. ability to live independently
3. interest in achieving stability
4. demonstrated willingness to accommodate the terms of the lease

### *Tenant move-in plan and education program*

For most youth moving into supportive housing, this will be their first time as lease holders and they will need to be clearly informed of their rights and responsibilities as tenants. They should also be informed of what they can expect from property managers. The terms of the lease should be clearly explained, including the causes for eviction.

Homeless youth, both those with street experience and those who grew up in institutional care, may be accustomed to living marginally, often in sub-standard conditions. They may need to be encouraged to notify their property manager when something in their unit breaks down. Low expectations can be elevated by creating a responsive property management function that emphasizes that physical property be kept in good repair.

### *House rules*

House rules in supportive housing are tied to conditions of the lease. In general, there are three categories of behaviors governed by house rules: 1) compliance with rental and other payments;

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<sup>23</sup> *Family Matters: A Guide to Family Supportive Housing*, Written by Ellen Hart Shegos for the Corporation for Supportive Housing, April 2001.

2) compliance with the legal expectations of maintaining the unit and property; and 3) tenancy behaviors which could interfere with other tenants' rights to a safe, healthy, respectful and peaceful community. House rules under all categories must also be mindful of, and not compromise, the rights of individual tenants.

Visitor policies have particular relevance to the young adult population. A liberal overnight visitor policy, for example, can both validate the importance of young people's peer relationships and allow them to lead sexual lives with dignity. At the same time, however, given the potential housing needs of tenants' peers, staff should be aware of the possibility of tenants providing shelter to friends in crisis, which may include underage runaway youth. A policy that, for example, limits overnight guests, without approval, to no more than three consecutive nights, or one that requires all overnight guests to sign in through property management, may help mitigate these concerns.

House rules may also address the project's drug and alcohol policies. They may stipulate, for example, that the building be drug and alcohol free. Or they may specify that drinking of alcoholic beverages is not allowed in the lobby, hallways, stairs, common areas, or front of the building. Given that tenants in youth supportive housing will likely include both underage and legal age youth, it makes good sense to provide the reminder in house rules that drinking of alcoholic beverages is illegal for persons under 21 years of age. (Click to [sample house rules](#) and [policy on drug and alcohol use](#).)

### *Vacancy loss*

Vacancy loss is rent lost due to tenant turnover or under-occupancy. The standard vacancy loss calculation is five percent for subsidized units and seven to ten percent for unsubsidized units in a typical single site project. Though this is certainly not always the case, youth supportive housing projects should be prepared for vacancy loss of three to five times the industry standard, particularly early in the project's existence, as the community stabilizes.

#### ► Create venues for ongoing youth input

Youth and young adults are their own best advocates. New projects should think about creative and meaningful ways to involve young people—both formally and informally—in pre-housing development planning and in service design and delivery. A focus group with youth aging out of foster care or living in transitional housing, held early in the planning process, will provide insight that will help prioritize resources. A great way to engage tenants on an on-going basis is to establish a tenant council to inform community rules and policies, coordinate ongoing community-building activities, and give feedback to support services and property management staff. Regular community meetings with tenants and staff can provide a forum to share information, dispel rumors, solve problems, promote mutual understanding, and maximize cooperation. While hiring tenants may initially present some human resource challenges, it is well worth adapting personnel policies and practices to allow for peer positions, particularly if they are adequately resourced, not just in terms of salaries/stipends, but also in terms of sound training and consistent supervision.

► Welcome youth culture

Projects should certainly anticipate and welcome diversity with regard to tenants' ethnicity, race, sexual orientation, gender, and disabilities. In fact, supportive housing can provide an ideal environment to facilitate tenants' abilities to live with and appreciate diversity. It is also important that projects embrace and be competent in their understanding of youth culture. Commitment to youth culture can and should be evident in numerous ways, for example providing on-site access to current technology, including the internet; creating house rules that tolerate music and guests; engaging youth in decorating/designing community space to make it their own; and/or providing space that is inviting to youth gatherings such as a rooftop garden, living room or on-site fitness facility. It is important that staff be familiar with the local street culture, including the current drug and sex trade scene, so that they can help young people navigate the world that they move in day-to-day.

Peer relationships are a key facet of youth culture, and fostering relationships with and among tenants will enhance the overall stability of the project. Holding monthly or bi-monthly cultural events and/or social activities determined and organized by the youth themselves will provide opportunities for tenants to get to know one another and build community.

#### **IV. FUNDING SUPPORTIVE HOUSING FOR YOUTH AND YOUNG ADULTS**

Unfortunately there is no single funding source for youth supportive housing. Funding streams must be pieced together to cover housing development costs and ongoing operating and services expenses. While projects can and do successfully patchwork different funding sources, it is important to be aware that each source brings its own criteria and eligibility requirements for populations served.

In an attempt to narrow the field, the following is a list of federal funding sources that have been successfully applied to supportive housing. For more information, please link to Corporation for Supportive Housing's [Financing Supportive Housing](#), an on-line guide to funding program summaries and resources. Since the landscape of financing is both challenging and ever-changing, it may be helpful to check in regularly with this guide. Additionally, the National Alliance to End Homelessness and the Child Welfare League of America are jointly conducting research in the area of financing youth supportive housing and expect to publish a tool kit in 2004.

► **U.S. Housing and Urban Development (HUD)**

The U.S. Department of Housing and Urban Development is the principal federal source of capital financing and operating subsidies for supportive housing development. It is important to be aware of two local planning processes and documents that guide the prioritization and allocation of HUD funding in each locality: the Consolidated Plan and the Continuum of Care Plan.

