



# Ignore No More

Santa Cruz County Youth Homeless Demonstration Program

DECEMBER 2017 COORDINATED COMMUNITY PLAN

Approved for submission by  
Santa Cruz County Youth Advisory Board and  
Santa Cruz County Continuum of Care – Homeless Action Partnership  
on December 13, 2017

# Signature Page

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## Acknowledgements

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# I. Executive Summary & Introduction: Vision, Goals & Guiding Principles

Toward a community in which all youth and young adults are housed, thriving and experience a healthy transition into adulthood.

*...I'm rebuilding and feeling like my efforts are being knocked down the sound of my achievements hitting the ground is so loud you wouldn't believe it I wish I could retrieve it I try my best to help you perceive it from my point of view but what could you do? My shoes are cold, trying to keep a warm soul in a colder world sometimes feels so close to impossible but through every obstacle I'm unstoppable.*

*~by Devin Gonzales, Santa Cruz County Youth Advisory Board Member*

## Vision & Goals

Our Santa Cruz County Youth Homelessness Demonstration Program (SCCYHDP) 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. Despite our limitations and challenges, our collective values, principles and shared strengths have led us to many small and large community successes (such as significantly reducing chronic and veteran homelessness). 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.

Our YHDP community planning process brought us to **high-level impact goals** in four core areas:

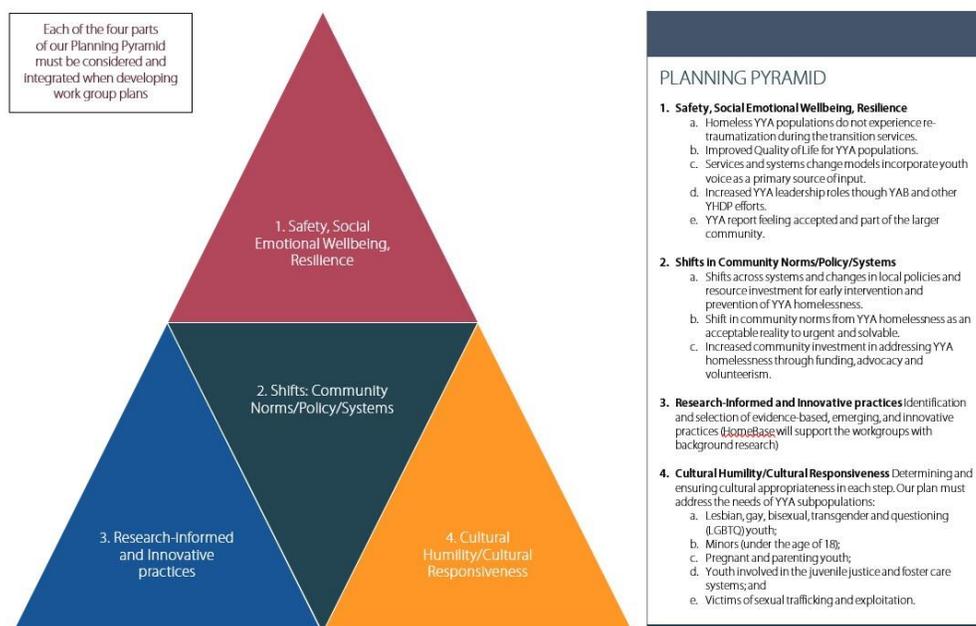
1. **Housing Continuum** (from outreach to permanent housing): Youth and young adults are housed, thriving and supported to reach their full potential.
2. **Permanent Connections:** Youth build lifelong connections with families, communities, and system providers that will help build safe, meaningful permanent relationships.
3. **Education and Employment:** All youth and young adults are embraced and supported by peers, educational and workforce systems, and the broader community, to realize their full educational and employment potential.
4. **Prevention and Diversion:** Our community supports strong, healthy families, but should those families experience a crisis there are culturally appropriate on-demand responses that support the freedom of youth to practice self-love, agency and compassion for themselves and others.

The overarching measurable goal for the SCC YHDP is functional zero for youth and young adult homelessness by 2022. **Functional zero** will be reached when the number of youth and young adults (YYA) identified as experiencing homelessness within our Santa Cruz County community during each month is less than the average number of homeless youth and young adults being connected with housing (Transitional Housing, Rapid Rehousing or Permanent Housing) each month.

## Guiding Principles

The YHDP Planning Committee engaged the larger planning group in four overarching principles that would guide each YHDP workgroup as they developed ideas, strategies and models to be considered for inclusion in the community plan. Throughout our planning process we referred to these as our “pyramid points.” Work groups were challenged to use the pyramid points as a test as they considered each proposed strategy or project to be included in the plan, asking whether or not the proposed strategy or project:

1. Integrates approaches that produce outcomes of social and emotional wellbeing and resilience for all youth.
2. Shifts community norms, policies and systems.
3. Utilizes research-informed and innovative practices.
4. Practices cultural responsiveness and cultural humility. The Guiding Pyramid Points are described in more detail in *Section V*, and are also provided in full-size format in *Appendix E*.



## II. Needs Statement

*When the sun is out without a doubt color turns roses red and  
skys blue. When the night is out, winds, are cold and rain  
showers are cruel.*

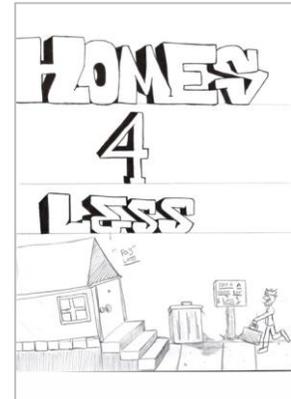
*When there is shelter over my head, safety is in my favor.  
When alone in the dark fear of the unknown is in my  
behavior.*

*Critical thinking and feelings of independence round my  
thoughts.*

*Without a safe home, family and friends I will surely rot.  
How can I without help claim to the top.*

*Homelessness is a traffic cone and we must be aware to stop.*

*~Illustration and poem by Joseph Sandoval,  
Santa Cruz County Youth Advisory Board Member*



### Community Data on Youth and Young Adults Experiencing Homelessness and At-Risk for Homelessness: Numbers and Needs by Subgroups

#### Unaccompanied Youth and Young Adults Experiencing Homelessness

According to the 2017 *Santa Cruz County Homeless Census Survey*, 2,249 people across the age spectrum experiencing homeless in Santa Cruz County.<sup>1</sup> Unaccompanied youth and young adults<sup>2</sup> under the age of 25 accounted for 26% of the total homeless population in the county (Figure 1). Specifically, there were 165 unaccompanied youth under the age of 18 and 423 young adults counted between the ages of 18 and 24, of whom 98% were unsheltered. Of the 423 youth ages 18-24, 13 were identified as pregnant or parenting. Totals for both groups represent large increases over the number of youth counted in 2015. The total for the combined groups more than doubled between 2015 and 2017, from 272 to 588.<sup>3</sup> The distinct needs of youth and young adults experiencing homelessness are described in detail later this section.

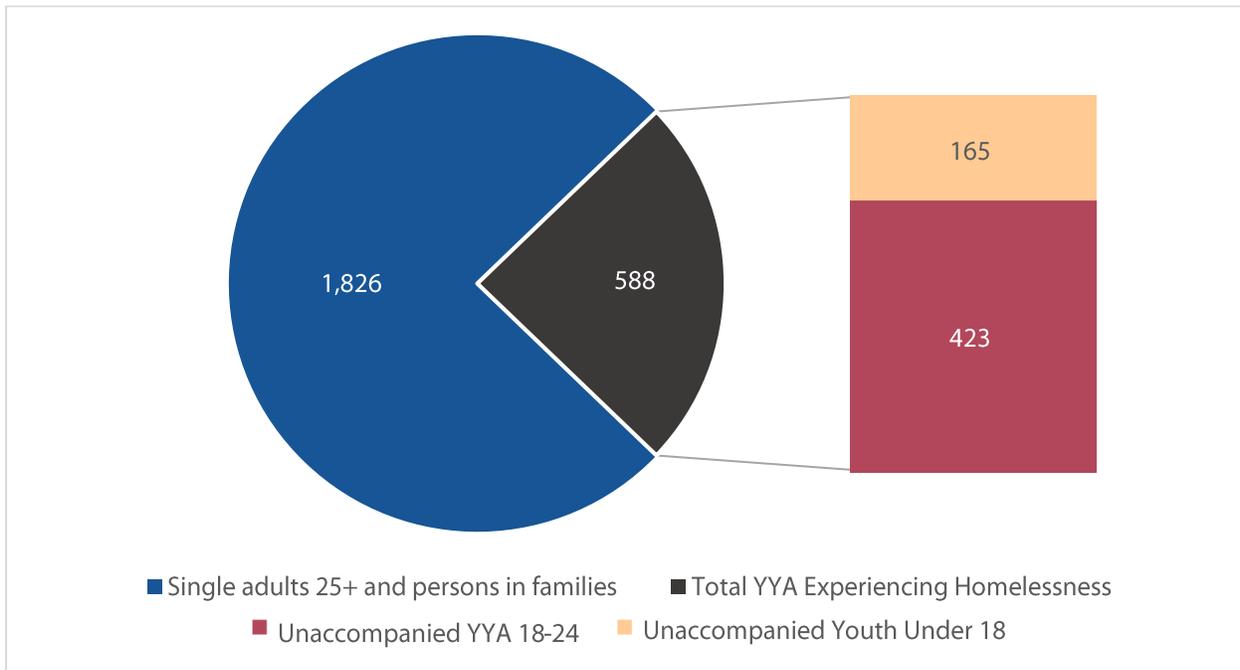
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<sup>1</sup> Santa Cruz County Homeless Census and Survey, 2017, Applied Survey Research.

<sup>2</sup> Santa Cruz County YHDP utilizes the HUD definition for Unaccompanied Youth: "Persons who are age 24 or younger, who are not part of a family with children, and who are not accompanied by their parent or guardian during their episode of homelessness. This also includes two or more youth age 24 or younger who are presenting together as a family without children."

<sup>3</sup> *Santa Cruz County Homeless Census and Survey*, 2017, Applied Survey Research. The methodology for counting youth also improved during this period, which could account for some of the increase seen.

**FIGURE 1: UNACCOMPANIED YOUTH EXPERIENCING HOMELESSNESS IN SCC**

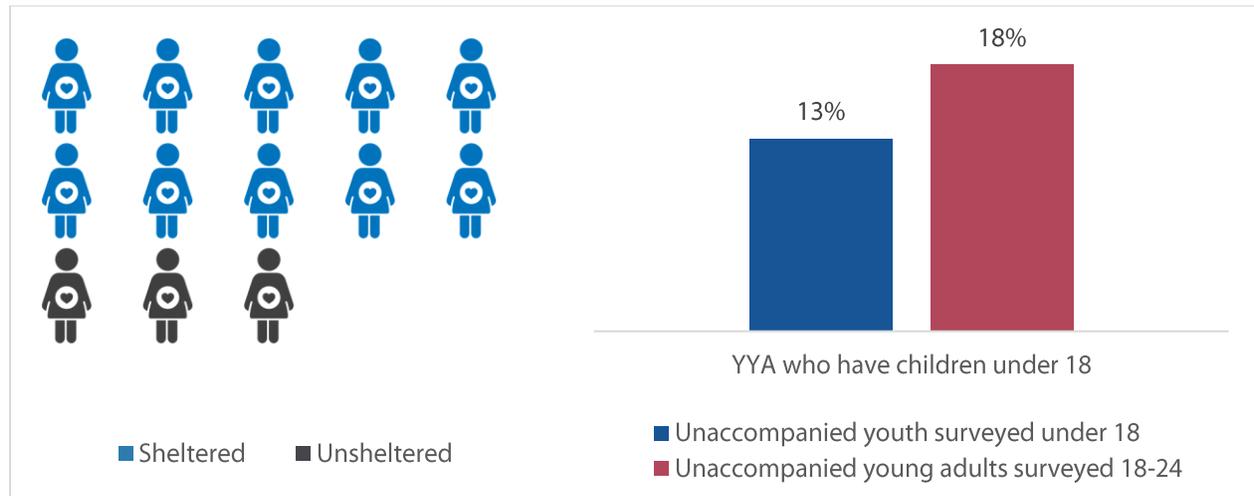


Source: 2017 Santa Cruz County Homeless Census and Survey

## Pregnant or Parenting Youth Experiencing Homelessness

The 2017 Santa Cruz County Homeless Census and Survey identified 13 pregnant and parenting youth and young adults<sup>4</sup> (under the age of 25) with three unsheltered and ten sheltered.

FIGURE 2: PREGNANT AND PARENTING HOMELESS YYA IN SANTA CRUZ COUNTY, 2017



Unaccompanied Youth Surveyed Under 18; n=8

Unaccompanied Young Adults Surveyed 18-24; n=84

Source: SCC 2017 Homeless Census Survey; 2017 PIT count

## Needs of Pregnant or Parenting Youth Experiencing Homelessness

Pregnant and parenting YYA populations experiencing homelessness have unique needs related to providing care for and developing healthy relationships with their children. Some of the distinct needs of this population include: access to prenatal care; adequate and affordable child-care and after-school activities; navigation of health care appointments (for self and child); family therapy; financial support with groceries/meals; laundry facilities; and transportation (including transportation for children to day care). Additionally, high quality early learning programs; parenting programs; and life skills support (tailored for parents) will help foster strong parenting skills and healthy parent-child relationships.

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<sup>4</sup> Santa Cruz County YHDP utilizes the HUD definition for Pregnant and Parenting Youth: “Persons who are 24 and younger who are the parents or legal guardians of one or more children who are present with or sleeping in the same place as that youth parent, or who are pregnant.”

### Number of At-Risk Unaccompanied Youth and At-Risk Pregnant and Parenting Youth

Figure 3 below provides an overview of the estimated number of at-risk unaccompanied youth and at-risk pregnant and parenting youth. This sub-section, further provides a description of at-risk unaccompanied youth subpopulations, justifications of why they are considered at-risk and their unique needs.

**FIGURE 3: HUD REQUESTED SUB-POPULATIONS AT-RISK OF HOMELESSNESS**

2016-17 Data Source	Sub-Populations At Risk of Homelessness		Total Youth and Young Adults At Risk
	At-Risk Unaccompanied Youth Under 25	At-Risk Pregnant or Parenting Youth	
Child Welfare	91	13	136 (includes all YYA 11-24)
Juvenile Probation (wards)	2	15	33 (includes all YYA 11-21)
Juvenile Probation (contracts, informal, etc.)	60*	N/A	351 (under 18 years old)
Adult Probation	88*	N/A	420 (18-24 years old)
Adult Bookings	462*	N/A	2,199 (18-24 years old)
Student in Traditional Schools	163 <sup>5</sup>	31 (numbers from two largest school districts Pajaro Valley Unified School District and Santa Cruz City Schools District)	194 (based on 5% estimates—see footnote 5)
The Diversity Center (LGBTQ+)	6	N/A	32 (includes all YYA 11-24)
Human Services Department Benefits Program	38	1,029	1,067 (includes all YYA under 24)
County Office of Education (COE) Alternative Ed. (includes Foster Ed, Cypress, Delta)	59 (foster youth in COE school programs)	19 (pregnant and parenting youth in high school programs)	78 (includes all YYA under 24)
Housing/Shelter Programs	0	47	47 (pregnant and parenting YYA only)
Encompass TAY Program	18	32	162 (includes all YYA under 24)
<b>ESTIMATED TOTALS<sup>6</sup></b>	<b>987</b>	<b>1,186</b>	<b>3,682</b> (includes duplicated counts from adult bookings)

\* This number is an estimate based upon 2017 Santa Cruz County Homeless Census and Survey.

<sup>5</sup> School district homelessness counts and represents 5% of the total number of the 3,263 students experiencing homelessness during the 2016/2017 school year. See pg. 12 under Minors/Students for further explanation.

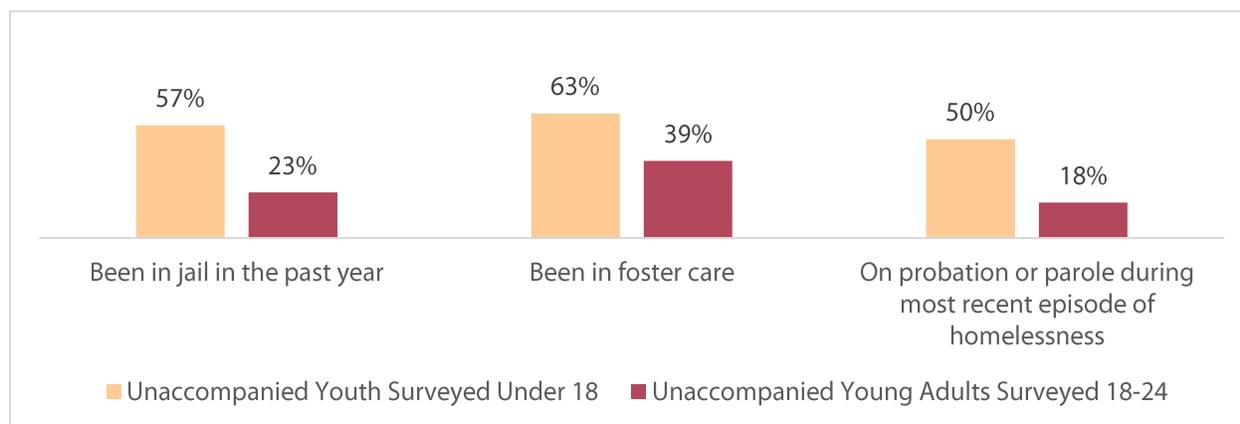
<sup>6</sup> We acknowledge that these estimates include duplications across systems. We are seeking cross-system tracking to identify and track at-risk populations through our YHDP Coordinated Entry System.

### At Risk of Homelessness: System Involved Youth-Criminal Justice & Foster Care

Research indicates that system-involved youth (child welfare and/or justice system) are less likely to find stable housing and employment after exiting these systems and are more likely to experience homelessness.<sup>7</sup> In fact, our *2017 Santa Cruz County Homeless Census and Survey* highlight the high percentages of homeless youth and young adults each year who are system-involved (see Figure 4). One of the ways we quantified the size of the at-risk population was to gather data from the criminal justice and child welfare systems.

In fiscal year 2016/17 there were 136 children and young adults ages 11-24 in the child welfare system, 91 were under the age of 18 and 45 ages 18-24.<sup>8</sup> Juvenile Probation reported 33 youth and young adults ages 11-21 who entered their Juvenile Hall and/or Juvenile Probation system during the same year. A total of 19 of these youth were under the age of 18. Finally, Adult Probation & Corrections reported 420 persons ages 18-24 year olds on probation and a total of 2,199 jail bookings among 18-24 year olds during 2016-17, although these represent duplicated counts.

**FIGURE 4: SYSTEMS INVOLVEMENT AMONG SANTA CRUZ COUNTY HOMELESS UNACCOMPANIED YOUTH AND YOUNG ADULTS (YYA), 2017**



Unaccompanied Youth Surveyed Under 18; n=8  
 Unaccompanied Young Adults Surveyed 18-24; n=84  
 Source: 2017 Santa Cruz County Homeless Census and Survey

<sup>7</sup> As Cited in Schubert Center for Child Studies (2015). Transition to Adulthood for Foster Care and Justice System-Involved Youth. Research and Policy Brief.

<sup>8</sup> Note: The YHDP team captured system-involved youth ages 11 and up, as our YAB focus groups indicated that 11 is typically the minimum age an unaccompanied youth experiences homelessness in our community.

## **Needs of System-Involved Youth**

Youth and young adults who are system involved are not only at greater risk of becoming homeless, but they have histories of abuse and/or neglect. Adding to the experiences of abuse and neglect are the traumatic experiences of being involved with foster care and/or the justice systems. It is therefore critical that strategies and approaches be trauma informed. Building trust starting at engagement. Understanding and highlighting youth's strengths, history and culture, and building a diverse staff that are culturally responsive are essential for system involved youth to succeed. The effects and trauma of being system-involved are often compounded by disruptions in old and new relationships, as the youth move through a series of placements, often changing schools as well as homes. Supporting these youth to not only complete high school, but also to enroll in, and complete, post-secondary education is key to future employment opportunities and successful transition into adulthood. Youth with these complex needs and challenging histories also need a greater level of support with life skills training and educational and vocational training, including subsidized employment. Linkage and access to supportive housing programs as youth leave systems of care is also essential. Supportive housing programs are especially needed by this subgroup of youth as they provide housing coupled with services that address a range of barriers to a successful transition to independence and housing stability. Important services include supports for social and emotional well-being such as community connection, opportunities to connect with behavioral health services, counseling, independent living skills, educational support, and employment services (please see Section V for more descriptions and YHDP responses to special population needs).

## **At-Risk of Homelessness: Victims of Sexual Trafficking and Exploitation**

A sub-group of system-involved youth are those who are commercially and sexually exploited (CSEC). Our YHDP team recognizes that the commercial sexual exploitation of children (CSEC) is a global problem that victimizes girls, boys, and transgendered youth. CSEC occurs when individuals buy, trade, or sell sexual acts with a child. Sex trafficking is "the recruitment, harboring, transportation, provision, or obtaining of a person for the purposes of a commercial sex act."<sup>9</sup> Santa Cruz County is in the early stages of creating awareness and reporting of CSEC; therefore, its prevalence is not yet possible to reliably quantify.

A history of physical, emotional and sexual abuse is often common among victims of sexual trafficking and exploitation. A study conducted by West Coast Children's Clinic in 2012 found that 86% of

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<sup>9</sup> Victims of Trafficking and Violence Protection Act of 2000 (22 USC 7102).

exploited youth had involvement in child welfare and close to 80% had involvement with juvenile justice. In addition, a history of running away, current status as a runaway, and homelessness increase risk of commercial sexual exploitation.<sup>10</sup>

### **NEEDS of Victims of Sexual Trafficking and Exploitation**

Youth in this subgroup have a critical need for agencies and programs that are highly culturally responsive to experiences and issues related to CSEC survivors. Culturally responsive services include utilizing a trauma-informed approach, spending as much time as needed to build rapport, making sure that services are individualized, providing options to the youth, conducting safety planning and harm reduction, and being consistent with services and responses (please see Section V for more descriptions and YHDP responses to special population needs).

### **At Risk of Homelessness:**

An additional and valuable contribution to our effort to count homeless youth is the Santa Cruz County Office of Education (SCCOE) confidential *Students in Transition Survey* to school districts across the county. In academic year 2016/17, **3,263 students reported experiencing a period of homelessness**, up from 3,024 in 2014/15.<sup>11</sup> Living situations reported by students included doubled up (88%); living in shelters (6%); unsheltered (4%); and living in a motel/hotel (2%).

According to the SCCOE's *Students in Transition Survey*, 83% of the county's homeless students are from the Pajaro Valley Unified School District (PVUSD), our largest school district, located in the predominantly Latino southern area of our county. PVUSD reported **17 unaccompanied homeless youth across the district during the 2016-17 academic year**. The district suspects this number to be an under-representation of the actual number of students living on their own. School staff describe what they experience as a kind of "hidden homelessness" that is grounded in the struggles and realities of the seasonal/migrant farmworker families in the community. PVUSD is currently the recipient of an Education for Homeless Children and Youth (EHCY) grant and has dedicated staff assigned to identifying, tracking and providing services to youth and families who are homeless or at risk of

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<sup>10</sup> West Coast Children's Clinic (2012). *Research to Action: Sexually Exploited Minors (SEM) Needs and Strengths*. Oakland, CA: WestCoast Children's Clinic.

<sup>11</sup> This study used the McKinney-Vento Department of Education (DOE) definition of "homeless," which is significantly broader than the HUD definition of "homeless." For example, unlike the HUD definition, the DOE definition includes as homeless children and youths who are in shared housing, or doubled up, and who are migratory children.

homelessness. We suspect that one factor contributing to the high rate of student homelessness reported by South County is that there are dedicated staff (provided by the grant) whose purpose is to ensure that thorough counts are conducted. Other school districts in the county currently do not have the resources to conduct such counts. Santa Cruz County is not unique in being faced with the challenge of accurately counting students who are homeless or at risk for experiencing homelessness. According to the California Department of Education, schools in California frequently underreport their student homeless population. More than 2,700 of the state's nearly 10,500 schools report zero student homelessness.<sup>12</sup> Those school districts that do report homeless counts are often considered to be undercounting due to lack of resources.

Local school districts currently do not have the resources and capacity to accurately count unaccompanied youth who are homeless; therefore it is unknown how many of the 3,263 students (other than the 17 counted at PVUSD) are unaccompanied. However, we know that unstable family living situations, including parents/families who are homeless, put youth at risk of running away and becoming unaccompanied homeless youth. For this reason, for planning purposes, we included an estimate of 5% of 3,263 (163) as a *place-holder estimate* for the size of this at-risk YYA population. Our goal is to work with school systems to develop systems to screen and distinguish between youth in families experiencing episodes of homelessness and youth who are unaccompanied, not well-connected to their families and experiencing periods of couch surfing or other unstable housing arrangements.

### **NEEDS of Minors/Students**

Finding and maintaining a strong support system is one of the primary needs for minors who are homeless or at risk of homelessness. For some minors, family reunification is an option and this is the support needed. For those who don't have this option, support is needed in community finding (relatives, friends, other support networks). Assessment of an individual's needs may point to education, employment and social and emotional well-being. Maintaining consistency with school and connecting with caring adults who can serve as advocates (such as Court Appointed Special Advocates or CASA) can help lead to successful outcomes for this sub-population. Please see Section V for more descriptions and YHDP responses to special population needs.

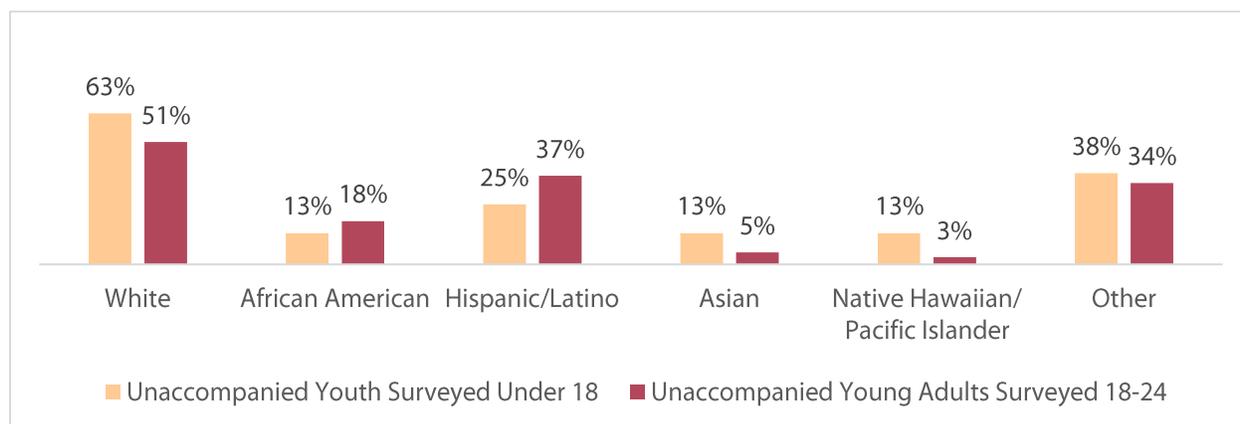
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<sup>12</sup> Jones, C. & Willis, D.J. (2017). Schools face challenge bringing homeless children out of the shadows. Ed Source: Highlighting Strategies for Student Success. October 2, 2017. <https://edsources.org/2017/homeless-count/588103>

### At Risk of Homelessness: Latino/Immigrant/Farm Worker Youth and Young Adults

Service providers in The South County area (where 82% of residents are Latino, report that immigrant and migrant workers, primarily from Mexico and Central America and living in situations of extreme poverty, also contributes to higher risk for homelessness. In the *2017 Santa Cruz County Homeless Census and Survey*, 25% of youth under 18 and 37% of youth ages 18-24 stated they were Hispanic or Latino.

FIGURE 5: RACE AND ETHNICITY OF HOMELESS YYA IN SANTA CRUZ COUNTY, 2017



Unaccompanied Youth Surveyed Under 18; n=8  
 Unaccompanied Young Adults Surveyed 18-24; n=84  
 Source: 2017 Santa Cruz County Homeless Census and Survey

### NEEDS of Latino/Immigrant/Farm Worker Youth and Young Adults

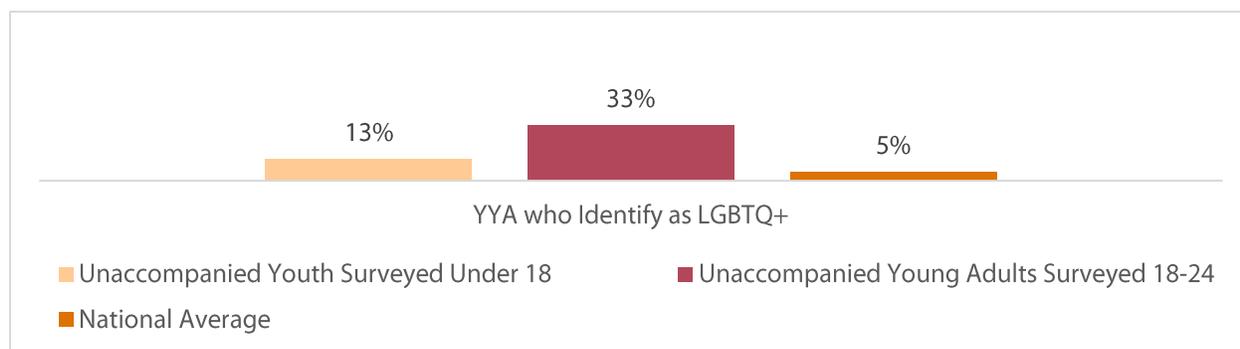
This subgroup includes a population with unique needs and risks and one that is frequently referenced as “the hidden homeless youth” in our community. They are youth sometimes living with fear related to their immigration status, and are often connected to agricultural work or farm worker families. The seasonal nature of the work leaves many youth without homes and/or pulled out of schools after the farming season is complete in the Fall. Many of these youth have immigrated to the United States with their families for safety and/or economic opportunity. The distrust of those perceived to be in positions of authority, fear of being deported and language barriers (including monolingual Spanish speaking and monolingual Mixteco speaking) all increase the risk for this subgroup of youth to remain hidden. Effective strategies for providing services to this population include providing services in Spanish or Oaxacan non-Spanish languages through bicultural staff and providing services in physical communities and neighborhoods in which YYA reside. The importance of taking time to build a trusting relationship cannot be underestimated.

### At Risk of Homelessness: The Lesbian, Gay, Bisexual, Transgender, Queer and Questioning (LGBTQ+) Populations

Research indicates that LGBTQ+ populations are at higher risk of experiencing homelessness and are over-represented among homeless youth compared with their heterosexual counterpart.<sup>13</sup> While only 5% of youth, overall, identify as LGBTQ+, the proportion jumps to 40% among youth who are homeless.<sup>14</sup> Within the LGBTQ+ population, transgender individuals are further marginalized. Nationally one in five transgender individuals attribute their homelessness to their gender identity.<sup>15</sup> One-fifth (19%) have reported experiencing homelessness at some point in their lives because they were transgender or gender nonconforming; the majority (55%) of those trying to access a homeless shelter were harassed by shelter staff or residents, 29% were turned away altogether, and 22% were sexually assaulted by residents or staff.<sup>16</sup>

The 2017 Santa Cruz County Homeless Census and Survey demonstrated the overrepresentation of this subpopulation with 33% of homeless youth and young adults ages homeless 18-24 and 13% of youth under 18 identifying as LGBTQ or other, compared with a national average of 5%. Four percent of 18-24 year olds identified as transgender (see Figure 6).

**FIGURE 6: HOMELESS YYA IN SANTA CRUZ COUNTY: SEXUAL ORIENTATION AND GENDER IDENTITY COMPARED TO NATIONAL AVERAGE, 2017**



Unaccompanied Youth Surveyed Under 18; n=8  
 Unaccompanied Young Adults Surveyed 18-24; n=84  
 Source: 2017 Santa Cruz County Homeless Census and Survey

<sup>13</sup> <https://thinkprogress.org/study-40-percent-of-homeless-youth-are-lgbt-family-rejection-is-leading-cause-a2aaa72c414a>  
<sup>14</sup> <https://thinkprogress.org/study-40-percent-of-homeless-youth-are-lgbt-family-rejection-is-leading-cause-a2aaa72c414a>  
<sup>15</sup> National Center for Transgender Equality, <http://www.transequality.org/issues/housing-homelessness>  
<sup>16</sup> Injustice at Every Turn Report 2016, [www.thetaskforce.org/downloads/reports/reports/ntds\\_full.pdf](http://www.thetaskforce.org/downloads/reports/reports/ntds_full.pdf)

The Diversity Center, an essential YHDP partner, is the only non-profit organization in Santa Cruz County dedicated to serving the unique needs of the LGBTQ+ community. The organization recognizes that this group is at high risk of becoming homeless and collaborates with service providers to address needs and prevent homelessness. The Diversity Center reported serving **32 LGBTQ+ youth and young adults** up to the age of 24 in fiscal year 2016/17, **six of whom were under the age of 18.**

### **NEEDS of LGBTQ+ Populations**

Barriers for LGBTQ+ youth to accessing homeless resources/services include:

- Fear of coming out because of potential discrimination
- Binary-oriented shelter system that is unwelcoming and often unsafe for transgender and gender nonconforming people
- Distrust of institutions based on historical rejection
- Conflicts with homophobic/transphobic staff or residents
- The need to educate providers on one's identity

This subgroup of YYA will respond to approaches and services that have taken steps to be culturally responsive and decrease these barriers. These include: understanding current LGBTQ+ laws, integrating inclusive measures (e.g. gender inclusive bathrooms), and increasing LGBTQ+ representation (through staff or board) (please see Section V for more descriptions and YHDP responses to special population needs).

### **At-Risk Pregnant or Parenting Youth**

To count the at-risk pregnant and parenting youth and young adult population in our community our team gathered data from several sources. We looked again toward system-involved youth and young adults (up to age 24) and requested fiscal year 2016/17 data for unduplicated counts<sup>17</sup> from: **Human Services Department Benefits Program (1,029); Child Welfare (13); Juvenile Probation (wards) (15); County Office of Education Alternative Education Programs—includes Foster Youth Services**

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<sup>17</sup> Though each agency/program provided its own unduplicated numbers, there are likely duplicated numbers across programs and agencies.

**Coordinating Program<sup>18</sup> (19); community-based housing support/shelter programs specific to women and families (47); and our transition-age youth housed through Encompass (32).**

Another measure and source of data for the population of pregnant and parenting youth who are at risk of homelessness is the annual number of adolescents 19 and younger giving birth in the county. In the past six years there have been 1,499 adolescent births in Santa Cruz County, averaging almost **250 per year**. A significant majority are Latina mothers.<sup>19</sup> Research from the National Campaign to Prevent Teen and Unplanned Pregnancy links teen pregnancy to preterm births, low birth weight, and a host of social issues, including poverty, responsible fatherhood, and overall well-being.<sup>20</sup>

The subgroup of pregnant and parenting youth who are at risk for homelessness experience all of the needs described above in addition to the need for placement stabilization. Placement stabilization reducing the number and frequency of disrupted out-of-home placements for at-risk pregnant and parenting youth provides the cornerstone of stability; as the environment in which a young parent raises his/her child is instrumental for the adolescent's development, the infant's development, and the development of a safe and healthy parenting relationship. Please see Section V for more descriptions and YHDP responses to special population needs.

We acknowledge the gaps in fully capturing the numbers and needs of our at-risk populations. The SCC YHDP Prevention/Diversion workgroup, the YAB and the Coordinated Entry planning groups have been discussing challenges in this area and strategies and systems for more completely and accurately defining and tracking these populations. We are aware that such strategies are critical for measuring the success of our systems change strategies for preventing youth and young adult homelessness. We feel confident that the data we have collected provide our community a baseline understanding of the numbers of at-risk populations inside each system. Finding and agreeing on an easy-to-use assessment tool for use inside these systems is a next step, as well as making decisions about how assessments for risk of homelessness and tracking diversion efforts do or don't connect in to our Smart Path Coordinated Entry System for YYA populations, and if they do not connect there, then where? The YHDP Prevention/Diversion workgroup is in discussion and researching existing trauma-informed assessment

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<sup>18</sup> The Foster Youth Services Coordinating Program (FYSCP) is a program built in response to California Assembly Bill 490. The Bills provisions charge school districts, county social service agencies, and other professionals with additional responsibilities to facilitate educational equity for foster children.

