Providing Stability and Support: An Assessment of San Francisco's Transitional Age Youth Housing and Services System

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CSH

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Executive Summary

In San Francisco, it is estimated that five to ten percent of the approximately 80,000 young people aged 16 to 24 are at an elevated risk for unemployment, involvement with the criminal justice system, poverty, and homelessness.[1] Finding housing that is both affordable and safe is one of the top concerns for San Francisco's Transitional Age Youth (or TAY, which refers to unaccompanied young people aged 18 to 24 years)—a population that requires a unique approach to the delivery of housing and services. In San Francisco, there are currently two main types of housing for those TAY who are most in need: *transitional housing* (TH), which provides a supportive living environment for six months to two years and serves as a bridge to permanent housing; and *supportive housing* (SH), in which residents have their own lease and are legally tenants in non-time limited affordable housing with supportive services. These housing environments are part of a larger system that seeks to provide the services and supports that TAY need in order to take advantage of the tools and opportunities to lead productive lives in vibrant and healthy environments. This report draws upon a rigorous examination of qualitative and quantitative data collected from service providers and current and former residents of TH and SH. The findings presented in this report reveal the extent to which San Francisco's current system of housing and services is efficiently and effectively meeting the needs of TAY, and identifies ways to strengthen the system in order to better meet those needs.

I. Getting Into Housing

Key Findings

Eligibility for TAY TH and SH is designed to ensure that the most vulnerable youth are connected with the housing and services they need, yet the current system can also be burdensome, confusing, and overly restrictive. Since eligibility criteria vary by site, the requirements have reportedly been unclear for many providers and young people. Additionally, certain regulatory, documentation, and/or process requirements may exclude some young people who are most in need of housing, such as full-time students or undocumented individuals.

Study participants identified a number of areas for improvement in the *referral* process. Because referral agencies play an important role in connecting TAY with housing, young people who are disconnected from the service system may be less likely to learn about housing opportunities. Moreover, referral agencies do not always have up-to-date information about available housing, the eligibility criteria for housing sites, or open lines of communication with housing providers. Finally, study participants noted that, due to pressures for housing sites to demonstrate successful outcomes and/or staff assessments of who a given housing site has the capacity to serve, they may consider a young person's "readiness" to be successful when deciding who to accept, thereby excluding some of the most vulnerable TAY. Service providers noted that this misalignment between the eligibility criteria communicated to referral agencies and the characteristics of young people who are accepted into housing can create challenges for referral agency providers.

While most residents felt that the housing site where they ended up living was the right place for them, not all were aware of other options at the time they moved in. From the provider perspective, the most significant barriers to *placing* TAY in the most appropriate housing situation are related to the limited number of available housing slots. These barriers include pressure to get older TAY into housing before they age out (i.e.,

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[1] Disconnected Transitional Youth In San Francisco; Mayor's Transitional Youth Task Force, 2007

turn 25), not having enough time to identify the young people who are best suited for a time-sensitive opening, a lack of readily-accessible detailed information about individual housing sites, and San Francisco's limited supply of private market and publicly subsidized affordable housing.

Recommendations

1. **Create and maintain a centralized, up-to-date inventory of TAY-specific housing sites.** Such an inventory would foster a broader understanding of the housing and services system among TAY and providers and increase transparency about who gets into housing and why.

2. **Develop a forum for stakeholders who work in the field of TAY housing to exchange information on a regular or ongoing basis.** Key players would benefit from regular communication about issues related to TAY housing, including updates about upcoming lease-ups, current openings, and changes to housing-related policies or processes. This could include regular in-person meetings and/or an online forum.

3. **Expand and increase communication with a broader range of referral agencies.** Identify the full universe of agencies that refer young people into housing and develop systems for communicating with those agencies on a regular basis about issues related to referral, assessment and placement into TAY housing.

4. **Explore additional options to improve the coordination of referral, assessment and placement processes.** In order to ensure that placement into housing placement is based on full information about housing options, stakeholders should discuss how to increase communication and coordination. This may mean developing coordinated assessment and entry systems and/or leveraging existing centralized points of entry to access housing and services.

5. **Re-examine options for modifying eligibility criteria and required documentation.** As a first step in exploring possible options for simplifying or streamlining these criteria, key stakeholders should come to a common understanding about which criteria and requirements can and cannot be modified, and develop appropriate action plans based on that information.

II. Experiences in Housing

Key Findings

An effective and successful *orientation* process should serve to welcome, inform, and support new residents in both TAY TH and SH. In general, TAY housing residents appeared to be satisfied with current orientation processes. Providers agreed that a phased, ongoing orientation process works best, and that orientation should involve existing case managers as well as property management staff (if applicable).

Physical features of TAY housing should be responsive to residents' needs and aligned with programmatic goals. Safety and security both inside and outside housing sites were common areas of concern, especially in the Tenderloin and South of Market. Study participants explained that shared bathrooms and/or kitchens may not be appropriate for TAY who have experienced severe trauma and can increase conflict among residents, although private bathrooms and kitchens may be at odds with program exit goals of some TAY housing sites. Study participants added that additional amenities such as computers and Wi-Fi are helpful to have at housing sites.

The *staffing* structure at TAY housing sites should be responsive to the needs of the resident population and the characteristics of the surrounding neighborhood. While residents who are more independent may feel "constrained" by the presence of on-site service and (if applicable) property management staff, study participants noted the benefits of having 24/7 on-site staff presence. All housing staff—case managers, property managers, hotel building owners, and desk clerks—need to communicate on a regular basis in order to support the coordination of services and property management.

The most frequently-used type of *service* was case management; other commonly-used services included help with transportation, referrals to other community-based services, help with finding a job, help with getting food, and help with getting into school. The most effective case managers are able to establish a trusting relationship with residents, yet study participants raised concerns about case managers who were unable or unwilling to do so, partially due to frequent staff turnover and large caseloads. They agreed that all housing staff should receive ongoing training related to working with this population and should be held accountable through mechanisms such as effective grievance procedures. While on-site services can facilitate engagement, more independent residents may prefer to seek out the services they need offsite. Whether services are mandatory or voluntary, it is important for the housing staff to actively reach out to and engage with youth to encourage and incentivize service participation for all residents.

A strong sense of *community* within TAY housing can help residents succeed. Staff plays an integral role in fostering a sense of community. While a large majority of residents felt they were a part of the community at their housing site, some expressed their disappointment about residents not knowing each other, monthly meetings or events that were poorly attended, and the absence of community spaces where residents can meet and gather.

Recommendations

1. **Ensure that all staff who interact with TAY in SH and TH are providing high quality and youth-specific services.** This can be achieved through a mix of hiring practices, ongoing training and support, efforts to promote staff retention, and regular assessment of service delivery mechanisms.

2. **Ensure that appropriate safety and security measures are in place.** This may include a combination of physical design features, the enforcement of safety protocols, staff training, and increased security-related staffing.

3. **Tailor the presence of on-site staff to security and service needs.** The need for 24/7 staff presence depends on a number of factors such as the number of TAY residents, their backgrounds and needs, and the general level of safety in the surrounding neighborhood.

4. **Take action to ensure that the mix of services provided, and mechanisms for service delivery, are responsive to residents' needs.** Providers should regularly assess the service needs of SH and TH residents and work to connect them with the specific types of services that they need.

5. **Create or modify the physical design of TAY housing sites to ensure that they are responsive to the needs of this population.** Physical features of TAY housing that were identified as being particularly important include private bathrooms, kitchen access, common spaces, and Wi-Fi capability.

6. **Ensure that the location of TAY housing is appropriate for residents.** Location-related factors that need to be accounted for include neighborhood safety, potential "triggers" (e.g., alcohol, drugs, sex trade), proximity to needed community-based resources, and walkability and public transportation options.

III. Exits

Key Findings

Study participants identified inconsistencies in communication about the *expected length of stay in SH* (but not in TH). Among residents who had been in their current housing for one year or more, a smaller share of those in SH had engaged in conversations about their short- and long-term goals with staff compared to those in TH.

Most *exits from TH* in 2013-14 were classified as positive. The most common kind of positive exits were to independent unsubsidized housing, with a friend, or with a relative. In general, longer stays in TH were more likely to be associated with positive exits.

TAY in both SH and TH encounter similar *challenges* when faced with the prospect of moving out. The growing cost of living in San Francisco and the Bay Area, coupled with relatively low and/or inconsistent income for many TAY in SH or TH, translate into limited options into which they can exit. For some of those who exited housing prematurely, there was a lack of transparency and consistency about the specific criteria that warranted the premature exit, and/or a lack of information about their rights during the exit process. Lastly, there are also challenges associated with bridging young people to the adult system of care once they age out of the "TAY" designation and are no longer eligible for TAY-specific services.

Recommendations

1. **Clarify expectations about length of stay for TAY in supportive housing.** Agencies that create and administer TAY SH need to determine whether it is designed to be a "permanent" or long-term housing situation in which the young person can remain, or if residents who age out of the "TAY" designation should be connected to the adult system of care, and then encouraged and supported to exit.

2. **Ensure that criteria for premature exits (including evictions from SH) are clearly communicated to residents and service providers.** When this information is clearly communicated and readily available, it means that residents are aware of their rights and responsibilities and service providers or property managers are able to consistently follow the appropriate procedures.

3. **Begin preparing residents for successful exits well in advance of their anticipated exit date.** Housing providers should consider providing intensive case management during the months before a residents' anticipated exit date, with a focus on being prepared to move out of the current housing situation.

4. **Identify clear pipelines into adult housing situations.** In order to achieve successful outcomes for TAY who exit TH or SH, their ongoing needs for a range of services must be addressed. More discussion among service providers is necessary in order to identify clear pathways from TAY-only TH/SH into more age-appropriate adult SH locations, and to increase communication and collaboration among relevant service providers across these systems.

5. **Explore options for providing financial assistance to TAY after they exit TH or SH.** Providing short- or longer-term financial assistance, in the form of transferable housing vouchers or other types of rental subsidies, could make it easier for TAY to exit TH or SH.

IV. Areas for Further Exploration

In addition to the recommendations identified above, this study shed light on the following additional areas of interest for a range of stakeholders, including housing and service providers, decision makers, funders, and young people:

1. **Identify best practices with respect to the optimal length of time for TAY to live in SH or TH.**

2. **Explore the effectiveness of TAY-only TH or SH in comparison to set-aside TAY housing within mixed-population affordable housing and SH.**

3. **Learn more about TAY who exited TH or SH.**

4. **Learn more about TAY who were not able to enter TAY housing.**

Introduction

Most young people are able to successfully transition into an independent and self-sufficient adulthood with the support of families, schools, and their broader community. However, some young people are confronted with exceptional circumstances—aging out of foster care, involvement with the criminal justice system, traumatic family backgrounds—that can make the transition from adolescence into adulthood especially challenging. In San Francisco, it is estimated that five to ten percent of the approximately 80,000 young people aged 16 to 24 are at an elevated risk for unemployment, poverty, involvement with the criminal justice system, and homelessness.[2] The current housing and services system for Transitional Age Youth (TAY) in San Francisco is part of a larger system that seeks to provide the supports that they need in order to successfully make that transition into adulthood. This report documents findings from an assessment of that system.

San Francisco's Transitional Age Youth (TAY) Housing and Services System

There are over 1,400 homeless Transitional Age Youth in San Francisco, representing a range of backgrounds and needs.

According to San Francisco's most recent Point-in-Time Homeless Count, conducted on January 29, 2015, there were 7,539 homeless people in San Francisco; this represents a two percent increase in homelessness since 2013. Among the larger population of homeless individuals, 1,441 were transitional age youth (or TAY, which refers to unaccompanied young people aged 18 to 24 years), 86 percent of whom were unsheltered.[3] The true number of homeless TAY may actually be much higher; a 2007 report[4] noted that, on an annual basis, anywhere from 4,500 to 6,800 young people (aged 12 through 24) were homeless or marginally housed. Marginally housed TAY refers to individuals who live in transitional living programs, who live with family or friends, or who live in hotels or single room occupancy units (SROs).

San Francisco's homeless young people[5] have diverse experiences and backgrounds. The top causes of homelessness for this population are an argument with family/friend (24 percent), lost job (19 percent), eviction (11 percent), and family/domestic violence (10 percent). A fair share of San Francisco's homeless youth have a history of involvement in the public system—one-third (33 percent) reported involvement with the criminal justice system before turning 18 and over a quarter (27 percent) reported having been in the foster care system. Just one quarter (25 percent) said they had a supportive adult in the Bay Area, and an even smaller share (16 percent) reported having a job, paid internship, or other type of employment. Finally, despite the fact that nearly all respondents were over 18 years of age, 40 percent had not completed high school or attained a GED.

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[2] Disconnected Transitional Youth In San Francisco; Mayor's Transitional Youth Task Force, 2007

[3] 2015 San Francisco Point-in-Time Homeless Count & Survey; includes both sheltered and unsheltered individuals

[4] Disconnected Transitional Youth In San Francisco; Mayor's Transitional Youth Task Force, 2007

[5] Includes children under 18 and TAY; all data from the 2015 San Francisco Point-in-Time Homeless Count & Survey

San Francisco's TAY experience a range of physical and mental health needs and many of them have experienced severe trauma in their lives. In fact, most young people who are homeless experienced potentially traumatic events before the left home, and many of them are re-traumatized once they arrive on the street.[6] A number of San Francisco's TAY reported psychiatric or emotional conditions (36 percent); drug or alcohol abuse (23 percent); a physical disability (21 percent); a chronic health condition (15 percent); and/or HIV/AIDS (13 percent).

Housing is also a major need for San Francisco's TAY. One-fourth (25 percent) said they stayed with a friend or family member at least one night in the past two weeks, and two-thirds (63 percent) reported that they do not usually stay with the same person. Just over one-third (39 percent) said they used emergency shelter services, 21 percent used shelter day services, and 14 percent stayed in transitional housing.

The City and County of San Francisco is implementing a targeted strategy to expand and improve housing for TAY.

Finding housing that is both affordable and safe is one of the top concerns for young people in San Francisco.[7] Although homeless TAY are legally adults and therefore eligible for adult housing programs, they tend to "fall through the cracks" for a number of reasons, including being disconnected from services, having housing needs that are different from those of adults, and not identifying as "homeless."[8] In its 2013 Framework to End Youth Homelessness, the U.S. Interagency Council on Homelessness acknowledges the need for a unique approach for unaccompanied youth that accounts for their specific needs as they transition to adulthood.

In response to the unique needs of this population, former San Francisco Mayor Gavin Newsom established the Mayor's Task Force on Transitional Youth in 2006. This group was charged with developing policy recommendations to improve outcomes for the City's most vulnerable youth ages 16 through 24. The following year, the Task Force released a report that included recommendations for a comprehensive, integrated approach towards disconnected transitional age youth in San Francisco—including a recommendation to expand housing opportunities for homeless or marginally housed youth. As the Task Force explained,

> *Without stable housing, young people face significant challenges in achieving their education and employment goals. For many youth, having a stable place to live is also critical to reducing their*

Types of TAY Housing in San Francisco

Supportive Housing *(SH)*

- each tenant has own lease
- typically studio apartments
- exclusively occupied by youth
- expectation that youth will transition to more independent housing situation
- tenants pay 30 percent of income as rent

Single Site: concentrated in one building with support services available

Mixed: TAY share site with non-TAY supportive housing tenants

Transitional Housing *(TH)*

- bridge between street/shelter and permanent housing
- supportive living environment for six months to two years
- intensive services provided
- residents generally pay 30 percent of income for services and housing, returned in its entirety upon program completion

Single Site: concentrated in one building with support services available

Scattered Site: nonprofit leases apartments or hotel rooms and youth are subtenants; availability, affordability, and quality can vary widely; higher level of independence and higher threshold for entry

Mixed: youth may use the same services as adult-age population

Other housing models for TAY include Low Threshold, HOST Family Placements, Emergency Housing Assistance, and Emergency Shelter.

Source: TAY Housing Work Group, City of San Francisco, Work Plan and Recommendations 2007-2012

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[6] Stewart, A. G., Steiman, M., Cauce, A. M., Cochran, B. N., Whitbeck, L. B., & Hoyt, D. R. (2004). Victimization and posttraumatic stress disorder among homeless adolescents. Child & Adolescent Psychiatry, 43(3), 325-331.

[7] Disconnected Transitional Youth In San Francisco; Mayor's Transitional Youth Task Force, 2007

[8] TAY Housing Work Group, City of San Francisco, Work Plan and Recommendations 2007-2012

involvement and exposure to street culture, including sex work, using or selling drugs and violence. The supply of affordable housing options for transitional age youth is completely insufficient.
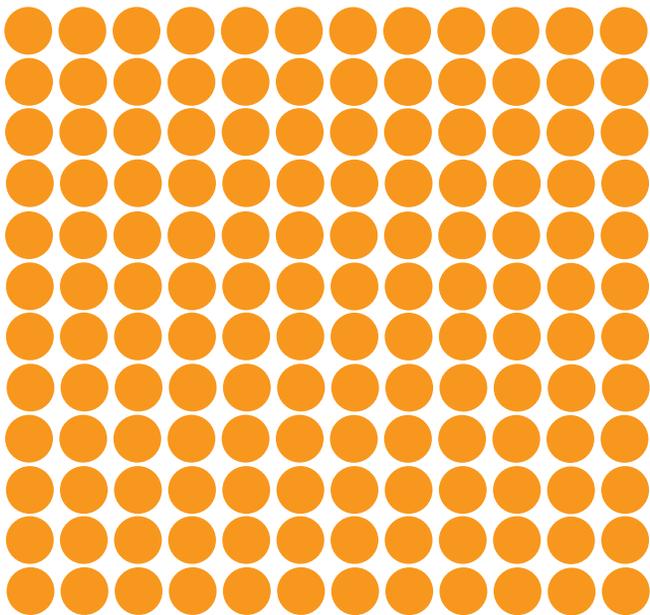
As a result, the TAY Housing Work Group was formed and staffed by the Mayor's Office of Housing (now the Mayor's Office of Housing and Community Development, or MOHCD) to develop a plan for achieving the housing-related goals set forth by the Task Force. A central piece of that plan was a goal to provide 400 TAY housing units over five years, which included:

- approximately 200 units that would be complete or under development by 2010;
- 100 capital units via MOHCD Notice of Funding Actions (NOFAs) and Requests for Proposals (RFPs);
- 80 Department of Public Health (DPH) and/or Human Services Agency (HSA) master-leased or scattered-sites for target populations; and
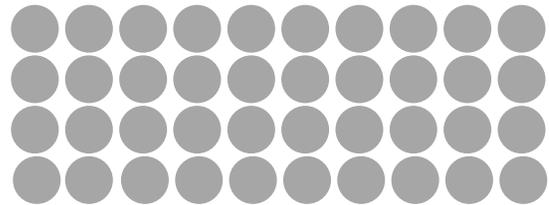- 20 master-leased units for youth exiting the criminal justice system

This report focuses on Supportive Housing (SH) and Transitional Housing (TH) (see sidebar for descriptions of each). At the time of writing this report, there are a total of 402 SH and TH housing units for San Francisco TAY, with another 75 in development (see below for map and full list of San Francisco's TAY housing).

Homeless TAY and TAY Housing in San Francisco
(each dot represents 10 people/units)

Current Housing Units for TAY: 402

Housing Units in Development for TAY: 75

Homeless TAY in San Francisco: 1,441
(2015 San Francisco Point-in-Time Homeless Count)

Housing for Transitional Age Youth in San Francisco, August 2015

Map numbers refer to the legend on the following page with further information on each housing site.

