Youth Homelessness Demonstration Program

Santa Clara County – System Modeling Retreat #2
February 12, 2022

Welcome

Your Technical Assistant (TA) Providers

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Purpose

Why are we here?

The Santa Clara County Continuum of Care was one of 97 communities that applied for Youth Homelessness Demonstration Program (YHDP) and was one of only 33 communities awarded funding! Your community will receive a total funding allocation amount of $10.2 million.

What are we trying to do together?

Santa Clara County is committed to ending homelessness for youth and young adults, but this can only be done if EVERYONE is committed to making it happen. Being selected and receiving the YHDP award provides a great opportunity to create a plan to do it and start with an initial investment of funding. You are here because you have important expertise and experience to inform this plan.

Group Agreements

- Create Authentic and Trusting Spaces for Young Leaders to Lead
- Take space, leave space
- Seek to understand both intent and impact.
- Push to think outside the box and inquire with grace and kindness
- Active participation & active listening.
- Talk about it and Be about it – moving to action
- Conceive of call ins as an act of love and accountability
- Listen to understand and not just respond
- This is a community-led, collaborative decision-making process
- Acknowledge & honor that equity conversations require emotional labor for people of color and LGBTQ folx.
- Acknowledge & honor that there is emotional labor required of people with lived expertise in these conversations. Use person first language

Diversity Welcome

- People of all genders
- People of African descent, Black, African American, Asian descent, Arab descent, European descent. Those who identify as Hispanic, Latinx, people Indigenous to this land, and people of mixed, multiple descents.
- Languages spoken here: Spanish, English, indigenous languages, Sign Language, etc.
- People with disabilities, visible or invisible
- Gay, lesbian, bisexual, heterosexual, pansexual, queer, or others for whom none of the labels fit
- Your bodies and the different ways you experience yours (this may include chronic pain, strength, tension, etc.)

Welcome….

- Survivors
- People who identify as activists, and people who don’t
- Single, married, partnered, dating, in monogamous or polyamorous relations
- Those in their teens, 20s, 30s, 40s, 50s, 60s, 70s, 80s, 90s, and beyond
- Your emotions: joy & bliss, grief, rage, indignation, contentment, disappointment
- Those who support you to be here
- Your families, genetic and otherwise
- People with different faiths, religious traditions, faith practices, private practices don’t belonging to a tradition, agnostics, atheists, seekers
- Those dear to us who have died
- Babies, Furbabies, children and partners
- Everyone regardless of your citizenship or documentation status
- Everyone regardless of housing status
- Anything else?

Why Pronouns?

- Everyone has pronouns. Naming pronouns reminds us that we cannot know and should never assume we know someone's gender just from knowing their name, seeing their face or body, or hearing their voice..
- Naming pronouns during introductions gives everyone the opportunity to actively consent to how they want others in the room to refer to them. By hearing and using the pronouns people ask us to use, we are respecting everyone's identity
- Someone's pronouns may change over time for many reasons. Naming pronouns in introductions gives people the opportunity to name who they are and how they want to be referred to in that moment.
- Some people may use different pronouns in different settings, which may be driven by their perceived level of safety in the space.

Introductions

In small groups, you will have 5-10 minutes to do the following:

1. Share your name, pronouns, and role in supporting YHDP
2. Find as many things as possible that everyone in your group has in common.

What are we going to do today?

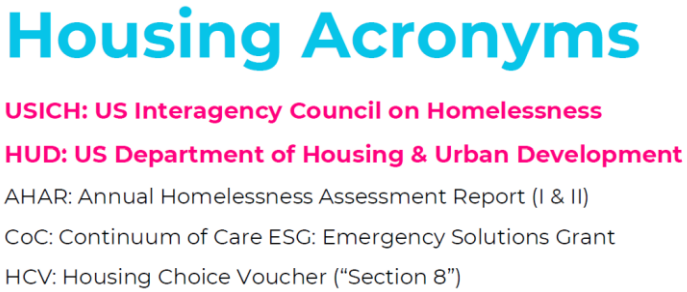
Session	Topic
11 – 11:30	Welcome, Land Acknowledgement, Introductions, and Review Plan for the Day
11:30 – 1:15	System Modeling Part 3 – Program Utilization
BREAK – 15 minutes	
1:30 - 3	System Modeling Part 4 – Length of Stay
BREAK – 15 minutes	
3:15 – 4:15	YHDP Project Types
4:15 – 4:30	Next Steps

