

Coordinated Community Plan: District of Columbia

Introduction

Youth homelessness remains a persistent challenge across the country and here in the District of Columbia. Every night, across America, thousands of young people go to sleep without the safety, stability, or support of a home and their family. In contrast to common perceptions, homelessness is not just an adult phenomenon.

Research suggests that experiencing homelessness as a youth is a key predictor of homelessness as an adult.¹ One study, *Pathways into Adult Homelessness*, showed that “youth to adult” pathway was the single largest pathway to adult homelessness at 35%, compared to 19% who entered the homeless population because of housing crisis, 17% because of substance use, and 16% for mental health reasons.² Additionally, the “youth to adult” homelessness pathway is, on average, associated with the longest and most entrenched adult homelessness experiences.³ Accordingly – one of the most important things we can do to address homelessness in the District is to ensure we have strategies in place to meet the needs of young people experiencing or at risk of experiencing homelessness.

That is why the District of Columbia’s Interagency Council on Homelessness (ICH) set out to develop the city’s first youth specific strategic plan to make youth homelessness rare, brief, and non-recurring. However, rather than invest time and resources to develop a plan in a vacuum without data or critical infrastructure, in 2015, the ICH first launched an effort to develop a Coordinated Assessment and Housing Placement (CAHP) System for Transition Age Youth (TAY). The benefits of starting with coordinated entry were viewed as threefold: 1) Design and implementation of the Youth CAHP System required community partners to come together to work on a tangible goal, thereby developing critical interagency relationships needed to support system-building work in the years ahead; 2) Having a Youth CAHP System would help ensure we were using limited existing resources strategically to serve our most vulnerable youth (i.e., youth with no safe place to stay); and 3) By reducing/eliminating separate waitlists, implementation of the Youth CAHP System would improve our understanding about the number, characteristics, and circumstances of youth seeking assistance, including the number turned away because shelter or housing was not available for them when they needed it.

At approximately the same time the District began working on the development of the Youth CAHP System, the DC Council passed the *End Youth Homelessness Act*, which required and established funding

¹ The term “youth” is used generally to include anyone under age 25 – i.e., minors under age 18 as well as Transition Age Youth ages 18 to 24. However, there are very different considerations involved in serving these two groups, and the program interventions identified in Chapter 3 highlight this distinction.

² Chamberlain, Chris and Guy Johnson. *Pathways Into Adult Homelessness*. Journal of Sociology 49(1) November 2011.

³ Ibid.

for an annual Homeless Youth Census (HYC). The census, also referred to as Youth Count DC, is similar in purpose to the PIT Count, but uses a methodology that takes into consideration the different ways in which homelessness among youth manifests and therefore helps us obtain a more accurate count.

Two years later – in May 2017 – the ICH officially released *Solid Foundations DC*, the District’s first-ever strategic plan to prevent and end homelessness among youth. The ICH and The Community Partnership for the Prevention of Homelessness (TCP) both hired dedicated staff to support plan implementation, and the DC Department of Human Services (DHS) likewise created a Youth Division to support the administration of the new resources allocated under the plan.

Since the launch of *Solid Foundations DC*, the landscape in the District around homeless services for youth looks dramatically different. In 2017, the ICH added a Youth Committee to its structure to support implementation of *Solid Foundations DC*. The ICH Youth Committee is led by a community co-chair and a government co-chair, supported by an ICH policy advisor, and is comprised of youth with lived experience, providers, advocates, and government partners. The ICH Youth Committee meets every month and has launched numerous monthly workgroups that focus on system reform, data-driven decision making, and other relevant issues. See Appendix A for the most recent version of the ICH Committee and Workgroup structure. The Continuum of Care (CoC) also launched a Youth Action Board, referred to as the Supporting Hopeful Youth (S.H.Y.) Board, to ensure youth that have experienced homelessness have a central role in shaping the policies and programs developed under the *Solid Foundations DC* plan.

The *Solid Foundations DC* plan, ICH Youth Committee partners, and the S.H.Y. Board, all have played a key role in supporting the District’s work to dramatically grow its youth services system for youth and young adults experiencing homelessness. Building on the work from previous years, local District funding allowed us to launch the District’s first 24-hour youth drop-in center, develop prevention programming for young people seeking support, create additional shelter beds needed to immediately house youth seeking a safe place, and expand bed capacity for young adults experiencing homelessness.

In addition to the programs funded with local youth homelessness dollars, the District youth system continues to pursue Federal dollars to help fill resource gaps on the local level. Several District providers receive federal funds to support youth homelessness programming, including youth Rapid Rehousing, joint transitional-Rapid Rehousing, and transitional housing programs.

Most recently, DC was awarded \$4.28 million for the Youth Homelessness Demonstration Program (YHDP) from the Department of Housing and Urban Development (HUD). With *Solid Foundations DC* at about its halfway point of implementation, the District’s Coordinated Community Plan serves as a progress update to the plan – building on successes and lessons learned from the first few years of implementation, identifying funding and resource gaps, and charting a path forward for the remaining years of *Solid Foundations DC*.

Vision Statement

Ending homelessness for youth does not mean that a youth will never experience housing instability or homelessness again. Rather, it means that our community will have a system in place to prevent homelessness for youth whenever possible, and if literal homelessness cannot be prevented, to ensure that the youth's homelessness is brief and non-recurring. The vision statement for the District's YHDP Coordinated Community Plan expands on the vision statement outlined in *Solid Foundations DC* and states:

By 2022, youth homelessness in the District will be a rare, brief, and nonrecurring experience and will be accomplished by affording every youth and young adult the dignity and opportunity to access safe and stable housing with a focus on equitable and trauma-informed practice.

Making Homelessness Rare, Brief, and Non-Recurring

- Homelessness will be rare when we have programs and services in place to prevent as many people as possible from experiencing housing loss. Prevention takes the form of emergency cash assistance and conflict resolution/mediation support, but it also involves robust discharge planning and strategic targeting of support for populations known to be at heightened risk of experiencing homelessness – including returning citizens, youth aging out of foster care, and people with complex behavioral health conditions.
- Homelessness will be brief when we have housing assistance – and housing stock – available at scale to help people experiencing homelessness quickly exit shelter and return to permanent housing. In addition, the right emergency housing environment can help stabilize people and support their return to permanent housing, while the wrong one can re-traumatize and trap people in homelessness.
- Homelessness will be non-recurring when people have the support they need to successfully maintain their housing, including connection to healthcare services, income generating opportunities, and social supports.

YHDP Governance Structure & Decision Making Process

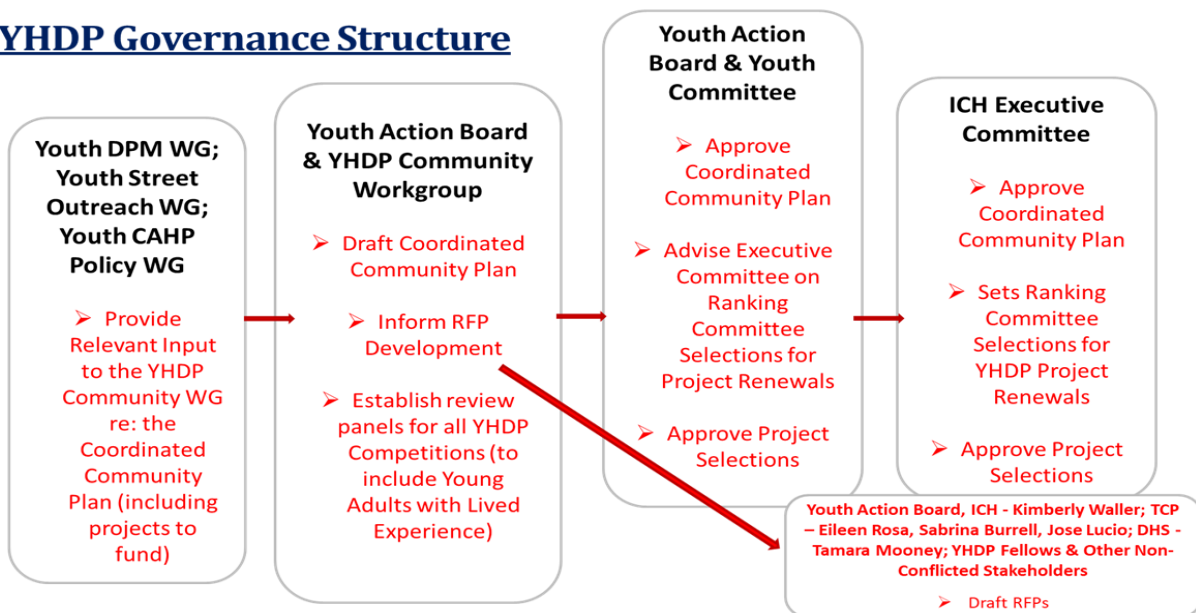
In October 2019, TCP, ICH, and DHS launched the YHDP Community Workgroup to help guide the District's YHDP implementation. See Chapter 6 for a complete list of government agencies and community partners who serve on the YHDP Community Workgroup. Also in 2019, TCP, ICH, and DHS hired three YHDP Fellows who serve as youth leaders in part-time positions. The YHDP Fellows help lead the work of the YHDP Community Workgroup. Since its launch, the YHDP Community Workgroup has convened over 40 community meetings and has provided intensive input on the development of the

Coordinated Community Plan. A complete list of YHDP Community Workgroup meetings can be found in Appendix A. The YHDP Community Workgroup consists of ICH Youth Committee stakeholders, ranging from government agency staff, provider and advocacy partners, and youth with lived experience. During the first month of YHDP planning, the YHDP Community Workgroup finalized the governance structure and decision making process for the YHDP. The Governance Structure and Decision Making Process is outlined in the chart below.

The YHDP Community Workgroup decided that both the Coordinated Community Plan and all YHDP projects that are selected for YHDP funding must be approved by the ICH Executive Committee as a final step. While the ICH Executive Committee is highly deferential to the expertise of all its ICH Committees, including the Youth Committee, the ICH Executive Committee serves as the CoC Governing Board and provides input on the CoC Notice of Funding Announcement (NOFA) selection process. YHDP projects are funded for a two-year grant term. After those two years, all YHDP projects will be considered for renewed funding through the CoC NOFA process. As a result, the YHDP Community Workgroup wanted to ensure the ICH Executive Committee had knowledge of all YHDP projects and an understanding of their importance in the youth system.

Governance Structure and Decision Making Process

YHDP Governance Structure



Chapter 1: Understanding Youth Homelessness

The causes of youth homelessness are many, and the trends nationally are very much mirrored by the experience of youth in the District. This chapter outlines the work the District has completed over the last five years to improve our understanding of the number of youth under age 25 who experience homelessness, and to gather information on the characteristics of youth experiencing homelessness, their involvement in other systems, factors that led to homelessness, and use of (and/or need for) different services to help identify gaps.

Homeless Youth Census

In 2014, the *End Youth Homelessness Act* was adopted. Among other provisions, the Act requires the District to conduct an annual Homeless Youth Census (HYC) to obtain a better estimate of the number of youth under age 25 who experience homelessness at a point in time.

The HYC collects information on unaccompanied individuals and heads of family households under age 25 in the following groups:

Age	Housing Status	Household Type
<ul style="list-style-type: none">• Transitional Age Youth (TAY), 18 to 24• Minors, Under 18 and without a parent or guardian	<ul style="list-style-type: none">• Literally Homeless: Unsheltered or in an emergency shelter or transitional housing program.• Unstably-housed: Staying in non-permanent housing arrangement ("couch-surfing", etc.) or at imminent risk of homelessness.	<ul style="list-style-type: none">• Unaccompanied (single)• Young families (head of household is 24 years old or younger)

The HYC methodology differs from the PIT Count methodology in several significant ways. Per the *End Youth Homelessness Act of 2014*, the HYC is conducted over nine days in the late summer/early fall.⁴ It captures information about youth who are housing insecure as well as literally homeless. It also gathers more extensive information through a questionnaire that asks about the youth's housing status, personal history, pathways into homelessness and non-housing service needs. Care is taken during the administration of the survey to gather enough identifying information so that even if a youth wishes to

⁴The most recent HYC was conducted on Friday, September 20, 2019 through Sunday, September 29, 2019.

remain anonymous, we have the ability to de-duplicate data should a youth be encountered by a different surveyor over the course of the nine days.

Key Findings

Throughout the first three years of the Census (2015-2017), the number of youth identified through the Census increased by 20% – from 545 to 656. This increase was likely the result of our increasing bed capacity as we continued to implement new programming under the *Solid Foundations DC* plan (making youth easier to identify), rather than a significant increase in the number of youth experiencing homelessness.

In 2018, a number of changes were made to the HYC methodology to better understand the highly mobile nature of youth experiencing homelessness. For the first time, the count looked at the nighttime location at which a youth most often stayed during the previous 30-day window (as opposed to the previous HYC methodology, which captured sleeping location for just the night of the survey). This methodology allowed the census to identify more youth and their flow through varying homelessness categories over a one-month period. However, this makes comparing the data from the first three years of the census to 2018 and 2019 data more challenging

As Table 1 below illustrates, the number of youth experiencing homelessness over the course of a month decreased slightly between 2018 and 2019. Given that we continued adding shelter and transitional housing beds over the last year, we believe this means we are seeing the true baseline of youth homelessness in the District. Tables 2 and 3 show the total number of youth broken down by the nighttime location they most often stayed at in the past 30 days.

