

INVITATION FOR INNOVATIVE PROPOSALS

Santa Cruz County Youth Homelessness Demonstration Program

SUBMISSION DEADLINES:

| | |
|--|------------------------------|
| Date Issued: | February 10, 2018 |
| Letter of Intent Deadline: | March 1, 2018 at 3 PM |
| Invited Full Proposal Deadline: | April 20, 2018, 3 PM |

Submit Letter of Intent by email to:
Rayne.Marr@santacruzcounty.us *and*
Tonygardnerconsulting@yahoo.com

If you have any questions, please contact:

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YHDP Background

Santa Cruz County is a home to unaccompanied youth under 18 and young adults ages 18 – 24 (collectively YYA) experiencing homelessness. Due to their homeless situation, too many YYAs fail to make successful transitions to adulthood and independence.

The Santa Cruz County community has devoted significant local resources to providing housing and services to unaccompanied youth experiencing homelessness, and progress is being made. Despite those efforts, a significant population of youth continues to be at-risk of or experiencing homelessness. The needs of homeless YYAs are diverse and complex; we must make available for each YYA the housing, healthcare, employment, education, and other services they need and support them in reaching self-sufficiency, stability, and empowerment.

In January 2017, Santa Cruz County was awarded a demonstration grant by the U.S. Department of Housing and Urban Development (HUD) called the Youth Homelessness Demonstration Program (YHDP), a multiyear effort that will help our community build a system intended to end youth homelessness. Santa Cruz County is one of 10 communities across the country engaged in creating a local coordinated community response to prevent and end homelessness for YYAs by 2020.¹ This work so far has resulted in the development of Ignore No More: the Santa Cruz County YHDP Coordinated Community Plan, which provides a roadmap for achieving the goals set by HUD, the United States Interagency Council on Homelessness (USICH), and the Santa Cruz County community toward preventing and ending youth homelessness.

During the community planning process for the Coordinated Community Plan, innovative housing and service projects were identified as priorities for funding. These projects will build upon the successes of earlier community efforts to address the needs of Transition Aged Youth (TAY), and will incorporate best practices from other communities, as well as target critical gaps in the Santa Cruz County system of care. Implementation of these projects will support the community's system-wide goals for achieving USICH's core outcomes and will be targeted toward the specific needs of YYAs in Santa Cruz County that are experiencing homelessness and the envisioned system of care. The purpose of this Invitation for Innovative Proposals (IFIP) is to give interested providers the opportunity to propose specific, innovative projects for YHDP funding.

The key term in the IFIP is "innovative." The YHDP seeks projects that demonstrate how promising, creative, new approaches can help prevent and end youth homelessness within a comprehensive system of care for YYAs experiencing homelessness.

¹ <https://www.hudexchange.info/news/youth-homelessness-demonstration-program-community-selection-announcement/>

YHDP Vision

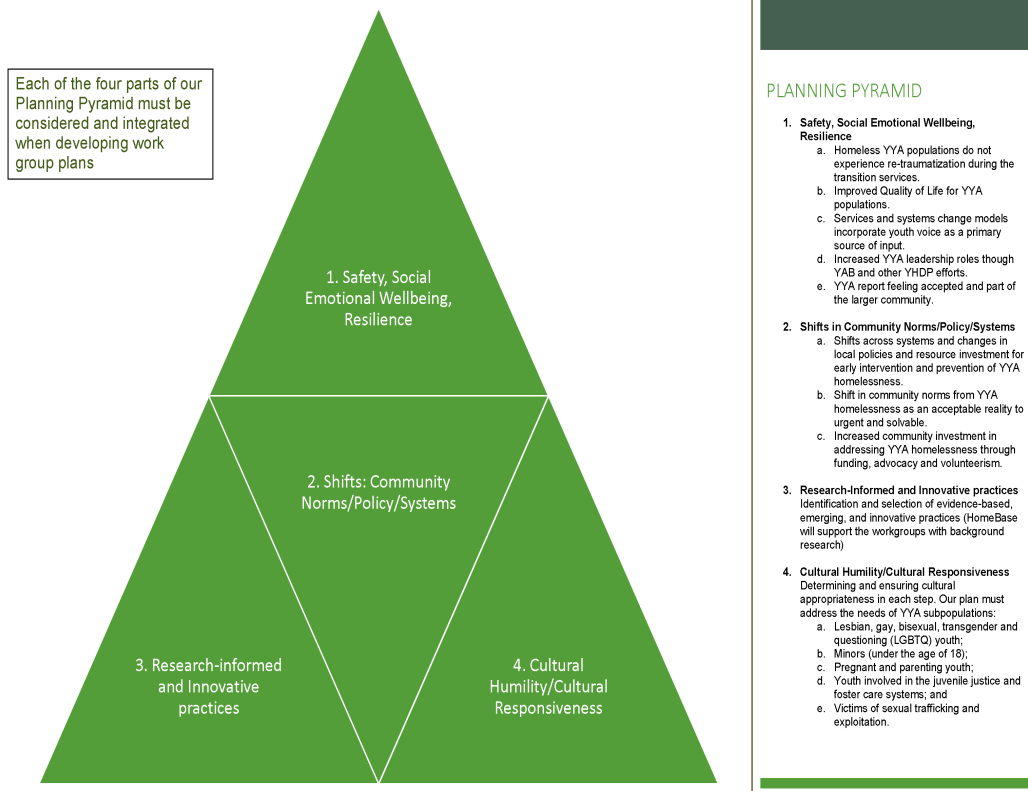
Our Santa Cruz County YHDP shared goal of ending youth and young adult homelessness is driven by values of justice, equity, compassion and dignity for all. Youth agency is a core principle that guides each step of our efforts and is embedded in our work. As we infuse our work with these values and principles, **we envision a community in which all youth and young adults are housed, thriving and experience a healthy transition into adulthood.** We will experience a community that has shifted its norms and narratives from one that accepts youth and young adult homelessness as inevitable to one that recognizes it as urgent and solvable.

Guiding Principles

The Santa Cruz County YHDP has four overarching principles, called our “pyramid points.” Prospective funding applicants should ensure that their proposed projects:

1. Integrate approaches that produce outcomes of social and emotional wellbeing and resilience for all youth
2. Shift community norms, policies and systems
3. Utilize research-informed and innovative practices
4. Practice cultural responsiveness and cultural humility.

The Guiding Pyramid Points



Description of IFIP

The Santa Cruz County YHDP is seeking proposals from qualified nonprofit agencies and governmental organizations to implement innovative projects to serve unaccompanied youth and pregnant or parenting youth, age 24 and younger, who meet the HUD definition of “homeless,” in support of Santa Cruz County’s YHDP Coordinated Community Plan, funded by United States Department of Housing and Urban Development (HUD).