*Section 8*

Section 8 is a rental subsidy program that has been a main source of ongoing support for supportive housing. Typically administered by the local public housing authority (PHA), Section 8 subsidies can be both tenant-based and project-based.

### *Family Unification Program's (FUP) Foster Youth Transition Program (FYP)*

Youth aging out of the foster care system are now eligible to receive housing assistance through the Family Unification Program's new youth component, the Foster Youth Transition Program (FYT). In terms of legislation passed by Congress in October 2000, youth aged 18–21 who left foster care at age 16 or older are now eligible for housing assistance under the FUP. Much like FUP families, youth need to be referred and certified as eligible by a local child welfare agency.

Although these vouchers are available through HUD's FUP, they are somewhat different than the FUP vouchers for families. First, while FUP vouchers for families are renewed yearly, youth vouchers are time-limited to 18 months. Second, the agency that refers a young person to this program is required to provide aftercare services promoting successful transitions to adulthood for each youth receiving a voucher<sup>24</sup>.

### *Supportive Housing Program (SHP)*

The Supportive Housing Program (SHP) is a key source for the development of permanent supportive housing and for the provision of ongoing supportive services. Capital funds, which can be used for acquisition, rehab and new construction, are limited to \$200,000 per project (\$400,000 in higher cost areas), and must be matched dollar-for-dollar. While clearly not a significant source of capital, SHP funds are widely used for the provision of services and operating and leasing expenses.

SHP funding is accessed through HUD's annual SuperNOFA which can only be applied to through eligible public agencies. Typically each community engages in a Continuum of Care Planning process which informs its application. Many communities are now struggling with significant renewal burdens, which may be prioritized over new projects.

### *Shelter Plus Care Program (S + C)*

The Shelter Plus Care Program (S +C) is a rental subsidy intended for homeless persons with chronic disabilities, typically mental illness, substance use or AIDS. The subsidy can be tenant-based, project-based or sponsor-based. Like supportive housing funds, these subsidies are accessed through HUD's annual SuperNOFA.

### ► **Temporary Assistance for Needy Families (TANF)**

The Temporary Assistance for Needy Families block grant (TANF) and TANF maintenance of effort (MOE) funds represent possible sources of operating and service dollars (not capital) for supportive housing for youth and young adults. Two aspects of the TANF legislation allow funding for youth supportive housing. First, under the “reducing out-of-wedlock pregnancies” purpose, the federal government has allowed states broad discretion to create programs that engage those “at high risk of out-of-marriage pregnancy” in educational, vocational and/or recreational activities. Programs under this purpose are not limited by the age of the participants. The second part of the TANF legislation that may be of assistance in funding youth supportive housing is a little-known

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<sup>24</sup> Child Welfare League of America [www.cwla.org](http://www.cwla.org)

clause that allows children in foster care to be considered a family of one for the purposes of receiving TANF-funded services. Through this clause, youth aging out of foster care may be eligible, depending on each state's definition of foster care. Like all funding, however, TANF comes with multiple strings attached. For a detailed analysis of how the restrictions of TANF and MOE spending can be met in the context of supportive housing, readers are encouraged to review [\*Using TANF Funds to Finance Essential Services in a Supportive Housing Program for Homeless Families and Young Adults\*](#).<sup>25</sup>

### ► **Foster Care Independence Act of 1999**

This act increased funds to states' child welfare agencies to assist youths to make the transition from foster care to independent living and self-sufficiency. Funds can be used for education, vocational and employment training; independent living skills programs; mentoring; substance abuse prevention; pregnancy prevention and other preventive health activities. States must use some portion of their funds for assistance and services for older youths who have left foster care but have not reached age 21; they can use up to 30 percent of their Chafee Independent Living Program funds for room and board for youths aged between 18 to 21 years who have left foster care. The program leaves the definition of room and board to each state to define.

### ► **Low-income Housing Tax Credits**

Most supportive housing projects will be eligible for Low-income Housing Tax Credits that can help finance the development or renovation of housing. Through this program, investors on the capital side of the project can receive a credit against their federal taxes in exchange for development funding.

It should be noted that units in which all occupants are full-time students are generally not eligible to receive low-income housing tax credits. Possible exceptions include those where the student is receiving TANF assistance, the student is enrolled in a job training program which receives government assistance under the Job Training Partnership Act or similar laws, or the unit with the full time student includes a single parent and no else can claim that parent or child as dependents. Providers are advised to obtain professional tax advice if seeking to design programs to fit under one of these exceptions.<sup>26</sup>

### ► **State Programs**

There are some state-level funding opportunities that can be used together with federal funding to finance supportive housing.

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<sup>25</sup> *Using TANF Funds to Finance Essential Services in a Supportive Housing Environment for Homeless Families and Young Adults*. Doreen Stake, Constance Tempel, and Karen Lipson. Corporation for Supportive Housing and Kalkines, Arky, Zall and Bernstein LLP. November 2001.

<sup>26</sup> <sup>26</sup> *Between the Lines: A Question and Answer Guide on Legal Issues in Supportive Housing, National Edition*; Prepared by the Law Offices of Goldfarb & Limpan for Corporation for Supportive Housing, March 2001.