Table 1: 2018 - 2019 Homeless Youth Census Results

Homeless Youth Census Count Totals and Percentage Change (2018 - 2019)			
Population	2019 Totals	2018 Totals	% Change
All Youth			
All Youth	1306	1328	-2%
Household Composition			
Singles	742	782	-5%
Transition Age Youth (18 - 24)	689	712	-3%
Unaccompanied Minors (Under 18)	53	70	-24%
Family Heads of Household (HoH)	564	546	3%
Transition Age Youth (18 - 24)	556	534	4%
Minors (Under 18)	8	12	-33%

Table 2: 2019 Homeless Youth Census

2019 Homeless Youth Census <i>Nighttime locations <u>most often stayed at</u> in past 30 days (unduplicated)</i>												
Population	Total Population	Emergency Shelter or Transitional Housing†	Prevalence of population (%)	Unsheltered Location	Prevalence of population (%)	Doubled-Up or Unstably-Housed	Prevalence of population (%)	Permanent Housing††	Prevalence of population (%)	Institutional Setting†	Prevalence of population (%)	Unknown Location‡
All Persons												
All Persons	1306	563	51%	59	5%	359	32%	125	11%	8	1%	192
Household Composition												
Singles	742	327	51%	46	7%	192	30%	70	11%	5	1%	102
<i>Transition Age Youth (18 - 24)</i>	689	316	52%	44	7%	179	30%	63	10%	3	0%	84
<i>Unaccompanied Minors (Under 18)</i>	53	11	31%	2	6%	13	37%	7	20%	2	6%	18
Family Heads of Household	564	236	50%	13	3%	167	35%	55	12%	3	1%	90
<i>Transition Age Youth (18 - 24)</i>	556	235	50%	13	3%	165	35%	54	12%	1	0%	88
<i>Minors (Under 18)</i>	8	1	17%	0	0%	2	33%	1	17%	2	33%	2

† Includes youth counted in ES/TH program if they stayed there most often during the previous 30 days, using HMIS records.

†† Respondent mostly stayed in a permanent housing arrangement or institutional setting but indicated that they will not have safe & stable housing in the next 30 days; they are in imminent risk of homelessness.

‡ Respondent did not provide most often nighttime location, but indicated that they mostly did not have safe and stable housing in the previous 30 days and/or will not have safe and stable housing in the next 30 days. Unknown locations are not included in prevalence.

Table 3: 2018 Homeless Youth Census

2018 Homeless Youth Census <i>Nighttime locations most often stayed at in past 30 days (unduplicated)</i>												
Population	Total Population	Emergency Shelter or Transitional Housing†	Prevalence of population (%)	Unsheltered Location	Prevalence of population (%)	Double d-Up or Unstably-Housed	Prevalence of population (%)	Permanent Housing ††	Prevalence of population (%)	Institutional Setting ††	Prevalence of population (%)	Unknown Location‡
All Persons												
All Persons	1328	540	51%	100	9%	389	36%	36	3%	6	1%	257
Household Composition												
Singles	782	317	52%	86	14%	179	30%	17	3%	6	1%	177
<i>Transition Age Youth (18 - 24)</i>	712	308	55%	82	15%	156	28%	14	2%	3	1%	149
<i>Unaccompanied Minors (Under 18)</i>	70	9	21%	4	10%	23	55%	3	7%	3	7%	28
Family Heads of Household	546	223	48%	14	3%	210	45%	19	4%	0	0%	80
<i>Transition Age Youth (18 - 24)</i>	534	222	49%	13	3%	202	44%	18	4%	0	0%	79
<i>Minors (Under 18)</i>	12	1	9%	1	9%	8	73%	1	9%	0	0%	1

† Includes youth counted in ES/TH program if they stayed there most often during the previous 30 days, using HMIS records.

†† Respondent mostly stayed in a permanent housing arrangement or institutional setting but indicated that they will not have safe & stable housing in the next 30 days; they are in imminent risk of homelessness.

‡ Respondent did not provide most often nighttime location, but indicated that they mostly did not have safe and stable housing in the previous 30 days and/or will not have safe and stable housing in the next 30 days. Unknown locations are not included in prevalence.

In 2019, the HYC counted 622 literally homeless youth (373 unaccompanied youth and 249 young families headed by a TAY or minor) and 359 doubled-up or unstably-housed youth (192 unaccompanied youth and 167 young families headed by a TAY or minor). The HYC also counted 325 youth at-risk of experiencing homelessness. The HYC breaks down the number of youth who are at risk of experiencing homelessness in the following categories: 133 youth (70 unaccompanied youth and 58 young families headed by a TAY or minor) who responded that they mostly stayed in a permanent housing arrangement or institutional setting during that month and 192 youth (102 unaccompanied youth and 90 young families headed by a TAY or minor) who did not provide their nighttime location they most often stayed at during the month but indicated that they will not have safe and stable housing in the next 30 days. These youth are at imminent risk of experiencing homelessness and, as a result, our community includes these youth in our total HYC numbers because we understand that they will likely access our homeless services system through outreach, drop-in centers, shelter, and/or housing resources.

Based on the 5 years of data collected by the HYC, the trends regarding the characteristics of youth experiencing homelessness in the District look similar to what is reported in national data. Youth experiencing homelessness are a varied group of young people struggling to secure basic needs while also trying to acquire the skills necessary to make the transition from adolescence to adulthood. The findings of the census confirm some trends already well known to service providers, but also shed new light on the severity of the needs of this population.

Transition age youth make up the largest share of the count (95.3%). Over half of the youth counted were unaccompanied youth (57% of youth were unaccompanied and 43% of youth were young families headed by a TAY or minor). About 85% of unaccompanied youth and 94% of youth-headed families were black or African-American. Most youth were non-Hispanic/non-latinx (87% of unaccompanied youth and 96% of families). Of those reporting, 34% of singles and 13% of family heads of households are identify as LGBTQ+.

National trends note that youth experiencing homelessness often have prior public system involvement. The HYC found that, of the youth counted, about 30% had a lifetime experience with child welfare, 30% had a lifetime experience with juvenile justice/prison, and of those who had a lifetime experience with either system, well over 60% of youth who exited child welfare or juvenile justice/prison experienced housing problems immediately after exit.

The HYC results found that 1 in 3 youth is a survivor of family or intimate partner violence, with 39% of single (unaccompanied) youth and 31% of youth heads of family households reporting a past experience of domestic violence. Specifically, 35% of unaccompanied youth reported family violence and 25% reported experiencing intimate partner violence. The numbers are similar for youth headed families (36% reported family violence and 31% reported experiencing intimate partner violence. Additionally, 70% of youth with a past experience of violence report that they started having housing issues because of that violence.

With regard to education and employment, 47% of unaccompanied youth and 54% of youth-headed families reported completing high school or obtained a GED. 39% of unaccompanied youth and 73% of youth-headed families reported receiving some kind of benefit, including SNAP, TANF, SSI, and/or unemployment. About a third of the respondents reported having some form of cash income (25% of families and 31% of singles have some form of cash income).

By triangulating multiple data sources, the District is getting progressively better at understanding the size of our population of youth experiencing homelessness and the scope of services needed to serve them. The information collected from the 2019 HYC, combined with historical data from the HMIS, have provided a solid foundation for the program modeling and capacity planning included in *Solid Foundations DC* and have helped guide implementation of the YHDP. Furthermore, the District is pursuing ways to further improve data collection by launching data sharing agreements that will help us better count and understand the needs of youth experiencing homelessness and housing instability, and the data will be used to assess our progress and update the modeling over the next few years.

Chapter 2: Guiding Principles

The United States Interagency Council on Homelessness Youth Framework and the Four Core Outcomes

For youth experiencing homelessness, their housing crisis comes at a key point in their development into independent adults. Recognizing this difference between youth and adults, the United States Interagency Council on Homelessness (USICH) has developed core outcomes for youth that go beyond resolving the youth's housing crisis to also helping them with building permanent connections, achieving education and employment goals, and developing social-emotional well-being.⁵

Addressing these core outcomes will require partners beyond the usual stakeholders in the homeless system. We will need the engagement of juvenile justice, child welfare, education, employment, and philanthropy to be able to help youth experiencing homelessness grow into adults with the skills and supports needed to reduce their risk of future housing crises. These agencies – as well as partners across the nonprofit, private, and philanthropic sectors – will be crucial in implementing the strategies outlined in this Coordinated Community Plan. The District will regularly evaluate the Homeless Youth Census in order to continually improve our understanding of the experiences of youth with lived experience of homelessness and the four core outcomes.

United States Interagency Council on Homelessness: Core Outcomes for Youth

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

⁵ US Interagency Council on Homelessness, <https://www.usich.gov/tools-for-action/coordinated-community-response-to-youth-homelessness>, September 2015.

Responding to the Needs of Special Populations

Risk of homelessness increases for youth who are involved with systems or who have certain characteristics. Many youth that experience homelessness fit into more than one of the following subpopulations.

LGBTQ Youth

LGBTQ youth make up over a third of all youth experiencing homelessness in the District. That is why, with the support of the Mayor and community partners, the DC Council passed the LGBTQ Homeless Youth Reform Amendment Act of 2014 which requires the District to continually improve data on LGBTQ+ youth experiencing homelessness. As a result of this legislation and our HYC data, DC established specific homeless services resources for youth who identify as LGBTQ+ (including shelter and transitional housing resources). Currently, over 25% of the community's youth resources are LGBTQ+ specific housing resources. DC has also taken steps through the establishment of policies and procedures and enhanced provider training requirements to ensure all programs are affirming spaces for LGBTQ+ youth. The District will continue scaling, as needed, housing resources for LGBTQ+ youth experiencing homelessness.

Additionally, the District has been selected as an A Way Home America Grand Challenge community, which will launch in 2020. Over a two-year period, the A Way Home America Grand Challenge will help the District end homelessness for LGBTQ+ youth and youth of color, setting the path to ending homelessness for all youth. Additionally, the District is committed to prioritizing strategies identified in *Solid Foundations DC* and this plan to further the District's work to ensure that all young people have a welcoming and inclusive place to be safe and find community. Lastly, the S.H.Y. Board is committed to lifting up the voices of all youth and young adults experiencing homelessness, including LGBTQ+ youth and youth of color, to ensure diversity is always represented throughout the CoC.

Child Welfare System Involved Youth

Youth aging out of foster care have high rates of homelessness and housing instability. In some jurisdictions, up to 38% of youth experiencing homelessness are involved with the child welfare system, and another 20% to 50% of youth involved with the child welfare system are unstably housed.⁶

DC's CoC has developed close partnerships with the District's child welfare agency, the Child and Family Services Agency (CFSA), to ensure adequate transition planning for those exiting foster care. CFSA's written policy for Older Youth Services clarifies that transition planning for youth begins at age 14. The youth transition planning meeting includes a strong focus on connecting youth to safe and stable housing. Beginning in high school, youth become eligible for Chafee-funded services provided through CFSA's Office of Youth Empowerment (OYE). As stated above, transition planning begins at age 14 and

⁶ Corporation for Supportive Housing (October 2011). *Silos to Systems: Preserving and Strengthening Families and Children Experiencing Recurring Child Welfare System Encounters and Housing Crisis*. Accessed at: <http://www.csh.org/wp-content/uploads/2012/02/Silos-to-Systems-Summary-Report.pdf>

regular planning meetings are held every six months until the age of 20. At age 20, transition planning is increased to every 90 days and once a month for the last 3 months.

CFSA also supports numerous housing programs specifically focused on youth who have aged out of the foster care system – two programs for pregnant and parenting youth aging out of care and one transitional housing program for youth aging out of care who require supportive services to stabilize them in a community environment. CFSA also funds the Rapid Housing Assistance Program (RHAP) to provide short term rental assistance to allow youth transitioning from foster care (or former foster youth) to establish a stable place to live after exit. This past year, DC was awarded additional Family Unification Program (FUP) vouchers and the District has created a strategic process to identify youth aging out of foster care, or who have aged out of foster care previously, who are eligible for the FUP voucher program. Finally, caseworkers who work with youth exiting CFSA are connected to the Youth CAHP system to ensure that youth exiting these systems do not exit to homelessness when resources described above are either not available or the youth is seeking different living arrangements.

In 2020, the District expects that we will finalize a data sharing agreement between CFSA and the District's Homeless Management Information System (HMIS) to conduct a historical data analysis to better understand the numbers of youth who have prior CFSA involvement and who also access the youth homeless services system. The agreement will also initiate an ongoing bi-directional data sharing process to better plan for youth who will exit care with unstable housing as well as ensure CFSA is knowledgeable of all young people who are no longer in their jurisdiction but who experience homelessness. This work will continue throughout implementation of the YHDP.

Lastly, CFSA is a member of the ICH and CFSA staff have been an active participant in the YHDP Community Workgroup, and will continue participation in the Workgroup through YHPD implementation.

Justice System Involved Youth

Youth who run away or who are homeless have higher rates of involvement with juvenile justice systems. Running away is sometimes regarded as a status offense, which can directly lead to involvement in the juvenile justice system. Youth experiencing homelessness also report engaging in a variety of high-risk and illegal behaviors to survive, such as theft, property offenses, drug possession/use/distribution, and prostitution, which can ultimately lead to arrest and justice system involvement. While homelessness is a risk factor for justice system involvement, being involved in the justice system is also a risk factor for homelessness. Youth leaving residential placements are particularly vulnerable to homelessness. Justice-involved youth may be returning to communities and home settings that are unstable, and youth may lack the education or job skills to maintain employment necessary to achieve stability. In addition, youth may face barriers to housing because of their conviction or adjudication.