System Modeling Part 3
Program Utilization

Let’s try not to use jargon and acronyms, but if we do…

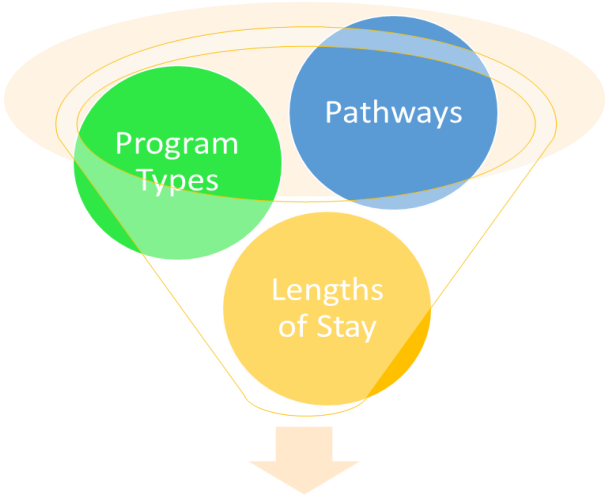
YHDP - Youth Homelessness Demonstration Program
CoC – Continuum of Care
CCP - Coordinated Community Plan
HUD – US Department of Housing & Urban Development
YAB/C – Youth Action Board, Council, or Committee

And here’s an acronym guide from True Colors United! Consider using it as an example for starting your own local acronym guide!



What is system modeling?

A process to describe the ideal system and estimate the type and amount of assistance needed to permanently house every unaccompanied youth and young adult experiencing and at risk of homelessness.