Eligible Project Types

Proposals must be to implement projects listed in the Coordinated Community Plan. Eligible projects are:

1. **Host Homes Pilot Project** specifically outreaching to and targeting YYA 18-24, including LGBTQ+, ethnic minority, pregnant or parenting, and other vulnerable YYA.
2. **Transitional Housing Plus Project(s)** targeting YYA 18-24, including LGBTQ+, Ethnic Minority, and Pregnant or Parenting YYA, who may need more time and support than would be provided in a traditional two-year time-limited transitional housing program.
3. **Rapid Rehousing 2.0 Project(s)** targeting YYA 18-24, including LGBTQ+, Ethnic Minority, and Pregnant or Parenting YYA, who may need longer subsidies and more robust supports than would be provided in a traditional rapid rehousing program.
4. **Permanent Supportive Housing Project(s)** targeting YYA 18-24, including YYA experiencing homelessness and with disabilities or disabling conditions that affect their long-term ability to gain the income necessary to afford unsubsidized rents and to live independently without ongoing services or supports.
5. **Drop-In Center Project(s)/North and South County**, targeting YYA 15-24, including LGBTQ+, Ethnic Minority, and Pregnant or Parenting YYA, provides a safe and welcoming place for youth who are at risk of or experiencing homelessness to obtain basic needs and connect with resources and services. Ideally the drop-in center(s) will include non-YHDP-funded overnight beds.
6. **Homeless Crisis Response Integrated Services Team Project**, targeting YYA 15-24, including those identified at highest risk within populations linked with the following systems/sub-populations: Juvenile & Adult probation, Juvenile Justice, Child Welfare, County Office of Education Alternative Education, Pregnant and Parenting, and LGBTQ+. The project will provide integrated and diverse multidisciplinary service team(s) that work across systems and agencies to identify and connect YYA to the individualized services and assistance they need to resolve short-term homelessness
7. **Youth Coordinated Entry System**, as part of the countywide Coordinated Entry System, provides a coordinated entry program that is comfortable, welcoming, and appropriate for YYA ages 18-24. (This project is limited to the CoC’s existing Smart Path Coordinated Entry Program.)

Please see Attachments A and B for project details. Please also see the Coordinated Community Plan at: <http://ctagroup.org/wp-content/uploads/2018/01/Santa-Cruz-County-YHDP-CCP-Submission-with-Watermark-01.26.18-1.pdf>.

Funding Amount and Project Type Allocations

\$2.2 million total in HUD YHDP funding is available. Grants will be for two years with the possibility thereafter of renewal annually through the HUD Continuum of Care (CoC) funding process. The funds available will be allocated/awarded to eligible project types as follows (although amounts may be adjusted to maximize project budgets and projects).

| Project Priority Areas | No. Projects Anticipated | 2-Year YHDP Total |
|---|--------------------------|--------------------|
| 1. Host Homes Project | 1 | \$200,000 |
| 2. Transitional Housing Plus Project | 1-2 | \$325,000 |
| 3. Rapid Rehousing 2.0 Project | 1-2 | \$480,000 |
| 4. Permanent Supportive Housing Project | 1 | \$250,000 |
| 5. Drop-In Center Project(s)/North and South County | 1-2 | \$500,000 |
| 6. Homeless Crisis Response Integrated Services Team Project | 1 | \$200,000 |
| 7. Youth Coordinated Entry System | 1 | \$125,000 |
| <i>YHDP Planning – funds will not be allocated via this IFIP, and are for YHDP planning activities only</i> | | \$120,000 |
| Total | | \$2,200,000 |

Please see Attachment A and the Coordinated Community Plan for more details.

Eligible Applicants

Applicants and sub-recipients (if any) must be nonprofit organizations, state, local governments, or instrumentalities of state and local governments.

Youth Target Population & Prioritized Subpopulations

Basic eligibility: Unaccompanied YYA, and pregnant or parenting YYA, age 24 and younger, who meet the HUD definition of “homeless.”²

Prioritized outreach subpopulations: Different project types prioritize particular age ranges and especially vulnerable subpopulations, e.g., LGBTQ+, Ethnic Minority, Pregnant or Parenting YYA, or Disabled Youth. **Please see Attachment A for further details regarding prioritized outreach subpopulations.**

Match Requirements

All eligible funding costs, except leasing, must be matched with no less than a **25 percent cash or in-kind contribution**. No match is required for leasing.

² Further information on the HUD definition of “homeless” is located at: <https://www.hudexchange.info/programs/coc/toolkit/determining-and-documenting-homelessness/>.

Additional Requirements if Selected

If selected, project applicants will be required to fulfill the following list of requirements:

1. Submit an innovative project application to HUD via e-snaps that achieves the goals and objectives defined by the Santa Cruz County Coordinated Community Plan.
2. Meet HUD eligibility and quality threshold requirements.
3. Comply with program requirements in the HUD CoC Program Interim Rule, Santa Cruz County CoC policies, FY2016 YHDP NOFA, and any HUD-approved waivers.
4. Agree to participate in the Santa Cruz County HMIS.
5. Agree to participate in the Santa Cruz Smart Path Coordinated Entry System.
6. Incorporate Positive Youth Development, Trauma Informed Care, and Cultural Humility.
7. Comply with all HUD and local YHDP program reporting and evaluation requirements.
8. Comply with HUD certification requirements (fair housing, environmental, etc.).

Innovation, Waivers & Importance of Renewability

The purpose of the YHDP is to demonstrate comprehensive, innovative approaches for ending youth homelessness. HUD is willing to entertain requests for *waiver* of CoC statutory or regulatory requirements when needed to implement the Coordinated Community Plan. However, some projects with waivers will be eligible for future renewal under the CoC Program, and others will not be eligible for renewal.

The Santa Cruz County YHDP has determined that the ability of funded projects to receive continued funding under the HUD CoC Program is of critical importance for ending youth homelessness. For this reason, *only projects that are clearly renewable will be considered for funding* by the Santa Cruz County YHDP. ***Please see Attachment C for examples of project types in relation to their need for a waiver and their renewability.***³

Proposal Requirements

There are three stages to the proposal process:

1. Letter of Intent (LOI)
2. Full Proposal
3. HUD e-snaps application.

Applicants interested in applying for YHDP funds must submit an LOI as follows:

Format: Applicants must use the LOI Cover Sheet/Narrative formats Attachments D & E.

