SAN FRANCISCO COORDINATED COMMUNITY PLAN TO PREVENT AND END YOUTH HOMELESSNESS

A Stable Future for San Francisco's Youth

San Francisco Department of Homelessness and Supportive Housing

San Francisco Coordinated Community Plan to Prevent and End Youth Homelessness

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VISION STATEMENT

With shared responsibility in San Francisco, our vision is a city where no youth experience homelessness. To that end we will prevent and end youth homelessness using a coordinated community response that offers low-barrier, flexible housing models and uniquely tailored services ensuring that homelessness is rare, brief, and one-time, while empowering youth to define and achieve their own self-sufficiency through immediate and equal access to the continuum of resources, support, and care.

INTRODUCTION

In 2016, the San Francisco Department of Homelessness and Supportive Housing (HSH) initiated a community planning process that was a required element of the San Francisco Continuum of Care's application for funding through the Department of Housing and Urban Development (HUD) Youth Homelessness Demonstration Project (YHDP). That process brought together a wide array of government agencies, service providers, funders, landlords, academics, stakeholder groups, and, most importantly, homeless and formerly homeless young people. As a result of those and prior planning efforts as well as the innovative, existing projects providing housing and supports to homeless youth, San Francisco was selected as one of ten YHDP communities and eligible for $2.9 million to create model programs that prevent and end youth homelessness.

San Francisco YHDP Community Planning Process
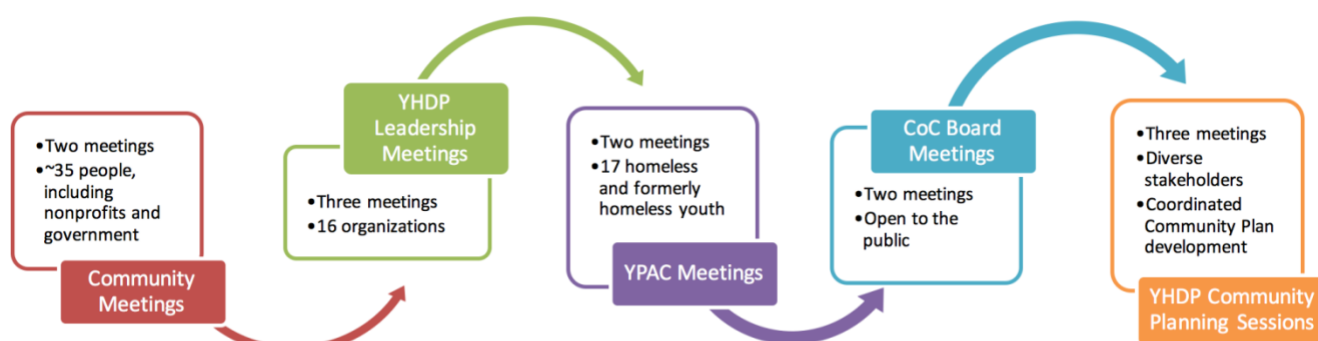
While the genesis of this community plan was in response to the application and eligibility requirements for YHDP funding, the collaborative planning process has already sparked renewed attention to and funding for the needs of youth experiencing homelessness and housing instability. The Mayor's proposed Fiscal Year 17-18 budget contains funding for housing and services targeted toward homeless transition-age youth (TAY), and additional funding has been proposed by the San Francisco Board of Supervisors. Deeper collaborations among providers of housing and services for transitional-age youth (TAY), young people, and government agencies will help ensure that these and future efforts use data-driven, evidence-based practices to best serve the diverse needs of young people in our community.

Statistics and research in California show that 40-50% of chronically homeless adults became homeless under the age of 25. This statistic is a jarring reminder an investment in our youth population is crucial and necessary measure in reducing chronic homelessness in our city. Furthermore, studies have shown that a 16-year-old youth experiencing homelessness costs more than $755,000 if they remain on the street.[1] We cannot afford youth homelessness, morally or fiscally. Now is the time to increase our efforts and resources to prevent and end youth homelessness in San Francisco.

This Collaborative Community Plan provides a roadmap for achieving the goals set by HUD, United States Interagency Council on Homelessness (USICH), HSH and its community partners. It draws upon the planning and processes conducted over the past decade, the best practices and core outcomes established by USICH, the many innovative programs initiated by our community partners, the feedback of young people and their service providers, and intentionally aligns and coordinates efforts from across diverse systems to ensure that the San Francisco youth homelessness response system is moving toward the same goal.

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[1] Belfield, Clive R., Levin, Henry M., Rosen, Rachel, *The Economic Value of Opportunity Youth*, January 2012.

OUR VOICE

My name is Zak and I am a Youth advocate with lived experience with homelessness. Many thoughts are going through my mind as I sit down to write this introduction. I think of the dedication and effort the Department of Homelessness and Supportive Housing has demonstrated in the facilitating and planning of the Youth Policy Advisory Committee meetings. I think of the various government officials and representatives of non-profits who diligently attended our Youth Homeless Demonstration Program planning days, irrespective of their eligibility for funding through this grant. I think of how our small meeting at the main public library has led to attention, support, and interest from our elected officials and media outlets. But what consumes my thoughts the most are my peers. I remember watching my fellows stand up and speak the hard truths: We don't have enough youth beds; We need a safe space for youth to go all hours of the day; My friends are suffering and I don't know where they can go to get help. I think of the strength, courage, and vulnerability my fellows displayed in our meetings. I think of how many a youth, myself included, has been transformed by involvement in this project. I think of my peers who found their voices after having consistently felt them silenced. And our voices have been HEARD. From City Hall to Sacramento and all the way to Washington D.C., our voices have been present. I will wrap up with this: of greater impact than the dollars we've received, is the citywide call to action that manifested as a result of this project and the Young advocates and politicos-in-the-making who used this as a platform to get their feet wet in realm of public policy. #youthempowerment

Thank you to all the service providers who came to the table and listened.

And a special thanks to the LYRIC Fellows, Larkin Street Youth Advisory Board, YPAC Committee Members, and all the other Youth who came out and spoke what was true for them.

Zak Franet
Member, San Francisco Youth Policy and Advisory Committee

DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING (HSH) EXECUTIVE SUMMARY

This Coordinated Community Plan was developed during the same timeframe as the launching and development of the Department and its Strategic Framework. The following excerpts demonstrate the importance of integrating these two plans. In order to implement the goal of reducing the number of youth experiencing homelessness, HSH will undertake the development of an integrated Youth Framework by July of 2018.

Each year, San Francisco provides housing interventions to more than 500 young people experiencing homelessness; we also assist approximately 1,000 youth with food, shelter, outreach, health care, and other forms of assistance. Nevertheless, an estimated 2,000 youth are homeless in San Francisco on any given night. This number has remained high for more than a decade, despite our City's commitment, concern, and considerable investments.

Since 2005, San Francisco has helped thousands of youth to exit homelessness. However, our City has lacked a coordinated, data-driven, and integrated system to ensure these efforts result in permanent, sustained solutions. We also lack the full complement of resources needed to meet the current demand for housing, shelter, and services responsive to youth needs. While we should be proud of our accomplishments to date, achieving sustained reductions in youth homelessness will require nothing short of a radical transformation of the work we do.

In August 2016, Mayor Edwin M. Lee launched the Department of Homelessness and Supportive Housing (HSH) to fundamentally change the way San Francisco addresses homelessness. Our vision is to make homelessness a rare, brief, and one-time event. Our aim is a **significant, sustained reduction in homelessness in San Francisco.** We will accomplish this by partnering with our many stakeholders to achieve the five-year goals outlined in the HSH Strategic Framework, further developing the action items identified in this community plan.

Together, **we will work tirelessly, persistently, and compassionately to help each person find the right path to housing.**

SYSTEMS CHANGE

- Design and implement coordinated systems for youth by December 2018

Youth make up approximately 20% of the homeless population in San Francisco. Since 2013, San Francisco has conducted special youth homeless counts during each Point-in-Time Count and has seen a decrease in youth homelessness. However, youth homelessness remains a significant problem and there has been little City-sponsored planning to address it.

San Francisco is now engaged in an in-depth and youth-informed process to develop the response system and the programs needed to reduce youth homelessness. We will publish our final HSH Youth Framework by July 2018. This plan will include more specific targets for reducing youth homelessness during the next five years and will outline the work needed to transform housing and services for this population. In the meantime, we have already begun adding new youth-focused housing and services that will begin operation in early 2018.

Coordinated Entry is a key component of this response system, including a clear set of entry points, a standardized method to assess and prioritize people needing assistance, and a streamlined process for rapidly connecting people to a housing solution. Coordinated Entry systems for all populations will be in place by December 2018.

The new Homelessness Response System will strive to ensure that youth will not have to wander from program to program, remain on waiting lists with little or no understanding of what will happen next, or receive no information on their options. This system will also acknowledge that not every youth needs subsidized housing to exit homelessness. As such, we will expand the focus on prevention, Problem Solving, and Rapid Rehousing assistance while also working to add more Supportive Housing for those who need it.

HSH has already begun developing the infrastructure needed to implement these changes. This includes merging the City's 15 different homeless services databases into one new centralized data system, called the Online Navigation and Entry (ONE) System. Launched in June 2017, the ONE System will allow for increased accountability, improved performance management, and a better understanding of the needs of each individual we serve. The ONE System will be fully implemented by mid-2018.

This plan combines analysis, best practices from around the country, and the collective wisdom of our community, especially our youth voices. Our path will be informed by what has been learned in other communities, consistently updated based on new learning and data, and rooted in the strengths of our experience in San Francisco.

We are in the process of working with our stakeholders to develop a detailed implementation plan that will guide our operations during the coming years. HSH is also developing specific housing placement and performance targets required to achieve our goals. Data and accountability are integral to our success and evaluations will be conducted on a regular basis to ensure we remain on target. This information will be reported to the public on an ongoing basis.

While data models will be adjusted and plans refined, achieving a significant, sustained reduction in youth homelessness is the standard by which our success should be judged. We will achieve this by building a system that aligns all efforts and actors to get house keys into the hands of as many people as possible.

New Entries: *Decrease* the number of people becoming homeless for the first time
Problem Solving: *Reduce* the number of people using homeless services by quickly directing newly homeless people to resources that can help them return to a safe place
Targeting: *Increase* the percent of people experiencing high needs homelessness entering the system's programs
Exits: *Increase* the number of people who are assisted to secure housing
Time Homeless: *Shorten* the time people spend being homeless and measure how *quickly* programs assist people to secure housing
Recurrence: *Decrease* the rate that housed clients become homeless again
Number of Homeless: *Reduce* the overall number of people experiencing homelessness

The Coordinated Community Plan seeks to reach these goals through the following actions:

- Create a Coordinated System to identify, assess, and prioritize the needs of the most vulnerable youth experiencing homelessness.
- Prevent youth from becoming homeless, and implement problem-solving strategies to keep them from needing to enter shelter.
- Immediately link youth experiencing homelessness to safe, stable, appropriate housing and supportive wrap-around services.
- Create and expand flexible housing options targeted to the needs of TAY.
- Create movement through our systems to support youth in transitioning out of time-limited programs and into long-term independent housing.
- Ensure all housing and service options are low-barrier, coordinated, equally accessible and have a Housing First orientation with high-quality, client-centered services targeted to the most vulnerable youth.

- Improve educational outcomes and employment opportunities for youth as a pathway for achieving stability and self-sufficiency.
- Support a systems-level culture change led by youth voice and action.

This plan, to be integrated with the HSH Strategic Framework, will provide a roadmap for how we will accomplish these goals. We will be looking to our colleagues, partners, stakeholders, and youth experiencing homelessness to plan for and implement the work. **Together, we will help vulnerable young people find homes and significantly reduce youth homelessness in San Francisco.**

STATEMENT OF NEED

San Francisco has long been a destination for and home to young people seeking community support and stability. Too many young people, however, become homeless or marginally housed, and fail to make successful transitions to adulthood and independence.

San Francisco has devoted significant local resources to providing housing and services to unaccompanied youth experiencing homelessness, and progress is being made, as demonstrated by the recent reduction in the youth Point-In-Time (PIT) count number. Despite those efforts and successes, a significant population of youth continues to be at-risk of or experiencing homelessness. The needs of homeless and unstably housed youth are diverse and complex; we must be able to wrap housing, healthcare, employment, education, and other supportive services fully around every youth in need and support them in reaching self-sufficiency, stability, and empowerment. Not providing the needed housing and wrap-around support systems leaves youth in an increasingly vulnerable position. Not only are they at higher risk for assault, suicide, and deteriorating health, their potential and talents are stifled.

San Francisco's programs and housing have clearly achieved results—but widespread homelessness still persists in our City. Experience has shown that strong programs and growing investments are not enough to effectively reverse and reduce youth homelessness; it requires the alignment of all programs into a **Youth Homelessness Response System** that treats homelessness as an emergency to be responded to quickly and effectively, targeting its resources to this end. To effectively implement this system-wide approach, all resources and programs must be aligned around consistent, compassionate, and common-sense strategies toward measurable goals. HSH and our partners must match resources to needs, and ensure those with greatest challenges receive the most assistance. Data and accountability must be built into the systems. Equally important, the strengths and dignity of people who are experiencing homelessness must be elevated throughout the system, and their desires to be housed must be foremost. We must also acknowledge the impact that homelessness has on the community at large and work to address these concerns.

The recent investments by HUD and by the City and County of San Francisco demonstrate an acknowledgement of the vulnerability of our homeless youth and a true investment in their future. San Francisco is poised to make significant progress through collaboration, innovation, and investment as we strive toward a stable future for all of San Francisco's youth.

SCOPE OF YOUTH HOMELESSNESS IN SAN FRANCISCO[2]

The 2017 Point-in-Time Count identified a total of 7,499 homeless individuals in the City of San Francisco; of those, 1,363 were unaccompanied children and transition-age youth (TAY). This is a decrease of 10% from 2015, when 1,569 unaccompanied children and TAY were identified as homeless during the PIT Count.

Of all major U.S. cities, San Francisco has the highest percentage of unsheltered homeless youths who live on their own.[3] The 2017 PIT Count found that 93% of unaccompanied children and 81% of unaccompanied TAY identified in San Francisco are unsheltered.

2017 Homeless Census Results on Unaccompanied Children and Transition Age Youth by Source	
Identified through Youth Count Effort	862
Identified though General Point-in-Time Count Effort	501
Total Number of Unaccompanied Children and Transition-Age Youth	**1,363**
Overall Homeless Point-in-Time Count	7,499
Percent of Unaccompanied Children and Transition-Age Youth	**18%**

Source: Applied Survey Research. (2017). San Francisco Homeless Unique Count & Survey – A Comprehensive Report. Watsonville, CA.

YOUTH AT-RISK OF HOMELESSNESS

A commitment to identifying and assisting youth at-risk of becoming homeless is essential in preventing youth homelessness. San Francisco is currently putting in place data sharing policies and practices that will allow us to communicate in a streamlined way with San Francisco Unified School District, Family & Children Services, Juvenile and Adult Probation, and hospitals. Assessment, data sharing, and communication will allow us to identify in a coordinated way youth who are unstably housed and at high risk of becoming homeless. Early identification and assessment coupled with flexible and creative diversion strategies will allow us to most effectively serve youth at-risk of homelessness.

We currently know that on average 170 youth emancipate from foster care each year and through data we can estimate that over one fourth of those youth are going to become homeless. Targeting preventative services to 45 youth each year through Transitional Housing Plus Program and other problem-solving resources can help prevent homelessness for many. This same kind of data-driven analysis will be done with San Francisco Unified School District, Probation and jails, and health providers that work with youth.

Additional information about pregnant and parenting youth at risk of homelessness is found in the pages ahead.

Nonprofit Spotlight:

Initial analysis by LYRIC, a San Francisco LGBTQQ youth organization, found that 60% of LYRIC youth are homeless or marginally housed at intake. Of LYRIC youth who are homeless or marginally housed at intake, high percentages are youth of color (75%) and transgender/gender non-conforming (49%). There is also significant overlap between youth experiencing homelessness or who are marginally housed at intake and involvement with the foster care and justice systems. 25% of homeless and marginally housed LYRIC youth have a foster care history and 74% reported juvenile or criminal justice involvement. Additionally, 86% of LYRIC youth experiencing homelessness or who are marginally housed at intake have a special need, disability, or mental health challenge.