+ Cost of Programs + Number of Youth and Young Adults =

Number of Units and Amount of $ to End Homelessness for Youth and Young Adults

Youth Voice In System Modeling

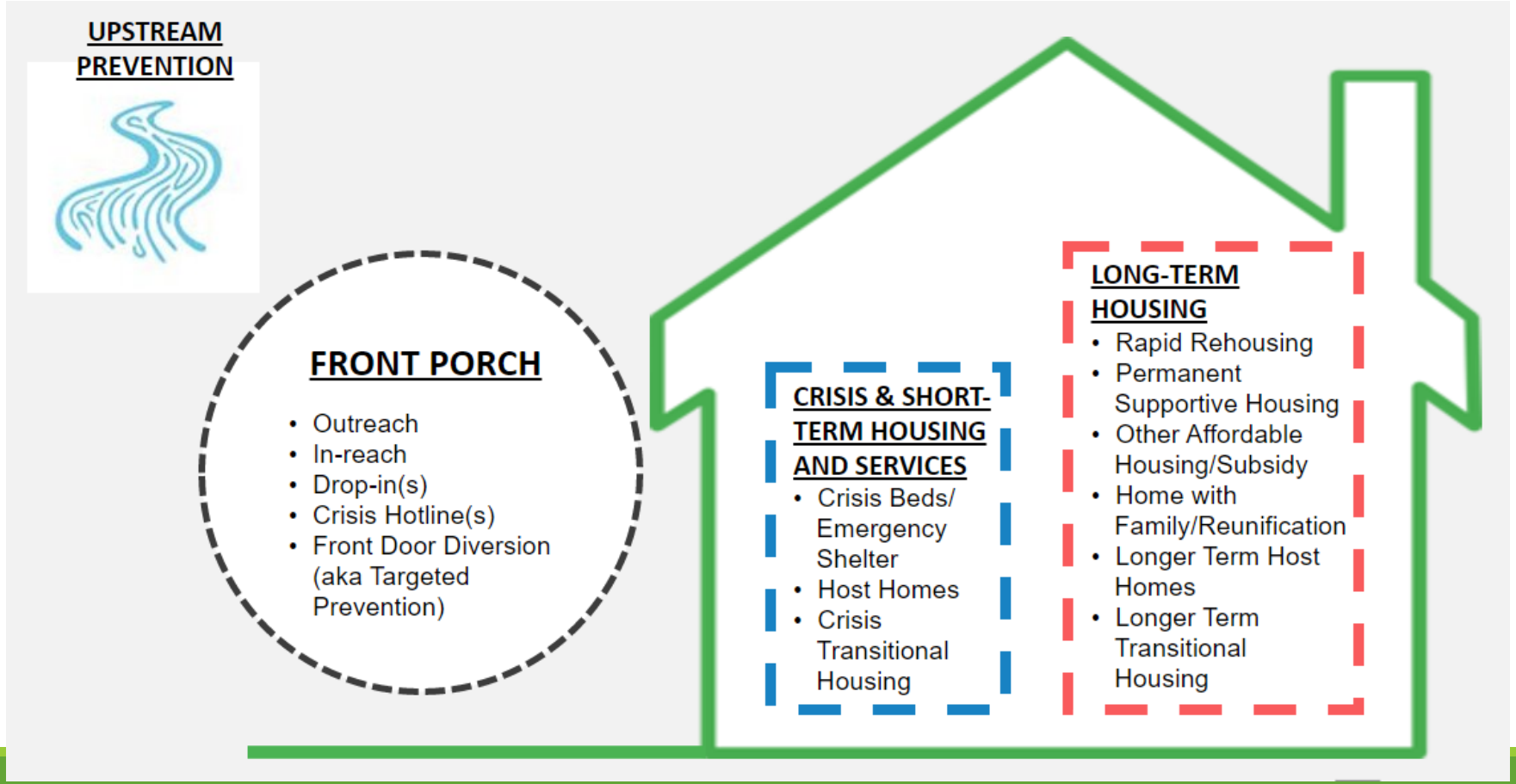
- This process will not be effective or impactful if young people are not actively guiding it
- Work to uncover your ageist biases (what ways do you and the system you are working in limit young people's voice?)
- Communicate clearly and support each other through the learning process and shared planning