<sup>19</sup> Santa Cruz County Community Assessment Project, Year 22, 2016, Applied Survey Research.

<sup>20</sup> Kaye K, Stewart Ng A. Teen childbearing, education and economic wellbeing. Why It Matters: Teen Childbearing, Education, and Economic Wellbeing 2012.

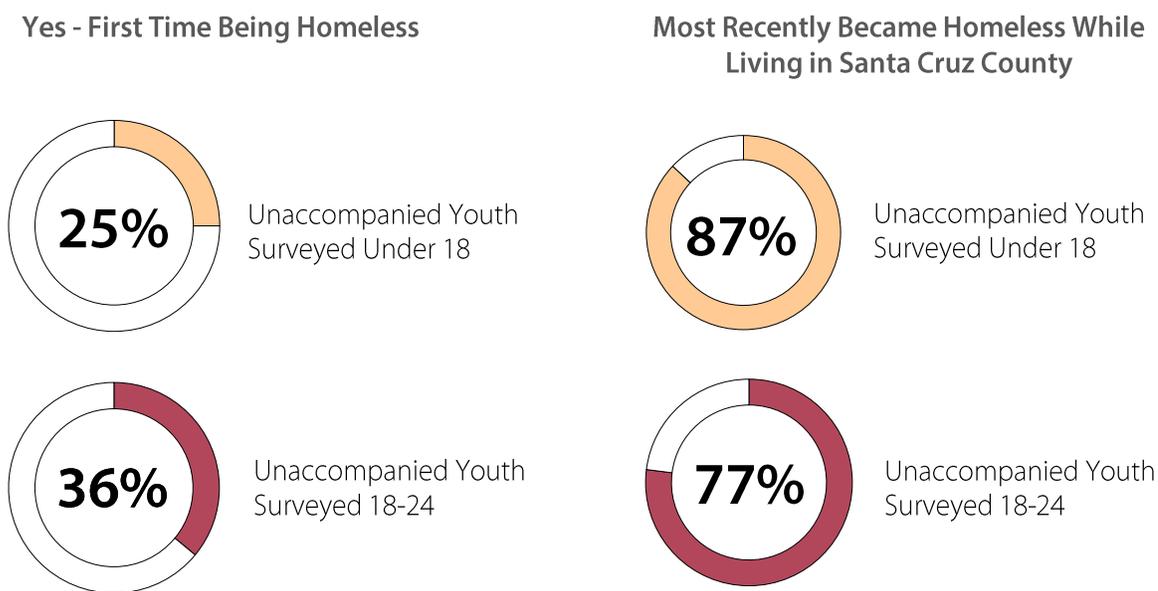
tools that all systems can utilize to identify and document these populations and count youth who are prevented from becoming homeless or diverted before needing to enter YYA homeless housing and service systems. This is an area that we look forward to collaborating further with HUD and other YHDP communities to implement an effective strategy.

### **NEEDS of Unaccompanied Youth and Young Adults Experiencing Homelessness**

*2017 Santa Cruz County Homeless Census and Survey.* Our county's most recent biannual Homeless Census (Point-In-Time Count) and Survey was conducted in January 2017. For homeless youth and young adults, PIT count data are reported to HUD using two age groupings, one for unaccompanied youth under 18, (165 youth counted for 2017), and one for unaccompanied young adults ages 18-24, (423 counted) for a total of 588. In the weeks following the PIT Count, a sample of young people, including individuals from each of these age groups, completed Homeless Needs Assessment Survey, with 84 individuals ages 18-24 participating. It should be noted that due to the small known population and low number of respondents, the margin of error may be high. Survey responses provide detailed data that both demonstrate the serious need for YYA homeless services and assist us in planning our specific YHDP strategies. These strategies, which will be discussed in further detail in VII section include: Housing (Transitional Housing, Permanent Supportive Housing, Host Homes, Rapid Rehousing); Drop in Centers; Youth Specific Coordinated Entry System; and Homeless Crisis Response Integrated Services Team.

*YYA Housing Challenges.* The 2017 homeless survey indicates that 87% of under 18 year olds and 77% of 18-24 year olds were living in Santa Cruz County when they most recently became homeless. A quarter of under 18-year-old respondents and over a third of 18- to 24-year-old respondents indicated that it was their first time becoming homeless, with nearly a majority stating that they had been homeless for six months or less.

**FIGURE 7: FIRST TIME BEING HOMELESS & RESIDING IN SANTA CRUZ COUNTY**



**FIGURE 8: 2017 SANTA CRUZ COUNTY HOMELESS CENSUS AND SURVEY: LENGTH OF HOMELESSNESS FOR YYA**

Length of Homelessness	Unaccompanied Youth surveyed under 18 (N=8)	Unaccompanied Young Adults surveyed 18-24 (N=84)
6 months or less	50%	46%
7 months to a year	13%	33%
More than a year	37%	21%

Source: 2017 Santa Cruz County Homeless Census and Survey

The common narrative that the homeless youth and young adults are not from our community and are here to benefit from services is simply not supported by the data. This is one of the narratives/myths that the YHDP team has identified as essential to break in order to overcome the existing stigmas and move towards a more welcoming community for the youth and young adults struggling with homelessness.

YYA current accommodations reported (see figure 9) highlight the lack of emergency shelter or transitional housing opportunities for the youth and young adult population.

**FIGURE 9: 2017 SANTA CRUZ COUNTY HOMELESS CENSUS AND SURVEY: CURRENT ACCOMMODATIONS FOR YOUTH AND YOUNG ADULTS**

Current Accommodations	Unaccompanied Youth surveyed under 18 (N=8)	Young Adults surveyed ages 18-24 (N=84)
Outdoors/streets/park/tent	25%	21%
Backyard or storage structure	25%	5%
Motel/hotel	25%	13%
Emergency shelter	0%	11%
Transitional Housing	13%	5%
A place in a house not normally used for sleeping	0%	5%
Public facility (train station, transit center, bus depot);	0%	1%
Van	0%	7%
Automobile/car	12 %	8%
Camper/RV	0%	4%
Abandoned building/squat	0%	1%
Encampment	0%	4%
Other	0%	15%

Source: 2017 Santa Cruz County Homeless Census and Survey

The experience of members of our Youth Advisory Board, comprising current or formerly homeless YYA, confirms that the lack of affordable housing in Santa Cruz County coupled with disproportionately low wages for youth are major contributors to YYA homelessness. By one measure, Santa Cruz County is currently ranked the second least affordable housing market in the nation.<sup>21</sup> Working at California’s minimum wage of \$10.50 per hour, a young person in Santa Cruz County would have to work 101 hours a week to afford a modest one-bedroom rental home at fair market rent.<sup>22</sup> As the *2017 Santa Cruz County Homeless Census and Survey* shows, only 9% of homeless youth ages 18-24 are employed full-time, with 51% currently looking for work and 28% lacking a high school diploma. It is no wonder that Santa Cruz County is a community highly impacted by homelessness among youth and young adults.

One YAB member sums up the challenges and barriers:

What is one to do with a dream of graduating college and working in the social service field, but a reality of nothing but low paying jobs available. I was supervising at Togo’s in the daytime doing antiques on the side and my monthly take home after taxes was roughly \$1,150. The price of a studio apartment at that time was \$1,000. I have no one to fall back on, no financial support and

<sup>21</sup> Wall Street Journal, 2016 <http://247wallst.com/special-report/2016/10/29/the-least-affordable-housing-markets/6/#>

<sup>22</sup> <http://nlihc.org/oor/california>

the roof currently over my head can be removed at any moment. This is the reality for many emancipated foster youth under the age of 21. ~Chad Platt

A recent study conducted by the Bill Wilson Center in San Jose California just 30 miles from Santa Cruz County highlights the struggle for housing among youth and young adults. The study showed that “one in six students are either in an unstable housing situation themselves or know someone who is — with most youth couch surfing, separated from their family and living somewhere temporarily with other relatives or friends.”<sup>23</sup> Overall, 17% of high school students and 44% of community college students polled said they knew someone in an unstable situation or were in an unstable situation themselves.<sup>24</sup> According to Bill Wilson Center Board President Ron Ricci, “We’ve seen the cost of housing rise while parents are struggling to make ends meet, and that’s how regular people are ending up on couches.”

The needs, as demonstrated by our YAB members, our *2017 Santa Cruz County Homeless Census and Survey*, and innovative studies conducted by neighboring communities, call for an array of housing options that may include Transitional Housing, Host Homes (including options for youth under the age of 18), Permanent Supportive Housing and Rapid Rehousing. Our youth voices and data indicate that we must avoid a “one size fits all” approach to housing, and therefore a healthy system will provide a range of housing model options. Additionally, there is a need for preventive efforts to identify and divert youth as they are entering or about to enter homelessness. A unified youth-specific Coordinated Entry System that is utilized across systems is an essential strategy that is currently being developed through our Smart Path Coordinated Entry System.

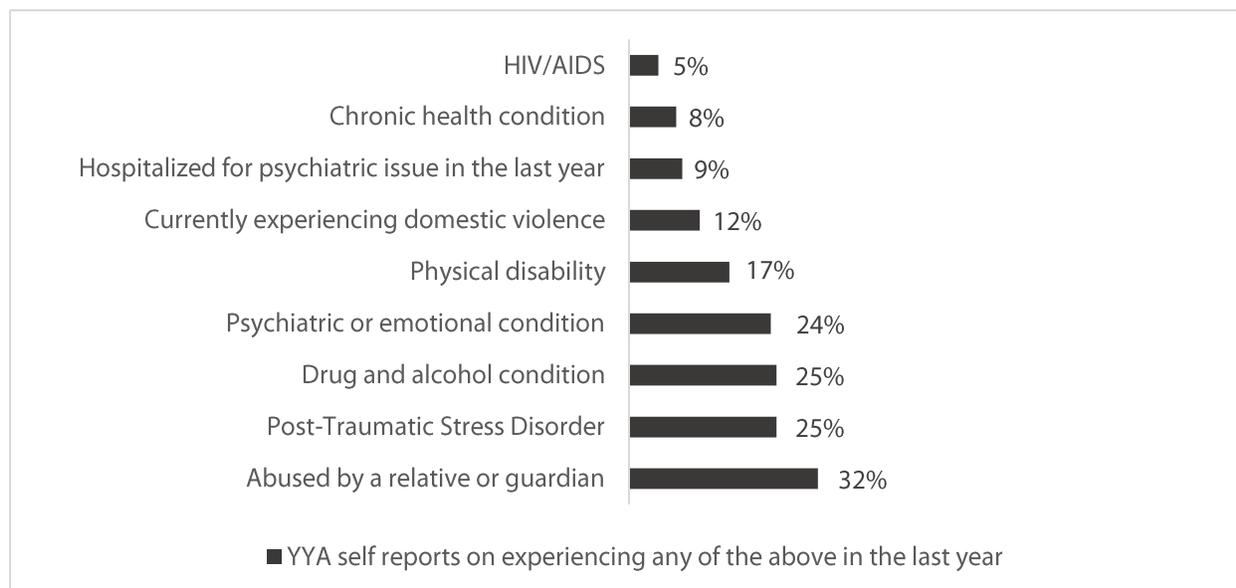
*Conditions & Contributing Factors.* Health conditions and traumatic experiences are common among homeless YYA. Thirty-two percent of YYA surveyed reported that they had been physically, sexually, or emotionally abused by a relative or someone they had stayed with. A quarter of the youth surveyed reported drug and alcohol abuse challenges, psychiatric or emotional conditions, and post-traumatic stress disorder.

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<sup>23</sup> Kurhi, E. (2017). Study finds that 17 percent of high school kids don’t have a permanent home. Times-Herald News. September 26, 2017. <http://www.timesheraldonline.com/general-news/20170926/study-finds-that-17-percent-of-high-school-kids-dont-have-permanent-home>

<sup>24</sup> Bill Wilson Center (2017). Count Me! Hidden in Plain Sight: Documenting Homeless Youth Population. September 2017.

**FIGURE 10: SELF REPEATED HEALTH CONDITIONS AND EXPERIENCES OF TRAUMA AMONG YYA IN SANTA CRUZ COUNTY DURING PAST YEAR**



The homeless survey included questions about what they considered to be the primary event or issue that led to their homelessness, and what would help them to obtain permanent housing. The combination of “family violence,” “argument with a family member,” “mental health issues,” and “alcohol or drug issues” accounted for over 54% of the responses related to primary issue leading to homelessness. This reflects the high level of trauma that we know is experienced by homeless youth and the need for approaches and services that prevent re-traumatization and support youth in healing over time.

The combination of “family violence,” “argument with a family member,” “mental health issues,” and “alcohol or drug issues” accounted for over

**54%**

of the responses related to primary issue leading to homelessness.

Source: 2017 Santa Cruz County Homeless Census and Survey

In terms of at-risk youth, there were: 381 substantiated cases of child abuse in Santa Cruz County in 2015; 9.9 per 1,000 adolescent (ages 15-19) mental health hospitalizations in 2014; 34% of surveyed 11<sup>th</sup> graders reported alcohol use in the past 30 days in the 2014-15 school year, and 26% of the same group reported marijuana use in the past 30 days.<sup>25</sup>

<sup>25</sup> Santa Cruz Community Assessment Project Year 22, 2016, Applied Survey Research.

These contributing factors and characteristics point to the need for trauma-informed supportive services and individualized services and supports that emphasize an integrated behavioral health approach.

*Service Needs & Gaps.* Survey respondents were asked about the types of services needed. Related to help needed to obtain permanent housing, the most common survey responses included, rental assistance, more affordable housing, and help finding an apartment.

Some of the highest needs according to survey results included: receiving food stamps (47%) and obtaining food (32%); transportation (38%); accessing shelter services (29%); medical care (25%); and support with clearing up problems with credit (21%). Additional service related needs are included in Figure 11.

## Obtaining Permanent Housing Opportunities

(Top 5 Responses)

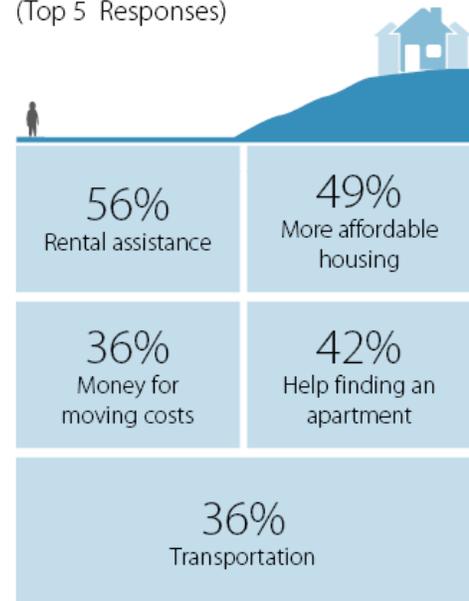


FIGURE 11: SERVICE-RELATED NEEDS-ALL YYA SURVEYED

### Services YYA Are Accessing



### Government Assistance YYA Are Accessing



Source: 2017 Santa Cruz County Homeless Census and Survey.

The data demonstrate the need for street outreach that effectively connects young people to our developing Smart Path Coordinated Entry System, and the opportunity to engage youth through case management or navigation services that reliably connect them to the housing assistance programs that we will be developing through our YHDP efforts.

*Needs & Gaps Identified by YAB and other YYA During Planning Process.* YAB members have defined and documented needs and gaps related to YYA homelessness. These include: prevention services to divert young people from homelessness in the first place; youth-specific temporary/transitional shelter and housing options; choices and options for level of engagement; a youth-specific safe space; supportive services for coping with the personal, family, economic, and health challenges often interlinked with homelessness; funding resources; and, a fully-developed and youth-specific Coordinated Entry System. YAB members identified that even though there are adult shelter and day services in the county available to YYA ages 18-24, this population does not utilize them. Reasons for not accessing services include the fear of re-traumatization through accessing services, and fear for safety including sexual assault and encountering former abusers or people connected to them. Many of the YYA shared that they were also unable to understand the barrage of questions and paperwork required to access adult services. But if offered access to YYA-specific services for emergency shelter, day services, and housing, young people overwhelmingly stated that they would engage with and pursue services.

The detailed data gathered and reviewed during our planning process, combined with the input of our YAB members who have met on an intensive schedule and identified the needs and gaps they experience as well those experienced by their homeless YYA peers drive our planning work and point us toward the following highest priorities: 1) the development of a safe place to congregate and engage with comprehensive support and services (such as drop-in centers), 2) a continuum of housing options with integrated comprehensive, individualized support services that are linked to various systems including schools and criminal justice, 3) youth-welcoming coordinated entry, with integrated peer mentor navigation services, and 4) opportunities for permanent connections.

### III. Recent & Current Efforts Related to YYA Homelessness

*I grew up in an environment that did not make it easy for me to see what success and a bright future was. My family struggled with addiction, homelessness, and the turmoil associated with gang involvement. For much of my life I felt there wasn't any hope for the future and at times I felt like I couldn't go on. However, there was a little voice in the back of my head that kept pushing me in the direction of life and prosperity.*

*~Priscilla Esparza, Youth Advisory Board Member*

During the last five years, the CoC/HAP and its member organizations have successfully implemented a number of programs and initiatives for homeless YYA. These are projects that we plan to expand and strengthen; their successes and lessons learned provide a foundation for our future strategies and projects.

*Previous Planning Efforts:* In 2014, the community including housing and service providers, health providers and educators, Santa Cruz City and County government representatives, people with homeless experience, business leaders, philanthropic partners, faith communities, and many other dedicated SCC residents – committed to finding and implementing solutions for ending homelessness so that our whole community could be healthy, have opportunities and thrive. The result was our strategic plan, *All In - Towards a Home for Every County Resident/The Santa Cruz County Community Strategic Plan to Prevent, Reduce, and Eventually End Homelessness*. *All In* has eight strategic priorities (cross-systems and population-specific) that reflect the most innovative thinking, drawn from both local and national experience, on strategies for preventing and ending homelessness. Strategic Priority Area #7- “Initiate a Response to Youth and Young Adult Homelessness”-focuses on youth homelessness. The long-term result indicated for this priority is to initiate a comprehensive, developmentally appropriate system of services for unaccompanied youth and young adults experiencing homelessness, ages 14-24, including youth formerly in foster care. The effort of the community to begin implementing the *All In* plan strategic priority area #7 was the impetus for our community’s application for the Youth Homeless Demonstration Program (YHDP).

*Programs for Transition Age Youth Aging Out of Foster Care:* Prior to YHDP, due to availability of funding, services designed specifically to meet the needs of homeless YYA in our county were limited to transition-age youth (TAY) transitioning out of the foster care system and young parenting adults experiencing homelessness. Encompass Community Services (YHDP Lead Community Agency), through its TAY programs, has over 15 years of experience and success in leading initiatives and serving as a model to address youth homelessness. Encompass TAY programs have developed a continuum of

opportunities and services offered to youth (15-24) during their transition out of foster care, including multiple transitional housing programs. The Encompass TAY Program integrates a Housing First model through its Transitional Voucher Program (TVP), a joint program with the Santa Cruz County Housing Authority, to decrease barriers to housing. Through TVP, the Housing Authority provides Section 8 Family Reunification Program (FUP) Housing Choice Vouchers to eight participants, ages 18-24. The Section 8 Housing Choice Voucher allows TAY participants to secure scattered site rental housing and receive federal assistance for rent support for up to 36 months. TAY programs also participate in the HUD Family Self-Sufficiency Program and now extend vouchers up to five years, providing an escrow account to participants working toward self-sufficiency.

The Encompass TAY program also offers the THP+FC program: transitional housing for youth ages 18-20 participating in extended foster care, as an entryway to living independently with the intensive wraparound support of a Social Worker, Housing Coordinator, and Therapist. THP Plus is another Encompass TAY program for youth ages 18-25 who have exited foster care, providing up to two years of transitional housing for former foster youth and an additional third year for youth who are going to school.

All Encompass TAY housing programs assist participants in finding and maintaining independent housing and provide assistance with rent, utilities, food, transportation, and educational expenses. These programs also recognize that there is no “one size fits all” formula when it comes to the amount and types of support that participants want or need. Participants are offered a menu of options for support including individual therapy, life skills workshops, recreational activities and outings, and are also encouraged to identify the unique supports in the community that will help them thrive on their journey to independence. A unique and vital component linking all of the TAY programs is the Independent Living Resource Center (ILRC). The ILRC offers a food pantry, clothing distribution, laundry facility, hot meals, and a safe and welcoming space to gain support from peers and case managers. The ILRC provides a school site, a nurse and a County benefits representative. In the last year, 25 parenting youth have been assisted as they participated in a weekly mother’s support group, and 39 youth were supported to attend college.

## **Strategies in Child Welfare to Address Minors and Young Adults Experiencing Homelessness**

The County of Santa Cruz Human Services Department, Family and Children’s Services (FCS) focuses on child safety, child and family well-being, and permanency for all children. These conditions are critical for keeping children, youth, and families from experiencing homelessness. As part of the Child Welfare

case plan, individualized services and supports are provided that focus on the specific needs of the children, youth, and adults in a family interacting with the Dependency Court system. Some of the strategies that FCS utilizes, both directly and indirectly, in addressing children and youth experiencing homelessness are:

***Bringing Families Home:*** Bringing Families Home (BFH) is a State-funded rapid re-housing program with the goal of significantly reducing the number of families in the child welfare system experiencing homelessness, increasing the number of families reunifying, and preventing foster care placement. Services provided by this program include housing navigation services to secure appropriate housing for program participants, case management to facilitate participants' ability to attain and maintain housing, and financial assistance for housing and related costs. Other supports to BFH eligible families include emergency shelter and short-term housing.

***Differential Response:*** FCS, in partnership with Encompass Community Services, has developed the *Families Together* program that Encompass now provides for low to moderate risk families that are being diverted from the child welfare system. *Families Together* provides home-based, individualized services and supports with an emphasis on the parent-child relationship, child development, and parent education. Direct input from children, youth, parents, and social workers is incorporated into the service plan. *Families Together* implements the evidence-based parent education model, Positive Parenting Program (Triple P).

***Fostering Connections / After 18 Program:*** Santa Cruz County began providing After 18 program services in January of 2012. The goal of this extended foster care program is to assist foster youth in maintaining a safety net of support while experiencing independence in a secure and supervised living environment. The extended time as a non-minor dependent (NMD) can assist the youth in becoming better prepared for successful transition into adulthood and self-sufficiency through education and employment training. As part of child welfare services for foster youth, a Transitional Independent Living Plan (TILP) must be developed for youth between the ages of 15 ½ and 16, with the active participation of the youth and other supporting adults. The TILP provides the “roadmap” for the youth and his/her support system. Youth are the “driver” in identifying and achieving goals that prepare them for adulthood. This plan must be revisited at least every six months in order to highlight successes, identify new and continuing challenges/barriers, and focus on further work to overcome any challenges. In Santa Cruz County, many foster youth are choosing to remain in foster care to receive extended supportive services as they venture into more independent living situations in their journey to adulthood. As of May 2017, 35 NMDs remained in care.

**Child and Family Teams:** Family & Children’s Services, as part of the state’s Continuum of Care Reform (CCR) in child welfare, has started implementing Child and Family Team (CFT) meetings. A CFT is a group of individuals that includes the child or youth, family members, professionals, natural community supports, and other individuals identified by the family who are invested in the child, youth, and family’s success. The CFT meeting is an evidence-based, child or youth and family-centered teaming process that shares responsibility to assess, plan, intervene, monitor, and refine services over time.

**Resource Family Approval:** As part of CCR, Resource Family Approval is a new family-friendly and child/youth-centered approval process that combines elements of the previous foster parent licensing, relative approval, and approvals for adoption and guardianship. The RFA process improves the way caregivers (related and non-related) of children in foster care are approved and prepared to parent vulnerable children, whether temporarily or permanently.

**Safety Organized Practice:** Family & Children’s Services is implementing Safety-Organized Practice (SOP), an approach to day-to-day child welfare casework that is designed to help all the key stakeholders involved with a child keep a clear focus on assessing and enhancing child safety at all points in the case process. The overarching objects of SOP are development of good working relationships, use of critical thinking and decision-support tools, and creation of detailed plans for enhancing daily safety of children.

## Strategies to Address Commercial Sexual Exploitation of Minors and Young Adults

Santa Cruz County is small; even the largest cities within the county are considered small towns. The challenge therein is informing the community of Commercial Sexual Exploitation of Children (CSEC) in a way that makes it clear that the issue is not exclusive to large cities and counties, such as Los Angeles or Oakland – but that it occurs here in our own small communities. Homelessness increases the risk of CSEC. Santa Cruz County, in partnership with local agencies and two adjacent counties, Monterey and San Benito, is working collaboratively to address CSEC through a multi-faceted approach.

## Prevention, Awareness, and Direct Services for CSEC

Santa Cruz County FCS has contracted with a number of community-based human trafficking organizations and coalitions to provide prevention and awareness education to the Santa Cruz County Community. Harm reduction and meeting youth where they are in their exploitation are key components of direct services to survivors of commercial sexual exploitation. Providers use the Stages of Change model, which considers the young person’s stage of awareness, understanding, and willingness to change. Providers then offer individualized levels of engagement and services tailored to the needs of the youth. The following are the different programs and initiatives in Santa Cruz County:

**Monarch Services:** Monarch Services provides assistance to victims of domestic violence, sexual assault, and human trafficking, and is the only direct service agency in Santa Cruz County offering services for survivors of both sex and labor trafficking. In FY 2016-17, Monarch provided prevention programming and direct services to children who are victims of commercial sexual exploitation (CSEC) that served 106 youth who attended 42 CSEC prevention workshops. In FY 2017-18, Monarch plans to provide a full year of expanded services to additional county schools and residential program, and increase the number of workshop sessions to 60, with a goal of 100 youth served. The agency will also offer CSEC presentations to school faculty, parents, and residential treatment staff.

**Rising International:** Rising International is an economic empowerment organization headquartered in Santa Cruz County that serves women and girls. The organization has been providing economic opportunities to survivors of human trafficking for over 10 years in 20 countries worldwide, including the United States. With the purpose of providing the fundamentals of human trafficking awareness to a large number of youth in Santa Cruz County, Rising International implemented its Safe and Sound workshop program for high school students. The mission of the workshop is to reduce the vulnerability of children by providing them with the fundamental information needed to stay safe and seek help from potential exploitation. The Safe and Sound workshops are co-facilitated by a human trafficking survivor/expert and Rising International's high school teen coordinator.

**The Diversity Center:** The Diversity Center (TDC), whose mission is to build an equitable community where lesbian, gay, bisexual, transgender, queer and questioning (LGBTQ+) people thrive, has provided programming for LGBTQ+ youth for over a decade, and is the only organization in Santa Cruz County with ongoing services and support for LGBTQ+ youth. A prevention focused organization, staff observe groups to assess youth for changes in functioning, indicators of abuse or sexual exploitation, and signs of mental health issues requiring intervention. The Diversity Center also creates safer and more welcoming schools through its Triangle Speakers educational speaker's bureau.

**The Coalition to End Human Trafficking in Santa Cruz and Monterey Counties:** The Coalition to End Human Trafficking in Santa Cruz and Monterey Counties (The Coalition) is a collaboration of organizations, businesses and individuals working to end human trafficking and modern slavery in Santa Cruz and Monterey counties through education, advocacy, policy change, services for survivors and prosecution of offenders. The Coalition is victim-and-survivor-centered, and provides outreach on raising awareness about human trafficking and the coalition's work. In addition, The Coalition delivers community education about human trafficking that includes sector-focused trainings, greater community events, bringing experts from around the country to raise awareness of this issue. The Coalition is

planning a half-day conference on CSEC for the community and an awareness campaign during January 2018 for National Slavery and Human Trafficking Prevention Month.

### CSEC Model Protocol

FCS is the lead agency in coordinating Multi-Disciplinary Team (MDT) meetings consisting of staff with training in assisting survivors of child abuse, child survivors of commercial sexual exploitation and children who are at risk for such exploitation. In order to sufficiently address the needs of CSEC from immediate identification through ongoing stabilization, a three-tiered multidisciplinary response includes:

1. **Immediate Crisis MDT** (immediate engagement in the first 120 minutes, through the first 72 hours post-identification)
2. **Non-Emergent MDT** (within 10 days)
3. **Ongoing MDTs** (cases are reviewed on a regular basis by a set team of individual)

SCC YHDP will enhance these current efforts through our street and community outreach work. Funded projects will require integration of CSEC specific strategies and response protocols. Additionally, annual trainings will be provided to YHDP funded projects.

*Coordinated Entry.* Santa Cruz County is preparing to launch its *Smart Path* Coordinated Entry System (CES) in January 2018. An innovative aspect of *Smart Path* is the engagement of community health clinics and hospitals as active partners. With a shared understanding of homelessness as a critical social determinant of health, our health partners will use phone-and tablet-based Coordinated Entry System electronic tools (Bitfocus Clarity) to connect their patients to housing needs assessment and prioritization through Smart Path and then support and track their progress as they access services and housing. In support of this vision, Dignity Health, Packard Foundation, United Way of Santa Cruz County and our local Medi-Cal Managed Care organization have all invested in the development of *Smart Path*.

The *Smart Path* Steering Committee is committed to working with the YAB to meet the youth specific goals of *Smart Path*: increase ease of access to the homeless response system for YYA, reduce the amount of time spent by YYA locating appropriate agencies and services, and facilitate the ability for multiple service providers and sectors to collaboratively meet YYA specific needs. The CES project manager, chairperson, and steering committee members met with the Youth Advisory Board (YAB) during the months of August through October 2017 to develop plans for how to integrate youth-supporting policies and procedures into the CES. Details are included in Section V.

## IV. Planning Process & Governance Structure

*I am 23 years old, I have my own style and life. I try to do what's right but negative always finds a way in. I have had to overcome some bad things in the past, but I still strive for the happiness in life. Thanks to the system I know how to be alone. I know how to prepare for the worst and saddle up for the future. Staying positive in a negative world is the new thug life.*

*~Isaiah Garcia, Youth Advisory Board Member*

*Is the new thug life...*

*Tonight is the night we gain sight*

*Of the full force of loving light, and even though my trials and tribulations can be seen as my kryptonite, I say fly, super bright, glistening in the seemingly everlasting night for there is a light on the other side of the tunnel, you just have to have patience and perseverance and truck with all your might*

*and when problems flood your way, you'll have your everlasting mop*

*~Cody Manning and Youth Advisory Board Members*

The Santa Cruz County YHDP has been engaged in a rich and inclusive planning process. With the support and momentum of a strong local Continuum of Care (CoC) and an active and engaged Youth Advisory Board, the YHDP Steering Committee has moved forward thoughtfully and swiftly to develop a comprehensive coordinated community plan to address YYA homelessness.

The governance structure includes: the lead agency Encompass Community Services; the local CoC-Homeless Action Partnership (HAP); the Youth Advisory Board (YAB); the YHDP Planning Committee; and the YHDP Community Steering Committee and its workgroups. A description of each of these entities is provided below. An organizational chart is provided in Appendix C.

**Encompass Community Services**, lead YHDP agency, is a not-for-profit community-based behavioral health and social service organization established in 1973. Encompass provides services throughout the county and focuses in three primary areas: Child Development, Integrated Behavioral Health, and Community-Based Support Services including community outreach and shelter programs, permanent supportive housing and programs for homeless YYA, with a focus on former foster youth. Encompass has been an active member of the CoC/HAP since it was formed and has led our community's strategic planning effort focused on YYA for over 10 years. Encompass has dedicated key senior staff with expertise in homelessness and TAY/YYA homelessness to the YHDP. The Encompass TAY Program

has supported the development of the YAB and supports the very successful and active participation of YAB members in the YHDP planning process.

The **Youth Advisory Board, or YAB** is made up of 29 members who are currently or formerly homeless. In the past, the YAB met monthly; however, during the development of the YHDP Coordinated Community Plan the group met weekly. The weekly meetings provided guidance and support on all aspects of the YHDP including Community Steering Committee agenda design; facilitation of portions of the Steering meeting; input on Steering workgroup deliverables; development and input on YHDP projects and project elements, and input, review and approval of the YHDP planning grant application.

In the coming months, the YAB will play an essential role in the development of criteria for YHDP project applications, providing guidance and feedback to community agencies. The YAB will also play an integral role in further data collection and analysis of YYA needs, including the best ways to integrate YYA in the local coordinated entry system. Most importantly, the YAB members continue to share their honest stories and fuel the inspiration that drives the group and the community into action. An unanticipated benefit of participation in the YHDP planning is that youth have developed connections with local service providers and are being integrated into some of those agencies' planning processes for programs and services. Their participation is also creating potential for youth employment. YAB stories and poetry shared with the Community Steering Committee are provided in *Appendix A*, along with the YAB member roster.

The local **CoC/HAP** is made up of 40 community representatives from throughout the county and includes stakeholders and groups such as homeless services providers, City and County representatives, nonprofits, and homeless and formerly homeless individuals. The CoC/HAP supports the YHDP through participation in the Planning Committee as well as the Community Steering Committee. The CoC/HAP leadership staff have been integral in seeking and leveraging outside funding resources for the YHDP planning process; developing and submitting the YHDP planning grant application; and developing the initial YHDP project application criteria and process.

The **YHDP Planning Committee** has its roots in a yearlong shared experience as a workgroup, formed in 2014, dedicated to researching needs, promising models, action strategies, indicators and results for homeless youth as part of our *All In* countywide strategic planning process. During the community planning process, the team met approximately every other week to shape and design the Community Steering Committee meetings that would in turn develop the community plan. The team includes Encompass senior leadership staff, including TAY program managers and directors; senior analysts from the County of Santa Cruz Human Services Department, including its Child Welfare program; staff from

the Winter Shelter program; County Homeless Services Coordinator, County Administrative Office (CAO); CoC/HAP lead staff; and HomeBase YHDP consultants.

Staff from the TAY program and CAO's office support the YAB, ensuring that the YAB's input and guidance, including on the design of the Steering meeting agendas, were integrated into the process. They also communicated important issues between the Planning Committee and the YAB. This process allowed us to avoid burdening YAB members with too many meetings while still ensuring their input, participation, and co-designing in each step of the process.

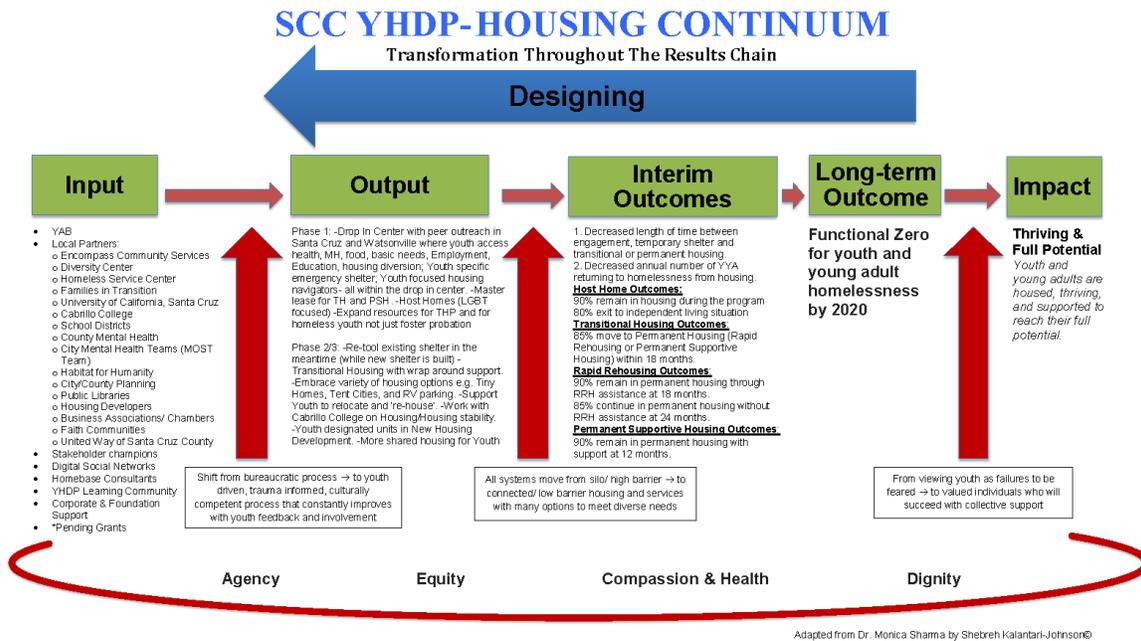
The **YHDP Community Steering Committee** has met every three weeks between March-June 2017 and then again in September and November 2017. The Community Steering Committee includes over 50 individuals from nearly 30 agencies, entities, and departments, whose participation has been strong and active. A comprehensive list of partners, their current roles and agency commitments made to act to prevent and end YYA homelessness is provided in *Appendix B*.