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[2] Applied Survey Research. (2017). San Francisco Homeless Unique Count & Survey – A Comprehensive Report. Watsonville, CA. http://hsh.sfgov.org/wp-content/uploads/2017/06/2017-SF-Youth-PIT-Report-FINAL.pdf
[3] Sabatini, Joshua. "Among major cities, SF has highest percentage of unsheltered homeless youth." San Francisco Examiner [San Francisco] December 7, 2016, www.sfexaminer.com/among-major-cities-sf-highest-percentage-unsheltered-homeless-youth/

DISCONNECTED TRANSITIONAL AGED YOUTH IN SAN FRANCISCO[4]

**Youth who are
Out of School &
Out of Work
9,000**

TAY on Adult
or Juvenile
Probation
1,160

Current and
Former Foster
Care Youth: 800

Youth with
Disabilities
5,000

Homeless/Marginally
Housed Youth
5,700

Youth Seeking
Mental Health
Services
3,000
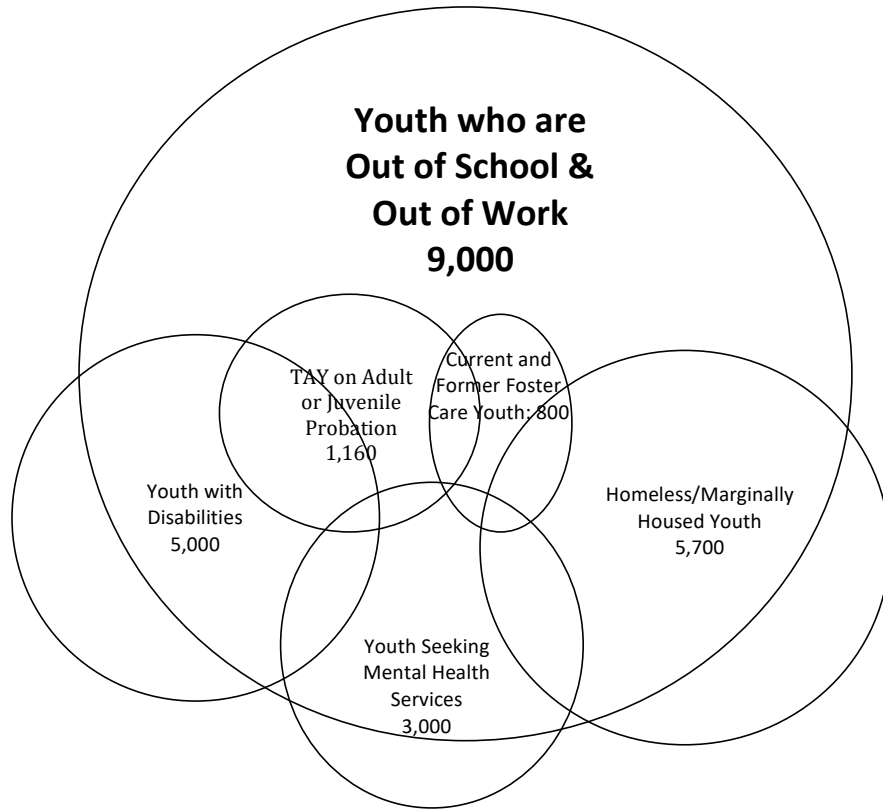
8.4% of all 16-24 year olds are not working and not in school

EDUCATION	WORKFORCE	HEALTH & WELLBEING	HOUSING
7,700 18-24 year olds have not obtained a High School Diploma or GED	5,000 undocumented 14-24 year olds have little to no legal options for employment	6,000 16-24 year-olds without health insurance	1,902 Homeless youth and young adults are under 25 years old
Over 700 students drop out of middle and high school each year	1,400 18-24 year olds receive cash welfare; 4,000 receive food stamps	42% of San Francisco's homicide victims were age 25 and younger	25 % of the homeless population is children and youth under 25 years old
554 high school students at SFUSD are currently off-track by 1 or more years			

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[4] TAYSF, "Policy Priorities for Transitional Age Youth: Vision & Goals 2014-2016," February 2014, http://www.taysf.org/wp-content/uploads/2014/03/TAYSF_PolicyPrioritiesdoc.pdf

San Francisco Approach to Serving Youth At-Risk of Homelessness

Partners

Department of Homelessness and Supportive Housing (HSH)

San Francisco Unified School District (SFUSD)

San Francisco Family & Children Services

San Francisco Adult Probation Department

San Francisco Juvenile Probation Department

Hospitals & Local Health Systems

Process

1 Identify

HSH is working to identify where youth at-risk of homelessness, including youth who are doubled-up or couchsurfing, are currently presenting for help or could be found through enhanced collaboration and communication with other systems serving youth.

2 Assess

HSH is working to establish data sharing policies and procedures to improve system-wide assessment of housing instability and risk of homelessness for youth as they interact with and across different systems.

3 Problem Solve

Through early identification and assessment efforts, San Francisco will be able to engage youth at-risk of homelessness in prevention and problem solving services, helping to stabilize housing for many youth before ever entering the crisis response system.

Anticipated Outcomes

Prevention

Having prevented homelessness through problem solving - including family engagement and reunification services when appropriate - youth resolve their housing crisis, also avoiding traumatization or re-traumatization that may occur as a result of housing insecurity and homelessness.

Empowerment & Youth Choice

Prevention and problem solving empower youth to identify safe and appropriate housing options and promote youth choice, while maintaining high standards for the housing and services provided to help youth resolve their housing crisis.

Improved System Outcomes

Effective prevention and problem solving for youth at-risk of homelessness improves system outcomes by reducing entries into homelessness and allowing the crisis response system to target youth with the highest vulnerability and needs.
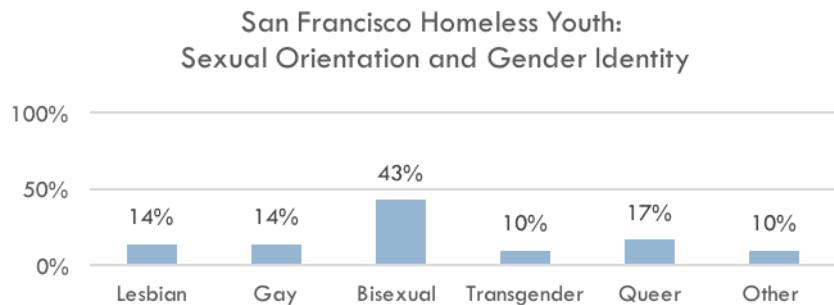
YOUTH SUBPOPULATIONS IN SAN FRANCISCO[5]

MINORS UNDER THE AGE OF 18

Of the 1,363 unaccompanied children and youth included in the 2017 Point-in-Time Count, an estimated 104 were under the age of 18 based on an observation only point-in-time count. Seven percent (7%) of those minors were counted in city shelters, compared to 19% of sheltered transition-age youth.

For minors experiencing homelessness, youth-appropriate supportive services, case management, and life-skills training are often needed, along with re-engagement with education and workforce development programs. San Francisco also recognizes the importance of family engagement/reunification services when safe and appropriate for minors. These distinct needs for minors experiencing homelessness are incorporated into the goals, objectives, action steps, and new projects in San Francisco under the YHDP.

LGBTQ YOUTH

San Francisco has long been a sanctuary for Lesbian, Gay, Bisexual, Transgender, and Queer (LGBTQ) homeless youth. Of the homeless youth respondents to 2017 PIT Count surveys in San Francisco, nearly half (49%) self-identified as LGBTQ, higher than the national average for homeless youth (40%) and significantly higher than for San Francisco's homeless adult population (25%).

San Francisco Homeless Youth:
Sexual Orientation and Gender Identity

Lesbian	14%
Gay	14%
Bisexual	43%
Transgender	10%
Queer	17%
Other	10%

N: 229.
Source: Applied Survey Research. (2017). San Francisco Homeless Unique Count & Survey – A Comprehensive Report. Watsonville, CA.

Among surveyed youth who self-identified as LGBTQ, 43% identified their sexual orientation as bisexual, 28% as gay or lesbian, 17% as queer, and 10% identified as other. 10% of respondents self-identified as transgender.

YOUTH OF COLOR

In regard to ethnicity, 29% of youth respondents reported they were Hispanic or Latino, compared to 20% of respondents 25 years and older. The highest numbers of youth respondents reported their race as multiracial (35%), followed by black or African American and white, each representing 26% of the youth population.

PREGNANT AND PARENTING YOUTH

The 2017 sheltered PIT Count identified 29 parenting youth households totaling 81 individuals (41 parenting youth and 40 children) experiencing homelessness.

In the PIT survey for people experiencing homelessness 12% of individuals responded that they were pregnant and under the age of 25 and 12% of respondents had children.

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[5] Applied Survey Research. (2017). San Francisco Homeless Unique Count & Survey – A Comprehensive Report. Watsonville, CA. http://hsh.sfgov.org/wp-content/uploads/2017/06/2017-SF-Youth-PIT-Report-FINAL.pdf

On any given night, between 5 and 15% of our family shelter beds are housing young families (Parenting TAY under the age of 25 with children in their care) and 20% of families waiting for shelter are parenting TAY. These percentages total an estimated 35-40 families.

In addition to pregnant and parenting youth that are currently homeless, we also know that there is a number of pregnant and parenting youth that are at risk of homelessness. As mentioned previously, we are currently in the process of planning for the implementation of coordinated entry and strengthening our partnerships and data sharing with San Francisco Unified School District, Family & Children Services, and Juvenile Probation to create avenues to collect and access data on youth at risk.

Some information that we do know is about our young families that are either in Foster Care or on CalWorks.

A recent point in time analysis of San Francisco's non-minor dependents in Foster Care showed that 15% were pregnant or parenting. We know through research that those in foster care are more likely to become homeless than their peers who have not experienced foster care.

We also looked at data for families who are on CalWorks, California's TANF public assistance program that provides cash aid and services to low income families. Many young parents face multiple challenges including economic struggles, lack of strong familial support and social networks, and access to employment and childcare. These factors, in addition to an extremely high housing cost in San Francisco, makes those low-income TAY head of households on CalWORKS at risk of homelessness. 12% percent of CalWorks families have a head of household age 18-24. In addition, 22% of families who are in a CalWorks Housing Support Program are TAY. Finally, a San Francisco program, Project 500, which specifically targets the most at risk families and new mothers, shows that 45% of those participants have TAY head of households. For these young parents and their families, stabilizing both their income and housing situation while offering wraparound supports is essential in assuring they do not become homeless.

The percentages above represent an estimated 450 pregnant or parenting youth who are at risk of homelessness. We know that this is by no means the full picture and we are working at a clear path to identify, assess, and provide prevention assistance to all pregnant and parenting TAY who are at risk of homelessness.

San Francisco understands that pregnant and parenting youth at risk of and experiencing homelessness have distinct needs. The following specialized services have been incorporated into the goals, objectives, action steps, and new projects to be carried out through implementation of this Coordinated Community Plan:

- **Life and parenting skills classes,** including nutrition, child development, health, money management, resumes, housing search, self-esteem, anger management, domestic violence, family planning, and sexually transmitted diseases
- **Child care options**, which may include off-site child care services provided through partner organizations, limited or short-term babysitting, or ongoing regular child care while mothers are attending school or work
- **Transportation services** to connect participants to school, medical appointments, grocery stores, and group outings
- **Early childhood education and services,** including child development and parent child playgroups for youth with children
- **Prenatal care,** including group care and individual care options
- **Access to basic child care needs,** including diapers, formula, and baby food

COMMERCIALLY SEXUALLY EXPLOITED CHILDREN (CSEC), SURVIVORS OF TRAFFICKING, AND YOUTH IN THE SEX TRADE

According to the latest PIT count survey, 24% of respondents reported trading sex for a place to stay. In point in time data from Family & Children Services, 15% of non-minor dependents in a placement were identified as CSEC. A recent report by the San Francisco Department on the Status of Women also found that 39 young survivors of trafficking needed access to housing, with housing identified as their top need.

A number of service providers in San Francisco provide serve and provide support for young survivors of trafficking and youth in the sex trade. The Huckleberry Advocacy and Response Team (HA&RT) served 89 trafficked youth last year, of whom 75% were homeless/unstably housed. Additionally, 8% of the youth served by Larkin Street Youth Services (the largest service provider for homeless youth ages 18-24 in San Francisco) identified as CSEC.

San Francisco is committed to creating system wide ways to identify, assess, and provide immediate services and housing to homeless youth who are being commercially sexually exploited. We will also work towards scaling up interventions that current agencies use to identify and help youth being exploited, including LGBTQ youth in the sex trade.

YOUTH WITH EXPERIENCE IN FOSTER CARE

In 2017, 26% of youth respondents reported a history of foster care. Nine percent of youth with a history of foster care reported they were living in foster care immediately before becoming homeless, and 7% reported aging out of foster care was the primary cause of their homelessness.

JUSTICE-INVOLVED YOUTH

Twenty-nine percent of youth reported they had been involved with the justice system before turning 18, and 10% were on probation or parole at the time they most recently became homeless. Nine percent reported they were on probation or parole at the time of the survey. Four percent reported incarceration was the primary cause of their homelessness, and 5% reported their criminal record was preventing them from obtaining permanent housing.

SPOTLIGHT ON PERMANENT CONNECTIONS

"When discussing permanent connections, be mindful that many youth that are experiencing homelessness or are at-risk of homelessness do not have good, safe or any relationship at all with their biological or non-biological parents or family members. It is important to make sure not to give any broad assumptions when discussing this topic." - YPAC member

Youth with lived experience have helped San Francisco develop a youth-centered approach to relationship building and reunification that acknowledges the entire spectrum of what and with whom permanent connections may look like for youth. Strengthening permanent connections is a distinct area of need for youth at-risk of or experiencing homelessness in San Francisco. The November 2015 report, [Providing Stability and Support: An Assessment of San Francisco's TAY Housing and Services System](), found that only 25% of TAY said they have a connection to a supportive adult in the Bay Area. San Francisco's strategies, goals, action steps, and new projects aim to support youth in creating more organic and local connections that promote long-term housing and personal stability.

Best practices and innovative approaches for fostering permanent connections that are supported in San Francisco's Coordinated Community Plan to Prevent and Ending Youth Homelessness include:

- Wrap-around family reunification and family-based crisis intervention strategies for biological and chosen family relationships *[Objective 3.2.a]*
- Peer mentoring programs, including those based on a youth's desired career path or education goals and to help youth in crisis *[Objectives 9.1.c and 10.3.b]*
- Innovative family engagement strategies to support prevention and diversion services, including counseling, mediation services and parental support centers *[Prioritized elements for new project housing models and features of San Francisco's Youth Coordinated Entry System]*
- Expanded options and resources to help youth maintain educational engagement, overcome barriers to school attendance and/or success, and re-engage or re-enter the education system *[Objective 9.2]*

Critical partners in implementing strategies to facilitate permanent connections for youth at-risk of and experiencing homelessness include Family & Children Services and San Francisco Unified School District.

YOUTH HOMELESSNESS: CAUSES AND NEEDS IN SAN FRANCISCO[6]

2017 PIT: Causes for Homelessness Among Unaccompanied Youth
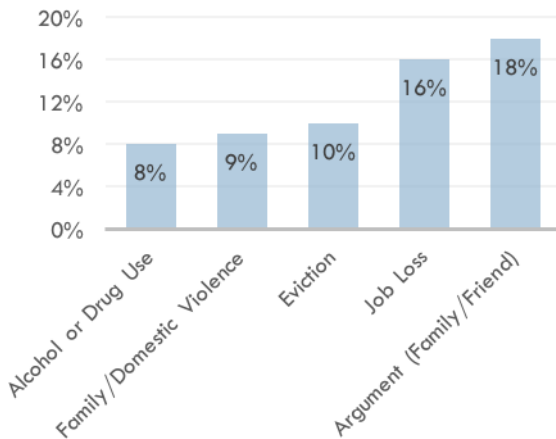
Source: Applied Survey Research. (2017). San Francisco Homeless Unique Count & Survey – A Comprehensive Report. Watsonville, CA.

Survey results from the 2017 Youth Count found that the primary causes of homelessness for unaccompanied youth in San Francisco include (1) argument with family or friend, (2) job loss, (3) eviction, (4) family/domestic violence, and (5) alcohol or drug use. Contributing causes of homelessness identified by respondents include financial issues, emotional abuse, fight or conflict with parents/legal guardians, mental health issues, and physical abuse.

A Department of Children, Youth and Families (DCYF) community needs assessment report, A Snapshot of San Francisco's Children's and Families, similarly found that the primary factors resulting in homelessness include job loss (25%), alcohol or drug use (18%), and eviction (13%).

When asked to identify barriers to services and housing, twenty-eight percent (28%) of youth reported they did not know where to go for help, and 28% reported they did not have an ID or personal document. Forty-three percent (43%) of youth reported that their age prevented them from receiving permanent housing, and 32% felt that their age prevented them from receiving employment.

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[6] Applied Survey Research. (2017). San Francisco Homeless Unique Count & Survey – A Comprehensive Report. Watsonville, CA. http://hsh.sfgov.org/wp-content/uploads/2017/06/2017-SF-Youth-PIT-Report-FINAL.pdf

San Francisco Housing, Programs, and Services for Youth: Needs Assessment

Current Needs of Youth Experiencing Homelessness (Top 10 Responses)
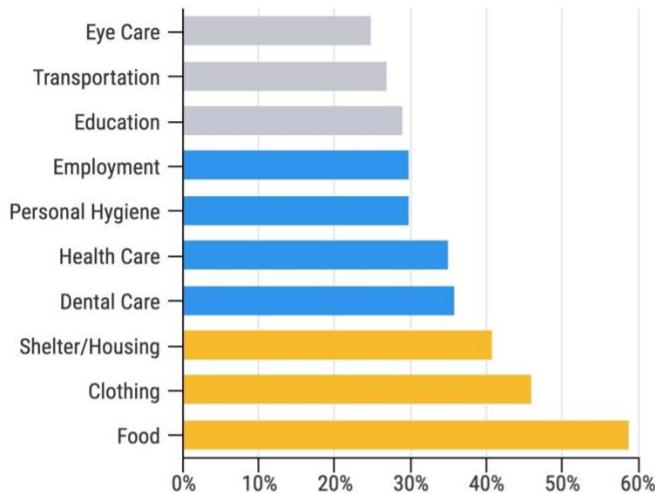
Special Youth Subpopulations

Of 32 current programs targeting youth surveyed in San Francisco:

- 62.5% (20) reported serving youth involved with the juvenile justice system and with youth involved with the foster care system

- 47% (15) reported serving LGBTQ youth, minors (under the age of 18), and youth with special needs or disabilities

- 43.75% (14) reported serving pregnant and parenting youth and victims of sexual trafficking and exploitation

Current Program Models and Service Interventions

Of the 32 programs targeting youth in San Francisco, only one operates a Host Home Program and two provide Rapid Re-Housing rental subsidies.

