Comprehensive Needs Assessment of Young People Experiencing Housing Instability and Homelessness in Bernalillo County, New Mexico

February 2022

Executive Summary submitted by the Pacific Institute for Research and Evaluation

Executive Summary

Overview

The Comprehensive Needs Assessment of Young People Experiencing Housing Instability and Homelessness in Bernalillo County, New Mexico, represents a collaborative effort of the Southwest Center of the Pacific Institute for Research and Evaluation (PIRE), the Child and Adolescent Services Research Center of the University of California, San Diego (UCSD), and the University of New Mexico (UNM) Office of Community Health. Making this effort possible is a partnership with a Leadership Team of government officials from the City of Albuquerque, Bernalillo County, and the State of New Mexico Children, Youth and Families Department (CYFD), and administrators of community-based organizations (CBOs). We define CBOs as public or private nonprofit organizations that address the health and human service needs of youth aged 15-25 experiencing housing instability and homelessness. A Youth Advisory Council of young people with lived experience of unstable housing and homelessness has guided this work.

This needs assessment is designed to achieve several goals:
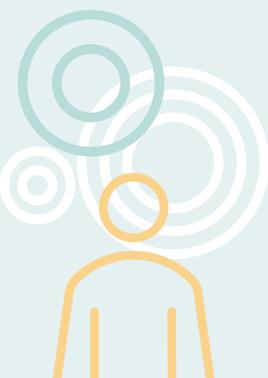
- Generate an estimate for the number of young people aged 15-25 experiencing housing instability and homelessness in Bernalillo County.

- Enhance understanding of housing instability and homelessness based on the perspectives of young people with lived experience.

- Examine strengths and limitations of the current service system for the population of interest, including capacity issues affecting CBOs and their workforce.

- Develop recommendations for creating a coordinated and comprehensive community response to improve services and supports for young people impacted by housing instability and homelessness in Bernalillo County.

This needs assessment features quantitative and qualitative methods. Quantitative methods include Mark-Recapture computations to estimate the size of the population of interest and surveys with young people, organizational leaders, and the workforce. Qualitative methods include semi-structured interviews with young people, system leaders, and CBO administrators and focus groups with frontline providers. All participants in this assessment were compensated with small incentives in the form of a gift card or money. The PIRE Institutional Review Board approved all research procedures.

This needs assessment consists of six complementary parts summarized below: (1) New Mexico Youth Count and Housing Survey; (2) Youth Experiences and Perspectives on Housing Instability and Homelessness; (3) Organizational Assessment Survey; (4) Qualitative System and Organizational Assessment; (5) Organizational Workforce Assessment; and (6) Recommendations. The larger report that follows includes detailed descriptions of methods and findings for Parts 1-5 and a more extensive outline of key recommendations informed by this needs assessment.

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Part 1. New Mexico Youth Count and Housing Survey
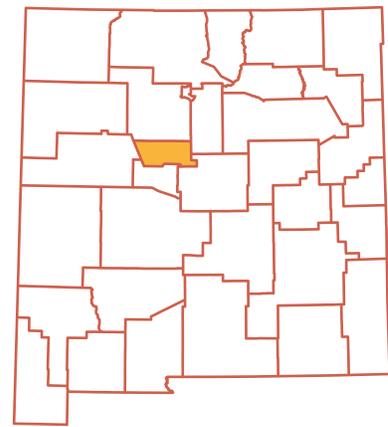
We implemented the New Mexico Youth Count and Housing Survey in Bernalillo County during three consecutive three-day periods (Thursday through Saturday) in late summer 2021 using Mark-Recapture, an approach for determining the size of a particular population by attaching a unique identifier or mark to individuals in this population at specific sites where they are likely to be found, then returning to those sites to recapture some of these same individuals. At each site, we conducted tallies of the young people present. We invited young people who appeared aged 15-25 to complete a brief in-person survey to gather information about their characteristics and unmet service and housing needs.

We determined the current housing status of the young people completing the survey (n=361 unique respondents) by analyzing their responses to three questions concerning: 1) where they spent most nights during the past 30 days; 2) where they stayed during the last night; and 3) if they could stay where they stayed the last night for the next month. We defined young people who had stayed in their own home most nights during the past 30 days and last night, and who said that they could stay there for the next month as stably housed, comprising 25% of the sample. We considered the remaining 75% of respondents to be unstably housed or homeless. The estimated size of the total homeless youth population aged 15-25 ranged from 1,242 persons to 2,314 persons based on the set of sites used in the Mark-Recapture computations and the data from the surveys and tallies. This is a conservative estimate given that we could not saturate all potential sites due to pandemic conditions and other factors (e.g., safety considerations, the hidden nature of the population) during the count periods.

