



Supportive Housing for Transition Age Youth

July 22, 2010

**Gabriele Hooks, Program Manager
Corporation for Supportive Housing**

www.csh.org

Our Mission

CSH helps communities create permanent housing with services to prevent and end homelessness.

What Is Supportive Housing?

A cost-effective combination of permanent, affordable housing with services that helps people live more stable, productive lives.

Supportive Housing is NOT:

- Treatment
- Transitional
- Licensed community care
- ‘Service enriched’ housing, but is a subset of service enriched housing

Housing & Services

■ HOUSING

- * **PERMANENT:** Not time limited, not transitional;
- * **AFFORDABLE:** For people coming out of homelessness; and
- * **INDEPENDENT:** Tenant holds lease with normal rights and responsibilities.

■ SERVICES

- * **FLEXIBLE:** Designed to be responsive to tenants' needs;
- * **VOLUNTARY:** Participation is not a condition of tenancy; and
- * **INDEPENDENT:** Focus of services is on maintaining housing stability.

Supportive Housing Types

- Buildings developed / rehabilitated as special needs housing
- Rent-subsidized apartments
- Mixed-income buildings
- Long-term set asides
- Single-family homes
- Master-leased buildings or units



Supportive Housing Models

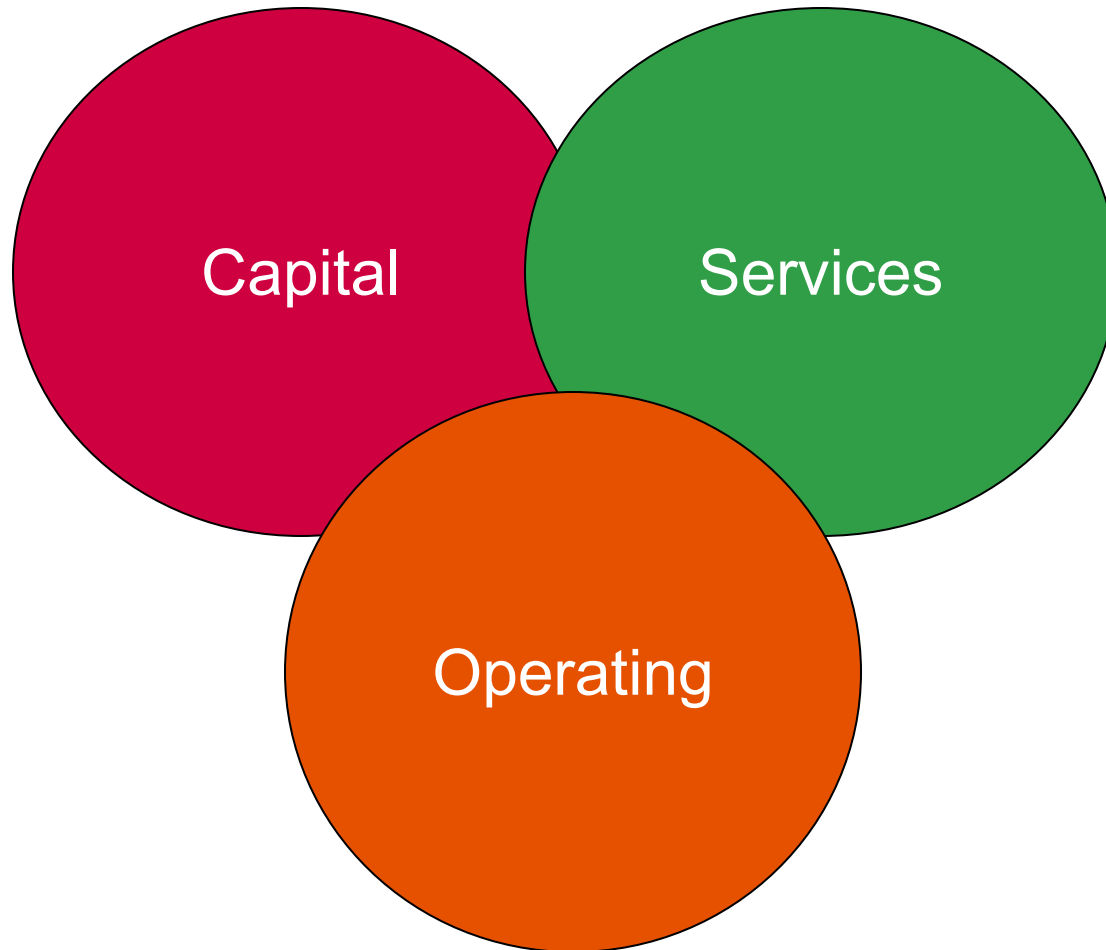
- Single Site
 - Many units located in a larger single multi family housing building
 - Single primary service provider
 - Maybe be single population or diverse population
- Scattered Site
 - Single units located in various types of residences throughout a community