Service interventions provided by the most programs include case management, educational training, and food & basic needs support (14 programs).

Program Model	Number of Beds, Units or Subsidies
Emergency Shelter	66 beds
Transitional Housing	286 beds
Rapid Re-Housing/ Rental Subsidies	30 subsidies
Permanent Supportive Housing	127 units
Total	509 beds/units

Number of Current Programs Targeting Youth by Program Model/Service Intervention

Sources: *San Francisco Resource Capacity and Data Survey Results, November 2016 and Applied Survey Research. (2017). San Francisco Homeless Unique Count & Survey – A Comprehensive Report. Watsonville, CA.*

COMMUNITY EFFORTS: YOUTH-SPECIFIC HOMELESS NEEDS ASSESSMENTS

A SNAPSHOT OF SAN FRANCISCO'S CHILDREN AND FAMILIES

The Department of Children, Youth and Their Families (DCYF) regularly engages youth, families, and service providers in a community needs assessment (CNA), using qualitative and quantitative data to identify gaps and conduct an equity analysis. The most recent (2016) report, A Snapshot of San Francisco's Children and Families, examined economic security and housing instability; safe environments; physical, emotional, and mental health; 21st century learning and education, and post-secondary education and career paths.

The report found that affordable housing is a cross-sector challenge, and is particularly challenging for the city's most marginalized populations. Expanding housing subsidies and relaxing eligibility requirements would prevent homelessness. The report recommended providing more: social-emotional support for those who lack basic housing; housing with onsite wraparound services for parents and youth; TH and drop-in centers offering safe, culturally competent and LGBTQ-sensitive services; and food, employment services, and respite services.

PROVIDING STABILITY AND SUPPORT: AN ASSESSMENT OF SAN FRANCISCO'S TAY HOUSING AND SERVICES SYSTEM

In November 2015, San Francisco published a report, Providing Stability and Support: An Assessment of San Francisco's TAY Housing and Services System, focused on the housing and service needs of homeless youth 18 to 25 and the current interventions available to them.

The report noted the need for a more coordinated youth referral process, including a centralized, up-to-date inventory of TAY-specific housing sites; increased communication among TAY housing stakeholders and referral agencies; additional options to improve entry processes; and potential modification of eligibility criteria and documentation. The report also recommended ensuring all housing and services staff provide high-quality and youth-specific services; appropriate safety and security measures; services and delivery responsive to residents' needs; and physical design and location of housing sites responsive to TAY needs.

The report additionally recommended clarifying expectations about length of stay in PSH and TH housing; ensuring criteria for exits are clearly communicated to residents and service providers; preparing residents for successful exits well in advance of their anticipated exit date; identifying clear pipelines into adult housing situations; and aiding TAY after they exit housing.

OTHER COMMUNITY INITIATIVES

SFCOC STRATEGIC PLAN FRAMEWORK (2014 – 2019)

The SFCoC Strategic Plan Framework 2014-2019 (SFCoC Framework) was developed and adopted by the CoC Board in public meetings with homeless and formerly homeless individuals and representatives of community and advocacy organizations, nonprofit service providers, public health, child welfare and other public-sector partners, and business and philanthropic sectors. The Framework has five keystone action steps addressed at ending homelessness including citywide policy alignment; city-wide coordinated assessment and intake; development of innovative housing models; and data-driven performance measurement.

SFCoC Framework contains specific goals and strategies addressed toward youth: one goal calls for a reduction of youth homelessness by 20% (183 youth) as an interim step toward ending youth homelessness. The Framework also calls for strategies to address the unique needs of specific subpopulation groups, including youth.

DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING STRATEGIC FRAMEWORK

In July 2016 Mayor Ed Lee launched the new Department of Homelessness and Supportive Housing (HSH) to change the way San Francisco addresses homelessness. HSH has recently published its strategic framework that will define and outline the department's priorities and strategies to reduce homelessness over the next five years. The framework addresses system-level changes along with expanded resources needed to end homelessness for youth, families, and adults. Overall goals include: coordinated entry for all populations by 2018, implementation of performance accountability across all programs and systems by 2019, and reducing chronic homelessness by 50% by December 2022. The vision and goals set forth in the strategic framework will guide HSH as it works towards the mission of making homelessness rare, brief, and one time for all people experiencing homelessness in San Francisco.

OUR CHILDREN, OUR FAMILIES (OCOF) COUNCIL

HSH is working to incorporate the CoC Strategic Plan Framework into the strategic plans of other city agencies that serve homeless and at-risk youth. As San Francisco consolidates and restructures its governmental response to homelessness, HSH is undergoing extensive strategic planning to align existing city policies and strategic plans, and incorporate the data reports and recommendations of CoC community partners into a cohesive, focused, and system-wide response to homelessness.

One such cross-system effort is through the OCOF, created in 2014 to align efforts across the SFUSD and the city/county, with the aim of improving outcomes for children, youth, and families. This Council, chaired by the Mayor and the school superintendent, consists of 42 members from 13 city and county departments, key SFUSD staff, and representatives from youth providers and the youth commission. In January 2016, the Council developed, adopted, and published a shared outcomes framework to articulate shared goals for families, children, and youth (including San Francisco's high numbers of disconnected TAY and justice-involved youth) and how to track progress toward success.

TAYSF

The OCOF efforts build upon work done by TAYSF, a community- and public-agency partnership formed in 2006-2007 to address the 8,000 disconnected young people ages 16-24. TAYSF's work was guided by a steering committee comprised of nonprofit family, youth, housing, and homelessness service providers; funders; youth representatives; a wide array of city departments; and an advisory board of 16 youth and young adults. Beginning in 2012, DCYF coordinated TAYSF on behalf of city departments.

In 2014, TAYSF published Policy Priorities for TAY: Vision and Goals 2014-2016. The report built upon prior recommendations and outlined a number of core strategies aimed at ensuring positive youth outcomes, ranging from improving data capacity and quality for TAY-serving organizations, developing shared measurement frameworks and improving reporting standards, and ensuring access to services and housing.

DEPARTMENT OF PUBLIC HEALTH

Recent efforts by the San Francisco Department of Public Health have been dedicated to differentiating TAY behavioral health needs and services from the adult system of care. The department has led planning activities and stakeholder engagement to better understand the behavioral health needs of TAY and identify strategies and priorities for improving access to and quality of care for TAY. These activities have culminated into well-defined strategies in the areas of outreach, expanding program/system capacity and system coordination with future efforts focused on mapping out services and developing the proposed structure for the TAY behavioral health system of care.

YOUTH COMMISSION

The San Francisco Youth Commission, a Charter commission comprised of youth representatives who meet at least monthly, has recognized the need for increased attention to and resources targeted for homeless youth. Among the commission's priorities was a recommendation that the city increase emergency shelter options and permanent exits from homelessness for transition-age youth. Those options were to include a TAY Navigation Center, the need for additional housing units to reach the initial TAYSF goal of 400 units, additional planning for onsite supportive services, and investing and exploring other ways to promote positive housing outcomes for TAY.

SPOTLIGHT ON SOCIAL AND COMMUNITY INTEGRATION

"We need to be mindful of the sense of community that youth have here and support them in staying connected."

"We are empowering the community to be involved in solving youth homelessness in San Francisco."

- Quotes from YHDP Community Planning Session attendees

San Francisco's Coordinated Community Plan to Prevent and End Homelessness strives to support all youth in achieving long-term personal success and stability, including successful integration into the community as a positive contributing community member. San Francisco's November 2015 report, Providing Stability and Support: An Assessment of San Francisco's TAY Housing and Services System, found that 71% of TAY in transitional housing or supportive housing feel like they are a part of the community, and 68% feel like they are part of the neighborhood. This demonstrates that although many youth feel connected to their community and neighborhood, there is still room for growth among youth providers and as a system in supporting social and community integration.

During San Francisco's YHDP Community Planning Sessions, youth discussed the importance of providing opportunities for direct community and neighborhood engagement, including empowering youth to share their voice and take on community-based leadership roles where they can have a positive social impact. Best practices and innovative approaches for supporting social and community integration highlighted in San Francisco's Coordinated Community Plan to Prevent and Ending Youth Homelessness include:

- Creating public service campaigns and opportunities for community-level socially supportive engagement, including direct community engagement to change the stigma and perception attached to youth experiencing homelessness *[Objective 10.5]*
- Empowering youth to help end the criminalization of homelessness, including through the facilitation of quarterly community forums focused on educating the public that homelessness is not a crime *[Objective 10.2.d]*
- Offering meaningful opportunities for community involvement, engagement and leadership for youth in new projects and housing models, including access to community-based activities, neighborhood events, and volunteer opportunities *[Prioritized elements for new project housing models]*

Social and community integration is a component of this plan in which all of San Francisco's diverse partners can play a role. Partner organizations are already reasserting and strengthening their efforts to connect youth to meaningful community activities as part of the coordinated community planning process.

San Francisco YHDP Core Practices:
Positive Youth Development and Trauma Informed Care

Positive Youth Development (PYD)

Positive Youth Development (PYD) is an intentional, prosocial approach that engages youth within their communities, schools, organizations, peer groups, and families in a manner that is productive and constructive; recognizes, utilizes, and enhances young people's strengths; and promotes positive outcomes for young people by providing opportunities, fostering positive relationships, and furnishing the support needed to build on their leadership strengths. [1]

Trauma Informed Care (TIC)

Trauma Informed Care (TIC) is a strengths-based service delivery approach "that is grounded in an understanding of and responsiveness to the impact of trauma, that emphasizes physical, psychological, and emotional safety for both providers and survivors, and that creates opportunities for survivors to rebuild a sense of control and empowerment". It also involves vigilance in anticipating and avoiding institutional processes and individual practices that are likely to retraumatize individuals who already have histories of trauma. [2]

Both Positive Youth Development (PYD) and Trauma Informed Care (TIC) are accepted best practices in housing and service delivery for youth and include principles and service frameworks endorsed by many branches of the federal government, including the U.S. Department of Housing and Urban Development, the U.S. Department of Health and Human Services, and the U.S. Department of Education.

Planning Process

PYD and TIC were integrated into every part of San Francisco's YHDP community planning process. The role of PYD and TIC as core practices in San Francisco's efforts to prevent and end youth homelessness was discussed throughout the planning process during community meetings, YHDP leadership meetings, YPAC meetings, CoC board meetings, and YHDP community planning sessions. In particular, the planning process captured the insights of youth into how PYD and TIC should be utilized in a meaningful way by service providers and throughout youth-serving systems of care.

Goals, Objectives, and Action Steps

San Francisco has set out with the goal to ensure that all housing and service options are low-barrier, coordinated, equally accessible and have a Housing First orientation with high-quality, client-centered, intensive support services targeted to the most vulnerable youth. In alignment with this goal, HSH will work to ensure all provider and program staff are trained on the principles of PYD, TIC, and Harm Reduction, and are accountable, respectful, and proactive in addressing youth concerns.

Action steps for achieving this goal and objective include (1) providing standardized training in PYD and TIC to all programs and staff and monitoring implementation and (2) conducting focus groups with youth to assess if they think programs are embracing PYD and TIC. *[please see Goal 7, Objective 7.3 for additional details]*

Additionally, in order to support a systems-level culture change led by youth voice and action, DPH will be leading San Francisco's efforts to equip youth with training and resources to support their chosen family and other youth in crisis. One action step for achieving this goal and objective is to ensure that PYD and TIC training is available to all youth volunteers to learn about self-trauma and peer supports. *[please see Goal 10, Objective 10.3 for additional details]*

New Projects That Support The Community Vision and Goals

New projects for YHDP funding should incorporate core practices such as PYD and TIC into their project models. Enhancing trauma-informed care and access to TAY-appropriate mental health and substance use services are prioritized interventions for innovative projects seeking YHDP funding. Similarly, the adoption of PYD, TIC, and other principles of flexible, youth-centered case management are prioritized elements for new and expanded housing models under YHDP. Ensuring that new projects embrace these core practices is critical for moving system-wide understanding, acceptance and adherence to the principles of TIC and PYD.

[1] Youth.Gov, "Positive Youth Development", https://youth.gov/youth-topics/positive-youth-development

[2] Substance Abuse and Mental Health Services Administration (SAMHSA), Treatment Improvement Protocol 57:Trauma Informed Care in Behavioral Health Services: Quick Guide for Clinicians, March 2014, http://store.samhsa.gov/product/TIP-57-Trauma-Informed-Care-in-Behavioral-Health-Services/SMA14-4816

GOALS, OBJECTIVES, AND ACTION STEPS

San Francisco is committed to implementing evidence-based, youth-centered practices in every aspect of its youth homelessness response system. The community planning process brought together representatives from across the system of care to identify opportunities for coordinating and integrating existing best practices and ensure that each aspect of the youth system is linked to family and community engagement, and based on such core practices as positive youth development, trauma-informed care, and youth choice. The core foundation of the community plan includes immediate access to housing with no preconditions, and a system that can maintain youth stability in such housing through flexible, individualized and client-driven supports, permanent connections to biological and chosen families, and social and community engagement to help support youth in their transition to education, employment, and, ultimately, independent adulthood.

Through the community planning process, goals and objectives were identified and discussed, and efforts of the entire community are needed to achieve these goals. Also crucial to accomplishing the overarching goal of preventing and addressing youth homelessness is funding that is proportionate to the scale of the problem. In San Francisco, approximately 18% of homeless individuals are children or TAY; yet only 6% of local resources are targeted toward them.

Goals and objectives are listed below; goals, objectives, and corresponding action steps are included in Appendix I. Youth were present and actively involved in every phase of the community planning and review process. In addition to contributing to the creation of all goals and objectives, the Youth Policy Advisory Committee advocated for specific goals, marked with an * below.

GOAL #1: Implement Coordinated Entry to identify all unaccompanied youth experiencing homelessness and housing instability.

1.1: By December 2018, develop an accessible coordinated entry system, including a system-wide assessment tool, to standardize outreach, assessment, prioritization, and referrals to youth-specific housing and services.

1.2: Expand outreach and train existing outreach staff on youth engagement strategies.

1.3: Create a hotline linked to Navigation Center/24-hour drop-in center and 24-hour crisis services for youth.

1.4: Accurately measure and numerically define resource and housing needs to reduce youth homelessness.

1.5: Create outreach and data links with other systems that serve or contact homeless or at-risk youth, including educational institutions, child welfare, health providers, and justice systems.

GOAL #2: Assess and prioritize the needs of the most vulnerable youth experiencing homelessness.

2.1: Develop intentional strategies to focus outreach and interventions on the following priority subpopulations: LGBTQ youth, commercially sexually exploited children (CSEC), justice-involved youth, young immigrants at high-risk of homelessness, pregnant and parenting youth, unaccompanied minors, and youth of color, particularly African-American and Latinx youth.

2.2: Develop and replicate best-practice housing models, such as the Castro Youth Housing Initiative (CYHI) and other home-like transitional housing programs that are responsive to the unique needs of subpopulation youth.

2.3: Collaborate with nonprofits and private-sector entities who specialize in meeting the needs of San Francisco's unique subpopulations.

2.4: Partner with the family housing and service system to increase the number of emergency, transitional and supportive housing interventions available to pregnant and parenting TAY to be able to house 100% of pregnant and parenting TAY. Interventions include but are not limited to: emergency shelter, short-term rental assistance and maternity group homes.

2.5: Target outreach, prevention and early identification efforts by investing in promising alternatives to arresting and incarcerating youth, and ensuring discharge planning for justice-involved youth.

2.6: Increase targeted services for undocumented and immigrant youth experiencing homelessness*

GOAL #3 Prevent youth from becoming homeless.

3.1: Strengthen partnerships with other youth-serving systems, including child-welfare, justice, health, and educational systems.

3.2: Create strategies and expand services that facilitate permanent connections, including family reunification and forming relationships with caring supportive adults.

3.3: Maximize the effect of benefits provided by child welfare and juvenile justice including effective implementation of AB 12 (California extended foster care) and other benefits entitled to youth in foster care.

3.4: Recruit landlords to be Supervised Independent Living Placements (SILPs), and create additional Transitional Housing Placement Program Foster Care (THP FC) placement options to support youth in extended foster care.

3.5: Target outreach, prevention and early identification efforts by investing in promising alternatives to arresting and incarcerating youth and ensuring discharge planning for justice-involved youth.

3.6: Increase outreach and engagement efforts and resources, including additional foster home placements in San Francisco and expanded family support services, for minors in an effort to stabilize and prevent entrance into the homeless system of care.

GOAL #4: Immediately link youth experiencing homelessness to safe, stable, appropriate housing and supportive wrap-around services.

4.1: Create a 24-hour youth navigation/drop-in center to engage and identify the needs of youth.

4.2: Expand the emergency response system by increasing the number of emergency shelter beds to reflect the needs of youth, including minors, and create an emergency housing fund with resources that are flexible and available citywide.

4.3: Reduce the length of time between a youth entering emergency housing and moving into transitional or permanent housing.

4.4: Hire housing navigators that have extensive training and resource knowledge to help youth locate housing; including peer-to-peer networks for youth-specific housing location.

4.5: Increase access to basic needs services such as 24/7 bathrooms and showers targeted to areas where youth are known to congregate.*

4.6: Create a thoughtful and effective strategy to provide services for the "traveler" youth population.

GOAL #5: Create and expand flexible housing options targeted to the needs of unaccompanied youth.

5.1: Create and expand upon best practices with innovative, flexible, low-barrier housing models including Rapid Re-Housing, Transitional Housing, non-time limited supportive housing.