The Community Steering Committee meetings became a space to not only design and co-create potential solutions to prevent and end YYA homelessness, but also for youth voice and agency, and deep reflection and inquiry about why this issue is urgent and requires committed action. Consultants, HomeBase, and subject experts from local agencies provided background research and presentations on a variety of topics including potential models/strategies; unique needs of sub-populations; and ways to engage in systems change.

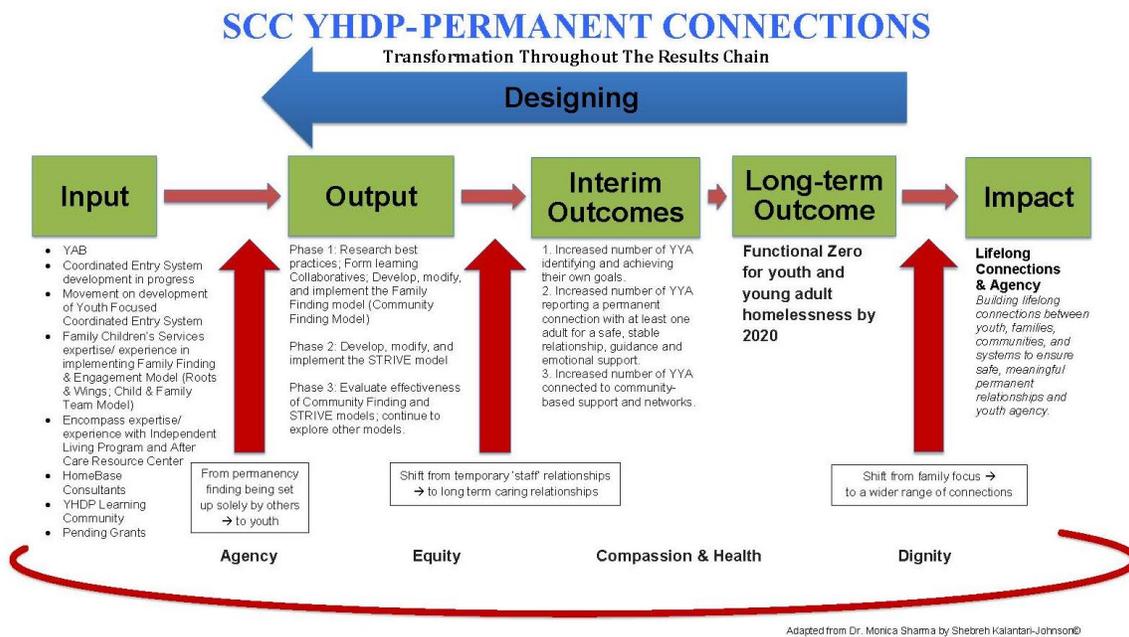
The Community Steering Committee was organized into four work groups charged with: 1) developing goals and outcomes for their topic areas; 2) identifying normative/systems shifts required to achieve these results; 3) selecting potential strategies/models to implement; 4) outlining initial action steps 5; ) and providing input, outlining key elements and discussing potential innovative components of new YHDP projects. To this end, the work groups proceeded through a step-by-step process to design the start of a comprehensive action-oriented plan to prevent and end YYA homelessness. Through the use of a theory of change model called the Transformational Results Chain (TRC), the group designed 'backwards' starting with our overall vision and lasting change we wish to create, then developing topic-specific goals, outcomes, strategies (outputs), and inputs that will move us toward our desired results. Unique components of the TRC model include identifying normative/paradigm shifts, systems shifts and management/everyday shifts that will aid the community in producing long-term sustainable results. Finally, and perhaps most important and unique about this model, the TRC highlights the shared values that the work is rooted in and sourced from. Each piece of the TRC is described throughout the plan.

Each work group focus and its TRC is provided below. To view the full size TRC for each work group see *Appendix D*.

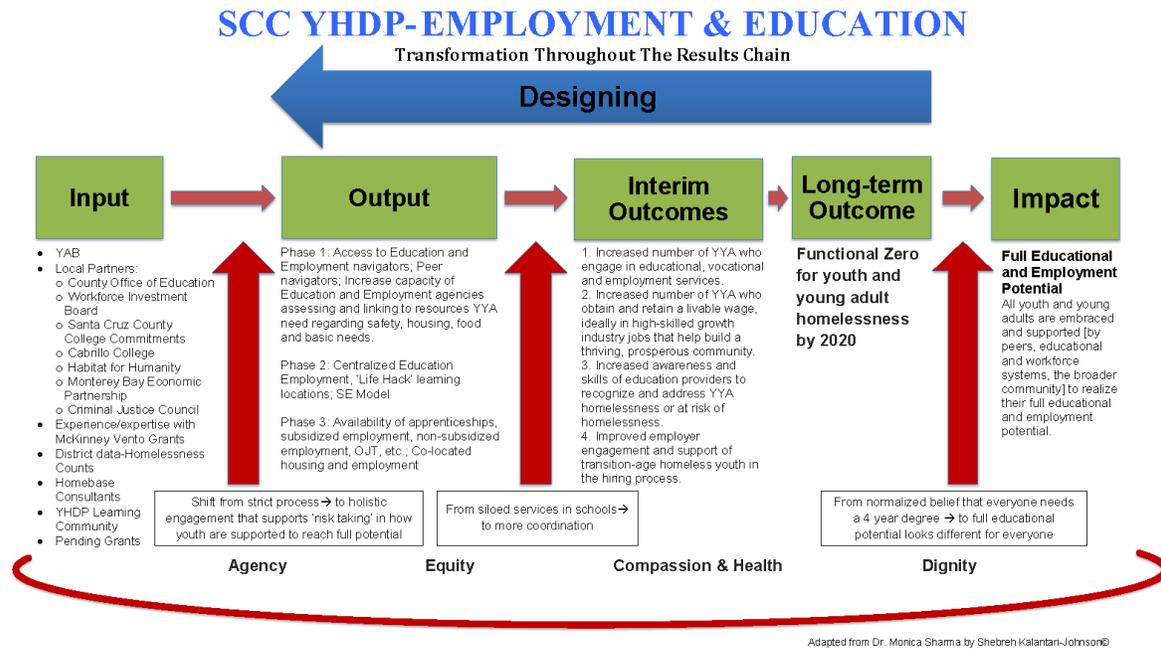
1. **Housing Continuum:** Outreach & engagement (drop in center); shelters; transitional & permanent housing.



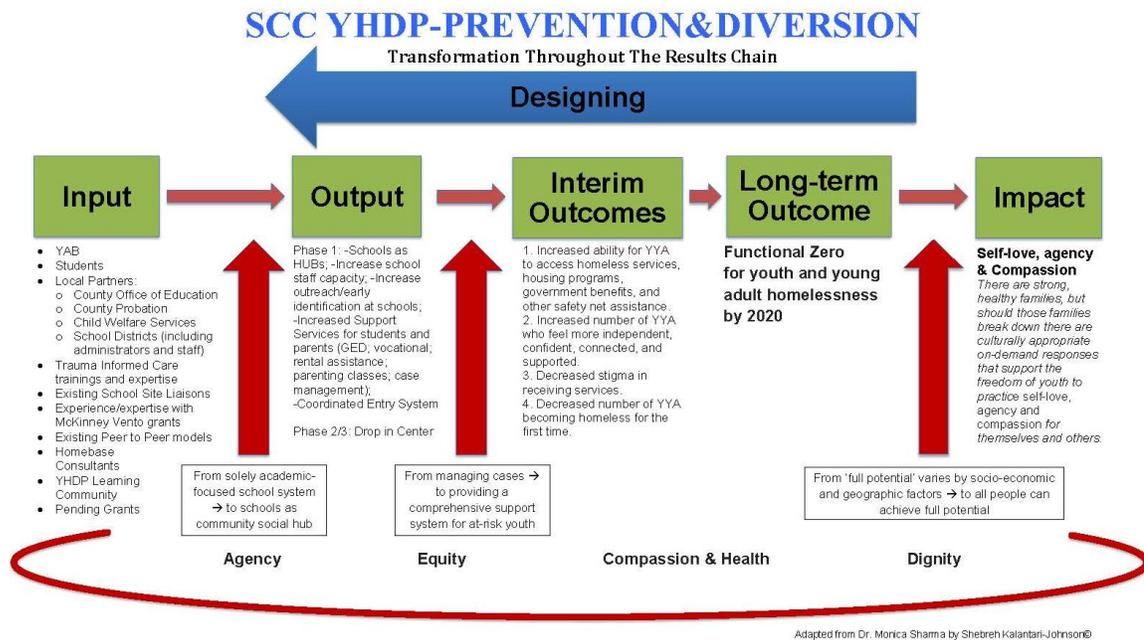
2. **Permanent Connections:** Permanency goals including reunification, adoption, and legal guardianship; stable safe relationships with adults.



3. Employment/Education: Educational, vocational and employment pathways.



4. Prevention and Diversion: Youth at risk of homelessness; youth in different systems entry points (juvenile justice) that may come out and end up in homelessness.



### **Invitation for Innovative Proposals (IFIP) Project Selection Process and Criteria.**

The CoC/HAP, YAB and the YHDP Steering Committee have approved initial criteria and a YHDP project selection process. The project selection process will involve a coordinated effort between the HAP/CoC Governance Board and the YAB. The goal will be to surface and select specific project proposals that not only produce the outcomes and impacts identified through our four Transformational Results Chains for preventing and ending YYA homelessness, but also are innovative, fully feasible and ready to be implemented quickly with positive impact for youth and the community. In doing so, the process will build upon the needs, gaps, goals, best practices, strategies, and action plans summarized above and below that have been derived through the Santa Cruz County ongoing and inclusive stakeholder planning process.

After carefully considering various ways to select projects, the YHDP Steering Committee, YAB, and CoC/HAP have together decided to carry out a public Invitation for Innovative Proposals (IFIP) process. This process will facilitate and strengthen the YHDP Initiative in many ways, including by:

- Better communicating and specifying the project requirements
- Broadening the pool of potential applicants to include all qualified agencies
- Facilitating the selection of those applicants and projects most suitable and ready
- Enhancing the possibility for lowering costs, while improving outcomes
- Identifying early on projects that need further work or input to be feasible
- Increasing the visibility and transparency of the funding process

*IFIP Process.* The IFIP process will include a public release of the IFIP with local application form and timeline, an application briefing and Q&A session for applicants, ongoing technical assistance for applicants regarding YHDP requirements and principles, and a multi-step process for both the YAB and the HAP/CoC Governance Board to review and provide input on project proposals. Final selection decisions will be made jointly by an ad hoc YHDP Unified Review Committee composed of non-conflicted representatives of the YAB, the HAP/CoC Governance Board, County Child Welfare, County Office of Education, and a youth employment or community college representative. This joint committee will help to ensure maximum coordination and collaboration in the project selection process. After an appeal period, the YAB and HAP/CoC will provide final approval letters to HUD.

#### *Project Selection Steps.*

- IFIP published with requirements, timeline, materials, etc.
- In-person applicant technical assistance session and ongoing TA phone and e-mail

- Multi-step review/approval process:
  1. Local LOIs: YAB review, hear presentations, and comment
  2. Local full proposals: Unified Review Committee review and approve
    - Applicants notified of decisions in writing
    - Period for applicant appeals
    - HAP/CoC lead and YAB provide approval letters in accordance with committee recommendations
  3. E-snaps applications: submitted to HUD

*Project Decision Parameters and Review Criteria.*

The YHDP Steering Committee has been working hard to develop project descriptions (in the New Projects Section VII below) that will form a core part of the IFIP and help determine project types to be prioritized, numbers of projects sought, funding sources and amounts, housing and service types, unit numbers and cost standards, and outcomes. Project proposals will be requested for each project and will be assessed for how well they meet the objectives and requirements for each.

In addition, each project proposal will be reviewed and scored using objective numerical decision criteria that will include the following (to be included in a scoring matrix). These decision criteria are in draft form and thus subject to change:

A. Consistency with Coordinated Community Plan

- Meets threshold requirements
- Fills high priority needs and gaps identified in the plan
- Reflects accurately the plan vision and goals
- Clearly identifies how the project meets specific plan objectives
- Clearly identifies the action steps that will meet the objectives
- Identifies and likely will achieve key results and outcomes
- Describes realistic plan for continuous quality improvement plan

B. Integration with Planning Pyramid

- Promotes Safety, Social-Emotional Well-being, Resilience
- Shifts Community Norms/Policy/Systems
- Builds in research-informed and innovative practices
- Embodies cultural humility/cultural responsiveness

- Serves a high-risk population, i.e. parenting youth, CSEC, LGBTQ+, former foster youth

#### C. Aligns with USICH Youth Framework and Four Core Outcomes

- 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

- Is fully HUD CoC renewable
- Leverages local dollars made available to complement the YHDP
- Participates in mainstream policy and systems changes for ending youth homelessness
- Contributes to an initiative for all geographic parts of the county and all subcultures
- Serves under-served areas of the County, i.e. South County

#### *Estimated IFIP Timeline.*

The IFIP will open in January 2018 and projects will be submitted to HUD in March 2018.

## V. Addressing HUD Principles: Through our 'Pyramid Points' for Planning and Special Population Considerations

*There was a point in my life when I was considering joining a gang. However, there was a person of support who changed that for me....It got to the point where I felt I could really trust her. When she found out I was considering joining a gang, she shared one of her personal experiences with me. She explained to me how her family was in gangs and she's seen many horrid things due to gangs, in her life. She really helped open my eyes to what my life could be like and what I'm capable of being. Now that I am going to be leaving the group home I am not going to be able to stay in contact with Monica, due to the rule that there needs to be a 2 year period without recurring services before you can contact former coordinators or staff members. I think about other youth who might be facing hard decisions and don't have the proper support to help them through it.*

*~Jordan, Youth Advisory Board Member*

The Santa Cruz County YHDP has adopted the USICH Youth Framework and core outcomes to direct efforts to prevent and end youth and young adult homelessness in Santa Cruz County. Within this framework, the key approaches that were embedded in the proposed strategies and described below are Housing First, youth agency and youth specific coordinated entry system.

Housing First: The YHDP Community Steering Committee has recognized that youth-specific housing access is greatly lacking in Santa Cruz County. The community has been successful in employing the Housing First model with other sub-populations including the chronically homeless, homeless veterans, families experiencing homelessness, and child-welfare or justice involved transition age youth. The YHDP Community Steering Committee, in particular the Housing Continuum Workgroup, discussed at length potential expansion of current successful programs and also the need for a full range of trauma-informed housing options for YYA. These options include beginning with a safe space for engagement--a Drop-in Center--that can be linked to emergency shelter and opportunities for permanent housing.

YAB members expressed very strongly the need to have a continuum of housing options, including those that offer higher levels of support and those that offer youth more independence. Some YAB members expressed concern that the Housing First model can put pressure on them to be housed independently immediately. Without prior knowledge or experience with living independently, this may be an overwhelming prospect, causing some YYA to turn away from services. YAB members expressed that "Housing First" should not mean "Housing Only." Additionally, YAB members repeatedly voiced the

need for housing options that are youth specific (for YYA only)—for example, a campus specifically serving YYA.

The Youth Advisory Board also discussed Housing First and harm reduction models for youth housing at their separate weekly meetings. YAB members indicated that experiencing high risk behaviors, particularly severe substance abuse, in shared group housing models could be triggering and feel unsafe for youth who are trying to stay sober or have suffered the devastating impact of substance abuse in their family of origin. Also, YAB members expressed concern that if youth are not asked to engage in any productive activity such as work, school, or skills building, there would be a lack of motivation to move toward independence which could have a ripple effect on all participants. However, the group also agreed that not offering youth housing and turning them away for behaviors is also an unsafe practice. YAB members reiterated that a variety of housing options are needed – some low barrier and some with participation criteria. As the YAB members put it, “There is no one size fits all.”

Youth Agency, Individualized Supports & Social/Community Integration: Core to every step of the YHDP process are the leadership and voice of the youth in our community, including members of the Youth Advisory Board, youth representatives from partner agencies, and interested youth in the community. Their leadership and voice have been instrumental in several ways: developing the YHDP application; designing and facilitating the Community Steering Committee meetings; actively participating in all YHDP Community Steering Committee and work group meetings; prioritizing strategies/approaches that are client-driven and integrate youth leadership roles; providing substantial feedback on the community plan; and directing project application selection (in the next year’s work of YHDP).

Youth leadership also emerged as a core strategy for future projects. For example, there was an emphasis on the role of peer mentors/peer navigators in a variety of settings including conducting street outreach, engaging other homeless YYA, becoming housing navigators, and supporting navigation of education/employment opportunities. These peer mentor/navigator positions provide a pathway for youth to integrate into the community as essential contributing members, and provide opportunities for developing leadership skills.

**The importance of youth choice and individualized client support services** were common themes in each of the work groups. Some examples of youth choice that YAB members wish to see incorporated into future projects are: providing a wide array of engagement and housing options (including types of housing and levels of support); involving youth directly in permanency-finding options; and viewing education and

employment as much more than attaining a GED or low-wage job. From the first point of entry into services, youth want to be engaged in identifying their own priorities.

Individualized and client-driven support has been integrated as a critical feature of future YHDP projects. Starting with Coordinated Entry, youth will be engaged in identifying their own needs, communicating how they would like to be supported, and by whom. Our Permanent Connections Workgroup (co-chaired by a YAB member with strong and enthusiastic youth participation) identified the following needed system shifts:

- **From** temporary staff relationships **to** long term caring relationships
- **From** permanency finding being set up by others **to** youth empowerment and involvement
- **From** family focus **to** a focus on a wider range of connections

These shifts are indicative of our overall approach in all of our projects. In addition to our strong partnerships with other System Providers (including those on the Supportive Adolescent Service team), linking youth to more natural long-term community support is also a priority.

The incorporation of youth choice is especially important within the Drop-In Center service model. As YYA begin to access the proposed new, expanded Drop-In Center, youth may need time to build trust before they seek to engage in any type of service. YYA will be offered a menu of options that range from taking a shower and getting something to eat, to taking a skills-building workshop, to applying for benefits. As YYA begin to build trusting relationships with staff trained in Trauma-Informed Care, Positive Youth Development, and Motivational Interviewing, they may opt to begin individual therapy, start working toward a high school diploma, or begin job training. We believe in active engagement without coercion and acknowledge that needs and motivation change over time, and that timing is decided by the participant, not the program or the staff.

**Social and community integration** has been taking form in several ways. Simultaneously as YAB members have been shaping and designing future YHPD projects, they have been cultivating their own leadership skills and building relationships with community partners. YAB members had the opportunity to participate in a two-day leadership training called Growing Greatness (adapted by Dr. Monica Sharma, former Director of Leadership and Capacity Development with United Nations). The curriculum included identifying and communicating from stand – which is an approach that engages participants in digging into what they care deeply about and what they “burn for.” As youth were able to answer these questions for themselves, they connected to their values including equity, justice, compassion, and realizing their full potential. Youth were then guided to demonstrate speaking

powerfully from their stand in order to inspire themselves and others into action to effect positive sustainable change in our community. Youth were also trained in using these tools to move conversations from places of fear into places of possibility. Through this training, YAB members were able to practice these skills in a safe and supportive all youth environment and afterwards bring these new skills into the Community Steering Committee to lead our YHDP community in connecting to their own values and take on the work of implementing changes with a renewed sense of purpose and commitment. YAB members have also used this training to speak more powerfully and inspire to the larger Santa Cruz County community to take on the task of ending youth homelessness – including in the recent community event, Lost Childhood at the Santa Cruz Museum of Art and History.

The Santa Cruz Museum of Art and History (MAH) has been a part of our YHDP Community Steering Committee, and has engaged our community in a massive partnership to create the Lost Childhoods Exhibit. We worked with the Foster Youth Museum as well as local artists, University of California Santa Cruz (UCSC), Cabrillo College, Court Appointed Special Advocate (CASA), Human Services Department (HSD), Camp Opportunity, and our Youth Advisory Board creating an exhibit that “invites our community to step into an exhibit about foster youth made with foster youth—and leave empowered to take effective action.” The exhibit highlight the needs of youth as they leave the foster care system, and as 39% of our homeless population under the age of 25 in Santa Cruz has spent time in foster care, we have also shined a light on the homeless youth population in our community. On September 15, 2017, our Youth Advisory Board led an evening at the MAH focused on the voices of homeless youth and our YHDP Plan. We emphasized the need for natural supports in the community and as a result the community is stepping forward. The MAH displayed action cards in the exhibit that provided community members pathways to help and mentor at-risk youth in tangible ways ranging from giving a haircut to becoming a CASA advocate to engaging in our future Host Home strategy. Our collaboration with the MAH has also led to at-risk and homeless youth finding both volunteer and paid internship positions at the MAH, leading tours and facilitating groups for their peers. The MAH has also started the Lost Childhoods Alternative Expressions Intern workshops. These are 100% youth-led and youth-driven and provide a safe space for youth in care to gather, connect, and learn from one another.

Another community support that has been identified through the MAH collaboration has been the Yoga for All Movement. The intention of the Yoga for All Movement is to create an outcome that dismantles the "us versus them" dichotomy in our community through the shared practice of yoga. This trauma informed approach to yoga and community integration offers YYA new opportunities for thriving and enhanced wellbeing. We will continue to seek out more activities leading to social inclusion as we move forward.

Throughout the YHDP process, youth have demonstrated that when they are empowered to make decisions that impact their futures, they find their own inner strength and voice and are able to set and attain achievable goals. YHDP projects will be driven by this cornerstone of youth agency, working with youth to set their own goals and find their own unique talents that will lead them to success.

A YAB member shares insight about the importance of YAB participation in the YHDP process and the impact at a personal level of being a member of YAB:

Having the perspective of someone who is dealing with this first hand, and something that they are going to continue to live through, and currently working through it in order to give input so you can get perspective, but to also make a change for the next generation. It changes you, it builds that fire, we want to make the difference, and the fact that what we are putting our energy into it is actually going to make a difference on the street, through our county, and past that, is what drives us and gives a sense of empowerment.” ~Devin Gonzales – Santa Cruz County Youth Advisory Board Member

Coordinated Entry System (CES): Our SCC CoC Coordinated Entry System (CES) is known as Smart Path for Housing and Health: Coordinated Assessment and Referral System (Smart Path). The youth-specific goals of Smart Path are to:

- Increase ease of access to the homeless response system for YYA
- Reduce the amount of time spent by YYA locating appropriate agencies and services
- Facilitate the ability for multiple service providers and sectors to collaboratively meet YYA-specific needs

Smart Path is working with YAB members to ensure that youth experiencing homelessness can easily access all of the assistance for which they qualify, regardless of whether the service is specific to youth, and that these services are offered in a manner that meets their specific needs and situations. The CES leadership team met with YAB between the months of August through October 2017 to discuss the development of a youth-specific CES in the next year. The YAB’s plan recommendations included:

1. Providing trauma-informed care and motivational interviewing training for CES assessors, with an emphasis on developmental needs of youth and young adults.
2. Developing a youth-informed, trauma-informed, and simply stated guiding script to assist assessors to explain the CES process with transparency and clarity when conducting assessments with youth and young adults to explain the CES. The YAB will assist with writing and reviewing the script.

3. Ensuring that a variety of assessors are available to conduct assessments with youth, including all genders and styles of personality to ensure optimal comfort for youth with varying needs and preferences.
4. Creating a Drop-In Center where assessments can take place.
5. Creating an Outreach program that meets youth where they are, including incentives like hygiene or goody bags.
6. Offering gift cards to places (such as food venues) for youth that participate in an assessment.

Santa Cruz County currently lacks youth-specific housing resources for persons without a history or current involvement in the Foster Care System. However, youth and young adults will be considered for all available housing support programs utilizing the same eligibility criteria and prioritization policies as all populations, which include vulnerability as indicated by the Vulnerability Index-Service Prioritization Assistance Tool (VI-SPDAT), and in this case the VI-Transition Age Youth (SPDAT VI-TAY-SPDAT). As youth-specific housing resources are created, the YAB will assist with the development of any specific prioritization policies, taking into account HUD prioritization guidance as well as data gathered from the first phase of CES.

The system is designed to be decentralized with the capacity for engaging individuals and conducting assessments and referrals in locations throughout the county. Smart Path Access Points refer to any location where participants experiencing or at imminent risk of homelessness can complete the Smart Path Assessment, as described further below. Initial Access Points will include all HMIS partner agencies, with the goal of incorporating additional agencies in the future as appropriate and available. The following will either serve as Smart Path Access Points or have the ability to assist individuals to immediately connect to Access Points:

- Street outreach: mobile case managers/outreach workers
- Homeless service locations: shelters, permanent housing programs, day services programs (such as meals and showers)
- Institutions: schools, hospitals, jails
- Public service agencies: clinics, government service agencies, libraries
- Emergency and crisis support agencies: 911, police, first responders, mental health agencies, programs that serve survivors of domestic violence
- Events: such as Santa Cruz Connect and Watsonville Connect, the local Project Homeless Connect events
- Virtual locations/phone lines such as 211

- Faith-based organizations

To increase access specifically for youth and young adults, special attention will be paid to secondary schools and colleges, and to developing a street outreach team to connect with youth frequenting downtown corridors, parks, libraries, and other locations as applicable.

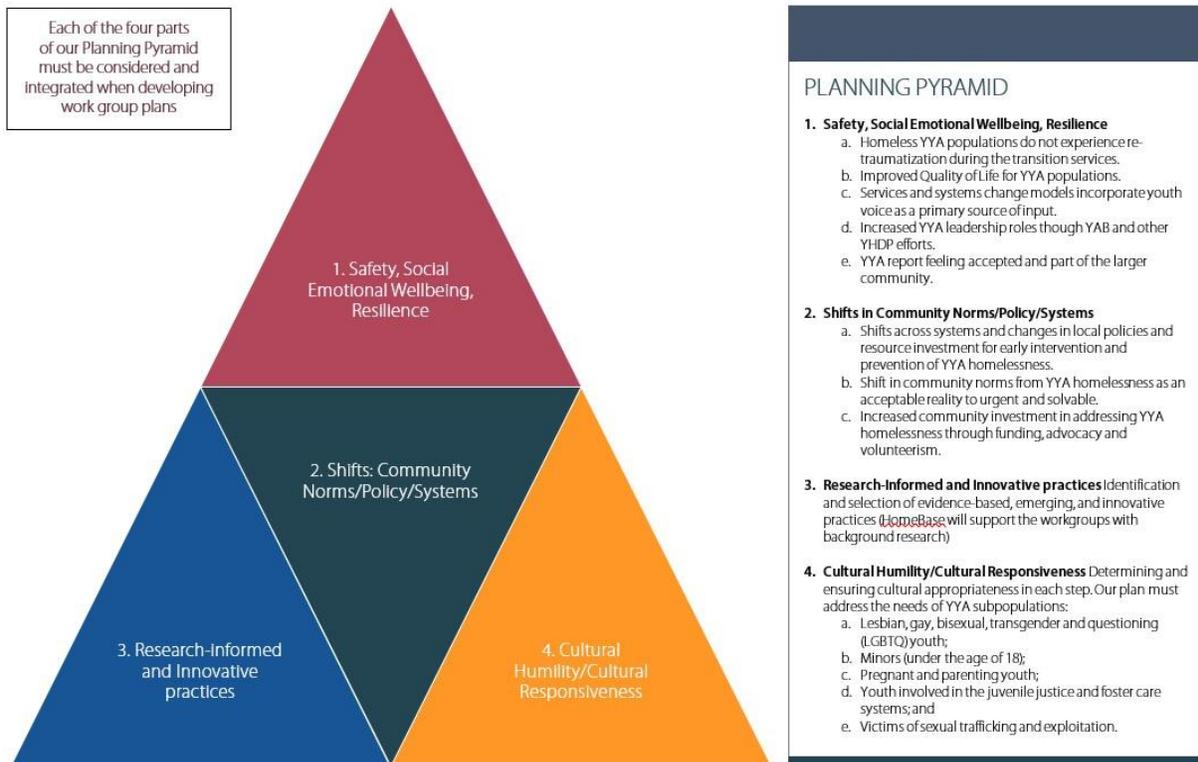
Smart Path staff are working in partnership with YHDP and YAB members to explore youth-effective utilization strategies. For example, the use of smart phones and other mobile devices has been suggested as a potential effective strategy to serve as an entry point (“electronic entry point”) and for peer support.

To achieve the Smart Path goal of providing consistent, streamlined, compassionate and culturally appropriate services across assessment points, all staff, volunteers, including paid youth peers, will be required to participate in comprehensive trainings, including the principles and practices involved in Trauma-Informed Care, Housing First, Positive Youth Development, Cultural Humility and Responsiveness, and crisis intervention, as well as technical training related to conducting the [VI-SPDAT and SPDAT VI-TAY-SPDAT proposed evidence-based screening and assessment tools]. Specialized trainings will include protocols for serving victims of domestic violence and human trafficking, unaccompanied youth under 18, and developmentally appropriate solutions for youth over 18.

Pyramid Points: Essential to effective implementation of these key approaches is the integration of the YHDP guiding principles or pyramid points developed by the Community Steering Committee. All project applicants will describe how they will give life to each pyramid point. As described in brief earlier, these pyramid points move us toward a community plan that will:

1. Integrate approaches that will move us toward 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 in every aspect of the community plan.

Each pyramid point is described further below.



### 1. Social and Emotional Wellbeing:

This first ‘pyramid point’ encompasses several essential approaches including Trauma-Informed Care (TIC), Positive Youth Development (PYD), and Youth Choice. These approaches move us toward our social and emotional wellbeing and resilience outcomes that include:

- Homeless YYA populations do not experience re-traumatization during the transition services
- Improved quality of life for YYA populations
- Services and systems change models their incorporate youth voice as a primary source of input
- Increased YYA leadership roles though YAB and other YHDP efforts
- YYA report feeling accepted and part of the larger community

Each workgroup discussed ways in which the “Five C’s” of PYD, the core approaches to PYD and the “Four R’s” and “Six Principles” of TIC (see below) are currently included in community efforts as well as ways that future projects can integrate them.

**The 5 C’s of PYD Are:** 1. Competence; 2. Confidence; 3. Connection; 4. Character; and 5. Caring/compassion

The Core Approaches to PYD Are:

- Physical and psychological safety
- Emotional and moral support
- Opportunities to feel a sense of belonging and value
- Development of social values and norms

Four R's of TIC Are:

1. Realizes impact of trauma
2. Recognize symptoms
3. Respond by fully integrating knowledge
4. Seek to actively Resist re-traumatization

Six Principles of TIC

1. Safety – Interpersonal connections promote a sense of safety for youth.
2. Trustworthiness and Transparency -- Organizational operations and decisions are conducted with transparency in order to build and maintain trust among staff and youths.
3. Peer support and mutual self-help – These are key to building trust and establishing safety and empowerment.
4. Collaboration and Mutuality – There is a partnering between staff and clients. Power differences are leveled, as there is recognition that healing can happen in relationships where decision-making is collaborative. Everyone has a role to play in a trauma-informed approach.
5. Empowerment, Voice and Choice – Among the youth, strengths are recognized and reinforced, and new skills are developed as necessary.
6. Cultural, Historical and Gender Issues – There is an effort to move past cultural stereotypes and biases based on race, ethnicity, sexual orientation, age and geography.

## 2. Community Norms/Policy/Systems Shifts

In order to achieve our results, we recognize that we cannot continue with ‘business as usual’ but must commit to normative and systems shifts. The YHDP group identified overarching shifts and then dove deeper within each workgroup to identify shifts specific to the focus area of each workgroup.

Vital to each of these shifts is social and community integration of YYA as positive contributing members of the community. Youth choice, voice and agency (as part of pyramid point 1) are key approaches to accomplishing YYA integration. Further descriptions of how the YHDP and future projects will accomplish this are included in section VI.

## 3. Research-Informed and Innovative Practices

The group explored and considered research informed and innovative models that would address the identified gaps and needs of YYA who are homeless in Santa Cruz County. After discussing the pyramid points, the desired outcomes, and the current gaps as related to the workgroup topics, the workgroups selected their top two models to explore. An emphasis was made on exploring both research-informed (evidence-based or model practice) and innovative practices to allow for flexibility and room to meet the unique needs of our community including some of its special populations (see section V). The models explored for each work group were:

### YHDP SYSTEM SHIFTS



#### Overarching Shifts

- **FROM** fragmented systems and band aid solutions and policies → **TO** coordinated systems, solutions, and policies that invest in early intervention and prevention of YYA homelessness
- **FROM** YYA homelessness as an acceptable reality → **TO** urgent and solvable
- **FROM** resource deficient and lack of community engagement → **TO** resource abundant and increased community investment in addressing YYA homelessness through funding, advocacy, and volunteerism



#### Housing Continuum Shifts

- **FROM** viewing youth as failures to be feared → **TO** valued individuals who will succeed with collective support
- **FROM** siloed high barrier systems → **TO** connected low barrier housing and services with many options to meet diverse needs



#### Permanent Connections Shifts

- **FROM** family focus → **TO** a wider range of connections
- **FROM** temporary “staff” relationships → **TO** long-term meaningful relationships



#### Education/Employment Shifts

- **FROM** normalized belief that everyone needs a four-year degree → **TO** full educational potential looks different for everyone
- **FROM** siloed services in schools → **TO** increased coordination



#### Prevention and Diversion Shifts

- **FROM** a concept of “full potential” that human potential varies by socio-economic background and geographic factors → **TO** one which expects that all people can achieve full potential no matter what their background
- **FROM** solely academic-focused school systems → **TO** schools as community social hubs

- Education: Tacoma Community College Housing Assistance
- Employment: Social Enterprise Intervention
- Housing: Housing First for Youth
- Housing: Host Homes
- Permanent Connections: Family Finding
- Permanent Connections: Support to Reunite, Involve and Value Each Other (STRIVE)
- Prevention/Diversion: Schools as Social Hubs-Youth Uprising
- Prevention/Diversion: Drop-in Centers

HomeBase provided a summary description with associated links to research articles for each model. The research on these models was essential to work groups processes for selecting and prioritizing strategies for future projects. The summaries are provided in *Appendix F*.

#### **4. Cultural Humility and Cultural Responsiveness**

Cultural humility was a concept introduced to the YHDP Community Steering Committee and adopted as a guiding principle in our work. Cultural humility is defined by three core elements:

1. Lifelong learning and critical self-reflection
2. Recognition of and challenge to power imbalances
3. Institutional accountability

Recognition of power and privilege imbalances was discussed among the YHDP steering members. *Power* is defined as the ability to decide who will access resources; the capacity to direct or influence the behaviors of others, oneself, and or the course of events. *Privilege* is defined as unearned access to resources readily available only to some people as a result of their advantaged social group membership. YAB members frequently remark on the importance of applying the concepts of privilege and power to develop trusting relationships. Embedding the concept of cultural humility will set YHDP projects apart from traditional service strategies that do not have success with this population.

Cultural responsiveness was also explored in particular among YYA special populations that are at increased risks for homelessness and trauma. For Santa Cruz County these include Lesbian, Gay, Bisexual, Transgender, Questioning Plus (LGBTQ+) youth; pregnant and parenting youth; commercially and sexually exploited children; Latino youth; justice involved and foster care involved youth; and minors. Considerations for cultural responsiveness for each of these special populations are described further below.

## Special Populations

### System Involved Youth Juvenile Justice & Foster Care

The County Probation Department has found that youth involved in the juvenile justice system who are also experiencing homelessness run a much higher risk of not completing the terms and conditions of their probation grant. The instability of their living situation often takes up so much focus that it makes it virtually impossible for them to complete the terms and conditions necessary to successfully get off probation.