Scattered versus Single Site

	PROS	CONS
SCATTERED SITE	<ul style="list-style-type: none"> • Integrates youth into the community • Non-profit usually does not need to engage property management services. 	<ul style="list-style-type: none"> • Lack of space to deliver services presents challenge and adds cost to services budget • Lack of common space inhibits ability to build community and foster tenant leadership • If unit is located in an environment which is unhealthy, can lead client to return to unhealthy behaviors • Neighbors can display a negative attitude toward client • Isolation of client can be a problem; inhibits peer support network
SINGLE SITE	<ul style="list-style-type: none"> • Enhances ability to provide services in a more centralized manner; allows for spontaneous outreach as tenants enter and leave building • Provides the non-profit with the ability to create a healthy living environment • Community-building activities are easier to organize 	<ul style="list-style-type: none"> • Project may face community opposition as a development which houses a “massing” of clients who may be viewed as undesirable (NIMBYism) • Certain client groups may not do as well if they are living in an environment which is only comprised of tenants with the same issues • Tenants may be less likely to form relationships outside the building

FUNDING

The Three “Flavors” of Money



How Funding for Supportive Housing Is Used

Type	Uses
<i>CAPITAL</i>	Predevelopment: Soft costs of development i.e. environmental tests, surveys, architect
	Acquisition: Land, buildings, long term ground lease
	Construction: New or rehab construction
	Permanent: Pays off previous financing through long term debt
<i>OPERATING</i>	Rent / Rent Subsidies: property operations such as management staff, landscaping, utilities, reserves
<i>SERVICES</i>	Delivery of supportive services to tenants

(Some) Funding for Youth PSH

Capital	Operating	Services
Local Housing Departments	THP+	THP+
Low Income Housing Tax Credit	Local Housing Departments	DMH (Medi-Cal, MHSA)
Federal Home Loan Bank	Section 8	ILP
MHP	Shelter Plus Care	Medi-Cal
Mental Health Services Act	Tenant Rent	Grants