Building Equity in Our Systems...Working Assumptions

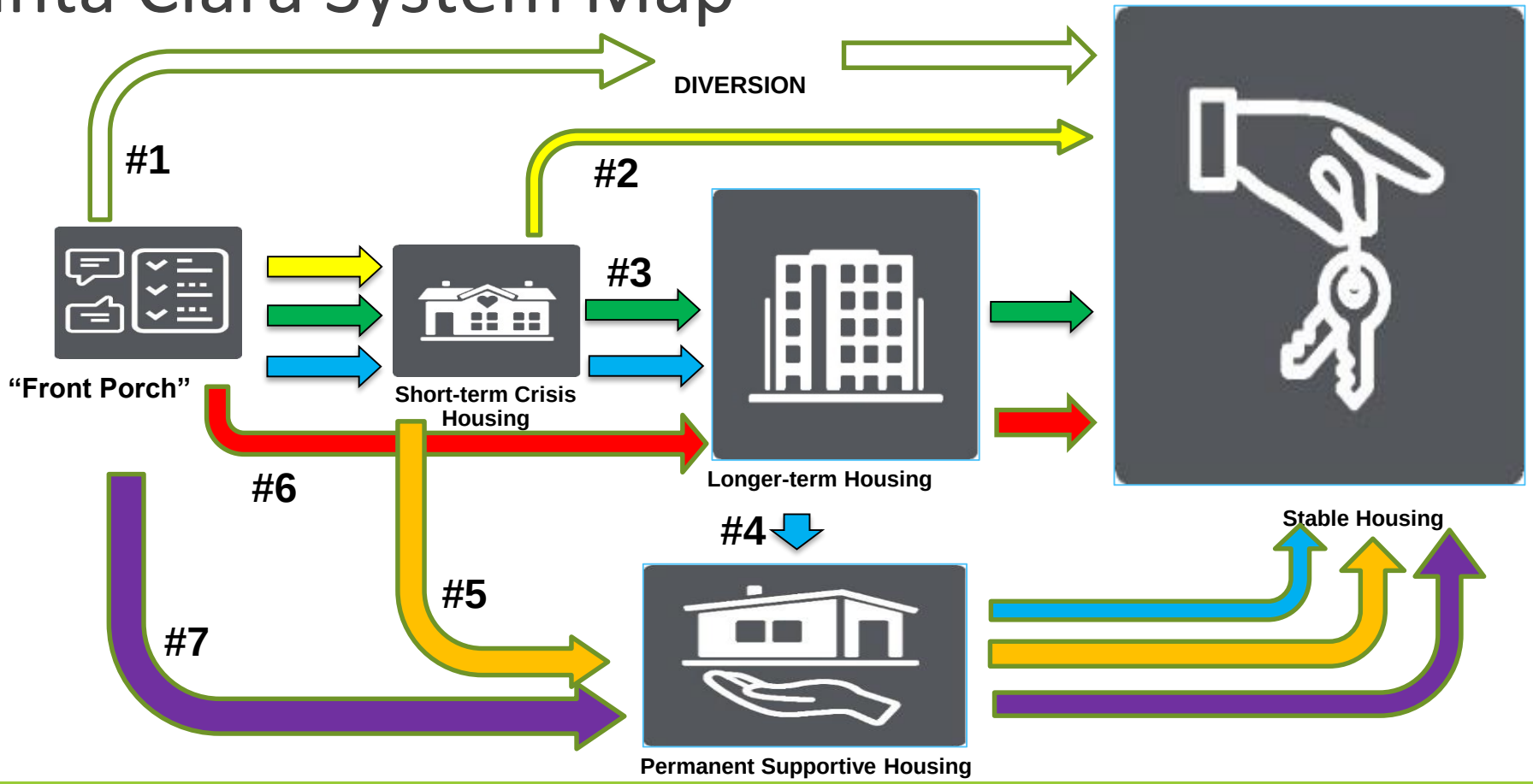
- Race matters. Almost every indicator of well-being shows troubling disparities by race
- Disparities are often created and maintained inadvertently through policies and practices
- It's possible - and only possible - to close equity gaps by using strategies determined through an intentional focus on race
- If opportunities in all key areas of well-being are equitable, then equitable results will follow
- Given the right message, analysis, and tools, people will work toward racial equity

Credit to the RACE MATTERS Toolkit, researched and funded by Annie E. Casey Foundation