³ The examples are for illustrative purposes. Santa Cruz County applicants are limited the project types listed in the Funding Amount and Project Type Allocations section above.

Deadline: LOIs must be received by **March 1, 2018, 3:00 PM**

Submission: LOIs MUST be submitted by email to Rayne.Marr@santacruzcounty.us and Tonygardnerconsulting@yahoo.com. DO NOT submit proposals by postal mail, fax or hand delivery. The email subject for proposals should be clearly labeled with the name of the project being applied for.

Applicants who have been selected for the next step based upon their LOI will be invited to complete a Full Proposal. The Full Proposal format will be provided in the near future. The anticipated Full Proposal deadline (subject to change) is **April 20, 2018 3:00 PM**.

Applicants whose projects have been selected for the YHDP based upon their Full Proposal will then be required to submit an application, as approved, to HUD in e-snaps. The anticipated e-snaps deadline (subject to change) is **May 24, 2018**.

E-snaps access and HUD guidance materials are at:
<https://www.hudexchange.info/programs/e-snaps/>.

Applicants are strongly encouraged to register early for e-snaps, if not already registered.

Proposal Selection Process

HUD requires that local proposals for YHDP funding be reviewed and approved by both the Youth Advisory Board (YAB) and the HUD-designated CoC, which in Santa Cruz County is the Homeless Action Partnership (HAP). The following process is designed to integrate and streamline the evaluation efforts of the YAB and HAP - through a joint Unified Review Committee - and include experts from child welfare, public education, and youth employment fields. The goal of the process is to identify and select proposals that not only implement the priority projects identified in the Coordinated Community Plan, but also are innovative, feasible and able to be implemented quickly with positive outcomes and impacts for youth and the community. In doing so, the process will build upon the needs, gaps, goals, best practices, strategies, and action plans identified through the inclusive stakeholder planning process that forged the Coordinated Community Plan.

LOI Evaluation

First, the YAB will review and evaluate all eligible LOIs using objective ranking criteria. To reduce the unintentional impacts of bias in this review, we ask applicants **not to include agency identifying information (i.e., agency name) in the Letter of Intent (LOI) Narrative**. The separate LOI Cover Sheet will not be shared with YAB LOI reviewers. Second, applicants will present their LOIs and answer questions at a YAB meeting tentatively set for **March 14, 2018, 4 PM – 5:30 PM**. Finally, applicants will be informed in writing whether their project was

accepted for the Full Proposal stage. Accepted projects will receive written comments and recommendations from the YAB. ***Please see Attachments D, E, and F for the LOI Cover Sheet, Narrative, and Ranking Criteria.***

Full Proposal Evaluation

The YAB and HAP Unified Review Committee will review and evaluate the Full Proposals using a Full Proposal format and scoring matrix to be provided in the near future. The Unified Review Committee will be composed of nine members as follows:

- 3 representatives from the YAB
- 3 representatives from the HAP Board
- 1 representative of the County Child Welfare Program
- 1 representative from the County Office of Education
- 1 representative from youth employment services or a local community college.

The scoring matrix will use objective, quantitative review criteria including the following (subject to change):

A. Consistency with the Coordinated Community Plan:

- Fills high priority needs and gaps identified in the plan
- Accurately reflects the plan's vision and goals
- Clearly identifies how the project will meet specific plan objectives
- Clearly identifies the action steps used to meet these objectives
- Identifies achievable key results and outcomes
- Describes a realistic plan for continuous quality improvement

B. Integration with Planning Pyramid:

- Promotes safety, social emotional wellbeing, and resilience
- Shifts community norms/policies/systems
- Utilizes research-informed and innovative practices
- Embodies cultural humility/cultural responsiveness
- Serves a high-risk subpopulation, i.e., parenting youth, LGBTQ, former foster youth

C. Aligns with USICH Youth Framework and Four Core Outcomes as appropriate for the project type:

- Stable housing includes a safe and reliable place to call home
- Permanent connections include ongoing attachments to families, communities, schools, and other positive social networks
- 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
- Social-emotional wellbeing 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.

D. Other community values:

- Funding for the project is renewable under the HUD CoC
- Strong agency/collaborative capacity and relevant experience
- Leverages local dollars
- Contributes to policy and systems changes for ending youth homelessness
- Supports ending youth homelessness across the county and subcultures
- Serves under-served areas of the County, i.e. South County.

Applicants will be informed in writing whether their Full Proposal was chosen for funding. Funded projects will receive signed approval letters from the YAB and HAP. Applicants with projects not selected for funding may appeal the decision by the appeals deadline in the timeline. A description of the appeals process and criteria will be provided with the Full Proposal format and scoring matrix.

E-snaps Submission and HUD Review

All projects are pending until approved by HUD via the e-snaps application and are subject to revisions or amendment based upon HUD review and feedback.

Project Selection Timeline

- **February 12, 2018** – IFIP and application materials publicly released, posted online/newspaper
- **February 21, 1 pm – 3 pm** – LOI Technical Assistance Session held by HAP staff and YAB members. Location: United Way, 4450 Capitola Rd., Capitola
- **March 1, 2018, 3 pm** – Deadline for applicants to submit LOIs
- **March 14, 2018, 4 pm – 5:30 pm** – Presentations by LOI applicants to the YAB. **Location TBD**
- **March 22, 2018** – YAB provides written decisions to applicants.
- **March 26, 2018, 10:30 am – 12:30 pm** – Full Proposal and E-snaps Technical Assistance Session held by HAP staff. Location: United Way, 4450 Capitola Rd., Capitola
- **April 20, 2018, 3 pm** – Deadline for invited applicants to submit full proposals
- **May 11, 2018** – Unified Review Committee provides written decisions to applicants
- **May 16, 2018** – YAB and HAP complete project approval letters to HUD
- **May 17, 2018, 5 pm** – Deadline for written appeals to be received by YHDP staff
- **May 21, 2018** – Deadline for appeals panel to issue written decision
- **May 24, 2018** – Deadline for approved applicants to submit e-snaps applications to HUD
- **September 30, 2018** - HUD deadline to commit all YHDP funds.

Please note that these dates, times, and locations are subject to change.

Technical Assistance

Two applicant technical assistance sessions will be held as follows:

1. LOI Technical Assistance Session, February 21, 1 pm – 3 pm

Agenda: Give overview of YHDP, introduce YAB and its role, review of IFIP, discuss LOI requirements and project expectations, and answer questions

2. Full Proposal and E-snaps Technical Assistance Session, March 26, 2018

Agenda: Hold discussion of the full proposal and e-snaps requirements, and answer questions

If you have questions or need additional technical assistance on programmatic or application requirements, please don't hesitate to contact HAP Consultant Tony Gardner at 415.458.2460 or tonygardnerconsulting@yahoo.com. Technical review of proposals and e-snaps submissions is available upon request no later than 3 days before a submission is due.