Youth involved in the child welfare system and often those in the justice system have histories of abuse and/or neglect. As a result, these youth have a critical need to have services provided in a way that incorporates a trauma-informed approach. The experience of homelessness adds yet another layer of trauma. Building trust over time will be a critical component in engagement. Each youth's strengths, history, and culture will be incorporated into their individual service plan in order to promote youth agency and positive youth development. In addition, to be effective, culturally responsive services will include recruiting, training, and retaining diverse staff with team members who reflect and understand the world views of foster care and justice system-involved youth and families. In Santa Cruz County, there are a disproportionate number of Latino youth in the foster care and juvenile justice systems. Understanding the cultural components of homelessness for this population is critical for engagement and providing the appropriate services they need. System-involved youth find it difficult to address their particular needs in the areas of education, employment/vocational training, substance use, mental health, parental supervision, life skills, responding to negative peer influences, and housing navigation.

SCC YHDP will respond to these needs by requiring all funded projects to demonstrate how they will address our Pyramid Point #4- cultural humility and responsiveness. We will also, through our Smart Path Coordinated Entry System implementation, engage the Foster Care and Juvenile Justice systems in using our web-based coordinated entry assessment tool on their phones or tablets with youth who are homeless or at imminent risk of homelessness. These system-involved youth, identified as at-risk of homelessness, will be connected through referral or outreach to an envisioned prevention program with case managers and/or peer resource navigators who will support their individual needs. This may include: support in completing high school; enrolling in and completing post-secondary education; engaging in vocational training; seeking, securing and maintaining employment, including subsidized employment; linking to shelter and housing programs, community (e.g., community building efforts such as beach clean-ups, and integrated behavioral health services.

## Victims of Sexual Trafficking and Exploitation

Although Santa Cruz County does not yet have quantifiable data around the number of commercially sexually exploited children (CSEC) we know that sex trafficking is a global problem from which we are not exempt. CSEC youth have many needs that overlap with those of youth who are system-involved, including the need for culturally responsive and trauma-informed approaches to services. Additionally, CSEC youth respond best to services that take time building rapport, that are individualized, and that integrate safety planning and harm reduction.

In addition, integration of the Stages of Change Model is essential for this subgroup.

The Stages of Change model refers to an approach that based on awareness that behavior change does not happen in one step but that individuals tend to progress through different stages on their way to successful change at their own individual rate.

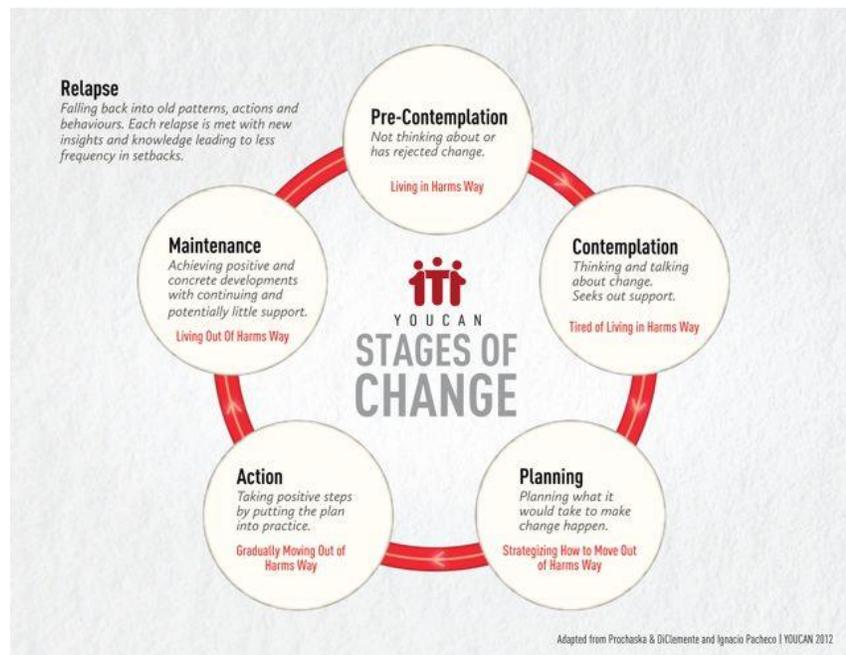
This model emphasizes the importance of providers

adequately assessing where each youth is in terms of understanding their own exploitation, motivation and readiness to accept help, and carefully matching the intervention or engagement strategy to the youth's individual stage of change.

SCC YHDP will respond to the needs of CSEC youth by ensuring that outreach and effective response to CSEC populations is incorporated into the design of our planned street and community outreach project. We will establish CSEC-specific strategies and ensure that training for staff and response protocols are included in the design of any funded outreach project. We will also ensure that CSEC training is provided to staff at least annually for all YHDP funded projects.

## Minors

Santa Cruz County has a strong and effective collaborative made up of organizations that work with at-risk minors involved with juvenile justice and child welfare. Encompass Community Services serves these



youth through its Transition Age Youth Programs and is part of the Supportive Adolescent Services (SAS) team along with Santa Cruz County Children's Mental Health, Family and Children's Services Social Workers, County Office of Education Foster Ed, and Court Appointed Special Advocates (CASA). The collaborative has a unified trauma-informed approach and utilizes child and family teaming to engage each youth in defining who their support team is and setting their own goals for success in placement, education, employment, and social and emotional wellbeing. Teams will meet with each youth as often as the youth wants to, and any time placement is unstable. Encompass TAY also implements STAR (Successful Transition and Resource) Meetings for youth at the age of 17 where youth lead their own meetings and set their own agendas as they transition into adulthood. Encompass TAY focuses on positive youth development as youth are empowered to set their own goals and also advocate for the support they need to make successful transitions out of care.

For minors who are placed in out-of-home care, there is a significant push by Family and Children Services to find safe, permanent homes for them as quickly as possible. In most circumstances, children can be reunited with their families, but in some cases children find homes with relatives or adoptive families. When helping children and families achieve permanency, child welfare social workers balance an array of issues, including needs of the child and the family, as well as legal requirements. Permanency for youth in foster care includes a permanent legal connection to a family, such as reuniting with birth parents, adoption, kinship care, or legal guardianship. However, when these options are less likely, workers help youth pursue physical or relational permanency. Physical permanency is having a home or a place to be; relational permanency is having a relationship or connection with a caring adult (e.g., maternal and paternal kin, teachers, neighbors, former foster parents). Such adults provide lifelong support that can help youth transition to adulthood, and they may even become a legal permanent option. In such instances, social workers, in collaboration with the minor youth and resource family, formalize the permanent connection to help clarify what the youth can expect from the caring adult. In a study of California youth in care, the youth made distinctions among the different types of permanency, with most choosing relational permanence above physical and legal permanence.

Our planned YHDP strategies focused on Family and Community Finding will use a similar framework, empowering youth to identify their support networks and then engaging those networks in how to best support each youth. We will also be creating safe, youth-friendly spaces in the schools and also at our Drop-In Centers where we will employ the principles of Trauma-Informed Care and incorporate peer mentors.

### **Latino/Immigrant/Farm Worker Youth and Young Adults**

This subgroup presents with unique needs that stem from their experiences of immigration and farm worker status. Fear of deportation creates a general distrust of programs, services, and anyone appearing to be in a position of authority. The seasonal nature of farm work makes it difficult for youth and young adults to maintain their education and creates an unstable and often unsafe housing situation. Language needs (including the need for services in Spanish and Mixtec) can also create barriers to accessing services. Effective strategies for providing services to this population include providing services in Spanish or Oaxacan non-Spanish languages through bicultural staff and providing services in physical communities and neighborhoods in which YYA reside. The importance of taking time to build a trusting relationship is crucial.

SCC YHDP will respond to the needs of Latino/Immigrant/Farm Worker YYA by ensuring that outreach and Drop-in Center projects demonstrate a commitment to recruiting and training outreach workers, including peer staff, who are bilingual, bicultural, and familiar with and connected to the Latino farm worker communities in our county, and by ensuring that any new or expanded projects are well-connected to any existing programs providing services to this population of youth and young adults.

### **Lesbian, Gay, Bisexual, Transgender, Queer and Questioning Plus (LGBTQ+) Populations**

Our planning and program design efforts are informed by the knowledge that LGBTQ+ populations are over-represented among homeless youth. LGBTQ+ youth report barriers to accessing services such as fear of coming out, unsafe shelters (for those who are transgender or nonconforming), distrust of institutions, homophobic/transphobic staff or residents, and the need to educate others about gender identity or sexual orientation.

Agencies/individuals can be culturally responsive to LGBTQ+ youth who are experiencing or at risk of homelessness by being conscious of language and terms such as:

- Respecting chosen pronouns
- Using gender neutral language
- Using inclusive paperwork (e.g. offering multiple gender options on forms)
- Avoiding assumptions regarding gender
- Addressing concerns that are raised

This subgroup of youth needs services provided by agencies that have taken steps to increase their cultural responsiveness, including educating themselves about current laws and the political climate; integrating inclusive measures such as gender inclusive bathrooms; and increasing representation and visibility (e.g.,

LGBTQ+ staff or board members; displaying rainbow images and safe space signage). SCC YHDP will respond to the needs of LGBTQ+ YYA by ensuring that cultural responsiveness is central to all funded projects and that service providers receive trainings on engaging this subpopulation.

### **Pregnant and Parenting**

Pregnant and parenting YYA populations share many overlapping needs with other YYA populations (such as education/vocational support; housing navigation support) but also carry many additional responsibilities related to providing care for and developing healthy relationships with their children. Some of the essential and unique needs of this population include: access to prenatal care; adequate and affordable child-care and after-school activities; navigation of health care appointments (for self and child); family therapy; financial support with groceries/meals; laundry facilities; and transportation (including transportation for children to day care). Additionally, high quality early learning programs, parenting programs, and life skills support (tailored for parents) will help foster strong parenting skills and healthy parent-child relationships.

Those pregnant and parenting YYA who are at risk of homelessness need extensive support in placement stabilization to reduce the number and frequency of out-of-home placements.

A mentoring program incorporating parents who themselves experienced homelessness as young parents has been suggested by local providers as an innovative and effective strategy to engage these young parents.

SCC YHDP will respond to the needs of pregnant and parenting YYA by ensuring that the continuum of housing we develop or expand (shelter, transitional housing, rapid re-housing and permanent housing) has planned capacity for young parenting families, either by designating specific units for families within programs with mixed youth populations or by creating separate housing programs specifically for young families. Our current drop-in programs and resource center for youth aging out of foster care offer specific programming for parenting youth; this model will be expanded to be made available to all homeless parenting youth.

## VI. Strategic Framework: Work plans

*In order for students/people to reach their full potential, whether that be in the form of a four-year degree, higher or a trade education, a youth's potential can be increasingly obtained if the core foundations of human basic needs can be better met. These needs should be of great importance: for if these needs are not met (as Many of us see), students become easily derailed from the path of education...I mean...who's gonna worry about the next math test when they gotta worry about where they are going to get their next meal...*

*~ Cody Manning, Youth Advisory Board Member*

Guided by the USICH framework and our guiding principles (“pyramid points”), the YHDP Community Steering Committee developed goals, objectives, outcomes and action steps for each of the four core areas. YAB members (many of whom are part of the Community Steering Committee as well) further discussed and revised the draft work plans in separate YAB meetings. The Transformational Results Chain theory of change model was utilized to design backwards from vision/impact and the outcomes and strategies it would take to get us to those impacts (*Appendix D*). The committee explored promising and innovative evidence-based practices, and innovative practices that have been effective in Santa Cruz County and other communities. The top models that each workgroup explored are provided in *Appendix F*.

The following work plans provide a blueprint for *how* we will accomplish our desired results in each of our four Core Areas--Housing Continuum, Employment/Education, Permanent Connections, and Prevention/Diversion.

Estimated timeframe for each action step is provided next to each action step. Timeframes include:

- Short term: 6 months January 2018-June 2018---6 months
- Medium-term: June 2018-December 2018---6 months
- Long-term: January 2019-June 2020---18 months

## HOUSING CONTINUUM

**Housing Impact Goal:** Youth and young adults are housed, thriving, and supported to reach their full potential.

**Housing Interim Outcomes:** (1) Decreased length of time between engagement, temporary shelter, and transitional or permanent housing. (2) Decreased annual number of YYA returning to homelessness from housing.

**Host Home Outcomes:** 90% of YYA participants remain in housing during the program. 80% of YYA participants exit to independent living situations.

**Transitional Housing Outcomes:** 85% of YYA participants move to Permanent Housing (Rapid Re-Housing or Permanent Supportive Housing) within 18 months.

**Rapid Re-Housing (RRH) 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.

**Permanent Supportive Housing Outcomes:** 90% of YYA participants remain in Permanent Housing with support at 12 months.

**Long-term Outcome:** Functional zero YYA homelessness by 2020.

**Housing Norm and System Shifts:** 1. From: challenging bureaucratic process → To: youth driven, trauma informed, culturally competent process that constantly improves with youth feedback and involvement. 2. From: all systems move from silo/ high barrier → To: connected/ low barrier housing and services with many options to meet diverse needs. 3. From: viewing youth as failures to be feared → To: youth as valued individuals who will succeed with collective support.

Housing Continuum				
Needs	Goal	Objectives	Action Steps	Responsible Partners
<ul style="list-style-type: none"> <li>588 unaccompanied youth and young adults experiencing homelessness (26% of entire homeless population) (2017 Homeless Census and Survey).</li> </ul>	1. Create a continuum of flexible housing options targeted to the needs of Youth and Young Adults.	1.1 By December 2018 create a Drop-in Center that provides a model to create a safe space for homeless and at-risk youth and young adults to address basic needs and link them to housing and services.	a. Identify need, size, capacity, number of sites and how they will be related. [Short-term]  b. Identify potential sites and locations for Drop-in Centers, research, narrow down, and develop a short	a. Youth Advisory Board (YAB), YHDP Housing Workgroup, Current Drop-in Center staff as consultants.  b. YAB, YHDP Housing Workgroup, City and County Planning Departments.

Housing Continuum				
Needs	Goal	Objectives	Action Steps	Responsible Partners
<ul style="list-style-type: none"> <li>• 98% (under 18) and 99% (18-24) unaccompanied youth and young adults are unsheltered (2017 Homeless Census and Survey).</li> <li>• There is a lack of YYA specific safe space to access resources and obtain housing linkages (YAB and YYA Focus Groups, 2016-2017).</li> </ul>			<p>list for final selection. [Short-term]</p> <p>c. Analyze existing Drop-in Center (currently exclusively serving foster youth) and develop a model that can be implemented to expand services to serve all YYA populations. [Short-term]</p> <p>d. Open and establish a services delivery model that includes outreach services, coordinated entry assessment, and housing navigation to expedite linkages to housing and support services. [Mid-term]</p> <p>e. Analyze need and research best practice models for phasing in the addition of co-located nighttime respite for 18-24 year old youth and young adults. [Mid-term]</p>	<p>c. YAB, YHDP Housing Workgroup, Current Drop-In Center staff and HUD TA HomeBase (HomeBase) as consultants, Regional Drop-In Center providers.</p> <p>d. YAB, YHDP Housing Workgroup, Smart Path to Housing and Health Coordinated Entry Workgroup (Smart Path), Current Drop in Center staff as consultants.</p> <p>e. YAB, YHDP Housing Workgroup, Current Drop-in Center staff and HomeBase as consultants, Regional Drop-in Center providers.</p>

Housing Continuum				
Needs	Goal	Objectives	Action Steps	Responsible Partners
		1.2 By December 2018 initiate new HUD funded low barrier housing programs including: Host Homes, RRH, TH Plus, PSH that meet the unique needs of youth sub-populations (i.e. LGBTQ, ethnic minorities, pregnant/parenting).	<p>a. Verify initial estimates for number of youth to be served and number of housing units and housing types needed for each housing project. <i>[Short-term]</i></p> <p>b. Assess costs of interventions, level of supportive services needed and initial budget for each housing type. <i>[Short-term]</i></p> <p>c. Issue the Invitation for Innovative Proposals (IFIP). <i>[Short-term]</i></p> <p>d. Select and award projects to local applicants through Unified Review Committee and approved process. <i>[Short-term]</i></p> <p>e. Ensure that all agency staff are trained and informed on Positive Youth Development, Trauma-Informed Care, Cultural Humility, and</p>	<p>a. YAB, YHDP Housing Workgroup, current organizations serving youth and young adults.</p> <p>b. YAB, YHDP Housing Workgroup, current organizations serving youth and young adults.</p> <p>c. YAB and Homeless Action Partnership (HAP-CoC).</p> <p>d. YAB and Unified Review Committee.</p> <p>e. YAB, HAP-CoC, Lead YHDP Agency.</p>

Housing Continuum				
Needs	Goal	Objectives	Action Steps	Responsible Partners
			Cultural Responsiveness and integrate all Santa Cruz County YHDP Pyramid Points into project. <i>[Continuous]</i>	
		1.3 By December 2018 create a structure for a single housing support and navigation team shared across housing projects.	<p>a. Study and adapt local and national best practices used for housing support and navigation teams currently serving other sub-populations including veterans and chronically homeless. <i>[Short-term]</i></p> <p>b. Study and adapt local and national best practices used for housing support and navigation for youth and young adults. <i>[Short-term]</i></p> <p>c. Research best practices in youth leadership and peer support/navigators in providing housing support. <i>[Short-term]</i></p> <p>d. Issue the Invitation for Innovative Proposals (IFIP). <i>[Short-term]</i></p>	<p>a. YAB, YHDP Housing Workgroup, Smart Solutions to End Homelessness Coalition, HomeBase.</p> <p>b. YAB, YHDP Housing Workgroup, current organizations serving youth and young adults, HomeBase.</p> <p>c. YAB, YHDP Housing Workgroup, current organizations serving youth and young adults, HomeBase.</p> <p>d. YAB and HAP-CoC.</p>

Housing Continuum				
Needs	Goal	Objectives	Action Steps	Responsible Partners
			<p>e. Select and award projects to local applicants through Unified Review Committee and approved process. <i>[Short-term]</i></p> <p>f. Ensure that all housing projects integrate youth leadership and employment opportunities. <i>[Short-term]</i></p> <p>g. Ensure that all agency staff are trained and informed on Positive Youth Development, Trauma Informed Care, and Cultural Humility Responsiveness and integrate all Santa Cruz County YHDP Pyramid Points into project. <i>[Continuous]</i></p>	<p>e. YAB and Unified Review Committee.</p> <p>f. YAB and Unified Review Committee.</p> <p>g. YAB, HAP-CoC, Lead YHDP Agency.</p>
		1.4 By December 2019 increase community investment and engagement in housing	a. Engage Cities and County in developing innovative policies to provide incentives (subsidies, tax deductions,	a. YAB, YHDP Housing Workgroup, City and County planning departments, City and County elected officials.

Housing Continuum				
Needs	Goal	Objectives	Action Steps	Responsible Partners
		opportunities for youth and young adults.	<p>lower threshold (permitting) for housing youth and young adults. <i>[Long-term]</i></p> <p>b. Establish a Funders Group through partnerships with private and philanthropic agencies and local government organizations to establish a multi-year collective impact initiative and investment strategy focused on ending youth and young adult homelessness through specific housing strategies. <i>[Short-term]</i></p> <p>c. Develop partnerships with landlords and property management companies to expand housing options for youth and young adults. <i>[Short-term and Continuous]</i></p>	<p>b. YAB, YHDP Planning Steering Committees, local community foundations.</p> <p>c. YAB, Housing Authority, <i>All-In</i> Landlord Partnership, agencies awarded YHDP HUD funds to implement housing projects through IFIP process.</p>

## PERMANENT CONNECTIONS

**Permanent Connections Impact Goal:** Build lifelong connections between youth, families, communities, and systems to ensure safe, meaningful permanent relationships and youth agency.

**Permanent Connections Interim Outcomes:** (1) Increased number of YYA identifying and achieving their own goals. (2) 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. (3) Increased number of YYA connected to community-based support and networks.

**Long-term Outcome:** Functional zero YYA homelessness by 2020.

**Permanent Connections Norm and System Shifts:**

1. From permanency finding being set up solely by others → to youth empowerment and involvement in the placement process.
2. Shift from temporary 'staff' relationships → to long-term caring relationships.
3. Shift from family focus → to a wider range of connections.

Permanent Connections				
Needs	Goal	Objectives	Action Steps	Responsible Partners
<ul style="list-style-type: none"> <li>• 63% (under 18) and 39% (18-24) of survey respondents have been in foster care (2017 Homeless Census and Survey).</li> <li>• 25% (under 18) and 14% (18-24) of survey respondents reported family violence as primary cause of homelessness (2017 Homeless Census and Survey).</li> <li>• There is a lack of positive adult mentorships and permanent support for YYA who are at risk of or experiencing homelessness (YAB and YYA Focus Groups, 2016-2017).</li> </ul>	2. Increase in the number of YYA who report they have a permanent connection to at least one adult for a safe, stable relationship, guidance, and emotional support.	2.1 By December 2018, implement the Community Finding Model (Family Finding-Model Practice description provided in Appendix F).	a. Research best practices and possible use of technology (a smart phone application) for implementation of a Community Finding model for youth. <i>[Short-term]</i>  b. Develop the Community Finding Model. <i>[Mid-term]</i>  c. Identify resources for funding. <i>[Mid-term]</i>  d. Ensure youth voice is present in all the meetings to develop the Community Finding Model. <i>[Continuous]</i>  e. Train all support staff connected to YHDP funded projects in Community Finding Model. <i>[Long-term]</i>	a. YHDP Planning Committee, HomeBase.  b. YAB, HAP-CoC YHDP Planning Committee.  c. YAB, HAP-CoC, YHDP Planning Committee.  d. YAB, YHDP Planning and Steering Committees.  e. YAB, YHDP Planning Committee, Agencies awarded YHDP HUD funds to implement projects through IFIP process.
		2.2 Connect SCC homeless YYA to community-based support	a. Research best evaluation practices to measure permanent connections. <i>[Short-term]</i>	a. YHDP Planning Committee and HomeBase.

Permanent Connections				
Needs	Goal	Objectives	Action Steps	Responsible Partners
		and networks through CES (Smart Path).	<p>b. Develop performance evaluation benchmarks for YYA connecting to community based supports and networks through Smart Path CES. <i>[Mid-term]</i></p> <p>c. Develop a CQI process that evaluates the number of YYA connected to community based supports and networks from YYA who have accessed any part of the YHDP and CES. <i>[Mid-term]</i></p> <p>d. Implement a CQI process to improve the performance of the CES Smart Path in connecting youth to resources and services and provide regular reports to YHDP and CES partners. <i>[Long-term]</i></p> <p>e. Ensure youth voice is present in all the meetings to develop performance measures and CQI process. <i>[Continuous]</i></p>	<p>b. YAB, YHDP Planning Committee, HomeBase.</p> <p>c. YAB, YHDP Planning Committee, HomeBase.</p> <p>d. YAB, HAP-CoC, YHDP Planning Committee.</p> <p>e. YAB, YHDP Planning and Steering Committees.</p>
		2.3 By December 2019, implement a community-based family problem-solving and conflict resolution model (STRIVE). (STRIVE-	a. Research best practices and methodologies related to family problem-solving and conflict resolution skills. <i>[Short-term]</i>	a. YHDP Planning Committee, HomeBase.

Permanent Connections				
Needs	Goal	Objectives	Action Steps	Responsible Partners
		Model Practice description provided in Appendix F).	<p>b. Develop a local family problem-solving and conflict resolution model and identify resources for training and implementation. <i>[Mid-term]</i></p> <p>c. Pilot test the family problem-solving and conflict resolution program through a CQI process, get feedback, make improvements then scale. <i>[Long-term]</i></p> <p>d. Ensure youth voice is present in all the meetings to develop the family problem-solving and conflict resolution program. <i>[Continuous]</i></p> <p>e. Train all support staff connected to YHDP funded projects in family problem-solving and conflict resolution program model. <i>[Long-term]</i></p>	<p>b. YAB, HAP-CoC YHDP Planning Committee.</p> <p>c. YAB, HAP-CoC, YHDP Planning Committee.</p> <p>d. YAB, YHDP Planning and Steering Committees.</p> <p>e. YAB, YHDP Planning Committee, Agencies awarded YHDP HUD funds to implement projects through IFIP process.</p>
		2.4 Ensure that SCC homeless YYA identify and achieve their own goals.	a. Develop a training program offered to youth-serving organizations across the county that builds knowledge and skills for incorporating the following best practices in services delivery: Positive Youth Development (PYD), Trauma Informed Care (TIC), and	a. YHDP Planning Committee, HomeBase.

Permanent Connections				
Needs	Goal	Objectives	Action Steps	Responsible Partners
			<p>Cultural Humility Responsiveness in services providers. <i>[Short-term]</i></p> <p>b. Develop the training, coaching, and associated materials for PYD, TIC, and Cultural Humility Responsiveness. <i>[Mid-term]</i></p> <p>c. Ensure youth voice is present in all meetings to develop this training. <i>[Continuous]</i></p> <p>d. Ensure requirement and delivery of PYD, TIC, and Cultural Humility Responsiveness training for all YHDP and YYA serving agencies. <i>[Continuous]</i></p> <p>e. Train and coach all homeless YYA service providers including CES partners. <i>[Continuous]</i></p>	<p>b. YAB, YHDP Planning Committee.</p> <p>c. YAB, YHDP Planning and Steering Committees.</p> <p>d. YAB, HAP-CoC, YHDP Planning Committee.</p> <p>e. YAB, YHDP Planning Committee, Training instructors/agency.</p>

## EDUCATION & EMPLOYMENT

**Education & Employment Impact Goal:** All youth and young adults are embraced and supported by peers, educational and workforce systems, and the broader community to realize their full educational and employment potential.

**Education & Employment Interim Outcomes:** (1) Increased number of YYA who engage in educational, vocational or employment services. (2) Increased number of YYA who obtain and retain a livable wage, ideally in high-skilled growth industry jobs that help build a thriving, prosperous community. (3) Increased awareness and skills of education providers to recognize and address YYA homelessness or risk of homelessness. (4) Improved employer engagement and support of transition-age homeless youth in the hiring process.

**Long-term Outcome:** Functional zero YYA homelessness by 2020.

**Education & Employment Norm and System Shifts:**

1. Shift from strict process → to holistic engagement that supports risk taking in how youth are supported to reach full potential.
2. From siloed services in schools → to more coordination.
3. From normalized belief that everyone needs a four-year degree → to full educational potential looks different for everyone.

Education & Employment				
Needs	Goal	Objectives	Action Steps	Responsible Partners
<ul style="list-style-type: none"> <li>• 9% of homeless youth and young adults (YYA) (18-24) are employed full-time (2017 Homeless Census and Survey).</li> <li>• 51% of homeless YYA (18-24) are looking for work (2017 Homeless Census and Survey).</li> <li>• 28% of homeless YYA (18-24) have not</li> </ul>	<p>3. Improve educational and employment outcomes to ensure successful transition to adulthood and self-sufficiency.</p>	<p>3.1. Create a team of employment, education, and vocational navigators, that includes youth interns and paid youth peers, that youth can access and link to throughout the YHDP service system.</p>	<p>a. Investigate the current capacity of school district homeless liaisons and gaps in their capacity. <i>[Short-term]</i></p> <p>b. Convene initial stakeholders' group, including County Office of Education, Workforce Investment Board, UCSC, Cabrillo College, Habitat for Humanity, Monterey Bay Economic Partnership, and</p>	<p>a. Santa Cruz County Office of Education; Santa Cruz City School District; UCSC Cabrillo College</p> <p>b. Local social service agencies (to be determined through RFP process) with experience and expertise in educational, vocational, and employment support for youth.</p>

Education & Employment				
Needs	Goal	Objectives	Action Steps	Responsible Partners
completed a high school education or an equivalency (2017 Homeless Census and Survey). • Lack of adequate support to obtain formal education, vocational training, or employment			Criminal Justice Council. <i>[Short-term]</i>  c. Ensure that linkages are made between education/vocational/employment navigators and housing continuum service components. <i>[Mid-term]</i>	c. YAB, COE, Service Agencies awarded the Service Integration project, Housing providers
		3.2 Support youth in education and employment programs through housing, substance abuse, and behavioral health interventions.	a. Increase access to social workers and mental and behavioral health professionals for youth, in school and workplace settings. <i>[Long-term]</i>  b. Ensure that housing and Drop-in Center projects linked to support services include individualized plans tailored to support youth in making progress toward educational, vocational and employment goals. <i>[Continuous]</i>  c. Work with school districts, colleges and universities to establish homeless liaisons who can identify homeless or those at risk of	a. YAB, YHDP Steering, COE, school districts, Cabrillo College, UCSC, Santa Cruz County Health Services Agency, other local service providers, employment and vocational training partners.  b. YAB, YHDP Steering, COE, school districts, Cabrillo College, UCSC, Santa Cruz County Health Services Agency, other local service providers, employment and vocational training partners.  c. YAB, YHDP Steering, COE, school districts, Cabrillo College, UCSC, Santa Cruz County Health

Education & Employment				
Needs	Goal	Objectives	Action Steps	Responsible Partners
			homelessness and link students to Smart Path CES and other education/vocational/employment related resources. <i>[Mid-term</i>	Services Agency, other local service providers, employment and vocational training partners.

## PREVENTION & DIVERSION

**Prevention & Diversion Impact Goal:** There are strong, healthy families, but should those families break down there are culturally appropriate on-demand responses that support the freedom of youth to practice self-love, agency and compassion for themselves and others.

**Prevention & Diversion Interim Outcomes:** (1) Increased ability for YYA to access homeless services, housing programs, government benefits, and other safety net assistance. (2) Increased number of YYA who feel more independent, confident, connected, and supported. (3) Decreased stigma in receiving services. (4) Decreased number of YYA becoming homeless for the first time.

**Long-term Outcome:** Functional zero YYA homelessness by 2020.

**Prevention & Diversion Norm and System Shifts:**

1. From managing cases → to providing a comprehensive support system for at-risk youth.
2. From solely academic-focused school system → to schools as community social hub.
3. From 'full potential' varies by socio-economic and geographic factors → to all people can achieve full potential.

Prevention & Diversion				
Needs	Goal	Objectives	Action Steps	Responsible Partners
<ul style="list-style-type: none"> <li>• There is a large number of YYA who are involved with systems that indicate that they may be at-risk of homelessness (individuals may be included in more than one at-risk indicator) (YHDP Needs Assessment Data, 2017).</li> </ul>	<p>4. Create a coordinated system that identifies and addresses the needs of YYA who are at risk of or may be diverted from homelessness.</p>	<p>4.1 By December 2019 create integrated multi-disciplinary teams that work across agencies to identify and connect YYA to the services and assistance that will help prevent them from becoming or remaining homeless.</p>	<p>a. Identify the number of YYA to be served through the teams and the number of teams and staffing needed to respond. <i>[Short-term]</i></p> <p>b. Identify desired service areas to be available to the teams to meet the YYA's needs. <i>[Short-term]</i></p> <p>c. Ensure youth voice is present in all the meetings to develop the multi-disciplinary teams. <i>[Continuous]</i></p>	<p>a. YAB, YHDP Prevention and Diversion Workgroup and Planning Committee</p> <p>b. YAB, YHDP Prevention and Diversion Workgroup.</p> <p>c. YAB, YHDP Prevention and Diversion Workgroup, local service providers</p>

Prevention & Diversion				
Needs	Goal	Objectives	Action Steps	Responsible Partners
<ul style="list-style-type: none"> <li>• There is a lack of training of persons who work with YYA to identify individuals who are at risk of homelessness  (YAB and YHDP Prevention &amp; Diversion workgroup).</li> <li>• There is a lack of training of persons who work with YYA in how to identify opportunities to divert YYA experiencing homelessness from needing to utilize the homeless services system homelessness (YAB and YHDP Prevention &amp; Diversion workgroup).</li> <li>• There is a lack of coordinated response to preventing at-risk YYA from becoming homeless and quickly diverting YYA</li> </ul>			<p>d. Coordinate with service providers regarding their participation on the teams. <i>[Continuous]</i></p> <p>e. Research best practices for identifying YYA who are at-risk of or experiencing homelessness. <i>[Short-term]</i></p> <p>f. Identify funding for dedicated staffing for the multi-disciplinary teams. <i>[Mid-term]</i></p> <p>g. Conduct an IFIP for dedicated staffing for the multi-disciplinary teams. <i>[Short-term]</i></p> <p>h. Develop and implement a training model for persons who work with YYA to: 1) identify those individuals who are at risk of or experiencing homelessness; and 2) identify opportunities to divert YYA experiencing homelessness from needing to utilize the homeless services system. <i>[Long-term]</i></p> <p>i. Develop and implement a multi-disciplinary services team to help prevent and divert YYA from experiencing homelessness. <i>[Mid-term]</i></p>	<p>d. YAB, YHDP Prevention and Diversion Workgroup, local service providers.</p> <p>e. YAB, YHDP Prevention and Diversion Workgroup, HomeBase.</p> <p>f. YAB, YHDP Prevention and Diversion Workgroup, YHDP Steering</p> <p>g. YAB, HAP-CoC, Unified Review Committee</p> <p>h. YAB, YHDP Prevention and Diversion Workgroup, YHDP Steering, HomeBase.</p> <p>i. YAB, YHDP Prevention and Diversion Workgroup, YHDP Steering, local service providers.</p>

Prevention & Diversion				
Needs	Goal	Objectives	Action Steps	Responsible Partners
experiencing homelessness from utilizing the homeless services system (YAB and YHDP Prevention & Diversion workgroup).  • There is a lack of data on the number of YYA experiencing homelessness and their needs, locations, and characteristics for use in planning prevention, diversion, outreach, services, and housing programs (YAB and YHDP Prevention & Diversion workgroup).		4.2 Implement a Coordinated Entry System that is comfortable, welcoming, and appropriate for YYA.	a. Research best practices for implementing a Coordinated Entry System for YYA. <i>[Short-term]</i>  b. Ensure youth voice is present in all the meetings to develop the multi-disciplinary teams. <i>[Continuous]</i>  c. Develop and conduct trainings on how to do outreach and Coordinated Entry Assessments to YYA. <i>[Short-term]</i>  d. Hire additional staff to implement YYA specific Coordinated Entry. <i>[Short-term]</i>  e. Implement a YYA specific component to Coordinated Entry. <i>[Short-term]</i>	a. YAB, YHDP Prevention and Diversion Workgroup, HomeBase, Smart Path to Housing and Health Coordinated Entry Workgroup (Smart Path).  b. YAB, YHDP Prevention and Diversion Workgroup, Smart Path.  c. YAB, YHDP Prevention and Diversion Workgroup, HomeBase, Smart Path.  d. YAB, YHDP Prevention and Diversion Workgroup, Smart Path.  e. Smart Path.
		4.3 By December 2019 implement a “schools as hubs” model to identify and connect YYA who are in school to the services	a. Research best practices for implementing a “schools as hubs” model. <i>[Short-term]</i>	a. YAB, YHDP Prevention and Diversion Workgroup, County Office of Education (COE), HomeBase.

Prevention & Diversion				
Needs	Goal	Objectives	Action Steps	Responsible Partners
		and assistance that will help prevent them from becoming or remaining homeless.	<p>b. Ensure youth voice is present in all the meetings to develop programs. <i>[Continuous]</i></p> <p>c. Identify priorities for implementing “schools as hubs” models including locations, services and assistance to be provided. <i>[Short-term]</i></p> <p>d. Coordinate with the COE, individual schools, and other agencies, as appropriate to provide locations, services and assistance to be offered through the “schools as hubs”. <i>[Mid-term]</i></p> <p>e. Identify resources for funding the “school as hubs” model. Develop and provide trainings to school staff to: 1) identify YYA at-risk of or experiencing homelessness; and 2) assist the identified students through either the “schools as hubs” or other services. <i>[Mid-term]</i></p> <p>f. Implement one or more “schools as hubs” models. <i>[Long-term]</i></p>	<p>b. YAB, YHDP Prevention and Diversion Workgroup, COE.</p> <p>c. YAB, YHDP Prevention and Diversion Workgroup, COE.</p> <p>d. YAB, YHDP Prevention and Diversion Workgroup, COE, schools, and local service providers.</p> <p>e. YAB, YHDP Prevention and Diversion Workgroup, COE, schools, and local service providers.</p> <p>f. YAB, YHDP Prevention and Diversion Workgroup, COE, schools, and local service providers.</p>

## VII. New Projects

The YHDP Community Steering Committee conducted a thoughtful and thorough process to develop a plan that will guide our community in the selection, development and implementation of projects that address the diverse needs of homeless youth and young adults. The committee, with the strong leadership of the YAB, has strengthened or established new relationships with one another and ensured that its values and principles are integrated into the plan. This process has required time and patience. Through YAB leadership, the YHDP Community Steering Committee has identified projects that will move the identified goals, objectives, and norm/systems shifts forward. These projects correspond with our work plans and may reflect more than one focus area. The four core areas we used in developing our work plans – **Housing Continuum, Employment/Education, Permanent Connections, and Prevention/Diversion**–led us to four categories of prioritized projects: **Housing, Drop-in Center, Homeless Crisis**

### **Integrated Services, and Coordinated Entry.**

Our projects in these categories include both those prioritized for HUD YHDP funding and those for which other potential funding sources are being, or will be, sought.