Program Models and their Role in the System



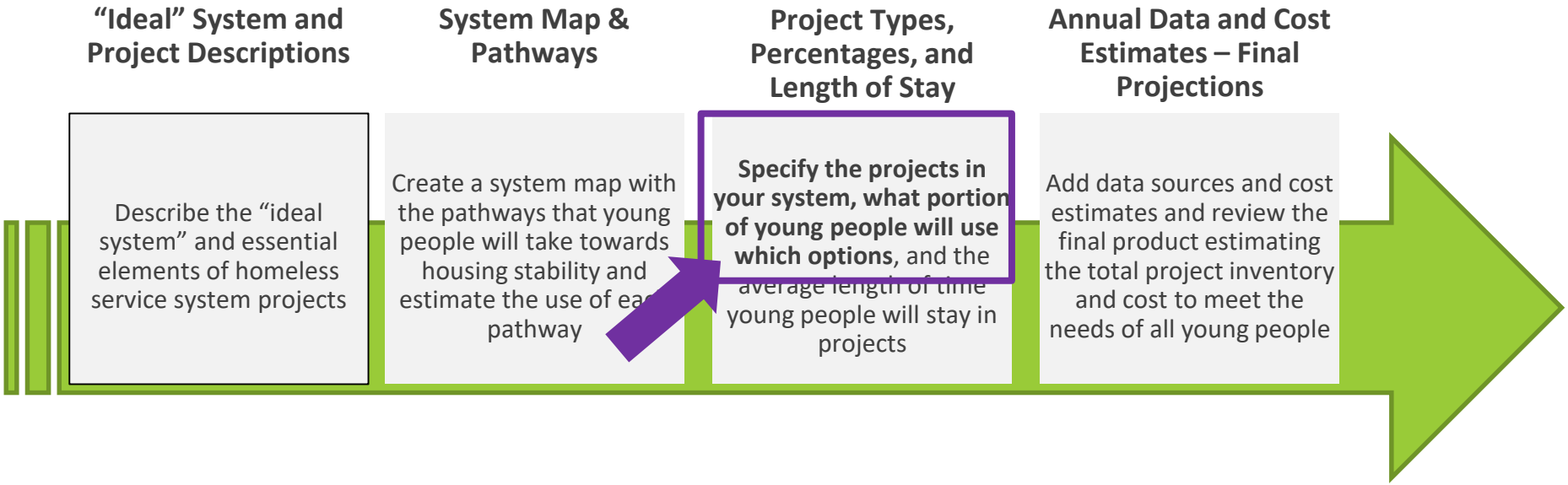
Santa Clara System Map



Full Group Decision on Pathway Percentages

		Youth Leaders	Older Adult Group 2	Older Adult Group 3	**Consensus**
Pathway 1	Diversion Only	30	30	35	**30**
Pathway 2	Crisis Housing Only	15	5	10	**15**
Pathway 3	Crisis + Longer Term	25	20	8	**20**
Pathway 4	Crisis + Longer Term + PSH	1	2	5	**1**
Pathway 5	Crisis + PSH	2	5	5	**2**
Pathway 6	Longer Term Housing Only	25	35	30	**30**
Pathway 7	PSH Only	2	3	7	**2**

System Modeling Steps



Which housing and service types are needed in your ideal system?

Front Porch		**Percent**
Mobile Outreach and/or Navigation	Staff are deployed into the community and may include mobile outreach to unsheltered locations and/or in-reach with navigators assigned to community locations (schools, libraries). Connect youth with community resources with goals of prevention, diversion, harm reduction, and housing connections. May include coordinated entry, youth navigators, family reunification.	50%
Drop-in Center	A place where youth can “drop in” and be provided with low-barrier services, including connection to housing resources, basic necessities, case management, and more. May include coordinated entry, youth navigators, family reunification.	50%
Crisis Housing		**Percent**
Shelter	Safe and affirming space (including options for individual, non-congregate rooms) that bring youth inside and connects them to long term housing solutions.	25%
Host Homes	Short-term, family-based settings that can offer youth a safe alternative to shelter with financial assistance and supportive services. May include options to live with existing people in their network or with an unknown (but well-vetted and trained) volunteer host.	30%
Transitional Housing	Could be used as a crisis option for short period of time. TH can look like shared living at one place or scattered-site with master leasing.	45%
Longer Term Housing		**Percent**
Rapid Rehousing	Up to 24 or even 36 months of tenant-based rental assistance and services. Youth has own lease, therefore considered permanent. Should have a deep-array of optional services.	60%
Host Homes	Longer-term, family-based settings that can offer youth a safe alternative to shelter with financial assistance and supportive services. May include options to live with existing people in their network or with an unknown (but well-vetted and trained) volunteer host.	5%
Transitional Housing	Model allows for up to 24 months of housing and services. Not considered permanent because a youth does not have a lease in their name. TH can look like shared living at one place or scattered-site with master leasing.	35%

Full Group Decision on Program Types - Front Porch

	YAB	Group 2	Group 3	Consensus
Front Porch				
Mobile Outreach/Navigation	55%	35%	50%	50%
Drop-In Center	45%	65%	50%	50%