If you have questions or need additional technical assistance on the YAB or youth issues as they apply to your proposal, please don't hesitate to contact County of Santa Cruz Homeless Services Coordinator Rayne Marr at 831.454.3411 or RayneMarr@santacruzcounty.us.

Additional Resources

- Santa Cruz County successful YHDP narrative: <https://ctagroup.org/santa-cruz-hmis/hap-2017/>
- Santa Cruz County youth system map: <https://ctagroup.org/santa-cruz-hmis/hap-2017/>
- Santa Cruz County YHDP Coordinated Community Plan: <http://ctagroup.org/wp-content/uploads/2018/01/Santa-Cruz-County-YHDP-CCP-Submission-with-Watermark-01.26.18-1.pdf>
- HUD YHDP webpage: <https://www.hudexchange.info/programs/yhdp/>
- HUD E-snaps access and guidance: <https://www.hudexchange.info/programs/e-snaps/>

Attachment A: Eligible Projects

HOST HOME PILOT

Priority Areas, Project Type, Housing Type

Primary Area: Housing Continuum

Other Areas: Permanent Connections, Employment and Education, Prevention and Diversion

Project Type: Host Homes

Housing Type: Scattered Sites

Program Description/Elements & Service Components

Description: Housing option for youth that includes a homelike alternative to shelter and transitional housing. This pilot program is based on successful models in other areas of the country. Host home families will be recruited, trained, and supported. The pilot will focus specifically on outreaching to LGBTQ+, ethnic minorities, pregnant or parenting youth, and other vulnerable youth preferring a home-based private setting with adult support to group shelter or being on their own in transitional housing. Length of stay and financial support models will be researched through established programs.

Service Components: Integrated, individualized supports connected to housing and transition to independent living-Addresses housing stability, life skills, health, social and emotional wellbeing, education, employment and permanent connections into adulthood. Includes an ongoing relationship with a support team consisting of, at a minimum, a case manager and peer housing and service navigator.

Opportunities for Innovation

The Host Home model is a new and innovative intervention for Santa Cruz County. There are some families that currently provide host homes informally. One idea is to seek input from these families to determine what has been successful and explore whether these families are interested in serving as 'official' host homes (ensuring the same training and support that would be provided to other host home families).

An innovative idea is to develop a housing support and navigation team that includes peer navigators. Each housing project will have its own support/navigation team. Each of these teams will come together to form a cohesive YHDP housing support and navigation group that will share responsibilities and resources across different YHDP projects.

Another innovative idea is to work with local jurisdictions to decrease the thresholds for building Auxiliary Dwelling Units (ADUs) and provide incentives for individuals that build ADUs to house homeless YYA.

As part of these efforts to expand housing options for youth, a youth landlord outreach and advocacy work group will be formed for YHDP housing projects.

Meeting the Need

- 588 unaccompanied youth and young adults experiencing homelessness in Santa Cruz County (26% of entire population of persons experiencing homelessness).
- Among unaccompanied youth and young adults, 98% of those under age 18 and 99% of those between the ages of 18-24 are unsheltered.
- The majority of homeless YYA (87% under 18 and 77% ages 18-24) reported that they were living in Santa Cruz at the time they most recently became homeless.
- Santa Cruz County is rated as the second least affordable housing market in the nation (2017 Out of Reach report, National Low Income Housing Coalition)
- Local YAB members have expressed a need for a range of youth specific housing options rather than a 'one size fits all' approach.

Interim Outcomes

Housing Outcomes:

- Decreased length of time between engagement, temporary shelter and transitional or permanent housing.
- Decreased annual number of YYA returning to homelessness from housing.
- Increased number of YYA reporting that they have a permanent connection with at least one adult for a safe, stable relationship, guidance and emotional support.

Host Home Outcomes:

- 90% of YYA participants remain in housing while enrolled in the program.
- 80% of YYA participants exit the program to an independent living situation.

Target Populations

- **Ages:** 18-24
- **Priority Outreach Subpopulations:** LGBTQ+, Ethnic Minorities, Pregnant or Parenting

Numbers to be served

- **Numbers to be served annually through HUD YHDP Funding:** 15
- **Numbers served annually through other sources:** 17
- **Total numbers served annually:** 32

Number of Projects & Potential Agencies

Number of Projects to be funded by HUD YHDP: 1

Potential Agencies: A social service agency with experience and expertise in providing support and case management to youth and young adults experiencing homelessness and YYA subpopulations, or comparable experience with other homeless or youth populations.

Waivers

Waivers: Waivers may be required for family costs.

TRANSITIONAL AND RAPID REHOUSING OPTIONS

Priority Areas, Project Type, Housing Type

Primary Area: Housing Continuum

Other Areas: Permanent Connections, Employment and Education, Prevention and Diversion

Project Type: Transitional Housing Plus and Rapid Rehousing 2.0

Housing Type: Scattered Site and Shared Housing

Program Description/Elements & Service Components

Description: Transitional Housing Plus (TH Plus) Service rich, fully subsidized, time limited rental housing determined based on each youth's need (up to 24 months without a waiver). The Transitional Housing Plus units may be provided either through available master-eased unit or scattered site rental units based on availability and the assessed needs and preferences of the participants. TH Plus serves as an option for YYA who need more time and support before tackling tenant requirements, such as negotiating and managing a lease and paying monthly rent and utilities, on their own. TH Plus may be linked to Rapid Rehousing and other housing options as needed and appropriate.

Rapid Rehousing 2.0 is geared toward young adults or youth with some independent living experience. It includes housing navigation, rent and move-in assistance, with the amount of rent assistance declining as the youth's income increases - and flexible, service-rich case management with voluntary participation. Participating youth may need their rent subsidy while they complete an education or job training program and find stable employment.

Service Components: Integrated, individualized support connected to housing that promotes the transition to independent living. The project addresses housing stability, life skills, health, social and emotional wellbeing, education, employment and permanent connections into adulthood. Housing will come with a support services team that includes a case manager and a peer housing and service navigator. Housing Navigators will work closely with the Rapid Rehousing 2.0 participants to identify appropriate units based on each individual's specific needs including rent amount, location, and housing unit type and size. Housing navigators support youth in finding units, applying, leasing up and moving into TH or RR supported rental units.