In DC, the maximum juvenile custody age is 21, meaning that youth who are committed to the Department of Youth Rehabilitation Services (DYRS) can remain under DYRS custody until his or her twenty-first birthday. If a DYRS ward commits a new crime after turning age 18, he or she must be processed through the adult justice system for the new offense. In these cases, it is possible for DYRS and the adult system to share joint custody over the young person.

Discharging youth from DYRS placements requires planning and organization to ensure that the youth is well connected to supports upon his or her return to their family and community. Care Coordinators ensure there is a clear plan for the youth, including access to stable housing, and include the youth and family in the discharge planning process. For youth who do not have a safe and stable housing arrangement, DYRS partnered with DHS to collaborate on a transitional housing model with life skills services aimed at preparing youth to transition from confinement back into the community and to prevent youth from experiencing intermittent homelessness in transitional periods. This process is run through Youth CAHP. The District will continue monitoring the needs of youth exiting DYRS through the Youth CAHP system and ensure that system coordination occurs for DYRS involved youth who may experience housing instability.

Lastly, DYRS is a member of the ICH and DYRS staff have been an active participant in the YHDP Community Workgroup, and will continue participation in the Workgroup through YHPD implementation.

Survivors of Domestic and Intimate Partner Violence

As previously discussed, the 2019 HYC reported high levels of youth who have experienced family and/or intimate partner violence - with 1 in 3 youth reporting that they are survivors of family and/or intimate partner violence. The District has been working to better coordinate between the domestic violence system and the homeless services system, to ensure the individuals, youth, and families who are fleeing domestic violence have a safe and stable connection to the services and resources they need.

All YHDP funded projects will be required to attend domestic and intimate partner violence trainings to serve all youth who have experienced domestic violence. Additionally, the District will offer youth providers a training on healthy dating relationships. Lastly, the District is working on developing a Domestic Violence Strategic Plan and the CoC is committed to supporting the work of the Domestic Violence Strategic Plan to ensure the needs of youth and young adults are represented throughout that process.

Sex Trafficked Youth

According to the 2019 HYC, just over 15% of youth reported engaging in survival sex and 7% of youth reported a lifetime experience of trafficking. These are considered low estimates considering the sensitive nature of the questions and the low response rate. These young people often flee abuse and violence at home, but are often exposed to further sexual victimization and human trafficking once on the street.

The youth homeless services system regularly partners with the community's trafficking organizations that work to ensure young survivors have access to safe and stable housing. Community partners who provide or advocate for services for survivors of sex trafficking have been actively involved in the development of the Coordinated Community Plan. The District will continue seeking to expand housing resources for survivors of sex trafficking throughout the implementation of YHDP. Lastly, all YHDP funded projects will be required to attend trainings to ensure they are able to provide the most appropriate services to youth who have been or are currently being trafficked.

Youth with Behavioral Health Needs

Behavioral health issues are strong indicators for risk of homelessness and can result in long-term effects on youth, including risk for chronic homelessness as an adult. High percentages of youth that experience homelessness have traumatic family experiences (e.g., sexual abuse, physical abuse, neglect, rejection), which may trigger mental health issues and/or substance use as a way to cope or self-medicate. Additionally, mental health illnesses often first emerge in young adulthood. Roughly half of all lifetime mental disorders in most studies start by the mid-teens, and three-fourths by the mid-20s.⁷ Mental health disorders can be difficult to diagnose and catch early, because first signs – including a change of friends, a drop in grades, sleep problems, and irritability—are behaviors that are common among teens. Particularly for families living in economically stressed conditions, youth with emerging mental health disorders may not get the support needed, leading to family conflict and even family rejection.

To address the needs of youth with behavioral health conditions, the District is committed to incorporating behavioral health services in all YHDP funded projects. Additionally, the YHDP Community Workgroup supports the development of a mobile behavior health resource, with clinical staff, that can provide services on-site at the District’s numerous youth homelessness resources (i.e. drop-in centers, emergency shelter buildings, transitional housing programs). Lastly, the Department of Behavioral Health (DBH) is a member of the ICH and DBH staff have been an active participant in the YHDP Community Workgroup, and will continue participation in the Workgroup through YHPD implementation.

Pregnant and Parenting Youth

Pregnancy and parenthood are common occurrences among young people experiencing homelessness. Parenting youth under the age of 25 constitute approximately one-quarter of the households in the District’s family system. The HYC reported 273 sheltered parenting youth experiencing homelessness (24 or younger); 4 unsheltered unaccompanied youth experiencing homelessness (24 or younger); and no unsheltered parenting youth experiencing homelessness (24 or younger).

It is important that the family system be designed and positioned to quickly respond to the needs of young mothers and fathers. Many young parents have little or no experience living independently, and they may also be struggling with being a first-time parent. Young parents experiencing homelessness may have also experienced family conflict related to the pregnancy, leading to a breakdown in support networks. For all these reasons, successfully stabilizing young families is not just about providing re-housing assistance, but basic life skills, parenting support, and connections to (or development of) permanent support networks as well.

Homeward DC 2.0, the District’s second iteration of its strategic plan to prevent and end single and family homelessness, includes a set of strategies and objectives that address the unique needs of youth-headed families. The recommendations are aligned and coordinated with *Solid Foundations DC* and compliment the Goals, Strategies, and Objectives included in this CCP.

⁷ Ronald C. Kessler, PhD, G. Paul Amminger, MD, Sergio Aguilar-Gaxiola, MD, PhD, Jordi Alonso, MD, Sing Lee, MD, and T. Bedirhan Ustun, MD. Age of Onset of Mental Disorders: A Review of the Literature. *Current Opinion in Psychiatry*. 2007 Jul; 20(4): 359–364. Accessed at: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC1925038/>

Positive Youth Development and Trauma-Informed Care

Trauma occurs when an individual is exposed directly or indirectly to an overwhelming event or experience that involves a threat to one's physical, emotional, and/or psychological safety. Homelessness itself is a traumatic event, and individuals experiencing homelessness are particularly vulnerable to injury, accident, trafficking, survival sex, and assault. The experience of trauma, both before and during episodes of homelessness, is extremely common. CoC data including the Point in Time count and HYC data indicate that many homeless youth have experienced physical and/or sexual assault during their current episode of homelessness. Symptoms of past and present trauma can create barriers and challenges for youth and young adults and the service providers working with them.

To address the impact of trauma on youth experiencing homelessness, the District is committed to incorporating Positive Youth Development⁸ and Trauma-Informed Care in all YHDP funded projects. Each organization that applies to receive YHDP funding will be required to address how Positive Youth Development and Trauma-Informed Care will be incorporated in their project. Additionally, the homeless services system must improve its ability to recognize trauma and respond to individuals and families in a trauma-informed manner, offering resources and services that are safe, welcoming, and inclusive for all. Providers and front-line agency staff must be better trained to ensure services remain person-centered, client privacy is always safeguarded, and consumers are empowered with choice. The District is also committed to creating ongoing training for all homeless services providers on Positive Youth Development, Motivational Interviewing, Assertive Engagement, and Cultural Competency (particularly for LGBTQ youth) for executive and front-line service staff.

Family Engagement

The system for responding to the needs of unaccompanied children under the age of 18 is fundamentally different from the system designed to assist adults, and there are a number of resources dedicated to minors who have left home without permission or who are experiencing homelessness. This system relies heavily on family engagement, stabilization, and reunification strategies.

In 2017, the District launched the Strengthening Teens Enriching Parents (STEP) Initiative in response to Mayor Bowser's call to action to address the issue of youth reported missing to police. STEP is a voluntary prevention/intervention program that lasts for up to six months depending on the youth's and family's needs. STEP is a collaboration between DHS, CFSA, DYRS, Court Social Services (CSS), and Sasha Bruce Youthwork. Through a daily call, partner agencies ensure that youth reported missing to MPD are assigned to a lead agency. Youth already engaged with CFSA, CSS, DHS, or DYRS are assigned to those agencies as leads; youth not already engaged with one of these agencies are assigned to a STEP case manager or Sasha Bruce for outreach. Each lead agency is required to determine why the

⁸ Positive Youth Development is defined as "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." See <https://youth.gov/youth-topics/positive-youth-development>.

youth was reported missing and what services/interventions can be put in place to support the youth and family and reduce the likelihood of additional missing persons reports. The ultimate goal is to reduce the likelihood of future incidents (of the youth running away or being kicked out) by providing families with tools to resolve conflict in a healthy way and ensuring youth have the support of caring adults.

For those youth who do not immediately return home, the Sasha Bruce Youthwork Bruce House, a 24-hour facility for minors with 15 beds, provides emergency shelter to minors to ensure that youth have a safe place to stay while the situation is being resolved. Family reunification is the goal whenever minors can return home safely, and when they cannot, CFSA is engaged.

The District's transition age youth system funds numerous programs that focus exclusively on family engagement and stabilization. The primary program that provides prevention services to youth experiencing homelessness is Youth HOPE. Services provided to youth eligible for Youth HOPE include:

- Prevention services (i.e. family counseling and mediation)
- Workshops on mental health and supportive services
- Short term crisis intervention and counseling
- Short term case management

Homeless Prevention Services are available to assist family households with maintaining and preserving their current housing situation. Diversion Services are also available to assist families who have been displaced from their homes with securing emergency housing outside of shelter while receiving supportive services to help stabilize their housing or until permanent housing placement.

Immediate Access to Housing with No Preconditions

We envision a youth services system where young people experiencing homelessness are offered safe shelter, transitional housing, and permanent housing with no programmatic preconditions such as demonstration of sobriety, completion of alcohol or drug treatment, or agreeing to comply with a treatment regimen upon entry into the program. Admissions policies in youth programs should be designed to “screen-in” rather than “screen-out,” youth and young adults with the greatest barriers to housing, such as having no or very low income, poor rental history, past evictions, or criminal histories.

Services will be voluntary, but can and should be used to continually engage tenants to ensure housing stability. Supportive services are proactively offered to help youth achieve and maintain housing stability, but they will not be required to participate in services as a condition of program eligibility.

According to the 2019 Homeless Youth Census, a quarter of unaccompanied youth, who are unsheltered report active use of alcohol and drugs. The CoC seeks to implement programming where youth and young adults who have a history of substance use and/or who are active substance users and who are in need of permanent housing can be served. Harm reduction incorporates a spectrum of strategies from safer use, to managed use to abstinence to meet drug users “where they are,” addressing conditions of use along with the use itself. Because harm reduction demands that interventions and policies designed to serve drug

users reflect specific individual and community needs, there is no universal definition of or formula for implementing harm reduction.

Youth Collaboration and Youth Choice

Youth voice and youth collaboration is critical to system transformation work in the District. In order for youth voice to be actualized, youth with lived experience must have a seat at the table. That is why the ICH decision-making structure includes at least two youth voting members on all relevant ICH Committees. YHDP Fellows will also implement youth lead monitoring protocols and complaint processes that will allow program adjustments to be made according to the needs of youth. The S.H.Y. Board will conduct regular and ongoing youth-focused community listening sessions to gather real time qualitative data on the needs and concerns of youth accessing resources and services. The CoC will explore the feasibility of sustaining yearly fellow positions for youth with lived experience, located at DHS, TCP, & ICH, to provide youth perspective to inform systems change and youth choice as the system grows. Lastly, with the support of youth expertise, the District will continue to build system capacity to ensure youth and young adults have a variety of housing options to best fit their goals and needs.

Individualized and Client-Driven Support

Person-centered programming is essential. Different people have different needs and preferences. There are no one-size-fits-all solutions, and the District aims to provide person-centered programming that is respectful of participant choice and attuned to participant safety and confidentiality. The youth homelessness system has worked to grow capacity since the launch of *Solid Foundations DC* to increase choice and options of housing programs that are available. For instance, we recently launched two new permanent housing programs (one Rapid Rehousing program and one Joint-Transitional Housing/Rapid Rehousing program) that afford youth the opportunity to explore roommate options and pursue apartments in the surrounding jurisdictions of Virginia and Maryland. These program models are designed to meet young people where they are, with individualized and client-driven case plans and services, and choice regarding where and with whom they live. Lastly, all YHDP funded projects will be required to have a plan and protocol in place to ensure their services are individualized and client-driven.

Social and Community Integration

Social and community integration is a crucial aspect to ensuring that youth and young adults are connected to the supports and community resources around them. The District is committed to ensuring that every youth and young adult experiencing homelessness has opportunities to connect with and take advantage of the community's resources in which they live; and have the choice to participate in community life in whatever way they see fit. DHS's Youth HOPE program has launched regular employment and career fairs to connect youth and young adults to local businesses and career opportunities. Additionally, the District is exploring the feasibility of launching a mentoring pilot to

connect young adults experiencing homelessness with a long-lasting mentor relationship that can help support their goals, which may include educational attainment, connection to arts and humanities, engagement in sports or hobbies, etc. Additionally, the CoC will pursue partnerships with community organizations that can offer their resources to youth and young adults experiencing homelessness. For example, the youth homelessness system will pursue partnerships with local art studios to offer free scholarships for youth to attend art workshops and classes. The S.H. Y. Board and YHDP Fellows are partnering with local voting organizations to ensure all youth and young adults are civically engaged, registered to vote, and empowered with information about elections. Additionally, the ICH Youth Committee and YHDP Community Workgroup will engage local Recreation Centers to ensure youth have access to their services and programs, including gyms, pools, sports leagues, etc. Finally, all YHDP funded projects will be required to have a plan and protocol in place to ensure that youth are supported in connecting with their community.

