

## WE SAY

We Empower San Antonio Youth



San Antonio/Bexar County's Coordinated Community Plan to Prevent  
and End Youth Homelessness

Updated March 2020

## ACKNOWLEDGEMENTS

Thank you to the youth, young adults, and passionate allies who worked side by side to craft this plan. WE SAY is a culmination of the minds and hearts of many people who have been meeting, talking, planning, and acting over the last six months. Thank you for your determined efforts. To the Youth Action Board, thank you for your bold leadership. You brought passion and clarity and kept the work grounded.

### *Special thanks to our...*

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# CONTENTS

Acknowledgements	1
Key Terms and Acronyms	3
Vision and Context	5
Needs, Goals, Objectives, and Action Steps	8
Goal 1: Identification	10
Goal 2: Diversion and Reducing Barriers	14
Goal 3: Coordinated Entry	17
Goal 4: Permanent Housing	19
Goal 5: Preventing Homelessness	24
How Decisions are Made	27
YHDP-Funded Projects	31
Evaluate and Evolve	34
Final Reflections	37
Signature Page	38
Appendix A: Needs Assessment Data	41
Appendix B: USICH Framework and Four Core Outcomes	45
Appendix C: Collaborating Partners	49
Appendix D: YHDP-Funded Project Charts	58

## KEY TERMS AND ACRONYMS

We recommend printing this guide to reference throughout your reading.

### KEY TERMS

**Lived Expertise:** A core value of this plan is Youth Voice. We believe that people with lived experience in homelessness provide invaluable expertise and this input should be prioritized.

**Continuum of Care:** A [Continuum of Care \(CoC\)](#) is a regional or local planning body that coordinates housing and services funding for families and individuals experiencing homelessness.

HUD Categories of Homelessness<sup>1</sup>:

Category 1	Category 2	Category 3	Category 4
Literally homeless – those living on the street, in an emergency shelter, or in transitional housing  Exiting an institution where they resided for <90 days, and were previously in a shelter or on the street	Individual or family who will imminently lose their primary nighttime residence, has no subsequent residence, and lacks resources or support networks.	Unaccompanied youth or families with children/youth who meet the homeless definition under another federal statute (i.e. McKinney Vento), plus other criteria on previous housing and special needs/barriers.	Any individual or family who is fleeing or attempting to flee domestic violence, has no other residence, and lacks resources or support networks.
<b>Local Examples of Agencies Serving each Category</b>			
Haven for Hope	SAMMinistries	School Districts	Family Violence Prevention Services

**Unaccompanied Youth and Young Adults:** YHDP addresses homelessness for Youth and Young Adult, ages 24 and younger, who are not accompanied by a parent or caregiver who is over the age of 24. It includes Youth and Young Adults who themselves are caregivers and parents of young children as well as Youth and Young Adults who are coupled but not parenting, and those who are surviving by themselves.

<sup>1</sup> [Click here](#) for more information on HUD’s criteria for defining homelessness

## ACRONYMS

CCP: Coordinated Community Plan

CE: Coordinated Entry

CoC: Continuum of Care

ES: Emergency Shelter

HMIS: Homeless Management Information System

IRT: Independent Review Team

LGBTQIA+: Lesbian, Gay, Bisexual, Transgender, Queer

NOFA: Notice of Funding Availability

PYD: Positive Youth Development

RFP: Request for Proposals

RRH: Rapid Rehousing

SARAH: South Alamo Regional Alliance for the Homeless

TA: Technical Assistance

TH-RRH: Joint Transitional Housing to Rapid Rehousing

TIC: Trauma-Informed Care

USICH: United States Interagency Council on Homelessness

YAB: Youth Action Board

YHDP: Youth Homeless Demonstration Program

YYA: Youth and Young Adults

## VISION AND CONTEXT

### VISION STATEMENT

Our vision for San Antonio/Bexar County is an altruistic community where no youth or young adult (YYA) experiences homelessness; where a coordinated system ensures equitable and rapid access to resources and empowers every YYA in need of housing and services to get what they need to thrive.

### WHAT IS YHDP?

In August 2019, the U.S. Department of Housing and Urban Development (HUD) selected San Antonio/Bexar County to participate in Round 3 of the Youth Homelessness Demonstration Program (YHDP). Our community received **\$6.88 million** to fund innovative new projects and the support of HUD-provided technical assistance to develop a coordinated community response to prevent and end YYA homelessness. The South Alamo Regional Alliance for the Homeless (SARAH), San Antonio/Bexar County's Continuum of Care Lead Agency and Collaborative Applicant,<sup>2</sup> successfully applied for this award on behalf of the entire community of partners working to end homelessness for YYA.

YHDP is designed build a movement to prevent and end YYA homelessness across America. The first three rounds have supported 44 communities in the development of coordinated community plans over the past three years. The program provides communities with funding, planning frameworks, support from national experts, and opportunities for new partnerships and collaboration.

### ABOUT THIS PLAN

This Coordinated Community Plan (CCP) is a product of six months of extensive community planning between diverse stakeholders and across systems. Our plan development was co-led

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<sup>2</sup> See 'Key Terms and Acronyms'

by SARA and the Youth Action Board (YAB), a governing body of YYA with lived expertise. The work was guided by the United States Interagency Council on Homelessness (USICH) Youth Framework and Core Outcomes, as well as the YHDP Core Values<sup>3</sup>.

The City of San Antonio, in partnership with SARA, is also undergoing an extensive community planning process to develop an updated Homeless Strategic Plan by April 2020. Coordination between the YHDP Planning Process and the broader Homeless Strategic Plan has been ongoing to ensure alignment.

## COMMUNITY STRENGTHS

San Antonio/Bexar County is known nationwide for our community collaboration on complex issues. Roy Maas Youth Alternatives and Thrive Youth Center are strong community partners and together serve hundreds YYA experiencing homelessness each year. There are solid public-private partnerships and a network of homeless service providers and other system partners including juvenile justice, child welfare, education, and behavioral health. The faith community in San Antonio is deeply invested in this work and we have several effective, volunteer-run programs including Stand up for Kids and the San Antonio Police Department's ID Recovery Program. A unique collaborative achievement in San Antonio is the opening of the Haven for Hope campus which acts as a "one-stop shop" for people experiencing homelessness including shelter, case management, and resources from over 180 partner organizations.

## CALL TO ACTION

San Antonio/Bexar County aspires to be a safe, supportive, and compassionate place to live for all our residents. And yet on any given night, 100 YYA live on our streets, in shelters, or in temporary homelessness housing. In 2018, 664 young people accessed the homeless system

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<sup>3</sup> See Appendix B.

and over 1,000 experiencing homelessness were identified in our schools. We estimate that thousands more go unidentified<sup>4</sup> and without access to vital community resources.

The consequences of homelessness are far-reaching. They affect young people’s mental, physical and emotional health, ability to obtain a quality education, access to employment with living wages, and physical wellbeing. Homelessness deprives young people of a fair shot at success and deprives the community of their skills, talents, and passion.

There are many young people in our community who are one financial crisis away from homelessness. High poverty rates and economic disparity place low-income, Latinx<sup>5</sup> and Black young people as well as young women at even higher risk. Teen pregnancy, foster care placement, criminal justice involvement, and low graduation rates similarly increase the chances that a young person may find themselves without the supports to maintain a home.

This plan is a call to action representing the collective input of young people with lived expertise, service providers, government agencies, community activists and systems of care including education, employment, criminal justice, and child welfare. Together, we will build a community where YYA homelessness is prevented whenever possible and where we respond quickly to homelessness when it does happen. WE SAY is a plan based on shared ownership and the idea that when we come together, we can accomplish anything.

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<sup>4</sup> See ‘Goal 1: Identification’ for detail.

<sup>5</sup> Latinx is a gender-neutral alternative to Latino or Latina to mean of, relating to, or marked by Latin American heritage.

## NEEDS, GOALS, OBJECTIVES, AND ACTION STEPS

Our plan identifies five critical goals that we must meet as a community to prevent and end YYA homelessness:

**Goal 1 IDENTIFICATION:** Identify all unaccompanied YYA experiencing homelessness in San Antonio/Bexar County. *We cannot end what we cannot see and understand.*

**Goal 2 DIVERSION AND REDUCING BARRIERS:** Utilize diversion strategies whenever possible, and otherwise provide immediate access to low-barrier crisis housing and services to any YYA who needs and wants it. *We need a response that stops homelessness from happening in the first place. When it does happen, we must act swiftly to stop its traumatic and costly consequences.*

**Goal 3 COORDINATED ENTRY:** The Coordinated Entry (CE) process that effectively links all YYA experiencing homelessness to housing and service solutions that are tailored to their needs. *An efficient, fair, and human-centered system will make our resources more effective and lower barrier while increasing trust.*

**Goal 4 PERMANENT HOUSING:** YYA are quickly assisted in finding permanent housing options with no preconditions, paired with individualized and client-driven support and services. *At the core of ending YYA homelessness is that all YYA deserve safe, stable housing with supports that work best for them.*

**Goal 5 PREVENTING HOMELESSNESS:** There are resources, plans, and system capacity in place to continue to prevent and quickly end future experiences of homelessness among YYA. *Housing is just the beginning for YYA to succeed and so we need to make sure that YYA have the resources and community supports needed to thrive.*

Each of the goals include key needs identified through qualitative<sup>6</sup> and quantitative<sup>7</sup> data analysis. Needs are then followed by specific objectives and action steps using both our federal

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<sup>6</sup> Qualitative data came from YAB, YHDP Core Team, and YHDP Advisory Council input sessions.

<sup>7</sup> Quantitative data came from San Antonio/Bexar County Homeless Management Information System (HMIS); partner data systems including the Department of Family Protective Services (DFPS) data book and the Public Education Information Management System (PEIMS); and secondary sources including previous surveys of YYA experiencing homelessness conducted by Pride Center San Antonio. The HMIS data set used for analysis included all unaccompanied YYA ages 24 and younger with an active HMIS project enrollment for the 2018 calendar year.

grant funds as well as funds and in-kind commitments from a wide variety of additional federal, state, and local partners.

## GOAL 1: IDENTIFICATION

***Identify all unaccompanied YYA experiencing homelessness in San Antonio/Bexar County.***

### GOAL 1 STATEMENTS OF NEED

#### IDENTIFICATION IN SCHOOLS

***San Antonio/Bexar County needs improved practices to increase its capacity for identifying homelessness and housing instability in schools.*** Students who experience homelessness have an 87% increased likelihood of dropping out of school<sup>8</sup>. But before schools can intervene, they must be able to identify who needs support. During the 2017-2018 school year, Bexar County schools reported 1,313 unaccompanied YYA experiencing homelessness under the McKinney Vento<sup>9</sup> definition. Of these, 73% were doubling up, 21% were in a shelter, 6% were unsheltered, and 0.5% were in hotels/motels<sup>10</sup>. While this count is significant, stakeholders expressed there may be even more students not counted. They can obtain some helpful data from student residency questionnaires but that this tool is limited. A convening of local McKinney-Vento Liaisons discussed how the language we use can discourage self-identification. One Liaison shared, “Don’t use the word homeless...nobody really wants to identify that way<sup>11</sup>.”

Beyond K-12, higher education stakeholders also identified a gap in homelessness data. Most colleges do not currently track this information on an institutional level. The University of Texas

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<sup>8</sup> [SchoolHouse Connection](#). 2019. “Number of Students Experiencing Homelessness Reaches All-Time High.”