Opportunities for Innovation

An innovative idea is to develop and seek support for a hands-on vocational program that teaches Natural Building housing construction methods (e.g. straw-bale construction and others) to YYA. This would allow YYA to develop job skills in the field of Natural Building construction and to offer the possibility for lower apprentice costs in the building of auxiliary units in the community. Once complete, these units would be made available as rentals for

youth experiencing homelessness. The project would approach existing groups that have experience and expertise in developing similar vocational/building programs. The program would also collaborate with the local jurisdictions to initiate changes in auxiliary dwelling unit requirements and regulations, as needed.

Another innovative idea for providing high quality housing and navigation support that incorporates youth voice and youth employment opportunities, is the development of a shared, cross-program housing support and navigation team. We propose that a housing support and navigation team that includes peer navigators is a part of each housing project. Each housing project will have its own support/navigation team but each of these teams could come together to form a united YHDP housing support and navigation group or team that will share responsibilities and resources across projects (such as a shared landlord outreach position, shared off-hours support and response for clients and landlords, and shared support for moving and transitioning into new housing).

Meeting the Need

- 588 unaccompanied youth and young adults experiencing homelessness in Santa Cruz County (26% of entire homeless population)
- 98% (under 18) and 99% (18-24) unaccompanied youth and youth adults are unsheltered
- The majority of homeless YYA (87% for under 18 and 77% for 18-24) reported that they were living in Santa Cruz at the time they most recently became homeless.
- Santa Cruz County is rated as the second least affordable housing market in the nation.
- Local YAB members have expressed a need for a range of youth specific flexible housing options not a 'one size fits all' approach.
- Assist youth to find housing that fits their individual needs.

Interim Outcomes

Housing Outcomes:

- Decreased length of time between engagement, temporary shelter and transitional or permanent housing.
- Decreased annual number of YYA returning to homelessness from housing.
- Increased number of YYA reporting that they have a permanent connection with at least one adult for a safe, stable relationship, guidance and emotional support.

Transitional Housing Outcomes:

- 85% of YYA participants move to Permanent Housing (Rapid Rehousing or Permanent Supportive Housing) within 18 months.

Rapid Rehousing Outcomes:

- 90% of YYA participants remain in Permanent Housing through RRH assistance at 18 months.
- 85% of YYA participants continue in Permanent Housing without RRH assistance at 24 months.

Target Populations

- **Ages:** 18-24
- **Priority Outreach Subpopulations:** LGBTQ+, Ethnic Minorities, Pregnant or Parenting

Numbers to be served

- **Numbers to be served annually through HUD YHDP Funding:** 70
- **Numbers served annually through other sources:** 200
- **Total numbers served annually:** 270

Number of Projects & Potential Agencies

Number of Projects to be funded by HUD YHDP: 2-4

Potential Agencies: Social service or housing agencies with experience and expertise in providing housing support and case management to homeless youth and young adults and YYA subpopulations, or comparable experience with other homeless or youth populations. The agencies should have experience and expertise working with the Housing Authority and housing agencies.

Waivers

Waivers may be required for any post transitional housing assistance (after care), longer assistance, sponsor-based, rental assistance/leasing blended, or operation costs included.

PERMANENT SUPPORTIVE HOUSING

Priority Areas, Project Type, Housing Type

Primary Area: Housing Continuum

Other Areas: Permanent Connections, Employment and Education, Prevention and Diversion

Project Type: Permanent Supportive Housing

Housing Type: Project Based or Scattered Sites

Program Description/Elements & Service Components

Description: The program is geared for youth with lasting disabilities or complex needs. Subsidy may be provided through a tenant based rental voucher in collaboration with the Housing Authority. There is no set time limit. Provides youth with time and flexibility needed to achieve permanent housing at their own rate.

Service Components: Integrated, individualized support connected to housing and transition to independent living- /addresses housing stability, life skills, health, social and emotional wellbeing, education, employment and permanent connections into adulthood. Case management is more intensive and may include mental health and substance use treatment and supports. Support team includes continuous relationship with a team including case manager and peer housing and service navigator.

Opportunities for Innovation

A housing support and navigation team that includes peer navigators will be part of each housing project. Each housing project will have its own support/navigation team and each of these teams will come together to form a cohesive YHDP housing support and navigation group that will share responsibilities and resources across projects.

As part of these efforts to expand housing options for youth, a youth landlord outreach and advocacy work group will be formed for YHDP housing projects.

Meeting the Need

- 588 unaccompanied youth and young adults experiencing homelessness in Santa Cruz County (26% of entire homeless population)
- 98% (under 18) and 99% (18-24) unaccompanied youth and youth adults are unsheltered
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- Santa Cruz County is rated as the second least affordable housing market in the nation.
- Local YAB members have expressed a need for a range of youth specific flexible housing options not a 'one size fits all' approach.

Interim Outcomes

Housing Outcomes:

- Decreased length of time between engagement, temporary shelter and transitional or permanent housing.
- Decreased annual number of YYA returning to homelessness from housing.
- Increased number of YYA reporting that they have a permanent connection with at least one adult for a safe, stable relationship, guidance and emotional support.

Permanent Supportive Housing Outcomes:

- 90% of YYA participants remain in permanent housing with support at 12 months.

Target Populations

- **Ages:** 18-24
- **Priority Outreach Subpopulations:** YYA experiencing homelessness and with disabilities or disabling conditions that will affect long-term ability to earn enough to live independently.

Numbers to be served

- **Numbers to be served annually through HUD YHDP Funding:** 20
- **Numbers served annually through other sources:** 100
- **Total numbers served annually:** 120

Number of Projects & Potential Agencies

Number of Projects to be funded by HUD YHDP: 1

Potential Agencies: Social service or housing agencies with experience and expertise in providing housing support and case management to homeless youth and young adults and YYA subpopulations, or comparable experience with other homeless or youth populations. The agency should have experience and expertise working with the Housing Authority and housing agencies.

Waivers

Waivers may be required.

DROP-IN CENTER

Priority Areas & Project Type

Primary Area: Outreach, Engagement & Linkages

Other Areas: Housing Continuum, Permanent Connections, Employment and Education, Prevention and Diversion

Project Type: Support Services

Program Description/Elements & Service Components

Description: Drop-in Centers in North County and South County, or one large center with adequate transportation would provide a safe and welcoming place for at risk and homeless youth to obtain basic needs (food, shower, hygiene products, laundry, clothing, a safe place to sleep) and connect with resources and services.

The project would like to include overnight respite as part of the drop-in center; however, this feature will not be funded by HUD YHDP funds. The selected agency or agencies will be encouraged to seek other sources of funding to provide overnight beds.