Racial Equity

The District has and continues to assess and address disparities in the homeless services system. The CoC is analyzing system data to determine whether racial bias impacts the effectiveness of the assessment tools used in the CoC and thus access to services and resources. The ICH launched a Racial Equity Workgroup to ensure the homeless services system tackles racial bias across the system. The CoC also conducted a Women's Needs Assessment and, as a result of the findings, made changes to the way the CoC matches single adults to housing to ensure women are matched to a resource in a timely manner.

In addition to ensuring all programs comply with Federal law, the District offers some of the most comprehensive fair housing protections in the country. The DC Office of Human Rights enforces the DC Human Rights Act, which makes discrimination illegal based on 20 protected traits for people that live, visit or work in DC and prohibits discrimination in housing, employment, public accommodations, and educational institutions. All homeless services providers are required to attend training on both fair housing laws and the Human Rights Act.

Finally, as previously discussed, the District has been selected as an A Way Home America Grand Challenge community, which will launch in 2020. Over a two-year period, the A Way Home America Grand Challenge will help the District end homelessness for LGBTQ+ youth and youth of color, setting the path to ending homelessness for all youth. The District is committed to prioritizing strategies identified in *Solid Foundations DC* and this plan to further the District's work to ensure that all young people have a welcoming and inclusive place to be safe and find community. Additionally, the S.H. Y. Board is committed to lifting up the voices of all youth and young adults experiencing homelessness, including LGBTQ+ youth and youth of color, to ensure diversity is always represented throughout the CoC.

Coordinated Entry

While youth over the age of 18 experiencing homelessness are eligible to receive assistance through the adult homeless services system, we know that youth homelessness is unique, and accordingly, the District has developed a parallel coordinated entry system for youth with the goal of connecting anyone under the age of 25 to more developmentally appropriate services. The Youth CAHP system in DC is a decentralized process whereby over 100 government, service, and community partner agencies are trained to administer the common assessment tool, the TAY-VI-SPDAT, for youth experiencing homelessness in the District.

The TAY-VI-SPDAT information is then entered into the DC HMIS in order to develop the By Name List. Youth are prioritized in the coordinated entry process according to the following factors: (1) TAY-VI-SPDAT score, with priority given to the highest scorers, understanding that youth with high scoring recommendations have the most severe needs and are at greatest risk of further harm or negative health outcomes; (2) Sleeping Location, with priority given to youth who are actively sleeping in an unsheltered location, informed by the question included on the TAY-VI-SPDAT; (3) Length of Time Since First Assessment, used as a proxy for length of homelessness experience, and informed by length of shelter stay and self-reported history of homelessness on the TAY-VI-SPDAT, with priority given to those with the longest histories of homelessness. The community also utilizes Case Conferencing bi-weekly to ensure all youth, regardless of assessment results, are captured and matched to appropriate resources.

All CoC and ESG funded resources are available to youth through the youth specific coordinated entry process. In particular, the youth coordinated entry process makes housing matches to those programs within our CoC dedicated to youth under the age of 25, including programs targeting populations, such as LGBTQ-identifying youth and trafficked youth. These housing programs also include a range of service models like transitional housing, extended transitional housing, joint transitional/rapid rehousing, rapid rehousing and permanent supportive housing when available. Providers and stakeholders who do not directly administer housing programs for youth participate as access points or assessing agencies in the youth coordinated entry system and are trained to engage and administer the TAY-VI-SPDAT for youth experiencing homelessness and housing instability. Government partner agencies, including juvenile justice, child welfare, education, and behavioral health participate in the bi-weekly coordinated entry meetings to assist in providing wraparound services and client updates.

Chapter 3: Goals, Objectives, and Action Steps

Since the launch of *Solid Foundations DC* in 2017, many important lessons have emerged. One early lesson learned under *Solid Foundations DC* is that how progress is defined for youth may look different than it does for adults. It will likely involve different measures, different timelines, and different considerations. Additionally, as the youth system began standing up programming, it became clear that youth have varying needs and that our system must be flexible so that we can pilot and launch new and different types of programming that were not originally thought of in *Solid Foundations DC*. For instance, with feedback and guidance from the ICH Youth Committee and the S.H.Y. Board, the District is currently piloting a new program, “Extended Transitional Housing,” a housing first housing program that allows for stays of up to 6 years, access to independent living styles with 24-hour staffing available and clinical services as needed, and a progressive engagement case management model. The CoC decided to pilot ETH instead of creating more youth PSH with the goal of giving youth more time in the program to work toward goals of independence, while also giving the system time to better understand which youth residing in ETH will likely qualify for PSH in adulthood.

These represent just a couple of the lessons learned since the launch of the youth plan. The Goals, Objectives, and Action steps we have laid out below build on the lessons learned since the launch of *Solid Foundations DC*. Some are a continuation of the work started under *Solid Foundations DC*, while others are a response to the barriers or challenges we have encountered along the way. Many of the strategies will require additional resources, but others are about improving business processes or program design, increasing coordination between systems, leveraging the help of partners, and continuing to use data and evaluation to understand what works and where changes are needed. The strategies are categorized within the following topic areas:

- Goal 1. Authentic and Impactful Youth Collaboration;
- Goal 2. The community identifies all unaccompanied youth experiencing homelessness;
- Goal 3. The community uses prevention and diversion strategies whenever appropriate, and otherwise provides immediate access to low-barrier crisis housing and services to any youth who needs and wants it;
- Goal 4. The community uses coordinated entry processes to effectively link all youth experiencing homelessness to housing and services solutions that are tailored to their needs;
- Goal 5. The community acts with urgency to swiftly assist youth to move in to permanent or non-time-limited housing options with appropriate services and supports;
- Goal 6. The community has resources, plans, and system capacity in place to continue to prevent and quickly end future experiences of homelessness among youth;
- Goal 7. Inter and Intra-System Collaboration.

Key Stakeholders

The following section identifies key stakeholders for each Goal. Service providers, persons with lived experience, business and philanthropic partners, and advocates are critical partners on all strategies, but are too numerous to individually mention. Accordingly, we only name these partners when we anticipate they would be the lead entity. Likewise, the YHDP Community Workgroup is anticipated to support on and track implementation of all Goals, Strategies and Action Steps.

Goal 1. Authentic and Impactful Youth Collaboration

Objective 1: Youth collaboration is infused throughout all aspects of the youth homeless services system.	Action Step 1: Include youth voice on all levels of the ICH decision making structure.	Metric 1: At least 2 youth voting members on all relevant ICH Committees.	Key Stakeholders	Timeline
	Action Step 2: Include youth voice on funding decisions.	Metric 2: At least 2 youth advise on RFP development (both DHS and TCP).	YAB	Launch
	Action Step 3: Collect feedback from youth experiencing homelessness to continually improve youth homelessness services.	Metric 3: At least 2 youth reviewers on all youth homeless services grant reviews (both DHS and TCP) to assist in funding decisions.	ICH	Summer 2020;
	Action Step 4: Develop youth lead monitoring protocols and complaint processes.	Metric 4: Conduct at lease quarterly listening sessions at minimum or focus groups for youth experiencing homelessness; track trends including: number of complaints, cause of complaint, and length of time to resolve complaint.	TCP	Ongoing
			DHS	Thereafter
			Providers	

Objective 2: Formalize the Youth Action Board to ensure diverse representation of all youth experiencing homelessness in the District of Columbia Continuum of Care.	Action Step 1: Finalize YAB By-Laws. Action Step 2: Develop process for selecting new YAB members to ensure diversity. Action Step 3: Finalize YAB Voting Protocol.	Metric 1: Review and amend (if needed) YAB By-Laws before the last week in January annually for submission to the ICH. Metric 2: Share and advertise available YAB positions to grow the YAB to 10 members. Metric 3: Review and amend (if needed) YAB voting protocol before the last week in January annually for submission to the ICH.	YAB	Launch Spring 2020; Ongoing Thereafter
Objective 3: Youth and young adults have access to leadership and employment opportunities within the CoC.	Action Step 1: Hire youth within the CoC. Action Step 2: Conduct professional development opportunities for YAB members. Action Step 3: Ensure youth leaders and YAB are connected to DC-wide youth-led initiatives to network and build expertise by hosting an annual youth leadership event.	Metric 1: Include at least 1 peer position as a staffing requirement of all new TCP and DHS homeless services grants. Metric 2: Sustain fellow positions at DHS, TCP, & ICH. Metric 3: Conduct a minimum of 4 professional development trainings for the YAB on an annual basis. Metric 4: Establish at least 2 youth boards or youth leadership positions in District funded homeless services providers.	YAB ICH TCP DHS Providers	Launch Spring 2020; Ongoing Thereafter
Objective 4: Launch Youth Action Board lead community engagement opportunities.	Action Step 1: Host at least quarterly YAB community events. Action Step 2: Ensure YAB members are included in community events (tabling, speaking, engagement, etc.) Action Step 3: Develop youth specific materials to connect youth and young adults to resources.	Metric 1: Develop tracking tool to understand trends within the youth system.	YAB ICH TCP DHS	Launch Summer 2020; Ongoing Thereafter

			Providers	
Goal 2. The community identifies all unaccompanied youth experiencing homelessness.				
Objective 1: Expand and improve outreach services to identify and offer services to all unaccompanied youth and young adults experiencing homelessness. (Objective #2 Solid Foundations DC)	Action Step 1: Support peer positions throughout the system. Action Step 2: Develop partnerships with other systems who may have interaction with young people not known to the youth homeless services system (i.e. DV system, higher education institutions; etc.). Action Step 3: Establish partnerships with all DHS funded adult outreach teams.	Metric 1: Require at least one peer position at each DHS/HUD funded youth-focused organization. Metric 2: Meet with at least 5 new system partners to include DOC, domestic violence providers, trafficking providers, etc. Metric 3: Ensure at least one youth outreach provider attends the ICH Adult Street Outreach Workgroup; Ensure at least one adult outreach provider attends the ICH Youth Street Outreach Workgroup. Metric 4: Develop at least 2 strategic communication initiatives regarding youth homelessness resources (one for winter months, one for summer months).	YAB ICH TCP DHS Providers OVSJG OSSE / Education Partners	Summer 2020

<p>Objective 2: Expand and improve assessments of all unaccompanied youth and young adults experiencing homelessness. (Objective #2 Solid Foundations DC)</p>	<p>Action Step 1: Continue annual Homeless Youth Census, focusing on improving process and accuracy.</p> <p>Action Step 2: Launch awareness campaigns, community information sessions, and social media campaigns to ensure awareness of youth homelessness resources.</p> <p>Action Step 3: Develop youth-specific CAHP dashboard to include a focus on racial and LGBTQ equity (in coordination with the AWA Grand Challenge Initiative).</p> <p>Action Step 4: Increase the number of youth-focused coordinated entry and TAY-VI-SPDAT trainings for staff and organizations who work with unaccompanied youth experiencing homelessness.</p>	<p>Metric 1: YAB reviews Homeless Youth Census survey questions for content advisory; YAB reviews HYC outcomes.</p> <p>Metric 2: Create a YAB website and at least one social media platform; track visits to the website/social media platform to determine number of youth accessing the sites.</p> <p>Metric 3: Create and maintain CAHP dashboard; tracking number of entering homelessness, number of youth exiting homelessness, length of time on by-name list, returns to by-name list, demographic data.</p> <p>Metric 4: Track number of youth accessing adult shelters and drop-in services.</p>	<p>YAB</p> <p>ICH</p> <p>TCP</p> <p>DHS</p>	<p>Fall/Winter 2020</p>
<p>Goal 3. The community uses prevention and diversion strategies whenever appropriate, and otherwise provides immediate access to low-barrier crisis housing and services to any youth who needs and wants it.</p>				
<p>Objective 1: Expand and enhance homelessness prevention efforts in systems that work with vulnerable youth. (Objective #1 Solid Foundations DC)</p>	<p>Action Step 1: Establish data sharing agreements to better understand the overlap between youth experiencing homelessness who are involved with other systems.</p> <p>Action Step 2: Evaluate the performance outcomes of all prevention programs serving youth and young adults.</p> <p>Action Step 3: Finalize written transfer protocols for youth exiting other systems and who are experiencing housing instability to connect those youth to prevention programming whenever appropriate.</p>	<p>Metric 1: Establish tracking mechanism for data sharing agreements to evaluate number of youth who are served by both systems engaged in the data sharing agreement.</p> <p>Metric 2: Establish tracking mechanism to regularly track performance outcomes of prevention programs, including (1) number of youth served; (2) number of youth successfully diverted from shelter; and (3) amount of money spent from Project Reconnect on TAY.</p>	<p>YAB</p> <p>ICH</p> <p>TCP</p> <p>DHS</p> <p>CFSA</p> <p>DYRS</p>	<p>Launch Summer 2020; Ongoing Thereafter</p>