<sup>9</sup> According to the McKinney Vento Act, “the term ‘homeless children and youths’ means individuals who lack a fixed, regular, and adequate nighttime residence.” This includes those staying in shelters, cars, hotels/motels, and doubled-up, as well as migratory children. You can find more on this definition of homelessness [here](#).

<sup>10</sup> Numbers provided by [National Center for Homeless Education](#).

<sup>11</sup> [Rivard Report](#). 2020. “School Districts, Charters Convene to Combat Youth Homelessness.”

at San Antonio was able to report that 21% of students are at or below the 100% threshold for federal poverty guidelines, a population they consider most at risk of homelessness.

#### CROSS-SYSTEM DATA SHARING

***San Antonio/Bexar County needs better coordination between parallel YYA systems to account for data gaps.*** Stakeholders identified ongoing coordination efforts but acknowledged that many of these are informal, “back-door” conversations. They highlighted a need for improved coordination between the homelessness, education, foster care, and juvenile justice systems. Specifically, they described the need for cross-checking YYA to ensure consistent services. We know, for example, that the education system is identifying more young people than the homelessness system; but the systems may also be capturing different young people, with the school population skewing younger and more likely to be doubled-up or couch-surfing. Further, an estimated 30% of YYA experiencing homelessness engaged at some point with foster care and 36% with juvenile justice<sup>12</sup>. And yet, both the foster care and juvenile justice systems have limited data on which of its young people exit to unstable situations or experience instability shortly after leaving. A primary concern from stakeholders is that this missing data means some YYA are “falling through the cracks.”

#### OUTREACH CAPACITY

***San Antonio/Bexar County needs increased outreach capacity to meet all populations of YYA where they are.*** Most countywide efforts to identify YYA experiencing homelessness require YYA to come to us and present for support (e.g., traditional homelessness services, self-identification at school) or are based on adult-identification models (e.g., the Point-in-Time Count). Further, San Antonio only has one drop-in center for minors<sup>13</sup>, no drop-in centers for YYA ages 18-24, and just three paid, fulltime YYA outreach workers<sup>14</sup>. The YAB desires an

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<sup>12</sup> See ‘Appendix A: Needs Assessment Data’ for more detail.

<sup>13</sup> This drop-in center, Centro Seguro, is a joint effort between Roy Maas Youth Alternatives (RMYA) and Bexar County Juvenile Probation and serves YYA ages 11-17. A second drop-in center for YYA under 18, The Youth Center of Texas, is opening later in 2020. This center will target YYA escaping sexual trafficking and exploitation.

<sup>14</sup> Two employed by Thrive Youth Center and one employed by RMYA. Stand Up for Kids is a third volunteer-run

empathetic system focused on trust-building and trauma-informed care practices. They tell us that the “pick yourself up by your boot straps” mentality is a problem that deters them from seeking support and that the current physical spaces are not designed to make them feel safe, including limited numbers of bathrooms and door locks for privacy. This may be especially true for the LGBTQIA+ population who are not engaging with projects and report not feeling welcomed or accepted. A recent study with 81 LGBTQIA+ YYA in San Antonio found that over 15% had experienced homelessness. The same study found twice as many transgender YYA experiencing homelessness than the system is currently serving<sup>15</sup>.

Another population potentially being under-served are pregnant and parenting YYA. The San Antonio/Bexar County teen birth rate is 49% higher than the national rate<sup>16</sup>. However, in 2018 just 14% of YYA served through the homeless response system were identified as pregnant or parenting, well below the national rate of young parents experiencing homelessness<sup>17</sup>. In 2016, The San Antonio Teen Pregnancy Collaborative (SATPPC) conducted focus groups with teen parents, many of whom spoke to the mental health impact of young parenthood and feeling dismissed by service providers.

**GOAL 1 OBJECTIVES AND ACTION STEPS**

<b>Objective 1.1:</b> YYA are more effectively identified and supported within the education system, including both K-12 and higher education.		
<b>Actions</b>	<b>Responsible Party</b>	<b>Timeframe</b>
1.1.1. Host a training for McKinney Vento Liaisons on Adverse Childhood Experiences (ACEs) and trauma-informed care.	SARAH, ESC-20	Spring 2021
1.1.2. Convene local colleges and universities to create plan for improved data collection methods	SARAH, UTSA, Palo Alto Colleges	Winter 2020

group conducting street outreach with YYA.

<sup>15</sup> See ‘Appendix A: Needs Assessment Data’ for more detail.

<sup>16</sup> [City of San Antonio Metropolitan Health District](#). 2016. “Teen Births in San Antonio/Bexar County.”

<sup>17</sup> See ‘Appendix A: Needs Assessment Data’ for more detail.

<b>Objective 1.2:</b> Systems including homeless response, education, juvenile justice, and child welfare have formal partnerships and procedures in place to better identify and serve all YYA and ensure no YYA “falls through the cracks.”		
<b>Actions</b>	<b>Responsible Party</b>	<b>Timeframe</b>
1.2.1. Leverage intensive technical assistance (TA) awarded to our community through National Center for Homeless Education (NCHE) to explore technology solutions and MOUs.	SARAH, North East ISD Family Support Services	Through September 2020
1.2.2. Establish cross-system data group under ad hoc umbrella of YHDP governance structure to guide NCHE work.	YHDP Advisory Council	Through September 2020
<b>Objective 1.3</b> Standardize outreach and point-in-time identification methods to enumerate all YYA experiencing and at-risk of homelessness.		
<b>Actions</b>	<b>Responsible Party</b>	<b>Timeframe</b>
1.3.1. Pilot a Point-in-Time count following the Voices of Youth Count model out of Chapin Hall. This will be a community effort led by the YAB and SARAH, in collaboration with the Applied Sociology program at Texas State University.	YAB, SARAH, Texas State Applied Sociology Program	Summer 2020
1.3.2. Create at least one new street outreach position within the county.	Request for Funding Proposal (RFP) recipient	November 2020
1.3.3. Participate in monthly city-wide street outreach case conferencing meetings.	COSA (facilitates meetings); Request for Funding Proposal (RFP) recipient	Ongoing starting November 2020
1.3.4. Train all outreach workers in Bexar County on YYA engagement strategies	RMYA	December 2020
1.3.5. Develop protocols for unique engagement strategies for special populations, prioritizing LGBTQIA YYA and pregnant and parenting YYA.	SARAH, Thrive Youth Center, Providence Place	Winter 2020
1.3.6 Engage local LGBTQIA+ advocacy groups to provide trainings on		

## GOAL 2: DIVERSION AND REDUCING BARRIERS

***Utilize diversion strategies whenever possible, and otherwise provide immediate access to low-barrier crisis housing and services to any YYA who needs and wants it.***

### GOAL 2 STATEMENTS OF NEED

#### DIVERSION PRACTICES

***San Antonio/Bexar County needs a system that can act swiftly to stop the traumatic and costly consequences of YYA homelessness.*** Our system's access points have limited family and community engagement services for YYA<sup>18</sup>. We need systemwide protocols for problem-solving conversations to help YYA re-connect to their natural supports, as well as resources to alleviate the stress of transition. Each year, an estimated 70% of YYA engaging the local homeless response system are experiencing homelessness for the first time<sup>19</sup>. This is a significant group of YYA who, with proper intervention, could be swiftly diverted from the system. By one national estimate, each day experiencing homelessness increases the risk of future experiences of homelessness by 2%<sup>20</sup>. The faster and more effectively we can support YYA when they first present at an access point, the more likely we are to prevent their future homelessness.

#### ACCESS POINTS

***San Antonio/Bexar County needs YYA-focused access points that are desirable to YYA.***

One YYA drop-in center targeting YYA under 18 is inadequate to provide enough prevention and diversion supports for the over 600 diverse YYA accessing our system annually. With limited access points, most YYA currently engage the system through adult-focused emergency

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<sup>18</sup> As reported by the YAB, YYA often must wait to be enrolled in a housing project before receiving these services.

<sup>19</sup> This data comes from our Fiscal Year 2018 Longitudinal System Analysis report required by HUD. HUD's reporting period run from October 1 to September 30. See Appendix A for more detail.

<sup>20</sup> [Chapin Hall](#). 2018. "Toward a System Response to Ending Youth Homelessness."

shelters<sup>21</sup>. Data indicates that these shelters may not be the best intervention for YYA: in our most recent reporting period, only 11% exited to a permanent destination<sup>22</sup>. In comparison, 53% of YYA engaged in a YYA-focused access point exited to a permanent destination. Beyond exit destinations, stakeholders and the YAB have expressed mental health and safety concerns for YYA in adult shelter environments, particularly for minors.

YYA of color<sup>23</sup> and LGBTQIA++ YYA are disproportionately impacted by homelessness. It is critical that YYA-focused access points, including outreach, drop-in centers and shelters, be able to affirm the dignity and earn the trust of the most marginalized YYA whom many systems have repeatedly let down. YYA report feeling “othered” due to their socioeconomic status, race, gender identity, or sexual orientation, and identified “labeling” as a barrier to feeling safe and worthy of services. YAB members suggest that access points are not always trauma-informed, including how they connect (or do not connect) YYA to resources, and expect that all future resources will be YYA-directed, trauma-informed, and patient.

GOAL 2 OBJECTIVES AND ACTION STEPS

<b>Objective 2.1:</b> Expand capacity for diversion activities within YYA homeless response system.		
<b>Action Items</b>	<b>Responsible Party</b>	<b>Timeframe</b>
2.1.1. Develop a diversion screening tool for youth entering the homeless response system	YAB, CE	December 2020
2.1.2. Create a flex fund for access points to utilize for financial supports to divert youth from entering the system.	SARAH	Summer 2021
2.1.3. Develop a robust diversion training process on housing problem	YAB, SARAH	Ongoing beginning December 2020

<sup>21</sup> In the 2018 HMIS data set used for analysis (see Appendix A), 44% of YYA ages 24 and younger accessed the homeless response system through an adult-focused emergency shelter.

<sup>22</sup> This data comes from our Fiscal Year 2018 Longitudinal System Analysis report required by HUD. HUD’s reporting period run from October 1 to September 30. See Appendix A for more detail.

<sup>23</sup> In the 2018 HMIS data set used for analysis (see Appendix A), Black/African American YYA made up 24% of YYA experiencing homelessness

solving to support all staff of YHDP-funded projects.		
2.1.4. Train all Coordinated Entry access points which include libraries, shelters, street outreach, and food programs on diversion with a standard process for problem-solving conversations and referrals to resources including employment and ID recovery.	SARAH	Ongoing beginning December 2020
<b>Objective 2.2:</b> Increase number of non-shelter access points for YYA entering homelessness.		
<b>Action Steps</b>	<b>Responsible Party</b>	<b>Timeframe</b>
2.2.1. Co-design a drop-in center.	YAB, University of Texas San Antonio	Summer 2020
2.2.2. Develop a process for diverting YYA from shelters and coordinating with safe and responsive services	SARAH, Haven for Hope Intake Department	Summer 2021
2.2.3. Complete a comprehensive review of access across San Antonio/Bexar County, aiming to enhance existing access points and create new access points in underserved regions of the city	SARAH, YAB, YHDP Grantees, Outreach Workers	January 2021

## GOAL 3: COORDINATED ENTRY

***The Coordinated Entry process effectively links all YYA experiencing homelessness to housing and services solutions that are tailored to their needs.***

### GOAL 3 STATEMENTS OF NEED

#### ENHANCED COORDINATED ENTRY (CE)

***San Antonio/Bexar County needs a more dynamic and inclusive CE system to quickly connect YYA to housing and services.***

San Antonio/Bexar County's CE system, led by SARAH, has yielded notable success: in the last reporting period<sup>24</sup>, nearly 2,000 people were permanently housed. The launch of CE in 2016 created new communication channels for shelters and outreach workers to coordinate care. However, current system design is not meeting the needs of YYA. Only two YYA service agencies actively participate in CE<sup>25</sup>, with other YYA partners functioning in silos. Stakeholders expressed that this lack of coordination disrupts continuity of care and can re-traumatize YYA already experiencing multiple vulnerabilities. Additionally, the community prioritization policy for permanent housing resources was not designed with YYA in mind and is geared towards vulnerability among older adults. It is likely that YYA are being under-prioritized for housing placement and we need a revamped policy with YYA at the forefront.