Respondents who were unstably housed or homeless reported losing housing in the past due to being kicked out of their home (35%), running away (30%), domestic or family violence (30%), eviction (25%), substance use (20%), and aging out of foster care (6%). They were similar demographically to the young people with stable housing but were slightly older and more likely to identify as American Indian. They were also more likely to have been in foster care and the juvenile justice system, have spent the night in an adult jail, and be pregnant or a parent. Compared to the stably housed respondents, their foster care experiences tended to be longer and involve more placements. Respondents who were unstably housed or homeless also reported poorer physical and mental health than their stably housed peers. A quarter described their physical health as poor or fair, over a third had a physical disability or long-term health condition, and a quarter had been to a hospital emergency room three or more times during the past year. Over a third said their mental health was "not good" most of the time or always. In addition, respondents who were unstably housed or homeless were more likely to report experiencing traumatic events in the past year, such as being robbed, assaulted, or arrested. They were less likely to say they have family they can talk to about important things or go to for help. Only a third of these respondents currently attend school, and few get money from full- or part-time jobs.

In terms of service needs, half of the respondents currently experiencing housing instability or homelessness had *never* utilized housing supports, such as emergency shelters, transitional housing, or public housing. However, a quarter wanted to apply for public housing or Section 8 but did not know how to apply. When asked about acceptable types of temporary housing, there were some differences in

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responses by age. The majority of respondents—over half of those under 18 (54.0%) and three-quarters of those over 18 (78%)—noted their preference for living in an apartment or home by themselves with support (coordinated services with housing). Those under 18 years of age were more likely to say they would like to live with family members (40%) versus those age 18 and over (25%). When asked a final open-ended question about what one thing would be most useful to them now, the majority referred to housing (e.g., "a house or apartment," "a transitional living place," "help with housing and get me off the streets before winter comes"), followed by money (e.g., "income," "financial help"), employment (e.g., "getting a job," "career training"), and physical, behavioral, and oral health care (e.g., "help with physical and mental health," "drug abuse services," "dental care"). Respondents also mentioned work, support from family and friends, navigation assistance, transportation, and other items as most useful right now.

Part 2. Youth Experiences and Perspectives of Housing Instability and Homelessness

Twenty-four young people impacted by housing instability and homelessness participated in qualitative semi-structured interviews to help explain, expand on, and contextualize the results from the New Mexico Youth Count and Housing Survey. We conducted most interviews in person in October 2021.

How Do Young People Perceive Bernalillo County? The majority of young people interviewed are not originally from Bernalillo County but have lived in the region for a long time. Young people are ambivalent about living in the region, as summed up in the statement, "Burque is sparkling, and it's pretty, and it's beautiful… but there's a lot of dread, a lot of violence, drug abuse, and homelessness."

How Do Young People Describe Their Backgrounds? Adverse Childhood Experiences—potentially traumatic events that occur during childhood between the ages of 0-17—affect the health and wellbeing of our interviewees. These young people describe growing up in difficult social environments shaped by conditions of poverty with family members and themselves struggling with mental health and substance use problems, emotional and sexual abuse, and justice systems involvement. Young people almost universally report coming from natal families disrupted by domestic violence, parental separation/divorce, and incarceration. Most frequently, they describe being raised in single-parent households, followed by living with another caretaker, such as a grandparent or older relative, often under crowded conditions. Almost a quarter report direct involvement in foster care at some point in their lives, either as children or as parents. Most are struggling with serious mental illnesses, including mood disorders (e.g., depression, bipolar disorders) and anxiety disorders, such as post-traumatic stress disorder (PTSD). A small subset identifies as having a psychotic disorder, and almost one-fifth have experiences of psychiatric hospitalization. Young people report few behavioral health resources. Their confidence in such resources appears low because they are widely perceived as not specialized enough to address their unique circumstances and conditions. Although they recognize the value in education, especially to build life skills and secure and maintain employment and a home, less than half of the young people have finished high school. Reasons for not completing include insufficient support for overcoming learning challenges, substance use, becoming pregnant, running away from home to preserve their safety, and working to support themselves or their families. Many young people report experiences with paid employment (usually in fast food, retail, and the gig economy) and under-the-table work (e.g., dealing drugs, stealing/reselling goods, and sex work). Having behavioral health needs interferes with their ability to keep jobs. Stigmatization and discrimination also impact their employment prospects and other facets of

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their lives. Several young people described negative treatment because of their substance use and incarceration records, identities as Black, Indigenous and People of Color (BIPOC) or lesbian, gay, bisexual, transgender, and queer or questioning (LGBTQ+), and their immigration status.