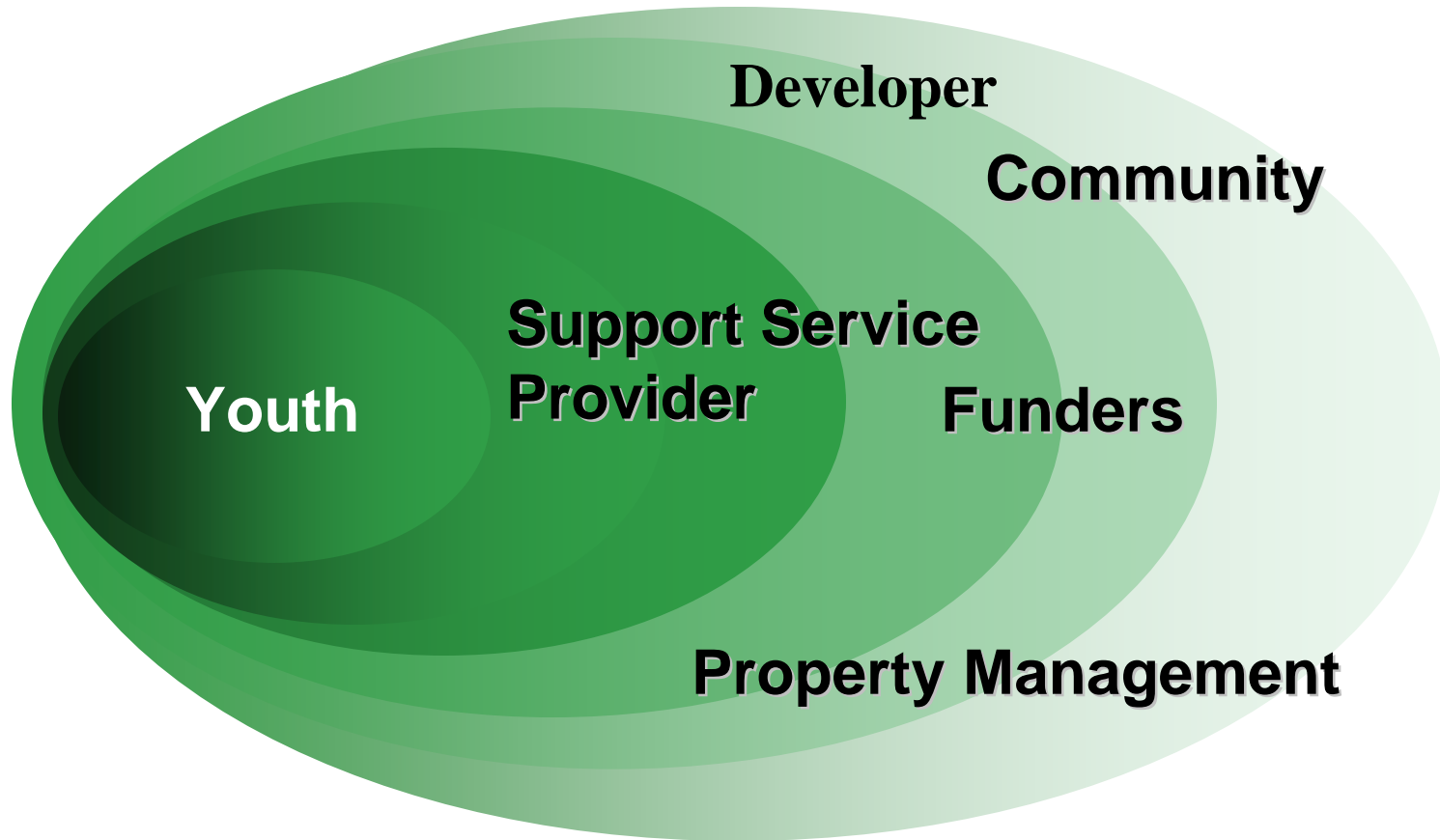


**The Collaborative:
Bringing It All
Together**

Who Creates The Housing?

- A wide variety of entities can create and operate youth housing.
- The deciding factors include the type of model, the target population to be served, the organization's experience and capacity, the competitive environment, and even the funding sources.
- Partnerships are the most prevalent way to create permanent supportive housing models.

Key Players In Developing Permanent Supportive Housing for TAY?



Property Management Role



Overall fiscal management and accounting responsibilities for project

Responsible for maintaining the building, including addressing health and safety issues, repairs and unit turn-over.

Maintain compliance with government and private funds and other regulatory or fiscal compliance



Enforce the leasing agreement; coordinate with the support services team and the tenant, to address issues jeopardizing housing retention

Service Provider Role

- Design and implement the Support Services Plan
- Help raise funds for implementation
- Participate in applicant tenant screening and help applicants address barriers
- Engage tenants in services to support housing stability and life goals.
- Crisis management; assist in dealing with disruptive tenants
- Participate in community organizing
- Participate in developing and revising House Rules; help develop and implement emergency policies & procedures.
- Maintain records of services provided