The YAB shared that building relationships is key, so YYA feel safe accessing CE and acting on housing/service referrals they receive. This gap can be addressed through YYA-focused navigation services, which would ensure prioritized YYA are connected to a highly skilled Navigator who will assertively engage with YYA to keep them informed, located, and working

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<sup>24</sup> This figure comes for a report required of SARAH by the City of San Antonio. The report timeframe was October 1, 2018 – September 30, 2019.

<sup>25</sup> Roy Maas Youth Alternatives and Thrive Youth Center

toward required documentation so that when a resource becomes available, they can move in quickly and with as few barriers as possible.

### GOAL 3 OBJECTIVES AND ACTION STEPS

<b>Objective 3.1: Re-vamp CE system to be more dynamic and YYA inclusive.</b>		
<b>Action Steps</b>	<b>Responsible Party</b>	<b>Timeline</b>
3.1.1. Begin utilizing the TAY-SPDAT for unaccompanied YYA ages 18-24 accessing CE.	CE Hubs, Haven for Hope Homeless Management Information System (HMIS)	November 2020
3.1.2. Incorporate diversion activities into the CE assessment process at all access points to ensure YYA are connected to other resources in the community whenever possible.	CE, RFP Recipients	November 2020
3.1.3. Designate Navigators who will assist with helping YYA become housing ready.	RFP recipient	November 2020
3.1.4. Require that all YHDP-funded agencies participate in CE	SARAH	November 2020
3.1.5. Hire a Youth System Coordinator to recruit, onboard, and coordinate CE system partners and process housing referrals	RFP Recipient for CE funding	November 2020
3.1.5. Determine process for cross-system partners to connect YYA to the CE system	YAB, SARAH	November 2020
3.1.6. Complete training series in topics including authentic YYA collaboration, TIC, PYD, harm reduction, motivational interviewing, vicarious trauma, and compassion fatigue	RFP Recipients for CE, outreach, and navigation projects	Winter 2020

## GOAL 4: PERMANENT HOUSING

***YYA are quickly assisted in finding permanent housing options with no preconditions, paired with individualized and client-driven support and services.***

### GOAL 4 STATEMENTS OF NEED

#### MORE HOUSING CAPACITY

***San Antonio/Bexar County needs expanded capacity of permanent and temporary housing opportunities designed for YYA.***

Increasing our system's capacity of permanent housing projects from its current to ideal state will be a heavy lift. Through YHDP system modeling, stakeholders estimate needing 325 rapid rehousing (RRH) units and 60 permanent supportive housing (PSH) units. Of over 600 YYA who accessed the local homeless system in 2018, less than 1% were enrolled in a permanent housing project.<sup>26</sup> Our YAB strongly advocates for increased capacity of permanent housing projects, particularly RRH. Given the shortage of units and current market, landlord engagement and retention are priorities.

Temporary housing opportunities are also important parts of the YYA safety net. In this category, stakeholders estimate needing an additional 16 YYA shelter beds and 48 transitional housing units. Stakeholders prioritized crisis/transitional housing for highly vulnerable YYA, namely those aging out of foster care. In 2018, 2,158 YYA exited from Department of Family and Projective Services (DFPS) legal custody, which is the highest throughout Texas. It is estimated that 25-50% of young adults exiting care will couch surf, double up, move frequently within a short period of time, have trouble paying rent, and face eviction.

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<sup>26</sup> 54% were enrolled in shelter, 23% street outreach, and 16% transitional housing. See Appendix A for more details.

The YHDP award will greatly increase temporary and permanent housing resources available to YYA in Bexar County, but it will not fully meet the need. Additional funders will be necessary, including City and County government, state resources to the extent available, and private philanthropy. The City of San Antonio Department of Human Services has designated \$268,000 of their FY 2021 and FY 2022 Consolidated Funding to address YYA homelessness. Advocacy for additional funders to follow suit is critical.

#### WRAP-AROUND SUPPORT

***San Antonio/Bexar County needs high quality wrap-around supportive services tailored to YYA's unique needs.***

The YAB and other stakeholders consistently remind us that housing alone is not enough for YYA to achieve stability. Specific sub-populations have unique service needs that we must honor. The following are priority populations with specific needs to consider when designing tailored services.

LGBTQIA+: Our needs assessment showed that young people identifying as LGBTQIA+ are at high-risk of experiencing homelessness. Many may also not be accessing the homeless response system indicating in part that they do not find housing and services affirming of their identities. LGBTQIA+ YYA who did access the system in 2018 were four times more likely to report poor or fair mental health than their heterosexual peers. Nationally, the rate of suicide among LGBTQIA+ YYA experiencing homelessness is more than double the rate of their non-LGBTQIA+ homeless peers. We need more dedicated safe spaces ready to meet their needs and a full system willing and trained to serve YYA regardless of gender identity or sexual orientation.

Pregnant and Parenting: In 2018, 96% of parenting YYA who accessed the homeless system identified as female. An important local variable impacting young mothers is wage disparity. The city's recent Poverty Report found that female-headed households are the most likely to

experience poverty<sup>27</sup>. From HMIS data, SARA found that income growth for men with children from project entry to exit was 119% higher than for women with children. Projects serving any young parent exiting homelessness should emphasize childcare, education, and employment services. However, this data indicates that to achieve equity, young mothers may need additional supports, advocacy and tailored services.

Justice Involved: YYA with justice involvement who are accessing the homeless response system are much more likely than their non-justice-involved peers to return to juvenile detention at project exit.<sup>28</sup> YYA with criminal histories experience legal and stigma-related barriers to housing, education, and employment that often require expert resources and navigation to overcome.<sup>29</sup>

Foster Care Involved: Local YYA with a history of foster care involvement reported more mental health challenges than their non-foster involved peers. Housing services that promote social and emotional well-being are critical. The community has strong leadership from organizations like Family Tapestry and Thru Project, helping us to re-imagine support for foster care involved YYA. However, we do not have tailored direct services available to meet the needs of foster involved YYA who are accessing the homeless system. For example, the Family Tapestry Youth Advisory Council recommends more case workers with personal history in foster care and more training on the realities of foster care for service providers.

Victims of Sexual Trafficking and Exploitation: San Antonio is part of a triangular hot bed of trafficking in Texas, alongside Dallas and Houston. There are admirable efforts across our city working to eradicate this issue, led in large part by the Alamo Area Council against Trafficking. Many local groups such as Ransomed Life point to the importance of relationships to promote

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<sup>27</sup> [City of San Antonio](#). 2019. "Status of Poverty in San Antonio."

<sup>28</sup> According to 2018 HMIS data, 14% of YYA with previous justice involvement returned to juvenile detention at project exit, compared to 0% of those with no prior justice involvement.

<sup>29</sup> [Coalition for Juvenile Justice](#). 2016. "Youth Homelessness and Juvenile Justice: Opportunities for Collaboration and Impact."

healing, which would be a critical component of homeless system services offered to YYA victims. Services should also include mentoring, counseling, peer support, and community engagement. It will be important for housing projects to connect with, receive training from, or co-locate with groups well-versed in the specific service needs of this population.

Housing must be equipped with expansive, self-directed services delivered with trust. Providers must have the capacity to serve vulnerable populations and focus on the individual through smaller caseloads and more frequent home visits. Through targeted efforts to strengthen and increase culturally relevant services for YYA, we anticipate stronger housing outcomes and fewer returns to the homeless system over time.

**GOAL 4 OBJECTIVES AND ACTION STEPS**

<b>Objective 4.1: Build up system capacity so that all YYA who need and want it can access safe and dignified permanent housing with appropriate wraparound supports</b>		
<b>Actions</b>	<b>Responsible Party</b>	<b>Timeframe</b>
4.1.1. Allocate \$1.72 million in YHDP funding for RRH projects to serve an estimated 206 YYA annually.	YAB, COC Board	April 2020
4.1.2. Allocate \$1.14 million in YHDP funding for joint transitional housing to RRH projects to serve an estimated 63 YYA annually	YAB, COC Board	April 2020
4.1.3. Prioritize 10 YYA-dedicated shelter beds in COC NOFA RFP	SARAH	July 2020
4.1.4. Create bridge between Family Tapestry’s Youth Advisory Council and YAB to ensure authentic collaboration in project design for foster involved YYA	Family Tapestry, YAB	Summer 2020
4.1.5. Establish training MOUs with cross system partners including experts in human trafficking, justice, child welfare and approach all trainings through a trauma lens.	YHDP Core Team	Summer 2020
4.1.6. Establish training MOUs with LBGTQIA+ advocacy and support groups to provide training for all YYA housing service providers.	YHDP Core Team	Summer 2020
4.1.7. Establish training MOUs with advocacy and support groups for pregnant/parenting YYA to provide training for all YYA housing service providers, to include topics such as social integration strategies to help young parents expand their support networks	YHDP Core Team	Summer 2020

4.1.8. Complete training series in topics including authentic YYA collaboration, TIC, PYD, harm reduction, motivational interviewing, vicarious trauma, and compassion fatigue	RFP recipients	Winter 2020
4.1.9. Facilitate community conversations on LGBTQIA+ YYA to promote awareness and acceptance	Thrive Youth Center, YAB	Spring 2021

## GOAL 5: PREVENTING HOMELESSNESS

***There are resources, plans, and system capacity in place to continue to prevent and quickly end future experiences of homelessness among YYA.***

### GOAL 5 STATEMENTS OF NEED

#### PREVENTION EFFORTS

***San Antonio/Bexar County needs strong cross system collaboration that enables a rapid response to support youth in remaining connected to supports and mainstream resources.***

Prevention efforts go far beyond the homeless system, requiring all hands on deck from education, juvenile justice, child welfare system partners. As is described within Goal 1, identification across systems is imperative to understanding the need and quickly supporting YYA to avoid homelessness whenever possible. As a Chapin Hall report found, “youth with histories of child welfare and justice systems involvement are at especially high risk for homelessness, as are youth who left high school before completion. We also know that racial inequities, poverty, family instability and conflict, loss of a parent, and LGBTQIA+-related discrimination and tension are all important early conditions that contribute to risk for homelessness.<sup>30</sup>” Of 118 YYA served by local RHY-funded programs in 2018, 36% reported prior justice system involvement and 30% reported foster care involvement. Strong cross system collaboration has the potential to greatly impact YYA, through early identification, needs assessment and resource connection that supports YYA in avoiding the trauma of homelessness whenever possible.