Couch hopping, 63%

On the streets, 54%

In shelters, 46%

What Are the Living Situations of Young People? When discussing their experiences of homelessness, the majority (63%) report couch hopping (staying temporarily in a succession of other people's homes; also known as couch surfing), followed by staying on the streets (54%) and being in shelters (about 46%). Many young people live with relatives from time to time but such arrangements are usually temporary due to concerns about overstaying their welcome. Our interviewees have stayed in hotel rooms with romantic and sexual partners, with young women facing expectations of exchanging sexual acts for a place to stay. Of all these experiences, young people characterize sleeping on the streets as the worst, as it increases their risk for violent victimization (e.g., getting robbed or beaten). Perceptions about emergency shelters run the gamut. While some are appreciative of having a safe place to stay that includes assistance navigating services, others are more negative in their appraisals, asserting that some emergency shelters are understaffed and prioritize occupancy of beds over providing supportive services. Older young people avoid adult-serving shelters because they are thought to be unsafe. Our interviewees also describe having no place to go after being in an emergency shelter or jail unless they are fortunate enough to get into a transitional living program (TLP) that offers safe living accommodations for a period of time as well as services to develop the skills necessary to move toward independence and life as healthy, productive adults. Being in TLPs offers young people a sense of stability in their otherwise chaotic lives and opportunities to address their substance use issues.

What Are the Reasons Young People Experience Housing Instability and Homelessness? Addiction and abuse are the main themes in narratives of housing instability and homelessness. Abuse by substance-using caretakers is a common thread in the descriptions of why young people leave home and often end up in more dangerous situations resulting in further harm. For example, one young woman who moved in with an older man to escape her violent mother found herself in a situation where she was kept in a locked room and repeatedly sexually assaulted. Other reasons include crowding, coming of age, breakups with significant others, and bad roommate situations. In addition, a civil record of eviction or a criminalized background intensifies the risk for housing instability and homelessness.

What Makes it Hard for Young People to Get Help? Several factors affect the ability of young people to get assistance to address housing and other support needs. At the individual level, these include wanting to be self-reliant, fear of being judged, being overwhelmed by behavioral health struggles, and being distrustful of available services. Being undocumented or having open arrest warrants ("being on the run") also leads young people to stay away from services. On a larger level, most young people are unfamiliar with resources in the community and how to access them. Bureaucratic barriers or hassles reduce their ability to tap into these resources, including challenges understanding and filling out forms and providing required documentation (e.g., state ID, driver's license, social security card, etc.). Young people also characterize parental consent laws as presenting challenges for unemancipated minors who need consent from parents or legal guardians to get housing and shelter services, medical care, and other supports. Young people value the assistance they receive from street outreach teams, youth-serving drop-in centers, and TLPs for connecting them with navigation support (e.g., case management) to link them to

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resources. Such support is instrumental in helping them overcome several of the bureaucratic barriers described above, including paperwork. However, young people repeatedly report not having enough support in the community (especially if navigators move on to other jobs) and how age requirements constrain what they can access. Whether under or over age 18, lengthy waitlists are major impediments to getting help for behavioral health conditions, transitioning from emergency shelters to TLPs, and permanent housing.

What Does Social Support Look Like for Young People? Family is important to young people who experience housing instability and homelessness, despite past ACEs involving caretakers and other relatives. Few interviewees indicate receiving no support from family or significant others. This support is emotional (e.g., being there, listening, advice) and material (e.g., food, clothing, an occasional place to sleep) in nature but inconsistently available, especially if family members are using substances or incarcerated. For many, family members are not geographically close enough to help. Several explained that family support depends on whether they stop their substance use and "change their lives." Some young people isolate themselves because they do not want parents knowing they are using substances to protect them from gossip and embarrassment in the extended family network. The risk of becoming homeless appears greater for young people who isolate themselves. A little more than half of the young people identify friends as a source of social support. However, friendships ebb and flow, so turning to friends is not always possible. Participants must also be careful around their friends. They frequently share histories of using alcohol and drugs together or engaging in illicit activities to pay for this behavior.