Service Components: A wide range of services will be available on site and may include:

- Coordinated Entry and housing navigation
- Case Management
- Benefits linkages
- Behavioral Health services- individual & family therapy, drug & alcohol, NA/AA
- Health services
- Employment support
- Education & vocational support
- Transportation assistance
- Workshops with varying topics (i.e. Independent living skills, parenting, mindfulness/meditation, conflict resolution)
- Childcare
- Legal Support
- Recreational Activities

Opportunities for Innovation

Innovative ideas for the Drop-in Center(s) include vocational training projects that engage the community and develop partnerships, build youth skills, and potentially increase resources. Some of these ideas include working on community gardens and then selling products at local farmers markets developing 'pop up' coffee shops, operating food trucks, and developing a YAB Uber/Lyft project.

Another innovative idea is to create a 'mobile youth center' that would include travel throughout the county on specific days of the week to provide some of the services offered at the 'brick and mortar' Drop-in Center.

Finally, an innovative idea that emerged is to partner with Senior Centers to share space and resources and potentially build vocational and community building opportunities for YYA.

Meeting the Need

- 588 unaccompanied youth and young adults experiencing homelessness (26% of entire homeless population).
- 51% of homeless youth survey respondents reported looking for employment.
- 28% of homeless youth survey respondents reported having less than a high school education completed.
- Based on current numbers of foster youth attending the small drop-in center at TAY, we believe we'd have about 50 youth per day accessing a drop in center.
- Youth surveys indicated early intervention through safe and supportive drop in day services with linkages to resources could prevent homelessness or decrease the time of homeless.
- Youth report a lack of YYA specific safe space to access resources and obtain housing linkages
- Top support needs identified in Youth Homeless Survey were: receiving food stamps (47%); obtaining food (32%); transportation (38%); accessing shelter services (29%); medical care (25%); clearing up problems with credit (21%).

Interim Outcomes

- Decreased length of time between engagement, temporary shelter and transitional or permanent housing.
- Decreased number of YYA becoming homeless for the first time.
- Increased number of YYA who feel more independent, confident, connected, and supported.
- Decreased stigma in receiving services.
- Increased number of YYA connected to community-based support and networks.

Target Populations

- **Ages:** 15-24
- **Priority Outreach Subpopulations:** LGBTQ+, Ethnic Minorities, Pregnant or Parenting

Numbers to be served

- **Numbers to be served annually through HUD YHDP Funding:** 200 (50 per day)
- **Numbers served annually through other sources:** 50-75
- **Total numbers served annually:** 250-275

Number of Projects & Potential Agencies

Number of Projects to be funded by HUD YHDP: 1-2

Potential Agencies: Social service agencies with experience and expertise in providing support and case management to homeless youth and young adults and YYA subpopulations, or comparable experience with other homeless or youth populations.

Waivers

Not likely required.

HOMELESS CRISIS RESPONSE INTEGRATED SERVICES TEAM

Priority Areas & Project Type

Primary Area: Diversion

Other Areas: Housing Continuum, Permanent Connections, Employment and Education

Project Type: Support Services

Program Description/Elements & Service Components

Description: Integrated and diverse multidisciplinary service teams that work across systems and agencies to identify and connect YYA to the individualized services and assistance they need to resolve short-term homelessness and avoid entering the local, overburdened system of homeless services, fraught with risk for trauma and other negative experiences. Eligible participants will include youth who are imminently at risk of homelessness (HUD COC definition) and youth who are defined as homeless under other applicable statutes, such as McKinney-Vento. Activities specifically focused on prevention will be funded through non-HUD dollars. Prevention activities will entail close collaboration with systems that interface with at-risk YYA (for example criminal justice, child welfare). The services will focus on linkages to appropriate/needed housing for YYA.

Service Components:

- Dedicate staff to coordinate the multi-disciplinary teams and ensure all of the appropriate service providers and resources are included and participating.
- Ensure that YYA are treated with compassion and respect and are having their individualized needs met.
- Provide outreach and services in locations that are convenient to the YYA or where specific services are provided.
- Assessments should identify YYAs' barriers to becoming permanently housed, thriving, and reaching their full potential and identify and connect YYA to the services and supports that will address these barriers.

- Work with educational institutions, juvenile and adult justice systems, probation, employment and workforce training providers, LGBTQ+ advocacy organizations, medical providers including those that address physical and mental health issues and substance use disorders, and other agencies and services providers as needed to meet the participating YYA's individualized needs.

Opportunities for Innovation

Innovative concepts to be incorporated in this project include the development of a team of peer liaisons, and supported as either student volunteers, trained interns receiving stipends and more experienced youth hired into paid Peer Liaison positions. Peer Liaisons will outreach and engage YYA into services and work help develop and implement individualized plans to end short-term homelessness.

There will be an opportunity to leverage resources and programs through the County Office of Education and other school districts through their McKinney Vento Education Liaisons and other staff.

Finally, the project will be modeled after Child and Family Teams utilized in the child welfare system.

Meeting the Need

- 63% (under 18) and 39% (18-24) of youth survey respondents have been in foster care.
- 25% (under 18) and 14% (18-24) of youth survey respondents reported family violence as primary cause of homelessness
- 9% of homeless youth survey respondents (18-24) are employed full-time.
- 51% of homeless youth survey respondents reported looking for employment.
- 28% of homeless youth survey respondents reported having less than a high school education completed.
- Lack of systemized approach, including awareness and training by staff in educational institutions and other agencies that work with YYA, to identify and support YYA who are at-risk of becoming homeless and diverting YYA who are experiencing homelessness from having to utilize the homeless system.
- Lack of positive adult mentorships and permanent support for YYA who are at-risk of or experiencing homelessness.
- Lack of support to YYA who are at-risk of or experiencing homelessness to obtain employment and vocational training.

Interim Outcomes

- Increased number of YYA who report that they have a permanent connection to at least one adult for a safe, stable relationship, guidance and emotional support.
- Increased number of YYA who engage in educational, vocational or employment services.
- Decreased number of YYA returning to homelessness from housing.

Target Populations

- **Ages:** 15-24
- **Priority Outreach Subpopulations:** YYA identified at highest risk within populations linked with the following systems/sub-populations: Juvenile & Adult probation; Juvenile Justice; Child welfare; County Office of Education Alternative Education; Parenting; LGBTQ.

Numbers to be served

- **Numbers to be served annually through HUD YHDP Funding:** 50-75
- **Numbers served annually through other sources:** 25-50
- **Total numbers served annually:** 75-125

Number of Projects & Potential Agencies

Number of Projects to be funded by HUD YHDP: 1

Potential Agencies: A social service agency with experience and expertise in providing support and case management to homeless youth and young adults and YYA subpopulations, or comparable experience with other homeless or youth populations. Agency will have strong community partnerships and experience working with systems such as criminal justice and child welfare.