## V. PROFILES OF EXISTING PERMANENT SUPPORTIVE HOUSING FOR YOUTH AND YOUNG ADULTS

### **Booth Brown House Services, Minneapolis, MN**

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The Salvation Army's Booth Brown House Services will be among the first Foyer<sup>27</sup> housing programs in the United States. Scheduled to open in November of 2003, it will provide housing, support and employment training to young people aged between 16-21 years (upon intake) who are striving to achieve independent living. The goal of Booth Brown is to provide an affordable living arrangement, which fosters independence, self-sufficiency, self-esteem and employment opportunities, so that when young people move on, they will have the skills to sustain independence.

The project is sited in a building owned by the Salvation Army (SA), which serves as the developer, primary service provider and property manager for Booth Brown. The Salvation Army's shelter for underage youth is co-located in the same building. Booth Brown is currently comprised of ten efficiency apartments, complete with kitchenette and bath. In the future, the SA has an eye towards adding eight additional units to the project, all of which are located in an adjoining building.

Tenants will sign a month-to-month lease and will be responsible for paying 30% of their gross income in rent. Upon moving in, each tenant will work together with their case manager to develop and implement a career and independent living plan. Program requirements will include 1) upholding the responsibilities of the lease; 2) abiding by house rules; 3) and making progress on their independent living plan. There are no time limits on the program; youth may stay in the program as long they are fulfilling their program requirements. Likewise, they may leave when they are ready to do so.

**Target Population** Booth Brown is designed to serve the following: young people leaving home for the first time, youth who have not stabilized in out of home placement, youth from broken or dysfunctional homes, youth aging out of foster and/or shelter care, youth lacking parent/family support systems and homeless youth. It may be an ideal program for youth who must exit a transitional living program due to time limits, but who may benefit from ongoing support. Youth in crisis or high need; i.e. youth with serious behavior problems, antisocial behavior or ongoing/untreated substance abuse are not appropriate referrals for this project

**Referrals and Eligibility Criteria** Referrals to the project can be made from county agencies, community-based organizations and schools. Booth Brown will also take family and self-referrals. Eligible applicants must have: 1) an ability to maintain housing with minimal supervision; 2) a desire to create healthy support systems for themselves; 3) demonstrated potential to increase income, engage in education or training or pursue employment; 4) a desire to live in a drug and alcohol free apartment building; and 4) willingness to work with staff to plan and achieve goals. While motivation will be common criteria for all tenants, Booth Brown will strive to select tenants with varying levels of need for services. A primary characteristic of the foyer model is to integrate youth who are considered to be low, medium and high functioning and who need a range of support, from

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<sup>27</sup> The Foyer movement is one of the UK's largest providers of youth housing. By integrating training and job search, personal support and motivation with a place to live, foyers provide a bridge to independence and a chance for young people to realize their full potential.

minimal to intensive services. Experience has shown that youth and young adults in such an integrated setting can positively affect each other's healthy growth and development.

**Service Package** The service package will emphasize case management, vocational training, job placement, education and independent living skills development. It will also include health and legal services; cultural, spiritual and recreation services and aftercare. Youth may be involved in peer-to-peer mentoring relationships; they may also participate on a tenant's council.

**Staffing** The program will be staffed 24 hours a day, 7 days a week by a team of 7-8 fulltime staff including several Resident Assistants, a Rent Administrator/Property Manager, a Case Manager and a Program Director. Once the 8 additional units are added to the project, the Salvation Army hopes to add 2 additional positions: A Vocational/Educational Specialist and a Youth Developer, the latter of whom will focus on independent living skills training.

**Financing** The Salvation Army received private funding from an anonymous donor that has covered the full cost of building renovation, with a sufficient amount remaining to cover the cost of operating the project for two years. While there is a possibility that the donor may continue supporting the project beyond this initial generous investment, the SA has been exploring funding sources to pick up operating and service costs in year three and beyond. Potential sources include Section 8 vouchers, and private foundations, including United Way. While 100% private financing to date has meant that Booth Brown has had to deal with few funder-imposed restrictions, its potential reliance on public sources of funding has made it critical for the SA to be aware of the requirements of these sources should they need to turn to them in the future.

## **Ellis Street Apartments, San Francisco, CA**

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Developed through a partnership between Larkin Street Youth Center and Tenderloin Neighborhood Development Corporation Ellis Street apartments provide permanent affordable housing, coupled with an array of support services, to 24 homeless youth and young adults many of whom are dually or triply diagnosed, and many of whom only recently exited street life. Six of the 24 studio units are set aside for youth who are diagnosed with HIV/AIDS. The mission of Ellis Street is to provide young people with a supportive, safe environment in which to build assets, advance their careers and fully prepare themselves for independent living.

**The Site** The property was an un-reinforced masonry building, which sustained a fire in 1997 and was rehabilitated by the Tenderloin Neighborhood Development Corporation. In addition to the 24 studio units, the ground floor houses a service staff office and the Resource Center. The building was open for occupancy in December 2001.

**Service Package and Service Environment** On-site services include case management, employment services, residential guidance and independent living skills training. Off-site services, many of which are provided through Larkin Street, include education, medical care, HIV/AIDS services and recreation. An on-site resource center, modeled after a job search or business center, is equipped with computers, fax machines and Internet service. Resident Advocates staff the resource center; the Vocational/Educational Specialist also spends a portion of his/her two-thirds time hours

in the center 2-3 times per week. In addition to meeting practical needs, the resource center has proven to provide an entry to more intensive service engagement for many tenants.

