



## Rising Up – A Public/Private Partnership Operations Update May/June 2021

### Introduction

Rising Up is a public-private partnership launched in October 2018, that currently includes nine City of San Francisco departments and agencies, a group of community-based organizations (CBO’s), and a select group of philanthropic partners. All these stakeholders are working together in support of the broader city-wide goal of reducing homelessness for youth ages 18-25 by 50% by 2023, ultimately assuring that homelessness for young people is rare, brief, and one-time. Young people participating in Rising Up will benefit through one of two program components: **Problem Solving** - short-term support to prevent entry into homelessness all together, or **Rapid Rehousing** - a housing model which offers up to 3 years of rent subsidy with intensive case management support. The Rising Up partnership is led by the Department of Homelessness and Supportive Housing (HSH). Larkin Street Youth Services is the anchor non-profit institution. Below is a report which outlines our Rising Up progress to date.

### Metrics

|                                           |     |
|-------------------------------------------|-----|
| Number of youth housed in Rapid Rehousing | 207 |
| Number of youth in housing search         | 25  |
| Employed                                  | 52% |
| Seeking employment                        | 25% |
| Number of Problem Solving Resolutions     | 117 |
| Number of Problem Solving Conversations   | 935 |

### Demographics

|                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                         |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Race</b></p> <ul style="list-style-type: none"> <li>• African American- 58%</li> <li>• Asian- 3.5%</li> <li>• American Indian or Alaskan Native- 2%</li> <li>• Multi racial – 7%</li> <li>• Pacific Islander- 2.5%</li> <li>• White – 15%</li> <li>• Data Unknown- 12.5%</li> </ul> | <p><b>Ethnicity</b></p> <ul style="list-style-type: none"> <li>• Hispanic/Latino- 24%</li> <li>• Non Hispanic/Latino -75%</li> <li>• Data Unknown- 1%</li> </ul>                        |
| <p><b>Sexual Orientation</b></p> <ul style="list-style-type: none"> <li>• Bi- Sexual- 9%</li> <li>• Gay- 10%</li> <li>• Straight- 71%</li> <li>• Data Unknown- 10%</li> </ul>                                                                                                             | <p><b>Gender Identity</b></p> <ul style="list-style-type: none"> <li>• Female – 52%</li> <li>• Male- 44%</li> <li>• Gender Non Conforming- 1.5%</li> <li>• Transgender- 2.5%</li> </ul> |



## **Challenges and Opportunities**

We've learned much from the progress we've made with Rising Up, and we've made adjustments to the budget and programming in direct response to our learnings. The following represents examples of lessons learned and plans we have implemented or proposed to address the challenges:

### **Shared Housing**

Roommate matching proved to be a more complicated process than anticipated, resulting in a higher number of youth than expected living on their own. While it is not a program requirement to share housing, it is highly encouraged as a way to reduce the cost of living. We now incentivize roommate matches and provide conflict resolution training and 1:1 support through a new partner as of 2020, Community Boards.

### **Relocation Costs**

Relocation requests also proved to be a more common and costly occurrence than anticipated. Young people request relocation support for a number of reasons, including domestic or community violence, conflict with roommates, neighbors, or landlords, and other concerns. Partners have worked hard to formalize a relocation policy, ensure that issues of safety can be quickly resolved, and support around conflict resolution and mediation is available through Community Boards to prevent and resolve interpersonal and landlord disputes that would otherwise require a costly relocation.

### **Staffing Costs**

The pandemic, the large geographic spread of housing, the acute behavioral health needs, and the deeply impacted economy all combined to necessitate more intensive staff support for youth. Campaign partners have proposed reduced youth:housing coordinator ratios to better support housing retention, as well as a higher degree of 1:1 coaching around education and employment goals.

### **Adjustments to the Coordinated Entry prioritization:**

Rising Up is meant to resolve rather than interrupt a young person's homelessness, and it is best maximized as part of a robust continuum of housing options for TAY. Because participants must pay a portion of their rent and ultimately take over the full cost of their rent, it is suitable for young people who have an income, for example. We are working across the Youth Access Points and the Coordinated Entry system to ensure better service matching, so, for example, young people with zero income who are pre-contemplative or ambivalent toward education and employment goal-setting can access transitional housing for up to two years, where they can stabilize and build life skills before taking on the responsibility of holding their own lease in Rapid Rehousing. Likewise, youth with disabling conditions preventing them from earning a self-sufficient wage to pay for market rate housing should be quickly matched to permanent supportive housing options, where their earning potential does not put them at risk of losing their housing.



## Successes

- **Based on the evolving needs of the young people, we've supplemented our existing programming to adapt to their needs.**
  - **Financial Assistance:** Smart Money Coaching offered through OFE has proven to be very effective in helping the young people set up checking accounts, manage their debt, take advantage of gov't offerings, and more.
  - **Conflict Resolution:** Community Boards has been brought in to help with roommate relations, mediation, landlord/tenant disputes, and more.
  - **Flex Fund:** We put in place a Flex Fund to provide support for young people to buy groceries, car repair, muni pass, basic living expenses.
- **A strength of Rising Up is the Steering Committee, the governing body for the initiative.** The Rising Up Steering Committee meets monthly, supported by bi-weekly subcommittee meetings. The membership contains representatives from each of the major interest areas of the Rising Up initiative. The committee operates through a signed memorandum of understanding and has played a significant role in the evaluation and in some cases redesign of Rising Up programming, as well as the allocation of the funding to support these efforts.
- **One of the other greatest strengths of the Rising Up model is that it is based on a systems approach.** Because of this, Rising Up has been able to leverage a broad range of services across the different partners to develop a systems-level response to youth homelessness, and to thus improve the City's capacity to coordinate care across these systems. This served us especially well at the outset of the pandemic, where we already had in place a coordinated team of people to help us, together, pivot and adapt.