Housing Type

▲ Transitional Housing

● Permanent Supportive Housing (Mixed)

● Permanent Supportive Housing (TAY-Only)

⬟ Housing in Predevelopment

Scattered site housing is not pictured on map.

Map ID	Name	Developer & Operator	Total Units for TAY
Transitional Housing			
1	Aarti Residence	TNDC/Larkin Street	40
2	1020 Haight Street	Larkin Street	15
3	Assisted Care	Larkin Street	12
4	CYHI, Perramont Hotel	Larkin Street	24
5	The Hugo	Larkin Street	9
6	Geary House & Avenues to Independence	Mercy Housing/ Larkin Street	35
7	Railton Place - Salvation Army	Salvation Army	15
Supportive Housing (Mixed TAY and non-TAY residents)			
8	10th & Mission Family Housing	Mercy Housing	3
9	1100 Ocean	Bernal Housing	25
10	Arnett Watson Apartments	CHP	6
11	Bayview Hill Gardens	Mercy Housing / Providence	6
12	Bishop Swing Community House	Bernal Housing	4
13	Essex Hotel	CHP	8
14	Mosaica Family	TNDC	2
Supportive Housing (TAY residents only)			
15	5th Street Apartments	CHP	44
16	Edward II Hotel	CHP	24
17	Ellis Street Apartments	TNDC/ Larkin Street	25
Predevelopment			
18	*2070 Folsom*	*TBD*	*20*
19	*John Burton Foundation Housing Complex*	*Booker T. Washington*	*25*
20	*Parcel U*	*TBD*	*30*

Name	Developer & Operator	Total Units for TAY
Scattered Site (not pictured on map)		
Aftercare	Larkin Street	9
Castro Youth Housing Initiative - Apartments	Larkin Street	6
Edgewood Center (THP Plus)	Edgewood Center	8
First Place for Youth (THP Plus)	First Place for Youth	19
HSA Master Leased Buildings	Human Services Agency	26
LEASE	Larkin Street	18
LOFT	Larkin Street	9
Routz (non-Aarti)	Larkin Street	10

Total Current TAY Housing Units: 402
Total TAY Housing Units in Predevelopment: 75

Evaluation Background

Guiding Questions

Under a Technical Assistance Contract with the San Francisco Mayor's Office of Housing and Community Development, Corporation for Supportive Housing (CSH) is providing training, technical assistance and capacity building support to public agencies and nonprofit providers to support an effective system of housing and supportive services for the most vulnerable individuals and families, including disconnected young people. CSH's technical assistance contract is a key source of support to assess and strengthen the existing housing and services system for disconnected TAY in the City and County of San Francisco. As part of these efforts, CSH and its partners were interested in understanding two things:

- *How efficient and effective is the City's current system of housing and supportive services when it comes to meeting the needs of TAY?*

- *How might the existing system of services be refined in order to better meet the needs of TAY?*

The existing system comprises both SH and TH housing sites and, consequently, this study focuses on answering the above questions for the full network of TAY housing and services rather than comparing these distinct housing models with each other. Findings are only separated by model (i.e., SH versus TH) in instances in which they differ in meaningful ways. Unless otherwise reported, findings in this report apply to both SH and TH.

Methods

In order to address these questions, CSH commissioned Harder+Company Community Research (Harder+Company), a consulting firm specializing in research and strategy for the social sector, to serve as its research partner. In order to inform the design of this assessment, Harder+Company and CSH solicited input from a number of stakeholder groups in December 2014 and January 2015:

- Oversight committee, which comprised key representatives from the Mayor's Office of Housing and Community Development (MOHCD), Human Services Agency (HSA), Department of Public Health (DPH), Transitional Age Youth San Francisco (TAYSF), Larkin Street Youth Services, and At the Crossroads
- San Francisco Youth Commission - Housing, Environment, and City Services Committee
- Citywide TAY Advisory Board (TAY Advocate Fellows)
- TAY Executive Directors' Network

During this initial phase of stakeholder engagement, Harder+Company posed the following questions:

- How can this study be useful to your group?
- Based on your experiences, what successes and/or challenges do TAY encounter with the existing housing and services system?
- How can we maximize TAY participation?
- Whose voices are important to hear from?

Based on feedback about the study design provided by these stakeholder groups, the evaluation team refined the study approach, including the addition of a survey component and honing in on the appropriate respondent groups for interviews and focus groups (see below for details about data collection methods).

The evaluation team used a mixed-methods approach that integrates both qualitative and quantitative data from multiple perspectives, as described below:

Program data. The Human Services Agency (HSA) and Larkin Street Youth Services provided the evaluation team with relevant data about referrals, exits, and TAY housing policies and procedures.

Key informant interviews. Eight interviews were conducted with key informants representing a range of perspectives including referral agencies, service providers at both SH and TH sites, and property managers and housing developers. Interviewees were asked to share information and provide insight about eligibility, referrals, and placement into housing; TAY experiences in housing; exits; and provider support and interaction.

Focus groups. Four focus groups were carried out with a total of 31 TAY currently living in SH or TH. All of the focus groups were co-facilitated by a representative from Harder+Company and a TAY Advocate Fellow. These in-depth discussions were centered on youth's experiences with and perspectives on eligibility, referrals, and placement into housing; experiences with housing, services, and supports; exits; and their recommendations.

Survey. A Housing Experience Survey was made available to all TAY currently living in SH or TH and all TAY who exited SH or TH within the past year, and allowed the evaluation team to gather data from more youth, including difficult to reach TAY who may not be able to attend focus groups, and capture a greater breadth of experiences. A total of 120 surveys were collected, comprising 55 surveys from TH residents, 29 from SH residents in TAY-only housing, 24 from SH residents in "mixed" (TAY and non-TAY) housing, and 12 from former residents. The evaluation team worked in collaboration with housing sites, service providers, and referral agencies to disseminate and collect surveys, which were available in paper form and online. The surveys consisted of primarily closed-ended questions about getting into housing; services; future goals; demographics; and experiences after exiting housing (for TAY who exited within the past year only).

See the Appendix for data collection instruments and participant details.

Once all of the data was collected, Harder+Company and CSH conducted additional stakeholder engagement activities. In August, the evaluation team reconvened representatives from the oversight committee to share survey findings and solicit stakeholders' reactions to the data, additional information or context that may help explain the findings, and follow-up questions to be addressed. In September, Harder+Company reengaged the full oversight committee in a presentation of preliminary findings and asked members to provide additional insight and to co-create recommendations. Many of the recommendations in this report were generated by the oversight committee at that meeting.
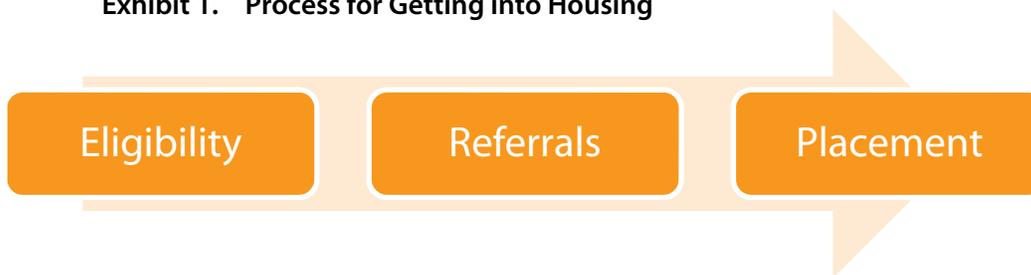
Structure of this Report

This report is organized into the following sections:

- **Getting into Housing** focuses on eligibility, referrals, and placement into SH and/or TH;

- **Experiences in Housing** addresses a range of aspects about living in TAY housing, including services and supports, community, and facilities;

- **Exits** provides information about TAY experiences after leaving a SH or TH housing site, including facilitators and barriers to successful exits;

- **Recommendations** identifies lessons learned and best practices for TAY TH and SH, and offers considerations for refining the current housing and services system; and

- the **Appendix** contains a map and list of TAY housing sites in San Francisco, and detailed information about data collection instruments and participants.

I. Getting into Housing

This section describes current processes for getting into TAY housing, outlines strengths and challenges that young people and providers identified within the current system, and summarizes common barriers to entry into housing. For purposes of this report, the process for getting into housing is grouped into three general phases. **Eligibility** refers to the requirements that TAY must meet in order to live in a certain housing site. **Referrals** are the way that most TAY are directed to specific housing sites and are typically made by referral agencies, case managers, and other service providers. Those entities may also support young people with the application process, which typically includes a written application and/or interview(s). **Placement** refers to the selection of a specific TH or SH site in which a young person ends up living.

Exhibit 1. Process for Getting into Housing

Eligibility · **Eligibility for TAY housing is designed to ensure that the most vulnerable youth are connected with the housing and services they need. However, some TAY and service providers noted that the current system can also be burdensome, confusing, and overly restrictive.**

Eligibility criteria vary by housing site. Housing providers, including the City and County of San Francisco, created specific criteria for TH and SH sites in order to ensure that the most vulnerable youth are placed into the most appropriate locations based on their backgrounds and needs. Those eligibility requirements differ by housing site[9] and depend on a number of factors such as funding sources, services provided, and target populations served. Common eligibility criteria include but are not limited to homelessness[10] or chronic homelessness status[11,12], proof of disability, mental health diagnosis, income verification, background check, and credit history.

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[9] There is a separate process for identifying and targeting young people for SH versus TH, and within each type of housing there is even more specific targeting for individual housing sites. One of the recommendations of this assessment is to develop a comprehensive list of all SH and TH housing sites and corresponding eligibility criteria.

[10] "Homeless" refers to an individual or family who resided in shelter (excluding transitional housing) or a place not meant for human habitation and who is exiting an institution where he or she temporarily resided.
https://www.hudexchange.info/resources/documents/HEARTH_HomelessDefinition_FinalRule.pdf

[11] The federal definition of chronic homelessness is either (1) an unaccompanied homeless individual with a disabling condition who has been continuously homeless for a year or more, OR (2) an unaccompanied individual with a disabling condition who has had at least four episodes of homelessness in the past three years. https://www.hudexchange.info/resources/documents/DefiningChronicHomeless.pdf

[12] At the time of writing, chronic homelessness status was an eligibility criterion at one SH location.

As displayed in Exhibit 2, a large majority of survey respondents (i.e., TAY who had lived in TH or SH) agreed that the eligibility requirements were clear and fair.

Exhibit 2.   Clarity and Fairness of Eligibility Requirements

	Strongly Agree	Agree	Disagree	Strongly Disagree
The eligibility requirements to qualify for housing were clear. (n=115)	48%	44%	8%	1%
The eligibility requirements to qualify for housing were fair. (n=113)	37%	49%	11%	4%

However, it is important to note that survey results do not reflect the experiences of young people who did not get into housing; TAY for whom the requirements were unclear may not have attempted to get into housing in the first place (see Exhibit 6 below about barriers to entry).

Current eligibility criteria may be confusing and/or exclude some TAY who would benefit from housing.
While interview respondents agreed that eligibility criteria help ensure that the most vulnerable youth get into the right kind of housing, some also noted that these criteria can create confusion and make the system difficult to navigate. As one referral agency provider explained, "There are certain criteria that I'm not clear on…In terms of being able to tell [young people] about it, I feel like I've never really known what to say."

> "[Applicants] might not have a cell phone or not have all [their] basic needs being met while they are going through this pretty demanding process . . . It is super challenging for them to meet these really rigorous expectations."
> - Referral agency provider

Interview respondents also expressed some concerns about the implications of those eligibility requirements on some of the young people most in need of housing. Key informants highlighted certain characteristics of young people who they felt should get into housing but are likely to be deemed ineligible due to specific regulatory, documentation, or process requirements; these include TAY who:

- are unable to obtain documentation of homelessness or chronic homelessness
- do not have verified income
- have mental health concerns
- are full-time students
- have a partner and/or children
- are former foster youth (with regard to obtaining the required paperwork)
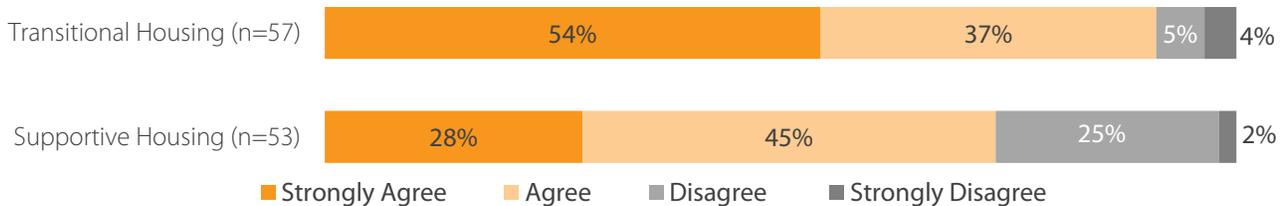
One on-site housing provider acknowledged the benefits of requiring TAY residents to have income while describing some of the challenges associated with obtaining income verification as a requirement to enter housing:

"I like the component of having verified income . . . so we can help [them] save money, but I don't like the fact that they have to have it before they come in here. Being a case manager, I feel like [helping them obtain income] could be part of my job . . . I have clients that are undocumented, so they don't have verified income."

Another on-site provider described a client's concerns about a funding-related restriction prohibiting TAY residents from being full-time students at one site;[13] she recounted, "I had a client say, 'Why would they do that? I'm a poor person that wants to get an education. But I'm not being supported to go to school full-time.'"

Both TAY and interview respondents also shared that acquiring the necessary documentation (e.g., certification of homelessness, income verification, documentation of mental health and/or disability status), especially when time constraints for unit lease-up are present, can be challenging for many TAY. About one in five survey respondents (17 percent) reported that getting the supporting eligibility documents was *not easy* (Exhibit 3). That percentage was higher for SH residents, who are required to submit additional documentation (e.g., background checks) as part of the tenant screening and selection process for SH units.

Exhibit 3. Ease of Obtaining Supporting Documents

	Strongly Agree	Agree	Disagree	Strongly Disagree
Transitional Housing (n=57)	54%	37%	5%	4%
Supportive Housing (n=53)	28%	45%	25%	2%

Providers explained that eligibility documentation can be especially difficult for young people to obtain because of the instability associated with chronic homelessness. As one referral provider explained, "If you're actually trying to deal with kids who are fully . . . homeless, the set-up makes it incredibly difficult. We were literally having to walk the street at random times looking for clients. We were notified that they needed to make it to a meeting or submit paperwork within 48 hours, or they would lose their eligibility." Eligibility criteria, including gathering the requisite documentation, can serve as a barrier to entry for some TAY who may otherwise benefit from living in SH or TH.

> "We know that the . . . higher functioning youth can successfully navigate [these processes] easier and often do. However, that is actually not serving the most vulnerable youth."
> - Referring agency provider

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[13] This comment was in reference to the Low-Income Housing Tax Credit (LIHTC) bar against funding student housing. However, tenants are allowed to be full-time students if they are non-dependents. There is legislation that allows LIHTC units occupied by full-time students to be considered qualifying units if the young person was homeless or a homeless veteran.

Referrals · **Because many stakeholders are often involved in the referral process, clear and ongoing communication is key.**
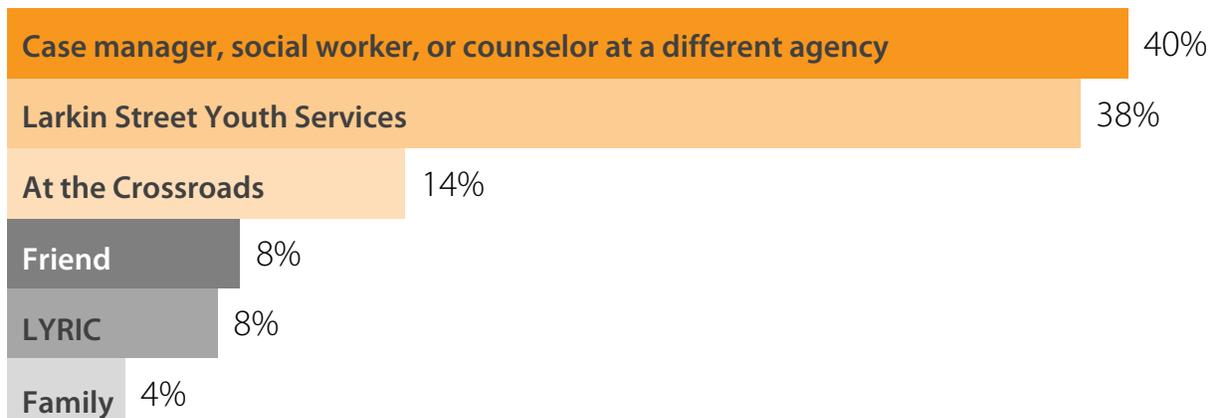
TH and SH have their own referral processes, including a special process into TH that is designated for former foster youth. Larkin Street Youth Systems runs all of San Francisco's TH programs except those that are associated with the state-funded THP Plus program for former foster youth. Larkin uses an internal referral process for those sites. Referrals to THP Plus TH programs (for former foster youth) go through the Youth Programs Coordinator from HSA's Housing and Homeless Division. Any service provider who works with a former foster youth who has either aged out of the system or emancipated must contact HSA to verify eligibility for the program; eligibility criteria for entering and remaining in the THP Plus program are determined by the State. Once eligibility is confirmed, TAY are referred to one of the four agencies that best fits their needs.

HSA's Housing and Homeless Division also oversees the referral process for placement into three SH sites (5th and Harrison, Edward II, and 1100 Ocean). Young people must be referred into these three sites; they may not apply directly with the sites. These referrals come from pre-identified Access Point Agencies that have been trained on the referral process; in addition to these Access Point Agencies, the Family and Children's Services agency and the Juvenile and Adult Probation departments also make referrals. The Access Point Agencies are nonprofits that work with homeless youth or those who are at risk of homelessness. Depending on the number of units at each housing site, each Access Point Agency is provided a certain number of referrals they can make during the initial rent-up of the building. When vacancies occur in SH, HSA offers referrals to the Access Point Agencies on a rotating basis.

Most young people first found out about housing opportunities through a service provider. Almost all survey respondents first found out about housing through a case manager, social worker, or counselor, which could include both public agencies as well as nonprofits such as Larkin Street Youth Services, At the Crossroads, and LYRIC (see Exhibit 4). While these findings illustrate the key role that referral agencies and other community-based organizations play in connecting TAY with housing, they also suggest that young people who are not already part of the service system may be less likely to learn about housing opportunities.