5.2: Ensure housing models are diverse, appropriate for the housing needs of youth, including minors, and are designed and evaluated by youth. Examples include SROs, vouchers, rental subsidies, congregate housing, host homes and networks of extended families.

5.3: Establish numeric goals for each housing intervention to establish need and measure progress.

5.4: Create immediately available and citywide highly flexible funding pools to divert youth from homelessness at the point of system entry, covering rent, utilities, transportation, and other costs citywide.

5.5: Identify and leverage all local, state and federal funding sources to create new housing and/or provide necessary support services.

5.6: Develop partnerships with both private and philanthropic agencies to leverage existing community investments.

5.7: Creatively engage the private housing market and volunteer community members to provide shared housing.

GOAL #6: Provide exit opportunities. Support youth in transitioning out of time-limited programs and provide support in sustainable exit strategies for all youth.

6.1: Connect youth leaving transitional housing with appropriate supports.

6.2: Communicate with youth the expectations for program participation and the criteria for program exits, and develop an exit plan well before anticipated program exit date.

6.3: Leverage city funds to develop strategies in programs to support older young adults ages 25-28, including analysis of needed aftercare interventions.

6.4: Provide a clear understanding of and coordination with the adult housing and services system to both youth and agency staff to prepare the young person for housing and services when they age out.

6.5: Assess the number of TAY that will need long-term permanent supportive housing and subsequently create a strategy in partnership with the adult supportive housing system to meet that need over time.

6.6: Expand San Francisco's current "Moving On" initiative that provides housing choice vouchers to tenants of supportive housing who are ready for more independent housing placements.

GOAL #7: Ensure all housing and service options are low-barrier, coordinated, equally accessible and have a Housing First orientation with high-quality, client-centered, intensive support services targeted to the most vulnerable youth.

7.1: Reduce barriers to entry to housing and services, including lack of income, recent arrests/criminal record, previous convictions and rental history.

7.2: Through coordination of new and existing services ensure that supports are non-duplicative and relevant to young people.

7.3: Ensure all provider and program staff are trained on the principles of Harm Reduction, Trauma-Informed Care (TIC) and Positive Youth Development (PYD), and are accountable, respectful, and proactive in addressing youth concerns.

7.4: Hire youth experiencing homelessness in current programs.*

7.5: Provide access to basic services that support a positive, whole-person support system to meet each youth's physical, emotional, mental health and spiritual needs. This includes intensive wraparound services that connect youth to a positive physical and mental health support system and employment/education opportunities. Also ensuring all wrap around services, including childcare and parenting support are offered to pregnant and parenting youth.

7.6: Provide avenues for accountability that empower youth to act on their own behalf if, for example, they have a grievance with staff, a program or system, or feel unsafe or uncomfortable answering questions.

GOAL #8: Integrate TAY-focused behavioral health and substance abuse interventions into the youth homeless system of care.

8.1: Identify TAY with behavioral health needs and link them to appropriate level of care while improving transitions between the systems where they are being served.

8.2: Expand the capacity of crisis response resources to meet youth where they are at: add mobile psychiatric units, on-site clinicians and train peer supporters to be stationed at the front door of outreach programs, emergency shelters and embedded into housing programs.

8.3: Enhance access to non-crisis behavioral health and substance abuse services.

8.4: Integrate behavioral health and substance abuse services in traditional housing, education and employment programs.

8.5: Increase coordination and sharing of information between DPH and providers.

8.6: Develop and implement TAY-focused behavioral health and substance abuse outpatient and residential treatment options.

8.7: Maximize use of benefits for eligible TAY including enrollment in SSI and Medicaid.

GOAL #9: Improve educational outcomes and employment opportunities for youth as a pathway for achieving stability and self-sufficiency.

9.1: Ensure youth are the primary participants in defining their education and employment goals and what education and employment success looks like for them.

9.2: Support and expand alternate education options for youth who are over-age/under-credit or off-track students and expand access to academies/vocational programs where youth have been underrepresented.

9.3: In coordination with SFUSD and other education partners, develop a standardized assessment tool to determine which program models are most effective and use the assessment to match a youth's educational needs with the most appropriate program.

9.4: Strengthen the continuum of workforce opportunities available to youth experiencing homelessness by mapping existing programs and funding to assess and identify the appropriate amount of funding needed, including coordination with mainstream employment programs and programs targeted toward youth.

9.5: Develop a Youth Workforce Development Learning Community to support capacity building activities and leverage relationships with the city (e.g. "Summer Jobs + Initiative") and businesses to develop a strong employment engagement strategy with subsequent job opportunities for youth.

9.6: Support participants of employment programs through housing and behavioral health supports and provide additional support resources, such as childcare, for parenting TAY seeking employment

9.7: Develop and support less traditional employment and business development opportunities for youth who are artists and self-employed as street vendors. *

GOAL #10: Support a systems-level culture change led by youth voice and action.

10.1: Ensure youth voice is heard throughout every step of the system, from outreach strategies to program design, delivery and evaluation, training and peer support.*

10.2: Empower youth to help end the criminalization of homelessness.

10.3: Equip youth with training and resources to support their chosen family and other youth in crisis.

10.4: Recognize each youth's time and expertise by providing employment, just compensation, upward career mobility, training and certifications.*

10.5: Create public service campaigns and opportunities for community-level socially supportive engagement, including direct community engagement to change the stigma and perception attached to youth experiencing homelessness.*

USICH Four Core Outcomes

Stable Housing
Permanent Connections
Social-Emotional Well-Being
Education/Employment
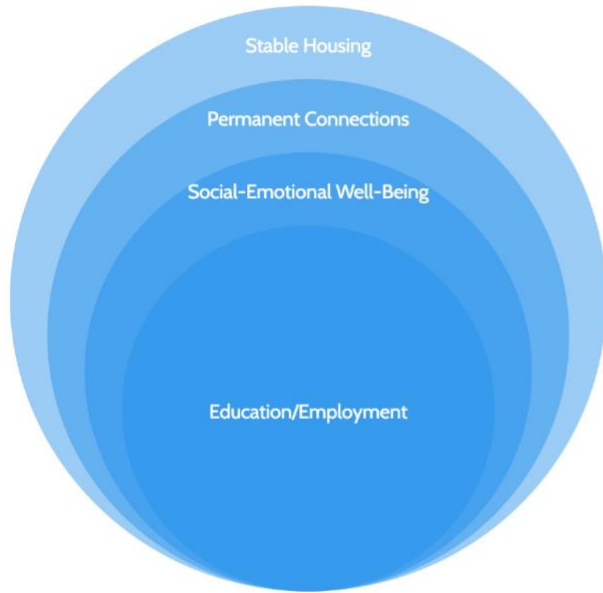
Stable Housing

Improving housing stability for youth is the overarching goal of our Coordinated Community Plan - uniting our collaborative partners and driving the development of goals, strategies, and new projects in San Francisco.

Permanent Connections

Fostering permanent connections through peers, mentors, and family finding, engagement and reunification services is a vital component for any new project funded through YHDP.

Social-Emotional Well-Being

The social-emotional well-being of youth is at the heart of San Francisco's work to prevent and end youth homelessness. All new YHDP projects will require an on-site therapist or mental health specialist, and supportive services must comprehensively "wrap" youth to address their physical, mental, emotional, and social needs.

Education/Employment

All new YHDP projects will provide connections to developmentally appropriate education and employment services for youth. At the same time, we are forging strong collaborative partnerships to involve education and employment systems in Youth Coordinated Entry.

Related Community Plan Goals

The following goals of San Francisco's Coordinated Community Plan align with USICH's four core outcomes of the USICH Youth Framework to End Youth Homelessness.

Stable Housing

GOAL #4: Immediately link youth experiencing homelessness to safe, stable, appropriate housing and supportive wrap-around services.

GOAL #5: Create and expand flexible housing options targeted to the needs of unaccompanied youth.

GOAL #6: Provide exit opportunities. Support youth in transitioning out of time-limited programs and provide support in sustainable exit strategies for all youth.

GOAL #7: Ensure all housing and service options are low-barrier, coordinated, equally accessible and have a Housing First orientation with high-quality, client-centered, intensive support services targeted to the most vulnerable youth.

Permanent Connections

GOAL #3 Prevent youth from becoming homeless.

GOAL #9: Improve educational outcomes and employment opportunities for youth as a pathway for achieving stability and self-sufficiency.

Education/ Employment

GOAL #9: Improve educational outcomes and employment opportunities for youth as a pathway for achieving stability and self-sufficiency.

Social-Emotional Well-Being

GOAL #8: Integrate TAY-focused behavioral health and substance abuse interventions into the youth homeless system of care.

GOAL #10: Support a systems-level culture change led by youth voice and action.

NEW PROJECTS THAT SUPPORT THE COMMUNITY VISION AND GOALS

During the community planning process, a number of innovative projects were identified as priorities for funding. These projects would build upon the success of existing and piloted San Francisco innovations, and incorporate best practices from other communities, as well as target identified gaps in San Francisco's system of care. Implementation of these projects would support the community's system-wide goals for achieving USICH's core outcomes and would be targeted toward the specific needs of San Francisco's homeless youth and the envisioned system of care. Some of these prioritized program models are in the early stages of development[7]; others will be further developed during a selection process in which providers and partners will propose specific, innovative projects for YHDP funding. In addition, one of the objectives of the community planning process is to create a citywide unified funding strategy, created in partnership with city departments, that contains a timeline and spending plan for local and federal resources.

SAN FRANCISCO YHDP PROJECT SELECTION

Under the federal Youth Homelessness Demonstration Project (YHDP), San Francisco will apply for project funding in support of this Coordinated Community Plan to Prevent and End Youth Homelessness. Nonprofit organizations, states, and local governments may apply for project funding.

The selection process for all funded interventions in San Francisco will ensure that proposed projects:

1) incorporate innovative and creative models and strategies;
2) further the goals and objectives of the community plan;
3) contain strategies for measuring effectiveness; and
4) are responsive to wider community priorities for integrated care.

San Francisco has chosen to prioritize YHDP project applications using a "review and rank" process. The timeline for conducting the review and rank process for YHDP project applications is as follows:

- Local Rank and Review Process begins: January 2018
- Project applications due, reviewed and scored locally: February 2018
- Project applications submitted to HUD via e-snaps: By March 2018

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[7] As a direct result of renewed community attention, planning, and activism surrounding the needs of unaccompanied and pregnant/parenting youth, the City and County of San Francisco already has identified funding sources for some of these priority projects. Included in the FY 17-18 budget proposals are: an additional $906,000 for locally funded rental subsidies; a Youth Navigation Center; homeless childcare programs ($4 million); increased hours at LGBTQ youth center ($289,000) and expanded outreach for homeless youth ($350,000). In addition, San Francisco has allocated funds for a residential treatment center.

INTERVENTIONS TO BE SUBMITTED FOR YHDP FUNDING

1) PLANNING AND IMPLEMENTATION OF COORDINATED ENTRY - COORDINATION

PROGRAM ELEMENTS	MEETING THE NEED	TARGET POPULATION	AGENCY	OUTCOMES	OPPORTUNITIES FOR INNOVATION	COST
• Coordinated Entry Staff (1.5) • Facilitation of Community Planning Process • Involvement of youth in the planning and implementation of CES (2 hired youth)	• Implementing CES will allow us to identify all youth experiencing homelessness and housing instability. This is an essential step for us to resource accurately and meet our vision to end youth homelessness in San Francisco. CES will streamline our ability to link youth to the services and housing that they need. CES will also contribute data to our overall picture of youth homelessness and the reductions that we are able to make over time.	• To serve all youth experiencing homelessness or at risk of homelessness under the age of 25	• To be determined by the RFP process, and will be a non-profit provider or government agency with capacity and experience to collect data and operate intake, assessment, and referral processes	• Identification and assessment of 100% of youth experiencing homelessness and housing instability and linkage to a housing solution.	• San Francisco currently does not have a CES. This project will allow us to create and implement a system that will identify, assess, and streamline housing solution interventions in an effective and innovative way while incorporating the youth voice throughout the process.	*$275,000 annually* Staff

2) HOST HOME MODEL - HOUSING

PROGRAM ELEMENTS	MEETING THE NEED	TARGET POPULATION	AGENCY	OUTCOMES	OPPORTUNITIES FOR INNOVATION	COST
• Connecting youth experiencing homelessness to safe and stable housing in the community • Assistance available for between 3 and 24 months • Linking community members with available residential space to youth who need housing • Case management • Moving support	• Host homes will provide a new housing intervention to help house the approximately 1,300 youth experiencing homelessness in San Francisco, utilizing existing housing stock and community integration to house more of our City's youth. This intervention provides a non-institutional, community-based housing option for LGBTQ youth and youth of color, and will increase our very limited supply of housing for pregnant and parenting youth.	• Serve 30 youth experiencing homelessness age 18-24 • Prioritization for most vulnerable youth (ex: LGBTQ; pregnant and parenting; youth of color)	• To be determined by the RFP process, and will be a non-profit with experience providing case management, moving support, and with a demonstrated capacity for community collaboration and connections	• 90% of participants remain stably housed during the program • 85% of program participants exit to an independent living situation	• The Host Home model for non-foster care youth will be a new housing intervention in San Francisco. This intervention will allow our system to work in new and creative ways, with local residents helping to strengthen our partnership with the community and achieve our goal of preventing and ending youth homelessness. The Host Home model will also be built upon youth engagement and youth-driven choice, and due to its flexible design can be prioritized for additional vulnerable youth populations over time.	*$350,000 annually* Staff Moving Costs

3) LOW BARRIER SUPPORTIVE HOUSING AND HOUSING SUPPORT TARGETING VULNERABLE POPULATIONS - HOUSING

PROGRAM ELEMENTS	MEETING THE NEED	TARGET POPULATION	AGENCY	OUTCOMES	OPPORTUNITIES FOR INNOVATION	COST
• Immediate access to safe and stable housing • Single site or scattered site housing placement • Long term rental subsidies (up to 24 months) • Long term supportive housing units (no time limit) • Short term flexible funding for housing solutions (one time or 3-24 months) • Case management • Mental health and substance abuse support • Moving support	• Low barrier housing models will provide critical housing interventions to help house the approximately 1,300 youth experiencing homelessness in San Francisco. This intervention will be targeted to youth with the highest vulnerability and service needs, including LGBTQ youth and youth of color, and will increase our very limited supply of housing for pregnant and parenting youth.	• Serve 65 youth experiencing homelessness • Prioritization for most vulnerable youth (ex: LGBTQ; pregnant and parenting; youth of color)	• To be determined by the RFP process, and will be a non-profit with experience administering supportive housing, particularly for vulnerable youth (ex: LGBTQ; pregnant and parenting; youth of color)	• 90% of participants remain stably housed or exit to other independent permanent housing	• This funding will be used to create new housing opportunities that eliminate the barriers to housing that currently exist and to implement new and creative service models that are targeted and specialized for the identified subpopulations of focus.	*$825,000 annually* Staff Moving Costs Rental Subsidies Leasing Costs

Please see Appendix B for a detailed sample budget for the above interventions to be submitted for YHDP funding.

PRIORITIZED ELEMENTS FOR INCLUSION IN YHDP AND LOCALLY FUNDED PROJECTS

EXPANDED 24-HOUR EMERGENCY RESPONSE SYSTEM WITH YOUTH NAVIGATION AND DROP-IN CENTERS

- Youth-friendly point of entry, accessible 24 hours, where all youth can safely access care within a harm reduction model and with accommodations for partners/pets/possessions.
- Onsite services that can meet "whole person" needs including food, showers, access to income benefits, health care, mental health support, and social and emotional well-being.
- Easy, no-barrier access to attract youth who would otherwise choose to couch-surf or sleep on the streets. Focus on youth feeling and being safe and use a harm reduction model with screening for safe behaviors rather than substance use rules.

YOUTH-TARGETED MENTAL HEALTH AND SUBSTANCE USE SUPPORTS

- Create TAY-specific residential treatment and outpatient programs for both mental health and substance abuse issues (disorders)
- Increase access to therapists and other trained professionals in mobile units or onsite at housing programs and with expanded mobile access for nights and weekends
- Peer training on crisis response services*
- Enhance trauma-informed care practices and trainings system wide and access to TAY-appropriate mental health and substance use services
- Mobile access teams, comprised of medical, mental health, and case management personnel, that have direct links to the emergency crisis and coordinated entry systems

LOW-BARRIER SUPPORTIVE HOUSING MODELS:

Stakeholders emphasized that there is no one-size-fits-all model for youth housing, and that one of San Francisco's strengths is its acknowledgement of the need for multiple types of housing interventions. The selection process for YHDP-funded projects will prioritize projects that will add to the diversity of housing and services models, and include innovative elements that meet the needs of youth subpopulations and the specific needs of each youth. All housing models will follow the principles of trauma informed care, positive youth development., and highlight the importance of social and community integration.

Housing Types

- <u>Rental assistance</u> with onsite or mobile support services for very vulnerable TAY.
- <u>Non-time-limited supportive housing</u> for youth under age 25 with the highest needs that allows for a direct, flexible transition into independence or an adult system of care.
- <u>Post-Transitional housing assistance (TH-PH) model for youth</u>, which combines short-term, no-barrier transitional housing that leads to rental subsidies based on need (RRH or PSH), or to security deposits for program participants moving from TH to PH. This flexible housing model allows for crisis temporary housing that will quickly and without barriers bring young people into an intensively case-managed environment with a flexible bridge to rental subsidies.
- <u>Rapid Re-Housing 2.0:</u> Flexible rental assistance subsidies with length of rental assistance determined by need, allowing combination of rental and leasing assistance in the same structure.