Other potential sources of funding for implementation to be explored include: local and regional foundations, individual private donors, County and City jurisdictional funding, and funding sources used by non profit housing developers, such as Tax Credit financing and others. Our goal is to establish and grow a “Solving Youth Homelessness” funders group with members interested in joining efforts to design, measure, and together fund the implementation of our Coordinated Community Plan as a collective impact strategy. Other potential sources include California Whole Person Care Act support through a Santa Cruz County application recently funded that could support housing case management services for some homeless YYA with more serious mental health disorders; SAMHSA funding through Grants Benefiting Homeless Persons (an application is pending); HHS Runaway and Homeless Youth Basic Center, Transitional Housing and Street Outreach grant programs; and California No Place Like Home, housing financing funding through the Mental Health Services Act.

As part of this process, to ensure that YAB voice is thoroughly integrated, planning meeting formats were reversed from one in which several YAB members attend a Community Steering Committee meeting as a minority group of youth among a majority of adults, to one in which a few adult steering members attend a YAB meeting as a minority of adults among a majority group of youth. We held these YAB-anchored project development meetings on a weekly basis through the month of October 2017. YAB members

reviewed our four project priority areas to provide in-depth input about the critical features, rationale, innovative ideas and other considerations that need to be addressed.

### **Connecting Need to Strategies/Potential Projects**

***Need for Housing:*** As demonstrated in the Needs Statement section, housing is a critical need for the youth and young adults in Santa Cruz County. Nearly all (98% for YYA under 18 and 99% for YYA 18-24) unaccompanied youth who are homeless reported that they were unsheltered at the time of the Homeless Census and Survey. The County majority (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. Given that we have been rated as the second least affordable housing market in the nation, and that our current minimum wage rate is \$10.50, housing has become one of the top challenges in our community. The housing crisis is an even larger challenge for youth and young adults as they typically have lower-waged jobs and often don't feel safe entering shelter and housing options that are not designed to serve YYA.

What we heard consistently from YAB members is that a 'one-size fits all' approach will not work for the youth and young adults in Santa Cruz County. YYA are seeking a range of *youth-specific* housing options that include Rapid Rehousing, Transitional Housing, Permanent Supportive Housing, Host Homes, and Emergency Shelters. YAB members maintain, and our survey data confirm, that unless we prioritize housing, we will not effect change in the homeless YYA population in Santa Cruz County.

***Need for Drop-in Center:*** YAB members overwhelmingly expressed the need for a youth-specific safe space at which they can choose to receive various forms of support. Currently Santa Cruz County offers a modest resource center for child welfare or juvenile justice system involved youth. Non-system involved youth do not have such resources available to them and highlight the need for a youth-specific drop-in center. YYA have stated that one of the reasons that they do not seek support that would help them transition out of homelessness is that they do not feel safe accessing adult services. Some of the services YAB members have expressed interest in receiving at a drop-in center include: employment/vocational training/education attainment support; support with benefits; linkages to housing; transportation; food; and a safe place to shower. These needs are consistent with those reported in the Homeless Census and Survey. For example, highest needs reported were: receiving food stamps (47%) and obtaining food (32%); transportation (38%); accessing shelter services (29%); medical care (25%); and support with clearing up problems with credit (21%).

Additionally, the Homeless Census and Survey showed that education, training, and employment are an enormous need as only 9% of homeless youth ages 18-24 are employed full-time, with 51% currently looking for work and 28% having completed less than a high school education. Having a safe place and

providing these supports will help engage YYA who are currently homeless and help them transition out of homelessness. Additionally, it will serve as a way to engage those YYA who are at-risk of becoming homeless for the first time or re-entering into homelessness.

***Need for Support Services:*** As demonstrated through our data and the stories of our YAB members, YYA who are homeless or at-risk of becoming homeless have experienced extensive trauma and have complex needs. For example, 32% of YYA surveyed in the Homeless Census and Survey reported that they had been physically, sexually, or emotionally abused by a relative or someone they had stayed with. A quarter of the youth surveyed reported drug and alcohol abuse challenges, psychiatric or emotional conditions, and post-traumatic stress disorder. The combination of “family violence,” “argument with a family member,” “mental health issues,” and “alcohol or drug issues” accounted for over 60% of the responses related to primary issue leading to homelessness. These factors point to the need for trauma-informed supportive services and individualized service approach that emphasizes an integrated behavioral health model. In order to increase access and engage all YYA in need, it is critical that supportive services are provided through various venues including schools and housing sites.

***Need for Coordinated Entry System:*** Because of the gaps in our knowledge regarding accurate counts of population subgroups and the specific needs of both at-risk youth and youth experiencing homelessness, we eagerly anticipate the launch of our Smart Path Coordinated Entry System and its broad participation among youth providers. As we prepare to launch our CES, we also are making a change in our county’s HMIS software from ServicePoint to Clarity. Our transition to Clarity will allow us to launch and build our CES so that assessments can be completed in many locations and venues in the community, through the use of cell phones and tablets. Our CES, will provide an effective and consistent communitywide system for identifying, preventing/diverting and linking YYA to services. We can also create and maintain a by-name list, measure performance, and discover where improvements are needed in the system of housing and services that we are creating to prevent and end youth and young adult homelessness.

Following is a list and description of each project for which we will seek HUD YHDP funding. The description includes priority area, type of project, program elements, opportunities for innovation, needs and outcomes, numbers and subpopulations served, agency providing services, estimated costs, and potential waiver status. Following the list of HUD YHDP funded proposed projects is a list of prioritized projects and elements of projects to be funded through other sources.

# Projects to be developed for YHDP Funding

## 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 will be designed 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 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. Support includes continuous relationship with a team including 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 and hasn't worked and work with these families to serve as our first '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 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.

Another innovative idea is to work with Cities and the County to decrease the threshold 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 homeless population).
- Among unaccompanied youth and young adults, 98% who are 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.
- 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:<sup>26</sup>

- 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 during the program.
- 80% of YYA participants exit to independent living situation.

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<sup>26</sup> Baseline and percentage decreases/increases will be established at the start of project period.

## Target Populations

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

## Number to be served

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

## Number of Projects & Potential Agencies

**Number of Projects to be funded by HUD YHDP:** 1

**Potential Agencies:** Will be determined through the Invitation for Innovative Proposals process.

Will be a local social service non profit agency with experience and expertise in providing support and case management to homeless youth and young adults and YYA subpopulations.

## Estimated Cost & Waivers

**Estimated Cost:** \$200,000 over two-year period: Staff; Move in Costs; Family Costs.

**Waivers:** Waivers may be required for family costs.

# TRANSITIONAL AND RAPID RE-HOUSING 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 Sites and Shared Housing

## Program Description/Elements & Service Components

**Description:** **Transitional Housing Plus (TH Plus)** Service rich, fully subsidized, time limited rental housing for a period of time that is based on youth need (up to 24 months without a waiver). Includes both single units (studio apartments) and rooms in shared houses, possibly master leased. TH Plus serves as an option for those YYA who need more time and support regarding tenant requirements such as negotiating and managing their own lease, paying monthly rent and utilities. 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 youth income increases. It includes flexible and service rich case management with voluntary participation. Youth often need subsidy long enough to complete education and/or job training and find stable employment.

**Service Components:** Integrated, individualized support connected to housing and transition to independent living. The housing options address housing stability, life skills, health, social and emotional wellbeing, education, employment and permanent connections into adulthood. A supportive services team offers a continuous relationship with team members that include a case manager and a peer housing and service navigator. The Transitional Housing Plus units may be provided either through available master-leased units or scattered site rental units based on availability and the assessed needs and preferences of the participants. 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 their apprentice level lower cost labor in the building of auxiliary units in the community. The goal would be that once complete, these units would be prioritized and made available as additional rental units for homeless youth populations. The project would approach existing groups that have experience and expertise in developing similar vocational/building programs. The program would also collaborate with cities and the County to initiate any supporting changes in auxiliary dwelling unit requirements and regulations that may be needed.

Another innovative idea for providing high quality housing and navigation support that incorporates youth voice and youth employment opportunity, 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 be 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.
- Youth desire assistance 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 Re-housing 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

### Number to be served

- Number to be served annually through HUD YHDP Funding: 70
- Number served annually through other sources: 200
- Total number served annually: 270

### Number of Projects & Potential Agencies

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

**Potential Agencies:** Will be determined through the Invitation for Innovative Proposals process.

Will be local social service non profit agencies with experience and expertise in providing housing support and case management to homeless youth and young adults and YYA subpopulations. The agencies will have experience and expertise working with the Housing Authority and housing agencies.

### Estimated Cost & Waivers

**Estimated Cost:** \$805,000 over two-year period: Staff; Leasing and rental assistance; move-in costs/flexible subsidies.

**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
- 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.

### 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.

## Number to be served

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

## Number of Projects & Potential Agencies

**Number of Projects to be funded by HUD YHDP:** 1

**Potential Agencies:** Will be determined through the Invitation for Innovative Proposals process.

Will be a local social service non profit agency with experience and expertise in providing housing support and case management to homeless youth and young adults and YYA subpopulations. The agency will have experience serving YYA with disabilities or disabling conditions. The agency will have experience and expertise working with the Housing Authority and housing agencies.

## Estimated Cost & Waivers

**Estimated Cost:** \$250,000 over two-year period: Staff; Lease or Rental assistance.

**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

assistance to meet basic needs (food, shower, hygiene products, laundry, clothing, a safe place to sleep) and connect with resources and services.

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

**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 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 completed less than a high school education.
- Based on current numbers of foster youth attending the small Drop-in center at TAY, we believe that about 50 youth per day would access 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 by the Homeless Census and 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

## Number to be served

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

## Number of Projects & Potential Agencies

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

**Potential Agencies:** Will be determined through the Invitation for Innovative Proposals process.

Will be local social service non-profit agencies with experience and expertise in providing support and case management to homeless youth and young adults and YYA subpopulations.

## Estimated Cost & Waivers

**Estimated Cost:** \$500,000 over two-year period for: Staff

Annual staffing estimates are:

- \$80,000 1 FTE Youth Drop-in Center Manager salary + benefits
- \$40,000 .5 FTE MSW Therapist contracted
- \$80,000 2 FTE Case Managers/Housing Navigators salary and benefits (1 for each site)
- \$50,000 Program costs and operations.

**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:** Supportive 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 (using 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.
- 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, supported as either student volunteers, or trained interns receiving stipends, with more experienced youth hired into paid Peer Liaison positions. Peer Liaisons will outreach and engage YYA into services and work to 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 completed less than a high school education.

- 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 services 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 and adult probation; juvenile justice; child welfare; County Office of Education Alternative Education; parenting; LGBTQ+.

### Number to be served

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

### Number of Projects & Potential Agencies

**Number of Projects to be funded by HUD YHDP:** 1

**Potential Agencies:** Will be determined through the Invitation for Innovative Proposals process.

Will be a local social service non-profit agency with experience and expertise in providing support and case management to homeless youth and young adults and YYA subpopulations. Agency will have strong community partnerships and experience working with systems such as criminal justice and child welfare.

## Estimated Cost & Waivers

**Estimated Cost:** \$200,000 over two-year period for: Staff

Annual staffing estimates are:

- \$60,000 1 FTE Program Coordinator/Case Manager salary and benefits
- \$15,000 .25 FTE MSW Therapist contracted
- \$15,000 .25 FTE Employment Navigator contracted
- \$10,000 Other program costs and operations

**Waivers:** May need HUD waiver or permission under the homeless definition category 3 to serve some youth who are homeless under the broader McKinney-Vento 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 (CES) that is comfortable, welcoming, and appropriate for youth and young adults.

**Service Components:**

- Opportunities for youth input and involvement.
- Bilingual outreach workers who can build rapport and relate to youth.
- Ongoing staff trainings to ensure all Coordinated Entry 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 who complete an initial Coordinated Entry assessment or who connect outreach workers to friends who are experiencing homelessness.
- Laptops or other technology to conduct assessments at any location frequented by youth experiencing homelessness that.

- Sufficient technology and staffing to ensure that 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 that 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 Coordinated Entry 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, 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.<sup>27</sup>

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<sup>27</sup> The 2<sup>nd</sup> through 4<sup>th</sup> interim outcomes listed here are specific to the Santa Cruz County Smart Path Coordinated Entry and are not reflected in work plans or the Transformational Results Chains.

- 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+, Ethnic Minorities, Pregnant or Parenting

### Number to be served

- Number to be served annually through HUD YHDP Funding: 400-600
- Number served annually through other sources: 200
- Total number 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

### Estimated Cost & Waivers

Estimated Cost: \$125,000 over two-year period for: Staff

Annual staffing estimates are:

- \$30,000 .5 FTE Youth CES Program Coordinator salary + benefits
- \$20,000 .6 FTE Youth CES Youth Facilitators salary + benefits (3 youth hires ave. .2 FTE each)
- \$75,000 program costs and operations.

Waivers: Not required

## YHDP COORDINATION

### Priority Areas & Project Type

**Primary Area:** Cross-cutting Area-Youth Leadership

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

**Project Type:** Planning

### Program Description/Elements & Service Components

**Description:** A first Planning Grant project is nearing completion. The focus of this plan has been the support for community planning activities to date, including planning and support for all community meetings, support for participation in all HUD YHDP contractor calls and meetings, YAB formation and support and work to draft and revise our Coordinated Community Plan.

Overall planning activities to date included; outreach to homeless youth stakeholders (including and especially homeless and formerly homeless youth); design and coordination of the YHDP planning process; and finalizing a local application process for selection of proposals for YHDP funds; providing data and participating in YHDP evaluation activities; designing a system for monitoring recipients and sub-recipients of YHDP funds; and ensuring compliance with program requirements.

A second YHDP planning grant will be used for an additional set of eligible planning activities. The purpose and focus of this second, smaller planning grant project is to support and compensate Youth Advisory Board members as they participate in providing oversight for implementation of our Coordinated Community Plan and new YHDP projects through the first year of planned activities.

This will include support for a regular schedule of YAB meetings and activities over 12 months that involves logistical support for meetings, including transportation and food, as well as training, coaching, and payment to YAB members for participation.

#### **Service Components:**

YAB activities will include presentations to community groups for the purpose of engaging funders, increasing public awareness, and engaging the participation of new community members.

YAB meetings and activities will include those taking place during the process of reviewing and awarding HUD YHDP projects, as well as providing input and feedback to ensure that YAB values and priorities

are incorporated into planning and implementation of projects. YAB members will also participate in continuous improvement processes for new and ongoing projects.

Support for continued growth, skill development and impact of the YAB in the community will include ongoing leadership and public speaking training.

### Opportunities for Innovation

We will continue to offer youth and YAB members an approach for leadership development that emphasizes supporting each youth to find their authentic voice with a focus on action for community transformation. The leadership development curriculum includes identifying and communicating from *our stand*—an approach that engages each youth in answering these questions: “What do you stand for?” “What do you act from?” “What drives you to do the work that you do?” As our youth are able to answer these questions for themselves, they connect to their values including equity, justice, compassion, and realization of their full potential. Youth learn how to speak powerfully from their stand and communicate that they have that stand not only for themselves but for all others. Through this training, our YAB members are able to practice these skills in a safe and supportive all-youth environment and afterwards bring these new skills into our YHDP Community Steering Committee to lead our YHDP community in connecting to their own values and take on the work of implementing changes with a renewed sense of purpose and commitment. YAB members also use this training to speak more powerfully and to inspire the larger Santa Cruz County community to commit to working toward ending youth homelessness.

### Meeting the Need

Systems and programs developed without youth involvement lack effectiveness and overemphasize adult needs and service models.

Youth have not had the support and training needed to have their experiences and perspectives heard and integrated into decision making about where resources are most needed; which program designs will have greatest impact; and how programs can be effectively implemented.

### Interim Outcomes

- Increased number of youth who feel more independent, confident, connected, and supported (as the result of a system of services designed and improved over time based on youth experience and with youth voice).

- Increased number of YYA connected to community-based support and networks (as the result of a system of services designed and improved over time based on youth experience and with youth voice).
- Increased youth agency – youth and young adult voice incorporated into all aspects of YHDP planning, program development and implementation, ensuring effective projects and services and shifts in local culture and systems.
- Increased opportunities for youth leadership and skills development that lead to employment, improved wellbeing, and community connectedness.

### Target Populations

- **Ages:** 15-24
- **Priority Outreach Subpopulations:** Diverse representation among all subpopulations, youth with lived homeless experience, youth at risk of homelessness, youth involved in systems including Juvenile Justice and Foster Care, pregnant and parenting youth, ethnic minorities, LGBTQ+ youth and young adults.

### Number to be served

- **Number to be served annually through HUD YHDP Funding:** 15
- **Number served annually through other sources:** 10
- **Total number served annually:** 25

### Number of Projects & Potential Agencies

**Number of Projects to be funded by HUD YHDP:** 1

**Potential Agencies:** Lead YHDP Agency

### Estimated Cost & Waivers

**Estimated Cost:** \$120,000 over one-year period for: Staff, youth stipends and meeting expenses

Combined staffing estimates for first and second planning projects are:

- \$29,000 .5 FTE YHDP Lead Agency staffing salary + benefits
- \$66,000 consultants for coordination, strategic planning, YHDP application activities
- \$25,000 youth stipend and meeting expense (food, etc.)

**Waivers:** No

## HUD YHDP Project Budget Summary

These project costs are estimated and it is anticipated that they will change through the IFIP process. The first set of projects, (numbers one through six) are potential future projects. The last project (number seven) is one that has mostly already been allocated to support planning activities.

Project	Number of Projects	2-Year YHDP Total
1. Future-Host Homes Project	1	\$200,000
2. Future-Transitional Housing Plus and Rapid Rehousing 2.0 Project	2-4	\$805,000
3. Future-Permanent Supportive Housing Project	1	\$250,000
4. Future-Drop-In Center Project(s)/North and South County	1-2	\$500,000
5. Future-Homeless Crisis Response Integrated Services Team Project	1	\$200,000
6. Youth Coordinated Entry System	1	\$125,000
Sub Total		
7. Current-YHDP Planning	1-2	\$120,000 (one year, most already awarded)
Total		\$2,200,000

**Prioritized Projects and Plan Key Elements Requiring other (non-HUD) Sources of Funding** *(including leveraged funding through community partners, local philanthropic funders, and increased community investment).*

### 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 the 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 options and elements (some also prioritized in the YHDP projects above) will be prioritized for development through support from other funding sources until enough capacity for each housing type has been reached to meet local needs:

Prioritized Projects:

- Rapid Re-Housing
- Transitional Housing
- Permanent Supportive Housing
- Host Homes
- Emergency Shelters

- Drop-in Center (including safe emergency overnight accommodations for 18-24 year olds funded through appropriate sources)
- Networked Team of Multi-Project Housing Support and Navigation Staff

Key Elements:

- Appropriate placements and 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 and linkages: mainstream programs, funders, landlords, property managers, schools, Cabrillo College, employment services, County 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 a one-size-fits-all approach 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.

Prioritized Projects:

- Community or Family Finding Program
- Access to Community-Based Supports
- Family Problem-Solving and Conflict Resolution Program (STRIVE model or similar models)

Key Elements Needed:

- 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.

Prioritized Projects:

- Education and Vocational Navigation Program
- School-Based Social Work and Mental Health Programs

Key Elements Needed:

- 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.

Prioritized Projects:

- Homeless Crisis Response Integrated Services Team (linked outreach, prevention, diversion, and housing resources)
- Prevention and Diversion Programs (including Schools as Hubs model)
- Youth Coordinated Entry System (CES)

Key Elements Needed:

- 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+, ethnic minorities, and pregnant/parenting YYA
- Targeted outreach to YYA populations in traditionally underserved areas of the county
- Youth-specific assessment tools and process
- Appropriate resources for serving youth at risk of homelessness under the McKinney-Vento Education program
- Close integration of CES with prevention, diversion, housing, and behavioral health resources

## VIII. Evaluation

As our community efforts shift from planning to implementation, we will establish a Continuous Quality Improvement (CQI) process to track our progress in achieving the system shifts and goals and outcomes we have identified for each of our four core areas: Housing Continuum, Permanent Connections, Education and Employment, and Prevention/Diversion.

Changes in the outcomes defined will be measured against baseline data obtained for each focus area. Our plan identifies specific strategies and projects to be developed and implemented, including specific HUD YHDP funded projects. Through our CQI process, we will ask in an ongoing way whether or not our specific strategies and projects are accomplishing the following:

1. **Being implemented** according to planned timelines, action steps, planned resources, and responsible parties
2. Being implemented according to our five principles related to Youth Safety, Social and Emotional Wellbeing, and Resilience; trauma informed, improved quality of life, youth voice as primary source of input, youth leadership, youth acceptance and experience in the community
3. Being implemented with **cultural humility and responsiveness** and addressing the needs of five specific youth and young adult subgroups
4. Producing the outcomes that our theory of change holds will lead to accomplishing our high-level impact goal for each area
5. Bringing about the **shifts in norms, policies and systems** that our theory of change holds will support and sustain transformation in our community

### **Implementing our CQI Process:**

As we shift from planning to implementing, our YHDP Planning Team--comprising representatives from our Youth Advisory Board, Encompass (YHDP lead community agency), Homeless Action Partnership, or HAP (CoC), County Human Services Department (Child Welfare), and Smart Path (Coordinated Entry System), and possibly others, including funders-- will transition from a planning group to a YHDP Implementation and Action (I & A) Group. This group will be responsible for finalizing and overseeing our CQI, meeting monthly to review the progress of implementation and to review data from projects that can address the five issues listed above. The group will be responsible for gathering input from YAB, subject matter experts, other YHDP communities, and local stakeholders and for documenting and sharing what is being learned regarding challenges, barriers, opportunities, and ideas or solutions and recommended additions or changes to strategies and projects.

To track progress in the implementation of our plan, the I & A Group will set up a living, shared version of our CCP that pulls out the specific actions named in each area, with timeline, milestones, responsible parties and accountable individual(s) for each planned action or strategy. We will use this living document to track progress and when implementation in an area is slow or stuck we will ask, what's missing, what are the barriers, contributing factors, and causes, and what changes, adjustments, and support are needed.

The I & A Group will establish a learning community environment and set up a process in which leaders of specific projects being implemented come together as frequently as needed to look specifically at the more innovative aspects of their project design, including strategies and approaches that are being tested before scaling, and share what's being learned, what's working, what's not, what's missing, what support is needed – and from whom (e.g. youth, community leaders, technical advisors, etc.). Our goal will be to maintain a *whatever-it-takes* approach and to encourage each project and each other and to find the help, technical assistance or support that is needed.

In the coming months, the YHDP Implementation and Action (I & A) Group will seek assistance from HomeBase and other HUD TA contractors we hope to gain ideas from other YHDP communities to design CQI report formats and dashboards with sources of data addressing the five questions listed above that can be updated and reported on a quarterly basis to the larger YHDP Community Steering Committee as implementation begins. In addition, once we have our Smart Path Coordinated Entry System launched, we would like to participate with A Way Home America (AWHA), use their dashboards, and get support from them as a national learning community to measure and track progress toward ending youth homelessness.

Our continuous learning and improvement process will incorporate the following ideas, some of which have been shared by other YHDP communities:

- Use current data and projections to set baseline outcomes that can be used to measure change going forward on a quarterly basis (beginning in Q1 2018).
- Collect and analyze qualitative data (from YYA, providers, and funders) to evaluate progress or need for refinement/changes (incorporate this as part of the quarterly evaluation).
- Work with our Youth Advisory Board (YAB) to obtain and incorporate feedback and input on new or modified programs from youth and young adults for ongoing refinement and future program/project design. Ask – Does the youth consumer experience reflect values from our systems map from our Planning Pyramid?
- Utilize HUD technical assistance to assess progress in implementing the projects, including successes, challenges, and progress toward our goals.

- Engage a trainer to teach and coach each new HUD-funded project team as they create their plan for testing and improving their new projects. The trainer will focus on an easy, practical application of CQI practices, utilizing testing and improvement cycles, etc., to help teams to think ahead to exactly what and how they will measure in order to know in which areas their projects are succeeding and where change or improvement may be needed.
- Participate in learning through remote/web-based and in-person forums with other YHDP communities.
- Work with local and national Technical Assistance firms to provide ongoing support, training and assistance to organizations implementing YHDP projects.

## IX. Closing

*To the top*

*I'm never gonna stop*

*I'm gonna keep striving till I'll make it to the top*

*People want to see me in the streets with no hopes and dreams*

*But I believe in me I'm gonna make it on the scene*

*It's hard when you were raised on the streets now you have no choice to blend in with society*

*To live a better life for you and your family*

*Life's hard but you have to have a strong heart*

*To go through the pain even though sometimes its got you going insane....*

*~Priscilla Esparza, Youth Advisory Board Member*

For nearly ten months, more than 50 community member, representing over 40 organizations have eagerly and energetically come to meeting after meeting, driven by the urgency we feel about homelessness among young people in our community and our belief that we can and must end it. We are serious! We are teachers, social workers, housing and homeless service providers, bureaucrats, therapists, policy makers, politicians, probation officers, funders, librarians, advocates, and most importantly, we are youth who have found our voices and we have a lot to teach and share.

We have accomplished much – we have developed a much deeper shared understanding of the issues and needs, and of the diverse, rough, true experiences shared by young people who have been homeless in our community. We have learned together about the range of approaches, models and resources we will need to be successful. We have allowed ourselves the time to think and talk about deeper, longer-term changes and shifts in norms and systems. We have built new relationships and confirmed our shared commitment. We have organized ourselves into groups and have started the hard and urgent work of building strategies for needed systems changes and designing to create effective projects. We have identified our objectives strategies and action steps and we have momentum. So we are ready for our next phase to implement the innovative and promising projects. Truly, now the hard work begins.

## Appendix A: Youth Advisory Board Roster and Youth Voices

A compilation of stories and poems by Youth Advisory Board Members and Transition Age Youth

### YAB Roster

Mary Alice Blymyer	Andrew Lopez
Alicia Bui	Ana Menera
Jessie Camarena	Nikki M.
Yanet Marlent Contreras-Corrales	Cody Manning
Brianna Crowbear	Abra K. Murphy
Priscilla Ariana Esparza	Chad Platt
Jazmin Favela	Ken Salas
Shaun Fox	Alan Samani
Jordan G.	Joseph Sandoval
Isaiah Garcia	Adrian T.
Devin Gonzales	George Andrew Titsworth the 5th
Angelina G.	Louie Anthony Ugarte Jr.
Justin Greer	Richard Ward
Kathleen Groves	Shakira Williams
Sarai Jackson	

### Youth Voices: *A compilation of stories and poems by Youth Advisory Board Members and Transition Age Youth*

#### 1. Yanet C.

I am a mom and a single parent. I am trying to be independent; this is my motivation to get support. My daughter is the reason why I don't want to give up—I don't want her to go through what I've had to go through. I live at home with my parents because the cost of living in Santa Cruz is so high we don't have enough to cover our basic costs. As a single parent myself and with parents that work, finding a childcare is really hard. I live with my parents so that I can focus on being the best mom I can be—but it's hard to get an education or find employment when there is no affordable childcare. The child care that is affordable has a long wait list. I'm lucky that I have family support because otherwise I think I would be homeless. This is why I want to help others. I am a part of youth advisory board so that I can give my ideas about what youth might need. It

makes me happy to share my story because I'm helping to make a positive change for others. Thank you for listening.

## 2. Priscilla Esparza

Hello my name is Priscilla Esparza. I am 22 years old and currently living on my own in Capitola with the help of the Encompass THP plus program.

I grew up in an environment that did not make it easy for me to see what success and bright future was. My family struggled with addiction, homelessness, and the turmoil associated with gang involvement. For much of my life I felt there wasn't any hope for the future and at times I felt like I couldn't go on. However, there was a little voice in the back of my head that kept pushing me in the direction of life and prosperity.

Because of the choices that both my parents and I made I was in and out of foster care and juvenile hall for most of my life. I was deeply involved in gangs and prison seemed like the only future for me. Although my mother struggled with addiction she tried to steer me in the right direction but her failures and abuse ultimately drove me closer to becoming more involved with the gang.

At seventeen I was sent to a group home where my life would change forever. I've been to group homes previously but I wasn't ready to change for the better. It wasn't until I came to Haven of Hope in 2012 where I decided that it was time to get my things together and start focusing on a future that will bring me happiness and success. I am thankful for the staff at Haven of Hope who tirelessly supported me in my aspirations and goals.

Life today feels a lot better than how my life used to be but that doesn't mean I do not continue to struggle. Just last year in August I lost my youngest brother to violence and currently I am facing economic hardships. I have been supporting my mother and siblings since I was seventeen and the weight of that burden continues to challenge me in different ways. My studies took a hit when I was freshly mourning my brother's passing but I continue my education and hold a part time job. I am only two courses away from receiving two Associate degrees from Cabrillo College. One for general education and one in Spanish.

I am very lucky and thankful that I have been able to participate in AB12 services and the THP plus foster care and THP plus programs. Without these programs that aided me in having secure housing I feel like it would have been easier for me to return to Modesto and my old way of life. I

am extremely appreciative of everyone who has helped me along in my journey to a better life.  
Thank you!

### 3. Jordan G.- The Chance to Change

My name is Jordan Garcia and I am 16 years old. I am currently in a group home and there are some things I'd like to share with you: There was a point in my life when I was considering joining a gang. However, there was a person of support who changed that for me. Monica and I have built a very close relationship within the home. It got to the point where I felt I could really trust her. When she found out I was considering joining a gang, she shared one of her personal experiences with me. She explained to me how her family was in gangs and she's seen many horrid things due to gangs, in her life. She really helped open my eyes to what my life could be like and what I'm capable of being. Now that I am going to be leaving the group home I am not going to be able to stay in contact with Monica, due to the rule that there needs to be a 2 year period without recurring services before you can contact former coordinators or staff members. I think about other youth who might be facing hard decisions and don't have the proper support to help them through it. I'm excited that I am going to be living with my brother, but I would also like to stay in touch with the one person who helped me through my difficult times. We need to make sure that youth who are facing homelessness also have access to mentors and permanent connections in their lives. Thank you.

### 4. Devin Gonzales -Spoken word

If you had to start fresh, step by step, what would be the first step and what would you do next? Would you go right into action, what would be your reaction? "how did this happen?" would you feel compassion, for others in your situation and tap in to a new passion. Or would you feel trapped in the fact that your whole world was snapped in half and the ones you love just relapse and stab you in the back. I just want to be grounded but I feel like I'm holding up a mountain, Constantly doubted, These streets are Crowded

And there's no way Around it.

Longing for my belongings and I might be wrong but these material things mean something to me, they are essential and sentimental I couldn't begin to tell you the value of my hard work and potential invested

I'm rebuilding and feeling like my efforts are being knocked down the sound of my achievements hitting the ground is so loud you wouldn't believe it I wish I could retrieve it I try my best to help

you perceive it from my point of view but what could you do? My shoes are cold, trying to keep a warm soul in a colder world sometimes feels so close to impossible but through every obstacle I'm unstoppable.

## 5. Devin Gonzales

Let's start a revelation through parents receiving the education they need to help the next generation succeed and grow against the greed in the world, when we give these parents the chance to understand every aspect of growth their true potential unfolds and holds demonstration through communication and participation with our very own creation of life, despite lack of insight it's our job to ignite the light inside the children's eyes and take pride in being an amazing guide, even through all life's strife we need to abide and stride through the hard times with integrity and determination

Education is the bridge to a brighter nation where unity and equality are the final destination it will defiantly take patience and preparation to get to a place of this communication, lift each other up, think, believe, positively with no hesitation

Don't be afraid to make changes and be that demonstration for the nation.

## 6. Cody Manning -Thoughts on Education

In order for students/people to reach their full potential, whether that be in the form of a four year degree, higher or a trade education, a youth's potential can be increasingly obtained if the core foundations of human basic needs can be better met. These needs should be of great importance: for 1 if these needs are not met (as Many of us see), students become easily derailed from the path of education. I mean...whose gonna worry about the next math test when they gotta worry about where they are going to get their next meal...or wash their clothes etc etc..., and the 2nd reason for meeting these needs is that doing so helps construct a more stable foundation in their lives not just physically, but if these actions encompass all that could plague that of a humans life then they would also help mentally, socially, and emotionally. Doing this shall create a more concrete foundation to be built upon among the student population and increase attention towards growth as it will divert attention away from more important basic needs that are already being met.

These programs can be built in connection to education...like as a reward system (in addition to the typical grades) or not a reward but offered as a resource to those who wish to pursue their education. Now I know there are resources already set in place and other programs have forms of

assistance but as all of us see, there needs to be more encompassing assistance to avoid any youth falling through the cracks.

## 7. Chad Platt - Dollar & A Dream

There were several ways I could have started this story, I could blame the system for failing me, I could blame my mother for the choices she made, but instead I want to look at the hard facts and maybe you can give me some insight. I was in the foster care system for 9 years and on my 18<sup>th</sup> birthday was officially homeless and couch surfing.

What is one to do with a dream of graduating college and working in the social service field, but a reality of nothing but low paying jobs available. I was supervising at Togo's in the day time doing antiques on the side and my monthly take home after taxes was roughly \$1,150. The price of a studio apartment at that time was \$1,000. Most property management companies want you to make 3x the rent and have some sort of cosigner for a sense of insurance. So how am I supposed to afford to live independently, make enough to survive, have enough time to not only attend class but study, do homework, and really retain the information I'm learning?

I have no one to fall back on, no financial support what so ever and the roof currently over my head can be removed at any moment. This is the reality for many emancipated foster youth under the age of 21. It's not due to a lack of effort, laziness, nor intelligence. Majority of the homeless foster youth I come across have the same morals and values as I did. Hardworking, punctual, caring, motivated, and want to make a change in their life for the better. The fact there are no fair paying jobs even with a degree in this county is outrageous and the price/requirements to obtain housing is even more ridiculous. So put yourself in my shoes, working 2 jobs full time, sleeping on a couch knowing tomorrow might be your last day there, budgeting to the point you barely afford to eat out 1x a week, and you are in the process of enrolling full time at Cabrillo. What would you do? How would you make it work? What resources do you wish are available?

## 8. Julia R.

Last in the system where  
Youth slip through the cracks,  
Subjected to society with  
Skills that they lack.  
How is a person to know wrong from right,  
When nobody taught them how to not fight.

Nobody kept them from the foster-child plight,  
 And to top it, they've nowhere to sleep at night?  
 An epidemic that needs to see its end,  
 What can be done to diminish this trend?  
 I'm pleased to see the progression we've made  
 but I'd like to see foster-youth  
 houselessness fade.

~A poem about why I believe foster-youth end up homeless, and what's being done about it. I personally see ILP doing so much to help combat foster youth homelessness, yet I still think more can be done to improve the system as a whole.

### 9. Joseph S.

When the sun is out without a doubt color turns roses red and skys blue.  
 When then night is out, winds, are cold and rain showers are cruel.  
 When there is shelter over my head, safety is in my favor.  
 When alone in the dark fear of the unknown is in my behavior.  
 Critical thinking and feelings of independence round my thoughts.  
 Without a safe home, family and friends I will surely rot.  
 How can I without help claim to the top.  
 Homelessness is a traffic cone and we must be aware to stop.