Waivers

May need HUD waiver or permission under the homeless definition category 3 to serve some youth who are homeless under the broader McKinney-Education homeless definition.

SMART PATH TO HOUSING & HEALTH

Priority Areas & Project Type

Primary Area: Coordinated Entry

Other Areas: Housing Continuum, Permanent Connections, Employment and Education, Prevention and Diversion, Outreach Engagement & Linkages.

Project Type: Coordinated Entry

Program Description/Elements & Service Components

Description: Develop a Coordinated Entry System that is comfortable, welcoming, and appropriate for youth and young adults.

Service Components:

- Opportunities for youth input and involvement.
- Bilingual Outreach Workers that can build rapport and relate to youth.
- Ongoing staff trainings to ensure all CE staff have the appropriate skills and knowledge to work with youth experiencing homelessness and trauma.
- Incentives, such as gift cards, bus passes, or “goodie bags” for youth that complete an initial Coordinated Entry assessment or that connect outreach workers to friends that are experiencing homelessness.

- Laptops or other technology to conduct assessments at any location which youth experiencing homelessness frequent.
- Sufficient technology and staffing to ensure Coordinated Entry can be implemented in an efficient and effective manner.
- Outreach materials to help connect persons experiencing homelessness with Coordinated Entry Outreach Workers or assessment locations.

Opportunities for Innovation

A key innovative idea for the CES is to train and hire peer outreach workers to engage YYA experiencing homelessness and conduct assessments. Another idea to reach ‘non-system’ involved youth is to conduct outreach events in locations where YYA congregate such as serving breakfast in a local park where YYA frequent.

Another innovative idea was to coordinate outreach and assessment with the local 211, including having 211 operators conduct assessments over the phone. Additionally, we would like to work with 211 to hire youth 211 operators.

The CES has been exploring smart phone apps to engage and assess YYA. The YHDP CE project would like to partner with local non-profit agency Digital Nest to develop and implement the app as well as partner on providing vocational opportunities.

Meeting the Need

- 588 unaccompanied youth and young adults experiencing homelessness in Santa Cruz County (26% of entire homeless population).
- Systems gap for real time baseline data on number of homeless YYA, their locations, needs, characteristics, subgroups, preferences and priorities, for use in planning outreach, drop-in center, housing continuum and services.

Interim Outcomes

- Increased ability of YYA to access homeless services, housing programs, government benefits, and other safety net assistance.
- Increased housing stability of YYA who are matched with appropriate housing resources through Coordinated Entry.
- Increased diversion from homeless services system by identifying natural supports during the Coordinated Entry assessment.
- Increased connections to domestic violence and other safety resources as applicable and identified through the Coordinated Entry assessment.

Target Populations

- **Ages:** 18-24
- **Priority Outreach Subpopulations:** LGBTQ, Youth of Color, Pregnant or Parenting

Numbers to be served

- **Numbers to be served annually through HUD YHDP Funding:** 400-600
- **Numbers served annually through other sources:** 200
- **Total numbers served annually:** 600-800

Number of Projects & Potential Agencies

Number of Projects to be funded by HUD YHDP: 1

Potential Agencies: Existing Coordinated Entry System Lead Agency

Waivers

Not required

Attachment B: Key Elements for Projects

Housing Continuum

Housing for YYA is a critical need that cannot be fully met through YHDP resources alone. As mentioned earlier, YAB members have consistently expressed that a “one-size-fits-all” approach will not work for youth and young adults in Santa Cruz County. Rather, YYA are seeking a range of *youth specific* housing options meeting varied needs. Thus, the following housing elements will be prioritized as appropriate for YHDP-funded projects, and for projects developed through support from other funding sources:

Key Elements:

- Appropriate placements/service linkages based on vulnerability, circumstances, and need
- Best practices: Housing First, Positive Youth Development, Trauma-Informed Care, and Cultural Humility and Cultural Responsiveness
- YYA opportunities for leadership and employment
- Age appropriate services, including shelter for youth under 18
- Range of housing types: New housing development, scattered site leasing, site-based and tenant-based rental assistance, shared housing, host homes
- Range of program models for unique populations: LGBTQ+, ethnic minorities, pregnant/parenting
- Key partnerships/linkages: mainstream programs, funders, landlords, property managers, schools, Cabrillo College, employment services, behavioral health, CES-Smart Path
- Flexibility to tailor duration, quantity, and types of assistance based upon need.

Permanent Connections

In their transition to adulthood and beyond, every young person can benefit substantially from positive permanent connections with a supportive adult or family no matter how the youth defines that term. For this reason, the community has identified the establishment of permanent connections as a key priority area. Again, YAB members have emphasized that “one-size-fits-all” to permanent connections will not work for all youth. Some may connect with their biological family, others with a chosen family or other positive social relationship. Youth choice is key.

Key Elements:

- Range of services to support permanent connections: counseling, family engagement, reunification, mentoring, mediation
- Quality improvement program for mainstream programs to track and increase YYA access to key community-based supports
- YYA-directed goal setting

- Best practices: Positive Youth Development, Trauma-Informed Care, and Cultural Humility and Cultural Responsiveness
- Integrated with CES and Drop-in Centers.

Education & Employment

The results of Homeless Census Survey and comments from the YAB members indicate that the lack of access to attainable education and livable wage jobs are barriers to securing a stable home. Traditional education has often not been sufficient to meet the needs of homeless YYA. Conversely, educational settings are places that some youth seek linkages to resources. Youth need a range of opportunities to connect to resources, gain skills and employ these skills to earn a livable wage.

Key Elements:

- Accessible through schools and Drop-in Center
- Linked to youth housing navigators and youth housing continuum
- Creates viable educational and vocational pathways based upon youth-set goals
- Supportive services bolstering education and employment.

Prevention & Diversion

Ideally, youth and young adults can be prevented from becoming homeless or once homeless be quickly diverted from entering the homeless service or other systems. Agencies and service providers across the county that work with YYA can be utilized as resources to identify and connect with YYA that are at-risk of homelessness or may be diverted from experiencing continued homelessness. These agencies, including schools, drop-in centers, and government criminal justice and child welfare agencies, if given appropriate resources and training, are ideal locations to identify youth at-risk of becoming homeless or who have recently become homeless and link them to the assistance they need to prevent or end their homeless situation.