Ellis Street is based on a voluntary service model and the level of service engagement varies tremendously from tenant to tenant. While all tenants engage in service, some do so on an infrequent, as needed basis and others engage intensively. Highly individualized treatment plans, developed in partnership between staff and tenants, focus on goal-oriented, time-limited accomplishments in order to help youth develop a sense of achievement and progress.

The project uses a harm reduction approach to substance use and does not require abstinence from drugs or alcohol to maintain tenancy. House rules do specify however, that the drinking of alcoholic beverages is not allowed in the lobby, hallways, stairs, any common area or in front of building. They also remind tenants that the drinking of alcoholic beverages is illegal for persons under 21 years of age.

In keeping with Section 8 criteria, if a tenant does not have income, they pay \$8 in rent. There is concern that for some youth, particularly those who move into Ellis Street directly from the streets, this creates a system of dependency and disincentive to work. Thus far, approximately 60% of Ellis Street tenants do work and approximately 85% have income through employment or entitlements. While some tenants have demonstrated less incentive to secure or maintain jobs, for others a “need more” phenomenon eventually kicks in. Tenants learn that in order to get the things they want, like clothes and hi-tech equipment, they do need an income. Nevertheless, given the fact that the current rental structure is for some counter-productive to the intention of the program to support tenants as they move towards self-sufficiency, many project staff members would prefer a minimum rent requirement that is more in keeping with reality, but still affordable for young people.

**Staffing** Staff include 1 on-site Property Manager, 1 full-time Case Manager, 1 part-time HIV Case Manager, 1 two-thirds time Vocational/Educational Specialist and 2 part-time Resident Advocates. The resident advocate positions are time-limited (1-year) peer positions filled by tenants living in the project. Their job responsibilities include: advocating for their peers, staffing the on-site resource center, facilitating community meetings and peer groups, creating a resource guide, and coordinating events and outings.

**Project Outcomes** While there are no time limits for tenancy, Ellis Street was designed to house youth and young adults for 1-5 years, or as long as needed to build the skills necessary for achieving and sustaining independent living. The project’s experience with turnover illustrates the importance of re-defining the interpretation of turnover rates in youth supportive housing. In its 21 months of operation, Ellis Street has seen a 37% turnover rate. Only three of these turnovers, however, resulted in ‘negative’ outcomes; most were connected to ‘positive’ outcomes: young people left the project to go to school, move back home, or move in with friends. ‘Positive’ turnovers have been experienced most consistently with youth who come to Ellis Street from transitional living programs.

In addition to informing an understanding of ‘positive’ turnover, Ellis Street’s experience has also made it clear that it is very important to take into consideration the impact of turnover and rent-up on rental income.

**Financing** Services at Ellis Street are funded through the State of California Supportive Housing Initiative Act (SHIA). Rental subsidies are in place through the McKinney Section 8 Moderate Rehabilitation Program. Additional financing came from Housing Opportunities for Persons with AIDS (HOPWA) and the Low Income Housing Tax Credit Program.

**The Partners** Larkin Street, the service provider, has over 19 years experience developing and providing services and programs that meet the immediate and long-term needs of homeless and runaway youth. In addition to Ellis Street, Larkin's housing programs include an emergency shelter for under-age youth, a shelter for over-age youth and young adults, a licensed group home, a transitional living program and the nation's first and only licensed residential care program for young people living with disabling HIV disease. Additionally, Larkin Street operates a full continuum of non-residential direct services, including education and employment services; health care, mental health and substance abuse services and a community arts program.

Tenderloin Neighborhood Development Corporation (TNDC), the housing developer and on-site property manager, has over 17 years experience in affordable housing development, property management and social service delivery. TNDC has acquired and completed major rehabilitation of 15 buildings, comprising over 1,060 units, and provides technical assistance to other nonprofits in developing low-income housing. TNDC currently manages 12 properties, totaling nearly 700 units.

### **First Place Fund for Youth, Oakland, CA**

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Founded in 1998, First Place Fund for Youth aims to reduce the rates of homelessness and poverty among youth making the difficult transition from foster care to independent living. First Place's supportive housing program is designed to provide emancipated foster youths with access to safe, affordable housing, where they have the opportunity to develop and practice the life skills needed to achieve long-term self-sufficiency. Forty-five young people, including fifteen parenting youth, live in scattered site apartments with a decreasing rent subsidy over a two-year period. After two years, services end and the tenant has the option of taking over the lease and paying market-rate rent.

**The Model** First Place's master leases individual rental units and subleases them to its participants. The scattered site model is intentional; it counters the experience of institutionalization that many of the young people have lived with their entire lives and helps to integrate youth into the community. To address the potential isolation that may result from this model, the program has integrated the following practices: 1) young people receive 4 to 6 hours of intensive supportive services weekly; 2) young people enter the program in cohorts of 4-6 youth; 3) staff hold at least one social activity each month for their caseload; 4) youth are encouraged to access the organization's Emancipation Training Center which provides educational and vocational services and hosts a monthly social event.

As stated earlier, while services are transitional, the housing is designed as permanent. Over two years, tenants have a gradually reducing rent subsidy. When youth enter the program, they pay 30 percent of their income towards rent and First Place pays the remainder. As their participation in the program continues, however, participants pay an increasingly greater percentage of the market-rate rent. By the end of the two-year program period, the participant pays the full market-rate rent, and

the First Place subsidy is removed entirely. Upon entering housing, tenants are provided with a 24-month rent schedule so that they can plan their finances accordingly.