- Flexible rental subsidies that extend beyond age 25: This intervention provides flexibility for longer-term support follows youth as they age, and provides transition assistance from the foster or youth system on a flexible timeline, and contains links to the Moving On program and other transitions to independence or the adult system of care.

<div align="center">Prioritized Elements for Housing Models</div>

- Shared housing models: Inclusion of pilot programs for roommate matching, host homes, lead roommate model, and peer-led supportive housing that incorporate youth choice that respond to Bay Area housing market constraints

- Serving the most vulnerable youth: Prioritized, low-barrier entry for the most vulnerable youth as identified by the coordinated entry system

- Innovative adoption of Housing First principles: This includes the absence of barriers to entry and service participation requirements, and provision of targeted, intensive supports to ensure housing success

- Transition planning: Immediate/ongoing transition planning from entry through placement; may include housing navigation support and links to adult or other ongoing supportive housing

- Innovation in education and employment: Links to demonstrated, flexible, youth-led and -appropriate education and/or employment support

- Youth-centered case management: Adoption of principles of flexible, youth-centered case management focused on the individualized needs of youth, which may include making connections to connections to schools, caring and trusted adults, health care providers, and youth development organizations.

- Employ Positive Youth Development principles: Use Positive Youth development to build strengths and promote resiliency and to provide services with a focus on skills-building, leadership, and community involvement.

- Trauma-informed care approach: Staff are trained to provide trauma-informed care, including crisis intervention, conflict resolution, counseling services and specialized services for populations of focus that are responsive to their histories of trauma.

- Foster permanent connections: Provide services for the development and strengthening of ongoing attachments to biological and chosen family and other positive social relationships. Services may include reunification, crisis intervention, or family finding services; mentoring programs; and family engagement services, including counseling, mediation services and parental support center.

- Promote social and community integration: Offer meaningful opportunities for community involvement, engagement and leadership for youth, including access to community-based activities, neighborhood events, and volunteer opportunities.

- Immediate and ongoing access to age-appropriate mental-health treatment: Onsite or mobile case management and/or behavioral health treatment and supports, including substance treatment and peer-led supports

- Innovative links to other systems of care: Housing with direct, innovative links from other systems (child welfare, juvenile and adult court, adult probation, educational institutions, healthcare) and targeted services for those subpopulations

- Targeted subpopulation housing and services: Housing with targeted community and peer supports for identified subpopulations (LGBTQ, CSEC, African American, Latinx, parenting TAY, justice- and foster-involved youth)

- Innovation in identifying and measuring outcomes: Demonstrated, outcomes-based furtherance of goals and objectives outlined in the community plan

- Creative treatment models: Treatment models that incentivize client participation by acknowledging and supporting youth needs (for example, employment training programs that compensate youth for time spent at case management or mental health appointments as well as for time spent at work)

- Expansion of housing options and supply: Creative engagement with community residents and landlords, or revision/repurposing existing buildings as permanent or temporary housing options (for example, underused dormitory or other institutional housing settings)

YOUTH COORDINATED ENTRY SYSTEM

The community identified as a top priority a robust Youth Coordinated Entry System that collects comprehensive data and provides access and referral to all elements of the youth homelessness response system from problem solving to crisis response to housing placement. The system will incorporate interventions designed to identify at-risk families and youth, assess for protective factors using culturally competent, youth-targeted tools, and prevent homelessness through family- and youth-focused services. The system will provide low-barrier access points and referrals that are targeted and appropriate for San Francisco's youth subpopulations including pregnant/parenting TAY, LGBTQ youth, African-American and Latinx youth, youth from underserved neighborhoods, CSEC youth, and youth with justice- and foster-system involvement. In addition, the system will provide ongoing evaluation of youth vulnerability in order to accommodate changing housing and service needs as youth age, stabilize, and transition across systems, and coordinate with the entire system of care in order to ensure the full range of developmentally appropriate referral options.

This Youth Coordinated Entry will be part of the HSH ONE System, currently being implemented in phases, which will support coordinated entry for the family, single adult, and youth systems using shared data from the San Francisco systems of care — including HSH-funded participating non-profits including all receiving ESG and CoC funding and government partners including HSH, Human Services Agency, Family and Children Services (the PCWA), Department of Public Health; the school district, foster care, and providers of mainstream benefits — to ensure data sharing and coordination.

All interventions targeted to youth experiencing homelessness, including those not yet in place in the community, will be linked to youth coordinated entry to avoid the re-traumatization that occurs from outreach and assessments that do not provide immediate links to appropriate shelter or services.

Features of San Francisco's Youth Coordinated Entry System

Access

- Access to and coordination with an enhanced youth-targeted emergency response system that includes youth-friendly points of entry (physical, online, telephone) and integration with medical, mobile, and peer outreach teams.

- Targeted outreach to youth of color (especially African/American, Latinx youth), LGBTQ/GNC, justice-involved, and other youth subpopulations across diverse neighborhoods to ensure equity of representation across interventions and access to resources in each neighborhood.
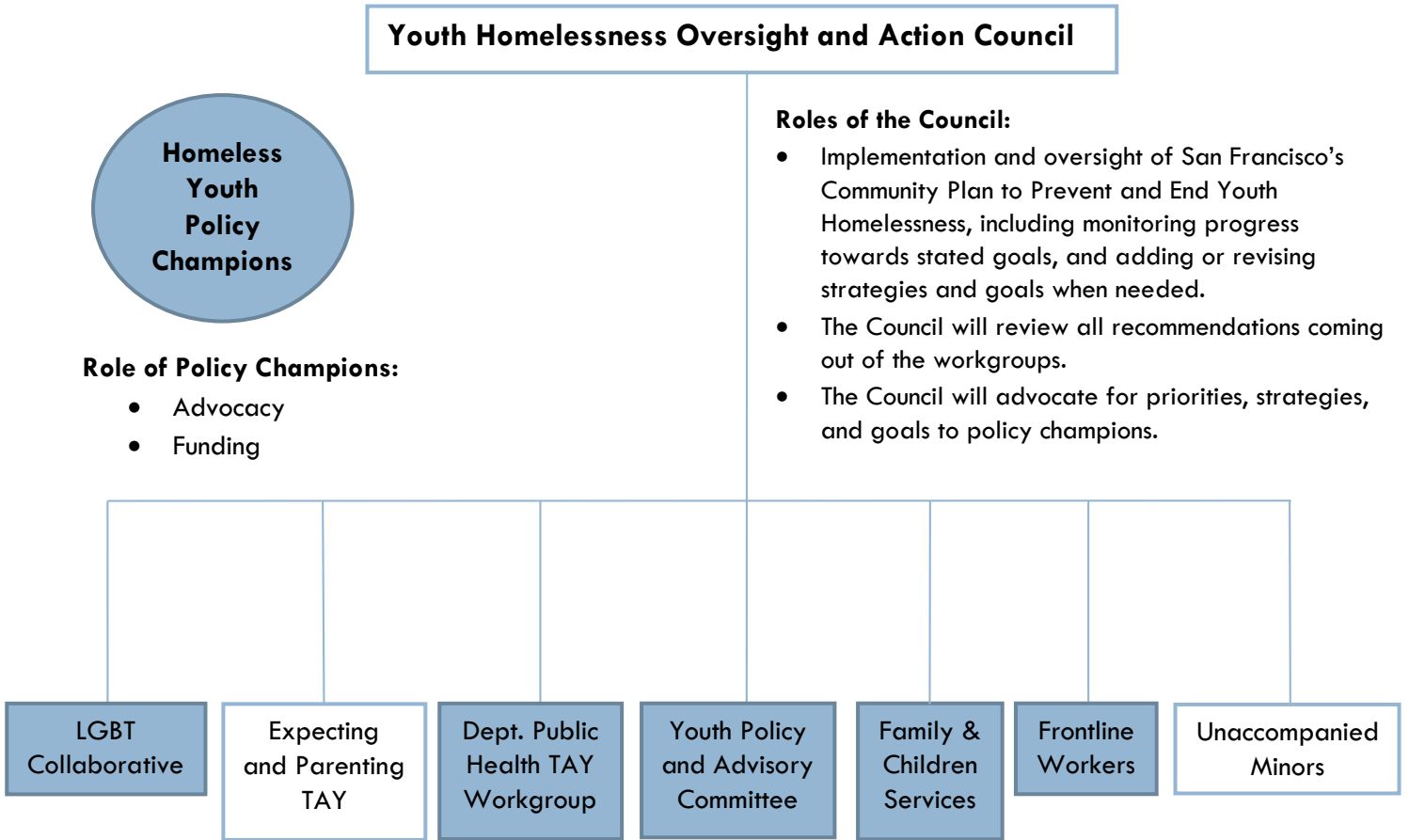
Assessment

- With community input, adoption of a TAY assessment tool to identify individual housing instability and vulnerability within and across systems (child welfare, secondary and post-secondary schools, juvenile justice, nonprofit services) and appropriate system-wide referral.

- Assessment tools and processes will reflect principles of trauma-informed care and positive youth development.
- Data gathering compatible with the ONE system and provider-level systems that will identify service and housing gaps, vacancies, and programmatic successes system-wide.
- Immediate access to diversion/problem-solving services that include: family engagement, including mediation, parental support centers, reunification services; flexible funding pool designed to divert youth at the point of system entry (funds earmarked for rent, utilities, transportation, school/employment resources); access to supportive services designed to help retain and/or attain independent housing; peer and other community supports targeted toward housing retention.
- Specific coordination with the engagement, data intake, and referral processes of existing systems and interventions in education, child welfare (including the PCWA), healthcare, juvenile and criminal justice, and foster care to prevent discharge from these systems into homelessness.

Referral

- Referral and navigation to housing and services appropriate to level of need and vulnerability, using a system that incorporates youth choice, flexibility, and individualized and client-driven supports into eligibility and access determinations.
- Creation and maintenance of centralized, up-to-date inventory of TAY-specific housing and services as well as of mainstream resources appropriate for youth/TAY referrals.
- Streamlining of eligibility and application processes to ensure immediate, low-barrier access to housing and services.
- Integration of mental-health and substance-abuse crisis services that are specifically tailored for youth and include an emphasis on health rather than law-enforcement response; mobile, wraparound case management services; and low-barrier, youth-specific mental health and detox crisis shelters and facilities.
- Robust housing and services navigation at all phases of system, from entry points through placement and transition to independence.

YOUTH HOMELESSNESS GOVERNANCE STRUCTURE

Youth Homelessness Oversight and Action Council

Homeless Youth Policy Champions

Roles of the Council:

- Implementation and oversight of San Francisco's Community Plan to Prevent and End Youth Homelessness, including monitoring progress towards stated goals, and adding or revising strategies and goals when needed.
- The Council will review all recommendations coming out of the workgroups.
- The Council will advocate for priorities, strategies, and goals to policy champions.

Role of Policy Champions:

- Advocacy
- Funding

LGBT Collaborative	Expecting and Parenting TAY	Dept. Public Health TAY Workgroup	Youth Policy and Advisory Committee	Family & Children Services	Frontline Workers	Unaccompanied Minors

(Shaded boxes indicate working groups that already exist)

Roles of the Working Groups:

- Track strategies and goals in the Community Plan
- Present feedback of current trends and challenges to the Council
- Provide recommendations on policy, programming, and funding to the Council

YOUTH HOMELESSNESS GOVERNANCE STRUCTURE MEMBERSHIP

The proposed governance structure creates multiple layers and opportunities for participation in the implementation of and accountability to the Coordinated Community Plan to Prevent and End Youth Homelessness.

Implementation of the vision, goals, strategies, and action steps presented in this plan will take political will, advocacy, funding, coordination, and hard work. Additionally, in order to maintain the integrity of what is presented in the Plan, each person, agency, and government representative participating in the governance structure will sign onto a commitment of implementation.

HOMELESS YOUTH POLICY CHAMPIONS

This group will meet quarterly and review the priorities of the Youth Homelessness Oversight and Action Council (YHOAC). They will champion, through advocacy and funding, the vision, strategies and goals of San Francisco's Community Plan to Prevent and End Youth Homelessness. They will work directly with the YHOAC to implement and fund the vision and goals presented in the Plan.

Membership is by invitation only:

1. Board of Supervisors Member 1
2. Board of Supervisors Member 2
3. Mayor
4. Director of Homelessness and Supportive Housing
5. Director of Human Services Agency
6. Director of Department of Children, Youth and Their Families

YOUTH HOMELESSNESS OVERSIGHT AND ACTION COUNCIL (YHOAC)

This group meets quarterly and is charged with oversight and implementation of San Francisco's Coordinated Community Plan to Prevent and End Youth Homelessness. They will track the progress of action steps, goals, and overall strategies. The Council will also be charged with modifying the Plan when needed and working directly with the Policy Champions. Finally, the YHOAC hears and reviews recommendations of the workgroups and relay priorities to the Policy Champions.

Membership is one representative for each of the categories below:

1. San Francisco Unified School District
2. Family & Children Services
3. Juvenile Justice/Courts
4. Youth under 18
5. Street Outreach
6. LGBTQ
7. Parenting/Family
8. Housing and Service Provider
9. Housing Development/Property Management
10. Employment
11. Mental Health/Substance Abuse
12. Bayview Service Provider
13. Research
14. Philanthropy
15. Youth Representative (possibly targeting subpopulation representatives like immigrant, LGBTQ, foster youth)

16. Youth Representative
17. Youth Representative
18. Youth Representative
19. Youth Representative

WORKING GROUPS

These groups will work on implementing the goals and strategies presented in San Francisco's Community Plan to Prevent and End Youth Homelessness and will support the work of the Council by informing them of their regular meeting topics. A star indicates that this is an existing workgroup. Each workgroup determines who attends the meetings and defines the meeting agendas. Working groups will all be "assigned" goals and action steps over which they have ownership and implementation oversight.

1. LGBTQ Collaborative*
2. Expecting and Parenting TAY
3. Department of Public Health TAY System Planning*
4. Youth Policy and Advisory Committee*
5. Family & Children Services Supportive Transition Unit*
6. Frontline Workers*
7. Unaccompanied Minors

Development of the Expecting and Parenting TAY and Unaccompanied Minors workgroups is underway. These workgroups will ensure that the distinct needs of expecting and parenting TAY and unaccompanied minors are incorporated into the implementation of every objective, goal, and action step for the San Francisco Coordinated Community Plan to Prevent and End Youth Homelessness, in addition to having ownership and implementation oversight over "assigned" goals and action steps that are most relevant to each youth population of focus. Finally, it should be noted that the Unaccompanied Minors workgroup will work directly with local child welfare agency in designated key roles and responsibilities for ensuring minors in the system are effectively and appropriately served in a way the ensures they do not enter the homelessness system of care.

PLAN FOR CONTINUOUS QUALITY IMPROVEMENT

Importantly, the community planning process is just the beginning of achieving our community goals, and represents great steps forward in aligning San Francisco's existing innovative partners and programs. The governance structure has been designed to ensure continued collaboration, engagement, and refinement of the system of care to achieve the four core outcomes of preventing and ending youth homelessness: stable housing, permanent connections to family and community, achievements in education and employment, and social and emotional well-being.

CONTINUOUS QUALITY IMPROVEMENT PLAN

Using the committee structure and with oversight of the community, HSH will develop youth-targeted system outcomes and metrics at the program as well as the system level and, through the ONE System and Coordinated Entry, will develop an integrated data dashboard for continuous evaluation. Program and system-wide metrics will be true indicators of client success and will take into account individual needs and progress. Some features of the evaluation plan include:

- Semi-annual review, including youth evaluation and general public feedback
- Creation of program outcomes that incorporate community values (Housing First, youth-based definitions of progress and success, measurement that incorporates level of clients' needs)

- Analysis of system flow to determine what gaps and problems exist, where resources should be targeted and which processes made more efficient and effective
- Youth evaluation of programs to be included in funding and other considerations
- Review of qualitative data as an additional way to track and evaluate the youth experience in programs
- Regular reporting on action steps by committees to the Oversight and Action Council
- Semi-annual review of systems flow, housing pipeline, and data dashboard by committees, Oversight and Action Council, and Champions

PARTNERS: COLLABORATION TO ACHIEVE SYSTEMS CHANGE

San Francisco has strong and diverse community partners collaborating to respond to youth homelessness. Many partners, especially nonprofit housing and service organizations, are nationally recognized leaders in providing youth-focused, evidence-based interventions targeted at responding to youth homelessness.

Partners and partnerships are the essential components to making the vision and goals set forth in this Coordinated Community Plan a success. Each partner has been at the table for the development of the Plan and is committed to its implementation. Some partners are identified by name in the action steps associated with goals and objectives; other partners will add their name to specific goals during implementation of the Plan in the coming years. Each agency has demonstrated a tangible commitment to the work of preventing and ending youth homelessness in San Francisco.

AFFORDABLE HOUSING DEVELOPERS

COMMUNITY HOUSING PARTNERSHIP (CHP)

- CHP has been a very active CoC member since the 1990s, participating in all CoC committees and operating multiple CoC grants, including until recently the first PSH CoC grant for CH youth in this CoC.

- Role/Involvement: Provide housing, supportive services, & collaboration and leadership in the YHDP.

COC AND ESG PROGRAM RECIPIENTS

EPISCOPAL COMMUNITY SERVICES OF SAN FRANCISCO (ECS)

- ECS is a strong CoC partner and youth services provider. ECS has participated in all CoC committees and had one of its Board Members sit on the CoC Board for over 10 years.

- Role/Involvement: Provide collaboration and leadership as part of the YHDP.