Funder Role

- Identify community supportive housing needs and provide support for housing creation
- Provide incentives to developers to create supportive housing for the target population
- Plan for and provide funding for development, services and operations
- Regulate and monitor the project over time for compliance with funding terms and regulations
- Work with project team and with other funders to address findings or other problems, if any

Best Practices for Youth Supportive Housing Programs

1. Design flexible intake and admission processes
2. Embrace youth culture
3. Infuse an understanding of adolescent development into program design
4. Acknowledge that youth are inherently in transition
5. Enhance competencies to assist them in achieving greater self-sufficiency and confidence
6. Choose an appropriate housing model
7. Create venues for ongoing youth input

What Can Be Done to Address Housing Issues?

- Ensure that your child welfare system includes permanent supportive housing in its continuum of housing resources
- Build Statewide Partnerships to Create a Range of Affordable Housing Opportunities
- Tap into new and unusual Streams of Funding
- Build partnerships with housing authorities & housing finance agencies
- Incorporate youth advice at every stage
- Form collaborations in your community – create cross system dialogue in your community.

Supportive Housing Development

July 22, 2010



- Established Non-profit in 1979
- Over 600 units of affordable housing completed
- Over 100,000 sq. ft. of commercial space completed
- *Social Services:*

Case Management,
Counseling/Therapy,
Transportation Services,
Information Services...

