



Ellis Street Apartments

Opened in 2002, Ellis Street Apartments provides 24 permanent housing apartments for young adults in a single site located in the Tenderloin neighborhood of San Francisco.

Sponsor and Services Provider:

Larkin Street Youth Services.

Developer and Property Manager:

Tenderloin Neighborhood Development Corporation.

Tenant Profile:

Young adults, ages 18 - 24 upon entry, with a history of homelessness, with 6 units reserved for young adults living with HIV/AIDS. Tenants must be single, cannot be full-time students, and their gross annual income cannot exceed \$26,600. Also, tenants must have no evictions within the past 3 years (or no more than 1 eviction in the past 5); no drug-related criminal offenses in the past 3 years; no violent offenses in the past 5; and must not be subject to lifetime registration under a state sex offender registration program.

Service Approach:

Ellis Street was designed to house young adults for 1-5 years, or as long as needed to build the skills necessary for achieving and sustaining independent living.

Key Features and Innovations:

- In-house day labor program for youth that are having difficulty finding or maintaining jobs, or that need immediate income.
- Uses a harm reduction approach to substance use, and does not require abstinence from drugs or alcohol to maintain tenancy.
- Highly individualized treatment plans, developed in partnership with staff and tenants, focus on goal-oriented, time-limited accomplishments in order to help youth develop a sense of achievement and progress.
- Services include:
 - On-site case management.
 - Residential guidance and independent living skills.
 - On-site resource center, modeled on a job search/business center.
 - Off-site services (through Larkin's other programs) include education, employment, medical care, HIV/AIDS services, and recreational programs.

Financing Information:

Capital:

Capital funding was provided through Housing Opportunities for Persons with AIDS (HOPWA) and the Low Income Housing Tax Credit Program.

Operating:

Operating funds are provided through: the HUD McKinney-Vento Section 8 Moderate Rehabilitation program; and rental income, with rents set at 30% of income.

Services:

Services costs are \$2,450 per unit per year, with funding provided through the City of San Francisco Human Services Agency.

Staffing Information:

- One on-site Property Manager is provided through Tenderloin Neighborhood Development Corporation.
- One Case Manager

Additional Project Details

About Larkin Street Youth Services:

Larkin Street was founded in 1984 as a neighborhood effort to divert homeless and runaway youth from prostitution, drug dealing and theft in the Tenderloin/Polk Gulch area of San Francisco. The agency started with a drop-in center for youth and has grown to twenty-one programs in eleven different sites across San Francisco, including street outreach, two drop in centers, six transitional housing programs, a permanent housing project, two emergency shelters, education and employment services, mental health, substance abuse and HIV prevention services, and a medical clinic.

Building Design and Amenities:

24 studio apartments in a single-site development, with 6 units reserved for youth living with HIV/AIDS. The property was rehabilitated from an un-reinforced masonry building, which sustained a fire in 1997.

Referral Sources:

Referrals provided by Larkin's other programs, and other community housing and social service providers. There is a waitlist for the housing, and applicants must keep in contact with the staff at least once each month in order to remain on the list.

Significant Building Rules:

Use of alcohol or other drugs is not allowed in the lobby, hallways, stairs, common areas, or in front of the building.

Evaluation and Quality Assurance Methods:

The case manager prepares monthly reports for review by the management that include information on client progress toward education and employment goals, housing stability, program exits, rent payment, incident reports, and other information. On a quarterly basis, progress toward contracted goals is compiled into formal reports that are reviewed internally and submitted to the San Francisco Human Services Agency. Twice annually, tenants participate in anonymous client satisfaction surveys that are used to inform program enhancements and changes.

Program Goals and Outcomes:

Ellis Street has learned to re-define and interpret success over time. In its first 21 months of operation, Ellis Street saw a 37% turnover rate. However, only three of those turnovers were "negative" outcomes; the remainder were "positive": young adults who left the project to go to school, move back home, or move in with friends. Today, the average stay in the program is 2.7 years.

Larkin Street's goals for the program currently include:

- 70% of tenants will remain in permanent housing for at least one year, move to other independent housing, or receive other appropriate placement.
- 70% of tenants who are contacted by a case manager due to late payment of rent or lease violation will develop a written plan to remedy this situation.
- 70% of unemployed, able-to-work residents will engage in employment/vocational services within first month of tenancy.
- 70% of tenants who enter program with existing employment will increase their income within one year.
- 75% of tenants who complete the satisfaction survey will rate services and property management as 'Good/Excellent'.

About CSH:

The Corporation for Supportive Housing (CSH) is a national, nonprofit organization that helps communities create permanent housing with services to prevent and end homelessness. CSH advances its mission by providing high-quality advice and development expertise, by making loans and grants to supportive housing sponsors, by strengthening the supportive housing industry, and by reforming public policy to make it easier to create and operate supportive housing. CSH delivers its core services primarily in nine states (California, Connecticut, Illinois, Michigan, Ohio, Minnesota, New Jersey, New York, Rhode Island) and in Washington, DC. CSH also operates targeted initiatives in 6 states (Indiana, Kentucky, Maine, Massachusetts, Oregon, and Washington) and provides limited assistance to many other communities.

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