**The Approach** To support young people's self determination, a primary tenet of First Place is to make a distinction between foster care and supportive housing. Program practices are designed to make it very clear to young people that their institutional care has ended. They are also designed to encourage the development of residents' critical thinking skills, skills so often unutilized in the foster care system.

Outreach and intake practices are conducted in such a way to promote the orientation that supportive housing is an option for youth that they can choose to access if they want to. Initial outreach is conducted by peer educators who go into group homes, foster families and independent living skills classes to talk about the supportive housing and to answer any questions young people may have. For those interested, an intake is conducted that is framed as a *mutual selection process* between the potential resident and staff. Before even being accepted into housing, young people must complete an 8-week long economic literacy program that is designed to develop their tenancy skills, promote critical thinking and build community.

Young people must also qualify for a housing micro-loan, which can be up to \$1,400, which pays their first month's rent and security deposit. The housing micro-loan is based on the peer-lending model, first developed in 1983 by the Grameen Bank in Bangladesh and later successfully replicated in 30 countries, including the United States. The guiding principles of the peer lending model are reciprocal responsibility and mutual support among the individuals who form a lending circle, or a "loan class," in First Place parlance. Each youth is required to complete a rigorous certification process before they receive their loan and must also agree to cosign the other youths' loans. Over the two-year program, the loan class is collectively responsible for the loan repayment of each youth and for preventing loan default by exerting both peer pressure and peer support. To date, First Place youth have repaid over \$15,000, which is reissued to new participants.

Once requirements have been met, participants are eligible to live in shared two-bedroom apartments that are selected based on their accessibility to public transportation and community amenities, including commercial areas, county service centers, community-based organizations, and educational services, such as GED classes, community colleges or vocational training. Parenting youth may live in a one-bedroom apartment.

The project's service component is strong; it is designed to effectively respond to the crises that young people will inevitably encounter while in housing. First Place ensures that its highly qualified, highly trained staff has small caseloads. Youth Advocates, a title preferred over case manager, anticipate that tenants' untreated trauma will reveal itself at some point in their tenancy.

While in housing, all young people are provided with a comprehensive network of support services to ensure that their first experience of independent living is successful. Staff are required to spend 4-6 hours a week with each young person on their caseload. This time includes a weekly one-to-one case management meeting, a weekly meeting between roommates that is facilitated by staff, and a weekly support group which focuses on building practical life skills as well as on exploring family of origin issues and on coming to terms with growing up in foster care.

Tenants must be in school while in the program. The project values education and expects that young people will take advantage of financial and service support as an opportunity to focus on their education. To further emphasize this value, in addition to subsidizing rent, each tenant who is in compliance with the program is provided with a \$200 move-in stipend, a \$50 monthly grocery voucher, and monthly transportation assistance. Tenants are exempted from the student criteria if they are working at a job that pays a living wage, as defined by the Oakland Living Wage ordinance.

Tenants are evaluated monthly based on eight criteria. To be in compliance with the program, they must meet 6 of the 8 criteria each month. Examples of criteria include meeting weekly with their Youth Advocate, attending the weekly transition support group, maintaining employment and complying with housing policies.

Eviction can occur for two reasons: the first is non-payment of rent; the second is non-program compliance. The average length of stay has been 20 months. Eighty percent of young people leaving the project move into safe, affordable situations upon exit.

**Financing** First Place's supportive housing is funded through diverse sources, which include government grants, private foundations and community supporters.

## **Rising Tide Communities, Orange County, CA**

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Orangewood Children's Foundation, Mariners Church Lighthouse Ministries and a group business people operating under the name Rising Tide have created and implemented an innovative strategy to meet the critical housing and service needs of youth emancipating from foster care in Orange County.

Rising Tide is designed to be an intermediate step between the foster care system and independent living. The project addresses youths' needs holistically – providing a range of options, which include housing, employment assistance, transportation assistance, training in day-to-day life skills, counseling, mentoring and spiritual life development. The core strategy is to provide motivated young people with affordable, quality housing and a caring supportive community to help them grow emotionally, intellectually and spiritually. While in the program, each youth develops a unique plan for their future. Higher education, junior college and trade school attendance is encouraged, as is their search for meaningful, livable wage employment.

**Housing Strategy** Rising Tide has developed a strategy that not only creates affordable housing for youth and young adults, but also provides a funding stream to support the program. The Rising Tide strategy is to purchase multi-family apartment complexes of approximately 80+ units using tax-exempt bond financing. Very low-income residents must occupy 10%-20% of the units. Another 50% must be reserved for people of low to moderate income. Typically, 25% can be rented to tenants in any income bracket. In this model about 10% of the total units are rented to youth residents, counting toward the total very low-income set-aside units. Even with this rental structure, the building produces revenue in excess of expenditures required to retire the debt and operate the complex. This is possible through effective property management, savings on financing costs, and a partial exemption from property taxes. The revenue in excess of expenditures subsidizes operating and services costs including salaries of an on-site Coordinator and Case Manager as well as reduced

rental rates.

The complexes have a mix of tenants resulting in a normalized environment for young people. Youth have the option to remain in the complex, even in the same apartment, upon graduation from the program; this offers the possibility for long-term tenancy and stable community.

**Critical Partnerships** In designing this partnership consideration was given to the need for differentiation between the roles of Property Developer, Property Manager and Service Provider. The overall management of the project is directed by a board that meets bi-monthly and is comprised of representatives from the participating organizations.