Exhibit 4.   Referring Entity into Housing (n=122)

Percentages sum to greater than 100 percent because respondents could select more than one referring entity

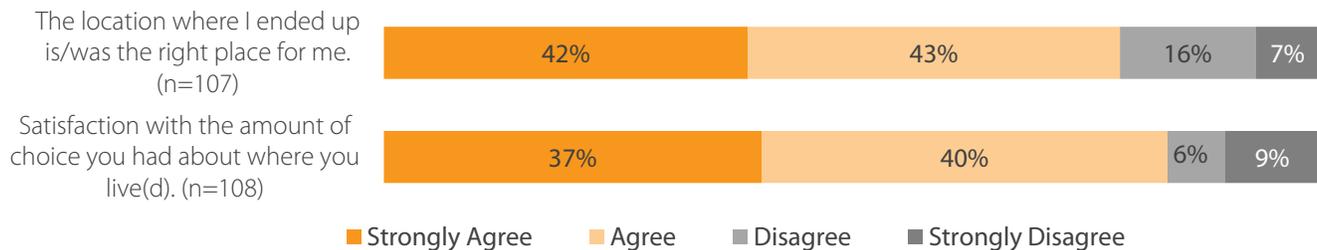| Referring Entity	Percentage
Case manager, social worker, or counselor at a different agency	40%
Larkin Street Youth Services	38%
At the Crossroads	14%
Friend	8%
LYRIC	8%
Family	4%

Referral agencies and on-site service providers reported informational and communication-related challenges with current referral processes. Some providers noted that referral agencies do not always have up-to-date information on the full range of housing options, including eligibility requirements (as described above) and points of contact for each site. Several also expressed a desire for more timely communication and outreach about openings at specific SH or TH sites. One on-site housing provider explained, "Whenever we have openings, we will hold interviews. What I would like to see from our program is that we can announce those interviews much more in advance than we are. Not everyone gets to know about those interviews. Outreach can be better." When referral agencies have complete information about TAY housing opportunities and open lines of communication with housing providers, they are better equipped to refer young people to the most appropriate and accessible housing and services intervention at the time it is needed.

Providers described some misalignment between the eligibility criteria that is communicated to referral agencies and the characteristics of young people who are accepted into housing. Service providers noted that, while eligibility criteria are designed to prioritize the most vulnerable TAY, housing providers sometimes appear to consider young people's "readiness" to be successful in housing given a site's services, capacity, and building design. A related issue raised by providers was the pressure for housing sites to demonstrate successful outcomes in order to maintain funding. As one referral agency provider explained, "It's a problem that HSA has one standard, and then the sites may have different standards in who they're looking for . . . HSA is saying, 'as long as [TAY] meet . . . the eligibility criteria, we want them.' But the programs don't actually want them, and they're being clear about that." Providers explained that, because of these practices, only TAY who meet certain "readiness" standards may be granted entry into certain housing sites. This situation can create challenges for providers at referral agencies, who need a clear understanding of how decisions are made about who is selected for TH or SH in order to make appropriate referrals.

Placement · **Because each housing site is unique, members of San Francisco's diverse TAY population benefit the most when they are placed in the location that best suits their needs.**

Most residents reported satisfaction with the "fit" of their housing site. Overall, 85 percent of survey respondents agreed that the housing site where they ended up living was the right place for them. Residents noted specific characteristics that made the housing site an appropriate or inappropriate fit, such as LGBT-friendly staff or a triggering neighborhood (e.g., prominent drug and/or alcohol use), respectively.

Exhibit 5. Experiences with Housing Placement

	Strongly Agree	Agree	Disagree	Strongly Disagree
The location where I ended up is/was the right place for me. (n=107)	42%	43%	16%	7%
Satisfaction with the amount of choice you had about where you live(d). (n=108)	37%	40%	6%	9%

About three-fourths of respondents (77 percent) were satisfied with the amount of choice they had about where they live. Focus group participants had varying levels of awareness about multiple housing options. Some were appreciative that they were able to choose where to live, while others said that they were not given a choice; one person explained, "They didn't give us options; they told us take it or leave it." It is unclear to what extent young people's lack of choice is related to providers' lack of awareness about the full range of housing options for this population as described above.
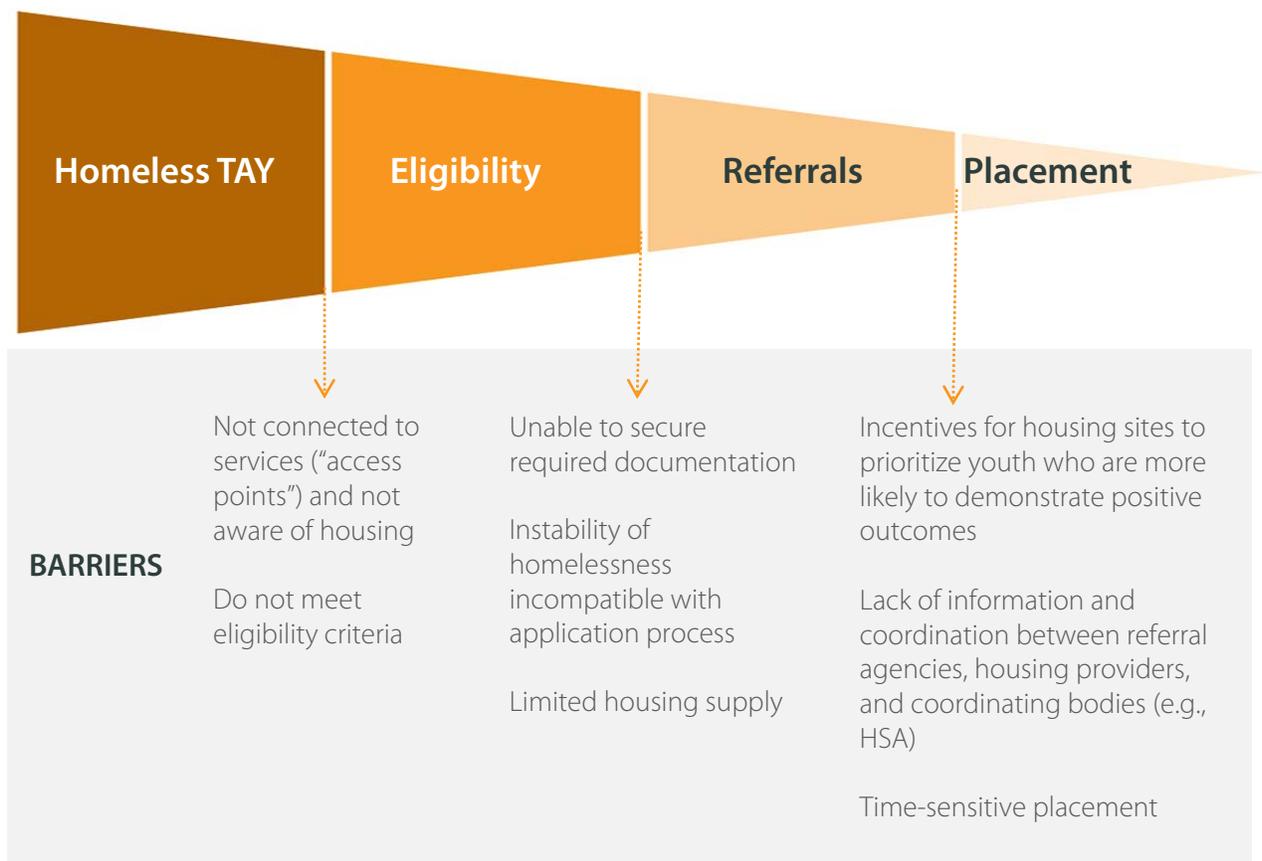
Several factors can prevent TAY from being placed in the most appropriate housing environment. Providers explained that the most significant barriers to placing TAY in the most appropriate housing situation stem from pressures and constraints related to the limited number of available TAY housing slots at any given time. Both providers and residents mentioned the pressure to get older TAY into housing before they turn 25 and (are no longer eligible for TAY-specific housing), even if the site into which that individual is placed is not the best fit. Also, some providers noted that housing sites may not always have sufficient time to identify young people who are best suited for a given opening. One on-site provider noted, "It really seems like it's really forceful when these [housing] opportunities come up. It's like, you have this many months, and you have to get it filled. If you're not, you're not meeting your requirement." This provider added a concern that, when young people are placed into housing before they are ready, "They're going to end up re-engaging in our services again in a year when they get kicked out of that place." The scarcity of housing options, coupled with challenges related to the timing of placement into housing, creates additional constraints on the availability of housing and services at the time when a young person needs them. Finally, others noted that the lack of readily-accessible detailed information about individual housing sites described above can also prevent providers from being able to place young people in the location that is best suited to their individual needs.

Barriers to Entry · **Providers expressed concern that some of the City's most vulnerable and disconnected TAY may be unintentionally excluded or filtered out as part of the current eligibility, referral, and placement process, and identified several barriers to entry.**

Exhibit 6 below summarizes the various points in which young people may drop off of the process of getting into housing. First, homeless TAY who are not connected to services, are not aware of housing, and/or do not meet criteria are not able to be deemed *eligible* for housing. Second, the inability to secure required documentation, instability associated with homelessness, and limited stock of TAY housing further limit the number of TAY who are *referred* into housing. Finally, incentives for prioritizing youth who are deemed to be more "ready" for housing, a lack of information and coordination between agencies, and the time-sensitive nature of the housing process contribute to a smaller number of TAY who are able to be *placed* into housing.

Exhibit 6.   Barriers to Entry

Homeless TAY	Eligibility	Referrals	Placement

BARRIERS

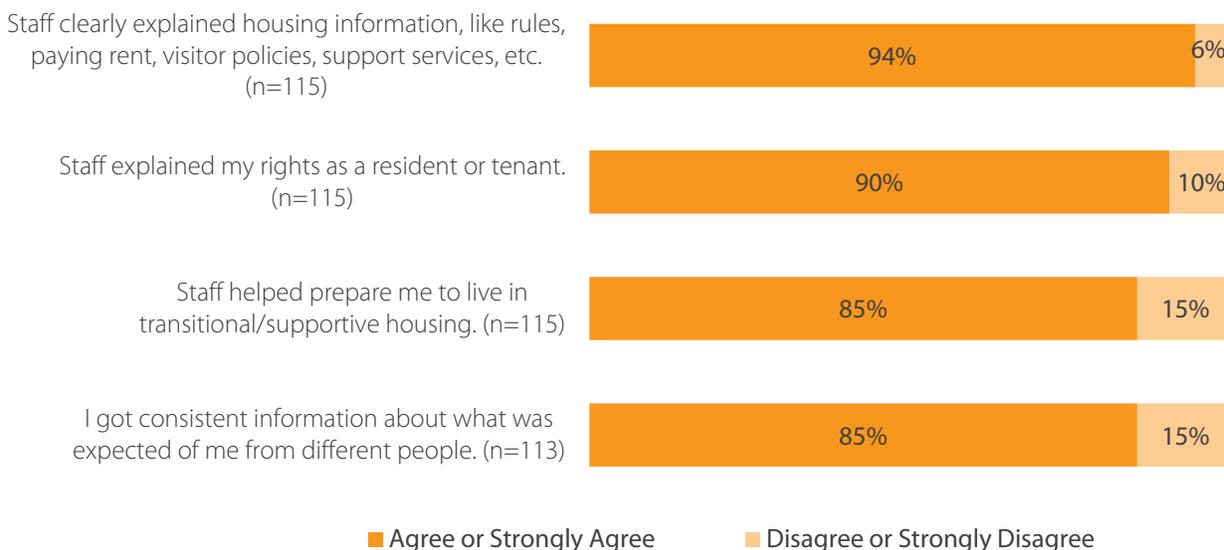| | Not connected to services ("access points") and not aware of housing | Unable to secure required documentation | Incentives for housing sites to prioritize youth who are more likely to demonstrate positive outcomes |
| | Do not meet eligibility criteria | Instability of homelessness incompatible with application process | Lack of information and coordination between referral agencies, housing providers, and coordinating bodies (e.g., HSA) |
| | | Limited housing supply | Time-sensitive placement |

II. Experiences in Housing

Transitional and supportive housing providers offer a range of housing options for TAY, each with its own unique design and service offerings. This section highlights young adults' experiences in SH and TH and outlines the strengths and challenges that they encounter in terms of orientation, physical environment, staffing, services, and community.

Orientation · **A thoughtfully planned orientation process helps ease the transition to a new housing environment for young adults.**

Overall, TAY are satisfied with current orientation processes. In surveys, 94 percent of respondents agreed that staff clearly explained housing information and 90 percent reported that staff explained their rights as residents or tenants (Exhibit 7). A large majority of survey respondents (85 percent) also agreed that staff helped prepare them to live in transitional or supportive housing and that they received consistent information about expectations from different people.

Exhibit 7. Satisfaction with Orientation Process

	Agree or Strongly Agree	Disagree or Strongly Disagree
Staff clearly explained housing information, like rules, paying rent, visitor policies, support services, etc. (n=115)	94%	6%
Staff explained my rights as a resident or tenant. (n=115)	90%	10%
Staff helped prepare me to live in transitional/supportive housing. (n=115)	85%	15%
I got consistent information about what was expected of me from different people. (n=113)	85%	15%

■ Agree or Strongly Agree   ■ Disagree or Strongly Disagree

An effective and successful orientation process should serve to welcome, inform, and support new residents. While orientation processes differ among housing sites, providers identified specific aspects of orientation that work well to welcome, inform, and support young adults as they acclimate to a new housing environment. In terms of ***welcoming*** young residents, providers agreed that a hands-on approach is key. They described greeting new residents with a welcome basket or a care package that contains useful items such as cooking and cleaning supplies, snacks, and gift cards. Such thoughtful gestures provide a "warm touch" and are important in helping young people feel welcome in their new home. One case manager described her approach to welcoming new residents; she shared, "It's really helpful to take the client to grab a bite to eat…to have time to talk through the process, guide them around the neighborhood if it's new, and show them where to get groceries and do laundry." She added, "We started having a welcome basket for them. It has sheets, pillows, blankets, basic hygiene stuff…so that they can start living in their room." An on-site service provider

also suggested using a "buddy program" in which current residents welcome new people and show them around the housing site.
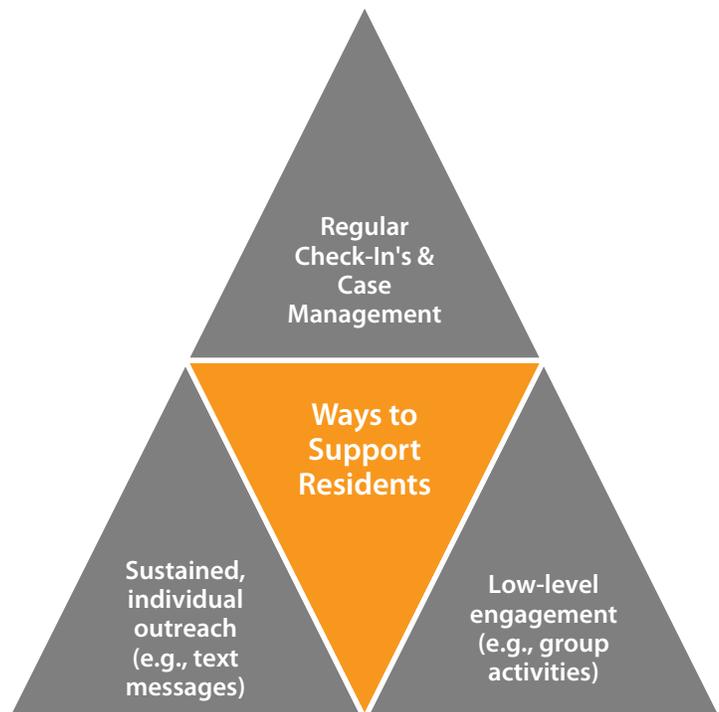
Orientation also serves to **inform** young adults about their rights and responsibilities, including expectations around timely rent payment, visitors and overnight guests, and service engagement. Providers agreed that new residents need to be informed of rules and regulations during orientation and that expectations should be made clear early on.

Finally, the orientation process should **support** young adults as they transition into a new living situation. Providers noted that, as part of living in SH or TH, TAY need to learn to navigate relationships with other residents and to negotiate conflicts. They also need to learn to live independently and to manage responsibilities such as paying rent on time and maintaining their rooms or units. In order to "give them a better head start" with being successful in housing, providers suggested that the orientation process include activities that help them gain these skills, such as independent living workshops.

A phased, ongoing orientation process works best. Providers held that orientation should not be just a single meeting; rather, it should involve conversations with housing staff that extend over a period of time and cover a range of topics. A phased, ongoing orientation provides the time and space youth need to adapt to their new environment and build trusting relationships with staff. As one provider explained, "Young people need space to re-orient themselves to their new life and [also] need constant, gently applied pressure to keep moving forward."

Providers agreed that the orientation process should begin before move-in day, starting with actions that serve to build a trusting relationship between the young adult and on-site housing staff. For example, some noted that new residents should be allowed to visit the housing site before move-in to meet staff and peers and begin to familiarize themselves with the new environment. Emphasizing the importance of this approach, particularly for new building rent-ups, one provider asserted, "The work starts before everybody moves in…so there are opportunities to connect with each other."

Once in housing, providers explained that orientation should be ongoing and include fun, thoughtful activities that engage new residents and continue to support trust building. Activities such as meet-and-greets, breakfasts, pizza dinners, and movie nights may entice youth to participate from the outset without the pressure of having to engage with staff at a deeper level right away. According to providers, after this initial low-level engagement, housing staff could then

Regular Check-In's & Case Management

Ways to Support Residents

Sustained, individual outreach (e.g., text messages)

Low-level engagement (e.g., group activities)

incorporate more sustained, individual outreach to residents followed by regular check-ins and case management.

During the orientation process, housing staff should also begin to assess a young adult's independent living skills, readiness to live in SH or TH, and the supports he/she needs to be successful in housing and beyond. Providers suggested first focusing on helping youth adjust to their new living environment and then easing into conversations about future goals later on. A support services provider suggested, "Maybe for the first month [in housing], [orientation] is about what it means to be inside, making sure you have sheets and [you] make your bed and know how to get food, work the public transportation [and] understand visitor rules."

In subsequent months, several providers noted, orientation sessions could include conversations about shorter-term goals, particularly related to education and employment; eventually, case management should focus on helping youth develop a pathway towards achieving longer-term goals that include exiting TH or SH and, in some cases, living independently.

Orientation should involve existing case managers and property management. Building an overlap period to bridge the referral agency or other current case manager with housing staff eases the transition into housing and allows providers to share

> "You can't just support them with navigating into the building and then just leave them there."
> - Referral agency provider

information with each other. Existing case managers—from referral agencies or elsewhere—provide important insights into their clients' strengths and challenges that may be helpful for housing staff to understand. An on-site service provider stated, "We strongly encourage case managers [at referral agencies] to accompany applicants when they come for orientation. It's helpful to have that extra person who knows the tenant better, [and discuss] any background we need to know about; that's a more successful interaction."

Another provider suggested incorporating case conferences as part of orientation, pointing to the importance of a "warm hand-off" and ensuring that all providers are on the same page about housing expectations and the supports that new residents may need to be successful. Existing case managers can serve as a bridge for building the new relationship between the young adult and housing staff. The provider explained, "If [TAY] see that the referring agency has a relationship with the [housing staff], that really makes a big difference in how they engage with the services that we have on-site after they move in."

In SH, providers agreed that the orientation process should also enable new residents to start building a relationship with property management staff. A referral agency provider noted that property management should "work collectively with support staff" and that it can be confusing for TAY when these two components do not work in concert with each other. A property manager concurred, stating, "It is important for staff to set the tone that 'It is my job to help this kid feel safe and comfortable with me.' Youth don't differentiate between support staff and property managers, so those relationships need to be built as well." These findings suggest a need to strengthen provider relationships at multiple levels (between and among referral agencies, case managers, property managers, and others) so that TAY housing residents perceive them as a seamless team.

Physical Environment · Physical features of TAY housing sites should be responsive to residents' needs and aligned with programmatic goals.