		Metric 3: Include final written transfer protocols for youth exiting other systems into homelessness in the Youth CAHP Manual; track number of youth accessing the by-name list who exited other systems.	DOC DBH	
Objective 2: Increase reunification efforts and services to support both young people and their families. (Objective #2 Solid Foundations DC)	Action Step 1: Develop family support programming to potentially include family peer support groups, healing circles, and other restorative justice models that are culturally-competent, when appropriate.	Metric 1: Develop a list of recommended family support programming that is evidence-based; present recommendations to the ICH Youth Committee, the YAB, and any other relevant Committee or Workgroup.	YAB DHS OVSJG	Winter 2020
Objective 3: Increase dedicated supply of shelter for youth and young adults experiencing homelessness. (Objective #3 Solid Foundations DC)	<p>Action Step 1: Regularly track utilization rates of youth specific shelter programs to better inform funding decisions.</p> <p>Action Step 2: Establish transportation options for youth seeking shelter resources.</p> <p>Action Step 3: Align eligibility requirements for all youth serving shelter and housing programs to ensure youth and young adults have access to all available resources.</p> <p>Action Step 4: Assess existing shelter program rules and ensure all programs are aligned, trauma-informed, and responsive to the Homeless Services Reform Act (HSRA). Pursue a time-limited workgroup to explore progressive discipline policy best practices that are responsive to the specific needs of Transition Age Youth shelter programs.</p> <p>Action Step 5: Explore the need for host homes to address short term crisis housing needs for youth experiencing homelessness and housing instability.</p>	<p>Metric 1: Review the utilization rates of youth specific shelter programs on a monthly basis.</p> <p>Metric 2: Pilot a transportation route for youth accessing homeless services; track number of youth who access the transportation.</p> <p>Metric 3: Review existing shelter program rules and ensure all programs are aligned, trauma-informed, and responsive to the Homeless Services Reform Act (HSRA); make necessary changes; Track number of youth who not given access to the program or who choose not to enter the program and reason for not entering.</p> <p>Metric 4: Track number of youth who are barred OR banded from shelter programs; Form a time-limited workgroup to explore progressive discipline policy best practices that are responsive to the specific needs of Transition Age Youth shelter programs; create written policy and protocols.</p>	YAB ICH TCP DHS Providers	Launch Summer 2020; Ongoing Thereafter

	<p>Action Step 6: Explore the need for specialized crisis housing to support youth and young adults in need of respite support, substance use recovery, safety housing, etc.</p>	<p>Metric 5: Track number of youth who are seeking or may benefit from a short-term host home program; Research different host home models to present to the ICH Youth Committee, the YAB, and any other relevant Committee or Workgroup.</p> <p>Metric 6: Collect data regarding specialized crisis housing support for youth, including (1) Projected number of youth who need this support; (2) Types of support needed.</p>		
<p>Objective 4: Support youth to develop healthy, permanent connections. (Objective #4 Solid Foundations DC)</p>	<p>Action Step 1: Establish a process to connect youth and young adults to mentors.</p> <p>Action Step 2: Ensure youth and young adults have support to connect with family and caring adults.</p> <p>Action Step 3: Develop survivor-driven, trauma-informed partnerships with the domestic violence and human trafficking systems that is focused on increasing safety and supporting young survivors to rebuild control over their lives, foster healthy connections in the community, and provide access to trained and confidential domestic violence and human trafficking advocates whether youth reside in youth specific housing or elsewhere in the community.</p>	<p>Metric 1: During a YAB lead listening session; track number of youth interested in getting a mentor; Research mentoring programs in the District and develop a proposal to launch in the youth homeless services system.</p> <p>Metric 2: Increase participation of DV and trafficking organizations in the ICH Youth Committee; increase participation of youth homeless providers in the DV system (ex: support DV Strategic Planning process).</p>	<p>YAB</p> <p>ICH</p> <p>TCP</p> <p>DHS</p> <p>OVSJG</p> <p>Providers</p>	<p>Fall 2020</p>
<p>Goal 4. The community uses coordinated entry processes to effectively link all youth experiencing homelessness to housing and services solutions that are tailored to their needs.</p>				

<p>Objective 1: Increase dedicated supply of housing for youth and young adults experiencing homelessness. (Objective #3 Solid Foundations DC)</p>	<p>Action Step 1: Develop more permanent housing options by expanding rapid re-housing (RRH) resources, with flexible lengths of stay, that allow young people choice to move to a surrounding jurisdiction and/or pursue roommate opportunities.</p> <p>Action Step 2: Evaluate current youth specific housing programming to understand gaps in the current system; determine whether current program models for all youth resources are accurate and reflective of best practices.</p> <p>Action Step 3: Develop permanent supportive housing (PSH) resources for youth who will need long-term support beyond 25 years old.</p> <p>Action Step 4: Establish a process for supporting youth and young adults seeking permanent housing options and who are interested in roommate opportunities.</p>	<p>Metric 1: Use at least a portion of the YHDP funding to establish new RRH units.</p> <p>Metric 2: Evaluate current youth specific housing programming using TCP’s Performance Report Cards including (1) number of youth served; (2) length of time in the program; (3) number of youth who exit to permanent destinations; (4) number of youth who return to homelessness; develop quarterly meeting with each provider to discuss outcomes.</p> <p>Metric 3: Track number of youth who “age out” of the youth homelessness system who do not get matched to a housing resource.</p> <p>Metric 4: Track number of youth currently in ETH who will need a longer-term resource.</p>	<p>YAB</p> <p>ICH</p> <p>TCP</p> <p>DHS</p> <p>Providers</p>	<p>Launch Fall 2020; Ongoing Thereafter</p>
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<p>Objective 2: Ensure vulnerable youth have opportunities to finish their education and experience job success. (Objective #5 Solid Foundations DC)</p>	<p>Action Step 1: Better coordination with and tailored services offered for transition age youth through the Department of Employment Services.</p> <p>Action Step 2: Partner with employers to develop a pathway to job and career opportunities for youth and young adults with current or former experiences of homelessness.</p> <p>Action Step 3: Partner with higher education institutions to support youth experiencing homelessness and housing instability.</p> <p>Action Step 4: Continue partnering with the Office of the State Superintendent for Education (OSSE) to support McKinney-Vento liaisons in providing services to youth and young adults experiencing homelessness and housing instability.</p> <p>Action Step 5: Partner with drop-in and educational centers targeting disconnected youth to identify ways to collaborate and connect youth and young adults to career pathway opportunities.</p>	<p>Metric 1: Co-locate DOES staff at youth drop-in centers; track number of youth who meet with DOES staff and number of youth connected to employment/education.</p> <p>Metric 2: Hold quarterly meetings dedicated to sharing employment and leadership opportunities from organization/companies who have agreed to partner.</p> <p>Metric 3: Create MOU with UDC to support students experiencing homelessness.</p>	<p>YAB</p> <p>ICH</p> <p>DOES</p> <p>OSSE / Education Partners</p> <p>Providers</p>	<p>Fall/Winter 2020; Ongoing Thereafter</p>
<p>Objective 3: Support social, emotional, and physical well-being of youth and young adults experiencing homelessness. (Objective #6 Solid Foundations DC)</p>	<p>Action Step 1: Support additional youth and young adult mental health resources (i.e. TAY ACT Teams).</p> <p>Action Step 2: Pilot a mental and behavioral health team that co-locates at youth homeless services locations and offers a flexible array of services.</p> <p>Action Step 3: Support wellness and mindfulness resources within youth homeless services programs.</p>	<p>Metric 1: Complete a scan of all youth specific resources funded by DBH.</p> <p>Metric 2: Track number of youth accessing CSA services who are also receiving homeless services; track number of youth seeking medication management.</p> <p>Metric 3: Track number of unaccompanied youth referred for DV services; track number of youth seeking DV services.</p>	<p>YAB</p> <p>ICH</p> <p>DBH</p> <p>OVSJG</p>	<p>Launch Summer 2020; Ongoing Thereafter</p>

	Action Step 4: Connect youth and young adults who have experienced intimate partner violence, sexual assault, or trafficking with trained advocates in the DV and human trafficking systems.			
Goal 5. The community acts with urgency to swiftly assist youth to move in to permanent or non-time-limited housing options with appropriate services and supports.				
Objective 1: Increase dedicated supply of shelter and housing options for youth experiencing homelessness. (Objective #3 Solid Foundations DC)	Action Step 1: Increase RRH and PSH resources. Action Step 2: Engage private and philanthropic sector to invest in pilot programs and housing resources for youth experiencing homelessness not currently funded. Action Step 3: Engage in District-wide landlord engagement initiatives to ensure youth and young adults have access to the rental market.	Metric 1: Increase the RRH and PSH resources through the YDHP. Metric 2: Connect with two philanthropic organizations to support youth homelessness efforts. Metric 3: Track number of landlords renting to youth in RRH or PSH. Metric 4: Connect all youth RRH providers to the District’s Landlord Engagement initiatives. Metric 5: Track trends in common barriers experienced by youth accessing their own lease; track number of youth who successfully lease-up with roommates.	YAB ICH TCP DHS Providers Private Sector / Philanthropy	Launch Fall/Winter 2020; Ongoing Thereafter

<p>Objective 2: Build capacity among providers and system partners to scale programs effectively. (Objective #7 Solid Foundations DC)</p>	<p>Action Step 1: Partner with non-traditional youth providers to expand provider diversity (i.e. adult providers, family providers, DV and trafficking providers).</p> <p>Action Step 2: Ensure youth have access to a wide range of services and housing options (regardless of where they stay or where they move into permanency) by creating accessible and flexible services with DV, sexual assault, and trafficking providers.</p> <p>Action Step 3: Partner with colleges and universities to ensure adequate housing stock for current students and leverage housing space for youth and young adults experiencing homelessness and housing instability during non-school year times.</p>	<p>Metric 1: Identify at least 2 non-traditional youth providers to expand provider diversity.</p> <p>Metric 2: Track number of youth who are seeking or may benefit from a short-term host home program; Research different host home models to present to the ICH Youth Committee, the YAB, and any other relevant Committee or Workgroup.</p>	<p>YAB</p> <p>ICH</p> <p>TCP</p> <p>DHS</p> <p>OVSJG</p> <p>OSSE / Education Partners</p> <p>Providers</p>	<p>Summer 2020; Ongoing Thereafter</p>
<p>Goal 6. The community has resources, plans, and system capacity in place to continue to prevent and quickly end future experiences of homelessness among youth.</p>				
<p>Objective 1: Increase dedicated supply of shelter and housing options for youth experiencing homelessness. (Objective #3 Solid Foundations DC)</p>	<p>Action Step 1: Track returns to homelessness to better understand program outcomes.</p> <p>Action Step 2: Track youth who age out of the youth homelessness system to better partner with the single adult system on necessary resources.</p> <p>Action Step 3: Partner with other youth serving systems to ensure all systems develop necessary housing resources for all youth and young adults.</p>	<p>Metric 1: Establish youth specific definition for returns to homelessness; track number of youth who return to homelessness.</p> <p>Metric 2: Tracking number of youth who age out of the youth homelessness system into the adult system.</p> <p>Metric 3: Track number of youth who visit VWFRC but who are not a family; track number of youth who are unable to access their own lease because they are still on their parent/guardian's lease.</p>	<p>YAB</p> <p>ICH</p> <p>TCP</p> <p>DHS</p> <p>Providers</p>	<p>Ongoing</p>

<p>Objective 2: Build capacity among providers and system partners to scale programs effectively. (Objective #7 Solid Foundations DC)</p>	<p>Action Step 1: Continually monitor the system modeling assumptions and right size the model as needed.</p> <p>Action Step 2: Develop appropriate performance measures to ensure necessary system flow.</p> <p>Action Step 3: Support more one-time emergency funding sources to ensure youth have access to emergency funds when needed.</p>	<p>Metric 1: Use data to check the system modeling assumptions on an annual basis.</p> <p>Metric 2: Review the TCP Performance Report Card for appropriate measures in the youth homelessness system; establish quarterly support meetings with all providers to address performance concerns. <i>See Goal 4 - Objective 1.</i></p> <p>Metric 3: Track funding used and number of youth who access Project Reconnect and ERAP.</p>	<p>YAB</p> <p>ICH</p> <p>TCP</p> <p>DHS</p> <p>Providers</p>	<p>Ongoing</p>
<p>Goal 7. Inter and Intra-System Collaboration</p>				
<p>Objective 1: Build capacity among non-traditional youth serving providers and system partners to ensure coordination across all homeless services systems. (Objective #7 Solid Foundations DC)</p>	<p>Action Step 1: Work to ensure family and single adult policies are aligned with the needs of youth and young adults experiencing homelessness and housing instability.</p> <p>Action Step 2: Review Virginia Williams Family Resource Center policies to ensure youth and young adults receive needed services; train VWFRC on youth homelessness system.</p> <p>Action Step 3: Partner with DV and trafficking providers to ensure the entire homeless system is trained on responding to the needs of youth fleeing intimate partner violence and trafficking.</p> <p>Action Step 4: Conduct training for all youth serving providers on how to support youth and young adults who are non-custodial parents or whose minor child do not live with them full time.</p>	<p>Metric 1: Develop protocol to directly match transition age families to youth head of household programs from VWFRC; track number of youth accessing TH.</p> <p>Metric 2: Develop and conduct annual training on the youth homelessness system for VWFRC staff.</p> <p>Metric 3: Develop and share DV and trafficking resources with the youth homeless services system; track referrals.</p> <p>Metric 4: Support the development of the District’s Domestic Violence Strategic Plan.</p> <p>Metric 5: Develop and conduct annual training on the rights of non-custodial parents residing in a homeless services program.</p> <p>Metric 6: Track number of unaccompanied youth who were served by the family homelessness system.</p>	<p>YAB</p> <p>ICH</p> <p>TCP</p> <p>DHS</p> <p>OVSJG</p> <p>Providers</p>	<p>Launch Summer 2020; Ongoing Thereafter</p>