### 10. George Andrew Titsworth the 5th-Pie in the Sky

I've been told no, that's a pie in the sky  
 That's happen when pigs fly  
 But what if I told you that I disagree?  
 You seem to be blind to what I see  
 There is no limit to what things can be  
 Because I know it's there, I swear  
 Just let yourself care  
 Believe and we can achieve  
 It's within our reach  
 In fact we deserve it, we must converse it

Our hope and faith, our love and trust  
 Its' right above us

In fact it's so close! It's within our grasp! Gasp!  
 Yes it's infuriating Yes its frustrating Yes I know

But we all have a little bit of room to grow

There's little time to waste. So please move with haste  
 Because there's a pie in the sky, that's no lie  
 And we're hungry, so lets grab it

## 11. YHDP Poetry Slam

Written by Isaiah (read by Shanie)

I am 23 years old, I have my own style and life. I try to do what's right but negative always find a way in. I have had to overcome some bad things in the past, but I still strive for the happiness in life. Thanks to the system I know how to be alone. I know how to prepare for the worst and saddle up for the future. Staying positive in a negative world is the new thug life.

Written by Cody Manning and Youth Advisory Board members (read by Devin)

Is the new thug life...

Tonight is the night we gain **sight**

Of the full force of loving **light**, and even though my trials and tribulations can be seen as my **kryptonite**, I stay fly, super **bright**, glistening in the seemingly everlasting **night** for there is a **light** on the other side of the tunnel, you just have to have patience and perseverance and truck with all your **might**

and when problems flood your way, you'll have your everlasting **mop**

Priscilla's part

To the **top**  
 I'm never gonna **stop**  
 I'm gonna keep striving till I'll make it to the **top**  
 People want to see me in the streets with no hopes and dreams

But I believe in me I'm gonna make it on the scene  
It's hard when you were raised on the streets now you have no choice to blend in with society  
To live a better life for you and your family  
Life's hard but you have to have a strong heart  
To go through the pain even though sometimes its got you going insane  
(begin to flow...)  
But you have the courage the courage to have a strong mind to go through obstacles  
And make it through the hard times  
I know in this life we are living really nothing was given  
The struggles we go through got us running in circles  
But you have to keep your head up strive til the end  
Believe in yourself that you're the one who's going to make it to the end  
Gonna let you know that the strong survive and the weak minded will die  
I'm telling you this cause its part of my life I had to grow up fast open my eyes and realize  
That at a young age I had to strive to survive because no one cared and no one evem asked me  
why  
But it's ok. I made a change in my life. My bright future is no longer in disguise because I've seen  
the light!

**Shanie & Cody (\*chant\*)**

Who matters? All People!  
Who matters? All people!  
Who matters? All People!

## Appendix B: SCC YHDP Steering & Roles of Partners

Sector	Agency Name	Agency Focus	Current Effort with YHDP	Future YHDP Commitments
Affordable Housing Developer	Encompass Community Services (Lead YHDP Agency)	<p>Encompass is a longtime CoC/HAP member that has developed housing for former foster youth using funds from the County Redevelopment Agency and the California Mental Health Services Act Housing (MHSA).</p> <p>Provides assistance with access to housing, including set aside units</p>	<p>Lead the YHDP team in planning, preparation, and implementation of a Coordinated Community Plan to prevent and end youth homelessness; Provide staff to facilitate strategic planning, needs/gaps analysis, systems mapping and shared designing for development and testing of new projects; Support and participate in the YHDP governance structure and formal decision process; Provide a range of YYA services: Drop-in Center, integrated support services, supportive housing, mental health services, future access point for Smart Path (Coordinated Entry). Additional Encompass programs assist in preventing YYA homelessness through</p>	<ul style="list-style-type: none"> <li>• Providing leadership, staff time and resources to continue to serve as the Lead Community Agency by:</li> <li>• Partnering with our HAP-COC and other key partners to engage the whole community including community leaders and funders in the ongoing process of completing our Coordinated Community Plan and implementing all of our YHDP strategies and projects.</li> <li>• Partnering with our HAP-COC and our YHDP TA provider HomeBase to support community organizations in their development of effective designs and applications for HUD funded projects.</li> </ul>

Sector	Agency Name	Agency Focus	Current Effort with YHDP	Future YHDP Commitments
			reentry support, and parenting programs including those specifically supporting fatherhood.	<ul style="list-style-type: none"> <li>• Supporting HUD YHDP grant administration, coordinating with and taking full advantage of all of the HUD contracted consultants.</li> <li>• Designing and proposing one or more projects for HUD or other funding based on models that build on and expand the housing services for youth and young adults currently provided through Encompass Transitional Age Youth (TAY) programs for youth aging out of Foster Care.</li> <li>• Supporting the creation and implementation of effective and meaningful systems for tracking plan implementation, for evaluation, outcome measurement and continuous quality improvement shared with</li> </ul>

Sector	Agency Name	Agency Focus	Current Effort with YHDP	Future YHDP Commitments
				partners and stakeholders across the community.
Affordable Housing Developer	MidPen Housing Corp.	Housing Development Agency	Director of Housing Development has committed to attend future planning meetings focused on development of permanent housing.	Mid Pen will participate in planning meetings and has committed to review MidPen’s properties and explore how they may put various preferences in place on their projects to create more access for youth and young adults.
CoC and ESG Program Recipients	Encompass Community Services (Lead YHDP Agency)	Serves as YHDP lead agency; active member of CoC/HAP since its inception; Encompass TAY Program staff are leading the community process to plan, implement and measure the All In strategic action strategies to end YYA homelessness; Partners with the All In County Coordinator to build an active YAB; Partners with ASR to ensure that the Point In Time (PIT) count and	See above	See above

Sector	Agency Name	Agency Focus	Current Effort with YHDP	Future YHDP Commitments
		survey includes hard-to-access youth; Collaborates with the Santa Cruz County Housing Authority to extend Family Unification Program (FUP) vouchers; Partners with the CoC/HAP adult homeless service organizations to create youth accessible transitional housing options; Participates in design of Coordinated Entry to ensure YYA access, collaborates to ensure accurate countywide data AHAR, HMIS; Encompass as a large provider of MH, SUD, Re-entry, Shelter, and Supportive Housing services to adults, and YYAs, maintains well established partnerships with Child Welfare, County Behavioral Health, County Office of Ed., Adult and Juvenile Corrections and Probation.		

Sector	Agency Name	Agency Focus	Current Effort with YHDP	Future YHDP Commitments
CoC and ESG Program Recipients	Homeless Services Center	Member of CoC/HAP since its inception; Collaborates to support countywide data collection- PIT count, AHAR, HMIS; Lead agency in collaborative efforts to implement Smart Path (Coordinated Entry System); Collaborates with County Human Services Department to implement CHAMP Rapid Rehousing programs for CalWorks families, some of whom are parenting and pregnant youth 24 and under. Lead agency in the 180/2020 Multiagency initiative to end Chronic Homelessness, includes chronically homeless YYA; Engaged planning to partner with Encompass TAY to develop transitional housing for YYAs.	Participate in the planning, preparation and implementation of a Coordinated Community Plan to prevent and end youth homelessness; Participate in YHDP Steering Committee; Provide direct housing assistance and support through 3 ESG rapid rehousing programs, (serving pregnant and parenting young adults); Provide housing navigation, master leasing and support for chronically homeless individuals with Housing Authority vouchers including YYA; Provide transitional housing for young adults 18-24; Participate in needs analysis and community planning process; Provide emergency shelter, meals, showers and laundry facilities for adults, open to YYA population; Acts as access	<ul style="list-style-type: none"> <li>-HSC staff will provide planning support by participating in the YHDP Steering Committee and work groups.</li> <li>-HSC will propose a project for transitional housing and/or rapid rehousing for TAY, including the leveraging of other resources, through the YHDP.</li> <li>-HSC will incorporate a youth-focused coordinate entry system into the Smart Path CES.</li> <li>-HSC will also continue to provide services such as our hygiene bay (showers and bathrooms), shelter, and housing programs which are accessible to youth.</li> </ul>

Sector	Agency Name	Agency Focus	Current Effort with YHDP	Future YHDP Commitments
			point for Smart Path (Coordinated Entry).	
CoC and ESG Program Recipients	Families in Transition	<p>Participates in CoC/HAP meetings; All Federal based funding such as HUD First Step RRH project which was reallocated from a TH project, ESG, HUD Clean and Sober TH; Support with data collection-PIT count, AHAR, HMIS; Collaborative efforts for Coordinated Entry system; Implement County HSD Rapid Rehousing programs for CalWorks families.</p> <p>Programs serve families with dependent children who are homeless and meet income eligibility guidelines, including parenting and pregnant youth 24 and under.</p> <p>Develops annual updated list of affordable and low income</p>	<p>Participate in the planning, preparation and implementation of a Coordinated Community Plan to prevent and end youth homelessness; Participate in YHDP Steering Committee; Provide direct housing assistance support; Participate in needs analysis and community planning process; Provide supportive services: case management, resource referral, financial literacy workshops, tenancy workshops; Act as access point for coordinated entry; Participate in outreach efforts.</p> <p>Serve as experts in outreach, engagement and service</p>	<p>-YHDP Steering Committee including on-going participation by a FIT Case Manager and the Executive Director.</p> <p>-Develop a youth-centric program to bridge the gap between traditional Rapid Rehousing and Permanent Supportive Housing programs and youth based programs designed for single individuals, infusing young parenting adult voice in the design, implementation and operation of young parenting adult RRH and PSH projects. Potential areas of services could include: extended assistance periods, a youth employment training specialist for all young adult participants (including non-Welfare to Work</p>

Sector	Agency Name	Agency Focus	Current Effort with YHDP	Future YHDP Commitments
		housing for families located in Santa Cruz county and provides assistance with applications and procedures, housing search support, tenant education and landlord advocacy for participating families.	provision to pregnant and parenting YYA.	participants), and mentors to support educational, training and employment goals.
CoC and ESG Program Recipients	Community Action Board of Santa Cruz County (CAB) (no formal agreement)	Participating member in CoC/HAP since its inception; Collaborates with multiple community organizations to design and deliver employment assistance services to YYA and other populations; Partners in CoC/HAP to prevent homelessness through emergency rent assistance programs for YYA populations; Active partner in development of Smart Path (CES); Supports data collection efforts PIT count, AHAR, HMIS.	Participate in the planning, preparation and implementation of a Coordinated Community Plan to prevent and end youth homelessness; Participate in YHDP Steering Committee.	CAB will support the work of YHDP by: <ul style="list-style-type: none"> <li>• Having CAB Youth Employment Case Managers give presentations to YHDP staff and/or participants of youth serving housing/case management programs.</li> <li>• Providing cross referrals.</li> <li>• Providing RAP fliers re: rental assistance to partner agencies providing other services to these homeless youth. RAP services are for those who are currently</li> </ul>

Sector	Agency Name	Agency Focus	Current Effort with YHDP	Future YHDP Commitments
		Assess gaps and needs; Partner to design and operate youth specific employment needs; Assistance services include job training, search, job placement, job coaching, apprenticeships, and subsidized employment; Prevent YYA homelessness by providing emergency rent assistance to young families and adults with disabilities.		housed, but at risk of homelessness.
Community Development Corporations	No such corporations in the community at this time.			
Early Childhood Development and Child Care Providers	Encompass Community Services Head Start Program	Participates in CoC/HAP committees; Maintains a collaboration with Families in Transition (FIT) to prevent homelessness for pregnant and parenting YYAs; Participates in planning and system change design focused on preventing homelessness for young families.	Participate in YHDP planning efforts.	Engage with YHDP partner agencies serving YYA with young children to provide linkages to early education and parenting support.

Sector	Agency Name	Agency Focus	Current Effort with YHDP	Future YHDP Commitments
		<p>Provide Countywide Head Start and Early Head Start programs throughout the county, available to support pregnant and parenting young adults; provide primary prevention by identifying young families at risk for loss of housing, referring for support.</p>		
<p>Health, Mental Health, and Substance Abuse Agencies</p>	<p>County Health Services Agency-Homeless Person Health Project</p>	<p>The Homeless Persons' Health Project (HPHP) is a clinic within the Santa Cruz County Health Services Agency that collaborates through CoC/HAP and multiple partners to provide a medical home, case management, and housing services for the homeless population including YYA throughout Santa Cruz County.</p>	<p>Participate in the planning, preparation and implementation of a Coordinated Community Plan to prevent and end youth homelessness; Participate in YHDP Steering Committee; Provide Health Care for the Homeless clinical care, drop-in services, integrated behavioral health, street outreach and case management; Provide supportive housing programs for chronically homeless</p>	<p>HPHP provides integrated medical, mental health and substance abuse treatment that includes medication-assisted treatment. HPHP offers an on-site medication dispensary program and a project targeting frequent users of hospital emergency rooms. Case managers assist with making referrals, housing navigation, benefits advocacy, and accessing medical care.</p> <p>In an effort to provide expanded access to health</p>

Sector	Agency Name	Agency Focus	Current Effort with YHDP	Future YHDP Commitments
			<p>adults including YYA populations; Serve as an access point for coordinated entry; Provide care and service coordination for TAY 18-24 yrs. with mental health disorders.</p>	<p>care services for homeless youth in Santa Cruz County, HPHP will continue to provide all services to youth, including transitional-age youth. Additionally, HPHP will collaborate with other agencies to conduct outreach and mobile health care services to homeless youth.</p>
<p>Health, Mental Health, and Substance Abuse Agencies</p>	<p>Survivors' Healing Center</p>	<p>SHC has been providing community education to increase awareness on childhood sexual abuse in the community and providing therapy sessions to adult survivors of childhood sexual abuse since 1989.</p> <p>Survivors' Healing Center's Caring 4 Kids: End Child Sexual Abuse Program is intended to help build communities that not only acknowledge the issue, but which also sparks an honest dialogue about how to</p>	<p>Participate in the planning, preparation and implementation of a Coordinated Community Plan to prevent and end youth homelessness; Participate in YHDP Steering Committee; Provide support to YYA survivors of sexual violence.</p>	<p>Survivors' Healing Center will support YHDP in the following ways: providing a safe space for youth, and build a community of advocates who have the skills to refer to services and provide resources. Survivors' Healing Center is dedicated to preventing child sexual abuse. We expect to serve youth through educational presentations at schools and social service organizations. Youth learn about support services available to them and</p>

Sector	Agency Name	Agency Focus	Current Effort with YHDP	Future YHDP Commitments
		collaboratively prevent child sexual abuse		others. Hopelessness and helplessness are transformed by knowledge, courage and compassion
Health, Mental Health, and Substance Abuse Agencies	Salud Para La Gente	Community health care clinic providing low or no cost medical care to the community. Services include: medical, dental, eye care, pregnancy care and delivery, women’s health, family planning, wellness and counseling, pharmacy, and community outreach. Salud provides teen specific services including services to homeless students and other YYA.	Participate in the planning, preparation and implementation of a Coordinated Community Plan to prevent and end youth homelessness; Participate in YHDP Steering Committee; Provide healthcare for YYA youth in particular in South County and among the Latino population.	Salud Para La Gente will support YHDP by providing coordination and support around health needs, housing, education and case management. Salud will ensure access to healthcare for YYA and will provide these services in a culturally competent and trauma informed manner.
Health, Mental Health, and Substance Abuse Agencies	Yoga for All Movement (YFAM)	YFAM teaches yoga through a trauma-informed lens to all, promoting positive youth development and works towards connecting youth currently experiencing homelessness that engage in	Participate in the planning, preparation and implementation of a Coordinated Community Plan to prevent and end youth homelessness;	YFAM is committed to creating economic opportunity for Transition Age Youth by teaching yoga teacher-trainees / hosting teacher trainings for youth to become yoga teachers.

Sector	Agency Name	Agency Focus	Current Effort with YHDP	Future YHDP Commitments
		<p>services (i.e. youth in juvenile hall, youth in alternative education, youth on probation and families experiencing homelessness in San Lorenzo Park). YFAM is committed to supporting positive mental health outcomes by providing a safe space for all to practice yoga.</p>	<p>Participate in YHDP Steering Committee.</p>	<p>Furthermore, YFAM is committed to employing youth as teachers through the agency and through for-profit yoga studio partners</p>
<p>Health, Mental Health, and Substance Abuse Agencies</p>	<p>Cabrillo College</p>	<p>Cabrillo College is an open-access public educational institution that provides a variety of services to students, including youth who are socioeconomically at-risk and facing homelessness. Student Success Support Program (or Triple S) specifically focuses on foster youth, veterans, and minorities. The program supports students by assessing needs and linking students to services that address housing, counseling,</p>	<p>Participate in the planning, preparation and implementation of a Coordinated Community Plan to prevent and end youth homelessness; Participate in YHDP Steering Committee.</p>	<p>Cabrillo can support the efforts of YHDP by:                      Gathering accurate survey data of the size and demographics of Cabrillo students experiencing housing insecurity.                       -Cabrillo College and the Community College Chancellors Office is committed to supporting students experiencing food insecurity by providing CalFresh case workers on</p>

Sector	Agency Name	Agency Focus	Current Effort with YHDP	Future YHDP Commitments
		<p>and other resources. Cabrillo also provides financial literacy introduction courses and workshops, personal financial coaching, and financial aid. Cabrillo College serves as a community resource for YYA seeking higher education goals.</p>		<p>campus, and access to local food pantries.</p> <p>-Cabrillo is also committed to providing showers for students experiencing housing insecurity.</p>
<p>Juvenile and Adult Corrections and Probation</p>	<p>County of Santa Cruz Juvenile and Adult Probation</p>	<p>Work with the District Attorney, the Public Defender and others in the legal system to ensure all options have been considered before releasing a youth back into the community.</p>	<p>Participate in the planning, preparation and implementation of a Coordinated Community Plan to prevent and end youth homelessness; Participate in YHDP Steering Committee; Work with partners such as Child Welfare, County Office of Education, Children’s Mental Health and others to ensure appropriate linkages and referrals; Work with Child Welfare in establishing processes to address youth</p>	<p>Juvenile probation will support the YHDP through identification and prevention/diversion efforts including through the Coordinated Entry System. Juvenile probation will also link at-risk YYA to appropriate services and agencies.</p>

Sector	Agency Name	Agency Focus	Current Effort with YHDP	Future YHDP Commitments
			placement for justice system involved youth; Serve as an access point for Smart Path (CES).	
Landlords	All In Landlord Partnership	<p>The All In Landlord Partnership is a coalition of homeless service providers, government agencies, and community members who have come together to build relationships with landlords in order to provide more housing options and availability to persons experiencing homelessness and receiving assistance from a rental subsidy program.</p> <p>Provide landlord outreach and engagement assistance to facilitate participants' ability to attain housing.</p>	Participate in the planning and preparation of a Coordinated Community Plan to prevent and end youth homelessness; participate in YHDP Internal Planning team; Participate in YHDP Steering Committee; Serve as YHDP Workgroup chairs.	<p>The All In Landlord Partnership will ensure that organizations that serve youth and young adults are included in its initiatives and that the needs and situations of youth and young adults that are at-risk of or experiencing homelessness are considered during the development and implementation of its initiatives, including:</p> <ul style="list-style-type: none"> <li>• Housing navigator collaboration workgroup</li> <li>• Case manager collaboration workgroup including the development and adoption of case management standards</li> </ul>

Sector	Agency Name	Agency Focus	Current Effort with YHDP	Future YHDP Commitments
				<ul style="list-style-type: none"> <li>• Landlord incentive program for Section 8 Vouchers</li> <li>• Database and website for landlords and housing navigators</li> <li>• Spruce up initiative to provide repairs, upgrades, and rehab to units that will be rented to persons experiencing homelessness</li> </ul>
Local Advocacy, Research, and Philanthropic Organizations	The Diversity Center	Collaborates with COC partner agencies to provide services, safe spaces, and queer friendly activities through adult mentors to LGBTQ youth and young adults.	<p>Participate in the planning, preparation and implementation of a Coordinated Community Plan to prevent and end youth homelessness; Participate in YHDP Steering Committee.</p> <p>Serve as experts in outreach, engagement and service provision to the LGBTQ+ community.</p>	<p>The Diversity Center will support YHDP in the following ways:</p> <ul style="list-style-type: none"> <li>-ensuring all collaborative efforts are culturally appropriate for LGBTQ+ youth who are significantly over-represented in the homeless population</li> <li>-having an LGBTQ+ advocacy voice on the steering committee.</li> <li>- offering LGBTQ+ cultural humility training for partner agencies.</li> </ul>

Sector	Agency Name	Agency Focus	Current Effort with YHDP	Future YHDP Commitments
				<ul style="list-style-type: none"> <li>- advocating for LGBTQ+ specific prevention and interventions.</li> <li>- helping to promote in the LGBTQ+ community the new innovative resources and services that will be funded.</li> </ul>
<p>Local Advocacy, Research, and Philanthropic Organizations</p>	<p>Applied Survey Research</p>	<p>The local social sciences research firm collaborates with the local CoC/HAP to lead the PIT count and Homeless Needs Survey. Worked with CoC and youth partner agencies to develop the methodology and then implement the youth specific PIT. Worked with CoC/HAP to develop the All In county strategic plan on homelessness. Continuously engaging in efforts to improve counts of YYA.</p>	<p>Participate in the planning, preparation and implementation of a Coordinated Community Plan to prevent and end youth homelessness including providing technical support regarding PIT data.</p>	<p>ASR will support YHDP by:</p> <ul style="list-style-type: none"> <li>-Continuing to lead implementation of a biennial youth focused PIT count and homeless survey.</li> <li>-Providing consulting on development of data collection and outcome and impact measurement design across our system of services and strategies to prevent and end youth homelessness.</li> </ul>

Sector	Agency Name	Agency Focus	Current Effort with YHDP	Future YHDP Commitments
Local and State Educational Agencies	Santa Cruz County Office of Education	Operates the Students in Transition (SIT) program for implementing the McKinney-Vento Homeless Assistance Act, which was put in place to ensure educational rights and protections for children and youth experiencing homelessness; Supports and participates in the collection of HMIS data; Collaborates countywide across school districts annually to count school age youth experiencing homelessness.	Participate in the planning, preparation and implementation of a Coordinated Community Plan to prevent and end youth homelessness; Participate in the planning, preparation and implementation of a Coordinated Community Plan to prevent and end youth homelessness; Participate in YHDP Steering Committee; Align (SIT) and McKinney-Vento Homeless Assistance Act programs and resources with the goals and activities of the YHDP; Provide supportive educational services for school aged children experiencing homelessness.	<p>Santa Cruz County Office of Education Commitment of Support for YHDP</p> <ul style="list-style-type: none"> <li>• Attending the YHDP planning, steering and/or workgroup meetings, representing K-12 School Districts and Alternative Education Programs.</li> <li>• Hiring/Staffing a COE/school-based education liaison to work with districts around understanding homeless youth educational rights, providing access to resources and helping navigate referrals to services.</li> <li>• Assist schools to more accurately identify and count (and assist) homeless youth in their districts.</li> <li>• Seek a homeless education liaison that will facilitate solutions to keep students in a consistent education setting</li> </ul>

Sector	Agency Name	Agency Focus	Current Effort with YHDP	Future YHDP Commitments
				<p>even if their sleeping arrangements shift.</p> <ul style="list-style-type: none"> <li>• Support efforts identify and assist pre-school youth who are homeless (pregnant parenting YYA)</li> <li>• Continue the backpack and school supplies drive in collaboration with United Way, known as “Stuff the Bus”.</li> </ul>
Local and State Educational Agencies	Pajaro Valley Unified School District	South County School District. Currently the recipient of an Education for Homeless Children and Youth (EHCY) grant and has dedicated staff assigned to identifying, tracking and providing services to homeless/at-risk of homelessness youth and families.	Participate in the planning, preparation and implementation of a Coordinated Community Plan to prevent and end youth homelessness; Participate in the planning, preparation and implementation of a Coordinated Community Plan to prevent and end youth homelessness; Participate in YHDP Steering Committee	Continue to participate in YHDP Steering Committee  Serve as expert in outreach, engagement and service provision to the Latino, undocumented, farm-working communities

Sector	Agency Name	Agency Focus	Current Effort with YHDP	Future YHDP Commitments
			Serve as experts in outreach, engagement and service provision to the Latino, undocumented, farm-working communities.	
Local and State Government	County Administrative Office	Member of CoC/HAP participating in various subcommittees including Smart Path CES; Has a dedicated staff to facilitate implementation of the All In Strategic Plan to Prevent, Reduce, and Eventually End Homelessness; Facilitated the formation of and co. convenes the CoC/HAP YAB.	Participate in the planning, preparation and implementation of a Coordinated Community Plan to prevent and end youth homelessness; Support and participate in the YHDP governance structure and formal decision process including Internal Planning Team, Steering Committee, and Workgroup chair; Convene and coordinate efforts with YAB.	<ul style="list-style-type: none"> <li>-Continue to serve as a lead partner in planning and implementing Coordinated Community Plan.</li> <li>-Support the YAB through staffing.</li> <li>-Serve as a liaison to elected officials.</li> </ul>
Local and State Government	County Planning Department (CoC, YHDP Collaborative Applicant)	Lead agency for the CoC/HAP	Participate in the planning, preparation and implementation of a Coordinated Community Plan to prevent and end youth homelessness; Support	Participate in the planning, preparation and implementation of a Coordinated Community Plan to prevent and end youth homelessness; Support

Sector	Agency Name	Agency Focus	Current Effort with YHDP	Future YHDP Commitments
			and participate in the YHDP governance structure and formal decision process including Internal Planning Team and Steering Committee.	and participate in the YHDP governance structure and formal decision process including Internal Planning Team and Steering Committee
Local and State Government	City of Watsonville (city manager representative)		Participate in the planning, preparation and implementation of a Coordinated Community Plan to prevent and end youth homelessness; serve on the YHDP Steering Committee.	In progress
Local and State Government	City of Santa Cruz (council representative)		Participate in the planning, preparation and implementation of a Coordinated Community Plan to prevent and end youth homelessness; serve on the YHDP Steering Committee.	<ul style="list-style-type: none"> <li>-Continue to participate in planning and implementation of CCP.</li> <li>-Provide policy expertise.</li> </ul>

Sector	Agency Name	Agency Focus	Current Effort with YHDP	Future YHDP Commitments
Local and State Law Enforcement and Judges	No current active partner- will establish and pursue in next phase of YHDP			
Non-Profit Youth Organizations	Encompass TAY Programs	Lead the community process to plan, implement and measure the All In strategic action strategies to end YYA homelessness; Partners with the All In County Coordinator to build an active YAB; Partners with ASR to ensure that the Point In Time (PIT) count and survey includes hard-to-access youth; Collaborates with the Santa Cruz County Housing Authority to extend Family Unification Program (FUP) vouchers; Partners with the CoC/HAP adult homeless service organizations to create youth accessible transitional housing options; Participates	Participate in the YHDP team in planning, preparation, and implementation of a Coordinated Community Plan to prevent and end youth homelessness; Support and participate in the YHDP governance structure and formal decision process; Provide a range of YYA services: Drop-in Center, integrated support services, supportive housing, mental health services, future access point for Smart Path (Coordinated Entry).	Participate in the YHDP team in planning, preparation, and implementation of a Coordinated Community Plan to prevent and end youth homelessness; Support and participate in the YHDP governance structure and formal decision process; Provide a range of YYA services: Drop-in Center, integrated support services, supportive housing, mental health services, future access point for Smart Path (Coordinated Entry).

Sector	Agency Name	Agency Focus	Current Effort with YHDP	Future YHDP Commitments
		in design of Coordinated Entry		
Non-Profit Youth Organizations	Court Appointed Special Advocates (CASA)	<p>The CASA program recruits, trains and supports citizen-volunteers to advocate for the best interests of abused and neglected children in courtrooms and communities.</p> <p>CASA of Santa Cruz County currently serves over 270 children and youth annually - and the need doesn't go away.</p>	Participate in the planning, preparation and implementation of a Coordinated Community Plan to prevent and end youth homelessness; serve on the YHDP Steering Committee.	<p>-Continue to participate in the YHDP Steering Committee.</p> <p>-Make referrals to Santa Cruz County Youth Homelessness support systems, drop in center, shelters, and assess youth through their Advocate to ensure they are appropriate for the services.</p>
Other-State Consultants	HomeBase	Is a nonprofit public interest law firm dedicated to the social problem of homelessness. Their mission is to end homelessness, prevent its recurrence, and decrease its effect on communities.	<p>Serve as HUD designated YHDP consultant to SCC YHDP; Serve as the liaison to HUD.</p> <p>Provide support and expertise on researching evidence informed and innovative models/strategies to addressing YYA.</p>	Continue to Serve as HUD designated YHDP consultant to SCC YHDP and as the liaison to HUD.

Sector	Agency Name	Agency Focus	Current Effort with YHDP	Future YHDP Commitments
			<p>Participate in the planning, preparation and implementation of a Coordinated Community Plan to prevent and end youth homelessness; Support and participate in the YHDP governance structure and formal decision process including Internal Planning Team, Steering Committee, and Workgroup co-chair.</p> <p>Provide support in development of the Coordinated Community Plan.</p>	
Other-Homeless Service Agency	Homeless Garden Project	Provide job training, transitional employment and support services to people who are homeless.	Participate in the planning and preparation of a Coordinated Community Plan to prevent and end youth homelessness; Participate in YHDP Steering Committee.	Continue to support planning and implementation efforts and serve on steering committee. Provide vocational/volunteer opportunities at the garden for YYA.

Sector	Agency Name	Agency Focus	Current Effort with YHDP	Future YHDP Commitments
Other-Community	Santa Cruz Museum of Art and History	A non-profit museum, that focuses on building community through exhibitions, events, and projects that connect people to art, history, ideas, and each other.	<p>Participate in the planning and preparation of a Coordinated Community Plan to prevent and end youth homelessness; Participate in YHDP Steering Committee.</p> <p>Work with YAB to develop and host an art exhibit featuring homeless and runaway youth.</p>	<p>Continue to support planning and implementation efforts and serve on steering committee.</p> <p>Provide opportunities for community engagement and integration of YYA/YAB members into community awareness efforts.</p>
Other-Community	Santa Cruz Public Libraries	<p>Collaborates through CoC/HAP and multiple partners to provide referrals for homeless youth and young adults to food, clothing, showers, case management, employment, and benefits programs as well as referrals for medical, substance abuse, and mental health services</p> <p>Member of 180/2020 multi-agency initiative to end Chronic Homelessness,</p>	<p>Participate in the planning, preparation and implementation of a Coordinated Community Plan (including Smart Path Coordinated Entry for YYA) to prevent and end youth homelessness; Support and participate in the YHDP governance structure and formal decision process including Internal Planning Team, Steering Committee, and Workgroup co-chair</p>	<p>Serve as a site to identify and link YYA for services.</p>

Sector	Agency Name	Agency Focus	Current Effort with YHDP	Future YHDP Commitments
		includes chronically homeless YYA		
Other-HUD SF	US Department of Housing and Urban Development- San Francisco Office	Granting agency for the YHDP	HUD is providing YHDP funding, technical assistance, and review of the Coordinated Community Plan and YHDP projects.	HUD is providing YHDP funding, technical assistance, and review of the Coordinated Community Plan and YHDP projects.
Other-Winter Shelter	Association of Faith Communities of Santa Cruz's Winter Shelter	Provide Winter Shelters	Participate in the planning and preparation of a Coordinated Community Plan to prevent and end youth homelessness; Participate in YHDP Steering Committee.	To collaborate to find ways to shelter youth and young adults, share best practices, creatively support youth and young adults to exit homelessness through accessing existing services and to create innovative strategies as a community.
Other Vets	Santa Cruz Veteran Resource Center	Offers the SSVF Program (Supportive Services for Veterans and their Families). The focus of SSVF is housing stability. As part of the housing first model the focus is on supportive services that assist placing	Participate in the planning and preparation of a Coordinated Community Plan to prevent and end youth homelessness; Participate in YHDP Steering Committee.	VRC will support YHDP by responding promptly to referrals and ensuring youth are connected to the resources available in Santa Cruz County. VRC will transport youth they find, and share the Landlord

Sector	Agency Name	Agency Focus	Current Effort with YHDP	Future YHDP Commitments
		<p>homeless veterans in permanent housing, and providing low-income at-risk veterans temporary financial assistance to prevent homelessness. Staff is active in the community and participates with the Homeless Coalition of Monterey and San Benito Counties, as well as collaborating with the Veterans Administration and other veteran organizations that have a direct connection to veteran service.</p>		<p>Portal and Housing Navigation best practices with youth homeless programs as well as any other best practices. As part of the Coordinated Entry System, VRC will be an access point for the youth that need services in Santa Cruz County.</p>
Privately Funded Homeless Organizations	Pajaro Valley Shelter Services	<p>Provides 90-day Emergency Shelter to homeless women with children. Provides Two-year Transitional Housing to homeless families with children.</p> <p>Provide temporary shelter, transitional housing and case</p>	Participate in the planning and preparation of a Coordinated Community Plan to prevent and end youth homelessness	<p>PVSS will provide temporary emergency shelter and case management services to homeless youth age 18-24 who have children.</p> <p>PVSS will make referrals to appropriate services for homeless youth who present in person or by phone.</p>

Sector	Agency Name	Agency Focus	Current Effort with YHDP	Future YHDP Commitments
		management to homeless families with children.		
Public Child Welfare Agencies	Human Services Department, Family and Children’s Services	Member of CoC/HAP since its inception; Member of the CoC/HAP Executive Committee and Board; Participates on multiple CoC/HAP committees including in multiple leadership roles.	<p>Participate in the planning and preparation of a Coordinated Community Plan to prevent and end youth homelessness; participate in YHDP Internal Planning team; Participate in YHDP Steering Committee; Serve as YHDP Workgroup chairs.</p> <p>Align child welfare system and PCWA resources with the goals and activities of the YHDP; Support and participate in the YHDP governance structure and formal decision process including serving on YHDP Committee; Provide supportive services for YYA; Serve as an access point for Smart Paths (CES).</p>	<p>HSD will support YHDP by:</p> <ul style="list-style-type: none"> <li>• Engaging and participating in the planning and preparation of a Coordinated Community Plan to prevent and end youth homelessness;</li> <li>• Engaging and participating in the implementation of the Coordinated Community Plan, projects funded under the YHDP, and community efforts to prevent and end youth homelessness.</li> <li>• Connecting the child welfare system and Public Child Welfare Agency resources, including contracted resources as applicable, with the goals</li> </ul>

Sector	Agency Name	Agency Focus	Current Effort with YHDP	Future YHDP Commitments
			<p>Serve as experts in outreach, engagement and service provision to the Commercially Sexually Exploited Children.</p> <p>Participates in Smart Path and the All In Landlord Partnership</p> <p>Provide funding resources for YHDP Community Planning Process</p>	<p>and activities of the YHDP.</p> <ul style="list-style-type: none"> <li>• Providing eligible youth with workforce development services that will help them attain career or educational goals and connect them to resources and mentoring services.</li> <li>• Supporting and participating in the Santa Cruz County YHDP governance structure, formal decision process, and to participate in CoC and committee meetings needed to plan and implement the Santa Cruz County YHDP.</li> </ul>
Public Housing Authorities	The Housing Authority of the County of Santa Cruz (no formal agreement)	The mission of the Housing Authority of the County of Santa Cruz is to promote access to quality affordable housing, utilize housing as a platform for improving	Participate in the planning and preparation of a Coordinated Community Plan to prevent and end youth homelessness;	The Housing Authority plans to continue to collaborate with the YHDP efforts and this community of dedicated youth services. The Housing Authority commits to

Sector	Agency Name	Agency Focus	Current Effort with YHDP	Future YHDP Commitments
		<p>quality of life, and support inclusive, healthy and sustainable communities free from discrimination. This mission includes housing assistance for unaccompanied youth, transition age youth, parenting youth and young adults.</p> <p>The Housing Authority collaborates with the CoC in successfully securing HUD funding for housing throughout the county; Responsible for assisting very low-income, homeless people secure permanent housing.</p> <p>Participate in Smart Path (CE) process; Collaborate to connect YYA to applicable HA programs (ie. Housing Choice Vouchers).</p>	<p>Participate in YHDP Steering Committee.</p>	<p>support the YHDP in the following ways:</p> <ul style="list-style-type: none"> <li>-Provide Housing Choice Vouchers to former foster youth (who are homeless or at risk of homelessness) to the capacity of the Family Reunification Program – Youth (FUP-Youth) allocation to the Housing Authority, through the ongoing partnership with the Child Welfare Agency (the Human Services Department of the County of Santa Cruz) and the designated Transition Age Youth service provider (Encompass Community Services).</li> <li>Recent enhancement of the FUP-Youth program incorporate Family Self-Sufficiency (FSS). This program encourages people to develop a plan to achieve education, employment, housing stability, financial</li> </ul>