Safety and security are common areas of concern. In surveys, one-fourth (26 percent) of TAY respondents living in various parts of San Francisco reported being dissatisfied with the safety in the surrounding neighborhoods where they live. A number of focus group participants[14] elaborated on their concerns with the sometimes unhealthy and unsafe environments in which their housing sites are located. Both interview respondents and focus group participants related incidents of violence and burglaries in the areas surrounding some housing sites. This stands in contrast to positive feelings that some TAY residents with their own apartments expressed about their units; one participant said, "Everything is bad when you go outside your unit, [but] once you are inside your apartment everything is good." Referring to the South of Market neighborhood where she lives, one resident remarked, "The location sucks and I hate it, and everything outside the apartment is bad."

In some sites, particularly in the Tenderloin and South of Market, focus group participants reported observing non-residents regularly entering housing sites without permission, raising concerns about building security.

> "We have one 24/7 desk clerk. That is very helpful. She is available for tenants to contact during emergencies."
> - Support services provider

One participant shared, "There are a lot of strange people around [inside the building] that don't live in the building." Several participants pointed to the lack of a reliable system for monitoring entry into the housing site such as a front desk clerk or a multi-dwelling door buzzer. One resident reported, "Some people like to hang outside…They wait until someone is going in or out [to gain access to the building], so safety is a big issue." Some focus group participants also reported that housing staff were not always responsive and proactive in ensuring their safety. One young adult shared, "It makes it difficult to stay here and enjoy the housing. The night manager doesn't do anything. He will just tell you to call the police. We need some type of follow-up and support."

Additionally, some residents who have a history of substance abuse described the neighborhoods where they live as "triggering," and discussed challenges associated with encountering drugs and alcohol on a regular basis outside their front door. A participant who was in recovery at the time explained, "I don't think the area is good for me. There are drunk people in front of the building and doing crack and that's triggering for me." The location of TAY housing has an important impact on residents' experiences.

While shared bathrooms and/or kitchens may be common for this age group, they can also cause problems for TAY. The current stock of supportive and transitional housing sites in San Francisco vary in design. While some offer residential units with private bathrooms and kitchens, others were designed for communal living and feature shared kitchens and/or bathrooms. Some housing developers noted that shared facilities are "developmentally appropriate" and may help motivate TAY to exit into other housing situations. Referring to a housing site that was intentionally designed to have a shared kitchen, a property manager explained, "We wanted to create housing that was similar to a dorm or frat house model that, after a couple of years, you want your own space and your own kitchen, and you are ready to move out." Interview respondents added that shared kitchens can promote community building and, at some sites, have been utilized by housing staff as a classroom for life skills and cooking workshops.

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[14] Focus group participants were largely residents at TH and SH sites in the Tenderloin and South of Market neighborhoods. On the other hand, survey respondents represent young people in TH and SH in many different San Francisco neighborhoods.

Other interview respondents, however, pointed out that shared facilities may not be appropriate for TAY who have experienced severe trauma and that it can increase conflict among residents. For example, in sites with shared bathrooms, residents reportedly have varying expectations of cleanliness and

> "It's not just that [private bathrooms and kitchens] are nice; but it's that if you're going to try to have this work for the [young adults] with the most challenges, they're actually essential."
> - Support services provider

hygiene, which created tension among the young adults. A property manager noted that the maintenance of shared bathrooms required additional resources at one site, stating, "Some [residents] don't care [about keeping the bathrooms clean] and that has caused friction with some of the other tenants. It has also caused the janitorial budget to increase because the communal bathrooms need more cleaning."

Some interview respondents added that shared facilities may not be appropriate for young adults with traumatic backgrounds; they also expressed concern for the comfort and safety of transgender and gender non-conforming TAY who have to utilize gender-specific communal bathrooms. Suggesting the need for private bathrooms in TAY housing sites, one provider stated, "The bathrooms at [housing site] are disgusting. People aren't going to be held accountable and have that sense of ownership over their space…Giving people their own bathrooms is going to lead people to having better relationships."

On the other hand, TAY housing with private bathrooms and kitchens may not support program exit goals. At one SH site, tenants reside in relatively large apartments with their own kitchens and private bathrooms. Motivating TAY to exit from this particular site has been challenging; as one provider explained, "It's a pretty sweet situation. If [housing] options [in the community] are less desirable, then why [would they move out]? You would be taking a hit, stepping down to a space that is smaller."

Interview respondents generally agreed that the physical design of TAY housing should align with the program's goals. In SH, for example, if the goal is to provide permanent housing and long-term stability, private bathrooms and kitchens may be desirable features. If the goal, however, is to support and encourage TAY to move on to other living situations, design features such as shared facilities may help motivate them to plan for and work towards future housing goals.

Both providers and TAY noted that additional amenities such as computers and Wi-Fi are helpful to have at housing sites. Focus group participants and service providers mentioned that Wi-Fi and on-site computers (e.g., a computer lab) would be useful at all sites as they allow residents to do homework and apply for jobs. While many sites do have on-site computers, one provider at a housing location that does not stated, "It would be extremely helpful if there were computers folks could use [to] check email, and do whatever they need to do. A lot of them have work or school…and they can't do homework. One of my clients is a web designer but she can't do any work from home." Residents at one TH site also expressed the need for a kitchen to store and prepare food. Lack of access to a kitchen, residents explained, limited their healthy eating options and forced them to spend more money on food than they otherwise would.

Staffing · The staffing structure at TAY housing sites should take the resident population and surrounding neighborhood into account.

There is a need to balance residents' independence with the structure of on-site staffing and safety concerns. Providers acknowledged that residents who are more independent may feel "constrained" by the presence of on-site case managers and other service staff. One referral agency provider commented, "It's really hard for [TAY] to feel that sense of independence when you are constantly around staff that are paid to be in the building with you."

However, interview respondents and residents emphasized the benefits of having 24/7 staff presence on-site in both SH and TH, which may include a desk clerk, case manager, resident manager, and/or security. First, on-site staff help ensure the safety and security of the building. Interview respondents and residents agreed that desk clerks help keep residents safe by monitoring who enters the building. When trained effectively, desk clerks are also an integral part of support services as they interact with residents on a daily basis and are able to build trusting relationships with them. One focus group participant recalled her experience with a former desk clerk at her housing site. She shared, "She was super nice and polite and she stayed on top of stuff. She would do her best to solve problems…I feel like most of us formed some bond with her because she was the nicest and most personable."

Second, on-site staff can troubleshoot and triage issues as they arise and respond to conflicts and crises immediately. One on-site service provider stated, "If there's a crisis, we're here…There's always somebody who [residents] can call if [they] need somebody." Property managers agreed that TAY housing sites should hire resident managers or assistant managers. Referring to the unique needs of TAY as they adjust to a new housing environment, one property manager suggested, "I really think all the buildings need to have a live-in manager because [of] the level of crises that happen on the weekends and at night… Having an on-site manager has made a difference in the level of crises that we have been able to handle overnight."

Lastly, a consistent staff presence in TAY housing sites is necessary for supporting young adults to be successful in housing. A support services provider asserted, "We need more intensive staffing; that includes case management, desk clerks, and resident counselors available different hours of the day." During the daytime hours, this person explained, a sufficient amount of case managers should be available on-site to hold appointments with residents; coordinate activities such as community building events and skill-building workshops; and accommodate walk-ins.

On-site staff should communicate with each other on an ongoing basis. All housing staff, including case managers, property managers, hotel building owners, and desk clerks, interact with residents in different ways and for different purposes. Although all housing staff should ideally be on the same page, a number of focus group participants described inconsistencies in how rules or polices were enforced and in how staff engaged with residents. One participant related, "There's some staff members that, the way they implement the rules or operate is different from everyone else, and there's inconsistency in style. There's one person that will allow me to do what I want because he trusts me, but another one will micromanage everything and goes crazy if I don't do what they say." Both residents and providers emphasized that clear and ongoing communication is necessary to support the
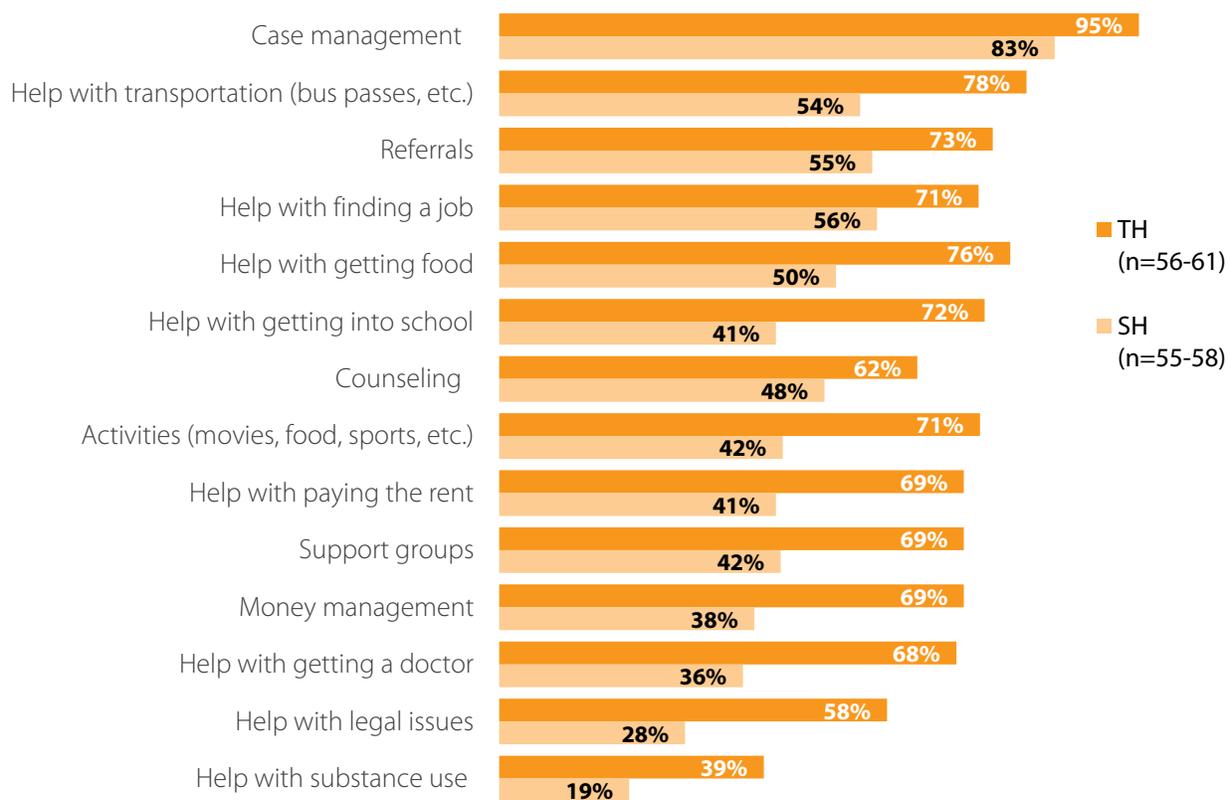
> "There's no consistency in the way staff operates and management doesn't seem to care…but it's problematic because you don't know what to expect from each one."
> - TAY housing resident

coordination of services and property management functions by ensuring that all staff members have a common understanding of residents' needs and how best to support them. Through ongoing communication, staff members can be in sync with each other and develop and maintain a coordinated, team-based approach to supporting TAY to be successful in housing.

Services · **High quality, youth-specific services—and service providers—are integral to the success of TAY housing programs.**

Survey findings indicate that TAY residents use a range of service while in housing. Exhibit 8 below shows the percent of respondents from TH and SH who said they used specific types of services (onsite or offsite) while in housing. In all service areas, the percentage of TH residents who reported using that service was greater than the percentage of SH residents. Across both types of housing, the most frequently-used type of service was case management; other commonly-used services included help with transportation, referrals, help with finding a job, help with getting food, and help with getting into school.

Exhibit 8.   Type of Services Used While in Housing

Service	TH (n=56-61)	SH (n=55-58)
Case management	95%	83%
Help with transportation (bus passes, etc.)	78%	54%
Referrals	73%	55%
Help with finding a job	71%	56%
Help with getting food	76%	50%
Help with getting into school	72%	41%
Counseling	62%	48%
Activities (movies, food, sports, etc.)	71%	42%
Help with paying the rent	69%	41%
Support groups	69%	42%
Money management	69%	38%
Help with getting a doctor	68%	36%
Help with legal issues	58%	28%
Help with substance use	39%	19%

Focus group participants in SH highlighted support groups (e.g., men's and women's groups) and the educational and employment training program, Larkin Street Youth Service's Higher Up, as particularly useful services. Those in TH described using a variety of services and programs they used while in housing, including a learning center, classes, mindfulness programs, vocational assistance, and case management.

According to survey respondents, the top three types of services that respondents indicated would have been helpful but were not available are:
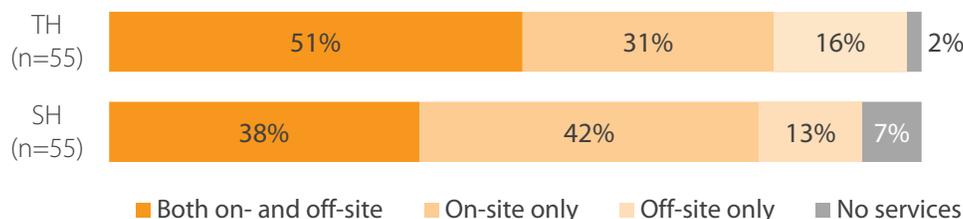
- Counseling (23 percent)
- Help with legal issues (22 percent)
- Money management (22 percent)

Providers and residents did not elaborate on the need for counseling or help with legal issues in interviews and focus groups, other than referral agency providers who mentioned that mental health services would be helpful for young adults experiencing PTSD and unaddressed mental health issues. They did agree that money management is integral to the success of TAY in SH and TH. Money management can help young adults learn financial responsibility, how to budget, and pay rent on time. One provider asserted, "Money management needs to be emphasized because a lot of [youth] don't really know how expensive it is to live on your own." A number of focus group participants also expressed a need for additional educational and employment programs.

Services for residents of TAY housing may be delivered on-site or off-site. In general, interview respondents and residents asserted that at least some services should be available where TAY live. Almost all survey respondents (95 percent) agreed that services should be available on-site, and most reported using on-site services, either exclusively or in tandem with off-site services (Exhibit 9).

Exhibit 9. Location of Services Used While in Housing

	Both on- and off-site	On-site only	Off-site only	No services
TH (n=55)	51%	31%	16%	2%
SH (n=55)	38%	42%	13%	7%

Interview respondents identified some of the benefits and drawbacks associated with each type of service delivery mechanism. Many noted that on-site services facilitate engagement because they are easily accessible and provided in a place that should feel safe. Being able to observe and interact with residents where they live can also help providers learn more about service participants and begin to foster a trusting relationship. One provider explained, "Seeing somebody in their home environment—observing them when they come in the door, when they cook a meal—you get a different sense of the young person. You get more information about how they're doing."
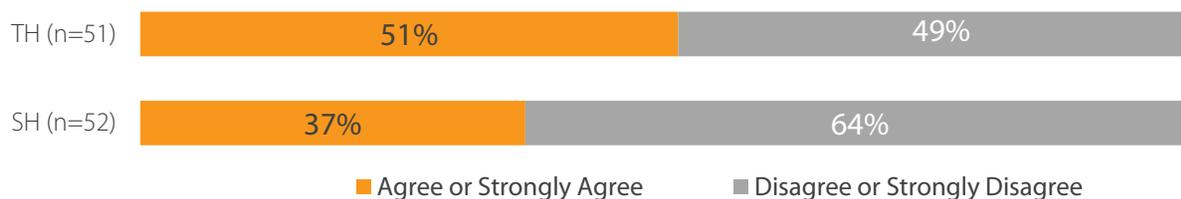
On the other hand, some interviewees conceded that more independent young people who have the capacity to seek out the services they need may feel "constrained" by having case managers on site. One person pointed out that TAY residents who are not satisfied with their housing situation may prefer to participate in services that are not associated with their housing. An on-site service provider expressed concern about becoming an "enabler," and explained, "I'm doing them a little bit of a disservice, because when they phase out of our services or leave our program, they're going to be wanting somebody to remind them. Nobody reminds you to

go to work on a daily basis, or go to school, or pay your rent on time. These are skills you need to start developing." Several other interviewees agreed with this sentiment, noting that participating in off-site services can help TAY begin to familiarize themselves with and navigate the external service system. One person added that engagement in offsite services works best when on-site "connectors" have relationships with those external agencies. This is particularly important as young people begin to need to access services from the adult system of care as they age.

Depending on the type of housing, services may be mandatory or voluntary. Services are typically mandatory in TH sites, while they are technically voluntary in SH sites (i.e., it is not a lease violation to <u>not</u> participate in services).[15] These different models appear to influence residents' opinions about whether or not services should be mandatory: half (51 percent) of survey respondents who lived in TH agreed that service participation should be required, compared to just over one-third (37 percent) of respondents who lived in SH.

Exhibit 10. Position on Mandatory Services

Participating in services should be required (mandatory).

	Agree or Strongly Agree	Disagree or Strongly Disagree
TH (n=51)	51%	49%
SH (n=52)	37%	64%

Regardless of the model, interviewees agreed that it is important to encourage and incentivize participation in services for all TAY residents. The property manager from one SH site explained, "It's not like we are sitting with them and saying, 'you've got services but you don't really have to use it if you don't want to.'" Another SH property manager expressed a desire to learn more about how voluntary services could be structured for this population: "TAY is a population that is often bossed around. There are lots of mandatory programs. I wonder what voluntary services for this age group can look like, and how they can be meaningful." This interview participant expressed an interest in coming together with other SH providers to learn more about this issue and noted, "That is a set of questions that we haven't heard explored fully and I think it would be really valuable… I [would like to] spend some time with other people thinking about that."

Case managers play a key role in TAY transitional and supportive housing. In addition to connecting residents with services (both on- and off-site) and helping them identify and work towards their goals, effective case managers are able to establish a trusting relationship with residents.

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[15] Per a CSH report on family supportive housing: "The research on the impact of mandatory vs. voluntary services is not definitive, and the issue is complex. It appears from the limited evidence on family permanent supportive housing that a voluntary services approach may have a greater impact on homelessness by increasing housing stability, while resulting in less progress on other goals such as employment and family reunification; whereas a mandatory service approach may have the reverse results – lower rates of housing stability, more progress on employment and family reunification. More rigorous research is required before we can come to any definitive conclusions about the right service approach for families, although evidence indicates that the development of reliable and trusting relationships between providers and residents may make both approaches more effective. Additionally, research seems to indicate that when programs emphasize engagement and relationships, there is less need for stringent program rules related to program participation, as well as greater likelihood of positive outcomes."

Case managers provide a range of services for residents in transitional and supportive housing. They assist them with accessing supports and resources such as food, life skills development, money management, employment training, educational support, and benefits assistance. Case management activities vary, with the overall goal of promoting and supporting independence and self-sufficiency among residents. In addition to coordination of services, case management activities may include advocacy, emotional support and counseling, and general guidance to help residents maintain their housing. Effective case managers also help residents identify goals towards self-sufficiency and build plans for attaining those goals. One young adult described how case managers at her housing site helped with money management, stating, "They helped me to be self-sufficient by budgeting my money right. Their thing with me is to save money so I have enough to move out to somewhere else…I want my own money to have my own place to live."

In order to support residents in these ways and help them identify and work towards their goals, case managers must be able to establish a trusting relationship with them. Several focus group participants recalled positive experiences with case management; many, however, reported experiencing inconsistency in the quality of this service, depending on individual case managers' ability to build relationships with residents. One young adult recalled, "There was a time where we had one case manager [who] was in touch with all the [residents] and when she held a community meeting, people would come." Focus group participants also agreed that it is important to have case managers who are fully engaged in their role and are responsive to residents. Some case managers are more effective than others in fulfilling their roles, as one participant stated, "Case management is wonderful, most of them…They really genuinely seem like they care and want to help. The others, not so much. They're there but don't reach out as much."