How Do Young People Describe Their Ideal Living Situation? When asked about their ideal living situation, close to 67% want a small house or apartment with formal supports. These include support for improving their basic life skills, case management, and addressing behavioral health needs. Some want to live alone (including remaining with their children) or with significant others and friends. Safety and independence are keys to their ideal living situations. Many interviewees simply want a place to live as long it is not on the streets and affords privacy. However, having lived previously in areas pejoratively designated as "war zones," others clearly want to live in places with less drug use, theft, and violence. Descriptions of independence center on being sober, having reliable transportation to pursue education and employment, and making enough money to pay for living expenses. Several want to keep a pet and simply grow as individuals with the support of family, friends, and services as needed.

Part 3. Organizational Assessment Survey

To examine the service system landscape, the Organizational Assessment Survey (OAS) collected information from CBOs and other organizations that make up the service system for young people aged 15-25 in Bernalillo County. The OAS was completed by organizational leaders between May-September 2021. The OAS gathered information on organizational demographics; services generally provided to people experiencing homelessness; supportive services, referrals, and overall programming for the population of interest; and organizational networks.

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Thirty-two of the 39 invited organizations completed the survey for an 82% response rate. The most common service categories, which approximately three-quarters of responding organizations report providing, include basic needs assistance (75%), housing assistance (72%), case management (72%), and transportation assistance (72%). The majority (63%) also provide mental/behavioral health services and engage in efforts to increase access to employment. Responding organizations indicate that expansion of existing services, especially more housing opportunities, are needed, including shelters, TLPs, host/foster families, and sober living and therapeutic homes that blend housing with treatment services. Mental/behavioral health services is another priority area requiring expansion. Responding organizations also identify the need to implement new services in Bernalillo County, with 25% calling for the establishment of youth-specific detoxification and crisis centers to address issues with addiction. Several also agree on the need to establish a "one-stop-shop" service entity that can address a range of needs directly and leverage strong partnerships with local organizations to facilitate linkages to community-based services. Responding organizations characterize CBOs that currently specialize in services for young people who are unstably housed or homeless as key strengths of the service system, describing them as being resourceful, dedicated, engaging in impactful work, and increasingly collaborative. However, responding organizations suggest that adult-serving organizations for the population affected by homelessness could be doing more to ensure that the services they provide to young adults aged 18-25 are tailored to their specific needs and that services are better integrated with those offered by the youth-serving CBOs. Notably, many responding organizations possess training capabilities and are willing to share these capabilities with others. Creating such opportunities may help foster inter-organizational relationships and enhance system-wide expertise. Collaborative network analysis review, which includes examining insight into inter-organizational interactions and collective action planning, may help increase interaction, coordination, and overall quality of services among key organizations and other agencies involved in assisting young people affected by housing instability and homelessness in Bernalillo County.

Part 4. Qualitative System and Organizational Assessment

This qualitative assessment of the service system highlights the perspectives and experiences of professional stakeholders, including system leaders (n=14), CBO administrators (n=12), and frontline providers (n=40), through the use of semi-structured interviews and focus groups. We conducted the interviews and focus groups largely using the Zoom Meetings platform in June-September 2021. Our discussions centered on (a) the characteristics and needs of the population of youth dealing with housing instability and homelessness; (b) the broader service environment, including leadership, funding, and inter-organizational networks; (c) capacity issues affecting the CBOs; and (d) service and support gaps. Participants included system leaders, CBO administrators, and frontline providers (e.g., case managers, clinicians). The findings derived from this assessment largely converge with and expand on the perspectives shared by youth.

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Who Are the Young People Experiencing Housing Instability and Homelessness? Professional stakeholders conceptualize the plight of young people aged 15-25 impacted by housing instability and homelessness in poignant yet stark terms, clarifying that they represent a largely invisible population that is diverse in its composition. Complicated family dynamics and systemic harm shape trajectories of housing instability and homelessness among young people. Histories of involvement in the child welfare system (including foster care and juvenile justice) are common among young people who experience housing instability and homelessness and who have unique and unaddressed needs related to development or maturation, social support, and behavioral health. Per the professional stakeholders, young people are also at heightened risk of being trafficked sexually and becoming homeless as adults.