Employment and educational supports are a local service priority, as we know that YYA with at least a GED or high school diploma are more successful in gaining living wage employment and

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<sup>30</sup> [Chapin Hall](#). 2018. “Toward a System Response to Ending Youth Homelessness.”

avoiding homelessness<sup>31</sup>. For YYA starting their employment and career journeys, we must offer strong connections to resources that are of interest to them, and focused on more than survival wage employment but on career paths, skill development, and living wage employment opportunities that support long term housing stability.

EMPOWERED YOUTH

***San Antonio/Bexar County can sustain this work only if it is led by YYA with lived expertise, who are empowered decision makers within the YYA system.***

YYA hold knowledge about how programs and systems work that older adults do not hold. They have experienced our program and system policies and are intimately connected to the peers and places most critical to our success. YYA also have the most at stake and are ready for things to change. As one YAB member stated in a panel on Youth Voice and Choice, they are here to fix the system so no young person behind them must go through the same thing. We must recognize that older adult allies working on their behalf have not been able to end YYA homelessness without them.

SARAH’s YAB is an incredible body of young leaders who helped secure \$6.88 in federal funding and continue to work tirelessly to ensure these funds make a real impact. They remind us that YYA are a vital part of our community with unique and irreplaceable expertise. They bring a new perspective and are not afraid to speak out. The YAB has ambitious goals and it is our role to lift them up in this work.

GOAL 5 OBJECTIVES AND ACTION STEPS

<b>Objective 5.1: Build system capacity for upstream prevention.</b>		
<b>Action</b>	<b>Responsible Party</b>	<b>Timeframe</b>
5.1.1. Create at least one education navigator role and one employment navigator role for YYA experiencing homelessness	RFP recipient	October 2020

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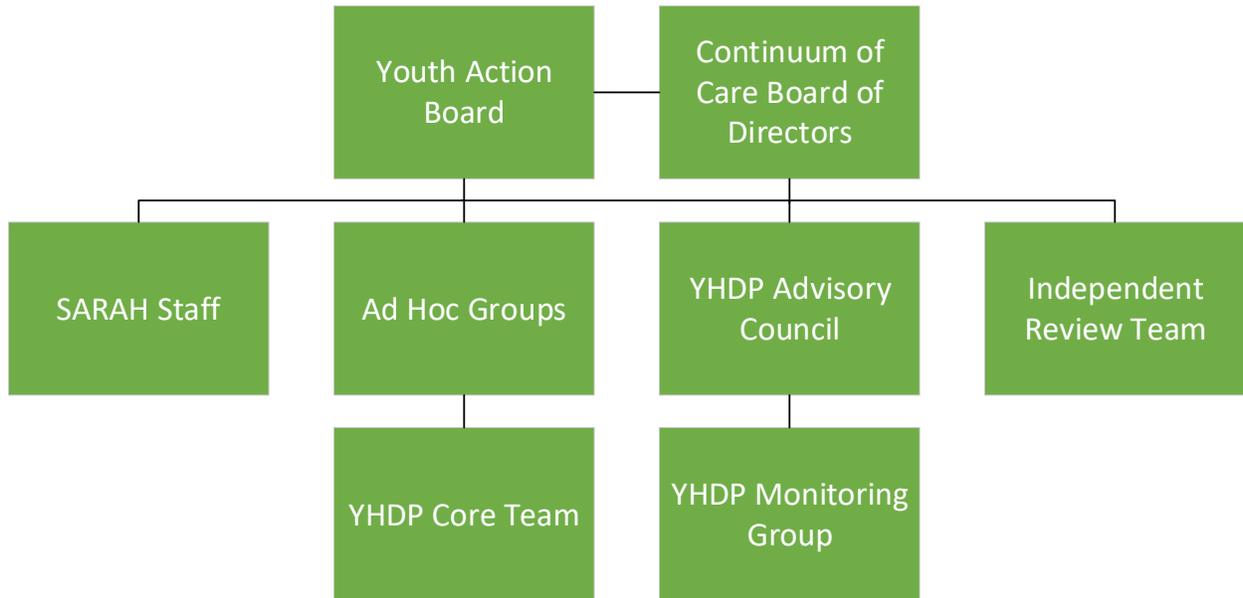
<sup>31</sup> [SchoolHouse Connection](#). 2019. “Number of Students Experiencing Homelessness Reaches All-Time High.”

<p>5.1.2. Hire a Youth System Coordinator to coordinate cross-system efforts around upstream prevention. Upstream prevention strategies include flexible funding to resolve conflicts in households to maintain current housing situations or funding to pay past utility bills beyond what contracts allow. Greater alignment and expansion of prevention funding locally to target preventing youth homelessness specifically would also make an impact.</p>	<p>SARAH</p>	<p>November 2020</p>
<p>5.1.3. Conduct training on identification and prevention for YYA at-risk of homelessness for education, juvenile justice, and child welfare system partners.</p>	<p>YAB, SARAH</p>	<p>Spring 2021</p>
<p><b>Objective 5.2: Empower YYA voice in system change work</b></p>		
<p><b>Action</b></p>	<p><b>Responsible Party</b></p>	<p><b>Timeframe</b></p>
<p>5.2.1. Vote to approve YYA voting seat</p>	<p>COC Board</p>	<p>April 2020</p>
<p>5.2.2. Reach 20 active members</p>	<p>YAB</p>	<p>By December 2020</p>
<p>5.2.3. Reach 100 followers on Instagram and 50 followers on Twitter</p>	<p>YAB</p>	<p>By December 2020</p>
<p>5.2.4. Participate in Youth Advocacy Day for former foster care YYA</p>	<p>YAB</p>	<p>February 2021</p>

## HOW DECISIONS ARE MADE

Our decision-making structure is designed to ensure values of equity and youth voice throughout the YHDP planning and implementation process. Therefore, decisions are informed and vetted by a group of diverse stakeholders, including YYA with lived expertise, and approved with equal authority by our Youth Action Board and CoC Board of Directors.

### STRUCTURE AND GROUPS



### YHDP ADVISORY COUNCIL

The YHDP Advisory Council is a non-voting group open to diverse community stakeholders. This group provides quantitative and qualitative input for the YHDP planning and implementation process. So far, the council has had participation from nearly 100 unique entities spanning direct service, local government, juvenile justice, child welfare, philanthropy, education, and advocacy. Below is a high-level overview of Advisory Council convenings that took place throughout the planning process.

<b>September 2019</b>	YHDP Kick-Off
<b>October 2019</b>	Visioning Exercise to receive input for Vision Statement and lay groundwork for all future work.
<b>November 2019</b>	Cross-System Planning started to receive input on coordination between juvenile justice, foster care, education, behavioral health, and homeless response systems.  System Modeling started to receive input on system components, as well as estimated number of YYA engaging in each pathway. Separate System Modeling meetings held for YYA ages 18-24 and YYA under 18.
<b>January/February 2020</b>	Cross-System Planning and System Modeling completed. Core Team used input from System Modeling to estimate units needed by type, as well as estimated costs.
<b>February 2020</b>	Project Priority Discussion held to review System Modeling results and funding priorities recommended by the Core Team.

AD HOC GROUPS, YHDP CORE TEAM

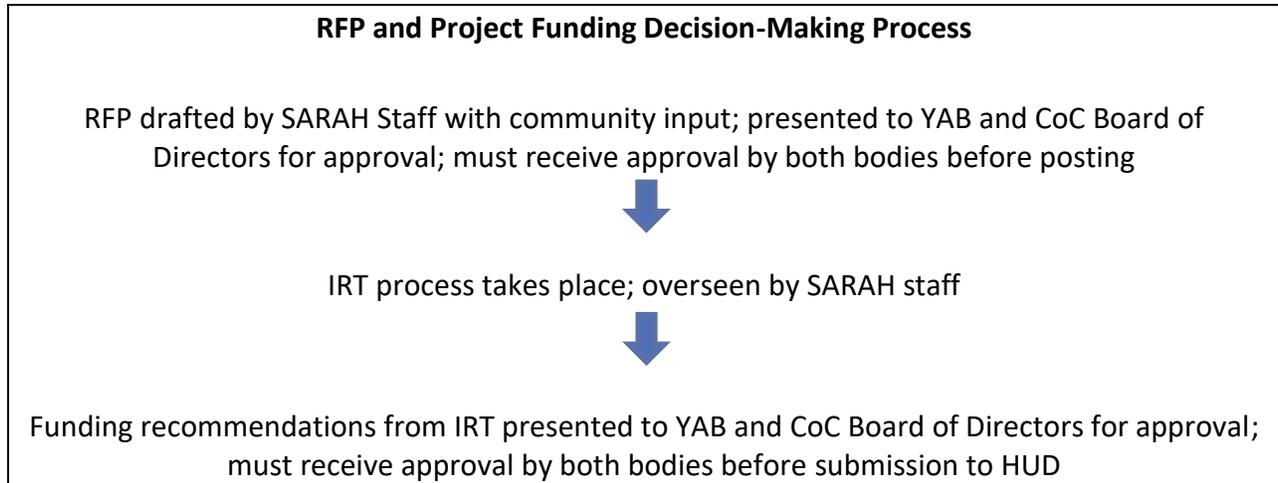
Various ad hoc groups may be formed to carry out the day-to-day work of YHDP planning and implementation. The ad hoc group formed for the planning process was the ‘YHDP Core Team’, which consisted of SARAH staff and community partners from Roy Maas Youth Alternatives, Thrive Youth Center, and Family Tapestry. This group was responsible for synthesizing input and drafting recommendations. This group anticipates dissolving once the CCP is finalized. Examples of areas that may need an ad hoc group during the implementation process include data, special populations, and innovations.

SARAH STAFF

SARAH serves as the CoC Lead Agency for San Antonio/Bexar County. SARAH is also the YHDP lead for our community. SARAH staff are ultimately responsible for creating the CCP, RFP, project application scoring rubric, and project monitoring tools, and presenting these to the YAB and CoC Board of Directors. The Planning Team at SARAH also oversees project implementation and monitoring.

## INDEPENDENT REVIEW TEAM

The CoC Board of Directors will create an Independent Review Team (IRT) to score project applications submitted under the RFP. At least 25% of the IRT must be YYA with lived expertise. Community partners seeking participation in the IRT cannot be affiliated with a project submitted for review.



## YHDP MONITORING GROUP

The YHDP Monitoring Group will form after project funding to support system-level evaluation. This is a core team of the Advisory Council, comprised of no more than five members. Members will include local thought leaders in evaluation, data, and grant monitoring, and at least one YYA with lived expertise. We detail the work of this group in the CCP section ‘Evaluate and Evolve.’

## CONTINUUM OF CARE BOARD OF DIRECTORS

The CoC Board serves as a body of diverse stakeholders actively engaged in ending and preventing homelessness in San Antonio/Bexar County. Our CoC Board seats currently include an appointed city seat, county seat, consumer seat, and school district seat. The YAB President

currently holds a non-voting seat on the Board. The Board will vote April 16, 2020 on making this a voting seat.

#### YOUTH ACTION BOARD

The YAB is a CoC governing body comprised of YYA ages 17-25. As written into the YAB's bylaws, at least two-thirds of members must bring lived expertise. The YAB currently has 12 active members and a goal to reach 20 members by the end of 2020.