Both providers and residents raised concerns about case managers who are unable or unwilling to fulfill that role and identified some common challenges. Residents referred to staff turnover as a challenge; as summarized by TAY housing resident, "I like the staff [but]I don't have a case manager because she just quit and people quit all the time so you have to wait all the time for a case manager." Some residents voiced their frustrations with having to retell their stories to new staff and were hesitant to build a new relationship with a case manager who may or may not stay. One resident shared, "Once we get attached, they leave or get transferred and they want us to rehash our issues or complaints." Similarly, another young adult commented, "People don't like to access case managers…because of the turnover of staff. You don't want to tell someone something if you aren't sure if they will stay there beyond another month."
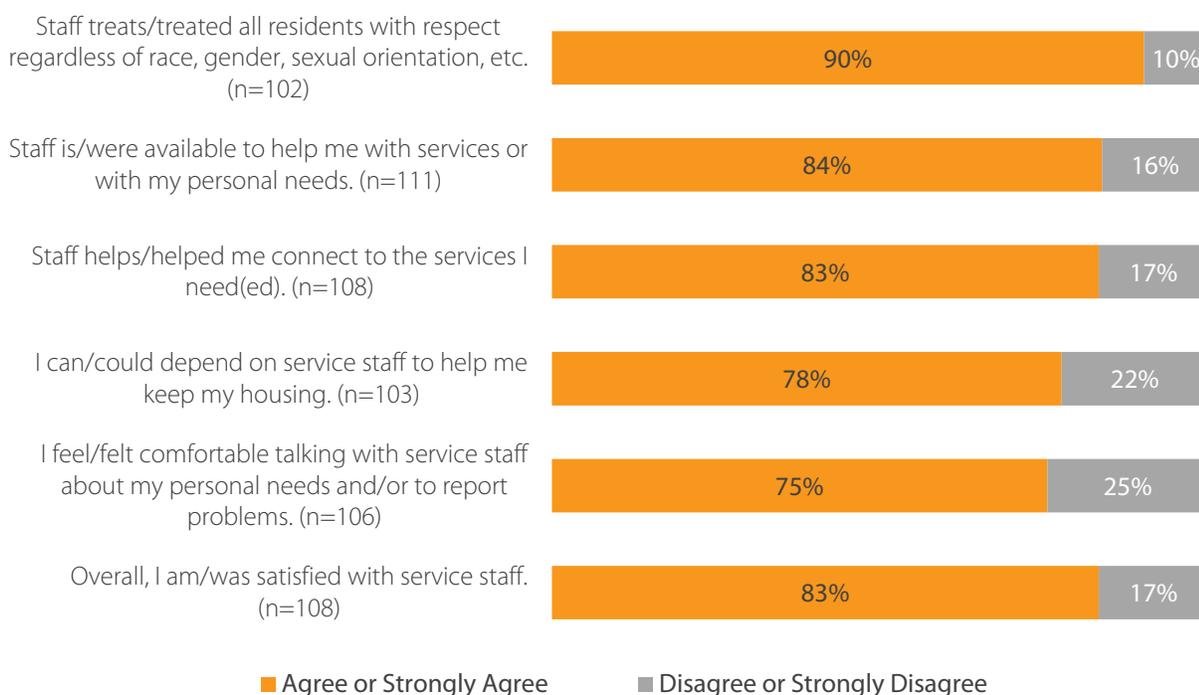
In addition to staff turnover, providers pointed to high caseloads that many case managers are expected to carry as a barrier to quality services. A referral agency provider noted, "In a lot of these programs, the [case manager to client] ratio is a lot more, so the quality and the work

> "One of the case managers was good and [helped] me when I was going through stuff. She would come to the hospital and sit with me through chemo treatments. "
> - Supportive Housing Resident

that can be accomplished is just so minimal. People get burnt out and then they leave." Case managers with large caseloads of clients with traumatic backgrounds likely lack the capacity and time to engage with every resident at a deeper level and support them to be successful in housing. Because of the high level of need that TAY residents often demonstrate, both providers and residents suggested hiring more case managers for TAY housing sites and/or limiting caseloads; as one young adult stated, "Each case manager could have like two cases, that way they don't get stressed out and say things they don't mean." While it is unrealistic to expect that

any case manager would have as few as two cases, this comment illustrates the resident's sentiment that lower caseloads would help address the level of stress that case managers are perceived to experience on a regular basis, likely reducing staff turnover as well.

Support services staff should be appropriately trained to serve TAY. In surveys, respondents reported high levels of agreement with positive statements related to support services, staff members' helpfulness and responsiveness. Overall, a large majority of survey respondents were satisfied with service staff (83 percent). However, 25 percent of respondents indicated that they do not feel comfortable talking with service staff about their personal needs and/or to report problems, and 22 percent disagreed that they could depend on service staff to help them maintain their housing. These findings point to a need for regular training and support for staff who work with this population.

Exhibit 11. Satisfaction with Service Staff

	Agree or Strongly Agree	Disagree or Strongly Disagree
Staff treats/treated all residents with respect regardless of race, gender, sexual orientation, etc. (n=102)	90%	10%
Staff is/were available to help me with services or with my personal needs. (n=111)	84%	16%
Staff helps/helped me connect to the services I need(ed). (n=108)	83%	17%
I can/could depend on service staff to help me keep my housing. (n=103)	78%	22%
I feel/felt comfortable talking with service staff about my personal needs and/or to report problems. (n=106)	75%	25%
Overall, I am/was satisfied with service staff. (n=108)	83%	17%

■ Agree or Strongly Agree   ■ Disagree or Strongly Disagree

Focus group participants concurred that it is important for housing staff to receive ongoing training related to working with a diverse TAY population. One participant remarked, "They treat us like children but we're all adults [and] they make it harder than it should be here…some of them could use training." Another participant agreed that training could help staff develop a more effective approach for working with TAY and stated, "The staff overall is really helpful and they try to assist us in whatever we need help [with]. But some of the staff sometimes are so extremely unreasonable…when you know [that] you're working with transitional age youth, you cannot take things personally as a staff person or hold grudges." As one resident shared, it is especially important for housing staff to be able to relate to young adults from different backgrounds and ongoing training may help to improve the way all staff, including hotel owners, interact and work with TAY: "We need people…that are more personable and can relate to us. I don't know how [the hotel owners] feel
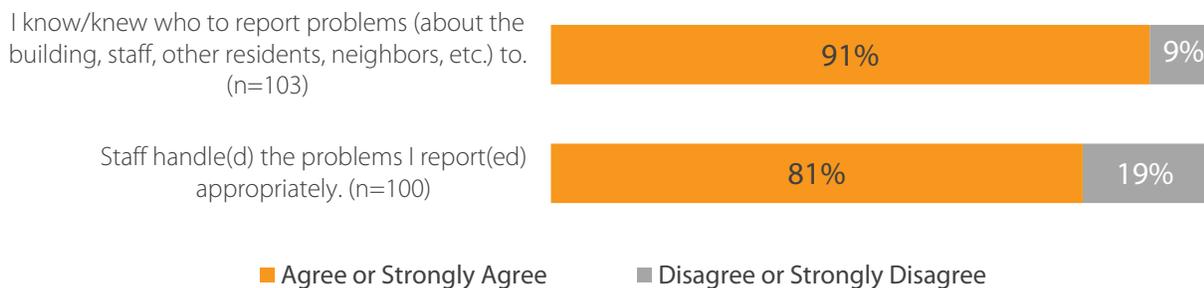
about the LGBT community. They don't really talk [to] us…I feel there should be more common ground so we can feel comfortable about voicing our problems."

Interview respondents also thought that all staff—case managers, property managers, desk clerks and support staff—would benefit from ongoing training in providing trauma-informed, youth-specific, and culturally competent services. One on-site service provider noted that "staff development is important, and identifying hands-on applicable trainings for site staff would be helpful." Specific training topics that interview respondents mentioned as being relevant for staff in TAY housing sites include trauma, de-escalation techniques, and self-care for providers.

Clear staff expectations, including effective grievance policies, help ensure accountability. Some focus group participants mentioned that they were unaware of how staff were expected to engage with residents. One person said, "We have our rules and restrictions posted…but there's nothing on what are the expectations for staff." Part of making TAY housing residents aware of their rights includes clearly communicating what is expected of staff.

When problems do arise, including problems with staff, the majority of survey respondents agreed that they knew who to report problems to and that staff handled the problems they reported appropriately (91 percent and 81 percent, respectively).

Exhibit 12. Satisfaction with Reporting Problems

I know/knew who to report problems (about the building, staff, other residents, neighbors, etc.) to. (n=103)	91% / 9%
Staff handle(d) the problems I report(ed) appropriately. (n=100)	81% / 19%

■ Agree or Strongly Agree   ■ Disagree or Strongly Disagree

However, some focus group participants expressed dissatisfaction with the process for reporting problems with on-site staff. One participant explained, "When a client wants to write about a staff member, it's a grievance, and it's a headache;" someone at the same housing site added, "The complaint process should be made easier, because you lose motivation." At another location, one focus group participant pointed out a lack of accountability in the grievance process, noting that "you spend your time expressing how you feel and who knows what happens with that form, there's no follow-up." These comments point to a need for increased transparency and accountability with respect to staff expectations and grievance processes in at least some TAY housing sites.

Community · **A housing site's staff, building design, and resident population influence its culture and sense of community.**
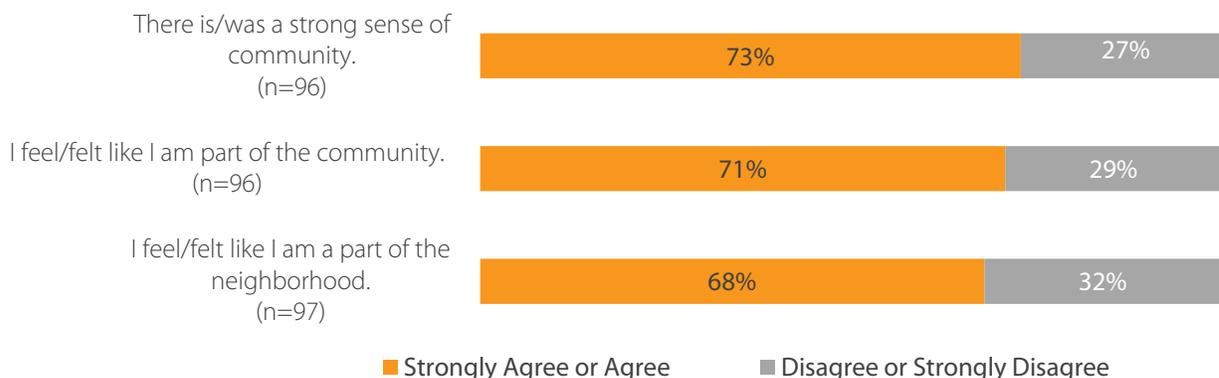
A strong sense of community within TAY housing can help residents succeed. On-site staff, and case managers in particular, have a strong influence on the sense of community within their housing site. Staff plays an integral role in fostering a sense of community among residents and providing opportunities for them to interact with each other. Low-intensity social activities such as cooking classes, movie nights, and outings, for example, provide opportunities for TAY to socialize with each other. Referring to the simple and fun activities that can be easily incorporated into a site's daily schedule, a provider emphasized that community building should be "low stakes" and "woven into the fabric of things."

In addition to social events, providers suggested additional activities that help build community in TAY housing, including the creation of a tenant council to support resident leadership and joint monthly meetings with property management and service providers. One provider also acknowledged that residents should have an opportunity to provide input on the types of activities and events they would enjoy.

A strong sense of community enables residents to support each other to succeed. When asked what he liked most about living in his housing site, a focus group participant shared, "Feeling that there is a community there of people who are also queer. For me, it was more like, I lived there with two of my best friends and that was really nice to be able to share that experience together." In order to further strengthen the sense of community among residents, focus group participants suggested holding regular house meetings (with food) to share information and concerns, having regular group activities, and providing more support with conflict resolution.

While a majority of residents feel some sense of community in their housing, there is room for growth in this area. Overall, survey findings indicated that residents feel a sense of community in their housing. A large majority of respondents agreed that there is a strong sense of community where they live (73 percent) and that they feel like they are part of the community (71 percent) and the neighborhood (68 percent). For all statements, there was a slightly higher percentage of agreement among TH residents than among SH residents.

Exhibit 13. Sense of Community

	Strongly Agree or Agree	Disagree or Strongly Disagree
There is/was a strong sense of community. (n=96)	73%	27%
I feel/felt like I am part of the community. (n=96)	71%	29%
I feel/felt like I am a part of the neighborhood. (n=97)	68%	32%

In some sites, however, focus group participants expressed their disappointment about a lack of community, and described situations in which residents do not know each other and monthly meetings or events are poorly attended. One resident noted, "Sometimes we don't know who lives here and [it] makes me feel bad when I turn them away at the gate but then they say, 'Wait, I live here.'"

The absence of community space where residents can meet each other and gather was the main barrier to community building at one housing site. Expressing a desire to connect with other residents, one participant shared, "Ultimately, we are a community; we just wish we had a community space to share it…" Another concurred, "We [could] meet there, have movies, talk about living here." Interview respondents agreed that it is important to have a dedicated community space where residents can socialize with each other and relax outside of their rooms or units. A property manager stated, "Most youth don't know who is in the program so they [need] spaces to hang out."

As described in this section, participants identified a number of areas that are working well when it comes to young people's experiences in transitional and/or supportive housing—in terms of orientation, the physical environment, staffing, services, and community—as well as areas for improvement.

III. Exits

Exiting from housing is one of the areas in which there are important differences between the models of supportive and transitional housing. This section describes the most salient issues related to exits for each type of housing and identifies common barriers to exits from TAY housing in general, and incorporates findings from survey respondents who had exited housing in the past year (n=12) as well as HSA program data.
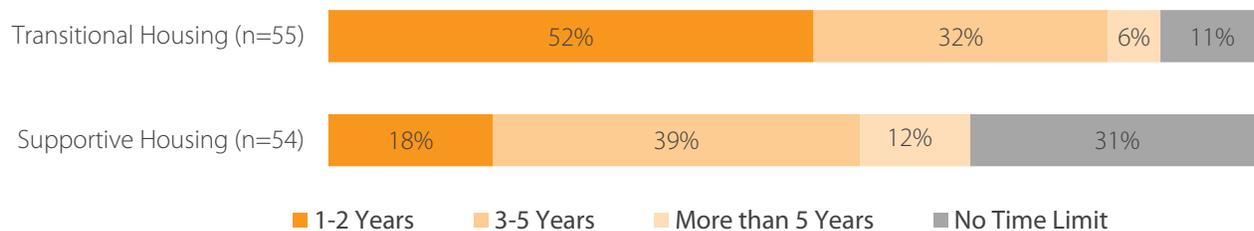
Supportive Housing **· While transitional housing is designed for residents to remain in for up to two years, TAY in supportive housing have tenants' rights and can legally stay as long as they meet their leasing agreement obligations.**

There is a lack of clarity about how long TAY residents are expected to stay in SH. Both interview respondents and residents identified inconsistencies in communication about the expected length of stay for TAY in SH. Service providers and young people living in SH recounted instances in which they had initially been told they would be able to stay in supportive housing permanently and were later informed that was not the case. One provider at a referring agency explained, "[Housing providers] want people to move out by the time they're 25. It's not discussed in the application materials and…that's not the expectation that was set up. Currently we're in this state of trying to all be on the same page about expectations." At one SH site, a focus group participant said that "[service providers] use a lot of tactics to push you out once you are over a certain age;" others agreed, and recounted instances in which some rules were disproportionately applied to older residents with the goal of establishing grounds for eviction. Because these comments were made by focus group participants at one SH site, the extent to which they apply to the experiences of young people at other housing sites is unclear.

> "We've been recording information that kids are being told in…some of the sites that the expectation is that they will transition out, even though it is permanent housing. They're getting a mixed message on that."
> – Referral agency provider

Survey findings also indicate a divergence in expectations between TH and SH residents about the ideal length of stay in housing. While just over half of TH residents (52 percent) said that 1-2 years would give them enough time to feel ready to move on, only 18 percent of SH residents did. Additionally, a far greater percentage of SH residents responded that no time limit was best (31 percent in SH compared to 11 percent in TH). It is unclear to what extent these findings are related to differences between young people who are attracted to and/or selected for each type of housing.
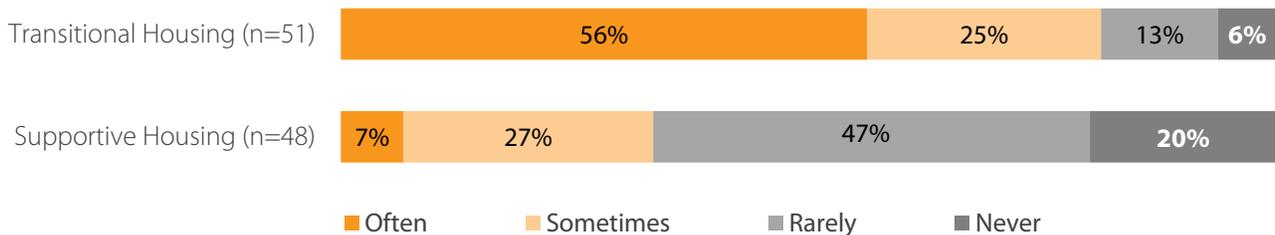
Exhibit 14. Amount of Time in Housing Needed to Feel Ready to Move On

Housing Type	1-2 Years	3-5 Years	More than 5 Years	No Time Limit
Transitional Housing (n=55)	52%	32%	6%	11%
Supportive Housing (n=54)	18%	39%	12%	31%

■ 1-2 Years ■ 3-5 Years ■ More than 5 Years ■ No Time Limit
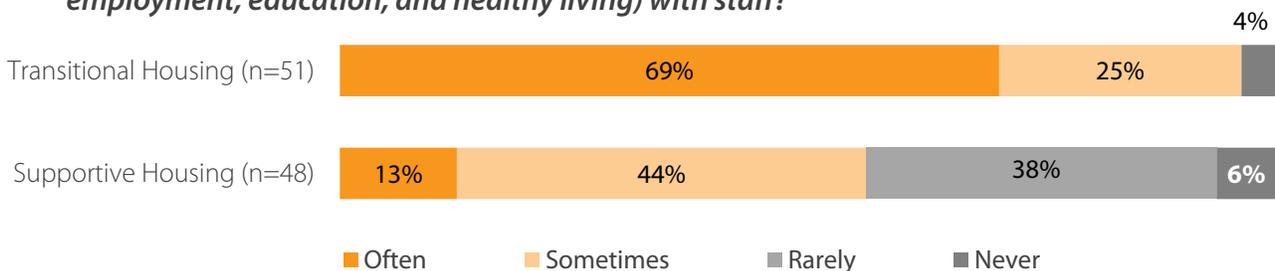
Residents at SH are less likely to discuss their future goals with housing staff. Because of their regular on-site presence and interactions with residents, staff at SH sites are in the best position to communicate expectations and provide support with creating and working toward their goals. This includes both short-term goals (e.g., education, training, employment) and long-term goals (e.g., career, moving on to another housing situation). However, survey findings demonstrate that, among residents who had been in their current housing for one year or more, a smaller proportion of those in SH had engaged in those conversations with staff (Exhibit 15). Eighty-one percent of survey respondents in TH reported that they *often* or *sometimes* discussed where they would like to live next with staff, compared to 33 percent of SH survey respondents. Similarly, almost all (94 percent) of TH survey respondents said that they *often* or *sometimes* discussed their personal goals for the future with staff, compared to 56 percent of SH respondents. The frequency with which staff discusses these types of goals to residents is an important method for communicating expectations while in housing, including those about exits, to young people; these findings indicate that this type of communication happens less frequently in SH environments.