	Action Step 5: Create co-located or readily accessible partnerships between housing providers and DV/trafficking providers to ensure youth have access to expert and confidential advocates.			
Objective 2: Ensure programming is flexible and responsive to the needs of all youth experiencing homelessness and housing instability. <i>(NEW)</i>	<p>Action Step 1: Build youth homelessness programming that grows with a young person if they become pregnant or parenting.</p> <p>Action Step 2: Build youth homelessness programming that supports young fathers.</p> <p>Action Step 3: Formalize a process to ensure young adults have access to resources when they turn 25.</p> <p>Action Step 4: Establish programming that is responsive to multiple types of families (siblings, cousins, adult children, etc.)</p> <p>Action Step 5: Support housing and services that is responsive to all populations (LGBTQ, domestic and intimate partner violence, trafficking, etc.)</p>	<p>Metric 1: All new housing programs will develop a protocol for ensuring continuity of services and support when a young person becomes pregnant or parenting; track number of youth who become pregnant or parenting.</p> <p>Metric 2: YAB will host a listening session to identify the needs of young fathers experiencing homelessness.</p> <p>Metric 3: Develop and conduct annual training on the rights of non-custodial parents residing in a homeless services program.</p>	<p>YAB</p> <p>ICH</p> <p>TCP</p> <p>DHS</p> <p>OVSJG</p> <p>Providers</p>	Fall 2020; Ongoing Thereafter
Objective 3: Partner with other systems, such as child welfare, juvenile justice, housing and court services, to prevent, divert, and support youth experiencing homelessness. <i>(NEW)</i>	Action Step 1: Build partnerships with Court Services and Offender Supervision Agency (CSOSA), Court Social Services, Department of Corrections, District of Columbia Housing Authority (DCHA), DC Child and Family Services Agency (CFSA) and Department of Youth Rehabilitation Services (DYRS).	<p>Metric 1: Establish written transfer protocols for youth leaving other systems and who do not have stable housing. <i>(See Goal 3 – Objective 1)</i></p> <p>Metric 2: Track number of youth accessing youth homeless services resources who exited another system without safe and stable housing.</p>	<p>YAB</p> <p>ICH</p> <p>TCP</p> <p>DHS</p>	Ongoing

	<p>Action Step 2: Establish protocols to support young adults to efficiently remove their names from DCHA supported properties in order to secure stable housing independently from family.</p> <p>Also See Goal 3.</p>		<p>CFSA</p> <p>DYRS</p> <p>CSOSA</p> <p>DOC</p> <p>DCHA</p>	
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Chapter 4: YHDP Projects

The ICH began work to develop *Solid Foundations DC* in 2016. The planning process for *Solid Foundations DC* included several “buildings blocks” that helped the ICH Youth Committee systematically understand the current system, envision the ideal new youth system, model the new system, and begin budget and programmatic transition planning.⁹ These building blocks were:

1. Development of program models for the new youth system;
2. Analyzing data from the Homeless Management Information System (HMIS) to understand the number of youth experiencing homelessness annually and the current patterns of system utilization by youth experiencing homelessness;
3. Modeling of new inventory needed to meet the needs of all youth experiencing homelessness each year including developing pathways through the system, estimating the average length of time youth would stay in each program type in a pathway and projecting what proportion of youth would need each pathway;
4. Contrasting the new inventory developed through system modeling to the current inventory to develop a transition plan; and
5. Examining the cost of the proposed program models to develop an approximate cost of the proposed system.

The system modeling completed in *Solid Foundations DC* outlined the capacity needed to accomplish the District’s vision of making youth homelessness rare, brief and non-recurring by 2022. See Table 3 for a complete inventory of the anticipated resources needed, scaled over the five years of plan implementation, to develop a system that can serve the number of youth experiencing homelessness in our community each year.

⁹ See *Solid Foundations DC* for a complete overview of the planning and modeling process: https://ich.dc.gov/sites/default/files/dc/sites/ich/page_content/attachments/Solid%20Foundations%20DC%20web%201.5.pdf.

Table 3: System Conversion – Annual Bed/Unit/Subsidy Projections for Youth System Inventory

Program Type	Current System (Dec '16)	Year 1 (Oct '17-Sept '18)	Year 2 (Oct '18 - Sept '19)	Year 3 (Oct '19 - Sept '20)	Year 4 (Oct '20 - Sept '21)	Year 5 (Oct '21 - Sept '22)	Difference (Current - Year 5)
Prevention	0	0	20	20	20	20	20
Adult Shelter	--	63	36	22	0	0	--
Youth Shelter (< 18)	16	26	25	25	25	26	10
Youth Shelter (18-24)	30	52	69	88	99	102	72
Transitional Housing	137	152	176	224	288	312	175
TAY Rapid Rehousing	0	72	180	264	384	420	420
PSH	21	37	59	88	124	158	137
Aftercare	0	62	66	66	66	66	66
TOTAL	204	464	618	797	1,006	1,104	900

In order to decide what projects the District will fund through the YHDP grant, the YHDP Community Workgroup conducted an inventory update to see where we are in Year 4 of implementation in comparison to the modeling. See Table 4 for a list of current youth system resources.

Table 4: Current Youth System Inventory

Program Type	Actual Funded Inventory (12/2019)	Year 3 (Oct 2019 - Sept 2020)	Year 4 (Oct 2020 - Sept 2021)	Year 5 (Oct 2021 - Sept 2022)
Diversion	**	20	20	20
Youth Shelter - 18-24	170	88	99	102
Transitional Housing	228	224	288	312
TAY Rapid Rehousing	41	264	384	420
Permanent Supportive Housing / Extended Transitional Housing	101 (86 ETH & 15 PSH)	88	124	158
Aftercare	**	66	66	66

The youth system has significantly increased its capacity since the launch of *Solid Foundations DC*. However, Table 4 shows that our system has an over investment in both shelter and transitional housing resources and an underinvestment in Rapid Rehousing and Permanent Supportive Housing. As a result, the YHDP Community Workgroup recommends using the YHDP funds to fill the gaps in the modeling. While the funding available through the YHDP grant will not fill all the resource gaps in the youth system

modeling, the YHDP Community Workgroup is confident that the selected projects will provide a unique addition to the resources available in the youth homelessness system.

The three project types below are the projects recommended by the YHDP Community Workgroup for funding consideration. The community will select two projects, one PSH program and either a Rapid Rehousing project or a Joint Transitional – Rapid Rehousing project, to fund. Projects will be selected based on a review of the applications submitted through the Request for Proposal process.

Program Type: Permanent Supportive Housing		Approx. \$900,000 – \$1.1 Million
Timeframe/Length of Assistance for Participants:		Unlimited with a move-on strategy
Populations Served:	<input type="checkbox"/> Unaccompanied Youth, under 18 <input type="checkbox"/> Pregnant/parenting Youth, under 18 <input checked="" type="checkbox"/> Unaccompanied Young Adults, 18-24 <input type="checkbox"/> Pregnant/parenting Young Adults, 18-24	
Categories of Optimal Provider Characteristics:		<p>Knowledge of continuum of services across District of Columbia; Experience working with youth populations; experience delivering PSH services; Organizational capacity (financial, leadership, governance); Experienced or willing to participate in trainings related to LGBTQIA cultural competency, Domestic Violence and Trafficking, Positive Youth Development and Trauma Informed Care .</p> <p>Willingness to participate in CoC mandated training sessions related to LGBTQIA cultural competency, Domestic Violence and Trafficking, Positive Youth Development and Trauma Informed Care, and other topics.</p> <p>Additionally must provide a staffing plan that includes:</p> <ol style="list-style-type: none"> 1. Before Job Placement: Explain the type of training that is provided to the employees prior to placing them on the job assignment; 2. On the Job Training (OJT): Provide the duration of the training, what the training consists of, the credentials/qualifications of the instructor, etc.; and 3. On-Going Training: Provide any on-going training that your company provides to employees (i.e. weekly, quarterly, semi-annual training, attendance to seminars, certifications held, etc.).

Program Description/Elements:	<p>Prioritization and referrals through Youth CAHP; under 25 at time of match.</p> <p>Site Based; 24-hour on-site services; individual apartments.</p> <p>PERMANENT RESOURCE with planning for youth to transition if appropriate; Foster a culture of “Moving On” when appropriate; Enabling participants who no longer require age-appropriate youth services to transition to other more appropriate permanent housing programs that better meet their changing needs or, where appropriate, to independence; Project applicants will be required to have a strategy.</p> <p>Case management model that includes:</p> <ul style="list-style-type: none"> • Reasonable case manager: client ratio • Comprehensive individualized needs assessment (initial/ongoing) • Connection to other resources and supportive services based on individualized needs (including the following): Employment and training; Educational services; Social-emotional supports; Transportation; Mental health support; Substance use treatment; Specific assistance for special populations including YYA who identify as LGBTQIA and victims of DV and trafficking o Peer support and community-building efforts <p>Housing First</p> <p>Dedicated landlord outreach and relationship management</p> <p>Support for Trauma-Informed Care and Trauma-Informed Spaces:</p> <ul style="list-style-type: none"> • Realizing how the physical environment effects an individual’s sense of identity, worth, dignity, and empowerment. • Recognizing that the physical environment has an impact on attitude, mood, and behavior, and that there is a strong link between our physiological state, our emotional state, and the physical environment. • Responding by designing and maintaining supportive and healing environments for trauma-experienced residents or clients to resist re-traumatization • Safety: Creating settings and spaces that promote clients’ physical and emotional safety.
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	<ul style="list-style-type: none"> • Informed Choice: Informing clients of service and housing options so they can choose the options and services that best meet their needs and have an understanding of what they are choosing. • Trustworthiness: Creating clear expectations with patients about what proposed treatments entail, who will provide services, and how care will be provided • Collaboration: Maximize collaboration between program staff and clients in case planning. • Empowerment: Using clients' strengths to empower them in the development of their service plans. <p>Other considerations:</p> <ul style="list-style-type: none"> • Reduce or remove known adverse stimuli • Reduce or remove environmental stressors • Provide ways for the individual to exhibit their self-reliance • Provide and promote connectedness to the natural world • Separate the individual from others who may be in distress • Reinforce the individual's sense of personal identity • Promote the opportunity for choice while balancing program needs and the safety/comfort of the majority
Desired/Expected Outcomes:	Housing retention/permanency in program Engagement in services and community-building activities Safe exits Financial literacy/health Permanent connections to caring adults Programs prevent homelessness recurrence (system measure)
Timeframe for Project Selection Process:	<ol style="list-style-type: none"> A Request for Proposal (RFP) will be released on January 11, 2021 Pre-Bidders Conference February 1, 2021 RFP Applications Due February 22nd, 2021 Review Panel/Process from February 23rd through March 26th, 2021 New review process <ol style="list-style-type: none"> Tentatively 2 weeks for review; 2 weeks for interviews Include Youth Action Board members and other non-conflicting stakeholders Submit all projects into E-SNAPS by First or Second week of April

	Once the ranking has been determined the ranking will be given to the Youth Action Board and the ICH Executive Committee for final approval.
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Program Type:	Rapid Rehousing		Approx. \$900,000 – \$1.1 Million
Timeframe/Length of Assistance for Participants:		Up to 48 months and intermittent	
Populations Served:	<input type="checkbox"/> Unaccompanied Youth, under 18 <input type="checkbox"/> Pregnant/parenting Youth, under 18 <input checked="" type="checkbox"/> Unaccompanied Young Adults, 18-24 <input type="checkbox"/> Pregnant/parenting Young Adults, 18-24		
Categories of Optimal Provider Characteristics:		<p>Knowledge of continuum of services across District of Columbia; Experience working with youth populations; experience delivering Rapid Rehousing services; Organizational capacity (financial, leadership, governance); Experienced or willing to participate in trainings related to LGBTQIA cultural competency, Domestic Violence and Trafficking, Positive Youth Development and Trauma Informed Care.</p> <p>Willingness to participate in CoC mandated training sessions related to LGBTQIA cultural competency, Domestic Violence and Trafficking, Positive Youth Development and Trauma Informed Care, and other topics.</p> <p>Additionally must provide a staffing plan that includes:</p> <ol style="list-style-type: none"> 1. Before Job Placement: Explain the type of training that is provided to the employees prior to placing them on the job assignment; 2. On the Job Training (OJT): Provide the duration of the training, what the training consists of, the credentials/qualifications of the instructor, etc.; and 3. On-Going Training: Provide any on-going training that your company provides to employees (i.e. weekly, quarterly, semi-annual training, attendance to seminars, certifications held, etc.). 	