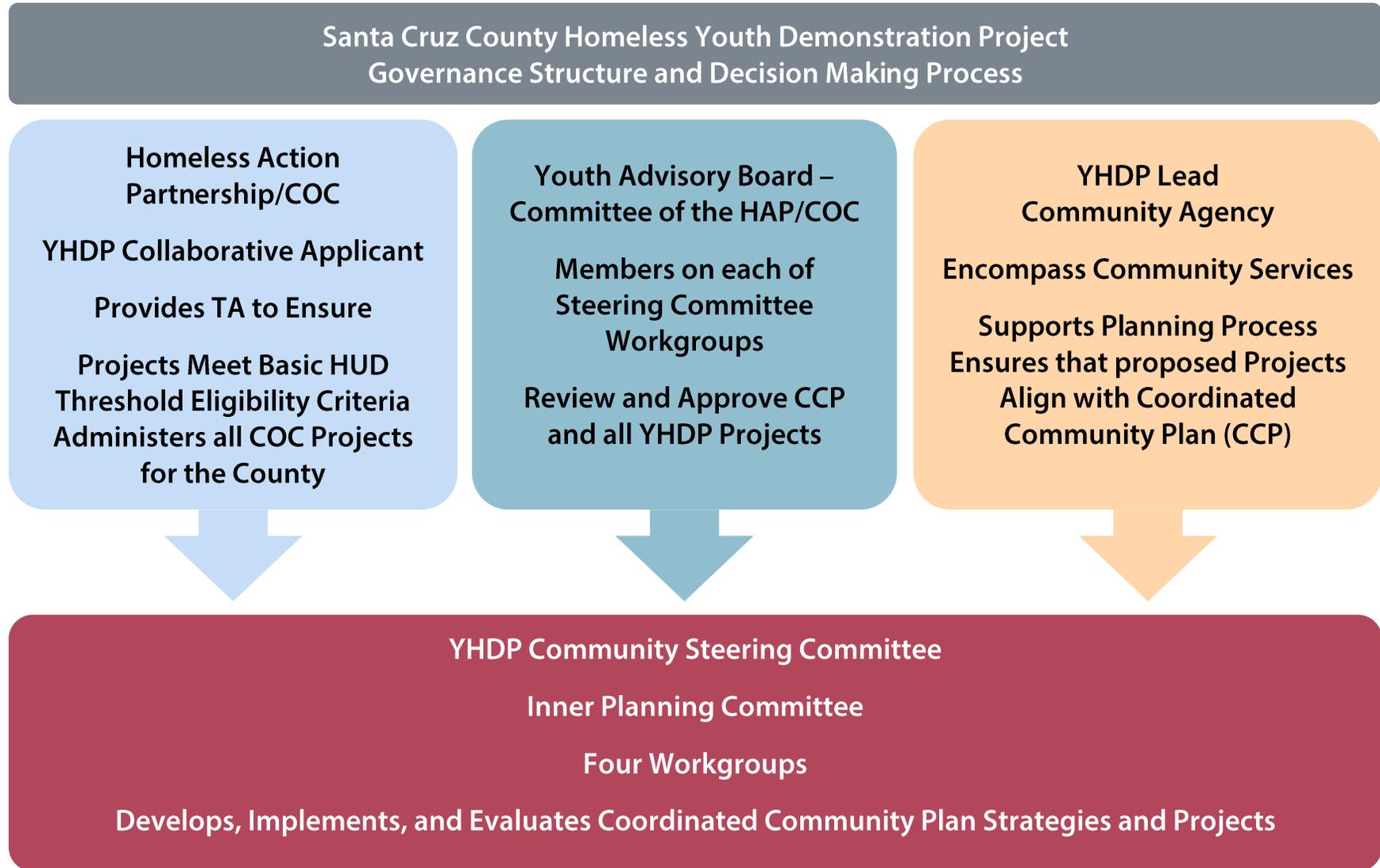
Sector	Agency Name	Agency Focus	Current Effort with YHDP	Future YHDP Commitments
				<p>self-sufficiency, and freedom from welfare within five years of signing a participant contract.</p> <p>-Provide information and referral via the Housing Authority website to assist youth and young adults find resources essential to their life goals. The website has descriptions and links to renting and housing search assistance, rights &amp; responsibilities for tenants and landlords, improving the quality of life through education and financial information, legal assistance, identify theft assistance, affordable access to internet and energy services, immigration information, violence against women prevention resources, as well as free assistance to individuals and families.</p>

Sector	Agency Name	Agency Focus	Current Effort with YHDP	Future YHDP Commitments
				<p>-Provide easy-to-understand information on how to obtain housing assistance to youth and young adults. In our lobby, through our Call Center and via the web, the Housing Authority has ample information to help young people navigate to safe, decent affordable housing. We host the county-wide searchable list of rental housing with low-income and other eligibility restrictions on our website along with Go Section 8, a searchable database of rental opportunities. Free literature on eligibility for all types of housing assistance is available as well as friendly, customer-service oriented staff.</p>
Runaway and Homeless Youth Program Providers	Not applicable			

Sector	Agency Name	Agency Focus	Current Effort with YHDP	Future YHDP Commitments
WIOA Boards and Employment Agencies	Workforce Santa Cruz County (a division of the Human Services Department)	<p>The HSD Director is a member of the CoC/HAP Executive Board; HSD staff are active participants on the CoC/HAP Steering Committee; HSD staff take leadership roles on several CoC/HAP committees.</p> <p>Provide eligible youth with workforce development services that will help them set and attain career or educational goals and connect them to resources and mentoring services.</p>	Participate in the planning and preparation of a Coordinated Community Plan to prevent and end youth homelessness; Participate in YHDP Steering Committee.	See Human Services Department commitment statement (WIOA is a component of HSD).
Youth Advisory Boards	Santa Cruz County Homeless Action Partnership (HAP) Youth Advisory Board (YAB)	A sub-committee of the CoC/HAP providing input from youth (under age 24) who have experienced homelessness.	Participate in the planning, preparation and implementation of a Coordinated Community Plan to prevent and end youth homelessness; Participate in YHDP Steering Committee; Serve as a subcommittee of the CoC/HAP; Hold a seat on	<p>YAB members provided commitments to the efforts of YHDP. Commitments included:</p> <p>Increasing public awareness; representing the youth voice; contributing ideas that will shape future YHDP projects; and providing leadership and</p>

Sector	Agency Name	Agency Focus	Current Effort with YHDP	Future YHDP Commitments
			the general CoC/HAP committee; Support and participate in the YHDP governance structure and formal decision process.	expertise in what YYA need to end homelessness in our community.

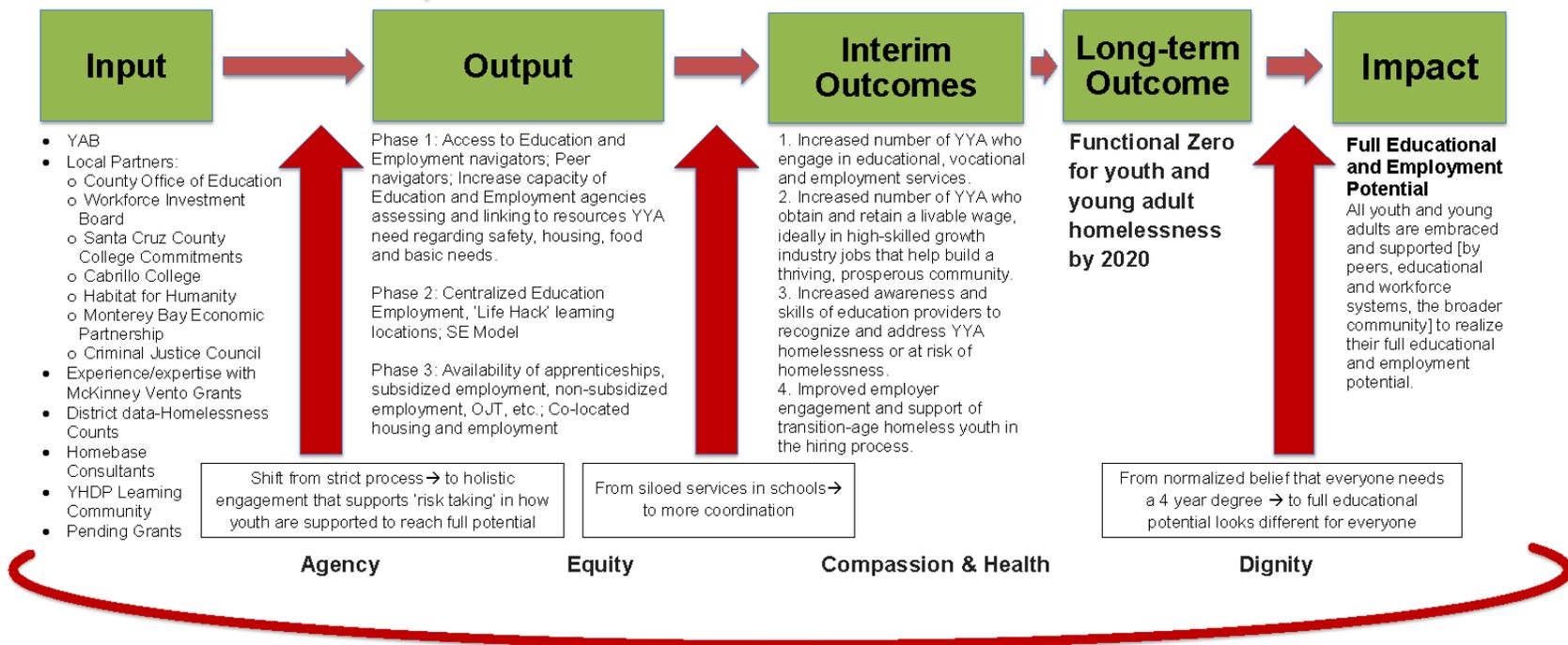
## Appendix C: YHDP Organizational Chart



# Appendix D: YHDP Transformational Results Chain

## SCC YHDP-EMPLOYMENT & EDUCATION

Transformation Throughout The Results Chain



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# SCC YHDP-HOUSING CONTINUUM

Transformation Throughout The Results Chain



- YAB
- Local Partners:
  - Encompass Community Services
  - Diversity Center
  - Homeless Service Center
  - Families in Transition
  - University of California, Santa Cruz
  - Cabrillo College
  - School Districts
  - County Mental Health
  - City Mental Health Teams (MOST Team)
  - Habitat for Humanity
  - City/County Planning
  - Public Libraries
  - Housing Developers
  - Business Associations/ Chambers
  - Faith Communities
  - United Way of Santa Cruz County
- Stakeholder champions
- Digital Social Networks
- Homebase Consultants
- YHDP Learning Community
- Corporate & Foundation Support
- \*Pending Grants

Phase 1: -Drop In Center with peer outreach in Santa Cruz and Watsonville where youth access health, MH, food, basic needs, Employment, Education, housing diversion; Youth specific emergency shelter; Youth focused housing navigators- all within the drop in center. -Master lease for TH and PSH. -Host Homes (LGBT focused) -Expand resources for THP and for homeless youth not just foster probation

Phase 2/3: -Re-tool existing shelter in the meantime (while new shelter is built) - Transitional Housing with wrap around support. -Embrace variety of housing options e.g. Tiny Homes, Tent Cities, and RV parking. -Support Youth to relocate and 're-house'. -Work with Cabrillo College on Housing/Housing stability. -Youth designated units in New Housing Development. -More shared housing for Youth

Shift from bureaucratic process → to youth driven, trauma informed, culturally competent process that constantly improves with youth feedback and involvement

1. Decreased length of time between engagement, temporary shelter and transitional or permanent housing.  
2. Decreased annual number of YYA returning to homelessness from housing.

- Host Home Outcomes:**  
90% remain in housing during the program  
80% exit to independent living situation
- Transitional Housing Outcomes:**  
85% move to Permanent Housing (Rapid Rehousing or Permanent Supportive Housing) within 18 months.
- Rapid Rehousing Outcomes:**  
90% remain in permanent housing through RRH assistance at 18 months.  
85% continue in permanent housing without RRH assistance at 24 months.
- Permanent Supportive Housing Outcomes:**  
90% remain in permanent housing with support at 12 months.

All systems move from silo/ high barrier → to connected/ low barrier housing and services with many options to meet diverse needs

**Functional Zero for youth and young adult homelessness by 2020**

**Thriving & Full Potential**  
*Youth and young adults are housed, thriving, and supported to reach their full potential.*

From viewing youth as failures to be feared → to valued individuals who will succeed with collective support

Agency

Equity

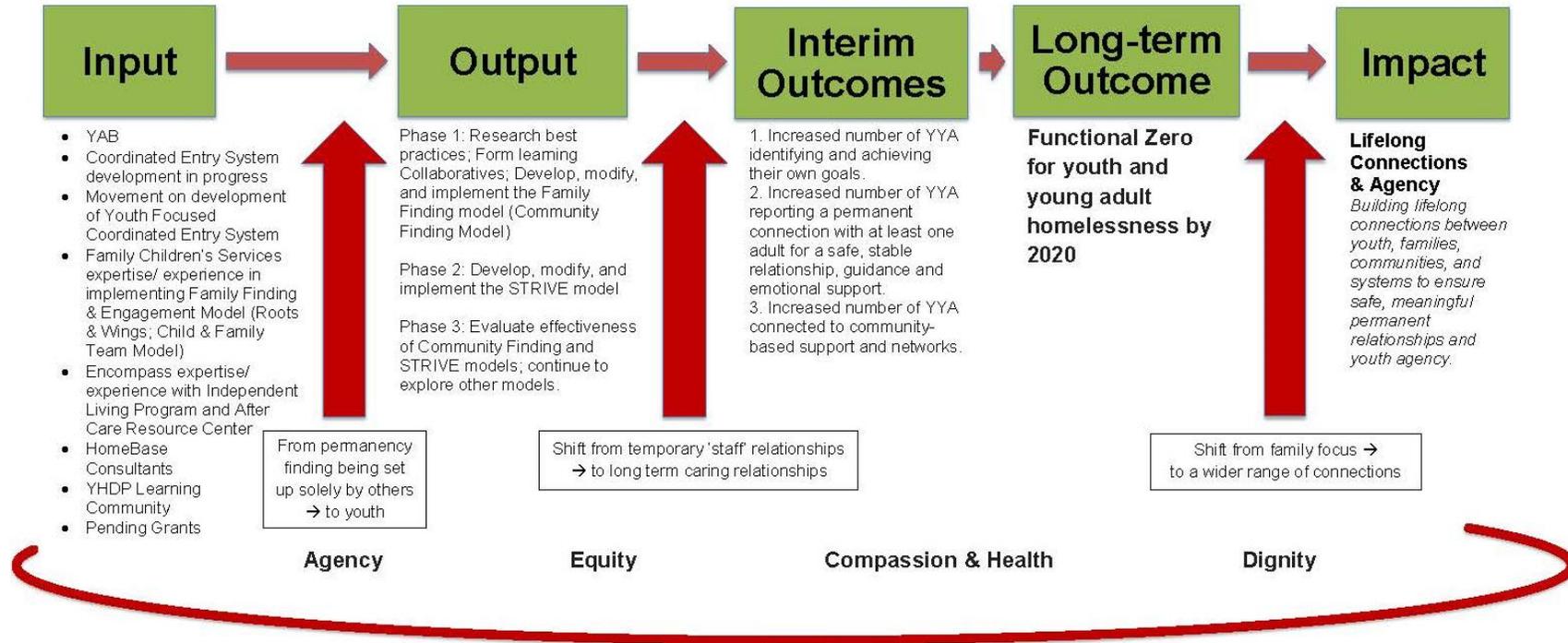
Compassion & Health

Dignity

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# SCC YHDP-PERMANENT CONNECTIONS

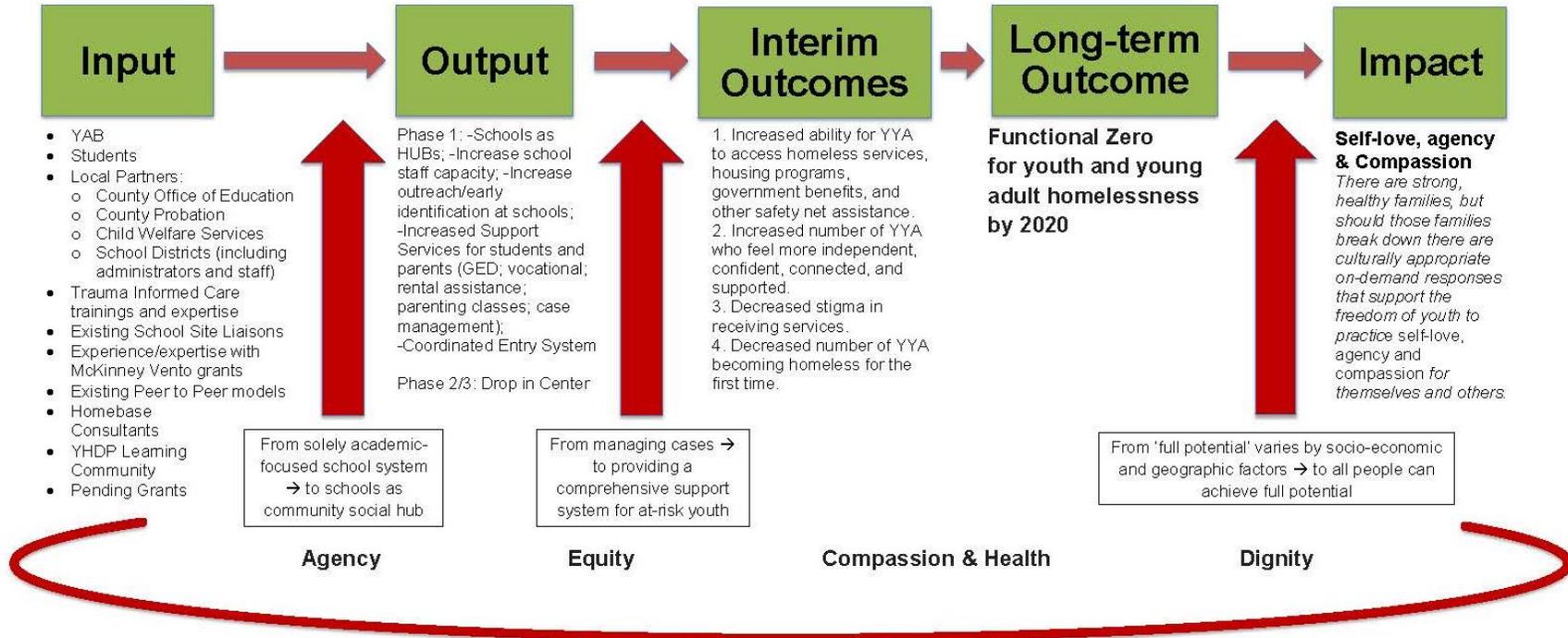
Transformation Throughout The Results Chain



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# SCC YHDP-PREVENTION & DIVERSION

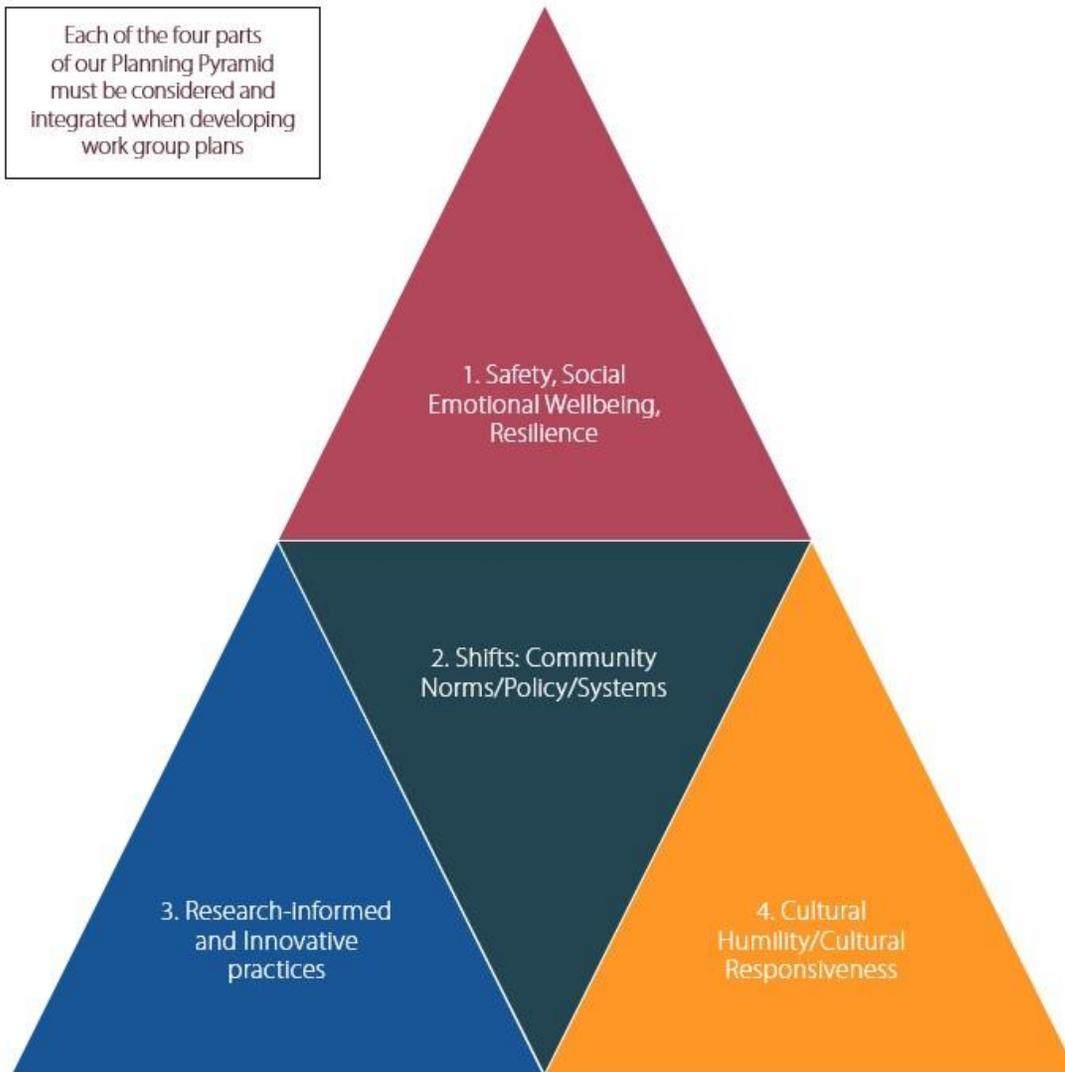
Transformation Throughout The Results Chain



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## Appendix E: Guiding Principles: 'Pyramid Points'

Each of the four parts of our Planning Pyramid must be considered and integrated when developing work group plans



**PLANNING PYRAMID**

- 1. Safety, Social Emotional Wellbeing, Resilience**
  - a. Homeless YYA populations do not experience re-traumatization during the transition services.
  - b. Improved Quality of Life for YYA populations.
  - c. Services and systems change models incorporate youth voice as a primary source of input.
  - d. Increased YYA leadership roles through YAB and other YHDP efforts.
  - e. YYA report feeling accepted and part of the larger community.
- 2. Shifts in Community Norms/Policy/Systems**
  - a. Shifts across systems and changes in local policies and resource investment for early intervention and prevention of YYA homelessness.
  - b. Shift in community norms from YYA homelessness as an acceptable reality to urgent and solvable.
  - c. Increased community investment in addressing YYA homelessness through funding, advocacy and volunteerism.
- 3. Research-Informed and Innovative practices** (identification and selection of evidence-based, emerging, and innovative practices (HomeBase will support the workgroups with background research))
- 4. Cultural Humility/Cultural Responsiveness** (Determining and ensuring cultural appropriateness in each step. Our plan must address the needs of YYA subpopulations:
  - a. Lesbian, gay, bisexual, transgender and questioning (LGBTQ) youth;
  - b. Minors (under the age of 18);
  - c. Pregnant and parenting youth;
  - d. Youth involved in the juvenile justice and foster care systems; and
  - e. Victims of sexual trafficking and exploitation.

## Appendix F: Model Practices

### TACOMA COMMUNITY COLLEGE HOUSING ASSISTANCE PROGRAM

#### SERVICE AREA

**Employment/Education:** 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.

#### PROGRAM DESCRIPTION<sup>28</sup>

In September 2014, Tacoma Housing Authority (THA) and Tacoma Community College (TCC) launched an innovative pilot program, the Tacoma Community College Housing Assistance Program, to house up to 25 homeless TCC students and their dependents during their TCC enrollment. Full-time TCC students who are homeless or at risk of homelessness, maintain a grade point average (GPA) of at least 2.0, make adequate progress toward a degree, and meet relevant HUD rules receive housing choice vouchers and extensive student support services.

THA uses its flexibility as a Moving to Work public housing authority to designate vouchers for the program. The vouchers last until students graduate or for three years, whichever comes first. TCC advertises the program, initially screens participants, and supports the students with workshops, dedicated Completion Coaches, and Workforce Development Navigators. TCC also strives to build the group as a cohort, empowering students to support each other.

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<sup>28</sup> U.S. Department of Housing and Urban Development (HUD), Office of Policy Research & Development (PR&D), “Community Colleges and Student Housing Insecurity: New Strategies for Student Success,” September 2015, [https://www.huduser.gov/portal/pdredge/pdr\\_edge\\_featd\\_article\\_101315.html](https://www.huduser.gov/portal/pdredge/pdr_edge_featd_article_101315.html) and Tacoma Housing Authority, “Tacoma Community College Housing Assistance Program: A Summary,” September 11, 2015, [http://www.tacomahousing.net/sites/default/files/print\\_pdf/Education/THATCC%20Housing%20Assistance%20Program%20Description%202015-9-12.pdf](http://www.tacomahousing.net/sites/default/files/print_pdf/Education/THATCC%20Housing%20Assistance%20Program%20Description%202015-9-12.pdf)

**CATEGORY {EVIDENCE BASED; INNOVATIVE; PROMISING}<sup>29</sup>**

**Innovative.** Believed to be the first of its kind in the United States, the Tacoma Community College Housing Assistance Program, started in the fall of 2014, provides Housing Choice Vouchers for full-time TCC students who are homeless or at risk of homelessness.

**GOAL/VISION<sup>30</sup>**

- Help students at risk of and experiencing homelessness achieve academic success
- Promote the success of the Tacoma schools and educational institutions serving low-income students
- Decrease housing insecurity among community college students
- Remove financial and housing barriers to low-income students' progress toward a degree

**OUTCOMES<sup>31</sup>**

To judge the success of the pilot, THA and TCC have chosen the following performance measures in comparison to unassisted homeless enrolled students and TCC students generally: grade point average, graduation rate, and post-graduation earnings.

Data is currently available for 2014-2015, therefore outcomes are preliminary but promising:

- 95% (21 out of 22) of participating students remain enrolled; in comparison, of the 146 eligible applicants the program could not serve, only 24% (35 out of 146) remain enrolled;
- The GPA of the participating students is 3.05; the average GPA of all TCC students, homeless or housed, is 2.96.

<sup>29</sup> HUD Office of Policy Research & Development, "Barriers to Success: Housing Insecurity for U.S. College Students," February 2015, [https://www.huduser.gov/portal/pdredge/pdr\\_edge\\_featd\\_article\\_101315.html](https://www.huduser.gov/portal/pdredge/pdr_edge_featd_article_101315.html)

<sup>30</sup> Tacoma Housing Authority, "Tacoma Community College Housing Assistance Program," <http://www.tacomahousing.net/content/tacoma-community-college-housing-assistance-program>

<sup>31</sup> "Tacoma Community College Housing Assistance Program: A Summary," September 11, 2015, [http://www.tacomahousing.net/sites/default/files/print\\_pdf/Education/THA-TCC%20Housing%20Assistance%20Program%20Description%202015-9-12.pdf](http://www.tacomahousing.net/sites/default/files/print_pdf/Education/THA-TCC%20Housing%20Assistance%20Program%20Description%202015-9-12.pdf)

## TARGET POPULATIONS<sup>32</sup>

The Tacoma Community College Housing Assistance Program serves students who are homeless or at serious risk of homelessness and who are enrolled full time at TCC. The program is not age-limited nor targeted to youth experiencing homelessness; however, transition-aged youth who meet program eligibility requirements may participate in the program. TCC selects students for the program out of all applicants based on which students are most in need.

- **Ages:** No age restriction (college-enrolled youth ages 16-24 may be eligible)
- **Gender:** All genders
- **Races/Ethnicities:** All races/ethnicities
- **Subpopulations:** Transition-aged youth

## SETTINGS/GEOGRAPHIC LOCATIONS<sup>33</sup>

This pilot program is currently operated in Tacoma, WA by the Tacoma Housing Authority (THA) and Tacoma Community College (TCC).

- TCC advertises the program, initially screens participants, and supports the students with workshops, dedicated Completion Coaches, and Workforce Development Navigators. TCC also strives to build the group as a cohort, empowering students to support each other.
- THA performs background checks, inspects rented housing to make sure it passes THA's Housing Quality Standards, and provides rental assistance equal to what THA's regular Housing Opportunity Program (HOP) would provide and is based on the size of the household.

## RESEARCH/STUDIES

U.S. Department of Housing and Urban Development (HUD) Office of Policy Research & Development (PD&R), "Community Colleges and Student Housing Insecurity: New Strategies for Student Success," September 2015,

[https://www.huduser.gov/portal/pdredge/pdr\\_edge\\_featd\\_article\\_101315.html](https://www.huduser.gov/portal/pdredge/pdr_edge_featd_article_101315.html)

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<sup>32</sup> Ibid.

<sup>33</sup> U.S. Department of Housing and Urban Development, Office of Policy Research & Development, "Community Colleges and Student Housing Insecurity: New Strategies for Student Success," September 2015, [https://www.huduser.gov/portal/pdredge/pdr\\_edge\\_featd\\_article\\_101315.html](https://www.huduser.gov/portal/pdredge/pdr_edge_featd_article_101315.html)

**ADAPTATIONS<sup>34</sup>**

In the future, the THA hopes to increase the program's allotment vouchers and expand to other types of institutions, such as four-year colleges and vocational schools.

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<sup>34</sup> HUD Office of Policy Research & Development, "Barriers to Success: Housing Insecurity for U.S. College Students," February 2015, [https://www.huduser.gov/portal/pdredge/pdr\\_edge\\_featd\\_article\\_101315.html](https://www.huduser.gov/portal/pdredge/pdr_edge_featd_article_101315.html)

## SOCIAL ENTERPRISE INTERVENTION MODEL (SEI)

### SERVICE AREA

**Employment/Education:** 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

### PROGRAM DESCRIPTION<sup>35</sup>

Social Enterprise Intervention (SEI) is an evidence-informed intervention using a group approach that engages homeless youth in paid employment as well as case-management and mental health services through involvement in an agency-run social enterprise. SEI is one example of a social investment approach that aims to impact homeless youths' mental health status, social support, functional outcomes, and service use by substituting their street behaviors with income-generating alternatives and providing clinical services.

There are four stages in the 20-month SEI model:

1. *Vocational skill acquisition* is a 4-month course in which youth receive technical training and education concerning specific vocational skills;
2. *Small-business skill acquisition* is a separate 4-month course that focuses on business-related skills needed to start a social enterprise, such as accounting, budgeting, marketing and management;
3. *Social enterprise formation and distribution* is the 12-month phase in which participating youth establish a social enterprise in a supportive, empowering, and community-based setting; and
4. *Clinical services* are the mental health component provided by the SEI clinician and/or case manager, which is woven throughout all stages over 20 months.

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<sup>35</sup> Kristin M. Ferguson. "Using the Social Enterprise Intervention (SEI) and Individual Placement and Support (IPS) models to improve employment and clinical outcomes of homeless youth with mental illness," *Social Work Mental Health*. 2013 Sep 1; 11(5), <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3840385/>

**CATEGORY {EVIDENCE BASED; INNOVATIVE; PROMISING}<sup>36</sup>**

**Evidence-informed innovative intervention.** The Social Enterprise Intervention (SEI) is a relatively new intervention. However, findings from SEI pilot studies demonstrate potential successful outcomes related to mental health and employment for homeless youth with mental illness.

**GOAL/VISION<sup>37</sup>**

- Strengthen youths' internal assets to enhance positive outcomes and protect them against high risk behavior
- Learn new job skills, enhancing employability and moving out of poverty Provide pathways to economic participation, social inclusion and recovery Increase economic and personal well-being, including housing stability
- Influence mental and physical health through time structure, social contact, social context, and social identity provided by employment

**OUTCOMES<sup>38</sup>**

Youth outcomes may include improved mental health (e.g., changes in depression, life satisfaction, social support), employment (e.g., ever-worked rate, working-at-follow-up rate, and monthly work rate), and social and social-emotional well-being (e.g. self-esteem, social support, housing stability).

A pilot program in Los Angeles, CA found that homeless youth who received SEI experienced increased life satisfaction, family contact, peer support, and decreased depressive symptoms, including:

- **Mental Health:** Increased family respect; improved self-esteem and motivation; goal orientation
- **Employment outcomes:** Acquisition of knowledge and skills, increased exposure to the world of work
- **Service Related Outcomes:** Forged relationship with staff; service engagement; developed social networks
- **Behavioral Outcomes:** Respite from street life; avoidance of destructive behavior **Societal outcomes:** Increased satisfaction with life; increased family support
- **Peer support:** Increase in peer support

<sup>36</sup> Ibid.

<sup>37</sup> ClinicalTrials.Gov, “Engaging Homeless Youth in Vocational Training to Meet Their Mental Health Needs (SEI),” April 13, 2017, <https://clinicaltrials.gov/ct2/show/NCT03118388>

<sup>38</sup> Michael J. Roy, Donaldson C., Baker R., and Kerr S. “The potential of social enterprise to enhance health and well-being: A model and systematic review,” *Social Science & Medicine* (2014) 1-12. <https://tinyurl.com/ljpa62c>

- **Depression:** Decrease in depressive symptoms

## TARGET POPULATIONS<sup>39</sup>

Street-living young adults (18-24) with mental illness and limited service engagement

- **Ages:** 18 – 24 years old
- **Gender:** All genders
- **Races/Ethnicities:** All races/ethnicities
- **Subpopulations:** Unsheltered youth; youth with mental illness

## SETTINGS/GEOGRAPHIC LOCATIONS<sup>40</sup>

Vocational skill acquisition, small-business skill acquisition, and clinical services are provided in a clinical or agency-based setting; social enterprise formation and distribution occur in a community-based setting.

A Social Enterprise Intervention (SEI) model was operated with 16 homeless youth (aged 18 to 24) from a youth drop-in center in Los Angeles. The participants received 4 months of vocational training, 3 months of business training, and participated in a vocational cooperative for the final 3 months of the project.

## RESEARCH/STUDIES

Michael J. Roy, Donaldson C., Baker R., and Kerr S. “The potential of social enterprise to enhance health and well-being: A model and systematic review,” *Social Science & Medicine* (2014) 1-12.

<https://tinyurl.com/ljpa62c>

Kristin M. Ferguson. “Using the Social Enterprise Intervention (SEI) and Individual Placement and Support (IPS) models to improve employment and clinical outcomes of homeless youth with mental illness,” *Social Work Mental Health*. 2013 Sep 1; 11(5),

<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3840385/>

## ADAPTATIONS

No known adaptations at this time.