> "
> **We don't as a community talk enough about it [youth homelessness]. I think…if we really showed the ugly truth to the community at large, maybe people would get upset, and it would affect them.**
>
> *– Frontline provider*

How Do System Leaders, CBO Administrators, and Frontline Providers Characterize the System? Professional stakeholders characterize the current service system as lacking defined leadership; missing youth voice in system planning and decision making; and needing multilevel communication, coordination, and collaboration. They describe the service system as "inadequate," "uncoordinated," "disjointed," "siloed," "bureaucratic," and "overwhelmed." Relationships among CBOs can be competitive but are largely positive. Funding and contracting constraints affect the ability of CBOs to plan for the future and build capacity within their agencies. Professional stakeholders also indicate that the provision of evidence-based practices (EBPs), referring to manualized interventions with proven effectiveness, is variable to minimal across the CBOs. Moreover, systems for data collection, reporting, and evaluation are disconnected and underdeveloped. Above all, professional stakeholders note that the system relies on a hopeful, dedicated, and internally motivated yet relatively young workforce. However, burnout among providers may contribute to turnover and recruitment and retention challenges more generally. Professional stakeholders commend the CBOs specializing in services for young people with housing instability and homelessness for making strides at the agency level to create a strong workforce prepared for career advancement through training and support for providers and staff. Finally, professional stakeholders are optimistic, stating that the system is "improving" and "getting better," with the City of Albuquerque, Bernalillo County, and UNM bringing together relevant stakeholders to prioritize a community response to youth housing instability and homelessness.

What Gets in the Way of Serving and Supporting Young People Experiencing Housing Instability and Homelessness? Professional stakeholders believe we can reduce youth homelessness through prevention and early intervention in multiple sectors (e.g., child welfare, education) to reduce the systemic harms that lead to this situation. They also note the difficulties of serving young people without a coordinated entry and assessment system, a problem compounded by the lack of affordable housing stock and inadequate access to age-appropriate shelters, TLPs, and behavioral health services. Individual-level barriers (e.g., stigma, insufficient awareness of resources) and bureaucratic challenges make it hard for young people to get extant services. Without navigation assistance and greater life skills preparation, professional stakeholders feel young people are impeded in overcoming these obstacles.

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Part 5. Organizational Workforce Survey

The Organizational Workforce Survey (OWS) assessed the characteristics and needs of the provider workforce that supports young people aged 15-25 experiencing housing instability or homelessness in Bernalillo County. The OWS also collected data on what the workforce views as priority issues to address in improving services and supports for the population of interest and on capacity needs to consider when aiming to improve the service delivery landscape. Of the workforce invited to participate in the OWS, 150 frontline providers and nine executive leaders (82% overall) completed the web-based OWS in June-September 2021. In general, leader perspectives were highly unified with those of the providers, suggesting high cohesion regarding both workforce and perceptions of youth supports needed.

What Are the Priority Needs for Young People Experiencing Housing Instability and Homelessness? Overwhelmingly and justifiably, increasing housing availability was endorsed as the top priority area for addressing the needs of young people experiencing homelessness. Yet, it was also perceived as one of the least feasible to implement. In addition, supporting employment opportunities, removing barriers to education, and addressing substance use disorders were all seen as top priorities for addressing the needs of young people experiencing homelessness. Equally important, all three were perceived as more feasible issues to act upon than increasing housing availability, with both leaders and providers endorsing support for employment opportunities as the most feasible to implement.

What Is the Composition of the Workforce and What Are Its Training Needs? The majority of the provider workforce is female (74%), identifies as Latinx (54%), and has been in their current job for between one and four years (49%). The leaders are also majority Latinx (67%), are equally split on gender identity (female, male), and tend to be in their positions slightly longer. The OWS responses suggest that people in the workforce are not intending to leave their current jobs anytime soon. Training opportunities and wellness practices should be integrated into organizational support services to recruit and retain providers.

How Does the Workforce Characterize Its Strengths? A resounding finding from the OWS is that both leaders and providers share a strong sense of partnership with youth and inherent compassion for their work. The workforce expresses robust youth-adult partnerships across the service system. Given the complexity of meeting the needs of youth experiencing housing instability or homelessness, this is a solid foundation on which to enhance the service system's reach. Overall, the workforce expresses very positive attitudes about workplace climate, reporting high levels of job satisfaction and strong safety culture. Notably, half of the workforce reports the highest level of provider-leader relationships and another 30% report very strong leadership.

What Are the Primary Challenges Expressed by the Workforce? While there are notable strengths of the workforce, they are accompanied by moderate levels of work-related burnout and secondary trauma, which occurs when exposure to a client's trauma or stress results in individualized negative feelings and behaviors on the provider's part. The majority of providers find their work emotionally exhausting, and over 20% experience high levels of secondary traumatic stress. Also, while the workforce expresses moderate to high attitudes about implementing EBPs for young people experiencing homelessness, this finding is accompanied by limited perceived recognition or reward structure for the actual implementation of evidence-based approaches. If a system priority for funding and supporting evidence-based approaches exists, it needs to be championed within the workforce.