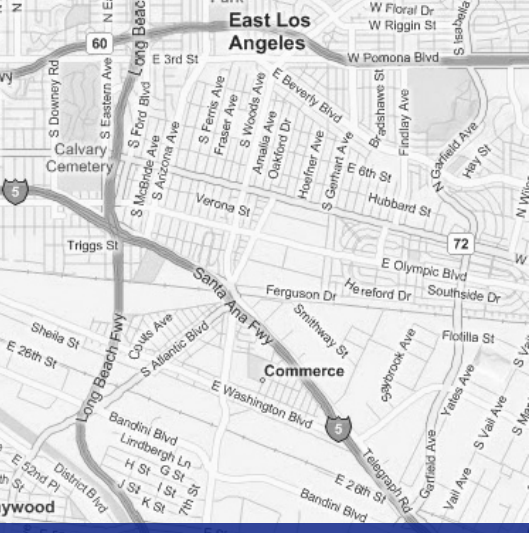
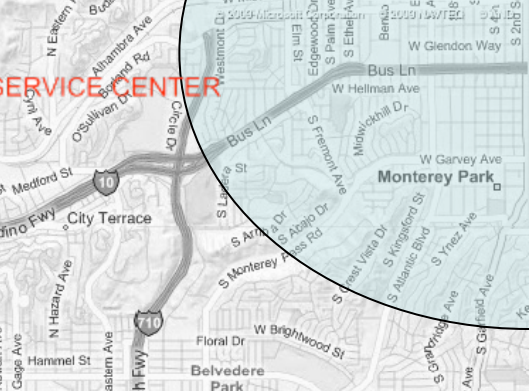
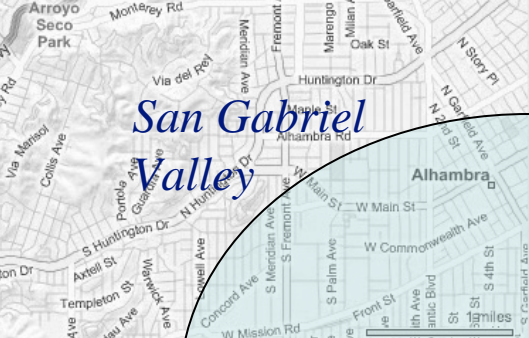
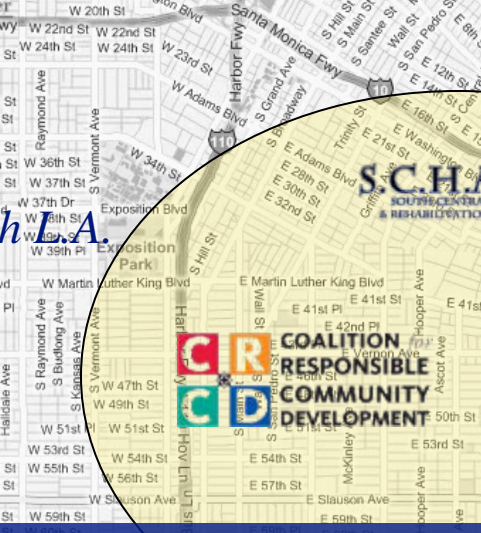