## Next Steps and Sustainability

**Statistics have shown that by increasing our investment, we can decrease the number of homeless youth on the streets.** In 2015 the City was investing 5% of its budget in youth homelessness. That investment increased to 8% by 2017. The result was a decrease of homeless youth on the streets in the annual Point in Time count from 1,569 in 2015 to 1,363 in 2017.

**Rising Up as well as other youth resources coming online represent a doubling of investment in youth experiencing homelessness.** The combined effect of Problem Solving and Rapid Rehousing, along with the other interventions that have and/or will be instituted, is intended to both make a significant impact on the current number of youth who are homeless in San Francisco, as well as stem the flow of youth entering into homelessness, ultimately resulting in a 50% reduction in the number of youth who are experiencing it. The funding we receive from generous donors for Rising Up will enable us to achieve this goal by 2023.

**Rising Up was fully up and running by mid-2019 and we have learned much from the progress we've made.** Based on an evaluation of our work to date, which included input from staff members as well as young people with lived experience, we will be changing and/or supplementing our programming and adjusting the budget to support these changes, as shown below.



## Fundraising

The Rising Up Campaign has secured nearly \$35M in cash and pledges to date, including more than \$21M from private philanthropy and \$13.5M from local General Fund and State Homeless Emergency Assistance Program (HEAP) funding. The Rising Up Steering Committee has approved our plan to supplement our programming and adjust the budget to a final total of \$50M support these changes.

Specifically, the Rising Up Steering Committee anticipates receiving \$11.4M in local public investment through Proposition C funds over the next three fiscal years, with the \$4M balance to come from private philanthropy. The private funds will be invested in the wraparound support the youth need to succeed in remaining stably housed or to avoid homelessness all together, such as case management, education and employment support, and health services. Ideally, private funding contributions will be unrestricted since this will allow the partner agencies to apply the funding where it’s most needed at the time of its receipt. Current fundraising results are as follows:

| <b>Corporate Partners</b>                                                                                                                                       | <b>Foundation Partners</b>                                                                                                                                                                                       | <b>Individual Partners</b>                                            | <b>Public Partners</b>                                                                                                         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| Airbnb - \$1.5M<br>AT&T - \$100K<br>Dolby - \$25K<br>Twilio - \$700K<br>Twitter - \$50K<br>Warner Bros. - \$25K<br>Xilinx - \$25K<br><b>Total - \$2,415,000</b> | Anonymous - \$300K<br>Horace W. Goldsmith - \$500K<br>CZI - \$600K<br>Weinberg - \$425K<br>Hellman - \$400K<br>Langendorf - \$60K<br>Sutter Health - \$50K<br>Tipping Point - \$3M<br><b>Total - \$5,335,000</b> | Joe Gebbia - \$12.5M<br>Other - \$927K<br><b>Total - \$13,435,000</b> | City - \$4M<br>State (HEAP) - \$9M<br>Prop C Funding - \$3.4M<br>Workforce Accelerator - \$150K<br><b>Total - \$13,538,093</b> |
| <b>Totals Combined</b><br>Total Raised -<br><b>\$34,723,093</b>                                                                                                 |                                                                                                                                                                                                                  |                                                                       |                                                                                                                                |

## A Youth Story

‘Antonio’ is a 21-year-old Rising Up participant who was able to find permanent housing through Rising Up. Although young in age, Antonio has experienced plenty of ups and downs in his life. He has experienced incarceration, struggled with addiction, and having no supportive role models in his life. After spending a year in intensive addiction recovery, he has turned his life around with the tools provided by the Rising Up program. Antonio has transformed into a young man who is empowered and not limited by the cycles of poverty and addiction. He holds a full-time job, often working over-time to fulfill his dream of buying a home in his native Daly City. He is profoundly involved with his community and dedicates his professional life to giving back to the community that assisted him in attaining sobriety, all the while maintaining his signature buoyant and cheerful nature. Justin is currently residing in Oakland and is adapting to his new life with new-found resolve and gratitude.



## **In Closing**

The Rising Up partnership model has more relevance now than ever before. With its focus on youth of color and LGBTQ+ youth, Rising Up squarely addresses the issue of racial and social equity that now must become part of our national dialogue. We know, in fact, that funding Rising Up at this time will provide its own form of COVID relief. Young people who are on the streets can find a home. Others who lost their jobs can get back to work. Still others who are getting a diploma or a degree can get the technology they need to complete it. And importantly, young people whose mental health has been affected by the pandemic will get the care they need. On behalf of the 349 young people we have served thus far, we deeply appreciate the support we have received from our generous funders and supporters.