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Part 6. Recommendations

Participants who completed the various surveys, semi-structured interviews, and focus groups offered insights and recommendations for addressing the needs of youth and young adults impacted by housing instability and homelessness in Bernalillo County. The recommendations converge on four key domains: (1) Collaboration and Partnership; (2) Prevention and Coordinated Entry; (3) Enhanced Continuum of Services and Supports; and (4) Improved Capacity to Deliver Services.

Collaboration and Partnership. Recommendations center on (1) building the foundation for a comprehensive community response that emphasizes youth voice and adequate funding, resources, training, and best practices to involve and support young people impacted by homelessness as partners in making system change happen. Recommendations also center on (2) aligning leadership across public sectors, systems, and CBOs that serve young people experiencing homelessness. For such alignment to occur, it is imperative to establish and maintain effective communication, mechanisms for stakeholder input, transparent decision-making and oversight, unified metrics to measure progress toward shared goals and outcomes, a coordinated funding strategy to address gaps in services and supports, and improved collection, sharing, and use of data on youth homelessness across systems and CBOs to enhance overall system functioning.

Prevention and a Coordinated Entry System. Recommendations center on (1) creating a coordinated "prevention-first" approach to keep young people from ever experiencing homelessness by increasing public awareness of the scope and nature of the problem, building knowledge of local services and supports, and promoting early engagement and intervention for youth and families who may be facing housing instability and homelessness in key public systems, including education, child welfare, juvenile justice, and behavioral health. Recommendations also center on (2) developing and implementing a coordinated entry and assessment system with multiple access points for youth and young adults and their children (e.g., community hubs, a youth-specific assessment facility, drop-in centers, street outreach, emergency services, and phone, text, and web-based access). Key system features include integrating streamlined, standardized, and age-appropriate intake, assessment, and referral processes; providing access to community-based, client-centered navigation; making sure young people get services and support responsive to their cultural and developmental needs on-demand; building capacity to serve priority subpopulations (e.g., BIPOC, LGBTQ+, undocumented, and persons with human trafficking experiences); and increasing public funding and technical support for the development of secure data management systems.

Enhanced Continuum of Services and Supports. Recommendations center on (1) developing and facilitating access to multiple types of housing options by decreasing barriers to housing voucher use by young people and their families; providing transitional support to young people exiting institutions such as detention centers, jails, prisons, and mental health facilities; expanding age-tailored rapid re-housing programs, TLPs, and permanent supportive housing programs; creating dedicated public funding streams to create affordable housing and enable young people to obtain and keep housing; enacting legislation allowing unaccompanied homeless minors to receive key services and supports and establish their own residences without consent from parents or legal guardians; and increasing tenant protections to reduce evictions. Recommendations also center on (2) fostering access to services and supports that are both

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trauma-informed and developmentally appropriate by embedding such expertise throughout the service delivery and support system; assuring that programs limit policy violations that lead to expulsion of young people from services; enacting policies allowing unaccompanied homeless minors to obtain proof of identification for acquiring services and supports; connecting young people with legal advocates to assist with record clearing and removal of other legal barriers to achieving stable housing and employment; making behavioral health services readily available; maximizing Medicaid coverage and its utilization; expanding availability of life skill intervention programs; providing essential supplies and support to help with basic everyday needs; exploring the feasibility of implementing a guaranteed income pilot program for sub-populations of young people experiencing homelessness; engaging with organizations that cater to adults to ensure their services are tailored to the specific needs of young adults aged 18-25; and using state and national best practices to educate first responders about the complex and diverse needs of the homeless youth population.

Improved Capacity to Deliver Services. Recommendations center on supporting CBOs in implementing a coordinated and comprehensive community response that encourages agency growth through longer-term funding and reduced administrative burden; supporting network collaboration and service coordination across agencies, programs and systems; facilitating billing for covered supportive housing activities under Medicaid; providing support for EBP uptake and sustainment; and addressing recruitment and retention challenges by growing and supporting frontline providers through collaboration with higher education institutions, increasing salaries, cultivating opportunities for career advancement, and supporting wellness. Additional recommendations include fostering inter-organizational relationships to improve overall service functioning and quality while enhancing expertise in addressing youth homelessness, particularly in adult-serving organizations that may work with young people aged 18-25.

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