*Rising Tide, Property Developer* brings particular expertise in the development of housing resources as well as the financial means necessary to make this a reality. Rising Tide guides the development of the joint venture and enhances the services provided to emancipating youth.

*Orangewood Children's Foundation, Service Provider*, has been providing services to emancipating foster youth for over 10 years and has been designated by the County as a central point of contact for this population. The Foundation is responsible for day to day operations and for ensuring that all partners work effectively together to provide the best possible services to youth.

*Mariners Church Lighthouse Ministries, Service Partner*. Their unique contribution to this partnership includes one-on-one mentoring, independent living skills training, counseling, and spiritual development. With a 10,000-member congregation Mariners brings a large pool of volunteers, experience, and resources to the partnership.

*Young Life, Service Partner*, is a youth/young adult ministry that offers a weekly group to youth residents. They also provide access to their camps and other programs that tenants can attend voluntarily.

**Current Status** Currently Rising Tide owns and operates 2 complexes, together consisting of 162 units, 10% of which are available to youth aging out of foster care. The project presently houses 20 young people aged between 18-22 years who reside in double occupancy units. The roommate model is ideal for cost effectiveness. Additionally, in the future most young people will have to live with roommates for economic reasons, so this model keeps the program close to reality. Youth sign a lease and initially pay \$150-\$200 a month in rent, a percentage of which goes into savings that is returned to them upon move-out. While the program is designed to be 12-24 months, the project is open to extensions if youth are positively progressing.

Referrals to the project come from social workers, foster parents, group home providers, and Orangewood's independent living skills program. Applicants are assessed based on two primary criteria: 1) their fundamental willingness to move forward; and 2) their personal capacity to do so. Current tenants participate in the interview process with new candidates.

The project has no set service requirements; youth voluntarily engage in what the program has to offer. Staff employ a 'good parent' model, asking 'what would a good parent do' when responding to youth needs, requests and crisis's. Recently Orangewood implemented a scholarship fund that will cover living expenses and tuition for youth attending junior college. 80-90% of current youth tenants have taken advantage of this fund and are now in school.

Service staff includes 1 full-time Case Manager, 1 part-time Mentor Coordinator and an on-site Resident Advisor position, preferably filled by a married couple, who lives in each building. While the buildings, as designed, generate funding for services, this funding is supplemented with private and philanthropic dollars.

**Going to Scale** The Rising Tide Program is committed to expanding to meet the housing need for emancipated youth. The pace of development will depend on the continuing level of need, the ability of the service component of the program to maintain quality during the expansion process, and the availability of suitable properties and capital. More specifically, the project articulates the following ingredients as critical for developing new sites:

1. An equity contribution of adequate capital to fund a transaction's escrow deposits, underwriting costs, financing commitment, etc., and ultimately the down payment that is necessary to close escrow.
2. A city, county or other municipality to act as the issuer.
3. A lender willing to underwrite and fund a multi-family property for a "bridge loan" that will be owned by a non-profit and shortly refinanced with tax-exempt bond debt.
4. A major investment banker to underwrite and place the bonds.
5. A non-profit agency or collaborative effort of multiple agencies with knowledge and experience in youth residential programs and mentoring programs.
6. A property management firm capable of effectively balancing the needs of the complex with the needs of the program.
7. Commitment from all parties to work together and trust the knowledge, instincts, and intuition of very different disciplines.

### **Schafer Young Adult Initiative, New York, NY**

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Located in East Harlem, the Schafer Young Adult Initiative (SYAI) is the first permanent supportive housing program in New York City to include among its tenants young adults who have aged out of foster care. The project is housed in a newly constructed 91-unit apartment building. Twenty-five furnished studio units are specifically reserved for young adults, 18-23 years old, who have recently been discharged from the child welfare system. The remaining units are dedicated to individual adults and families living with HIV/AIDS. The building has been fully occupied since May 2002.

The goal of the Young Adult Initiative is to assist residents who have recently aged out of foster care to gain the tools and resources they need to maintain permanent housing, continue their education and achieve economic stability through employment. Accordingly, residents are provided with case management, education, vocational and employment assistance, independent living skills training, and mental health and substance use counseling and referrals. A key component of the SYAI is that

tenants receive tenant-based Section 8 vouchers through a special federal set aside program for youth aging out of foster care, enabling them to pay 30% of their income towards rent. The project has no time limits; youth are leaseholders and can reside at Schafer Hall as long as they abide by the agreements set forth in their lease.

**The Residents** All referrals to the Initiative are 18-23 year olds who have aged out of foster care. Most come directly to Schafer Hall from the City's Administration for Children's Services (ACS) foster care system where they were living in group homes, kinship placements or with foster families. Youth who have left foster care within the last two years are also eligible. All prospective tenants are required to have a Section 8 voucher (obtained through ACS) and a work history of at least three months. The program is geared to young adults who understand that transitional support services are necessary to meet the challenges of independent living.

The young people living at Schafer Hall are facing independent living for the first time. They bring to this experience long-term exposure to numerous stressors, including poverty, abuse, abandonment and neglect, and as a result may present multiple problems, including mental health challenges and behavioral issues.

**Staffing and Services** The program is staffed by a full-time Program Coordinator and a full-time Employment Specialist who provide a range of targeted services that support youths' transition to self-sufficiency and assist them in meeting their self-determined education, employment and socialization goals. Staff are assisted by consultants and collaborating community-based organizations. A Mental Health Consultant, for example, may provide individual counseling and psychiatric evaluations when needed.