<p>Program Description/Elements:</p>	<p>Prioritization and referrals through Youth CAHP; under 25 at time of match.</p> <p>Support roommate matching and options.</p> <p>Case management model that includes:</p> <ul style="list-style-type: none"> • Reasonable case manager: client ratio • Comprehensive individualized needs assessment (initial/ongoing) • Connection to other resources and supportive services based on individualized needs (including the following): Employment and training; Educational services; Social-emotional supports; Transportation; Mental health support; Substance use treatment; Specific assistance for special populations including YYA who identify as LGBTQIA and victims of DV and trafficking o Peer support and community-building efforts <p>Housing First</p> <p>Dedicated landlord outreach and relationship management, including:</p> <ol style="list-style-type: none"> 1. A written plan for working within its existing landlord network and expanding that network as needed to assist TAYs to find appropriate housing that complies with Federal requirements. 2. A written plan for helping youth understand their rights and responsibilities as a tenant. The plan must describe how the bidder will ensure TAYs understand the terms of their leases and how the Bidder will provide additional support as needed, including how and when it will mediate tenant/landlord and roommate conflicts to prevent TAYs from becoming displaced. <p>Financial Assistance</p> <ul style="list-style-type: none"> • Projects must demonstrate a plan for determining financial assistance methods/amounts based on client need (e.g., using a self-sufficiency assessment tool) <p>Supportive Services available up to 1 year after rental assistance.</p> <p>Provider will have a plan for working with youth who become pregnant or parenting while in the program.</p>
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	<p>Support for Trauma-Informed Care and Trauma-Informed Spaces:</p> <ul style="list-style-type: none"> • Realizing how the physical environment effects an individual’s sense of identity, worth, dignity, and empowerment. • Recognizing that the physical environment has an impact on attitude, mood, and behavior, and that there is a strong link between our physiological state, our emotional state, and the physical environment. • Responding by designing and maintaining supportive and healing environments for trauma-experienced residents or clients to resist re-traumatization • Safety: Creating settings and spaces that promote clients’ physical and emotional safety. • Informed Choice: Informing clients of service and housing options so they can choose the options and services that best meet their needs and have an understanding of what their they are choosing. • Trustworthiness: Creating clear expectations with patients about what proposed treatments entail, who will provide services, and how care will be provided • Collaboration: Maximize collaboration between program staff and clients in case planning. • Empowerment: Using clients’ strengths to empower them in the development of their service plans. <p>Other considerations:</p> <ul style="list-style-type: none"> • Reduce or remove known adverse stimuli • Reduce or remove environmental stressors • Provide ways for the individual to exhibit their self-reliance • Provide and promote connectedness to the natural world • Separate the individual from others who may be in distress • Reinforce the individual’s sense of personal identity • Promote the opportunity for choice while balancing program needs and the safety/comfort of the majority
Desired/Expected Outcomes:	<p>Housing retention/permanency</p> <ul style="list-style-type: none"> • in program • post program <p>Income gains</p> <p>Employment/Education outcomes</p> <p>Engagement in services and community-building activities</p>

	Safe exits Financial literacy/health Permanent connections to caring adults Programs prevent homelessness recurrence (system measure)
Timeframe for Project Selection Process:	<ol style="list-style-type: none"> A Request for Proposal (RFP) will be released on January 11, 2021 Pre-Bidders Conference February 1, 2021 RFP Applications Due February 22nd, 2021 Review Panel/Process from February 23rd through March 26th, 2021 New review process <ol style="list-style-type: none"> Tentatively 2 weeks for review; 2 weeks for interviews Include Youth Action Board members and other non-conflicting stakeholders Submit all projects into E-SNAPS by First or Second week of April <p>Once the ranking has been determined the ranking will be given to the Youth Action Board and the ICH Executive Committee for final approval.</p>

Program Type:	Joint Transitional – Rapid Rehousing	Approx. \$900,000 – \$1.1 Million
Timeframe/Length of Assistance for Participants:	Up to 48 months and intermittent	
Populations Served:	<input type="checkbox"/> Unaccompanied Youth, under 18 <input type="checkbox"/> Pregnant/parenting Youth, under 18 <input checked="" type="checkbox"/> Unaccompanied Young Adults, 18-24 <input type="checkbox"/> Pregnant/parenting Young Adults, 18-24	
Categories of Optimal Provider Characteristics:	<p>Knowledge of continuum of services across District of Columbia; Experience working with youth populations; experience delivering Transitional Housing and Rapid Rehousing services; Organizational capacity (financial, leadership, governance); Experienced or willing to participate in trainings related to LGBTQIA cultural competency, Domestic Violence and Trafficking, Positive Youth Development and Trauma Informed Care.</p> <p>Willingness to participate in CoC mandated training sessions related to LGBTQIA cultural competency, Domestic Violence and Trafficking, Positive Youth Development and Trauma Informed Care, and other topics.</p>	

	<p>Additionally must provide a staffing plan that includes:</p> <ol style="list-style-type: none"> 1. Before Job Placement: Explain the type of training that is provided to the employees prior to placing them on the job assignment; 2. On the Job Training (OJT): Provide the duration of the training, what the training consists of, the credentials/qualifications of the instructor, etc.; and 3. On-Going Training: Provide any on-going training that your company provides to employees (i.e. weekly, quarterly, semi-annual training, attendance to seminars, certifications held, etc.).
<p>Program Description/Elements:</p>	<p>Prioritization and referrals through Youth CAHP; under 25 at time of match.</p> <p>Transitional Housing</p> <ul style="list-style-type: none"> • Site based or scattered-site master leasing • Provider includes a clear plan for transitioning youth from TH to Rapid Rehousing <p>Support roommate matching and options.</p> <p>Case management model that includes:</p> <ul style="list-style-type: none"> • Reasonable case manager: client ratio • Comprehensive individualized needs assessment (initial/ongoing) • Connection to other resources and supportive services based on individualized needs (including the following): Employment and training; Educational services; Social-emotional supports; Transportation; Mental health support; Substance use treatment; Specific assistance for special populations including YYA who identify as LGBTQIA and victims of DV and trafficking o Peer support and community-building efforts <p>Housing First</p> <p>Dedicated landlord outreach and relationship management Including:</p> <ol style="list-style-type: none"> 1. A written plan for working within its existing landlord network and expanding that network as needed to assist TAYs to find appropriate housing that complies with Federal requirements.

	<p>2. A written plan for helping youth understand their rights and responsibilities as a tenant. The plan must describe how the bidder will ensure TAYs understand the terms of their leases and how the Bidder will provide additional support as needed, including how and when it will mediate tenant/landlord and roommate conflicts to prevent TAYs from becoming displaced.</p> <p>Financial Assistance</p> <ul style="list-style-type: none"> • Projects must demonstrate a plan for determining financial assistance methods/amounts based on client need (e.g., using a self-sufficiency assessment tool) <p>Supportive Services available up to 1 year after rental assistance.</p> <p>Provider will have a plan for working with youth who become pregnant or parenting while in the program.</p> <p>Support for Trauma-Informed Care and Trauma-Informed Spaces:</p> <ul style="list-style-type: none"> • Realizing how the physical environment effects an individual's sense of identity, worth, dignity, and empowerment. • Recognizing that the physical environment has an impact on attitude, mood, and behavior, and that there is a strong link between our physiological state, our emotional state, and the physical environment. • Responding by designing and maintaining supportive and healing environments for trauma-experienced residents or clients to resist re-traumatization • Safety: Creating settings and spaces that promote clients' physical and emotional safety. • Informed Choice: Informing clients of service and housing options so they can choose the options and services that best meet their needs and have an understanding of what their they are choosing. • Trustworthiness: Creating clear expectations with patients about what proposed treatments entail, who will provide services, and how care will be provided • Collaboration: Maximize collaboration between program staff and clients in case planning. • Empowerment: Using clients' strengths to empower them in the development of their service plans.
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	<p>Other considerations:</p> <ul style="list-style-type: none"> • Reduce or remove known adverse stimuli • Reduce or remove environmental stressors • Provide ways for the individual to exhibit their self-reliance • Provide and promote connectedness to the natural world • Separate the individual from others who may be in distress • Reinforce the individual's sense of personal identity • Promote the opportunity for choice while balancing program needs and the safety/comfort of the majority
Desired/Expected Outcomes:	<p>Housing retention/permanency</p> <ul style="list-style-type: none"> • in program • post program <p>Income gains</p> <p>Employment/Education outcomes</p> <p>Engagement in services and community-building activities</p> <p>Safe exits</p> <p>Financial literacy/health</p> <p>Permanent connections to caring adults</p> <p>Programs prevent homelessness recurrence (system measure)</p>
Timeframe for Project Selection Process:	<p>a. A Request for Proposal (RFP) will be released on January 11, 2021</p> <p>b. Pre-Bidders Conference February 1, 2021</p> <p>c. RFP Applications Due February 22nd, 2021</p> <p>d. Review Panel/Process from February 23rd through March 26th, 2021</p> <p>e. New review process</p> <p>iii. Tentatively 2 weeks for review; 2 weeks for interviews</p> <p>iv. Include Youth Action Board members and other non-conflicting stakeholders</p> <p>f. Submit all projects into E-SNAPS by First or Second week of April</p> <p>Once the ranking has been determined the ranking will be given to the Youth Action Board and the ICH Executive Committee for final approval.</p>

Chapter 5: Continuous Quality Improvement Plan

The YHDP Community Workgroup and the ICH Youth Committee will continue to meet on a monthly basis (or as needed) to review and update the Coordinated Community Plan. Additionally, the YHDP Community Workgroup identified three main areas of focus to ensure the community is engaging in continuous quality improvement (CQI): (1) using data to drive improvement; (2) improving monitoring protocols; and (3) including youth with lived experience in CQI.

Data

Every quarter, TCP provides each CoC provider with a Performance Report Card that outlines their program's performance. Starting in 2020, the ICH, TCP, and DHS will meet with each provider on a quarterly basis to review their Performance Report Card outcomes. Discussion will be solution focused - share successes that may be replicated across the system and identify areas for improvement for the upcoming quarter.

Additionally, the YHDP Community Workgroup identified additional data points to track that are not currently tracked by our CoC. These data points will help the community problem-solve issues that arise in real time and identify trends in the system that will ultimately support the community's CQI work. These data points include: (1) number of and reasons for unusual incident reports; (2) number of and reasons for complaints filed; (3) number of youth who are barred or banned from shelter or drop-in centers; (4) number of and reasons for young people being exited or terminated from housing programs; (5) number and characteristics of youth accessing multiple programs; (6) number of and reasons for youth declining program services when matched to a housing resource; (7) number and characteristics of clients who age into the adult system; (8) number of youth utilizing mental health resources; and (9) staff turnover.

Monitoring

The YHDP Community Workgroup identified the need for a program monitoring tool that is capable of providing measurable results. The District will review monitoring protocol for all youth programs and develop a set of recommendations to improve monitoring across the system. Additionally, to ensure transparency, the CoC recommends surprise monitoring programs i.e. secret shopper programming conducted by youth. Additionally, the District will establish a protocol to collect feedback and information from individuals who are exiting (or who have already exited) programs to better understand aspects of the program that worked and did not work for the youth. Lastly, the District will explore the feasibility of establishing an independent review board to assess program concerns from clients and other providers.

Youth Collaboration

In 2020, the District's YHDP Fellows and the Youth Action Board will conduct monthly listening sessions and know your rights training in the community, providing increased opportunity for youth advocacy and mediation. DC's YHDP Workgroup identified the prospect for individual providers to develop youth boards, thus uplifting youth collaboration and creating a network of young people with valuable expertise. The CoC will also recommend instilling a sense of community among young people experiencing homelessness by providing opportunities for young people to get to know each other and learn more about roommate situations etc.

YHDP Fellows will evaluate current youth-specific housing programming to identify gaps in the current system annually to ensure all DHS/HUD funded organizations in the District of Columbia are aligned in reaching CCP goals. The CoC will establish data-sharing agreements to better understand the overlap between youth experiencing homelessness who are involved with other systems; YHDP Fellows will then connect with the parties identified with the intent of combining funds to better serve youth experiencing homelessness in the District of Columbia. ICH Youth Action Board will also conduct listening sessions and focus groups at youth-focused drop-in centers around the city quarterly. Sessions will be utilized to receive real-time feedback and empower youth to share their experiences. Listening session findings will be shared at the ICH Community Planning Meetings quarterly. The ICH Youth Action Board will continue providing content advisory for the Annual Homeless Youth Census, focusing on improving process and accuracy. Youth choice will be integrated into all aspects of the youth crisis response system.

Chapter 6: Partners

The District's CoC has longstanding partnerships that are uniquely positioned to be part of the CoC process through the District's Interagency Council on Homelessness. The District of Columbia Interagency Council on Homelessness (DCICH) functions as the CoC governance board. In 2005, the DC Council enacted the Homeless Services Reform Act (HSRA) which established the DCICH. The Executive Director of the DCICH is located in the Executive Office of the Mayor and reports directly to the Deputy Mayor for Health and Human Services and the City Administrator. The DCICH consists of cabinet-level leaders within the DC Government, the Lead Agency/Collaborative Applicant and HMIS System Administrator, homeless system providers, advocates, homeless and formerly homeless community members, developers, and other private sector partners, DC residents, and other stakeholders who come together to inform and guide DC's strategies and policies for meeting the needs of individuals, youth, and families experiencing homelessness in DC.

The following chart outlines the CoC partners who have supported the development of this Coordinated Community Plan and who will continue to support the implementation of the YHDP and system improvements.