Exhibit 15. Frequency of Discussing Goals with Staff
(residents who had been in housing for one year or more only)

How often do/did you discuss where you would like to live next with staff?

	Often	Sometimes	Rarely	Never
Transitional Housing (n=51)	56%	25%	13%	6%
Supportive Housing (n=48)	7%	27%	47%	20%

■ Often ■ Sometimes ■ Rarely ■ Never

How often do/did you discuss your personal goals for the future (like employment, education, and healthy living) with staff?

	Often	Sometimes	Rarely	Never
Transitional Housing (n=51)	69%	25%		4%
Supportive Housing (n=48)	13%	44%	38%	6%

■ Often ■ Sometimes ■ Rarely ■ Never

Transitional Housing · Transitional housing residents exit into a variety of situations; longer stays are more likely to be associated with positive exits.[16]

In 2013-14, most exits from transitional housing were classified as positive.[17] Out of the 114 TAY who exited TH programs in FY 2013-14 and for whom data is available, 83 percent had what are considered to be "positive exits" (Exhibit 16). The most common kind of positive exits were to independent unsubsidized housing, with a friend, or with a relative. Five percent of the exits were considered "neutral," and the remaining 11 percent were considered "negative," as they were exits to the street or to a shelter.

Exhibit 16. Types of Exits from Transitional Housing, 2013-14*

Type of Exit	Percentage of Exits (n=114)
+ Independent housing (unsubsidized)	21%
+ Parent/Guardian or Other Relative	19%
+ Friend	14%
+ Motel/SRO	7%
+ Transitional Housing	6%
- Shelter (General or Larkin Street)	6%
+ Group Home	5%
- Street	5%
+ Independent (subsidized)	4%
+ Foster Home	4%
~ Substance Abuse Treatment	3%
+ Partner or Spouse	2%
~ Other	2%
+ Larkin (Permanent Housing)	1%
~ Correction/Detention	1%

 + Classified as Housing Positive   ~ Classified as Housing Neutral   - Classified as Housing Negative
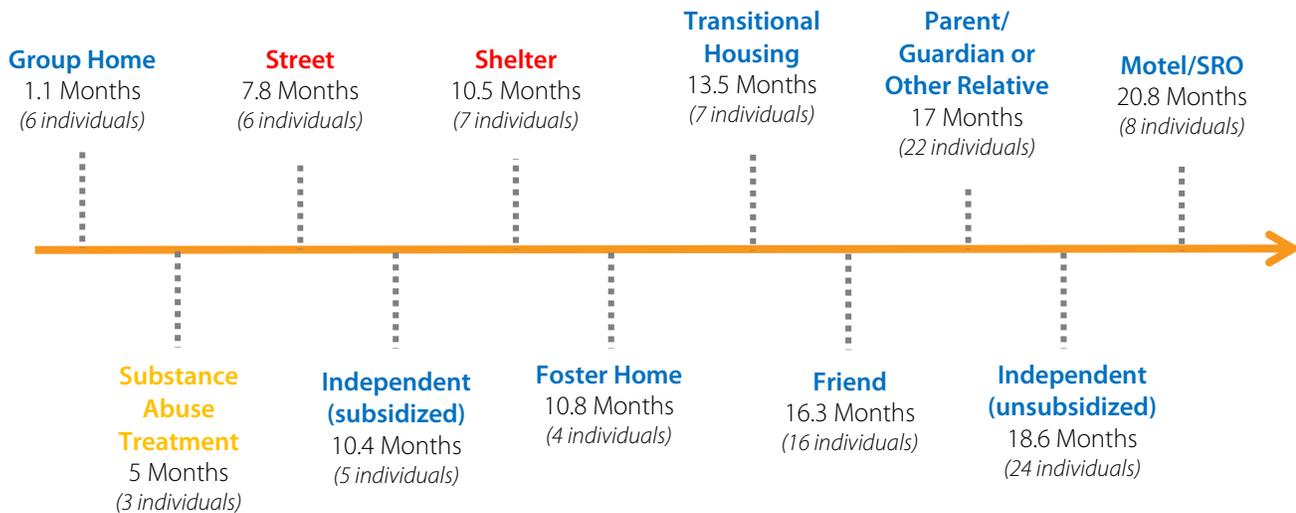** Source: Larkin Street exit data from HSA*

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[16] There were only 22 exits from SH between December 2013 and September 2015 for which data was available. Those individuals exited to independent unsubsidized housing (n=6); parent/guardian or other relative (n=3); TH (n=3); substance abuse treatment (n=3); partner or spouse (n=2); other SH site (n=2); and shelter, street, and correction/detention (n=1 for each).
[17] Based on exit data about Larkin Street Youth Services TH provided by San Francisco HSA.

In general, longer stays in TH were more likely to be associated with positive exits. Overall, average stays for TAY who exited Larkin Street transitional housing in 2013-14 ranged from just over one month to 26 months. As displayed in Exhibit 17, longer stays were more likely to be associated with positive exits while shorter stays tended to be associated with neutral or negative exits. The one exception was group homes (a positive exit with the shortest average stay), which suggests that those individuals were quickly moved from transitional housing into a more appropriate situation.

Exhibit 17. Average Stay by Type of Exits from Transitional Housing, 2013-14*
Only includes exit categories with at least three individuals.

Group Home
1.1 Months
(6 individuals)

Street
7.8 Months
(6 individuals)

Shelter
10.5 Months
(7 individuals)

Transitional Housing
13.5 Months
(7 individuals)

Parent/ Guardian or Other Relative
17 Months
(22 individuals)

Motel/SRO
20.8 Months
(8 individuals)

Substance Abuse Treatment
5 Months
(3 individuals)

Independent (subsidized)
10.4 Months
(5 individuals)

Foster Home
10.8 Months
(4 individuals)

Friend
16.3 Months
(16 individuals)

Independent (unsubsidized)
18.6 Months
(24 individuals)

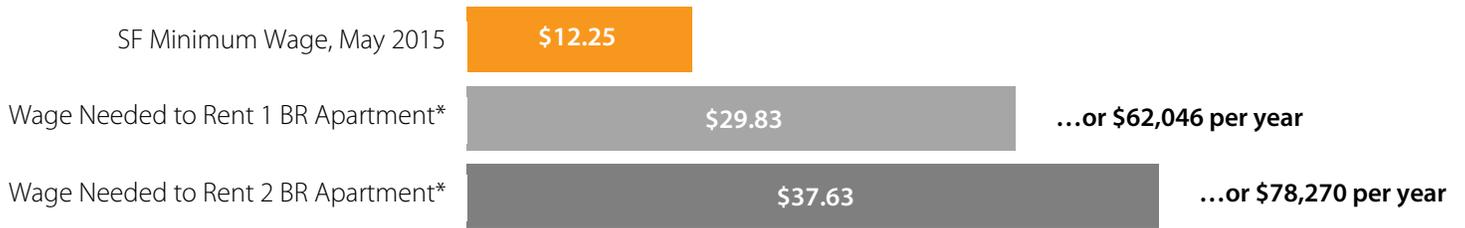**Colors indicate classification: housing positive (blue); housing neutral (orange); housing negative (red)**
* *Source: Larkin Street exit data from HSA*

Common Barriers · **TAY in both SH and TH in San Francisco encounter similar challenges when faced with the prospect of moving out.**

The rising cost of housing makes it especially challenging for TAY to leave SH or TH situations. The growing cost of living in San Francisco and the Bay Area, coupled with relatively low and/or inconsistent income for many TAY in SH or TH, translate into limited housing options into which they can exit (Exhibit 18). One on-site service provider explained, "It's rare now that we're seeing folks transition out into an apartment, just considering the market rate. In the past, I heard that folks would get a room for $600 at somebody's house. In this day and age that doesn't really exist, which is unfortunate." This person also noted that, given the high cost of renting in San Francisco, "getting them into some type of other program…, specifically supportive housing, is successful." Another provider pointed out that moving into a housing situation in San Francisco with a similar rental cost, if at all possible, would almost always mean a moving into a smaller space, and added that "It's a struggle to figure out how to provide services that are meant to inspire movement under those conditions; it's difficult to do it in an authentic way." Interview respondents and residents noted that TAY often have to look outside of San Francisco for living situations that are similar in size and cost, although they may continue to work, attend school, and/or receive services in San Francisco. Both interview respondents and TAY participants recommended rental payment assistance, such as transferable tenant-based housing vouchers, to help overcome this obstacle (see Recommendations).

> "Inconsistent income is a barrier as well as the high market rate here in San Francisco, because a lot of them want to live in their community. They don't want to move out of San Francisco."
> – Housing developer/property management staff

Exhibit 18. Wages and Housing in San Francisco

SF Minimum Wage, May 2015	**$12.25**
Wage Needed to Rent 1 BR Apartment*	**$29.83** …or $62,046 per year
Wage Needed to Rent 2 BR Apartment*	**$37.63** …or $78,270 per year

*National Low Income Housing Coalition's 2014 Out of Reach Report

$3,530
Average Rent for 1 Bedroom
Apartment, August 2015
via Zumper.com

Average SF Salaries, Common Entry Level Professions

$46,590
Community & Social Service

$36,420
Office & Administrative Support

$28,250
Sales

$20,050
Food Service

*2015 MIT Living Wage Calculations

TAY and providers noted that the process for some young people who prematurely exit housing may be unclear and/or unfair. While eviction and premature program exit processes exist to ensure safety and

sustainability of the programs, interview and survey respondents indicated that there may be a lack of transparency and consistency as to the specific criteria that warrant a premature exit, and/or a lack of information about a resident's rights throughout the process. As one provider explained, "There are [individuals] who have been evicted who were never made aware of their rights in the first place." While it is unlikely that residents did not receive official

> "They've got to do another change…I don't want to say the relationship ends, but the majority of them do, especially when they turn 25. They aren't able to access our services….I find that a barrier, just in terms of having to kind of disconnect with them a little bit and send them on their own. But if we've done what we were supposed to be doing here, hopefully they'll be successful when it's time for them to [exit]."
> – Onsite service provider

notice, it may be that they were not familiar with or aware of their recourse with respect to that notice. Among the 12 TAY survey respondents who had exited housing in the past year, nine were either asked to leave or evicted (five because of challenges related to house rules and four because of challenges with rent). Only one of these nine recalled receiving an official notice, and only one thought that the reason s/he was asked to leave was fair. While the number of survey respondents is small, these findings suggest that there is room for improvement in these aspects of the exit process.

Exhibit 19. Evictions or Being Asked to Leave

If you were asked to leave or evicted…

	Yes	No	Not Sure
Did you receive a 3-day, 10-day, or 30-day notice? (n=9)	1	6	2
Do you think the reason you were asked to leave or evicted was fair? (n= 9)	1	5	3

■ Yes   ■ No   ■ Not Sure

Interview respondents and residents identified several additional barriers that can prevent TAY from successfully exiting housing. A successful exit means different things for different people. For some TAY, it may mean moving into independent housing and achieving financial self-sufficiency. For others, it may mean moving into a longer-term housing situation that provides the appropriate kind of support, financial or otherwise (e.g., subsidized housing, adult supportive housing, residential care facility). A number of interview participants described the challenges associated with bridging TAY to the adult system of care, a transition during which, as one referral agency provider described, "there is a shift in both the resources and the opportunities that are available to them." Once an individual turns 25, s/he is no longer eligible for TAY-specific services and needs to learn to navigate the adult system of support and resources for what may be the first time. For this reason, it is important to consider the ways in which young people are (or are not) prepared to access the adult system of care prior to aging out of the TAY system.

Among the 11 TAY survey respondents who had exited housing in the past year, about half said it was *hard* or *very hard* to continue working towards their personal goals and to continue accessing services. Eight of the 11 respondents also said it was *hard* or *very hard* to find another place to live.[18] Background checks (e.g., rental history, work history, criminal past, credit check) for more independent housing situations may pose an additional challenge to TAY who are exiting SH or TH. One housing developer/property management staff person explained, "We have fewer restrictions when they go through our background checks. So a lot of people who get housing with us won't necessarily get housing elsewhere."

> **6 out of 11** exited respondents said it was "easy" or "very easy" to **continue working towards personal goals (e.g., employment, education, healthy living, etc.) after they left.**
>
> **5 out of 11** exited respondents said it was "easy" or "very easy" to **access service after they left.**
>
> **3 out of 11** exited respondents said it was "easy" or "very easy" to **find a place to live after they left.**

Some providers pointed out that a focus on short-term achievements while in housing rather than on longer-term goals can leave young people unprepared to be self-sufficient when they exit housing. As one provider stated, "The goal isn't to… get a job, it's to prepare for a career, which might mean delaying getting a job. Sometimes we get caught into the immediate and forget about the work and support necessary for the long term." This observation applies to the situation of young people who are currently in TH or SH as well as those who recently exited.

Lastly, TAY who exited housing did not always have enough time or support to prepare to leave. While survey data comes from a small number of individuals who had exited housing in the past year, about half reported having enough information about why they had to leave, yet a majority reported a lack of time and support.

As discussed above, while each model of housing offers unique strengths and challenges in terms of exits, several considerable barriers to successful exits are common for TAY in SH or TH, regardless of their specific housing situation.

> **7 out of 12** exited respondents "agreed" or "strongly agreed" they **had enough <u>information</u> about why they needed to leave.**
>
> **3 out of 11** exited respondents "agreed" or "strongly agreed" they **had enough <u>time</u> to prepare to leave.**
>
> **4 out of 10** exited respondents "agreed" or "strongly agreed" they **had enough <u>support</u> to prepare to leave (e.g., finding a new place to live, etc.).**

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[18] Survey results for TAY who exited housing are presented as numbers rather than as percentages due to the small number of total survey responses for this group.

IV. Recommendations

This assessment sheds light on the existing TAY housing and services system based on the experiences and insights of the young people, service providers, and other key players who shape and participate in this system, as well as programmatic data about SH and TH. Study participants recognized a number of areas in which the current system was working well, and also identified ways in which the current system should be refined in order to better meet the needs of this population. This section contains recommendations as they pertain to the various aspects of the TAY housing and services system—getting into housing, experience in housing, and opportunities for exits—as well as other areas for further exploration.

A. Getting Into Housing

A-1. Create and maintain a centralized, up-to-date inventory of TAY-specific housing sites. This assessment found that the range of eligibility criteria for various TAY housing sites can create confusion and make the system difficult to navigate for young people and for providers. A centralized inventory with updated information on TAY-specific transitional and supportive housing options—including location, services offered, eligibility requirements, process for referring/applying, point of contact, and other relevant information—would foster a broader understanding of the full universe of TAY-specific housing in San Francisco and increase transparency about who gets into housing and why. It will be important to coordinate with other related efforts, such as the SF4TAY.org website and MOHCD's affordable housing database that will be launched in the coming months, to avoid duplication of efforts.

A-2. Develop a forum for a range of stakeholders who work in the field of TAY housing to exchange information on a regular or ongoing basis. In addition to making this information available online, providers and other key players (referral agencies, housing providers, housing developers, property management, funders etc.) would benefit from regular communication and coordination about issues related to TAY housing, which could include updates about upcoming lease-ups, numbers of current openings at specific sites, and changes to housing-related policies or processes. This type of communication and coordination would also serve as an opportunity for participants to ask questions, exchange information, and build relationships with one another. This communication and coordination could happen through regular in-person meetings and/or an online forum.

A-3. Expand and increase communication with a broader range of referral agencies. Among service providers who work with TAY, certain agencies such as Larkin Street, At The Crossroads, and LYRIC are widely recognized as those that commonly refer young people into transitional and/or supportive housing. However, there are other organizations that also interact with TAY who may need of this type of housing, such as the Direct Access to Housing Program, HIV Unit, Special Victims Unit, Child Welfare, Youth Criminal Justice, and others. Housing providers and coordinating bodies such as HSA should work to identify the full universe of agencies that refer young people into housing and develop systems for communication and coordination with those agencies on a regular basis about TAY housing opportunities, eligibility requirements, and other relevant information. Outreach to new partner agencies could be targeted to specific groups of TAY (e.g., those with involvement in the criminal justice system) and/or specific neighborhoods with fewer housing opportunities (e.g., Bayview).

A-4. Explore additional options for the improving the coordination of referral, assessment and placement processes. San Francisco's TAY population is made up of individuals who have a range of

backgrounds and needs and, similarly, the existing stock of TH and SH offers a range of models and services. Currently, the specific housing site into which a young person is placed ultimately depends on a number of factors, such as the availability of housing at the time of application, referral agencies' and/or housing providers' assessment of "fit," and the information and relationships that the provider(s) supporting that young person with the housing process has. The current system includes numerous pathways into TAY housing and, depending on which service provider(s) a young person is or is not connected with, s/he may not aware of or have access to the full universe of TAY housing options. As part of this assessment, some providers reported not having full information about specific housing sites, and several young people in housing said that they did not have a choice about which site they would be placed in. These findings suggest a need for increased transparency and communication among all stakeholders in the referral, assessment, and placement process. Such increased coordination would help ensure that decisions about housing placement are based on full information about the entire range of available supportive and transitional housing options. For example, higher-functioning, more independent TAY could be targeted for housing sites that are less service-intensive. Stakeholders need to engage in ongoing discussions about the most appropriate methods for increasing communication and coordination, which may include the development of a coordinated assessment and entry system and/or leveraging existing centralized points of entry to services such as San Francisco's Homeless Navigation Center or the Lark-Inn (Larkin Street Youth Service's shelter).

A-5. Re-examine options for modifying eligibility criteria and required documentation. A number of eligibility requirements, such as full-time student status, employment verification, and income verification, were highlighted as common barriers to entry into transitional or supportive housing for many young people. Specific eligibility requirements vary by site, and are often dictated by numerous factors including funding sources (e.g., tax credit requirements), tenant status (in the case of SH), and restrictions related to partnering service providers (e.g., Mental Health Services Act or MHSA, in the case of housing designed for young people with mental health needs). As a first step in exploring possible options for simplifying or streamlining these criteria, key stakeholders (including representatives from MOHCD, HSA, DPH/MHSA, housing developers, property management agencies, etc.) should come together to engage in focused discussions about these issues. Together, they should come to a common understanding about which criteria and requirements can and cannot be modified, and develop appropriate action plans based on that information. Possible actions may include:

- advocating for changes to funding-based requirements;

- creating mechanisms for closer collaboration between partner agencies (e.g., HSA and MHSA);

- identifying point people to provide specialized support to TAY and/or referral agencies with quickly securing needed documentation; and/or

- developing clear and targeted messaging for both young people and providers about requirements for specific types of housing and/or individual housing sites.

B. Experiences in Housing

B-1. Ensure that all staff who interact with TAY in SH and TH are providing high quality and youth-specific services. This study found that a majority of SH and TH residents use case management as well as a range of other types of services while in housing. Both interview respondents and residents raised concerns about service providers' ability and/or willingness to establish trusting and effective relationships with young people, and about the competencies of other staff (e.g., property managers, property owners, desk clerks) to constructively engage with residents. They identified related challenges such as staff turnover, large caseloads and limited capacity, and a lack of ongoing training and support. Potential solutions to these challenges include:

- Select service providers and property managers who have experience working with this population, which may include former TAY housing residents, and/or establish basic "TAY-competency" standards that must be met.