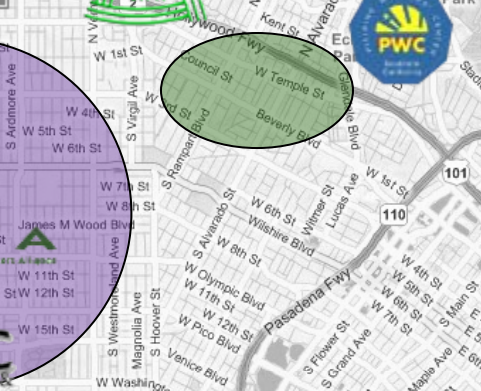
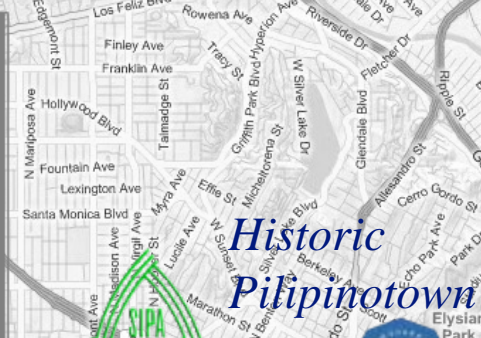
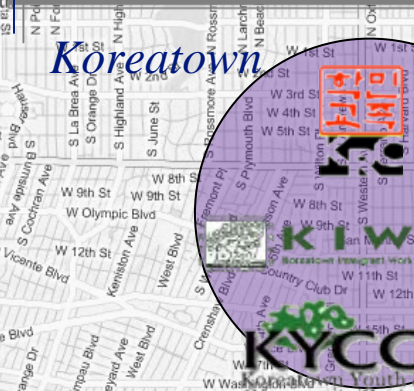
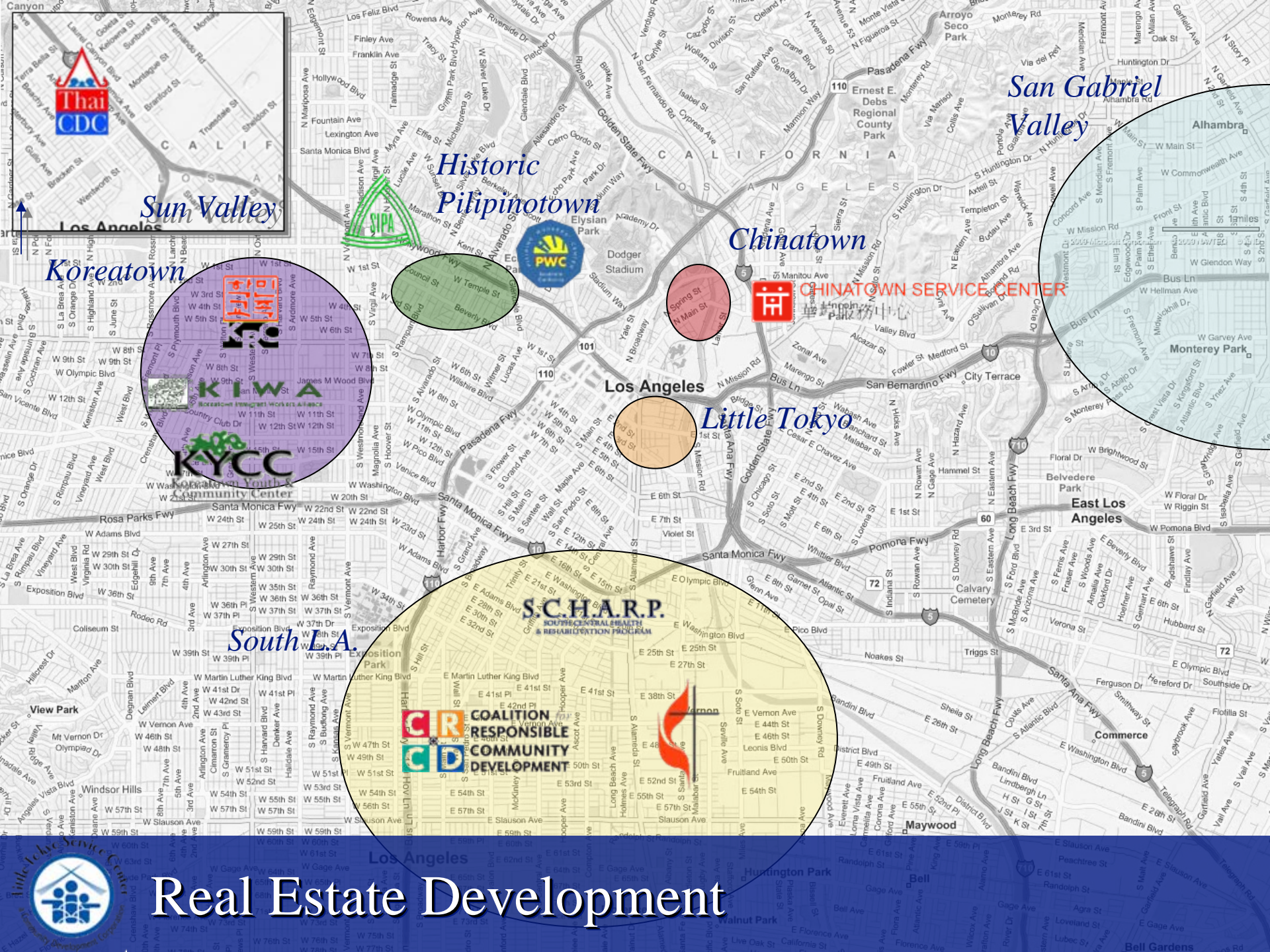