The CoC Board of Directors and the YAB share final decision-making authority regarding the CCP, RFP, project funding, and project monitoring. Therefore, SARA staff must receive a "yes" vote from both bodies on the CCP, RFP, scoring rubric, project funding recommendations, and project monitoring tools before publishing or submitting to HUD. If the YAB and CoC Board do not both approve, we will hold a session between the Presidents and Vice Presidents to come to a consensus.

## YHDP-FUNDED PROJECTS

San Antonio/Bexar County has \$4,085,781 in YHDP funds to allocate annually. As part of the YHDP planning process, diverse stakeholders came together to create a model of our community's ideal YYA homeless response system. Using this input, the YHDP Core Team recommended funding priorities and project designs that were discussed with the YAB and YHDP Advisory Council at a Project Priority Discussion in February 2020. From this process, our community prioritized 30% of YHDP funding for dedicated supportive services and 70% for permanent housing (to also include wrap-around services). This structure addresses the need for improved access points (Goals 1, 2, and 3), as well as increased capacity for long-term housing with wraparound services (Goals 4 and 5). We realize that the YHDP funding is not enough to help us solve YYA homelessness on its own. However, it will fund critical projects and help us to build momentum to raise the additional funding and in-kind resources needed to achieve our vision.

### 30% SUPPORTIVE SERVICES

Projects eligible for supportive service funding include drop-in centers, mobile outreach, navigation, and coordinated entry. Below are summaries of the key project elements identified by our community:

**Drop-in centers** will serve as accessible, welcoming hubs for YYA experiencing homelessness and equip our system to more rapidly respond to crisis situations. Centers will be open during hours that make sense for YYA, including 10 PM – 2 AM. These centers will participate in CE and have trained staff who can quickly connect YYA to resources and services. Resources should include basic needs like food and clothing. Services should include trauma counseling, education, employment, legal, medical, behavioral health, and sexual health. We will allocate \$525,734 annually to serve an estimated 175 YYA.

**Mobile outreach** projects will prioritize YYA experiencing street homelessness. Outreach workers will provide basic needs like food and clothing, as well as perform crisis/risk

identification and triaging/linking to services. We will allocate \$300,000 annually to serve an estimated 100 YYA.

**Navigation** projects will empower YYA to achieve long-term success. Navigators will span housing, education, and employment to help YYA secure permanent housing, jobs where they earn a livable wage, and further their education through GED, college, trade school, or professional certifications. We will allocate \$300,000 annually to serve an estimated 100 YYA.

**CE** funding will ensure the successful growth and maintenance of our CE system. We will allocate \$100,000 annually for system-level CE work. This work will include front porch service coordination, continuous learning opportunities, and system discharge for cross-system coordination.

#### 70% PERMANENT HOUSING

Permanent housing projects will include Rapid Rehousing (RRH) and Joint Transitional Housing to Rapid Rehousing (TH-RRH). Below are summaries of the key project elements identified by our community:

**RRH** provides rental assistance and services to help YYA get housed quickly, increase self-sufficiency, and stay housed. Length and amount of financial assistance will be according to need. We will allocate \$1.72 million annually to serve an estimated 206 YYA.

**TH-RRH** will fill the gap of crisis beds for YYA while also moving them to permanent housing. These projects will target YYA in need of crisis housing as a bridge to permanent housing, particularly YYA aging out of foster care, with criminal history, or pregnant/parenting YYA. We will allocate \$1.14 million annually to serve an estimated 63 YYA.

#### LOCAL MOMENTUM

As the YHDP lead agency, SARA successfully applied for \$343,750 in planning dollars, or 5% of the total YHDP award. These funds will be used for:

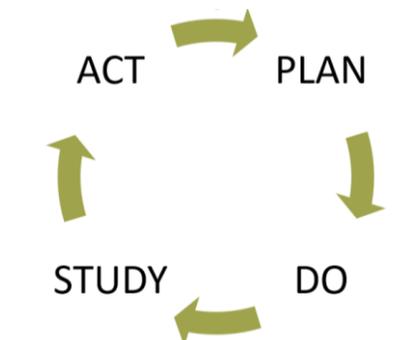
- Stipends for YAB members to make participation in the YAB more accessible for YYA exiting or currently experiencing homelessness. Funding will also be used to hire a part-time Youth Liaison at SARAH to better support the YAB in their work.
- SARAH staff time on organizing stakeholder meetings, drafting CCP content and the RFP, coordinating the IRT and funding process, providing technical assistance, and monitoring projects. Funding will also be used to hold regular trainings for providers with subject matter experts.
- Launching a Youth Homelessness Campaign to increase awareness and promote broader community buy-in. We will cultivate local businesses and philanthropic institutions to help grantees raise funds for the required match. We will also raise funds for innovative projects not eligible for YHDP dollars. For example, developing a website or mobile application with user-friendly, relevant resource guides. Finally, as part of the Campaign, SARAH is co-organizing a Housing Charette to take place in May 2020 with SAHA, UTSA, and SAISD. At this Charette, YAB members will design a drop-in center with architecture students.

## EVALUATE AND EVOLVE

We will leverage YHDP as an opportunity for continuous learning and improvement and return to the stated values, goals, and objectives of this plan throughout implementation. Further, SARAH commits to providing the ongoing support needed for true project success. This support will include, but is not limited to, technical assistance and regular trainings. Technical assistance may involve understanding monitoring results, drawing down grant funds, or developing and interpreting new policies. Trainings may cover technical topics, or broader topics such as trauma-informed care. Further, we will also hold bi-annual listening sessions to receive direct feedback from project staff.

### PLAN, DO, STUDY, ACT

YHDP uses a 'Plan, Do, Study, Act' framework. Below, we detail the components of this framework as they apply locally.



### PLAN

This CCP serves as the roadmap for YHDP and details an inclusive process for planning, implementation, and ongoing evaluation. From our Goals, Needs, Objectives and Actions, we can elevate the following hypotheses:

- Enhancing the quantity and quality of our system's access points will enable our community to better identify YYA at risk of or experiencing homelessness and provide services to quickly and sustainably divert them from the homeless system. Making all

identification and diversion practices client-centered and trauma-informed is critical to helping YYA remain stably outside the homeless system.

- Intentional and strategic cross-system coordination – with special emphasis on homeless response, foster care, juvenile justice, and education – will improve our community’s continuity of care and ensure that no young person falls through the cracks.
- Increased capacity of YYA-focused permanent or non-time-limited housing options with wrap-around supports will empower YYA to secure safe and dignified housing and remain housed long-term.
- In addition to the hypotheses listed above, prioritizing YYA voice and choice in project design, implementation, and evaluation will create a truly responsive system that produces better outcomes including: shorter lengths of time homeless, increased system exits to permanent housing, and lower rates of system returns.

Do

Our Goals, Objectives, and Actions serve as the workplan for implementing project- and system-level change within our community. We will continuously lift the voices of YYA throughout implementation.

STUDY

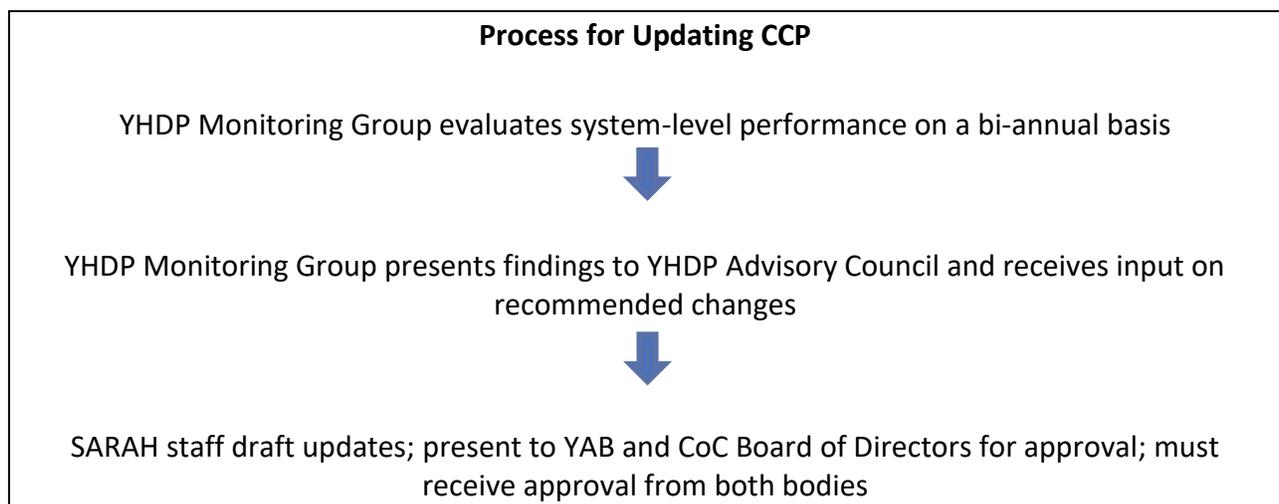
We will use quantitative metrics as well as qualitative feedback to evaluate progress. It is important to note that holding projects accountable with data is a key concern of the YAB. YHDP grantees will participate in the same monitoring as all CoC grantees, which includes a Scorecard in the local HMIS system and quarterly site visits from SARA staff. The YHDP Scorecard will include HUD's baseline metrics, as well as additional metrics to test our hypotheses. All project staff with HMIS access can run the Scorecard at any time.

To make sure our process is equitable and inclusive, we will also require all YHDP funded projects to host bi-annual listening sessions with consumers. These sessions are important opportunities to gather feedback directly from those engaging in services.

As SARA staff oversees monitoring for individual projects, the YHDP Monitoring Group will focus more on system-level evaluation. In addition to checking progress against our hypotheses, this group will use an equity lens to quickly surface racial, gender-identity, or sexual-orientation disparities.

ACT

While evaluation is critical, we cannot forget to also evolve. We commit to updating this CCP annually based on findings and new learning.



## FINAL REFLECTIONS

This plan is a testament to what a diverse group of committed, informed stakeholders can accomplish when they come together. With the momentum built by YHDP, we can and will prevent and end YYA homelessness.

As a current and original founding member of YAB, I have a lot of hope and determination with this effort to assist the city in making large scale changes that can really help the people within it, especially the youth in our community. And in doing so creating a safer and more secure future for them to grow and thrive in further down the road. – Nina Lockwood, YAB Member

[Gathering more reflections from YAB members and other stakeholders](#)

# SIGNATURE PAGE

## **YOUTH ACTION BOARD REPRESENTATIVE**

Signature:

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Name:

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Title:

Date:

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## **CONTINUUM OF CARE BOARD REPRESENTATIVE**

Signature:

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Name:

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Title:

Date:

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## **CHILD WELFARE REPRESENTATIVE**

Signature:

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Name:

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Title:

Date:

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**LOCAL GOVERNMENT REPRESENTATIVE**

Signature:

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Name:

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Title:

Date:

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**YHDP CORE TEAM REPRESENTATIVE**

Signature:

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Name:

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**YHDP ADVISORY COUNCIL REPRESENTATIVE**

Signature:

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Name:

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Title:

Date:

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## APPENDIX A: NEEDS ASSESSMENT DATA

In addition to qualitative input, our YYA Needs Analysis was informed by data from the San Antonio/Bexar County Homeless Management Information System (HMIS); partner data including the Department of Family Protective Services (DFPS) and National Center for Homeless Education (NCHE) data books; and secondary sources including previous surveys of YYA experiencing homelessness conducted by Pride Center San Antonio. The HMIS data set used for analysis includes all unaccompanied YYA ages 24 and younger with an active HMIS project enrollment for the 2018 calendar year<sup>32</sup>.