Type of Stakeholder	Name of Stakeholder	CoC Member?	Describe the Collaboration	Formal Agreement	YHDP Participation
CoC/ESG Homelessness Program	Covenant House	No	Covenant House Washington assisted in developing <i>Solid Foundations DC</i> and its implementation; regular participant of the ICH Youth Committee/CoC Governing Board	No	Member of the YHDP Community Workgroup; assisted in developing the Coordinated Community Plan and Program Implementation

CoC/ESG Homelessness Program	Community Connections	Yes	Core Services Agency providing both youth specific housing resources and behavior health support, voting member of the ICH Youth Committee/CoC Governing Board; Assisted in developing <i>Solid Foundations DC</i> and its implementation	No	Member of the YHDP Community Workgroup; assisted in developing the Coordinated Community Plan and Program Implementation
Child Welfare Agency	Child and Family Services Agency	Yes	Responsible for the safety, permanence, and well-being of children and families residing in DC; voting member of the ICH Youth Committee/CoC Governing Board; Assisted in developing <i>Solid Foundations DC</i> and its implementation	Yes	Member of the YHDP Community Workgroup; assisted in developing the Coordinated Community Plan and Program Implementation; Providing data and working to coordinate services for multi-system involved youth

Youth-led Action Group	YAB (Supporting Hopeful Youth (S.H.Y.))	Yes	Consists of 10 members who regularly participate on ICH Youth Committee meetings and workgroups; provide feedback on the implementation of <i>Solid Foundations DC</i> ; voting member of the ICH Youth Committee/CoC Governing Board	Yes	Members of the YHDP Community Workgroup; assist in and give final approval of the development of the Coordinated Community Response; assist in drafting the YHDP funding announcements; participate as reviewers within the YHDP funding selection process
Local Government Agency	Department of Human Services	Yes	DHS is the CoC's ESG recipient and is the primary funder of homeless services in the District. DHS is a voting member of the ICH Youth Committee/CoC Governing and is the Agency Co-Chair of the Youth Committee; Assisted in developing <i>Solid Foundations DC</i> and its implementation	No	YHDP Community Workgroup Member; assisted in the development of the Coordinated Community Response; providing data and staff support

Local Education Agency or State Education Agency	Office of the State Superintendent of Education	Yes	OSSE is the State Education Agency and is charged with raising the quality of education for all DC residents; OSSE is a voting member of the ICH Youth Committee/Governing Board; Assisted in developing <i>Solid Foundations DC</i> and its implementation	No	YHDP Community Workgroup Member; assist in the development of the Coordinated Community Response; providing data
Runaway and Homeless Youth Program	Latin American Youth Center	Yes	LAYC is a RHY funded (along with other funding sources) youth homelessness provider; Voting member of the ICH Youth Committee/CoC Governing Board; Voting Member of the Full ICH Committee/Coc Governing Board; Assisted in developing <i>Solid Foundations DC</i> and its implementation	No	YHDP Community Workgroup Member; assist in the development of the Coordinated Community Response; Program development and implementation

Runaway and Homeless Youth Program	Sasha Bruce Youthwork	Yes	Sasha Bruce is a RHY funded (along with other funding sources) youth homelessness provider; Voting member of the ICH Youth Committee/CoC Governing Board; Assisted in developing <i>Solid Foundations DC</i> and its implementation	No	YHDP Community Workgroup Member; assist in the development of the Coordinated Community Response; Program development and implementation
Juvenile Corrections Agency	Department of Youth Rehabilitative Services	Yes	Responsible for the supervision, custody, and care of young people charged with a delinquent act in the District; Voting member of the ICH Youth Committee/CoC Governing Board; Assisted in developing <i>Solid Foundations DC</i> and its implementation	No	YHDP Community Workgroup Member; assist in developing the Coordinated Community Plan and Program Implementation; Providing data and working to coordinate services for multi-system involved youth

Mental Health and Substance Use Agency	Department of Behavioral Health	Yes	Provides prevention, intervention, and treatment services and supports for children, youth, and adults with mental and/or substance use disorders; Voting member of the ICH Youth Committee/CoC Governing Board; Assisted in developing <i>Solid Foundations DC</i> and its implementation	No	YHDP Community Workgroup Member; assist in developing the Coordinated Community Plan and Program Implementation; Providing data and working to coordinate services for multi-system involved youth
Local Law Enforcement	Metropolitan Police Department	Yes	Primary law enforcement agency for the District; Voting Member of the ICH Youth Committee/CoC Governing Board	No	Providing data and working to coordinate services for multi-system involved youth
State LGBTQ Office	Mayor's Office of LGBTQ Affairs	Yes	Addresses the important concerns of the District's LGBTQ population; Voting Member of the ICH Youth Committee/CoC Governing Board; Assisted in developing <i>Solid Foundations DC</i> and its implementation	No	YHDP Community Workgroup Member; Assist in the development of the Coordinated Community Response; Program development

State Victim's Services Agency	Office of Victims Services and Justice Grants (OVSJG)	No	District funder of domestic and victims services resources	No	YHDP Community Workgroup Member; Assist in the development of the Coordinated Community Response; Program development
Collaborative Applicant	The Community Partnership	Yes	TCP is the Collaborative Applicant and HMIS Lead for the CoC; also oversees the CoC's Coordinated Entry system for single adults, families, and unaccompanied youth; Assisted in developing <i>Solid Foundations DC</i> and its implementation	Yes	YHDP Community Workgroup Member; feedback; assist in developing the Coordinated Community Response; data analysis and performance measurement

Youth Advocacy Organization	DC Alliance for Youth Advocates	Yes	Coalition of youth-engaged organizations working to support children and youth in the District; Voting member of the ICH Youth Committee/CoC Governing Board; Voting member of the Full ICH; Community Co-Chair of the ICH Youth Committee; Assisted in developing <i>Solid Foundations DC</i> and its implementation	No	YHDP Community Workgroup Member; assist in developing the Coordinated Community Response; data analysis
Youth Homelessness Provider	Casa Ruby	Yes	Youth homelessness provider; assisted in developing <i>Solid Foundations DC</i> ; Voting Member of the ICH Youth Committee/CoC Governing Board	No	YHDP Community Workgroup Member; assist in the development of the Coordinated Community Response; Program development and implementation
Adult/Youth Homelessness Provider	Friendship Place	Yes	Youth homelessness provider; assisted in developing <i>Solid Foundations DC</i> ; Voting Member of the ICH Youth Committee/CoC Governing Board	No	YHDP Community Workgroup Member; assist in the development of the Coordinated Community Response;

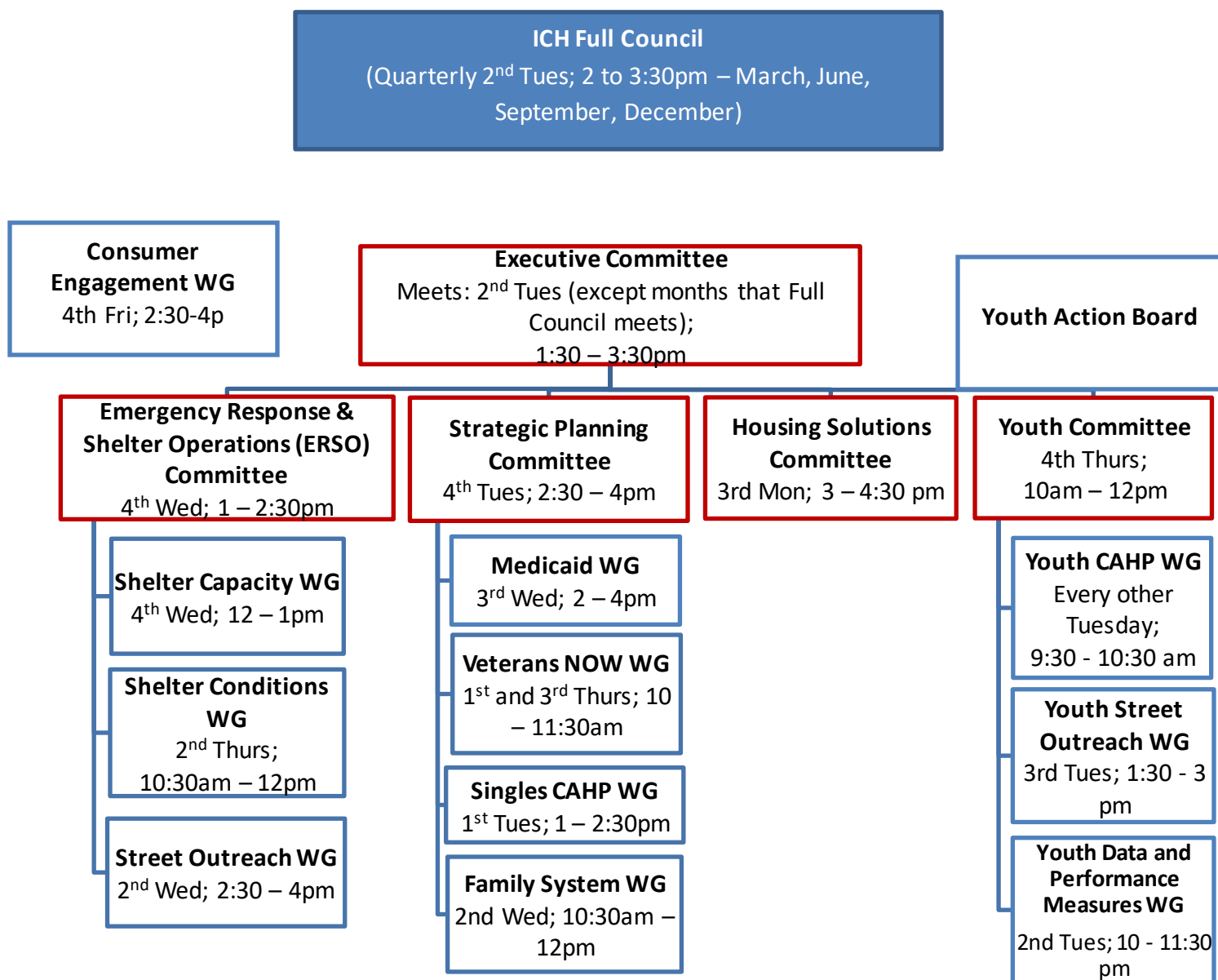
					Program development and implementation; Assisted in the development of the Youth Action Board
Legal Aid Provider	Children's Law Center	Yes	Legal aid organization working with low-income DC children and families; Voting member of the ICH Youth Committee; CoC Governing Board; assisted in the development of <i>Solid Foundations DC</i> and its implementation	No	YHDP Application review and feedback; assist in the development of the Coordinated Community Response
Adult/Youth Homelessness Provider	Catholic Charities	No	Attends ICH Youth Committee meetings; assists in the implementation of Solid Foundations DC	No	Application Review and Feedback; assist in the development of the Coordinated Community Response; Program development and implementation
Youth Homelessness Provider	SMYAL	Yes	Attends ICH Youth Committee Meetings; provides LGBTQ youth housing	No	YHDP Community Workgroup Member; assist in the development of

					the Coordinated Community Response; Program development and implementation
Youth Homelessness Provider	DC Doors, Inc.	No	Attends ICH Youth Committee meetings; provides youth specific transitional housing and youth PSH and related case management services	No	YHDP Community Workgroup Member; assist in the development of the Coordinated Community Response; Program development and implementation
Youth/Adult Homelessness Provider	Collaborative Solution for Communities	No	Attends ICH Youth Committee meetings; Youth homelessness provider, case management services, and connection to other resources	No	YHDP Community Workgroup Member; assist in the development of the Coordinated Community Response; Program development and implementation
Advocacy Organization	DC Coalition Against Domestic Violence	Yes	Voting member of the Full ICH; Leader in the development of the District's Domestic Violence Housing Strategic Plan; Assisted in developing <i>Solid Foundations DC</i> and its implementation	No	YHDP Community Workgroup Member; assist in the development of the Coordinated Community Response; Program development and implementation

CoC Provider	Housing Up	No	Attends ICH Youth Committee meetings; homelessness provider, case management services, and connection to other resources		YHDP Community Workgroup Member; assist in the development of the Coordinated Community Response; Program development and implementation
Service Provider	CSW	No	Attends ICH Youth Committee meetings; case management services, and connection to other resources	No	YHDP Community Workgroup Member; assist in the development of the Coordinated Community Response; Program development and implementation
Youth Homelessness Provider	HER Resiliency Center	No	Attends ICH Youth Committee meetings; street outreach services; case management services, and connection to other resources	No	YHDP Community Workgroup Member; assist in the development of the Coordinated Community Response; Program development and implementation
Service Provider	CORE DC	No	Attends ICH Youth Committee meetings; employment services; case management services, and connection to other resources	No	YHDP Community Workgroup Member; assist in the development of the Coordinated Community Response; Program development

					and implementation
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APPENDIX A



APPENDIX B

YHDP Community Workgroup Meeting Schedule

- Monday, September 16th – YHDP Team & TA Provider Kick-Off Meeting
- Monday, September 23rd – YHDP Team Planning Meeting
- Monday, September 30th – YHDP Team Planning Meeting
- Tuesday, October 1st – YHDP Kick-Off Event and launched the YHDP Workgroup
- Wednesday, October 2nd – YHDP Team Meeting
- Monday, October 7th – YHDP Team Planning Meeting
- Monday, October 14th – YHDP Team Planning Meeting
- Friday, October 18th – S.H.Y. Board Meeting
- Monday, October 21st – YHDP Team Planning Meeting
- Thursday, October 24th – ICH Youth Committee – System Partners and Youth Collaboration
- Monday, October 28th – YHDP Team Planning Meeting
- Tuesday, November 5th – Governance Structure and Decision Making - APPROVED
- Tuesday, November 12th – Strategies, Objectives, and Action Steps - APPROVED
- Friday, November 15th – S.H.Y. Board Meeting
- Tuesday, November 19th - “End State” of YHDP; goals, objectives and actions - APPROVED
- Tuesday, December 3rd – System modeling / Inventory Check; Data Driven Funding Decisions
- Tuesday, December 10th – Performance Metrics
- Thursday, December 12th – ICH Youth Committee; review draft version of the CCP
- Thursday, December 13th – S.H.Y. Board Meeting
- Sunday, December 29th – CCP Draft Submitted
- Monday, December 30th – YHDP Fellow & YHDP Team Planning Meeting
- Tuesday, January 7th – Continuous Quality Improvement and Accountability – APPROVED
- Tuesday, January 14th – Performance Metrics – APPROVED
- Tuesday, January 14th – YHDP Fellow & YHDP Team Planning Meeting
- Tuesday, January 28th – YHDP Fellow & YHDP Team Planning Meeting
- Tuesday, February 4th – YHDP Funded Project Selection
- Thursday, February 20th – YHDP Fellows Presentation at NAEH on YHDP and CCP
- Tuesday, February 25th – YHDP Fellow & YHDP Team Planning Meeting
- Friday, February 28th – S.H.Y. Board Meeting
- Monday, December 30th – YHDP Fellow & YHDP Team Planning Meeting
- Tuesday, March 3rd – YHDP Fellow & YHDP Team Planning Meeting
- Friday, March 6th – Final Meeting: YHDP Funded Project Selection and CCP Review