LARKIN STREET YOUTH SERVICES

- Operating since 1984 and an active member of the CoC since 1996, Larkin Street representatives frequently attend CoC Board and Committee meetings, and a representative has sat on the nine-member CoC Board in recent years. Larkin Street has received CoC funding for its projects since the mid 1990s.

- Role/Involvement: Provide housing, services, collaboration and leadership in the YHDP

SALVATION ARMY

- The Salvation Army supports San Francisco homeless populations and serves as a resource for economic and workforce development efforts. Participated in community meetings for the CoC YHDP application this year.

- Role/Involvement: Provide housing & supportive services.

COMMUNITY DEVELOPMENT CORPORATIONS

TENDERLOIN NEIGHBORHOOD DEVELOPMENT CORPORATION (TNDC)

- TNDC works with the CoC to provide housing and services to the Tenderloin and surrounding neighborhoods.

- Role/Involvement: Provide housing & supportive services.

EARLY CHILDHOOD DEVELOPMENT AND CHILD-CARE PROVIDERS

DEPARTMENT OF CHILDREN, YOUTH, AND THEIR FAMILIES (DCYF)

- DCYF invests in programs that are holistic, offering multiple means to enhance the leaning opportunities of SF's children and youth while simultaneously working to create healthy family and community environments that enable and promote school success. Its programs and initiatives fund work sequentially to achieve developmentally meaningful outcomes, from birth through the transition to adulthood.

- Role/Involvement: Participate in a steering committee for policy planning, resource development, advocacy, and needs analysis.

HEALTH, MENTAL HEALTH, AND SUBSTANCE ABUSE AGENCIES

DEPARTMENT OF PUBLIC HEALTH (DPH)

- DPH promotes and addresses health equity among SF residents with the highest health disparities, and integrates primary and specialty care for all ages, dentistry, emergency & trauma treatment, and behavioral health services.

- Role/Involvement: Participate in a steering committee for policy planning, resource development, advocacy, and needs analysis.

HOMELESS PRENATAL PROGRAM (HPP)

- HPP provides services for pregnant/parenting youth. HPP has been a strong partner with the CoC.

- Role/Involvement: Provide housing & supportive services.

INSTITUTIONS OF HIGHER EDUCATION

CITY COLLEGE OF SF (CCSF) GUARDIAN SCHOLARS

- CCSF Guardian Scholars provides direct services and referrals to community-based resources for current and former foster youth. Participated in planning for the CoC YHDP application.

- Role/Involvement: Act as an access point for Coordinated Entry; provide supportive services.

SAN FRANCISCO STATE UNIVERSITY (SF STATE) GUARDIAN SCHOLARS

- SF State Guardian Scholars provides direct services and referrals to community-based resources for current and former foster youth. Participated in planning for the CoC YHDP application.

- Role/Involvement: Act as an access point for Coordinated Entry; provide supportive services.

UC BERKELEY SCHOOL OF PUBLIC HEALTH; INNOVATIONS FOR YOUTH (i4Y)

- I4Y is a cross-disciplinary academic team aimed at changing structural practices to assess, understand, and end youth homelessness. Participated in planning for the CoC YHDP application.

- Role/Involvement: Collaborate on development of a research, policy, and practice partnership to inform the implementation of the community plan, especially areas that require research or multidisciplinary analysis; support meaningful youth engagement in YHDP, collaborate on specific goals, including addressing the links between homelessness and incarceration; engage UCB students with a history of homelessness in YHDP.

JUVENILE AND ADULT CORRECTIONS AND PROBATION

COURT APPOINTED SPECIAL ADVOCATES (CASA)

- CASA provides supportive services, active attendance at YHDP community planning meetings.

- Role/Involvement: Provide supportive services.

SF SUPERIOR COURT – COLLABORATIVE COURTS

- The Superior Court delivers high-quality collaborative justice programs, in partnership with local CoC member organizations, to address addiction, mental health, and other social service needs. In particular, the Young Adult Court (YAC) works with transition-age adult youth (ages 18- 25) and includes a range of nonviolent cases.

- Role/Involvement: Act as an access point for Coordinated Entry.

SF ADULT PROBATION DEPARTMENT

- Adult Probation collaborates with multiple law enforcement agencies, Courts, Department of Public Health, victim organizations and other CoC member organizations to provide a unique blend of enforcement, justice and treatment.

- Role/Involvement: Provide supportive services.

SF JUVENILE PROBATION DEPARTMENT

- Juvenile Probation utilize a Juvenile Advisory Council to include youth voice in planning, and serves the community by investigating referrals of youth who are alleged to be beyond parental control, who are alleged to have committed a crime, by providing supervision services for youth who are wards of the court or who have been deemed in need of such services.

- Role/Involvement: Act as an access point for Coordinated Entry.

LANDLORDS

PRIVATE LANDLORDS

- Private landlords own and operate the majority of San Francisco's SRO units. DSH partners with private landlords to run a youth specific housing program. Additionally, they have a representative on the Single Room Occupancy Task Force whose mission is to improve the quality of life for residents living in SRO hotels by providing discussion between city departments, SRO owners/managers, nonprofit agencies, and tenants.

- Role/Involvement: Provide housing.

LOCAL ADVOCACY, RESEARCH, AND PHILANTHROPIC ORGANIZATIONS

PROVIDENCE FOUNDATION OF SAN FRANCISCO

- The Providence Foundation is the nonprofit philanthropic arm of Providence Baptist Church, a 2,000-member cornerstone of the predominately African-American community, Bayview Hunters Point. Representatives of the foundation have attended CoC meetings since 1997.

- Role/Involvement: Participate in a steering committee for policy planning, resource development, advocacy, and needs analysis.

TIPPING POINT

- Tipping Point is a grant-making organization that fights poverty in the San Francisco Bay Area.

- Role/Involvement: Support the development of housing, supportive services, and innovative program models.

LOCAL AND STATE EDUCATIONAL AGENCIES

SF UNIFIED SCHOOL DISTRICT (SFUSD)

- SFUSD's McKinney-Vento Liaison provides educational resources to homeless children and tracks information about homeless students. SFUSD gives annual presentations to the CoC Board, and works closely with the CoC Coordinator and CoC providers for data sharing and services coordination.

- Role/Involvement: Provide supportive services; act as an access point for Coordinated Entry.

LOCAL AND STATE GOVERNMENT

DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING (HSH)

- HSH launched in July 2016 to combine components of DPH, HSA, and DCYF as a consolidated department focusing on preventing and ending homelessness in SF and acts as Collaborative Applicant for the CoC and YHDP, in addition to being a grant recipient for approximately 75% of CoC grants. Manages referrals for TAY PSH and some TH.

- Role/Involvement: Lead agency for YHDP; Strategic planning lead facilitator; Participate in a steering committee for policy planning, resource development, advocacy, and needs analysis.

LOCAL HOMELESS COORDINATING BOARD (LHCB)

- The CoC Board for the San Francisco CoC, LHCB was originally formed in 1996 as part of a local Continuum of Care plan, and is responsible for bringing the varying perspectives of the city, community agencies, and consumers together to guide the development and implementation of the continuum of housing and services for people experiencing homelessness in San Francisco.

- Role/Involvement: Participate in a steering committee for policy planning, resource development, advocacy, and needs analysis.

MAYOR'S OFFICE OF HOUSING AND COMMUNITY DEVELOPMENT (MOHCD)

- MOHCD closely collaborates with HSH; provides data analysis and collaboration.

- Role/Involvement: Participate in a steering committee for policy planning, resource development, advocacy, and needs analysis.

LOCAL AND STATE LAW ENFORCEMENT AND JUDGES

SAN FRANCISCO POLICE DEPARTMENT

- SFPD works with group homes, youth providers, and the foster care system to identify missing underage children and function as first responders for mental health crisis interventions.

- Role/Involvement: Provide supportive services.

NONPROFIT YOUTH ORGANIZATIONS

FIRST PLACE FOR YOUTH

- First Place for Youth's ILSP program offers a full range of academic and life skills services to assist foster kids, ages 16-21.

- Role/Involvement: Provide housing & supportive services.

LYRIC

- LYRIC is an active CoC participant, and a cross-sector collaborator with other housing organizations, such as the Castro Housing Program, which is operated in collaboration with Larkin Street.

- Role/Involvement: Provide housing & supportive services.

OLD SKOOL CAFÉ

- Old Skool Café is a violence prevention program which provides marketable employment skills in the restaurant industry to at-risk youth ages 16-22.

- Role/Involvement: Provide supportive services.

PRIVATELY FUNDED HOMELESS ORGANIZATIONS

AT THE CROSSROADS (ATC)

- ATC advocates for the needs of individuals in their teens and twenties – counseling-based nighttime street outreach, one-on-one counseling meetings, and collaboration with other CoC members. Participated in planning for the CoC YHDP application.

- Role/Involvement: Conduct needs analysis Strategic planning lead facilitator; provide supportive services; advocate for the needs of homeless youth in a culturally competent manner.

BAY AREA LEGAL AID

- Bay Area Legal Aid's Youth Justice Project provides disadvantaged youth and adolescents with holistic supports, services, and legal representation.

- Role/Involvement: Provides supportive services.

BOOKER T. WASHINGTON COMMUNITY SERVICE CENTER

- Booker T. Washington Community Service Center supports SF TAY and serves as a resource for economic and workforce development efforts. They are working to increase housing for TAY. Participated in community meetings for the CoC YHDP application this year.

- Role/Involvement: Conduct needs analysis; provide supportive services; act as an access point for Coordinated Entry.

HAMILTON FAMILIES

- Hamilton Families is a major provider of housing and services for families in SF.

- Role/Involvement: Provide housing; provide supportive services.

SF LGBT CENTER

- The SF LGBT Center is a community-based organization that is welcoming to youth.

- Role/Involvement: Conduct needs analysis; Provide supportive services.

TAKING IT TO THE STREETS

- Taking it to the Streets is empowering homeless youth and young adults to lead better lives by providing a continuum of workforce readiness, job skills training, personal mentoring, safe housing, and other services to support independence and self-sufficiency.

- Role/Involvement: Provide housing & supportive services.

PUBLIC WELFARE AGENCIES

FAMILY & CHILDREN SERVICES (FCS)

- Part of the Human Services Agency, FCS works with many CoC providers to help homeless families and children access educational training and child care services, as well as housing and shelter referrals. FCS actively ensures implementation of foster services, transition planning, and discharge into housing and further services. Representative on LHCB Board as of Jan. 2017.

- Role/Involvement: Participate in a steering committee for policy planning, resource development, advocacy, and needs analysis; Provide and gather data.

PUBLIC HOUSING AUTHORITIES

- The San Francisco Housing Authority is an active partner in housing, and has engaged in a "moving on" initiative, which will identify opportunities for TAY and families who are ready to move on from supportive housing and into affordable housing with the Housing Authority.

- Role/Involvement: Partner in "moving on" initiative and housing.

RUNAWAY AND HOMELESS YOUTH PROGRAM PROVIDERS

HOMELESS YOUTH ALLIANCE (HYA) (PARTIALLY RHY-FUNDED NONPROFIT YOUTH ORGANIZATION)

- Since 2006, HYA has worked to empower homeless youth of SF to protect themselves, educate each other, reduce harm within the community, and transition off the streets. HYA partners with CoC providers and SF departments (including the same division that operates the CoC) to coordinate services.

- Role/Involvement: Act as an access point for Coordinated Entry.

HUCKLEBERRY YOUTH PROGRAMS (PARTIALLY RHY-FUNDED NONPROFIT YOUTH ORGANIZATION)

- Operating since 1966, Huckleberry partners with the Collaborative Applicant, HSA, CoC providers, especially through the Families and Youth in Transition group that meets monthly, to provide housing, shelter and services to support for positive, healthy adolescent development.

- Role/Involvement: Provide supportive services, family reunification shelter, housing, & mental health services; Act as an access point for Coordinated Entry; participate in a steering committee for policy planning, resource development, advocacy, and needs analysis; provide and gather data.

WIOA BOARDS AND EMPLOYMENT AGENCIES

HUMAN SERVICES AGENCY (HSA) – JOBS NOW

- Until recently, HSA was also the CoC Collaborative Applicant and until 2015, the employment division of HSA operated a very successful Homeless Employment Collaborative, a CoC grant that coordinated and funded employment services targeted for homeless people across up to 10 agencies

- Role/Involvement: Provide supportive services.

NEW DOOR VENTURES

- Since 2005, New Door Ventures has focused its programs exclusively on transition-age youth ages 17-24, in providing job internships for youth with local business partners, job-readiness training, and supportive case management.

- Role/Involvement: Conduct needs analysis; Fund needs analysis; Provide supportive services; act as an access point for Coordinated Entry.

WIOA BOARD

- The CoC appoints a member of the Advisory Council to the WIOA Board to ensure homeless interests are represented.

- Role/Involvement: Participate in a steering committee for policy planning, resource development, advocacy, and needs analysis.

YOUTH ADVISORY BOARDS

YOUTH POLICY AND ADVISORY COMMITTEE (YPAC)

- YPAC was formed in October 2016 to provide a youth voice for the CoC in its development of a response to youth homelessness locally and this application for the YHDP. The youth, including homeless and formerly homeless youth, are involved in every step of the implementation of this demonstration at the local level.

- Role/Involvement: Participate in a steering committee for policy planning, resource development, advocacy, and needs analysis.
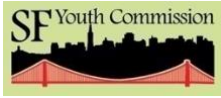
SF YOUTH COMMISSION

- The Youth Commission is a charter-mandated advisory body for the City and County of SF. The commission is comprised of 17 youth age 12-24 who are charged with identifying the unmet needs of San Francisco's children and youth. Specifically regarding homeless youth, work with local nonprofit organizations that provide direct services to speak to the needs of those young people.

- Role/Involvement: Help support and provide trainings for the youth-led advisory group.

APPENDIX A: GOALS, OBJECTIVES WITH DRAFT ACTION STEPS

The goals and objectives on the following pages are accompanied by draft action steps, which have been assigned to community partners and government departments. As noted in the body of the plan, these steps represent the beginning of a community process in which our action steps and outcomes may change to reflect identified needs and challenges in the system of care and also be revised as the youth governance bodies implement the work outlined in the plan. The first phase of the implementation for the following goals and objectives is to include numeric values where we can and where doing so will assist in achieving the goal. We anticipate that the implementation of coordinated entry will play a necessary and prominent role in defining our goals numerically.

*Youth were present and actively involved in every phase of the community planning and review process. In addition to contributing to the creation of all goals and objectives, the Youth Policy Advisory Committee advocated for specific goals, marked with an * below.

GOALS	OBJECTIVES	ACTION STEPS	RESPONSIBLE PARTNERS
1. Implement Coordinated Entry to identify all unaccompanied youth experiencing homelessness and housing instability.	1.1: By December 2018, develop an accessible coordinated entry system, including a system-wide assessment tool, to standardize outreach, assessment, prioritization, and referrals to youth-specific housing and services.	a) While developing the coordinated entry system, ensure that it is coordinated with family and adult coordinated entry so youth can connect with adult services as needed. b) Ensure youth voice is present at 100% of all meetings and work groups for the development of the coordinated entry system. c) Review literature and best practices from other communities to develop San Francisco's youth assessment tool.	San Francisco Department of Homelessness and Supportive Housing (HSH) Youth Homelessness Oversight and Action Council Action Steps: a) HSH Coordinated Entry Team b) Youth Policy and Advisory Committee (YPAC) c) Youth Homelessness Oversight and Action Council; HSH Youth Program Manager
	1.2: Expand outreach and train existing outreach staff on youth engagement strategies.	a) Develop a process by which a youth's first point of contact is with a youth navigator, whether that is at a drop-in center, during mobile outreach, or at a shelter. b) Create a standardized training on best-practice outreach strategies and disseminate to 100% programs working with youth.	Outreach Workgroup; YPAC Action Steps: a) Frontline Workers Workgroup b) Frontline Workers Workgroup; YPAC c) HSH; San Francisco 311
	1.3: Create a hotline linked to Navigation Center/24-hour drop-in center and 24-hour crisis services for youth.	a) Use existing and proposed communication platforms to link youth to crisis services through text and other means. b) Develop a plan to offer specialized services,	HSH; San Francisco 311 Action Steps: a) Private/Public Partnership b) Bay Area Legal Aid

		such as 24-hour remote legal advice and the addition of two services sites where legal services are offered.	
	1.4: Accurately measure and numerically define resource and housing needs to reduce youth homelessness.	a) Establish at least one numeric benchmarks at every point in the system to measure the progress of each objective.	HSH Performance Team Action Steps: a) HSH Performance Team; Youth Homelessness Oversight and Action Council
	1.5: Create outreach and data links with other systems that serve or contact homeless or at-risk youth, including educational institutions, child welfare, health providers, and justice systems.	a) Conduct an analysis to determine where the gaps in data are and develop a plan to obtain necessary access and resources needed to increase data collection. b) Determine which systems are interacting with youth that are not collecting any youth data.	HSH Online Navigation and Entry (ONE) System Manager Action Steps: a) HSH ONE System Manager b) Youth Homelessness Oversight and Action Council
2. Assess and prioritize the needs of the most vulnerable youth experiencing homelessness.	2.1: Develop intentional strategies to focus outreach and interventions on the following priority subpopulations: LGBTQ youth, commercially sexually exploited children (CSEC), justice-involved youth, young immigrants at high-risk of homelessness, pregnant and parenting youth, unaccompanied minors, and youth of color, particularly African-American and Latinx youth.	a) Appoint a workgroup to lead a community planning process to develop recommendations regarding outreach strategies and interventions best targeted to meet the needs of the priority subpopulations. b) Develop a process to provide tailored resources that meet the needs of the youth at intake, rather than providing a standard laundry list that every youth receives.	Youth Homelessness Oversight and Action Council and supporting workgroups Action Steps: a) Youth Homelessness Oversight and Action Council b) HSH Coordinated Entry Planning Group c) Youth Homelessness Oversight and Action Council d) HSH