### ESTIMATED COUNTS

#### AT-RISK UNACCOMPANIED YOUTH

- **Juvenile Justice:** Currently, the Bexar County Juvenile Probation Department does not track homelessness data. Representatives from the justice system identified YYA with dual CPS and justice involvement as most at risk of homelessness. In 2018, 111 YYA fell into this category. 75% of these YYA had an Adverse Childhood Experiences Score of 4 or higher.
- **Foster Care:** In 2018, Bexar County had 2,158 YYA exit from DFPS legal custody, the highest number in the State of Texas. Local foster care representatives suggested YYA who deny Circle of Support meetings; age out independently without a housing plan; return to care; or access Preparation for Adult Living (PAL) emergency funds are the categories most at-risk of homelessness. We have placed a request with foster care representatives on the YHDP Advisory Council for this data. As of March 9, 2020, we have not yet received this data.
- **Education:** During the 2017-2018 school year, Bexar County schools reported 1,313 unaccompanied YYA experiencing homelessness under the education definition. Of these, 952 were doubling-up with a family or friend.

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<sup>32</sup>Analysis of this HMIS data is referred to as HMIS CY2018 throughout the following sections.

- **Pregnant and Parenting:** In 2016, 2,044 births were to teen mothers. Although this represents a decline since 2012, it was still nearly 50 percent higher than the national rate. Repeat teen births – births to teens who already had at least one child – accounted for 20 percent of all births to teens in 2016.

UNACCOMPANIED YOUTH EXPERIENCING HOMELESSNESS

**SARAH Point-In-Time (PIT) Counts 2017-2019**

Year	Under 18	18-24	Total Count	#/% of Total Unsheltered
2017	0	127	127	64 / 50%
2018	0	162	162	102 / 63%
2019	3	95	98	50 / 52%

- In 2018, there were **664 unaccompanied homeless YYA** ages 24 and younger with an active HMIS project enrollment.
- 49% were Hispanic, 25% White, and 22% Black/African American.
- 74 were minors, 95% of whom were enrolled in a RHY-funded project.

Population	Estimated Counts
LGBTQ+	<p><b>HMIS CY2018:</b> Sexual orientation is only captured for RHY-funded projects. Of 118 YYA served through these projects, 12 identified as LGBTQ.</p> <p><b>Colors of Pride:</b> Earlier in 2019, the Robert Wood Johnson Foundation funded a survey of LGBTQ youth in San Antonio. This survey identified 81 LGBTQ+ YYA who had experienced homelessness at some point.</p>
Minors	<p><b>HMIS CY2018:</b> Of 664 YYA who accessed the homeless response system, 74 were minors</p> <p><b>2019 PIT Count:</b> SARAH’s 2019 PIT Count identified 3 YYA under the age of 18, 1 of whom was unsheltered at the time of the count.</p>

<p>Pregnant and Parenting</p>	<p><b>HMIS CY2018:</b> Of 664 YYA who accessed the homeless response system, 93 were identified as parents. Only one parenting YYA was under the age of 18. No pregnant YYA were identified. We acknowledge the limitations of this data as HMIS does not typically record pregnancy status accurately.</p> <p><b>2019 PIT Count:</b> SARAH’s 2019 PIT Count identified 15 parenting YYA.</p>
<p>Justice Involved</p>	<p><b>HMIS CY2018:</b> Of 664 YYA who accessed the homeless response system, 21 were in jail, prison or juvenile detention facility prior to entry. Detailed data on justice involvement is only captured for RHY-funded projects. Of the 118 YYA served through these projects, 43 reported previous justice involvement.</p>
<p>Foster Care Involved</p>	<p><b>HMIS CY2018:</b> Of 664 YYA who accessed the homeless response system, 2% of YYA were in foster care prior to entry. Detailed data on foster care is only captured for RHY-funded projects. Of the 118 YYA served through these projects, 30% reported foster care involvement.</p>
<p>Victims of Sexual Trafficking and Exploitation</p>	<p><b>HMIS CY2018:</b> Prevalence of sexual trafficking and exploitation is currently only tracked in RHY-funded projects. Of 118 YYA served through these projects, 4 reported having exchanged sex for money. All these YYA were age 18 at project entry. Only 1 reported having been pressured into exchanging sex for money.</p> <p><b>Human Trafficking Institute:</b> Texas ranks first in the nation for number of sex trafficking cases. In 2018, there were 68 active cases involving sex trafficking making their way through federal court.</p>

EMPLOYMENT AND EDUCATION

- San Antonio ranks high in our rate of “disconnected youth,” defined by Measure of America (MOA) as youth ages 16-24 who are neither working nor in school. According to MOA’s analysis of 2010 census survey results, 15.9% of San Antonio youth fall in this category.
- Of the 118 YYA served through RHY-funded projects in 2018, just 59% were attending school regularly. For minors, 23% were either attending school irregularly or had dropped-out. For YYA ages 18-24, 30% were either attending school irregularly or had dropped-out.

	<b>Under 18</b>	<b>18-24</b>	<b>TOTAL</b>
<b>Attending School Irregularly</b>	12 / 17%	14 / 29%	26 / 22%
<b>Attending School Regularly</b>	52 / 74%	18 / 38%	70 / 59%
<b>Dropped Out</b>	4 / 6%	6 / 12.5%	10 / 8%
<b>Graduated from High School</b>	0 / 0%	6 / 12.5%	6 / 5%
<b>Obtained GED</b>	0 / 0%	4 / 8%	4 / 3%
<b>Data Missing</b>	2 / 3%	0 / 0%	2 / 2%

- Of the 118 YYA served through RHY-funded projects in 2018, just 10% were employed. Broken down by age category, 3% of minors were employed and 21% of YYA ages 18-24 were employed.

## APPENDIX B: USICH FRAMEWORK AND FOUR CORE OUTCOMES

Our YHDP planning and implementation work is guided by the principles of the USICH Framework to End Youth Homelessness and its four core outcomes:

1. Stable housing includes a safe and reliable place to call home.
2. Permanent connections include ongoing attachments to families, communities, schools, and other positive social networks.
3. Education/employment includes high performance in and completion of educational and training activities, especially for younger youth, and starting and maintaining adequate and stable employment, particularly for older youth.
4. Social-emotional well-being includes the development of key competencies, attitudes, and behaviors that equip a young person to succeed across multiple domains of daily life, including school, work, relationships, and community.

These principles are incorporated in the Goals, Objectives, and Actions, as well as project designs.

### SPECIAL POPULATION IMPACT AND STRATEGIES

The tables below identify specific needs for the USICH special populations: LGBTQ, Minors, Pregnant and Parenting, Justice Involved, Foster Care Involved, and Victims of Sexual Trafficking and Exploitation.

These needs were identified through a process of community input.

<b>Specific Needs of LGBTQ+ YYA</b>			
<b>Housing Needs</b>	<b>Education Needs</b>	<b>Employment Needs</b>	<b>Social &amp; Emotional Well-Being Needs</b>
To feel safe and affirmed when accessing services	Judgement-free mental health accommodations	Confidence to seek/maintain employment	Voluntary counseling services based on trust and relationship building
Full system willing and trained to serve YYA equitably	Sex education and safe sex resources	ID support, particularly for Trans YYA	Family acceptance efforts
<b>Strategies to Engage and Address Homelessness for LGBTQ+ YYA</b>			
<ul style="list-style-type: none"> <li>• Pursue and strengthen partnerships with LGBTQ+ advocacy and support groups such as Pride Center SA, Planned Parenthood, San Antonio LGBT Chamber of Commerce, and the Esperanza Peace and Justice Center. These groups will inform services/policies, as well as help lead education/awareness efforts.</li> </ul>			

- Facilitate community conversations to promote awareness and acceptance.
- Train providers on affirming, empowering engagement strategies; special emphasis on access points i.e. drop-in center staff, outreach workers, and navigators.
- Require projects serving LGBTQ+ population to include privacy measures, i.e. dedicated bathrooms and door locks.

<b>Specific Needs of Minors</b>			
<b>Housing Needs</b>	<b>Education Needs</b>	<b>Employment Needs</b>	<b>Social &amp; Emotional Well-Being Needs</b>
Diversion from adult-centered projects	Trauma-informed identification tools	Transportation to work	Explanation of what is happening that is trauma-informed and easy to understand
Transitional housing for 17-year-olds	Ability to stay in one school despite unstable housing situation	Credential to seek employment as a minor	Affirmation that system representatives hear and value their voice/choice

**Strategies to Engage and Address Homelessness for Minors**

- Install navigators highly trained in the systems minors most interact with, namely foster care and education, to help translate system requirements to YYA and be their allies.
- Provide training and system-coordination for homeless liaisons in schools so they can better identify and support YYA experiencing homelessness.
- Provide regular training for providers on authentic relationships that prioritize YYA voice/choice.

<b>Specific Needs of Pregnant and Parenting YYA</b>			
<b>Housing Needs</b>	<b>Education Needs</b>	<b>Employment Needs</b>	<b>Social &amp; Emotional Well-Being Needs</b>
Greater awareness of resources; empowerment to seek support	On-site childcare and family support at high schools and colleges	Increased access to affordable childcare	Provider education to ensure respectful, empowering care
Targeted permanent housing projects	Flexible class schedules; alternative education programs	Wage negotiation skills	Expanded support networks
Housing that allows families to stay together			

<b>Strategies to Engage and Address Homelessness for Pregnant and Parenting YYA</b>
<ul style="list-style-type: none"> <li>Engage the San Antonio Teen Pregnancy Prevention Coalition so members can inform services/policies and help provide training.</li> <li>Partner with agencies offering empowering, holistic support for young mothers.</li> <li>Partner with agencies offering childcare support for non-traditional students.</li> <li>Recruit local business leaders to offer career mentorship and wage negotiation training.</li> <li>Participate in local efforts around wage equity and engage political leaders working on this cause.</li> <li>Train service providers in social integration strategies to help young parents expand their social network (i.e. carpool groups).</li> </ul>

<b>Specific Needs of Justice-Involved YYA</b>			
<b>Housing Needs</b>	<b>Education Needs</b>	<b>Employment Needs</b>	<b>Social &amp; Emotional Well-Being Needs</b>
Landlord outreach	Alternative education options	Navigator to provide expert guidance around legal, stigma-related barriers	Community re-integration support
Housing navigation prior to release	Affordable/accessible GED options	Employer outreach/advocacy	Peer support groups

<b>Strategies to Engage and Address Homelessness for Justice-Involved YYA</b>
<ul style="list-style-type: none"> <li>Continue engaging representatives from Bexar County Juvenile Justice Department so they can inform services/policies and help provide trainings. Study their Crossover Court model to identify gaps/potential for replication.</li> <li>Install navigators to help with housing prior to release as well as post-release support.</li> <li>Train housing navigators/landlord liaisons within permanent housing projects on advocacy and support needs for this population.</li> </ul>

<b>Specific Needs of Foster Care-Involved YYA</b>			
<b>Housing Needs</b>	<b>Education Needs</b>	<b>Employment Needs</b>	<b>Social &amp; Emotional Well-Being Needs</b>
Transitional housing for 17-, 18-year-olds aging out	Peer motivation to seek, continue higher education	Independent living skill-building	Voluntary counseling services based on trust and relationship building
Housing navigation prior to exit	Judgement-free mental health accommodations		Affirmation that system representatives hear and value their voice/choice

<b>Strategies to Engage and Address Homelessness for Foster Care-Involved YYA</b>
<ul style="list-style-type: none"> <li>Continue strengthening partnership with DFPS and Family Tapestry.</li> </ul>

- Create bridge between Family Tapestry’s Youth Advisory Council and the YAB.