- Provide consistent and ongoing information and training about the developmental needs of TAY to all staff who work with this population; this includes case managers and service providers as well as property management, property owners, and desk clerks. This may entail convening staff people from various SH and TH sites to participate in trainings and/or to exchange ideas about challenges and best practices.

- Support regular communication among all housing staff who interact with TAY housing residents at a given site; this also includes case managers and service providers as well as property management, property owners, and desk clerks.

- Strive to mitigate staff turnover by providing ongoing training and support in areas such as self-care, compassion fatigue, etc.

- Assess the actual and optimal size of caseloads for case managers who work with TAY and, if necessary, identify strategies to reduce caseloads to optimal levels.

- Tailor both the level and mix of staffing and services at each TAY housing site to the needs of its residents, and re-assess staffing and services models on a regular basis.

- Explore options for employing roving service providers to offer services to TAY housing residents, and identify specific types of services that would be appropriate for this delivery mechanism.

Additionally, it is necessary to ensure transparency and consistency with respect to staff accountability by posting staff rules and expectations and implementing regular evaluations of staff that incorporate residents' perspectives. Housing sites may also wish to provide a forum for residents to share their questions and concerns on a regular basis, such as house meetings.

B-2. Ensure that appropriate safety and security measures are in place. Safety was identified as a major concern for TAY housing residents, especially at sites located in the Tenderloin and South of Market neighborhoods. Increasing safety and security at these locations may include a combination of physical design features (e.g., locked doors that close immediately behind anybody who enters/exits the building), the enforcement of safety protocols (e.g., don't let anybody you don't know in), staff training (e.g., conflict resolution, de-escalation), and increased security-related staffing (see next recommendation).

B-3. Tailor the presence of on-site staff to security and service needs. Interview respondents and residents noted a number of benefits to having 24/7 staff presence on-site in the form of a desk clerk, resident manager, and/or security guard. Benefits include increased safety and security; quicker responses to crises that arise during evenings, nights, and weekends; and the freeing up of service staff to focus on addressing residents' service-related needs as opposed to facility-related issues. The need for 24/7 staff presence depends on a number of factors such as the number of TAY residents, their backgrounds and needs, and the general level of safety in the surrounding neighborhood.

B-4. Take action to ensure that the mix of services provided, and mechanisms for service delivery, are responsive to residents' needs. Survey respondents identified several types of services that would have been helpful but were not available to them. In light of this information, service providers should regularly assess the service needs of SH and TH residents and work to connect them with the specific types of services that they need (e.g., mental health, legal assistance, money management). Providers will also need to assess the most appropriate and practical mechanisms for service delivery (i.e., on-site or off-site, mandatory or voluntary) based on the backgrounds and needs of TAY housing residents.

B-5. Create or modify the physical design of TAY housing sites to ensure that they are responsive to the needs of this population. Young people and key stakeholders identified the following physical features of TAY housing as especially important:

- *Private bathrooms* help prevent potential conflicts among residents and expenses related to extra cleaning and maintenance that is often needed for shared bathrooms; private bathrooms are also sensitive to the needs of transgender and gender non-conforming residents.

- *Kitchen access* enables residents to save money on food and provides opportunities to develop healthy eating habits.

- *Common spaces* in which residents can meet and gather help foster a sense of community.

- *Wi-Fi capability* is necessary in order for residents to engage in a range of online activities such as completing homework; searching for jobs; and communicating with service providers, family, and friends.

B-6. Ensure that the location of TAY housing is appropriate for residents. When creating new TAY housing and selecting young people to place into existing housing, the location and surrounding neighborhood of the housing site needs to be accounted for. Location-related factors include safety; potential "triggers" (e.g., alcohol, drugs, sex trade); proximity to needed resources (e.g., work, school, fresh and affordable food, service providers); and walkability and public transportation options.

C. Exits

C-1. Clarify expectations about length of stay for TAY in supportive housing. Once a resident turns 25, s/he is no longer considered a "TAY;" however, people who live in TAY SH have tenants' rights and can legally remain in that housing indefinitely. This assessment confirmed that there is a lack of clarity and inconsistent messaging about the expected length of stay in TAY SH, especially as young people age in place. Agencies that create and administer TAY SH need to determine whether it is indeed designed to be a "permanent" or long-term housing situation for people who live there, or if residents who age out of the "TAY" designation should be encouraged and supported to exit. In order to do so, they may wish to look to best practices identified for similar populations in other locations (see "Areas for Further Exploration" below).

C-2. Ensure that criteria for premature exits (including evictions in SH) are clearly communicated to residents and service providers. Some focus group participants and interview respondents reported a lack of information about the criteria that merits a premature exit and/or inconsistencies in when policies regarding premature exits were enforced. While these policies may differ in TH versus SH, and among individual housing sites, it is important that all residents and providers are aware of what they are. When this information is clearly communicated and readily available, residents are aware of their rights and responsibilities and service providers are able to consistently follow the appropriate procedures.

C-3. Begin preparing residents for successful exits well in advance of their anticipated exit date. This assessment found that some TAY who had been in housing for at least one year *rarely* or *never* discussed their personal goals or where they would like to live next with housing staff. Because it can take time to work toward and accomplish these goals, it is important that case managers and other service providers begin to have these conversations with residents well in advance of their anticipated exit date (see above recommendation regarding issues with anticipated exit dates in SH). Preparing to exit is a process that involves many steps (securing necessary documentation, applying for and securing a place to live, etc.) and can take many months to accomplish. Housing providers should consider providing intensive case management during the last three to six months before a residents' anticipated exit date, with a special focus on issues related to being prepared to move out of the current housing situation.

C-4. Identify clear pipelines into adult housing situations. Many TAY who exit TH or SH have ongoing needs for a range of services. For some who would benefit from intensive case management support, an adult supportive housing environment may be the most appropriate situation to transition into; in those cases, a clear transfer policy from TAY SH into adult SH could be developed. On the other hand, more independent housing, including public housing, may be a good fit for young people who no longer require ongoing services support. More discussion among service providers is needed in order to identify clear pathways from TAY TH/SH into appropriate adult SH locations, and to increase communication and collaboration among relevant service providers across these systems. Additionally, some focus group participants noted that, because TAY in SH are legally "tenants," being placed in SH caused them to lose their "homeless" priority with the Public Housing Authority. However, this is not the case with the new San Francisco Housing Authority (SFHA) preference for SH tenants and San Francisco Shelter participants. Under this system, young people in SH would receive "preference points" on the SFHA waitlist, thereby creating a new pathway from SH to more independent affordable housing.

C-5. Explore options for providing financial assistance to TAY after they exit TH or SH. Both young people and interview respondents acknowledged that the rising cost of housing in the Bay Area makes it increasingly

difficult for young people to transition out of TH or SH situations. Providing short- or longer-term financial assistance, in the form of transferable tenant-based housing vouchers or other types of rental subsidies, could make it easier for TAY to exit TH or SH. In addition to direct financial assistance, decision makers should consider making more the feasibility of providing TAY who exit TH or SH with priority for subsidized housing, such as a the existing "certificate of preference" option.

D. Areas for Further Exploration

D-1. Identify best practices with respect to the optimal length of time for TAY to live in SH or TH. While TH is designed for residents to remain in for up to two years, SH has no time limit and can be permanent for some young people with long-term physical and behavioral health issues. It is important to recognize that young people in TH and SH are not a monolithic group, and different scenarios may be appropriate depending on an individual's background and needs. More research needs to be done in order to identify the appropriate mix of time-limited vs. non-time limited housing for San Francisco's TAY population.

D-2. Explore the effectiveness of TAY-only transitional or supportive housing in comparison to set-aside TAY housing within mixed-population affordable and supportive housing. Many of the TAY tenants who moved into San Francisco's early mixed-population communities (e.g., Essex, 10th & Mission Family Housing) are no longer tracked as TAY by onsite supportive services staff. While the LOSP lease-up process created housing opportunities for young adults at the referral and tenant selection phase, many of the early mixed-population communities did not provide targeted TAY supportive services, unlike 1100 Ocean or the upcoming Booker T. Washington Community Service Center. For example, 10th & Mission was referred a small number of TAY parenting households when it originally leased up in 2010 per the TAY Housing Plan, along with other pipeline projects such as Essex Hotel. However, there is no regulatory restriction that those units serve TAY and no ongoing support services for TAY households; at the time of this assessment, HSA was not able to confirm that TAY priority was being maintained for referrals. Consequently, if service providers are not aware of specific TAY households, the priority or service focus may be lost over time. It may also be possible that TAY who originally moved in are now over 24 years old or no longer identified as TAY.

As part of this assessment, the evaluation team invited young people in mixed-population communities to participate in data collection activities. While a total of 25 TAY from mixed-population communities completed surveys, most of them were new tenants who had moved into 1100 Ocean fairly recently. Moving forward, this line of inquiry will be increasingly feasible if MOHCD and service providers approach the creation and operation of set-aside TAY supportive housing as an ongoing program with distinct lease-up and supportive services components.

D-3. Learn more about TAY who exited transitional or supportive housing. As part of this assessment, young people who had exited housing within the past year were invited to complete a housing experience survey that included additional questions about their experiences after they exited housing. Because of the hard-to-reach nature of this population, a relatively small number of surveys (n=12) were collected from this group. A focused effort to reach more TAY who exited TH or SH and gather information about their current situation, reasons for exiting, experiences with the transition out of housing, challenges, needs for support and resources, etc. would enable providers to better understand how to support this population during and after their exits from housing.

D-4. Learn more about TAY who were not able to enter TAY housing. Individuals who tried, but were unable, to enter TAY housing programs were outside the scope of this assessment. A strategic effort to reach TAY who were unsuccessful in their efforts to enter these housing programs and gather information about their experience with the eligibility and referral process, challenges, needs for support and resources, etc. would enable providers to better understand how to support this population.

Appendix

Key Informant Interviews

Participants

Referral agencies
- Shawn Garety, Program Manager, At the Crossroads
- Rob Gitin, Executive Director, At the Crossroads
- Alan Guttirez, Program Manager, Lavender Youth Recreation and Information Center (LYRIC)

Service Providers
- Sherilyn Adams, Executive Director, Larkin Street Youth Services *(also a referring agency)*
- Jim Welsh, Chief of Programs, Larkin Street Youth Services *(also a referring agency)*
- Vanessa Brown, Support Services Manager – TAY, Community Housing Partnership
- Hajra Khan, Case Manager – Castro Youth Housing Initiative, Larkin Street Youth Services
- Tessa Reynolds, Case Manager – Aarti/Routz, Larkin Street Youth Services

Property Managers/Housing Developers
- Juana Nunley, Director of Property Management, Community Housing Partnership
- David Schnur, Director of Housing Development, Community Housing Partnership
- Jessica Shimmin, Tenant Services Quality Assurance Manager, Tenderloin Neighborhood Development Corporation

Interview Protocol

Introduction

Hello, and thank you for making the time to speak with me today. My name is [NAME] and I'm from Harder+Company Community Research. We are working with the Corporation for Supportive Housing and the Mayor's Office of Housing and Community Development on an assessment of the city's housing and services system for transition age youth, or "TAY." The goal of this assessment is to understand how efficient and effective the city's current system of housing and supportive services is when it comes to meeting the needs of the most vulnerable and disconnected TAY, and to gather ideas about how the existing system of housing and services might be refined in order to better meet the needs of TAY. In addition to these interviews – which we are conducting with referral agencies, service providers, housing developers, and property managers – we are also doing four focus groups with residents of TAY transitional and supportive housing, and an anonymous survey that is open to all TAY who live in transitional or supportive housing.

The purpose of this interview is to hear about your experiences and insights working with this population. I will start by asking you some questions about eligibility, referrals, and placements; then we will talk about TAY experiences in transitional and supportive housing; and we'll finish by spending some time on provider support and interaction. This interview will last approximately 60 minutes. As we go through, please feel free to ask for clarification if any of the questions are unclear.

Background

1. To start off, can you tell me about *[name of agency]*, how long you have been working there, and what your role is there?

Eligibility, Referrals, and Placements

This first set of questions is about eligibility, referrals, and placements into transitional and supportive housing for TAY. Please answer these questions based on what you know about the various eligibility requirements and referral and placement processes you are familiar with.

2. Based on your experience, can you briefly describe what you understand to be the range of eligibility requirements for TAY to gain access to transitional and/or supportive housing? What types of things are taken into account?
   [PROBES: income, employment/student status, "certification of homelessness," family status (partner/children), past criminal offenses]
   a. What kinds of eligibility requirements seem to work best in ensuring that the most vulnerable TAY gain access to transitional and/or supportive housing, and why?
   b. What kinds of eligibility requirements seem not to work well for this population, and why?

3. Can you briefly describe your understanding of how TAY are referred to transitional and/or supportive housing?
   [PROBES: direct referral to housing; "Homeless Navigation Center" (centralized process)]
   a. What types of referral processes have you seen to be the most successful in efficiently connecting the most vulnerable TAY to transitional and/or supportive housing, and why?
   b. What kinds of referral processes have you seen that do not work well for this population, and why?

4. Can you briefly describe your understanding of how decisions are made about which transitional or supportive housing site eligible TAY are placed into?
   [PROBES: services available, sites for general population vs. specialized populations, location/neighborhood]
   a. What types of placement processes have you seen that help ensure that TAY get into the housing site that will most appropriately meet their needs, and why?
   b. What kinds of placement processes have you seen that do not work well for this population, and why?

Experiences in Transitional/Supportive Housing

Now I have a few questions about the experiences of TAY while living in transitional and/or supportive housing. Again, please respond to these questions based on what you have observed in your role as a *[referring agency/service provider/developer/property manager]*.

5. Based on your experiences, what types of staffing structures and building designs work best in TAY transitional or supportive housing, and why? *[PROBES: room size, private/shared bathroom or kitchen, full-time desk clerk on site]*

6. What are some best practices for orienting new TAY tenants to a transitional or supportive housing site when they first move in? *[PROBES: house rules and policies, getting to know case manager, services available, neighborhood and transportation]*
    a. What are best practices for determining what services to provide to each new resident?
    b. What are the benefits and drawbacks of providing on-site services to TAY versus referring them to other providers or agencies? What is more effective for different TAY populations, and why?

7. In a couple sentences, please describe what you understand to be the goal for TAY while they are living in transitional and/or supportive housing sites that you are familiar with.
    a. What strategies, models, or practices seem to be the most successful for achieving that goal?
    b. What are the most significant challenges TAY confront when living in and maintaining transitional or supportive housing, and what are the most successful ways to address those challenges? *[PROBES: house policies, paying rent, mental health, substance abuse]*
    c. How do you think TAY-only versus mixed (TAY and non-TAY) housing impact TAYs' experiences?

8. In a couple sentences, please describe what you consider to be a successful exit from transitional or supportive housing for TAY.
    a. What are some common barriers to successful exits?
    b. Can you think of any ways to address those barriers?

9. Is there anything missing from the current system of TAY housing and services? *[PROBES: specific types of services, sites for specific sub-populations, TAY-only or mixed (TAY and non-TAY) sites, scattered-site models]*

Provider Support and Interaction

These last few questions are about the support you have in your role as a *[referring agency/service provider/developer/property manager]*, and how you work with other agencies that also serve TAY in transitional and/or supportive housing.

10. Think about the key partners that you collaborate with in serving TAY in transitional and/or supportive housing. For example, other referral agencies, service providers, developers, or property managers. What needs to be in place in order for those partnerships to function well?

11. As a *[referring agency/service provider/developer/property manager]*, what type of support would you need to help improve the services you provide TAY tenants of transitional and/or supportive housing?

12. Thinking about the bigger picture, how can public agencies, providers, and funders better support the creation and operation of transitional and supportive housing for TAY?

Closing

13. Those are all the questions I have for you. Do you have anything else to add about transitional and/or supportive housing for TAY?

Focus Groups

Participants

Focus groups were held with residents of the following housing sites:
- Geary Street/Aarti Residents (7 participants)
- Castro Youth Housing Initiative (9 participants)
- 5th Street Apartments (8 participants)
- Ellis Street Apartments (7 participants)

Protocol

<u>Background</u>

Hello, my name is _____ *[co-facilitator]*, and this is _____ *[note taker]* from Harder+Company Community Research. Our organization is coordinating this assessment of the city's housing and services system for folks 18-24 years old in San Francisco.

And my name is _____, and I am an advocate on the Citywide TAY Advisory Board. [Add brief introduction]

First and foremost, we want to thank you because your time and input is very valuable and we appreciate you sharing it with us. This afternoon we wanted to spend a few minutes to talk specifically about your experience living at [*housing sites*]. You're the experts and we're here to listen to you. Your feedback will help improve transitional housing and supportive housing in San Francisco for folks 18-24 years old.

Everything you say today is completely confidential so your name will not be attached to what you say and will never be reported in a way that could identify you. Information shared by you will be identified as received from youth in general. So I really encourage you to be open and honest today. **What's said here does not affect your current housing or your relationship with [housing site] or the City or County.**

Before we get started we'd like to review some group agreements *[Have paper with agreements and room for additional ones]*:
- Hold group confidentiality – what is said here stays here
- One person talking at a time
- Use respectful language
- Be respectful of other's opinions even if you don't share them
- It is important for everyone to participate
- Respect the time we have *(share tidbits, not long stories)*
- *Does anyone have additional agreements they would like to add?*

Please make yourself comfortable. [Provide logistics about restrooms, refreshments, etc.]

If it is alright with everyone, we would like to record the conversation. ___ will be taking notes but we want to make sure we get down everything you say correctly! No one outside of this room will listen to the recording – it is only to help ___ with her notes later. It will be erased after the notes are complete. Is that ok, or does anyone object? *[confidentiality agreement]*

Do you have any questions?

Before we begin, I'd like to take a minute to review some of the terms we'll be talking about today so we have a common understanding. *(Write key terms on flipchart and discuss definitions; key terms handout)*

- **Housing site** – where you live
- **Eligibility** – the requirements to qualify to live in a certain housing site (for example, income, employment/student status, "certification of homelessness," family status)
- **Referrals** – when an agency provides your information to a potential housing site
- **Placements** – how you ended up living at this particular place
- **Orientation** – how you are welcomed to your housing and the information you are given
- **Case Manager** – the individual who helps to manage your services and experience in the housing site
- **Exit** – when you transition from one housing site to another living situation

Introduction
Let's start by going around the room and introducing yourselves. Please share your name, where you currently live, and how long you've lived there. *[Add quick icebreaker activity.]*

Eligibility, Referrals, and Placement (Getting into housing)
This first set of questions is about eligibility, referrals, and placement.   As we go through the questions, keep in mind the definitions for these key terms that we just went over [refer to flipchart].

1. First, how did you learn that you were *eligible* for housing? *Probe: Who told you that you should apply to for housing? (for example, case manager, social worker, etc.)*

2. Tell me about the *referral* process once you learned that you were eligible to apply for housing. *(Probe: What steps did you take next to get into [housing site]?)*

3. Based on your understanding, how was your *placement* at *[housing site* or *where you currently live]* determined? How did you end up where you currently live? *(Probe: Were you being considered for other housing sites?)*

4. How can this entire process work better for TAY who are trying to get into housing?
    a. What worked well?
    b. What didn't work well?
    c. What challenges, if any, made this [process] difficult, and how did you overcome those challenges?