		c) Map and create different tracks within the system design. Train 100% of case managers on these tracks, including what tracks have been successful for youth in the past. d) Increase the amount of resources dedicated to collecting and reporting data and outcomes associated with the priority sub-populations.	
	2.2: Develop and replicate best practice housing models, such as the Castro Youth Housing Initiative (CYHI) and other home-like transitional housing programs that are responsive to the unique needs of subpopulation youth.	a) Review and provide recommendations on which housing models best serve the needs of the priority populations. b) Appoint a workgroup to help develop performance outcomes that measure the success of programs while considering their flexibility. c) Increase housing opportunities in the southeast sector of San Francisco, including dedicated rental subsidies for youth experiencing homelessness in this area.	Youth Homelessness Oversight and Action Council Action Steps: a) Youth Homelessness Oversight and Action Council; LYRIC Fellows b) HSH Performance Measurement Team c) Bayview service providers
	2.3: Collaborate with nonprofits and private-sector entities who specialize in meeting the needs of San Francisco's unique subpopulations.	a) Determine what providers and experts are missing from these conversations and reach out to them. b) Create a coalition of private-sector groups who will commit to supporting	Local Homeless Coordinating Board (LHCB) Action Steps: a) Youth Homelessness Oversight and Action Council b) Youth Homelessness

		the goals set out in the community plan.	Oversight and Action Council
	2.4: Partner with the family housing and service system to increase the number of emergency, transitional and supportive housing interventions available to pregnant and parenting TAY to be able to house 100% of pregnant and parenting TAY. Interventions include but are not limited to: emergency shelter, short-term rental assistance and maternity group homes.	a) Conduct a needs analysis, including an analysis of what current barriers exist in the system. b) Develop recommendations on how many/type of beds, which housing models and supportive services are needed to meet the needs of pregnant and parenting TAY.	Expecting and Parenting TAY Workgroup Action Steps: a) HSH b) HSH
	2.5: Target outreach, prevention and early identification efforts by investing in promising alternatives to arresting and incarcerating youth, and ensuring discharge planning for justice-involved youth.	a) Provide housing opportunities partnered with robust services dedicated to all youth engaged in young adult court. b) Research approaches being used by other states and counties to better address the needs of 18- to 25-year-olds involved in the criminal justice system.	Collaborative Courts Action Steps: a) Housing Providers; Collaborative Courts b) Youth Homelessness Oversight and Action Council
	2.6: Increase targeted services for undocumented and immigrant youth experiencing homelessness.*	a) Partner with local providers, including legal aid and schools serving undocumented and immigrant youth to document and expand best practice engagements with this sub-population. b) Train 100% of youth providers who encounter undocumented and	YPAC, Community Based Organizations (CBOs) Action Steps: a) Bay Area Legal Aid b) Youth Homelessness Oversight and Action Council

		immigrant youth on the rights of youth and how to support them and advocate on their behalf.	
3. Prevent youth from becoming homeless.	3.1: Strengthen partnerships with other youth-serving systems, including child-welfare, justice, health, and educational systems.	a) Increase the capacity, cross-coordination and training of staff working with youth to provide the most effective wraparound services needed. b) Work with school district to identify prevention services and possible family supports with the use of a coordinated entry assessment tool developed by December 2018.	Youth Homelessness Oversight and Action Council Action Steps: a) HSH b) San Francisco Unified School District
	3.2: Create strategies and expand services that facilitate permanent connections, including family reunification and forming relationships with caring supportive adults.	a) Promote family reunification and family-based crisis intervention strategies to promote a stable family environment, and engage and reunify youth with their families when appropriate. b) Provide financial and/or support services to the family unit to prevent youth from becoming homeless. c) Have 100% of programs incorporate into their intake procedures best practices in family reunification and engagement strategies. d) Conduct a system-wide analysis to determine how many youth reunite with their families after	Youth Homelessness Oversight and Action Council Action Steps: a) Family & Children Services (FCS); providers that serve minors b) HSH c) Youth Homelessness Oversight and Action Council d) HSH ONE System Manager

		engagement with youth providers.	
	3.3: Maximize the effect of benefits provided by child welfare and juvenile justice including effective implementation of AB 12 (California extended foster care) and other benefits entitled to youth in foster care.	a) Conduct an analysis to determine the percentage of foster care youth who are not accessing their full entitlements. b) By October 2018, Develop an AB 12 (California extended foster care) training that is specifically targeted to child welfare and juvenile justice staff. c) Develop training on eligibility for AB 12 and other foster care benefits for providers to ensure appropriate early screening for all youth.	HSH; FCS; San Francisco Juvenile Probation Action Steps: a) FCS b) FCS; outside provider c) FCS
	3.4: Recruit landlords to be Supervised Independent Living Placements (SILPs), and create additional Transitional Housing Placement Program Foster Care (THP FC) placement options to support youth in extended foster care.	a) Determine what the barriers are in preventing landlords to be SILP Placements. b) Conduct a needs assessment to determine how many additional THP+FC placements are needed in the community.	FCS; HSH Action Steps: a) FCS; HSH b) FCS
	3.5: Target outreach, prevention and early identification efforts by investing in promising alternatives to arresting and incarcerating youth and ensuring discharge planning for justice-involved youth.	a) Provide housing opportunities partnered with robust services dedicated to all youth engaged in Young Adult Court. b) Research approaches being used by other states and counties to better address the needs of 18 to 25-year-olds involved	Youth Homelessness Oversight and Action Council; Collaborative Courts Action Steps: a) San Francisco Superior Court Young Adult Court; HSH b) Youth Homelessness Oversight and Action Council

		in the criminal justice system.	c) HSH; San Francisco Juvenile Probation
		c) Expand upon the insights learned from juvenile probation efforts to increase community-based family home and other settings for justice-involved youth who cannot live with their parents.	
	3.6 Increase outreach and engagement efforts and resources, including additional foster home placements in San Francisco and expanded family support services, for minors in an effort to stabilize and prevent entrance into the homeless system of care.	a) Work with community partners and Unaccompanied Minors Work Group to identify outreach and engagement strategies targeted to unaccompanied minors. b) Work with the Human Services Agency to identify additional resources that will increase the number of foster family placements in San Francisco for minor dependents. c) Increase resources for family support interventions that will ultimately prevent homelessness for minors.	HSH Action Steps: a) YPAC; Unaccompanied Minors Work Group b) HSH; HSA; Youth Homelessness Oversight and Action Council c) HSH; Unaccompanied Minors Work Group
4. Immediately link youth experiencing homelessness to safe, stable, appropriate housing and supportive wrap-around services.	4.1: Create a 24-hour youth navigation/drop-in center to engage and identify the needs of youth.	a) Host three focus groups with youth and other program providers to determine what services (e.g. bag drop, showers, etc.) the navigation center/drop-in center should provide. b) Lead a community planning process to gather community and youth feedback on design	HSH Action Steps: d) YPAC e) HSH; Youth Homelessness Oversight and Action Council f) YPAC

		and location. c) Take into consideration elements that are included in an adult navigation center/drop-in and determine what elements are not responsive to youth needs.	
	4.2: Expand the emergency response system by increasing the number of emergency shelter beds to reflect the needs of youth, including minors, and create an emergency housing fund with resources that are flexible and available citywide.	a) Develop a system map to determine what units are available and what the eligibility requirements are. b) Create a process that identifies temporary hotels to house youth, a system for referral and a pool of sustainable funding to support the emergency housing option. c) Assess both the accessibility and utilization rates of emergency beds for minors, (age 12-17). Conduct an in-depth analysis of better ways to access the beds to meet optimal utilization for minors.	HSH Action Steps: a) HSH; Youth Homelessness Oversight and Action Council b) HSH Real Estate Development Manager c) HSH; Youth Homelessness Oversight and Action Council
	4.3: Reduce the length of time between a youth entering emergency housing and moving into transitional or permanent housing.	a) Assess the current system of care to determine the barriers in how long it takes for a youth to apply for and receive housing. b) Develop a plan to increase the utilization rate to an average of 95% of all beds in the system. Conduct an analysis to determine how	HSH; Homeless Emergency Services Providers Action Steps: a) HSH ONE System Analysis b) HSH; Youth Homelessness Oversight and Action Council c) HSH Performance Measurement Team;

		many empty beds there are and why. c) Identify and establish numeric goals for increasing access to shelter and housing and reducing wait time for housing.	Youth Homelessness Oversight and Action Council
	4.4: Hire housing navigators that have extensive training and resource knowledge to help youth locate housing; including peer-to-peer networks for youth-specific housing location.	a) Develop partnerships with other cities that have successfully employed housing navigators and have them train new hires in San Francisco. b) Develop a structure whereby the housing navigator is employed by and serves the entire system of care, rather than a specific program.	HSH; YPAC Action Steps: a) HSH b) HSH
	4.5: Increase access to basic needs services such as 24/7 bathrooms and showers targeted to areas where youth are known to congregate.*	a) Engage youth and local providers in a focus group to determine where the bathrooms and showers should be located. b) Identify a source of sustainable funding to pay for the bathrooms and showers.	HSH; San Francisco Parks and Recreation Department; community providers Action Steps: a) YPAC; Frontline Workers Workgroup b) HSH; Youth Homelessness Oversight and Action Council
	4.6: Create a thoughtful and effective strategy to provide services for the "traveler" youth population.	a) Determine what needs travelers have, their frequency of visits and how many traveler youth are served annually. b) Work with agencies and youth who identify as travelers to determine five recommendations that reflect what services	YPAC; Haight Ashbury Providers Work Group Youth Action Steps: a) HSH ONE System Manager; Frontline Workers Workgroup b) Ad Hoc Travelers Workgroup

		programs and resources programs should be offered.	
5. Create and expand flexible housing options targeted to the needs of unaccompanied youth.	5.1: Create and expand upon best practices with innovative, flexible, low-barrier housing models including Rapid Re-Housing, Transitional Housing, non-time limited supportive housing.	a) Assess the current system-of-care to determine how many homeless youth need housing (short-term vs. long-term), how long the waiting lists are for certain types of housing (e.g. vouchers) and the costs of different interventions and level of supportive services. b) Create strategies to improve system flow so youth can transition if they have to move into new housing model or intervention. c) Explore the Hamilton Families Assessment Matrix that rates households on varying needs and places them appropriately.	HSH; San Francisco Mayor's Office of Housing and Community Development (MOHCD) Action Steps: a) HSH Performance Measurement Team b) Youth Homelessness Oversight and Action Council c) Hamilton Families; Youth Homelessness Oversight and Action Council
	5.2: Ensure housing models are diverse, appropriate for the housing needs of youth, including minors, and are designed and evaluated by youth. Examples include SROs, vouchers, rental subsidies, congregate housing, host homes and networks of extended families.	a) Develop an assessment that can help determine which housing model is the correct fit for the youth based on their unique need. b) Engage youth in focus groups quarterly to generate feedback on their experiences in different housing models, and what services were the most and least effective. c) Analyze the need for	YPAC Action Steps: a) HSH Coordinated Entry Planning Group b) YPAC; HSH c) YPAC; HSA/FCS; HSH

		an increase in short term residential treatment placements for minor dependents in foster care.	
	5.3: Establish numeric goals for each housing intervention to establish need and measure progress.	a) By December 2018, using coordinate entry, track numbers of youth utilizing all housing intervention types. b) Through ongoing monitoring, adjust funding and scale for each intervention type based on need.	HSH Performance Measurement Team Action Steps: a) HSH ONE System Manager b) HSH; HSH ONE System Manager; Youth Homelessness Oversight and Action Council
	5.4: Create immediately available and citywide highly flexible funding pools to divert youth from homelessness at the point of system entry, covering rent, utilities, transportation, and other costs citywide.	a) Create a permanent housing subsidy program that is flexible and targeted to prevention. b) Work closely with local government officials to promote the flexible funding pools in order to draw the attention of landlords and other advocates who may be hesitant to provide housing and services. c) Investigate options for creating a transportation fund or other means of increasing access to housing, supports, employment, and education.	HSH Action Steps: a) HSH; San Francisco Board of Supervisors; San Francisco Mayor's Office b) HSH; MOHCD c) HSH; San Francisco Municipal Transportation Agency (SFMTA)
	5.5: Identify and leverage all local, state and federal funding sources to create new housing and/or provide necessary support services.	a) Develop strategies to expand the current housing supply by exploring the feasibility of small site acquisition and zoning rights for site	HSH; Youth Homelessness Oversight and Action Council Action Steps: a) MOHCD; Youth Homelessness Oversight and Action

		selection. b) Create a funding strategy for housing and support services that contains a timeline and spending plan for local and federal resources.	Council b) HSH; San Francisco Department of Children, Youth and their Families (DCYF); San Francisco Department of Public Health (DPH); MOHCD
	5.6: Develop partnerships with both private and philanthropic agencies to leverage existing community investments.	a) Build at least two new partnerships with private sector businesses to address the gap in funding to support critical needs in housing and supportive services b) Work with Tipping Point to determine how their recent $100 million dollar investment in preventing and ending homelessness can benefit youth.	LHCB; HSH Action Steps: a) Youth Homelessness Oversight and Action Council b) HSH; Tipping Point Community
	5.7: Creatively engage the private housing market and volunteer community members to provide shared housing.	a) Explore best practices in shared housing models to determine what practices are effective. b) Evaluate whether housing models foster connections with non-family groups or encourage engagement in community.	Youth Homelessness Oversight and Action Council; HSH Real Estate Development Manager Action Steps: a) Youth Homelessness Oversight and Action Council b) Youth Homelessness Oversight and Action Council; YPAC
6. Provide exit opportunities. Support youth in transitioning out of time-limited programs and provide support in sustainable exit strategies for all youth.	6.1: Connect youth leaving transitional housing with appropriate supports.	a) Determine how many youth exit transitional housing annually and the amount of funding needed to support youth in their transition. b) Create more housing	HSH; Youth Homelessness Oversight and Action Council Action Steps: a) HSH ONE System Manager b) HSH

		options that allow youth to transition to permanent housing, including options for minors. c) Create universal system-level guidelines for case manager follow-up with the youth after exit. d) Create more housing opportunities that allow for youth to transition in place.	c) Youth Homelessness Oversight and Action Council; Frontline Workers Workgroup d) HSH
	6.2: Communicate with youth the expectations for program participation and the criteria for program exits, and develop an exit plan well before anticipated program exit date.	a) Develop criteria for a successful exit and communicate those expectations to the youth upon entrance into the program. b) Research the feasibility and potential impact of creation of a waiver that would allow for a vulnerable or parenting youth exiting transitional housing to be prioritized in the coordinated entry system for supportive housing.	YPAC; Frontline Workers Workgroup Action Steps: a) YPAC; Frontline Workers Workgroup b) Expecting and Parenting TAY Workgroup
	6.3: Leverage city funds to develop strategies in programs to support older young adults ages 25-28, including analysis of needed aftercare interventions.	a) Appoint a workgroup of stakeholders to conduct a needs analysis of older young adults in the current system of care. b) Develop recommendations of what programs and services are needed, along with the amount of funds needed to support these	HSH Action Steps: a) YPAC; Youth Homelessness Oversight and Action Council b) YPAC; Youth Homelessness Oversight and Action Council

		programs.	
	6.4: Provide a clear understanding of and coordination with the adult housing and services system to both youth and agency staff to prepare the young person for housing and services when they age out.	a) For youth who need further supports, determine what the destinations of youth are when they age out and exit the youth provider system. b) Develop and release to all programs a training for youth program staff on how to navigate the adult system of care. c) Develop a framework of what a warm handoff would look like when a youth exits the youth system. d) Research and promote current resources that are available for youth who are exiting the youth provider system (e.g. Housing Authority's "Moving On" program).	HSH; Frontline Workers Workgroup Action Steps: a) HSH; Youth Homelessness Oversight and Action Council b) HSH; YPAC c) YPAC d) HSH
	6.5: Assess the number of TAY that will need long-term permanent supportive housing and subsequently create a strategy in partnership with the adult supportive housing system to meet that need over time.	a) Conduct a system-wide analysis of the number of PSH units currently available and the number of youth who need long-term housing. b) Determine which adult housing providers need to be engaged to develop a sustainable, robust plan to meet the needs of youth.	HSH; HSH ONE System Manager; HSH Coordinated Entry Planning Group Action Steps: a) HSH ONE System Manager; HSH Performance Measurement Team b) HSH; Supportive Housing Network
	6.6: Expand San Francisco's current "Moving On" initiative that provides housing choice vouchers to tenants of supportive	a) Create targeted set aside amount of moving on vouchers for TAY. b) Assist recruiting more	HSH Action Steps: a) HSH