<b>Specific Needs of YYA Victims of Sexual Trafficking and Exploitation</b>			
<b>Housing Needs</b>	<b>Education Needs</b>	<b>Employment Needs</b>	<b>Social &amp; Emotional Well-Being Needs</b>
Safe, discrete crisis beds		Navigator to provide expert guidance around legal, stigma-related barriers	Highly trained, specialized mental health support staff
Trauma-informed intake			Peer recovery groups
			Help securing medical insurance
<b>Strategies to Engage and Address Homelessness for YYA Victims of Sexual Trafficking and Exploitation</b>			
<ul style="list-style-type: none"> <li>• Engage the Alamo Area Council Against Trafficking so they can inform services/policies and help provide trainings.</li> <li>• Partner with Bexar County Health Collaborative to provide healthcare navigation</li> <li>• Require certified mental health staff at all access points</li> </ul>			

## APPENDIX C: COLLABORATING PARTNERS

San Antonio/Bexar County has a diverse and passionate group of collaborators working on the vision outlined in this community plan. We acknowledge that a true systems change is only possible when a broad coalition of partners commit to working together. The agencies listed as partners have made a tangible commitment to the work of preventing and ending youth homelessness in our CoC.

### IN DRAFT

#### BOARDS

##### COC BOARD

- The CoC Board of Directors oversees planning and funding allocations to prevent and end homelessness for the San Antonio/Bexar County region. The CoC Board of Directors acts as the final decision-making authority regarding the Coordinated Community Plan and funding priority areas, the RFP process, and project applications. The CoC Board of Directors will create an Independent Review Team to score project applications submitted under the RFP. The CoC Board of Directors will receive recommendations regarding YHDP decisions through the Youth Action Board and YHDP Advisory Council, which both have a representative on the Board.
- **Role/Involvement:** Participate in the YHDP Advisory Council, support the YHDP planning and implementation process, approve final funding recommendations for Requests for Proposals.

##### YOUTH ACTION BOARD

- The Youth Action Board is a committee of the CoC Board, comprised of youth under age 25 with 2/3 of its members having lived experience of homelessness. The YAB is represented at the CoC Board meetings and the YDHP Advisory Council meetings. The purpose of the YAB is to provide a means for authentic youth voice in the YHDP planning process. The YAB holds a non-voting seat on the CoC Board and is assigned to an adult liaison director of the CoC

Board with voting power. The YAB and YHDP Advisory Council work in tandem to provide recommendations to the CoC Board of Directors for approval.

- **Role/Involvement:** Collaborate with SARA in the effort to coordinate and implement the CCP, support the YHDP process, and respond to the needs defined by the community to address and end Youth homelessness.

## LOCAL AND STATE GOVERNMENT

### CITY OF SAN ANTONIO (COSA)

- COSA is responsible for working with public and private organizations to align funding and initiatives to shape local change at the City level. COSA funds the largest Emergency Shelter and sponsors several programs to address and end homelessness. COSA is represented in the CoC Board of Directors. COSA includes the San Antonio Police Department (SAPD), San Antonio Housing Authority (SAHA), Department of Human Services (DHS), and Department of Neighborhood and Housing Services (DNHS).
- **Role/Involvement:** Support SARA in their effort to coordinate and implement a Coordinated Community Plan to Prevent and End Youth Homelessness, support the YHDP application, participate in youth-centered meetings, share data, and respond to requests for feedback and input from SARA during the planning process.

### BEXAR COUNTY

- Bexar County is responsible for working with public and private organizations to align funding and initiatives to shape local change at the County level. Bexar County is represented in the CoC Board of Directors. Bexar County includes Bexar County Sheriff's Office (BCSO), Bexar County Office of Criminal Justice, Bexar County Juvenile Justice, and Housing Authority of Bexar County (HABC).
- **Role/Involvement:** Support SARA in their effort to coordinate and implement a Coordinated Community Plan to Prevent and End Youth Homelessness, support the YHDP

application, participate in youth-centered meetings, share data, and respond to requests for feedback and input from SARAH during the planning process.

## PUBLIC CHILD WELFARE AGENCIES

### DEPARTMENT OF FAMILY AND PROTECTIVE SERVICES (DFPS)

- DFPS operates as the Public Child Welfare Agency for the San Antonio / Bexar County region. DFPS is responsible for responding to allegations of child abuse/neglect/exploitation through an investigation process with the ultimate goal of assessing and ensuring the safety and well-being of all children. In the event that a child's safety and well-being cannot be achieved in a child's residence, DFPS petitions for custody of a child and will work with family members to rehabilitate the relationship with the child by taking steps to increase child safety. While a child is in DFPS custody, DFPS is responsible for licensing and placing children in foster homes that are safe and meet the child's basic needs. If a child is not able to be reunified with his/her family, DFPS will petition for permanent custody and then work to identify a permanent, adoptive home for the child. DFPS is tasked with creating preventative measures for ensuring that children are safe and secure with a stable living environment and shaping policy for improving the foster care system.
- **Role/Involvement:** Support SARAH in their effort to coordinate and implement a Coordinated Community Plan to Prevent and End Youth Homelessness, support the YHDP application, participate in youth centered meetings, share data, and respond to requests for feedback and input from SARAH during the planning process.

## ESG PROGRAM RECIPIENTS

### THRIVE YOUTH CENTER

- Thrive operates an Emergency Shelter for LGBTQIA+ Youth ages 18-24 experiencing homelessness. Thrive also has dedicated Street Outreach services targeted to Youth ages 18-24. *CoC and ESG Funded*
- **Role/Involvement:** Provide collaboration and leadership as part of the YHDP. Assist with recruiting YAB members.

## LOCAL AND STATE LAW ENFORCEMENT AND JUDGES

### SAN ANTONIO POLICE DEPARTMENT (SAPD)

- SAPD works with SARA and DFPS to identify Youth in the City-level experiencing homelessness to connect them with the appropriate system of care. SAPD identifies missing Youth and functions as a first responder for mental health crises. SAPD also partners closely with SARA on executing the Youth PIT Count and is represented in the CoC Board.
- **Role/Involvement:** Provide supportive services

### PEARLS COURT

- Description of agency
- **Role/Involvement:**

## NONPROFIT YOUTH ORGANIZATIONS

### FAMILY TAPESTRY

- Family Tapestry is a Division of The Children's Shelter and functions as the lead agency for the Community Based Care model in San Antonio / Bexar County. Family Tapestry oversees foster care placements for children in custody of DFPS.
- **Role/Involvement:** Provide supportive services, provide collaboration and leadership as part of YHDP.

## PROVIDENCE PLACE

- Providence Place is a nonprofit organization dedicated to serving foster youth, people with disabilities, and survivors of Human Trafficking.
- **Role/Involvement:** Provide supportive services

## PRIVATELY FUNDED HOMELESS ORGANIZATIONS

### Haven for Hope

## LANDLORDS

### SAN ANTONIO APARTMENT ASSOCIATION

- Description of Agency
- **Role/Involvement:**

## LOCAL ADVOCACY, RESEARCH, AND PHILANTHROPIC ORGANIZATIONS

### UP PARTNERSHIP

- Description of Agency
- **Role/Involvement:**

### VOICES FOR CHILDREN SAN ANTONIO

- Voices for Children is a local nonprofit organization. Voices identifies current and emerging critical issues impacting children and, collaboration with partner organizations and including city, county and state governmental agencies, across several focus areas, works on strategies to improve the

quality of life and opportunities for all children, with a focus on those who are the most vulnerable. The current focus areas are child abuse and neglect prevention efforts, early care and education, health and mental health.

- **Role/Involvement:**

## LOCAL AND STATE EDUCATIONAL AGENCIES

### ESC REGION 20

- Description of Agency
- **Role/Involvement:**

### NORTH EAST INDEPENDENT SCHOOL DISTRICT (NEISD)

- Description of Agency
- **Role/Involvement:**

## PUBLIC HOUSING AUTHORITIES

### SAN ANTONIO HOUSING AUTHORITY

- Description of Agency
- **Role/Involvement:** Summit

## RUNAWAY AND HOMELESS YOUTH PROGRAM PROVIDERS

### ROY MAAS YOUTH ALTERNATIVES (RMYA)

- RMYA is funded by DFPS and RHY to provide services to Youth ages 0-22 through Drop-In, Emergency Shelter, and Transitional Living programs. RMYA is also home to Centro Seguro, the only Drop-In center in the State of Texas designed to serve Youth who have experienced Human Trafficking.
- **Role/Involvement:** Provide collaboration and leadership as part of the YHDP. Assist with recruiting YAB members.

## WIOA BOARDS AND EMPLOYMENT AGENCIES

### WORKFORCE SOLUTIONS ALAMO (WSA)

- WSA is the local Workforce commission and connects Youth with employment opportunities. Job training and professional development skills are also offered. There is also a childcare program that Youth can access when employed through WSA.
- **Role/Involvement:** Connection to employment, professional development, and provide supportive services

## HEALTH, MENTAL HEALTH, AND SUBSTANCE ABUSE AGENCIES

### UT TEEN HEALTH

- The UT Teen Health Clinic provides affordable healthcare for Youth and Young Adults. UT Teen Health partners with community youth serving organizations and school districts to provide training and support on a wide range of topics including adolescent growth and development, puberty, how to answer questions regarding sensitive topics, and providing trauma-informed care.
- **Role/Involvement:** Provide supportive services; collaborate as a System Partner on the YHDP.

## RISE RECOVERY

- Rise Recovery is a local nonprofit organization that provides substance use treatment and recovery for Youth and Young Adults. To help teens, young adults and families overcome the effects of drugs and alcohol and partner with the community in education and prevention.
- **Role/Involvement:** Provide supportive services

## INSTITUTIONS OF HIGHER EDUCATION

### Palo Alto

- Description of Agency
- **Role/Involvement:**

### UNIVERSITY OF TEXAS AT SAN ANTONIO

- Description of Agency
- **Role/Involvement:**

## JUVENILE AND ADULT CORRECTIONS AND PROBATION

### Bexar County Juvenile Probation Department

## AFFORDABLE HOUSING DEVELOPERS

### ALAMO COMMUNITY GROUP

- Alamo Community Group develops, acquires, owns, and manages affordable housing in an environment that provides residents with services such as education, wellness, and financial literacy.
- **Role/Involvement:** Provide expertise and guidance on affordable housing.

#### PROSPERA HOUSING COMMUNITY SERVICES

- Prospera Housing Community Services is a nonprofit organization that provides safe, high-quality, and affordable housing to San Antonio/Bexar County residents in need.
- **Role/Involvement:** Provide expertise and guidance on affordable housing.