- *Other services/programs include:*

Job Counseling, Small Business Counseling, Childcare Program, Computer Training, Bone Marrow Transplant Program, Afterschool Program, Community Organizing, Historic Preservation...



LTSC Community Development Corporation



Real Estate Development

Affordable Housing

- Palm village – 60 units
- Sammy Davis Jr. Manor – 46 units
- Angelina Apartments – 80 units
- Cesar Chavez Gardens – 47 units
- San Pedro Firm Building – 42 units
- Casa Heiwa – 100 units



Supportive Housing

- Center for the Pacific Asian Family Transitional Shelter – 24 bed
- Kosumosu Transitional Housing – 9 units
- Far East Building – 8 supportive units
- Pacific Bridge Adult Residential Facility – 7 bed
- Pacific Housing Development – 7 bed



Projects in Development

- A total of 565 units in development
- Of the total units, 111 units are supportive housing



Rendering of Epworth Apartments - Projected Groundbreaking in November 2010

- 27 units (TAY)
under construction
- 10 partnering organizations



Real Estate Development

*Projects in
Development*

Demystifying the Development Process

- Not a linear process; different activities will occur simultaneously.
- Requires significant up-front resources (i.e. staff time, money).
- Projects take a long time to come to fruition (2 to 5 years).
- Process will be full of many unexpected events.



Organizational Roles

Potential Roles During the Development Process:

- Project Owner
- Project Developer/Co-Developer
- Project Sponsor/Organizer

Potential Roles Post-Development:

- Property Manager
- Tenant Services Provider

**All roles have distinct risks.*



Potential Roles: Project Owner

- Priority: Representing the long-term interests of the building from pre-development through operations.
- Responsibilities:
 - Advocate on project issues before public bodies.
 - Assemble Development Team (Developer, Architect, General Contractor, Property Manager, Tenant Services).
 - Structure and negotiate all legal documents.
 - Oversee property management and service plan.
 - Oversee asset management.
 - Participate in organizing residents.
 - Mediate all conflicts/disagreements.