Experience in Housing & Support Services
5. Now that you are living at *[housing site* or *where you currently live]* what do you think about this placement in general? *(Probe: Do you think this is a good placement for you? Why or why not?)*

6. What do you like most about living at *[housing site* or *where you currently live]*?
    a. What feature(s) of the housing you live at is most important to you? *(Probes: room or unit size, private/shared bathroom or kitchen, living with other TAY (or non-TAY), communal spaces, community or neighborhood, etc.)*
    b. What helps you stay in housing and keeps you motivated? *(Probe: support services on-site, case manager, rental assistance)*
    c. What, if anything makes it hard for you to stay in housing?

These next couple questions are about the support services that are usually part of transitional or supportive housing programs.

7. What supports or services are available to TAY living at *[housing site* or *where you currently live]*?
    a. Have you utilized these services?
        - **If so**, in what ways, if at all, have these supportive services been helpful?
        - **If not**, why not?
    b. How do you think the services available through your housing help young people transition to the adult system of care?

8. What other service(s) do you think would be helpful to you that are not currently being offered at *[housing site* or *where you currently live]*?

Exits
Now, we'd like to talk about *exits*.
9. Do you see yourself exiting (or transitioning) from where you live now to another living situation (for example, independent living)? *(Probe: What is your goal for housing in the future?)*
    a. How does living here (or where you currently live) support you to reach this goal?
    b. Is there anything else that your current housing could do to help you reach your future housing goals? *(Probes: a voucher to subsidize your rent, transferring to other affordable housing, roommate search, housing locator support, first & last months' security deposit)*

Recommendations
10. What would you change or improve about *[housing site* or *where you currently live]* so that it better serves you and other TAY who live there?

11. Thinking back, was there anything you wish you could have known about *[housing site* or *where you currently live]* and the services available there before you moved-in?

12. Would you recommend *[housing site* or *where you currently live]* to other TAY in similar situations? Why or why not? *(Probe: How can we make [housing site* or *where you currently live] better?]*

13. What other recommendations do you have for making transitional or supportive housing better for TAY? For example, if you could create a new housing program for transitional age youth, what would it look like?

HOUSING EXPERIENCE SURVEY

Thank you for taking the time to complete this survey about your experience living in transitional or supportive housing.

Please be honest in your responses. Your participation is anonymous and confidential, and will <u>not</u> affect your ability to receive or participate in services.

These surveys will be analyzed by an external evaluator to help inform how the City & County of San Francisco can improve housing for young adults. Information from the survey will be shared with the Mayor's Office of Housing and Community Development, the Corporation for Supportive Housing, and other housing and service providers, but your individual answers will not be shared.

The survey should take about <u>15-20 minutes</u> to complete. You are welcome to ask somebody you trust for help the filling out the survey if you'd like.

You can also do the survey online at: <u>http://goo.gl/jjBeHP</u>

In appreciation for your time, you will be entered in a raffle to win a $30 gift card for Target, Safeway, or Amazon (your choice). If you'd like to be entered into the raffle, write your name and contact information on the sign-up sheet when you turn in your survey to _____.

THANK YOU!

Getting into Housing

1. What transitional/supportive housing site do you (or did you most recently) live in? (CHECK ONE)

- ☐ 10th & Mission Family Housing
- ☐ 1020 Haight Street
- ☐ 1100 Ocean Ave
- ☐ 5th Street Apartments
- ☐ Arnett Watson Apartments
- ☐ Bishop Swing Community House
- ☐ Bayview Hill Gardens
- ☐ Castro Youth Housing Initiative
- ☐ Edgewood Center
- ☐ Edward II
- ☐ Ellis Street Apartments

- ☐ Essex
- ☐ First Place for Youth/ILSP
- ☐ Geary House
- ☐ LEASE
- ☐ Mosaica
- ☐ ROUTZ (Aarti)
- ☐ Salvation Army Railton Place
- ☐ Shelter + Care
- ☐ Other (specify):

_____

2. Who first told you about the housing above? (CHECK ALL THAT APPLY)

- ☐ At the Crossroads
- ☐ Homeless Youth Alliance
- ☐ Larkin Street
- ☐ LYRIC
- ☐ Case manager, social worker, or counselor at a different agency
- ☐ Family member
- ☐ Friend
- ☐ Other (please specify):_____

3. How long have you lived (or did you live) there?

- ☐ Less than 3 months
- ☐ 3-6 months
- ☐ 7-11 months
- ☐ 1-2 years
- ☐ 3-5 years
- ☐ More than 5 years

4. Please rate how much you agree or disagree with the statements about applying for housing:

		Strongly agree	Agree	Disagree	Strongly disagree	Not sure
a.	The eligibility requirements to qualify for housing were clear.	☐	☐	☐	☐	☐
b.	The eligibility requirements to qualify for housing were fair.	☐	☐	☐	☐	☐
c.	The application process was easy to understand.	☐	☐	☐	☐	☐
d.	Completing the application was easy.	☐	☐	☐	☐	☐
e.	Getting the supporting documents was easy.	☐	☐	☐	☐	☐
f.	I felt informed about the application process.	☐	☐	☐	☐	☐
g.	The location where I ended up is/was the right place for me.	☐	☐	☐	☐	☐

5. Please rate how much you agree or disagree with the statements about preparing for housing:

		Strongly agree	Agree	Disagree	Strongly disagree	Not sure
a.	Staff helped prepare me to live in transitional/supportive housing.	☐	☐	☐	☐	☐
b.	Staff clearly explained housing information, like rules, paying rent, visitor policies, support services, etc.	☐	☐	☐	☐	☐
c.	I got consistent information about what was expected of me from different people.	☐	☐	☐	☐	☐
d.	Staff explained my rights as a resident or tenant.	☐	☐	☐	☐	☐
e.	I know what is (or was) expected of me to stay in housing.	☐	☐	☐	☐	☐
f.	Overall, the housing site has realistic expectations of the people who live there.	☐	☐	☐	☐	☐

Comments: _____

_____

Services

6. Please rate how satisfied or dissatisfied you are/were with the following:

How satisfied are/were you with…	Very satisfied	Satisfied	Dissatisfied	Very dissatisfied	Not sure
a. The amount of choice you had about where you live(d)	☐	☐	☐	☐	☐
b. How long you are (were) able to stay there	☐	☐	☐	☐	☐
c. How much control you have (had) over who can come into your home	☐	☐	☐	☐	☐
d. The amount of privacy you have (or had)	☐	☐	☐	☐	☐
e. The cost of housing	☐	☐	☐	☐	☐
f. The process of paying rent	☐	☐	☐	☐	☐
g. Getting information about changes to rent	☐	☐	☐	☐	☐
h. The physical condition of the apartment or building	☐	☐	☐	☐	☐
i. Safety and security in the apartment or building	☐	☐	☐	☐	☐
j. Safety in the surrounding neighborhood	☐	☐	☐	☐	☐
k. Overall satisfaction with housing	☐	☐	☐	☐	☐

7. What services have you <u>used</u> (onsite or offsite) while in transitional/supportive housing, and what services would be helpful to you that <u>aren't</u> offered through your housing? (CHECK ALL THAT APPLY)

Type of Service	<u>Used</u> while in housing	Would be helpful, but <u>not available</u>	I <u>don't need</u> this service
a. Case management	☐	☐	☐
b. Counseling	☐	☐	☐
c. Help with getting into school	☐	☐	☐
d. Help with finding a job	☐	☐	☐
e. Help with getting food	☐	☐	☐
f. Help with legal issues	☐	☐	☐
g. Help with getting a doctor	☐	☐	☐
h. Help with paying the rent	☐	☐	☐
i. Help with substance use	☐	☐	☐
j. Help with transportation (bus passes, etc.)	☐	☐	☐
k. Money management	☐	☐	☐
l. Activities (movies, food, sports, etc.)	☐	☐	☐
m. Referrals to other services/resources	☐	☐	☐
n. Support groups	☐	☐	☐
o. Other (specify): _____	☐	☐	☐

8. Where do/did you use the support services through your housing? (CHECK ONE)

☐ I only use(d) <u>on</u>site services (where I live/d)
☐ I only use(d) <u>off</u>site services
☐ I use(d) both <u>on</u>site and <u>off</u>site services
☐ I do/did <u>not</u> use any services

9. Please rate how much you agree or disagree with the statements about services:

	Strongly agree	Agree	Disagree	Strongly disagree	Not sure
a. Services should be available onsite (where you live).	☐	☐	☐	☐	☐
b. Participating in services should be required (mandatory).	☐	☐	☐	☐	☐

10. Please rate how much you agree or disagree with the statements about service staff.

Service staff	Strongly agree	Agree	Disagree	Strongly disagree	Not sure
a. Staff is/were available to help me with services or with my personal needs.	☐	☐	☐	☐	☐
b. Staff helps/helped me connect to the services I need(ed).	☐	☐	☐	☐	☐
c. I know/knew who to report problems (about the building, staff, other residents, neighbors, etc.) to.	☐	☐	☐	☐	☐
d. I feel/felt comfortable talking with service staff about my personal needs and/or to report problems.	☐	☐	☐	☐	☐
e. Staff handle(d) the problems I report(ed) appropriately.	☐	☐	☐	☐	☐
f. I can/could depend on service staff to help me keep my housing.	☐	☐	☐	☐	☐
g. Staff treats/treated all residents with respect regardless of race, gender, sexual orientation, etc.	☐	☐	☐	☐	☐
h. Overall, I am/was satisfied with service staff.	☐	☐	☐	☐	☐

Comments: _____

_____

11. Please rate how much you agree or disagree with the statements about the community where you live(d):

	Strongly agree	Agree	Disagree	Strongly disagree	Not sure
a. There is/was a strong sense of community.	☐	☐	☐	☐	☐
b. I feel/felt like I am part of the community.	☐	☐	☐	☐	☐
c. I feel/felt like I am a part of the neighborhood.	☐	☐	☐	☐	☐

12. **ONLY IF YOU LIVE(D) IN SUPPORTIVE HOUSING** (10th & Mission, 5th St., Arnett Watson, Bayview Hill Gardens, Bishop Swing, Ellis St., Edward II, Essex, Mosaica) - Please rate how much you agree or disagree with the statements about property management:

Property management staff	Strongly agree	Agree	Disagree	Strongly disagree	Not sure
a. Property management keeps/kept the building well-maintained (repairs, maintenance, etc.)	☐	☐	☐	☐	☐
b. Property management treat(ed) all residents with respect regardless of race, gender, sexual orientation, etc.	☐	☐	☐	☐	☐
c. Overall, I am/was satisfied with property management staff.	☐	☐	☐	☐	☐

Go to next page →

Future Goals

13. Which of the following best describes where you'd like to live next? (CHECK ONE)

    ☐ I would like to keep living here.
    ☐ I would like to move out, but do not currently have any plans to.
    ☐ I am working on (or have) plans to move out.
    ☐ Other (please specify):
    _____

14. Where do you <u>think</u> you will be living in a year from now? (CHECK ONE)

    ☐ Where I am living now
    ☐ In my own place (alone)
    ☐ With a friend(s)
    ☐ With family/relative
    ☐ With a boyfriend, girlfriend, partner or spouse
    ☐ In a different transitional/supportive housing site
    ☐ In a single room occupancy (SRO) hotel
    ☐ At a shelter
    ☐ On the streets
    ☐ Don't know
    ☐ Other (please specify):_____

15. Where would you <u>like</u> to be living in a year from now? (CHECK ONE)

    ☐ Where I am living now
    ☐ In my own place (alone)
    ☐ With a friend(s)
    ☐ With family/relative
    ☐ With a boyfriend, girlfriend, partner or spouse
    ☐ In a different transitional/supportive housing site
    ☐ In a single room occupancy (SRO) hotel
    ☐ Don't know
    ☐ Other (please specify):_____

16. How many years in transitional/supportive housing would give you enough time to feel ready to move on? (CHECK ONE)

    ☐ 1-2 years
    ☐ 3-5 years
    ☐ More than 5 years
    ☐ No time limit
    ☐ Other (please specify):_____

17. Please indicate how often you do the following:

How often…	Often	Sometimes	Rarely	Never	Not sure
a. …do/did you discuss where you would like to live next with staff?	☐	☐	☐	☐	☐
b. …do/did you discuss your personal goals for the future (like employment, education, and healthy living) with staff?	☐	☐	☐	☐	☐

18. Please rate how much you agree or disagree with the statements about living in transitional or supportive housing:

Living in transitional or supportive housing …	Strongly agree	Agree	Disagree	Strongly disagree	Not sure
a. …helps/helped me feel stable.	☐	☐	☐	☐	☐
b. … helps/helped me work on housing skills (like paying rent and bills, starting utilities, and using the right cleaning products).	☐	☐	☐	☐	☐
c. … helps/helped me work toward my personal goals (such as employment, education, and healthy living).	☐	☐	☐	☐	☐

Comments: _____

_____

About You

19. How old are you? _____ years old

20. What best describes your gender identity? (CHECK ONE)

    ☐ Female
    ☐ Transgender woman / Trans woman
    ☐ Male
    ☐ Transgender man / Trans man
    ☐ Intersex
    ☐ Genderqueer/Gender non-conforming
    ☐ Other (please specify):_____
    ☐ Decline to answer

21. What is your race/ethnicity? (CHECK ALL THAT APPLY)

    ☐ Alaska Native/American Indian
    ☐ Asian
    ☐ Black/African American
    ☐ Hispanic/Latino
    ☐ Hawaiian Native/Pacific Islander
    ☐ White
    ☐ Other (please specify):_____
    ☐ Decline to answer

22. What is your sexual orientation? (CHECK ONE)

    ☐ Straight/Heterosexual
    ☐ Lesbian
    ☐ Gay
    ☐ Bisexual
    ☐ Queer
    ☐ Other (please specify):_____
    ☐ Decline to answer

23. What is the highest level of education you've gotten so far?

    ☐ Less than high school
    ☐ High school diploma, GED, or equivalent
    ☐ Some college, no degree
    ☐ Trade/technical/vocational training
    ☐ Associate degree
    ☐ Bachelor's degree or higher
    ☐ Decline to answer

24. What is your employment status? (CHECK ALL THAT APPLY)

    ☐ Work full-time (35 hours or more per week)
    ☐ Work part-time (less than 35 hours per week)
    ☐ In school or job training
    ☐ Unemployed, looking for work
    ☐ Unemployed, not looking for work
    ☐ Disabled, not working
    ☐ Other (please specify):_____
    ☐ Decline to answer

25. How many children do you have? _____

26. How many live with you? _____

27. What are your current sources of income? (CHECK ALL THAT APPLY)

    ☐ Employment
    ☐ Temporary Assistance to Needy Families (TANF)
    ☐ Personal Assisted Employment Services (PAES)
    ☐ Cash Assistance Linked to Medi-Cal (CALM)
    ☐ Supplemental Security Income (SSI)
    ☐ Supplemental Security Income Pending (SSIP)
    ☐ General Assistance (GA)
    ☐ SNAP/Food stamps
    ☐ Other (please specify): _____

28. About how much money did you receive during the past month from all of the sources above?

    $_____   OR   ☐ Don't know

29. How long did you experience homelessness or unstable housing before living in transitional or supportive housing? If there were multiple instances, add up the total amount of time.

    ☐ Less than 1 month
    ☐ 1-6 months
    ☐ 7-11 months
    ☐ 1-2 years
    ☐ 3-5 years
    ☐ More than 5 years
    ☐ Did not experience homelessness

    NOTE: *Homelessness* means that you didn't have a fixed, regular, and adequate place to stay at night. That includes times when you stayed in a shelter, temporarily stayed with family or friends, a hotel/motel or a place not designed for people to sleep in such as a park, car, abandoned building, underneath the freeway, empty lot, etc.

People who Exited Housing ONLY

30. If you could have remained in housing, would you have stayed?

   ☐ Yes
   ☐ No
   ☐ Don't know

31. What were the reasons that you left the transitional or supportive housing site identified in Question 1? (CHECK ALL THAT APPLY)

   ☐ I left on my own (it was my choice to leave) ➔ **GO TO QUESTION 34** ─────➔
   ☐ I completed the program and had to leave
   ☐ I was asked to exit or evicted because of challenges with the rent
   ☐ I was asked to exit or evicted because of challenges with house rules
   ☐ I was asked to exit or evicted, but I don't know why
   ☐ I had an addition to my family size
   ☐ I became ill
   ☐ I went to jail
   ☐ Other (please specify):_____

34. If you left your housing by choice, why did you leave? (CHECK ALL THAT APPLY)

   ☐ The building/program didn't match my needs
   ☐ It was too expensive
   ☐ Didn't feel welcome
   ☐ Didn't agree with the building rules (such as visitors policies)
   ☐ Didn't get along with service staff
   ☐ Didn't get along with property management/landlord
   ☐ Didn't get along with neighbors
   ☐ Unsafe living conditions
   ☐ Lack of support from staff
   ☐ Lack of community
   ☐ Other (please specify):_____

If you were asked to leave or evicted…	Yes	No	Not sure
32. Do you think the reason you were asked to leave or evicted was fair?	☐	☐	☐
33. Did you receive a 3-day, 10-day, or 30-day notice?	☐	☐	☐

➔ **GO TO QUESTION 35** ────────────────────────➔

35. Please rate how much you agree or disagree with the statements about the process of exiting:

	Strongly agree	Agree	Disagree	Strongly disagree	Not sure
a. I had enough information about why I needed to leave.	☐	☐	☐	☐	☐
b. I had enough time to prepare to leave.	☐	☐	☐	☐	☐
c. I had enough support to prepare to leave (finding a new place to live, etc.)	☐	☐	☐	☐	☐

36. What could have been done that might have prevented you leaving? (CHECK ALL THAT APPLY)

☐ Conflict resolution support
☐ Changing roommates
☐ Clearer expectation (about rules, rent payments, etc.)
☐ Moving to a different neighborhood
☐ Moving to a different program
☐ Help with paying rent
☐ Help with employment
☐ More time to stay in the housing program
☐ More support services
☐ More support from staff in general
☐ Other (please specify):_____

37. If you could return to that housing site now, would you go back?

☐ Yes
☐ No
☐ Don't know

Why or why not?

_____

_____

38. Where did you move to right after you left transitional or supportive housing? (CHECK ONE)

☐ With a friend
☐ With family/relative
☐ With a boyfriend, girlfriend, partner or spouse
☐ A different transitional housing program
☐ A different supportive housing site
☐ An independent housing situation
☐ A single room occupancy (SRO) hotel
☐ A group home
☐ To a shelter
☐ To the streets
☐ Other (please specify):_____

39. How stable was your housing right after you left transitional or supportive housing?

☐ Very stable
☐ Somewhat stable
☐ Unstable
☐ Homeless

	Yes	No
40. Did anyone on staff at the housing site support you in finding a new place to live or exploring options?	☐	☐
41. Since you left housing, have you continued to access services anywhere?	☐	☐

42. After you left transitional or supportive housing, how easy or hard it was to do the following?

After you left, how easy or hard was it to…	Very easy	Easy	Hard	Very hard	Not sure
a. …find another place to live?	☐	☐	☐	☐	☐
b. …continue to access services?	☐	☐	☐	☐	☐
c. …continue working towards your personal goals (employment, education, healthy living, etc.)	☐	☐	☐	☐	☐

Comments:

_____

_____

_____

_____

_____

_____

_____

_____