Full Group Decision on Program Types - Crisis Housing & Services

	Group 1	Group 2	Group 3	Consensus
Crisis Housing & Services				
Emergency Shelter	20%	60%	25%	25%
Host Homes	40%	10%	10%	30%
Transitional Housing	40%	30%	65%	45%

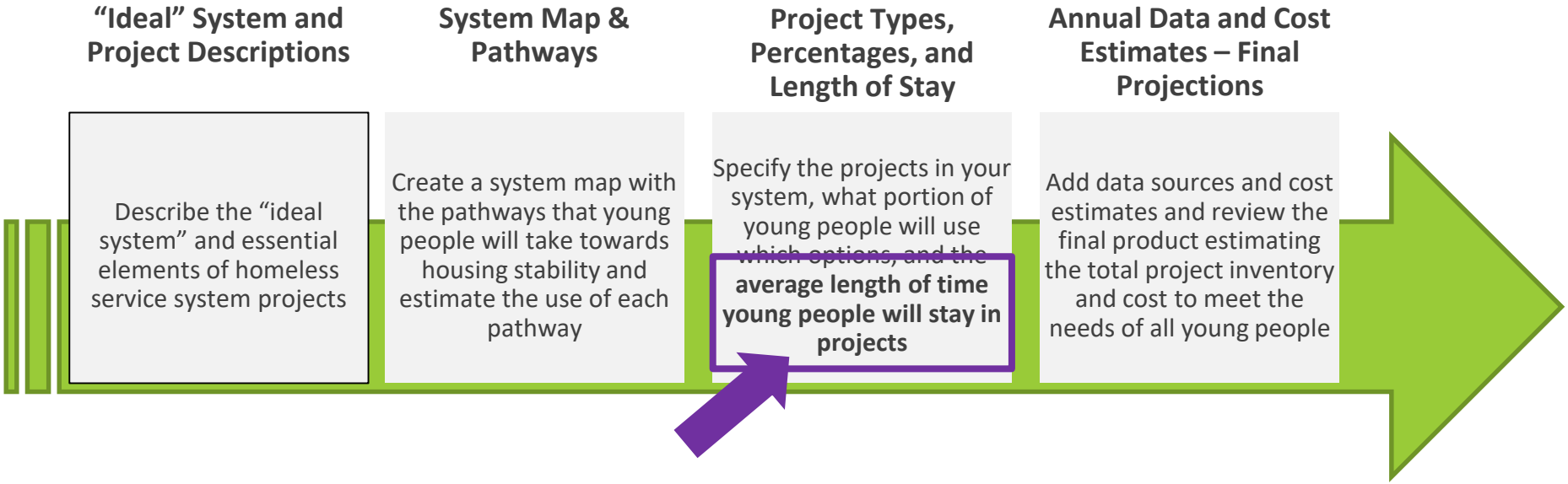
Full Group Decision on Program Types – Longer-Term Housing

	Group 1	Group 2	Group 3	Consensus
Longer-Term Housing				
Rapid Rehousing	60%	55%	60%	60%
Host Homes	20%	5%	10%	5%
Transitional Housing	20%	40%	30%	35%

BREAK

System Modeling Part 4
Length of Stay

System Modeling Steps



Length of Stay

1. You will create an average length of stay within each intervention within a pathway
   - For example – if a pathway has multiple interventions such as crisis housing and RRH, you will need to create an average length of stay for the crisis housing portion and the RRH portion of the pathway and the model will create the average for the entire pathway
2. When creating the averages think about how long on average the total amount of young people using the pathway would need the intervention, knowing that different young people may stay shorter or longer based on their needs
   - For example – we think that based on targeting of RRH we will serve some young people who have mid-range service needs and some who will have high-range service need, therefore some may only need 9-12 months and some may need more like 18-20.