The Initiative has been fully operational since April 2003. While the project initially had a moderate service approach, the service component has been enriched over time in direct response to tenants' needs and experiences. Services are voluntary, but structured, and they are now being fully accessed. Health education groups, focusing on topics such as stress reduction, safe sex practices, and pregnancy prevention are offered on-site, as are money management workshops. The building's property management staff makes monthly apartment visits to offer training in the use and maintenance of unit appliances and utilities and to ensure proper upkeep. Individual substance use education and counseling are offered on site, and referrals are made, when appropriate, to more intensive substance abuse programs based in the community. Cultural, social and community-building activities are planned regularly. In addition to the vocational, job preparation and career building services provided directly by the Initiative, residents can be referred to *Support for Training and Education Program Services* (STEPS), an on-site education program that provides educational testing, basic adult education, literacy classes, GED preparation and parenting education.

**Engagement Strategies** The Initiative uses a non-traditional, dynamic service model, integrating the need for both intensive intervention and informal service modalities. Engagement strategies include an open door and drop-in format, recreational activities, informal support groups, appointment escorts and a focus on listening, non-judgement, validation and creating safe space. Services are provided during non-traditional hours; evening and weekend hours are available. Staff is supportive and compassionate, yet direct. They provide structure and consistency combined with limit setting and expectations and have found this stance to be a critical and effective motivator.

**The Set-Aside Model** Apartments for youth are located on two floors at Schafer Hall. Ground floor apartments are for youth only; the second floor has mixed youth, adult and family units. Current thinking is that the latter is a better model with this particular population. A building and/or floor that is populated by youth, adults and families can help move young people beyond their perception and experience of foster care and its ‘program mentality’. It also offers a normalizing force by providing young people with the opportunity to interact with neighbors of various ages and experiences.

**Expected Outcomes** The SYAI strives to achieve the following outcomes: 1) employment and consistent income; 2) improved independent living skills and social stability; 3) improved educational achievement including GED, college and/or trade school preparation and enrollment; 4) mental health stability and substance abuse recovery; and 5) the ability to maintain housing.

**The Housing Developer and Project Sponsor** The Lantern Group, which operates 333 units of housing primarily for homeless individuals and families living with HIV/AIDS, is both the developer and the service provider for the Schafer Young Adult Initiative.

**Financing** Capital financing for Schafer Hall was provided through the New York City Department of Housing, Preservation and Development’s SRO Loan Program and the federal Low Income Tax Credit program. Ongoing service funding for the Schafer Young Adult Initiative is provided through the New York State Office of Temporary Disability Assistance. Housing subsidies come from the HUD Section 8 voucher program.

## **Seventh Landing, Minneapolis, MN**

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The mission of Seventh Landing is to provide safe and stable supportive housing for young adults at least 18 years of age, helping them to realize their potential and contribute to the community. Priority is given to youth who have been in foster care or a group home within three years prior to application. These youth are targeted because they are vastly over-represented in the homeless population. Additionally, youth referred must meet disability, income and homelessness eligibility requirements.

**Single Site Model** The project consists of 12 subsidized, permanent housing units located in a single site. The site is a newly constructed, mixed use, two story building with commercial space on the first floor and tenant space on the second. Youth in foster care participated in the design phase of the building, meeting with architects to share their thoughts on apartment and building amenities that would help them feel supported in their efforts to live independently. In addition to its commercial space, the first floor houses common space including a community room with a kitchen for use by tenants and neighborhood organizations; a Resource Center, with computers and internet connections; office space for support services staff; a laundry room for tenants; and the on-site Tenant Manager’s apartment. Youth units, which include 11 studios and 1 one-bedroom, are located on the second floor. All units have a full kitchen and bath and all have been granted project-based Section 8 certificates.

**Residency Requirements** All tenants at Seventh Landing must sign a lease addendum which commits them to the following: 1) Maintaining approximately 25 hours of productive, meaningful activity (school, work, treatment, volunteer or a similar structured activity) per week. 2) Supporting an alcohol and drug free environment and remaining alcohol and drug free. There are no time restrictions on occupancy as long as a tenant continues to be eligible for housing at Seventh Landing and continues to meet all lease obligations.

**Services Package** Services, designed to help tenants build the skills necessary to maintain their housing permanently, are provided directly on-site or coordinated through off-site referrals. On-site services are built on a positive youth development model, which maintains that the role of adults is to facilitate or create opportunities for youth to gain mastery and control of their lives. Staff, for example, do not mandate particular services for youth, nor do they make decisions regarding a tenant without the tenant's participation.

A model for understanding positive youth development that is embraced by Growing Home, the service provider, is called the Circle of Courage, which uses an American Indian medicine wheel to illustrate a balanced and holistic approach to the developmental needs of youth. Four principles: belonging, knowing, becoming and giving summarize the values and direct many practices at Seventh Landing.

In keeping with this philosophy, acceptance of services is not a requirement of tenancy. During the initial lease meeting, however, each new tenant must sign a Service Agreement that delineates the basic expectations of Seventh Landing and confirms their willingness to accept services as needed to help them meet the expectations required to maintain housing. Subsequently, a support plan is developed with each tenant within one week of his/her move in.

Because services are voluntary, the onus is on staff to design and implement engagement strategies that are attractive, accessible and meaningful to tenants.