	housing that are ready for more independent housing placements.	private landlords willing to take moving on vouchers dedicated to older young adults. c) Conduct an analysis of current and emerging housing opportunities to determine which ones allow a youth to transition in place.	b) HSH; nonprofit providers; Youth Homelessness Oversight and Action Council c) HSH; Youth Homelessness Oversight and Action Council
7. Ensure all housing and service options are low-barrier, coordinated, equally accessible and have a Housing First orientation with high-quality, client-centered, intensive support services targeted to the most vulnerable youth.	7.1: Reduce barriers to entry to housing and services, including lack of income, recent arrests/criminal record, previous convictions and rental history.	a) Review the current system of care to determine what barriers exist and their impact on youth, including the youth in the priority populations. b) Develop and enforce standardized elements to incorporate into 100% of supportive service program.	HSH Action Steps: a) HSH; YPAC; Youth Homelessness Oversight and Action Council b) Youth Homelessness Oversight and Action Council
	7.2: Through coordination of new and existing services, ensure that supports are non-duplicative and relevant to young people.	a) Conduct an analysis of programs, their service delivery options and their targeted population to determine what duplication or contradiction of support services exist.	Frontline Workers Workgroup Action Steps: a) YPAC; Frontline Workers Workgroup
	7.3: Ensure all provider and program staff are trained on the principles of Harm Reduction, Trauma-Informed Care (TIC) and Positive Youth Development (PYD), and are accountable, respectful, and proactive in addressing youth concerns.	a) Provide standardized training in TIC and PYD to 100% of programs and staff and monitor implementation. b) Conduct quarterly focus groups with youth to ask if they think programs are embracing TIC and PYD.	HSH Action Steps: a) HSH; YPAC b) HSH; YPAC
	7.4: Hire youth experiencing homelessness	a) Train programs on how to hire a homeless youth	HSH; All youth providers

	in current programs.*	(e.g. how to identify the right youth, understand and work with the youth on potential issues such as housing instability). b) Develop city-wide goals on the percentage of homeless youth employed in homeless programs.	Action Steps: a) HSH; YPAC b) Youth Homelessness Oversight and Action Council; YPAC
	7.5: Provide access to basic services that support a positive, whole-person support system to meet each youth's physical, emotional, mental health and spiritual needs. This includes intensive wraparound services that connect youth to a positive physical and mental health support system and employment/education opportunities. Also ensuring all wrap-around services, including childcare and parenting support are offered to pregnant and parenting youth.	a) To promote stability, give youth the tools to create more organic and local connections beyond their case manager. b) Explore changing the terminology from case manager to youth advocate* c) Increase access to dental and eye care services* d) Increase childcare slots dedicated parenting TAY.	HSH; DPH; Youth Homelessness Oversight and Action Council Action Steps: a) HSH; YPAC b) LYRIC Fellows; YPAC c) DPH d) HSH
	7.6: Provide avenues for accountability that empower youth to act on their own behalf if, for example, they have a grievance with staff, a program or system, feel unsafe or uncomfortable answering questions.	a) Review program policies, including intake procedures and provide recommendations on how programs can improve confidentiality and safety. b) Educate youth on the steps they can take if they feel uncomfortable with their case manager or therapist.* c) Work to educate youth that are new to the	Youth Homelessness Oversight and Action Council; HSH; YPAC Action Steps: a) YPAC b) LYRIC Fellows c) YPAC d) LGBT Collaborative e) HSH f) HSH; YPAC

		community on specific tools to protect themselves.	g) YPAC; LYRIC Fellows
		d) Address sexual harassment, misogyny, racism and LGBTQ issues.	
		e) Update the process for filing grievances to be user-friendly, accessible and transparent.	
		f) Create a system where youth can file complaints on their phones.	
		g) Develop a method by which the youth has a voice in deciding who their case manager is (e.g. interview should be two ways to give both parties to decide if they are right fit).*	
8. Integrate TAY-focused behavioral health and substance abuse interventions into the youth homeless system of care.	8.1: Identify TAY with behavioral health needs and link them to appropriate level of care while improving transitions between the systems where they are being served.	a) Appoint a workgroup to review current practices to determine what interventions are working, which ones are not and to consider the different levels of response and the resources available for that response. b) Replicate or expand successful programs. c) Appoint a workgroup of stakeholders to map the existing intake and referral process, gaps in the levels and system of care, and provide recommendations on how to improve services and	HSH; DPH Action Steps: a) DPH TAY Behavioral Health Stakeholders Workgroup b) DHP; HSH c) DPH TAY Behavioral Health Stakeholders Workgroup

		system flow.	
	8.2: Expand the capacity of crisis response resources to meet youth where they are at: add mobile psychiatric units, on-site clinicians and train peer supporters to be stationed at the front door of outreach programs, emergency shelters and embedded into housing programs.	a) Conduct a needs assessment to determine the gap in behavioral health services. Review the current capacity of behavioral health resources in youth serving programs. b) Determine what specific behavioral health resources are needed in programs (e.g. each program has their own on-site clinicians, mobile teams to address crises). c) Develop and communicate to all programs recommendations on the level of capacity and recommended resources needed to cover current gap in services.	DPH Action Steps: a) DPH TAY Behavioral Health Stakeholders Workgroup b) Youth Homelessness Oversight and Action Council c) Youth Homelessness Oversight and Action Council
	8.3: Enhance access to non-crisis behavioral health and substance abuse services.	a) Conduct an analysis to determine what the barriers are to accessing non-crisis behavioral health and substance abuse services, the availability and subsequent wait time to receive services. b) Develop strategies to decrease the wait time and improve access to non-crisis services, including access to scheduled mental health provider hours and links to behavioral health services. c) Provide youth with the	DPH Action Steps: a) DPH TAY Behavioral Health Stakeholders Workgroup b) DPH TAY Behavioral Health Stakeholders Workgroup c) DPH TAY Behavioral Health Stakeholders Workgroup; YPAC d) DPH; HSH; Private Partnerships

		tools and coping skills so that they can address their own behavioral health crisis. Educate youth on topics of trauma recovery, healthy and violent relationships, and how to address crises without the support of a family connection. d) Leverage existing technology platforms (e.g. texting, telecounseling sessions, etc.) to connect youth to behavioral health services.	
	8.4: Integrate behavioral health and substance abuse services in traditional housing, education and employment programs.	a) Develop recommendations on what specific services should be included housing and support services programs. b) Identify and promote comprehensive, standardized behavioral health curriculum to be integrated with housing and support services programs. c) Promote new ideas and best practices (e.g. peer-based navigation, roving behavioral health professionals, groups for youth who have experienced trauma) for adoption by programs.	HSH; DPH Action Steps: a) YPAC; Youth Homelessness Oversight and Action Council b) DPH TAY Behavioral Health Stakeholders Workgroup c) DPH TAY Behavioral Health Stakeholders Workgroup; YPAC
	8.5: Increase coordination and sharing of information between DPH and providers.	a) Explore and identify best practice models (e.g. assigning one therapist to a youth that stays with youth for duration in care)	DPH; HSH Action Steps: a) DPH TAY Behavioral Health Stakeholders Workgroup

		that promote a coordinated approach to homeless and government behavioral health care providers. b) Conduct an analysis of the current relationship structure and related processes between homeless providers and the Department of Public Health (DPH). Include in the analysis a breakdown of which party is responsible for TAY's seeking assessment, care and treatment, referrals, and follow up.	b) DPH; HSH
	8.6: Develop and implement TAY-focused behavioral health and substance abuse outpatient and residential treatment options.	a) Conduct a needs assessment to review current data on the level of need, what agencies offer behavioral health and substance abuse services and what their metrics are for evaluating success. b) Review metrics for programs offering services currently to determine level of effectiveness. Host quarterly focus groups to determine what practices are working and which ones are not.	DPH Action Steps: a) DPH TAY Behavioral Health Stakeholders Workgroup b) DPH; HSH Data and Performance Measurement Teams
	8.7: Maximize use of benefits for eligible TAY including enrollment in SSI and Medicaid.	a) Research and analyze the current system of care to determine what the barriers are to accessing benefits. b) Develop and community outcomes to	HSH Action Steps: a) HSH b) HSH

		ensure that all providers receive SOAR training. c) Ensure access to early behavioral health assessment and treatment services for all youth up to age 21 in extended foster care to leverage the behavioral health care they need.	c) DPH; FCS
9. Improve educational outcomes and employment opportunities for youth as a pathway for achieving stability and self-sufficiency.	9.1: Ensure youth are the primary participants in defining their education and employment goals and what education and employment success looks like for them.	a) Revise performance outcomes to track success of youth beyond traditional education and employment outcome measures. b) Create performance measures that measures success while acknowledging flexibility. c) Review best practices and expand/create a peer mentoring program based on a youth's desired career path or education goals.	YPAC Action Steps: a) Youth Homelessness Oversight and Action Council b) Youth Homelessness Oversight and Action Council c) HSH; YPAC; San Francisco Human Services Agency (HSA) Workforce Development
	9.2: Support and expand alternate education options for youth who are over-age/under-credit or off-track students and expand access to academies/vocational programs where youth have been underrepresented.	a) Use early-warning indicators that signal that the youth is falling behind, and that their graduation is in jeopardy. b) Develop a process that quickly identifies the youth's barriers and re-engage youth into education system. c) Explore expansion of credit recovery options for youth who has disengaged or dropped out.	San Francisco Unified School District (SFUSD); City College of San Francisco; CSU San Francisco Action Steps: a) SFUSD b) SFUSD; City College of San Francisco; CSU San Francisco c) Youth Homelessness Oversight and Action Council d) SFUSD; Youth Homelessness

		d) Develop a 5th year option for youth who have left, fallen behind and re-entered the education system. e) Assess demographic representation of youth in academies and vocational progress to determine level of underrepresentation.	Oversight and Action Council e) HSH ONE System Performance Manager
	9.3: In coordination with SFUSD and other education partners, develop a standardized assessment tool to determine which program models are most effective and use the assessment to match a youth's educational needs with the most appropriate program.	a) Appoint a local body to develop recommendations on the design of the standardized assessment tool and how it should be integrated into programs for use. b) Expand the use of the following best practices: stipends for trainings; including childcare for youth; emergency supports; programs that address immediate/crisis needs as well as long-term goals. c) Develop a unified idea of what retention and self-sufficiency look like among different programs.	SFUSD; Youth Homelessness Oversight and Action Council Action Steps: a) SFUSD; Youth Homelessness Oversight and Action Council b) Youth Homelessness Oversight and Action Council c) YPAC; Youth Homelessness Oversight and Action Council
	9.4: Strengthen the continuum of workforce opportunities available to youth experiencing homelessness by mapping existing programs and funding to assess and identify the appropriate amount of funding needed,	a) Appoint a local body tasked with mapping existing system and providing recommendations for funding. b) Explore feasibility of using city general funds	HSH; DCYF; HSA Action Steps: a) Youth Homelessness Oversight and Action Council b) HSH; Youth

	including coordination with mainstream employment programs and programs targeted toward youth.	for education programs not tied to employment retention outcomes so they can be more flexible. c) By December 2018, create a comprehensive referral system that shows all available resources for both adult and youth. d) Develop avenues to improve communication between services providers that require current program eligibility and contact information. e) Identify and create connections between housing programs and employment and education programs, so that youth can be employed and go to school while receiving housing services. f) Provide employment and education options for undocumented youth.	Homelessness Oversight and Action Council c) HSH ONE System Performance Manager d) HSH ONE System Performance Manager e) HSH; DCYF; HSA f) HSH; DCYF; HSA
	9.5: Develop a Youth Workforce Development Learning Community to support capacity building activities and leverage relationships with the city (e.g. "Summer Jobs + Initiative") and businesses to develop a strong employment engagement strategy with subsequent job opportunities for youth.	a) Appoint a local body to research the feasibility of developing a Youth Workforce Development Center with recommendations pertaining to what community services should be offered. b) Research and replicate employment engagement strategies that promote paid training, part-time and full-time job	HSA; DCYF; HSH Action Steps: a) HSA; DCYF; HSH b) DCYF; HSA c) Youth Homelessness Oversight and Action Council

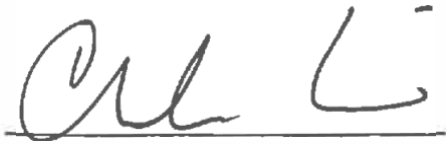|			
		opportunities for youth. c) Develop an annual forum to bring workforce development staff together (e.g. Youth Employment Coalition) to discuss gaps, problems and to share knowledge.	

	9.6: Support participants of employment programs through housing and behavioral health supports and provide additional support resources, such as childcare, for parenting TAY seeking employment.	a) Embed social workers, psychologists and therapists in workforce and housing, clinician and young person work together as a team.
		
		b) Provide wrap-around supportive services that are uniquely targeted to the youth's needs and the programs the youth is engaged in (e.g. transportation vouchers, counseling, childcare)
			HSH; DPH
			
			Action Steps:
			
			  a) DPH; HSA; DCYF
			
			  b) DCYF; HSA

	9.7: Develop and support less traditional employment and business development opportunities for youth who are artists and self-employed as street vendors.*	a) Identify and create partnerships with existing local agencies and other nonprofits that could help youth monetize their talent and/or passion.	YPAC; HSA Action Steps: a) YPAC; HSA

10. Support a systems-level culture change led by youth voice and action.	10.1: Ensure youth voice is heard throughout every step of the system, from outreach strategies to program design, delivery and evaluation, training and peer support.*	a) Work closely with a youth focus group to review the system map and identify the gaps where youth voice is inadequate or does not exist.
		b) By July 2018, develop recommendations on how programs can be better able to integrate and utilize youth voice.
			YPAC
			
			Action Steps:
			
			  a) YPAC; Youth Homelessness Oversight and Action Council
			  b) YPAC; Larkin Street Youth Advisory Board; LYRIC Fellows

| | 10.2: Empower youth to help end the criminalization of homelessness. | a) Review existing programs that serve youth and develop recommendations on what does a program look like when it values youth the way they want to be valued?

b) Develop and deliver trainings annually to youth on how to advocate for their civil rights, how to seek out legal services when needed and to build relationships with law enforcement officials on more effective ways to prevent and end homelessness.

c) Develop recommendations on actionable steps the community wants DPH and the Mayor's office to take on the issue.

d) Host quarterly community forums to educate the public that homelessness is not a crime. | Youth Homelessness Oversight and Action Council

Action Steps:

  a) YPAC

  b) LYRIC

  c) YPAC; Youth Homelessness Oversight and Action Council

  d) YPAC; LYRIC Fellows; Larkin Street Youth Advisory Board |
| | 10.3: Equip youth with training and resources to support their chosen family and other youth in crisis. | a) Ensure TIC and PYD training is available to all youth volunteers to learn about self-trauma and peer supports.

b) Create or expand existing peer mentoring programs to address helping youth in crisis.

c) Research the DPH Adult | DPH

Action Steps:

  a) DPH; HSH

  b) DPH; YPAC

  c) DPH |

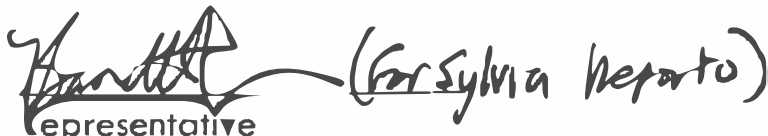|			
		Peer Program and explore how to replicate it for TAY.	
	10.4: Recognize each youth's time and expertise by providing employment, just compensation, upward career mobility, training and certifications.*	a) Develop system-wide guidelines for agencies on how to identify, train and employ youth with lived experience. b) Train agencies on what to expect and how to address potential issues when employing youth (e.g. housing instability). c) Create avenues and employment pipelines that hire and place youth into positions of power.*	YPAC; Youth Homelessness Oversight and Action Council Action Steps: a) YPAC; HSH b) HSH; YPAC c) Youth Homelessness Oversight and Action Council
	10.5: Create public service campaigns and opportunities for community-level socially supportive engagement, including direct community engagement to change the stigma and perception attached to youth experiencing homelessness.*	a) Identify the goals and desired outcomes of the public service campaign. b) Identify the youth and agencies at the local/state level and target for involvement in the campaign. c) Provide opportunities for self-advocacy, including community town halls run by youth.	YPAC; Youth Homelessness Oversight and Action Council Action Steps: a) YPAC b) YPAC c) HSH; Youth Homelessness Oversight and Action Council

APPENDIX B: SAMPLE ANNUAL BUDGET FOR INTERVENTIONS TO BE SUBMITTED FOR YHDP FUNDING

Category	Description	FTE	Base Salary	Budget
Coordinated Entry				
	HSH CE Youth Program Coordinator	1	$94,000	$94,000
	Youth CE Facilitators	1.5	$40,000	$60,000
	Fringe Benefits	40%	$154,000	$61,600
	Supervision	0.25	$100,000	$25,000
	Operations, Incentives			$36,090
	Subtotal			**$276,690**
Host Home				
	Housing Navigator	0.5	$65,000	$32,500
	Case Manager/Housing Stabilization	2	$65,000	$130,000
	Program Supervisor	0.5	$85,000	$42,500
	Fringe Benefits	35%	$205,000	$71,750
	Moving Costs, Flex Subsidies			$50,000
	Operations, Incentives			$25,000
	Subtotal			**$351,750**
Youth Housing				
	Housing Navigator	1.5	$65,000	$97,500
	Case Manager/Housing Stabilization	3	$65,000	$195,000
	Program Supervisor	0.5	$85,000	$42,500
	Fringe Benefits	35%	$335,000	$117,250
	Moving Costs, Flex subsidies			$130,000
	Leasing; Subsidies			$218,000
	Subtotal			**$800,250**
Total YHDP Cost				**$1,428,690**

APPENDIX C: SIGNATURE PAGE
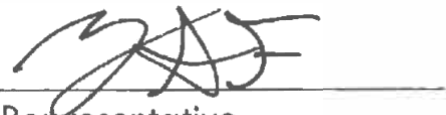
Representative
Continuum of Care

(for Sylvia Deporto)

epresentative
Family and Children Services (Public Child Welfare Agency)

Representative
Department of Homelessness and Supportive Housing

Representative
Youth Policy Advisory Committee