Potential Roles: Project Developer/Co-Developer

- Priority: Lead for the acquisition, financing, and construction of the project.
- Responsibilities:
 - Oversee process for identifying and hiring of all Development Team members.
 - Serve as Development Team leader, and oversee performance of other members.
 - Manage all tasks during the pre-development phases of the project.
 - Secure funding to acquire and construct the project.
 - Oversee construction of project so it finishes on time and on budget.



Potential Roles: Project Sponsor/Organizer

- Priority: Ensure community input in the planning and operations of a project. Could also include the transfer of surplus land to another affordable housing developer, and advocating for greater affordable housing in your community.
- Responsibilities:
 - Work with the Developer in designing the project, planning support services, and developing house rules.
 - Participate in the community review of project issues.
 - Assist the Owner in organizing tenant councils.

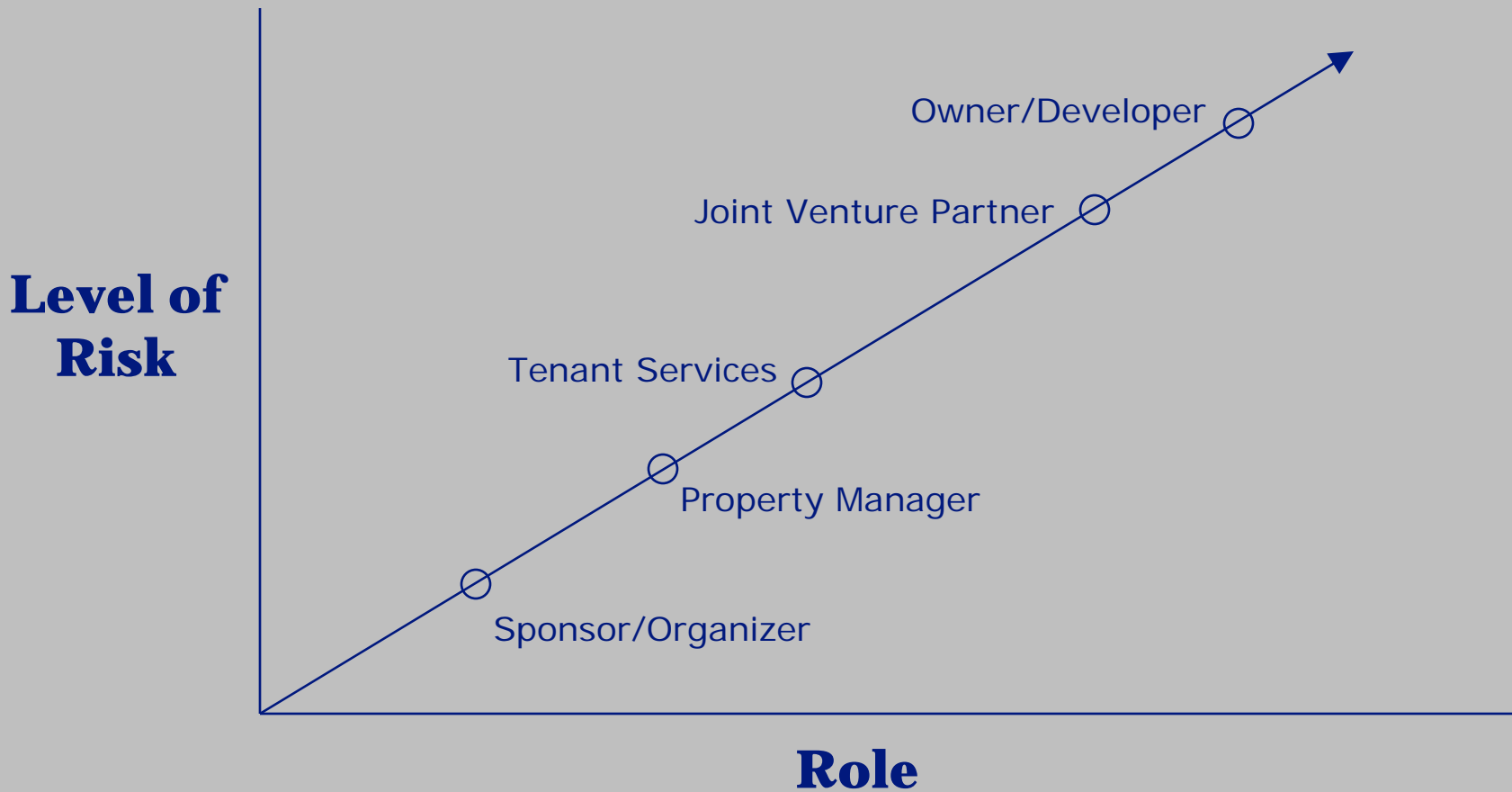


Social/Support Services Provider: What to Expect

- Organizational Capacity (i.e. staff, time, resources, services, funding)
- Range of your Needs, Objectives and Goals
- Financial Return
- Due Diligence of your potential partner(s)
- Knowledge of funding sources



Risk and Return for Different Roles



Organizational Assessment

- Identify reasons for wanting to be involved with housing development.
- Assess most appropriate role in developing housing.
- Assess the readiness of the organization:
 - Articles of Incorporation, By-Laws, and Mission Statement
 - Efficiency of Board of Directors
 - Staffing Capacity
 - Financial Capacity



Lessons Learned

- Choose partners carefully
- Decide what you want to accomplish
- Take the time to learn the business of development
- Set up a separate entity for development
- Minimize Risk
- Financial Responsibilities
- Expectations



Housing TAY: Service Provider Helpful Hints

Kellie Knox, MFT

FRED FINCH YOUTH CENTER



FFYC History

Founded as an orphanage in
1891

Became residential treatment
for teens in 70's

Expanded to serving TAY in the
early 90's



FFYC TAY programs

- Ages 16 to 24 or 25
- Homeless or at imminent risk; many coming from shelters
- Co-occurring substance abuse/mental health diagnoses; former foster youth



FFYC TAY programs

- 3 community-based mental health programs, using either EPSDT or MHSA funding
- 2 housing programs, one permanent, one transitional
- 2 more housing programs in development (Harmon Gardens and “E-Village”)

Turning Point

- Serves homeless youth
- Originally (1999) minors; 18-25 year-olds since 2006
- HUD SHP funded
- Transitional housing (up to 2 years stay)



Coolidge Court

- 18 studio apartments
- Permanent Housing; opened in 1998
- Target youth aged 18-24 at entry



Service Provider Role in Development

- Meet regularly
- Cross-cultural knowledge
- Review at key points
- Role clarity
- Service plan development
- Building neighbor support



Project Design

- Choose a model that works for your community and target population
 - scattered site
 - congregate
 - clustered
 - stand-alone

Services Plan Options

- Referrals
- Peer Mentors
- Employment, Benefits, and Education
- Mental health/substance abuse services
- Life skills (buddy system), inc. parenting
- Community building
- Address 24/7 issues



Service Provider Role during Operations

- Close collaboration with property management
- Assertive engagement and prompt response
- Familiarity with and respect for housing regulations (see csh.org)

Engagement

- Carrot (community connections, housing, sense of permanency, resources)
- Stick (lease violations, using other residents to give feedback)
- Staff characteristics: resourceful, persistent, caring, youth-friendly/culturally competent, harm reduction approach



Observations/Key Factors

- Evaluate developer partners: experience?
Interpersonal connection? Mission?
Familiarity with TAY?
- Clarify post-development roles (esp. for
property management)



Lessons Learned

- Be patient. Timelines for housing and timelines for service provision are different. So are contract lengths.
- Consult with experts in housing if needed