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<sup>39</sup> ClinicalTrials.Gov, “Engaging Homeless Youth in Vocational Training to Meet Their Mental Health Needs (SEI),” April 13, 2017, <https://clinicaltrials.gov/ct2/show/NCT03118388>

<sup>40</sup> Homeless Hub, “Research Summary: Feasibility Study of the Social Enterprise Intervention with Homeless Youth,” May 2011, [http://homelesshub.ca/sites/default/files/FeasibilityStudy\\_Summary.pdf](http://homelesshub.ca/sites/default/files/FeasibilityStudy_Summary.pdf)

## HOST HOMES

### SERVICE AREA

**Housing Continuum:** the range of housing models, from temporary shelter to permanent housing.

### PROGRAM DESCRIPTION<sup>41</sup>

Host homes are an arrangement between a community member and a service provider in which a community member provides homeless youth with shelter, food, and sometimes transportation, while a service provider provides program coordination, host support, and case management services. Host homes are a flexible and cost-effective model for providing stable housing and supports that offers a home-like, non-institutional environment rooted in the community.

### CATEGORY {EVIDENCE BASED; INNOVATIVE; PROMISING}<sup>42</sup>

**Innovative/Promising Program Model:** promising strategy for a youth-specific program model that has not been empirically evaluated.

### GOAL/VISION<sup>43</sup>

**Supporting Hosts:** Hosts are screened (background check, 2- 3 interviews and references) and receive training and ongoing support, especially with boundary-setting, managing expectations, conflict mediation, and cultural competency. Youth are typically accountable to case managers, not hosts. Programs may create support groups among hosts.

**Positive Youth Development:** Case management and services are individualized and focus on problem-solving, skill-building, communication, and goal-setting. Setbacks and mistakes are tolerated. Youth participate voluntarily and are never “placed” in a home. The matching process should be driven by the youth with support from the case manager.

**Flexible Model:** Host homes are effective in urban, suburban, and rural settings. Host homes may be used as short-term emergency shelter allowing youth to remain in their community, as respite care combined

<sup>41</sup> “What is a Host Home?” National Alliance to End Youth Homelessness, August 2013.

[http://www.endhomelessness.org/blog/entry/what-is-a-host-home1#.WSYMfrYrK\\_E](http://www.endhomelessness.org/blog/entry/what-is-a-host-home1#.WSYMfrYrK_E)

<sup>42</sup> “Ending Youth Homelessness Guidebook Series: Promising Program Models,” HUD Exchange, August 2016.

<https://www.hudexchange.info/resource/5138/ending-youth-homelessness-a-guidebook-series/>

<sup>43</sup> Ibid

with family engagement services or as transitional housing. This model may work especially for unaccompanied youth who can build long-term and authentic relationships with caring adults.

**Formal Partnerships:** Successful programs involve formal partnerships with schools, child welfare, justice, and behavioral and mental health service providers in order to collaboratively support youth.

## OUTCOMES<sup>44</sup>

There have been a limited number of host home program evaluations to date. One program's results are indicated below:

Project OZ: Basic Center Host Home Program Outcomes in Illinois

- 100% youth safety at intake and through duration of services
- Livingston County, 2014: 94% family reunification, 1% in family-generated placements, 3% in other private placements, and 2% became wards of the state or judicial systems.
- McLean County, 2014: 84% family reunification, 8% in family-generated placements, 3% went to other private placements, and 5% became wards of the state or judicial systems.

## TARGET POPULATIONS

- **Ages:** Varies
- **Gender:** All genders
- **Races/Ethnicities:** All races
- **Subpopulations:** LGBTQ youth, runaway and homeless youth in rural areas<sup>45</sup>

## ADAPTATIONS<sup>46</sup>

The Host Home model was first developed as a model for LGBTQ youth. The Gay, Lesbian, Bisexual, Transgender Host Home Program (GLBT HHP) in Twin Cities, MN is a nationally recognized program that uses this model. The GLBT HHP was developed in 1997 at YouthLink in Minnesota and moved to Avenues for Homeless Youth in 2007. This program serves up to ten youth at a time who are queer-identified and experiencing homelessness. The goal of the GLBT HHP is to focus on meeting the

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<sup>44</sup> Bardine, D., "What works to end youth homelessness?" (2015) The National Network for Youth.

<https://www.nn4youth.org/wpcontent/uploads/2015-What-Works-to-End-Youth-Homlessness.pdf>

<sup>45</sup> "Rural Host Homes for Basic Center Program," Family & Youth Services Bureau. <https://www.acf.hhs.gov/fysb/rural-host-homes>

<sup>46</sup> Ending Youth Homelessness Guidebook Series: Promising Program Models," *HUD Exchange*, August 2016.

<https://www.hudexchange.info/resource/5138/ending-youth-homelessness-a-guidebook-series/>

basic needs of LGBTQ youth while concurrently fostering connections and building community among LGBTQ youth and stable adults.

Key Features of the GLBT HHP model include:

- **Community Advisory or Action Council** - a group of community members that has included past youth participants, hosts, and community organizers from other local programs and organizations.
- **Host screening** includes an application form, background check, 2-3 interviews, and letters of reference.
- **Host training** (16 hours) includes videos to provide context to homelessness; training on positive youth development, trauma and resiliency, gender/transgender 101, and anti-racism/white privilege; and self-reflection exercises.
- **Careful case referrals** through case managers who have worked with the youth for at least one month prior to referral. When youth reach out and do not have a case manager, the HHP Case Manager will work with them and assess program appropriateness.
- **Youth-driven matching process** to connect youth to their host homes.
- **Ongoing host training and support by program manager** including calls and meetings (as needed), monthly support groups, 2-3 trainings per year, and social events.
- **Ongoing youth support with the HHP case manager** that is intensive, flexible, and meets youth where they are at, both emotionally and physically.

## HOUSING FIRST FOR YOUTH

### SERVICE AREA

**Housing Continuum:** the range of housing models, from temporary shelter to permanent housing.

### PROGRAM DESCRIPTION<sup>47</sup>

The Housing First approach focuses on quickly connecting people experiencing a housing crisis to permanent housing without preconditions and barriers to entry (e.g., sobriety, treatment, or service participation requirements) while also providing necessary supports to help maintain housing and prevent a return to homelessness. Supportive services are offered based on assessed need but are not required.

Core Principles of Housing First for Youth:

- **Immediate access to permanent housing with no preconditions:** Youth should be provided with access to safe and secure permanent housing that meets their needs as quickly as possible.
- **Youth choice and self-determination:** Housing First is a person-centered approach that promotes choice for housing and service options, while maintaining high expectations for youth.
- **Individualized and youth-driven supports:** All youth are different. Once housed, the level of service offered will depend on the unique needs and choices of the youth. Non-time limited supports provide a practical, person-centered approach that assist in helping youth maintain their housing independently.
- **Persistent Engagement:** Staff should utilize an assertive style of case management, and continuously attempt to engage youth, even if youth are resistant to services.

### CATEGORY {EVIDENCE BASED; INNOVATIVE; PROMISING}<sup>48</sup>

**Evidence-Based:** Housing First is listed as an Evidence Based Practice (EBP) in SAMHSA's National Registry of Evidence-based Programs and Practices.

<sup>47</sup> "Using a Housing First Philosophy When Serving Youth," (May 2017) *HUD Exchange*.

<https://www.hudexchange.info/resources/documents/using-a-housing-first-philosophy-when-serving-youth.pdf>

<sup>48</sup> Pathways' Housing First Program, *SAMHSA's National Registry of Evidence-based Programs and Practices*.

<http://legacy.nreppadmin.net/ViewIntervention.aspx?id=365>

## GOAL/VISION

The 2016 Youth Homelessness Demonstration Program NOFA required all coordinated community plans to incorporate “immediate access to housing with no preconditions” as a guiding principle of the community’s approach to preventing and ending youth homelessness.<sup>49</sup> Below, you’ll find some of the strategies that homeless service providers have used to adopt this best practice:

- **Positive Youth Development:** Focuses on the strengths that youth already have and builds protective factors and resiliency. Positive youth development strategies include giving youth access to experiences that build leadership and boost self-awareness.
- **Trauma Informed Care:** This technique recognizes the signs and symptoms of trauma in clients, families, staff, and others involved with the system, and then responds by fully integrating knowledge about trauma into policies, procedures, and practices.
- **Eliminate Entry Barriers:** Review programmatic policies and procedures to identify and eliminate all entry barriers that are self-imposed (i.e., those that are not imposed by grant requirements).
- **Reduce and/or Eliminate Behavioral Requirements:** To the maximum extent possible, reduce and/or eliminate behavioral rules within programs to ensure that youth remain in stable housing and do not exit (or are evicted) from stable housing into homelessness.
- **Provide Staff Training:** Work with the broader homeless response system to develop appropriate staff training materials identifying Housing First (including immediate access to housing with no preconditions) as a best practice.
- **Incorporate Supporting Best Practices:** Identify and implement other best practices that support the provision of Housing First-oriented housing and services, such as motivational interviewing (to encourage youth to participate in case management, treatment, or other activities designed to promote self-sufficiency) or harm reduction (to reduce the risks and harmful effects associated with substance use and addictive behaviors for the individual, the community, and society as a whole without requiring abstinence).<sup>50</sup>

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<sup>49</sup> “Youth Homelessness Demonstration Program,” (November 2016) HUD.

<https://www.hudexchange.info/resources/documents/YHDP-NOFA.pdf>

<sup>50</sup> Using a Housing First Philosophy When Serving Youth,” (May 2017) *HUD Exchange*.

<https://www.hudexchange.info/resources/documents/using-a-housing-first-philosophy-when-serving-youth.pdf>

## OUTCOMES<sup>51</sup>

The Mental Health Commission of Canada conducted a review of the literature and found the following evidence of the Housing First model's effectiveness:

- Housing First has a positive impact on housing stability and improved quality of life.
- Housing First reduces unnecessary emergency visits and hospitalizations.
- Housing First can lead to improved health and mental health outcomes and the stabilization or reduction of addictions.
- Housing First reduces client involvement with police and the criminal justice system.
- Housing First is more cost effective than “treatment as usual.”

## TARGET POPULATIONS

- **Ages:** No age restriction
- **Gender:** All genders
- **Races/Ethnicities:** All races/ethnicities

## RESEARCH/STUDIES

Gaetz, S. “A Safe & Decent Place to Live,” (2014) *Canadian Observatory on Homelessness*.

[http://www.homelesshub.ca/sites/default/files/HFFWYOUTH-FullReport\\_0.pdf](http://www.homelesshub.ca/sites/default/files/HFFWYOUTH-FullReport_0.pdf)

National Final Report: Cross-Site At Home/Chez Soi Project (2014) *Mental Health Commission of Canada*. [http://www.mentalhealthcommission.ca/sites/default/files/mhcc\\_at\\_home\\_report\\_national\\_cross-site\\_eng\\_2\\_0.pdf](http://www.mentalhealthcommission.ca/sites/default/files/mhcc_at_home_report_national_cross-site_eng_2_0.pdf)

Rapid Rehousing Models for Homeless Youth, *HUD Exchange*.

<https://www.hudexchange.info/homelessness-assistance/resources-for-homeless-youth/rrh-models-for-homeless-youth/>

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<sup>51</sup> Gaetz, S. “A Safe & Decent Place to Live,” (2014) *Canadian Observatory on Homelessness*.

[http://www.homelesshub.ca/sites/default/files/HFFWYOUTH-FullReport\\_0.pdf](http://www.homelesshub.ca/sites/default/files/HFFWYOUTH-FullReport_0.pdf)

## FAMILY FINDING

### SERVICE AREA

**Permanent Connections:** ongoing attachments to families, communities, schools, and other positive social networks.

### PROGRAM DESCRIPTION<sup>52</sup>

The *Family Finding* model establishes a lifetime network of support for children and youth who are disconnected or at risk of disconnection through placement outside of their home and community. The process identifies family members and other supportive adults, estranged from or unknown to the child, especially those who are willing to become permanent connections for him/her. The program also keeps contact with the youth on a weekly basis who are provided with an update on progress, assessed for support and safety needs, and consulted about key decisions where appropriate.

Upon completion of the process, youth have a range of commitments from adults who can provide permanency, sustainable relationships within a kinship system, and support in the transition to adulthood and beyond. Keeping safety at the forefront and using a family-driven process, families are empowered to formulate highly realistic and sustainable plans to meet the long-term needs of children and youth.

Six stages:

1. Discover at least 40 family members and important people in the child's life.
2. Engage multiple family members and supportive adults through participation in a planning meeting.
3. Plan for the successful future of the child with the participation of family members.
4. Make decisions during family meetings that support the child's legal and emotional permanency.
5. Evaluate the permanency plans developed.
6. Provide follow-up supports to ensure the child and family can maintain the permanency plans.

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<sup>52</sup> California Evidence-Based Clearinghouse for Child Welfare (CEBC), "Family Finding", February 2017, <http://www.cebc4cw.org/program/family-finding/detailed>

**CATEGORY {EVIDENCE BASED; INNOVATIVE; PROMISING}<sup>53</sup>**

**Promising practice.** Early non-experimental evaluations of Family Finding yielded promising findings for youth in foster care. More recent findings from rigorous evaluations have been mixed—it is not possible to conclude that Family Finding improves outcomes above and beyond the effects of other available services, or to conclude that it is ineffective.

**GOALS/VISION<sup>54</sup>**

- Support foster youth to develop meaningful and enduring connections with adults who will support them across their lifespan.
- Ensure safe and stable family-based living arrangements for all youth with dependency needs. For youth in out-of-home care due to protection needs, ensure a timely and permanent exit from the formal service system through the development of a resilient and comprehensive network of supportive adults.
- Support youth in developing a healthy sense of identity and regain dignity as well as providing family members with the opportunity to meet the needs within their family system. Enable young adults emerging from care to live safely and productively within their communities.
- For individuals with lifetime care needs, increase connectedness, decrease dependence on the formal service system, and enhance family-driven decision making.
- For all individuals, prevent recidivism within or between formal service systems, including prevention of youth “graduation” into the adult correctional system.

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<sup>53</sup> Sharon Vandivere and Karin Malm, “Family Finding Evaluations: A Summary of Recent Findings”, January 2015, [https://www.childtrends.org/wp-content/uploads/2015/01/2015-01Family\\_Finding\\_Eval\\_Summary.pdf](https://www.childtrends.org/wp-content/uploads/2015/01/2015-01Family_Finding_Eval_Summary.pdf)

<sup>54</sup> CEBC, “Family Finding”, February 2017, <http://www.cebc4cw.org/program/family-finding/detailed>

**OUTCOMES<sup>55</sup>**

Youth outcomes may include increased reunification rates, improved well-being, greater placement stability, transition out of the child welfare system, decreased re-entry rates, and stronger sense of belonging.

Promising outcomes for children and youth served by Family Findings models include:

- **The California Permanency Youth Project (CPYP)** worked with 750 youth over seven years and found permanent connections for over 70 percent of the youth in the project, and 18% achieved legal permanence (guardianship, adoption, or reunification), and 16% were pursuing legal permanence at project's end.
- Of the youth served by the **Orange County CASA Family Finding project**, 99% of youth learned more about their family and heritage, 97% increased family contact, and 89% have life-long connections. Approximately 10% of the youth served achieve legal status (adoption or legal guardianship) with their permanent connections.
- **Florida's Kids Central** served 164 children and 34% developed enduring connections and 23% achieved permanency because of family finding.
- The **Children's Home Society of North Carolina** was only able to find an average of nine family members known for each child, but after implementing family findings staff were able to find an average of 53 family members for each child. After family finding services, each child typically had eight family members committed to maintaining ongoing relationships and two family members stating a desire to be considered a permanency resource.
- **Four Oaks Family and Children's Services of Iowa** did a family findings pilot study to find new or expanded connections for 31 children in foster care. At the end of the study, 29 of those children had a new connection – a 97% success rate.

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<sup>55</sup> Children's Defense Fund, "Promising Approaches in Child Welfare: Helping Connect Children and Youth in Foster Care to Permanent Family and Relationships through Family Finding and Engagement," September 2010, <http://www.childrensdefense.org/library/data/promising-approaches.pdf>

## TARGET POPULATIONS<sup>56</sup>

Children and youth (birth through young adulthood), who have been disconnected from their families by placement outside of their home, community, and kinship network.

- **Ages:** 0 – 21 years old
- **Gender:** All genders
- **Races/Ethnicities:** Family Finding addresses racial disparities in the child welfare system and hopes to reduce the disproportionate number of minorities, especially African Americans, in the child welfare system.
- **Subpopulations:** Minors (under the age of 18); Youth involved with juvenile justice and foster care systems

## SETTINGS/GEOGRAPHIC LOCATIONS<sup>57</sup>

The Family Finding model is used primarily in a clinical or community-based setting.

In pilot projects around the country, both private and public child welfare professionals have begun using Family Finding and Engagement:

- **California Permanency Youth Project (CPYP):** Assists California counties in establishing programs to enhance efforts to create true permanency for their foster children and youth using the Family Finding model. Through the CPYP, 14 California Counties have established programs.
- **Catholic Community Services of Western Washington (CCSWW):** Offers Family Search & Engagement (FSE) for Children and adolescents who journey from foster home to foster home, hospital to residential care and in and out of juvenile detention facilities
- **CASAs Family Connections (Orange County, CA):** Operates a Family Search and Connect (FSC) Program to identify and engage family members and supportive adults in the lives of children in the foster care system (ages 14-21), with a focus on youth aging-out of the foster care system.

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<sup>56</sup> CEBC, “Family Finding”, February 2017, <http://www.cebc4cw.org/program/family-finding/detailed>

<sup>57</sup> Children’s Defense Fund, “Promising Approaches in Child Welfare,” <http://www.childrensdefense.org/library/data/promising-approaches.pdf>

- **Kids Central, FL** and its adoption provider agencies initiate the Family Finding process at the opening of each case for youth involved in the foster care system and maintain this focus on family connections throughout the entire placement/adoption process.
- **A Family for Every Child (AFFEC) and the Department of Human Services, OR:** AFFEC operates a Family in 30 Days program, which works to place children with relatives within 30 days of entering foster care through extensive search methods. AFFEC also operates an Extensive Team Recruitment (ETR) program, which combines Family Finding, Mentorship, Child Recruitment, and child preparation methods in order to find a child a forever home within twelve to twenty weeks.
- **Children’s Home Society of North Carolina (CHS) and the Department of Social Services, NC:** CHS operates a Family Finding Program targeted to older youth, sibling groups, children in unstable foster care placements, and those close to aging out with no supportive connections.
- **Four Oaks Family and Children’s Services, IA** uses search technologies and family-centered practices to reconnect children entering foster care with family members and natural supports during and after their time in foster care.

## RESEARCH/STUDIES

Sharon Vandivere and Karin Malm (2015). Family Finding Evaluations: A Summary of Recent Findings. [https://www.childtrends.org/wp-content/uploads/2015/01/2015-01Family\\_Finding\\_Eval\\_Summary.pdf](https://www.childtrends.org/wp-content/uploads/2015/01/2015-01Family_Finding_Eval_Summary.pdf)

Children’s Defense Fund. (2010). *Promising approaches in child welfare: Helping connect children and youth in foster care to permanent family and relationships through Family Finding and Engagement.* <http://www.childrensdefense.org/child-research-data-publications/data/promising-approaches.pdf>

## ADAPTATIONS<sup>58</sup>

By clearly establishing the essential elements present in the Family Finding intervention, Family Finding can be effectively blended with several other family centered strategies and interventions, including:

- Family Group Counseling/Family Group Decision Making
- Signs of Safety/Safety Organized Practice Trauma-informed practices
- Grief & loss work, e.g. Darla Henry’s 3-5-7 Model

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<sup>58</sup> Seneca Family of Agencies. “Family Finding: What Have We Learned?”, August 2013 PowerPoint Presentation.

## SUPPORT TO REUNITE, INVOLVE AND VALUE EACH OTHER (STRIVE)

### SERVICE AREA

Permanent Connections: ongoing attachments to families, communities, schools, and other positive social networks.

### PROGRAM DESCRIPTION<sup>59</sup>

**Support to Reunite, Involve, and Value Each Other (STRIVE)** is a community-based program that aims to reduce sexual risk behaviors, substance use, and conduct problems among homeless teens by improving their and their parents' problem-solving and conflict resolution skills. Throughout the program, running away from home is presented as an ineffective way to deal with family conflict while teens and their parents learn skills to help them deal with problem-solving and conflict resolution more effectively.

Families learn the importance of healthy family practices like creating a positive family climate, resolving conflict in a way that is beneficial to the parent and teen, recognizing and effectively managing emotions, providing positive affirmations frequently, providing role clarity, and using effective problem-solving skills. Families are then taught skills to help incorporate these concepts using tokens as rewards for positive behaviors, a feeling thermometer, a “think-feel-do” problem-solving model, roleplaying, and the strategy of reframing problems and solutions in a non-blaming way.

STRIVE programming consists of five 1.5-to 2-hour individual parent-teen sessions held at a location chosen by the family; the skills from previous sessions are reinforced during all following sessions. Sessions are led by trained facilitators.

### CATEGORY {EVIDENCE BASED; INNOVATIVE; PROMISING}<sup>60</sup>

**Evidence-Informed Innovative Practice.** The practice has been tested with at least one high-quality trial with a study population including youth experiencing homelessness. This model is one of the few

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<sup>59</sup> Child Trends, “Support to Reunite, Involve, and Value Each Other (STRIVE)”, December 4, 2013, <https://www.childtrends.org/programs/support-to-reunite-involve-and-value-each-other-strive/>

<sup>60</sup> Pergamit, M., Martin, M.C., Gelatt, J., Stratford, B., and Beckwith, S. (2016). Family Interventions for Youth Experiencing or At Risk of Homelessness. <http://www.urban.org/sites/default/files/family-interventions-for-youth-experiencing-or-at-risk-of-homelessness-appendix.pdf>

interventions that has been tested specifically with runaway and homeless youth (RHY) or track homelessness as an outcome.

### GOAL/VISION<sup>61</sup>

- Improve residential stability and the quality of residential life
  - Family climate
  - Conflict management and problem-solving skills
  - Family dynamics
- Reduce the number of runaway episode
- Reduce sexual risk behaviors, substance use, and delinquency among youth who have recently run away from home

### OUTCOMES<sup>62</sup>

Youth outcomes may include reduced delinquent behavior, reduced frequency of alcohol or hard drug use, and a decrease in sexual-risk behaviors.

Results from an evaluation of STRIVE delivered to newly homeless youth and their families in Los Angeles and San Bernardino counties, California, indicate that the program reduced delinquent behavior, the number of recent sexual partners for participants, and frequency of alcohol and hard drug use. STRIVE participants increased their marijuana use following the program, although that may have been a substitute for harder substances.

### TARGET POPULATIONS<sup>63</sup>

The program was designed for and evaluated with newly homeless youth ages 12 to 17. However, STRIVE has also been adapted and utilized with mostly ethnic/racial minority formerly incarcerated delinquent youth.

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<sup>61</sup> Center for HIV Identification, Prevention, and Treatment Services (CHIPT), “Support to Reunite, Involve, and Value Each Other (STRIVE)”, <http://chipts.ucla.edu/projects/strive-support-to-reunite-involve-and-value-each-other/>

<sup>62</sup> Pergamit et al, Family Interventions for Youth Experiencing or At Risk of Homelessness, <http://www.urban.org/sites/default/files/family-interventions-for-youth-experiencing-or-at-risk-of-homelessness-appendix.pdf>

<sup>63</sup> U.S. Department of Health and Human Services, “Teen Pregnancy Prevention Evidence Review: STRIVE”, <https://tppevidencereview.aspe.hhs.gov/document.aspx?rid=3&sid=221&mid=1>

- **Ages:** 12 - 17 years old
- **Gender:** All genders
- **Races/Ethnicities:** STRIVE has been utilized with mostly RHY or formerly incarcerated youth of ethnic/racial minorities (predominantly Latino and African American)
- **Subpopulations:** Minors (under the age of 18); Youth involved with juvenile justice and foster care systems

## SETTINGS/GEOGRAPHIC LOCATIONS<sup>64</sup>

STRIVE sessions take place with families while youth are still in shelters and/or being served by community agencies, and as they transition back to the home. It is delivered to individual families in a community-based setting or in the family's home by a trained specialist.

To date, STRIVE has been implemented with 151 families in Los Angeles and San Bernardino counties, California and the surrounding. The program is also being implemented within the Los Angeles (LA) County juvenile probation system.

## RESEARCH/STUDIES

Pergamit, M., Martin, M.C., Gelatt, J., Stratford, B., and Beckwith, S. (2016). *Family Interventions for Youth Experiencing or At Risk of Homelessness*. <http://www.urban.org/sites/default/files/family-interventions-for-youth-experiencing-or-at-risk-of-homelessness-appendix.pdf>

Milburn, N. G., Iribarren, F. J., Rice, E., Lightfoot, M., Solorio, R., Rotheram-Borus, M. J., and Duan, N. (2012). *A Family Intervention to Reduce Sexual Risk Behavior, Substance Use, And Delinquency Among Newly Homeless Youth*. *Journal of Adolescent Health*, 50(4), 358-364.

## ADAPTATIONS<sup>65</sup>

The program is also being implemented within the juvenile justice system and with formerly incarcerated delinquent youth.

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<sup>64</sup> Ibid.

<sup>65</sup> UCLA Health Nathanson Family Resilience Center, Featured Program: Project STRIVE (Support To Reunite, Involve and Value Each Other), <https://nffc.ucla.edu/news/2013-11-06/featured-program-project-strive-support-reunite-involve-and-value-each-other>

## SCHOOLS AS SOCIAL HUBS: YOUTH UPRISING IN OAKLAND, CA

### SERVICE AREA

**Prevention:** services that improve family functioning and prevent the abuse and conflict that lead to runaway and throwaway scenarios<sup>66</sup>, and **Diversions:** a strategy that helps youth identify immediate alternate housing arrangements and services to help them return to permanent housing.<sup>67</sup>

### PROGRAM DESCRIPTION<sup>68</sup>

Youth UpRising (YU) was created in response to growing racial tensions at Castlemont High School in Oakland, California. Located in the heart of East Oakland, YU is a neighborhood hub offering young people services and programs to increase physical and mental wellbeing, community connection, educational attainment, and career achievement among youth members. YU provides comprehensive, fully integrated health, wellness, educational, career, arts, and cultural programming to Alameda County youth and young adults, ages 13-24. YU has also established the Castlemont Community Transformation Schools Primary (TK-5 grade) and Junior (6-8 grade) Academy.

### CATEGORY {EVIDENCE BASED; INNOVATIVE; PROMISING}

**Promising:** An Effective Practice<sup>69</sup>

<sup>66</sup> National Alliance to End Homelessness, “Ending Youth Homelessness Before It Begins: Prevention and Early Intervention Services for Older Adolescents,” August 3, 2009, [http://b3cdn.net/naeh/5a3c6b2bf975ee8989\\_1bm6bhh9y.pdf](http://b3cdn.net/naeh/5a3c6b2bf975ee8989_1bm6bhh9y.pdf)

<sup>67</sup> National Alliance to End Homelessness, “Closing the Front Door: Creating a Successful Diversion Program for Homeless Families,” August 16, 2011. <http://www.endhomelessness.org/library/entry/closing-the-front-door-creating-a-successful-diversion-program-for-homeless>.

<sup>68</sup> <http://www.youthuprising.org/about-us/who-we-are/>

<sup>69</sup> An Effective Practice meets the following criteria: 1) The program description includes at a minimum: the sponsoring organization, program goals, program implementation steps, and outcomes that have demonstrated program success and/or promise in achieving the program goal in one or more localities; and 2) The results from an evaluation of the program include quantitative measures of improvement in outcome of interest and/or the outcome measure is increased or improved compared to the baseline measurement or the control group but the difference is not statistically significant.

<http://www.dchealthmatters.org/index.php?module=promisepractice&controller=index&action=view&pid=456dgf>

## GOAL/VISION<sup>70</sup>

**Vision:** Youth UpRising (YU) envisions a healthy and economically robust East Oakland powered by the leadership of youth and young adults as well as improvements in systems and environments that impact them. The primary focus is building a systems change and community economic development platform that supports and strengthens our personal transformation work.

**Goal:** Youth UpRising aims to build youth leadership and affect positive community change by ensuring that youth and young adults are supported in the following key areas: **(1) Consciousness Raising** that exposes them to a broader set of realities to develop their capacity to think critically about personal and community experiences; **(2) Personal Transformation** that builds their capacity to transform experiences of trauma and oppression into opportunities for positive personal and community change; and **(3) Hard Skills/Leadership Development** that increases their creativity, strengths, and skills as effective leaders who are competitive in the marketplace.

## OUTCOMES<sup>71</sup>

### Career and Education

- 400 youth are placed into jobs each year
- 84% of summer employment participants enroll and participate in credit recovery/academic activity

### Health and Wellness

- 3,000 young people visit the youth health clinic annually
- In 2012, 73% of participants reported they consistently get needed guidance as well as emotional and practical support from YU staff

### Crime Reduction

- In 2015, a study indicated arrests for violent offences declined from 65% of clients in the five years before program enrollment to 10% in the second year after

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<sup>70</sup> Easter-Dawson, M. (2007) *Youth Uprising: A Community-Based Model for Serving At-Risk Youth in Alameda County*. <http://mackcenter.berkeley.edu/sites/default/files/chi-2016-05-06/CHI/TOC-CHI-92.pdf>

<sup>71</sup> <http://www.youthuprising.org/impact/results/>

## TARGET POPULATIONS

- **Ages:** 13 - 24 years old
- **Gender:** All genders
- **Races/Ethnicities:** Primarily youth of color
- **Subpopulations:** Youth experiencing poverty or homelessness (90%), involved with the criminal justice system (84%), dropped out or at risk of dropping out of school (72%), involved in or in danger of engaging in high-risk behaviors such as criminal activity or teen pregnancy (98%).<sup>72</sup>

## SETTINGS/GEOGRAPHIC LOCATIONS<sup>73</sup>

East Oakland, YU's target area, was once a flourishing middle class community. Changing land-use policies caused an exodus of industry and commerce and the elimination of the high-wage, low skill jobs that residents relied on. Despite decades of disinvestment, an unemployment rate twice that of the city, and half of households earning less than \$30,000, East Oakland is an exceedingly resilient community. Many residents are active in organized groups and faith organizations and have lived for generations in the neighborhood. The realities of life for youth in East Oakland, however, are sobering. Over 40% of local young people are not enrolled in school, the rate of teen pregnancies is three times that of the County, and the murder rate is seven times higher than the national average. YU's target region has a population of 120,290 of which youth ages 14-24 comprise 17% (20,629) of the total.

## RESEARCH/STUDIES

Easter-Dawson, M. (2007) Youth Uprising: A Community-Based Model for Serving At-Risk Youth in Alameda County. <http://mackcenter.berkeley.edu/sites/default/files/chi-2016-05-06/CHI/TOC-CHI-92.pdf>

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<sup>72</sup> <http://www.youthuprising.org/issues-responses/east-oakland/>

<sup>73</sup> Ibid.

## YOUTH DROP-IN CENTERS

### SERVICE AREA

**Prevention:** services that improve family functioning and prevent the abuse and conflict that lead to runaway and throwaway scenarios<sup>74</sup>, and **Diversions:** a strategy that helps youth identify immediate alternate housing arrangements and services to help them return to permanent housing.<sup>75</sup>

### PROGRAM DESCRIPTION<sup>76</sup>

Drop-in centers (sometimes called “access centers”) provide an invaluable safety net for homeless youth by helping them meet both basic needs (e.g., food, hygiene, clothing), as well as “higher level” needs such as substance use treatment and mental health care, HIV-related programs, individual and group counseling, independent living skills and job training, and school drop-out prevention. Unlike shelters that have restrictive rules that youth must follow (e.g., curfews, abstinence from substances), drop-in centers typically try to break down barriers and take a “come as you are” approach to engaging youth in services. This can be quite appealing to homeless youth, many of whom prefer “camping out” (e.g., sleeping in a park or street) over staying in shelters.

### CATEGORY {EVIDENCE BASED; INNOVATIVE; PROMISING}

**Evidence-Based Intervention:** evaluated in multiple peer-reviewed journals.

### GOAL/VISION<sup>77</sup>

- Drop-in centers can facilitate change in the lives of homeless youth by developing a genuine relationship of trust between youth and a drop-in center worker.

<sup>74</sup> National Alliance to End Homelessness, “Ending Youth Homelessness Before It Begins: Prevention and Early Intervention Services for Older Adolescents,” August 3, 2009, [http://b3cdn.net/naeh/5a3c6b2bf975ee8989\\_1bm6bhh9y.pdf](http://b3cdn.net/naeh/5a3c6b2bf975ee8989_1bm6bhh9y.pdf)

<sup>75</sup> National Alliance to End Homelessness, “Closing the Front Door: Creating a Successful Diversion Program for Homeless Families,” August 16, 2011. <http://www.endhomelessness.org/library/entry/closing-the-front-door-creating-a-successful-diversion-program-for-homeless>.

<sup>76</sup> Pedersen, E.R., Tucker, J.S., Kovalchik, S.A., “Facilitators and Barriers of Drop-In Center Use Among Homeless Youth,” *Journal of Adolescent Health* (2016) 59:144-153. <https://www.ncbi.nlm.nih.gov/pubmed/27238839>

<sup>77</sup> Guidance for Homeless Youth Drop-In Centers, *How Housing Matters*, March 17, 2016, <https://howhousingmatters.org/articles/guidance-homeless-youth-drop-in-centers/>

- Homeless youth have multiple needs that benefit from wraparound services from multiple agencies coordinated into a single plan of care.
- Drop-in centers need a strong funding strategy that reduces competition for local sources.
- It is essential to provide services for meeting basic needs, including showering, eating, napping, cleaning clothes, and accessing health care.
- Rules, consequences, and rewards should be clear and consistent, but consequences should not be permanent.

## OUTCOMES<sup>78</sup>

In a sample of 83 homeless youth interviewed in Chicago, IL and Los Angeles, CA, researchers found that most youth used drop-in centers (58%) or food programs (54%), whereas less than half used counseling centers (40%) or shelters (36%).<sup>79</sup> Importantly, those who access substance use, mental health, and case management services at drop-in centers demonstrate significant reductions in substance use, improvements in mental health, and greater housing stability over time compared to those who do not use these services.

## TARGET POPULATIONS

- **Ages:** 13 – 24 years old
- **Gender:** All genders
- **Races/Ethnicities:** All races/ethnicities
- **Subpopulations:** Use of drop-in centers tends to be higher among older youth, LGBTQ youth, and youth with more education<sup>80</sup>

## SETTINGS/GEOGRAPHIC LOCATIONS<sup>81</sup>

- To reach homeless youth, a center's location needs to be both socially acceptable (i.e., youth will not feel like outsiders in the neighborhood) and physically accessible through walking or transit.

<sup>78</sup> Michael J. Roy, Donaldson C., Baker R., and Kerr S. "The potential of social enterprise to enhance health and well-being: A model and systematic review," *Social Science & Medicine* (2014) 1-12. <https://tinyurl.com/ljpa62c>

<sup>79</sup> Pergamit, M.R., Ernst, M., "Runaway Youth's Knowledge and Access of Services," April 2010, <https://www.1800runaway.org/wp-content/uploads/2015/05/PART-A-Youth-on-Streets.pdf>

<sup>80</sup> Tyler, K.A., Akinyemi, S.L., Kort-Butler, L.A., "Correlates of service utilization among homeless youth," *Children and Youth Services Review* (2012) 34:1344-50. <http://www.sciencedirect.com/science/article/pii/S0190740912001338>

<sup>81</sup> Guidance for Homeless Youth Drop-In Centers, *How Housing Matters*, March 17, 2016, <https://howhousingmatters.org/articles/guidance-homeless-youth-drop-in-centers/>

- The presence of a welcoming front porch or an entrance that can be seen clearly from a distance may reduce youth's wariness about entering the center.
- In the interior, a building with multiple separate rooms seems more like a family home and allows more opportunities for youth to be separate in the event of a conflict.

## RESEARCH/STUDIES

Pedersen, E.R., Tucker, J.S., Kovalchik, S.A., "Facilitators and Barriers of Drop-In Center Use Among Homeless Youth," *Journal of Adolescent Health* (2016) 59:144-153.

<https://www.ncbi.nlm.nih.gov/pubmed/27238839>

Slesnick, N., Glassman, M., Garren, R., Toviessi, P., Bantchevska, D., Dashora, P., "How to open and sustain a drop-in center for homeless youth," *Children and Youth Services Review* (2008) 30(7):727-734.

<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2440711/>