## APPENDIX D: YHDP-FUNDED PROJECT CHARTS

<b>Drop-In Centers</b>	
<b>Budget Allocation &amp; Est. YYA Served Annually</b>	We will allocate \$525,734 of YHDP funding for drop-in centers to serve an estimated 175 YYA annually.
<b>Target Population</b>	Drop-in centers will be low-barrier and open to unaccompanied YYA up to age 24, including all special populations. They will serve HUD Categories 1, 2 and 4.
<b>Avg. Length of Assistance</b>	7-10 Days
<b>Program Elements</b>	<p>Drop-in centers will serve as accessible, welcoming hubs for YYA experiencing homelessness and equip our system to more rapidly respond to crisis situations. Drop-in center projects will:</p> <ul style="list-style-type: none"> <li>• Be open during hours that make sense for young people, including from 10 PM – 2 AM.</li> <li>• Serve as an access point for CE.</li> <li>• Have dedicated staff for diversion and a flexible diversion fund.</li> <li>• Provide food, hygiene products, and clothing.</li> <li>• Capacity to provide health services, including trauma counseling, either directly or through co-location of a partner.</li> <li>• Have connection to or co-location of other services (such as education, employment, legal, medical, behavioral health, and sexual health.)</li> <li>• Be able to serve Spanish-speaking YYA, either through fluent staff or a translation service.</li> <li>• Offer opportunities for community building and socialization.</li> </ul>
<b>Outcomes</b>	<p><u>Diversion</u></p> <ol style="list-style-type: none"> <li>1. YYA has immediate access to diversion resources               <ol style="list-style-type: none"> <li>a. Diversion activity occurs within 24-48 hours of access</li> </ol> </li> <li>2. YYA secures an immediate, safe place to stay               <ol style="list-style-type: none"> <li>a. YYA is housed/re-housed within 7-10 days of initial diversion activity</li> </ol> </li> </ol> <p><u>Coordinated Entry</u></p> <ol style="list-style-type: none"> <li>3. YYA has immediate access to prioritization assessment               <ol style="list-style-type: none"> <li>a. CE assessment is conducted within 24-48 hours of access</li> </ol> </li> </ol> <p><u>Services</u></p> <ol style="list-style-type: none"> <li>4. YYA has access to crisis/support services               <ol style="list-style-type: none"> <li>a. At least 60% of YYA accessing the drop-in center receive crisis/support services either through external referral or co-located partner.</li> </ol> </li> </ol> <p><u>Equity</u></p>

	<p>5. Percent service to special populations equal or greater to at-risk population</p> <p>6. Equitable project outcomes regardless of gender, sexual orientation, or race/ethnicity</p>
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<b>Mobile Outreach</b>	
<b>Budget Allocation &amp; Est. YYA Served Annually</b>	We will allocate \$300,000 of YHDP funding for mobile outreach to serve an estimated 100 YYA annually.
<b>Target Population</b>	Unaccompanied YYA ages 24 and younger living in a place not meant for human habitation (including the streets or in their car) or an emergency shelter, including all special populations. Mobile outreach will serve HUD Categories 1, 2 and 4.
<b>Avg. Length of Assistance</b>	1-6 Months
<b>Program Elements</b>	<p>Mobile Outreach will help our community better identify and empower YYA to seek services that best fit their needs. Outreach workers will:</p> <ul style="list-style-type: none"> <li>• Provide basic needs including food, clothing, transportation support, hygiene kits, etc.</li> <li>• Perform crisis/risk identification and triaging/linking to services</li> <li>• Practice reflective listening to refer YYA to relevant support and empower them to access services</li> <li>• Participate in city-wide homeless outreach coordination efforts to ensure alignment and geographic coverage</li> <li>• Be able to serve Spanish-speaking YYA, either through fluent staff or a translation service.</li> <li>• Inreach efforts also eligible, to meet YYA where they are (i.e. within education, foster care, and juvenile justice systems)</li> </ul>
<b>Outcomes</b>	<p><u>Positive Exits</u></p> <p>1. YYA choose positive placements</p> <p style="padding-left: 20px;">a. 25% of YYA enter shelter or housing upon accepting street outreach services</p> <p><u>Equity</u></p> <p>2. Percent service to special populations equal or greater to at-risk population</p> <p>3. Equitable project outcomes regardless of gender, sexual orientation, or race/ethnicity</p>

<b>Navigation</b>	
<b>Budget Allocation &amp; Est. YYA Served Annually</b>	We will allocate \$300,000 of YHDP funding for navigation to serve an estimated 100 YYA annually.
<b>Target Population</b>	Unaccompanied YYA ages 18-24 at-risk of or experiencing homelessness, including all special populations. Navigators will serve HUD Categories 1, 2 and 4.
<b>Avg. Length of Assistance</b>	6-12 Months
<b>Program Elements</b>	<p>Navigation projects will empower YYA to achieve long-term success and:</p> <ul style="list-style-type: none"> <li>• Span housing, education, and employment to help YYA secure permanent housing, jobs where they earn a livable wage, and further their education through GED, college, trade school, or professional certifications.</li> <li>• Participate in CE</li> <li>• Offer opportunities for community building and socialization and help YYA secure permanent connections beyond the project.</li> </ul>
<b>Outcomes</b>	<p><u>Coordinated Entry</u></p> <ol style="list-style-type: none"> <li>1. YYA are successfully and rapidly housed through CE               <ol style="list-style-type: none"> <li>a. YYA referred to PH project are housed within 90 days.</li> </ol> </li> </ol> <p><u>Future Readiness</u></p> <ol style="list-style-type: none"> <li>2. For all navigation: YYA have permanent connections at exit               <ol style="list-style-type: none"> <li>a. All YYA have at least one permanent connection outside of the project at exit</li> </ol> </li> <li>3. For all navigation: YYA increase income               <ol style="list-style-type: none"> <li>a. At least xx% of YYA have more income (earned + unearned) at exit</li> </ol> </li> <li>4. For education navigation: YYA are attending or have completed school               <ol style="list-style-type: none"> <li>a. At least xx% of YYA are regularly attending or completed school at exit</li> </ol> </li> <li>5. For employment navigation: YYA are employed               <ol style="list-style-type: none"> <li>a. At least xx% of YYA have earned income at exit.</li> </ol> </li> </ol> <p><u>Equity</u></p> <ol style="list-style-type: none"> <li>7. Percent service to special populations equal or greater to at-risk population</li> </ol>

	8. Equitable project outcomes regardless of gender, sexual orientation, or race/ethnicity
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COORDINATED ENTRY

<b>Coordinated Entry</b>	
<b>Budget Allocation &amp; Est. YYA Served Annually</b>	We will allocate \$100,000 of the YHDP budget for system-level CE work.
<b>Target Population</b>	Unaccompanied YYA age 24 and under, including all special populations. CE will serve HUD Categories 1, 2 and 4.
<b>Avg. Length of Assistance</b>	N/A
<b>Program Elements</b>	<p>YHDP will expand our CE capacity substantially. To ensure successful growth/maintenance, we will include CE-specific funding for:</p> <ul style="list-style-type: none"> <li>• “Front Porch” service coordination across the YYA system, including drop-in, outreach, and navigation projects.</li> <li>• Continuous learning opportunities for frontline staff to stay up to date on emerging practices and engage in peer learning.</li> <li>• System discharge for cross-system coordination (with focus on homeless, education, juvenile justice, and foster care)</li> </ul>
<b>Outcomes</b>	<p><u>Coordinated Entry</u></p> <ol style="list-style-type: none"> <li>1. Increased CE system capacity                             <ol style="list-style-type: none"> <li>a. At least 5 active YYA CE hubs across the county</li> </ol> </li> <li>2. YYA has immediate access to prioritization assessment                             <ol style="list-style-type: none"> <li>a. CE assessment is conducted within 24-48 hours of access</li> </ol> </li> <li>3. YYA are successfully and rapidly housed through CE                             <ol style="list-style-type: none"> <li>a. 50% of YYA placed on CE waitlist are referred to a PH project annually</li> <li>b. YYA referred to PH project are housed within 90 days.</li> </ol> </li> </ol> <p><u>Equity</u></p> <ol style="list-style-type: none"> <li>9. Percent service to special populations equal or greater to at-risk population</li> <li>10. Equitable project outcomes regardless of gender, sexual orientation, or race/ethnicity</li> </ol>

70% PERMANENT HOUSING

<b>Rapid Re-Housing</b>	
<b>Budget Allocation &amp; Est. YYA Served Annually</b>	We will allocate \$1.72 million for Rapid Rehousing to serve an estimated 206 YYA annually.
<b>Target Population</b>	Unaccompanied YYA ages 18-24, including all special populations. RRH will serve HUD Categories 1, 2 and 4.
<b>Avg. Length of Assistance</b>	12-36 Months
<b>Program Elements</b>	<p>RRH is a proven model for stably housing YYA in a consumer-centered, empowering way. RRH projects in our community will:</p> <ul style="list-style-type: none"> <li>• Have YYA hold their own lease whenever possible</li> <li>• Provide financial assistance, including rental arrears, security deposits, utility deposits, utility assistance, rental assistance                             <ul style="list-style-type: none"> <li>○ Flexibility to adjust amount over time according to need</li> </ul> </li> <li>• Be able to apply for waiver to serve YYA up to 36 months as needed</li> <li>• Offer single and roommate options (voluntary)</li> <li>• Provide case management services to address unique needs of YYA, to include education &amp; employment support. Services should be scalable and based on consumer needs.</li> <li>• Provide housing search assistance                             <ul style="list-style-type: none"> <li>○ Projects are recommended to have landlord liaison on staff to ensure housing capacity.</li> </ul> </li> <li>• At least weekly check-ins.</li> </ul>
<b>Outcomes</b>	<p><u>Housing Stability</u></p> <ul style="list-style-type: none"> <li>• YYA obtain/maintain permanent housing                             <ul style="list-style-type: none"> <li>○ YYA housed do not enter or return to street or ES 6- &amp; 12-months post exit.</li> </ul> </li> </ul>

<b>Joint Transitional Housing to Rapid Rehousing</b>	
<b>Budget Allocation &amp; Est. YYA Served Annually</b>	We will allocate \$1.14 million for TH-RRH projects to serve an estimated 63 YYA annually.
<b>Target Population</b>	Unaccompanied YYA ages 17-24; focus on YYA in need of crisis housing as bridge to permanent housing, particularly YYA aging out of foster care, with criminal history, or pregnant/parenting YYA. TH-RRH will serve HUD Categories 1, 2 and 4.

<p><b>Program Elements</b></p>	<p>TH-RRH projects will fill the gap of crisis beds for YYA while keeping a stronger focus on permanent housing than ES projects are able to. TH-RRH projects will:</p> <ul style="list-style-type: none"> <li>• Provide low-barrier shelter that serves as a bridge to permanent housing, with resources and services to help YYA achieve their goals.</li> <li>• Prioritize YYA voice in both finding permanent housing and in deciding when to move from crisis housing to RRH. YYA can choose to skip the TH component and go directly into RRH.</li> <li>• RRH piece will have same elements as listed in RRH table above.</li> </ul>
<p><b>Outcomes</b></p>	<p><u>Housing Stability</u></p> <ul style="list-style-type: none"> <li>• YYA obtain/maintain permanent housing             <ul style="list-style-type: none"> <li>○ YYA housed do not enter or return to street or ES 6- &amp; 12-months post exit.</li> </ul> </li> </ul>