Tenants may choose not to accept services if they are meeting the expectations of tenancy; however, if a tenant is experiencing problems that might interfere with his/her housing, he/she may be assertively encouraged to use services. Self-determination is an important value at Seventh Landing.

The Support Services Manager is expected to have at least weekly contact with all tenants who have elements of their support plan in need of work. She is also expected to assertively attempt to engage tenants who do not have active support plans. In practice, this means that the Support Services Manager checks in informally anytime she sees tenants in the building, and checks in formally at least twice a month.

A basic needs fund administered by the Support Services Manager provides financial resources to tenants, through no interest loans, for supplies or books they may need for training programs or for school.

The service model also includes a mentoring program; all tenants have the opportunity to work with staff to identify a mentor to support them on their life path.

**Staffing** On site staff includes: 1 full-time Support Services Manager, 1 on-site Tenant Manager, and a .25 FTE Youth Development Director. The Program Director and Vice President at Growing Home provide supervision.

**Leadership by Tenants** Tenants participate in the community life of the building and play a key role in helping to maintain a positive, healthy environment. The tenants themselves plan regularly scheduled building-wide events. They also have the opportunity to participate on a tenant council to represent issues important to them. Tenants are encouraged to participate in community events and service opportunities in the broader community.

**The Partners** Seventh Landing is collaboration between RS Eden and Growing Home. Growing Home has served the needs of homeless and potentially homeless youth, focusing specifically on adolescents with serious mental health concerns, since 1980. RS Eden, which owns and manages Seventh Landing, has acted as a developer in many community projects and is currently acting as general partner with Alliance Housing, Inc., to build 26 units for sober families in Minneapolis. RS Eden also owns and manages three transitional housing projects for homeless women and children, two residential facilities housing 70 men, two administrative buildings, and a drug-testing laboratory.

**Financing** Capital financing was secured from HUD-SHP, the Federal Home Loan Bank, MHFA, Ramsey County Endowment Fund, Star Program and the City of St. Paul. Project-based Section 8 has been granted for all 12 of the units, and is the primary source of operating funds. Services are financed through HUD-SHP and foundation grants from the Butler and Bremer Foundations.

# Bibliography

## Corporation for Supportive Housing Publications

▶ **Between the Lines: A Question and Answer Guide on Legal Issues in Supportive Housing – National Edition**

This manual offers some basic information about the laws that pertain to supportive housing and sets out ways to identify and think through issues so as to make better use of professional counsel. It also offers reasonable approaches to resolve common dilemmas.

▶ **Developing the Support in Supportive Housing**

A guide to providing services in housing. This manual addresses core housing tenancy and service delivery issues, with details on employment, mental health, HIV/AIDS and substance use services, as well as chapters on community building and facing crisis and conflict.

▶ **Family Matters: A Guide to Developing Family Supportive Housing**

This manual is designed for service providers and housing developers who want to tackle the challenge of developing permanent supportive housing for chronically homeless families. This manual will provide information on the development process from project conception through construction and rent-up. It also discusses alternatives to new construction such as leased housing. It contains practical tools to guide decision making about housing models, picking partners, and service strategies.

▶ **[Supportive Housing for Youth](#)**

This report offers a background of issues in the design and development of supportive housing for homeless youth. It includes the need for youth supportive housing, available funding sources, relevant legislation, an overview of existing housing models, recommendations for change and case studies.

▶ **[Using TANF to Finance Essential Services in a Supportive Housing Program for Homeless Families and Young Adults](#)**

This report sets forth a legal and policy analysis to support a model approach to using federal and state welfare funds to finance essential services for homeless families, families at risk of becoming homeless, homeless youth and young adults aging out of foster care, who face multiple barriers to stability and self-sufficiency.

## Relevant Websites

- ▶ Corporation for Supportive Housing [www.csh.org](http://www.csh.org)
- ▶ ChildTrends [www.childtrends.org](http://www.childtrends.org)
- ▶ Child Welfare League [www.cwl.org](http://www.cwl.org)
- ▶ Community Network for Youth Development [www.cnyd.org](http://www.cnyd.org)

- ▶ First Place Fund for Youth [www.firstplacefund.org](http://www.firstplacefund.org)
- ▶ Growing Home [www.growinghome.org](http://www.growinghome.org)
- ▶ Harm Reduction Coalition [www.harmreduction.org](http://www.harmreduction.org)
- ▶ Larkin Street Youth Center [www.larkinstreetyouth.org](http://www.larkinstreetyouth.org)
- ▶ National Center for Youth Law [www.youthlaw.org](http://www.youthlaw.org)
- ▶ National Clearinghouse on Family and Youth [www.ncfy.com](http://www.ncfy.com)
- ▶ National Network for Youth [www.nn4youth.org](http://www.nn4youth.org)
- ▶ National Resource Center for Youth Services [www.nrcys.ou.edu](http://www.nrcys.ou.edu)
- ▶ Office of Juvenile Justice and Delinquency Prevention National Youth Network  
[www.ojjdp.ncjrs.org](http://www.ojjdp.ncjrs.org)
- ▶ U.S. Department of Health and Human Services, Administration for Children and Families,  
The Family and Youth Services Bureau [www.acf.dhhs.gov/programs/fysb](http://www.acf.dhhs.gov/programs/fysb)
- ▶ Western States Youth Services Network [www.wsysn.org](http://www.wsysn.org)  
*This site includes links to training and technical assistance providers around the country as well as state networks/coalitions.*