Key Elements:

- Easy access to CES and services through schools, drop-in center, and all providers that touch homeless or at risk YYA
- Targeted outreach in schools and elsewhere to unique populations: LGBTQ+, youth of color, pregnant/parenting
- Targeted outreach to YYA populations in traditionally underserved areas of the county
- Youth-specific assessment tools and process
- Appropriate resources for serving youth homeless at risk or homeless under the McKinney-Vento Education program
- Close integration of CES with prevention, diversion, housing, and behavioral health.

Attachment C: HUD Examples: Project Types, Renewability & Waiver Requirements

Standard CoC Projects: Renewable and do not require a waiver:

1. Permanent housing (leasing or rental assistance), including PSH and RRH
2. Transitional housing (leasing or rental assistance), including crisis residential TH
3. Supportive services only, including CES, drop-in centers, housing navigation, case management, legal services, outreach, etc.

Examples of Innovative Projects: Renewable and do not require a waiver:

1. Host homes and kinship care: increased costs to family if costs are CoC eligible (e.g., food costs)
2. Shared housing: tenant-based rental assistance for youth to live with family

Examples of Innovative Projects: Renewable but do require a waiver:

1. Rapid re-housing 2.0: longer term assistance, sponsor-based, rental assistance/leasing blended, or operation costs included
2. TAY rental assistance: longer term stays and waiver to allow youth under 23 to stay 24 months or longer
3. Increased security deposits: additional security deposits to encourage rentals to youth
4. Post-TH assistance: security deposit and 1st and last months rent for TH graduates.

Standard CoC Projects: Not renewable and do not require a waiver:

1. Costs for acquisition, construction, or rehabilitation relating to any type of project are one-time costs and therefore not renewable under HUD rules. These costs will not be approved for YHDP projects because: (1) they are not renewable, and (2) and may delay YHDP project implementation.

Example of Innovative Project: Not renewable and does not require a waiver:

1. Host homes and kinship care: increased utility costs to family (not CoC eligible)

For further details regarding these HUD examples, please see:

<https://www.hudexchange.info/resources/documents/FY-2017-YHDP-NOFA-Appendix-A.pdf>
and <https://www.hudexchange.info/resources/documents/FY-2017-YHDP-NOFA-Appendix-B.pdf>

Attachment D: Letter of Intent Cover Sheet

SANTA CRUZ COUNTY YOUTH HOMELESSNESS DEMONSTRATION PROGRAM

Letter of Intent Cover Sheet

- 1. Applicant Agency:**
- 2. Your Project's Name:**
- 3. Contact Person Name, Phone, & E-mail:**
- 4. Date of LOI Submission:**

Attachment E: Letter of Intent Narrative Format

SANTA CRUZ COUNTY YOUTH HOMELESSNESS DEMONSTRATION PROGRAM

Letter of Intent Narrative

To reduce the unintentional impacts of bias, we ask applicants **not to include agency identifying information (i.e., agency name) in the Letter of Intent (LOI) Narrative**. The separate LOI Cover Sheet will not be shared with LOI reviewers.

1. Which Project Type are you Applying for? (Choose only one per application)

- | | |
|---|---|
| <input type="checkbox"/> Host Home Pilot | <input type="checkbox"/> Drop-In Center |
| <input type="checkbox"/> Transitional Housing Plus | <input type="checkbox"/> Homeless Crisis Response Integrated Service Team |
| <input type="checkbox"/> Rapid Rehousing 2.0 | <input type="checkbox"/> Coordinated Entry System |
| <input type="checkbox"/> Permanent Supportive Housing | |

2. \$ Amount of HUD Funds Requested (see coordinated community plan (CCP) p. 92 for guidance)

3. Project Description: Please succinctly describe your project – what it is, why it is needed, proposed project activities, collaborations, and how the project will help prevent or end youth/young adult (YYA) homelessness. (1,200 characters maximum)

4. Number of YYA to be Served/Outcomes Anticipated: Please identify how many YYA your project will serve at a point-in-time and over the course of the grant (2 years). List your proposed client outcomes (1,000 characters maximum)

5. YYA Involvement: Please describe how your agency and any collaborating partners have worked directly with YYA in the past. Please describe your current and planned interactions with the Youth Advisory Board (YAB) and how you plan to work with the YAB in planning and implementing this project. What YYA leadership and employment opportunities will your project provide? (1,000 characters maximum)

6. Innovative Practices: Please list and briefly describe up to 3 best practices or other innovative strategies your project will implement. (1,000 characters maximum)

7. Alignment with Coordinated Community Plan (CCP): Please describe how your project will meet the Planning Pyramid points and the Transformational Results Chain-developed goals in the CCP? (1,000 characters maximum)

Attachment F: LOI Ranking Criteria

| CRITERIA | YES | NO | MAYBE | NOTES |
|--|-----|----|-------|-------|
| Universal Elements <i>All Projects</i> | | | | |
| Individualized support | | | | |
| Continuous youth voice and involvement | | | | |
| Vocational opportunities & pathways to employment for youth with lived experience | | | | |
| Emphasis on safety, social emotional wellbeing, and resilience | | | | |
| Train and hire peer outreach workers | | | | |
| Friendly, welcoming, supportive space | | | | |
| Host Home Pilot Proposals <i>Only</i> | | | | |
| Homelike alternative | | | | |
| Serves high risk populations, i.e. LGBTQ+, ethnic minorities, & pregnant and parenting youth | | | | |
| Youth landlord outreach incorporated | | | | |
| Transitional Housing Plus Proposals <i>Only</i> | | | | |
| Rental housing based on youth need | | | | |
| Provides youth w/ financial assistance & support managing leases | | | | |
| Rapid Rehousing 2.0 Proposals <i>Only</i> | | | | |
| Flexible and voluntary case management | | | | |
| Vocational & Natural Building construction programs | | | | |
| Permanent Supportive Housing Proposals <i>Only</i> | | | | |
| Time & flexibility to achieve permanent housing at youths rate | | | | |
| Case Management, Mental Health, and/or Substance Abuse treatment | | | | |
| Youth landlord outreach & advocacy | | | | |
| Drop-In Center Proposals <i>Only</i> | | | | |
| More than one location with multipurpose use i.e. North Co. & South Co. | | | | |
| Priority to seek funding for overnight respite | | | | |
| Vocational training & building youth skills | | | | |
| Services and support for pregnant & parenting moms and dads | | | | |
| Mobile Youth Center | | | | |
| Homeless Crisis Response Integrated Services Proposals <i>Only</i> | | | | |
| Prevention focus on addressing barriers | | | | |
| YYA appropriate locations | | | | |
| TOTAL Yes, No, Maybe | | | | |