     We will create an average of 15 months

Length of Stay (18-24)

Service Strategies	Diversion	"Front Porch" or Point of Entry	Crisis Housing (shelter, host home, TH)	Longer-Term Housing (RRH, Host Home, TH)	Permanent Supportive Housing (PSH)
	Av Mo/Per.	Av Mo/Per.	Av Mo/Per.	Av Mo/Per	Unit/ Per
Pathway 1: Diversion Only	2-6m 4m				
Pathway 2: Crisis Only		1-2 wks .5m	1 – 2m 1.5m		
Pathway 3: Crisis to Longer-Term Housing		1-2 wks .5m	1 – 2m 1.5m	18-30m 30	
Pathway 4: Crisis to Long-Term to PSH		1-2 wks .5m	1 – 2m 1.5m	18-21m 20	Permanent
Pathway 5: Crisis to PSH		1-2 wks .5m	2-3m 2.5m		Permanent
Pathway 6: Longer-Term Housing Only		.5 – 1.5m 1m		30-36m 33	
Pathway 7: PSH Only		.5 - 3m 2m			Permanent

BREAK

YHDP Projects

Eligible YHDP-funded Project Types

- Supportive Services Only (SSO, including SSO-CE) - *Can serve Under 18*
- Transitional Housing (TH) - *Can serve Under 18*
- Joint Transitional Housing-Rapid Rehousing Program (TH-RRH)
- Rapid Rehousing (RRH)
- Permanent Supportive Housing (PSH)
- Homelessness Management Information System (HMIS)

Supportive Services Only (SSO)

SSOs are a project type where YHDP funds only pay for services, not housing assistance. Examples are outreach services, diversion services, drop-in centers and community-wide or specific partnerships between services. SSO projects can also be used to improve or increase the capacity of a community's youth Coordinated Entry System.

Key Elements:

- Outreach services identify young people experiencing homelessness and help them access crisis and long-term housing
- Diversion offers services that help youth find alternate solutions to shelter/crisis housing or other housing.
- Eligible populations: Categories 1, 2, 4
- May serve 18-24 or under 18 populations
- SSO sample ideas:
  - Mobile crisis team
  - Diversion/Rapid resolution project
  - Employer-based partnerships
  - Drop-in Center Services

SSO Project Spotlight: System Navigation - SE Kentucky

Goal: To provide a youth with an advocate that understands the system and can help the youth navigate and obtain the supportive services to meet their unique needs.

Services: Hired multiple system navigators to: a) directly connect with youth through outreach; b) work with stakeholders to identify youth experiencing or at-risk of homelessness; c) connect youth with appropriate interventions (including Coordinated Entry); and d) develop and cultivate relationships across sectors.

Key Features: Two system navigators were hired (one for each “area development district”) as well as peer mentor specialists that are embedded in drop-in centers.

SSO Project Spotlight: Diversion Program - NW Michigan

Goal: Divert youth away from homelessness while providing the supports they need to stay in their current housing (if safe) long-term. Intent is to provide a robust diversion program rather than just a phone screening by call-center staff.

Services: Youth will receive up to six months of wrap-around case management, counseling, food, transportation, utility deposits and referrals to housing and other support services.

Key Features: Program also has a “rapid-exit” component that assists youth entering shelter for the first time to rapidly exit within 15 days. Created a robust referral network.

Diversion & Cross-System Navigation

Nashville (R2)

COC Component Type:
SSO
Waivers:
None
Budget:
$1.27 Million
# of youth served at max: 51 (230 over two years)
Key Service Info:
4 FTE CM, 1 FTE Mental Health
Case management, conflict resolutions, and connections to:
- Social networks
- MH/health
- Family reunification

Other Facts:
Direct referrals from JJ
Services to lower scoring CE youth

Seattle (R1)

CoC Component Type:
- TH-RRH - Youth Engagement Team

Waivers:
- Leasing in RRH project

# of youth at max capacity: 100 over 2 years
Budget (2 yr):
- ~$1.3m

Key Service Info:
- Housing Nav, including search, documentation, mitigation
- 1 FTE Nav, 1 FTE MH, 1 FTE Legal

Other Facts:
- Referrals from schools, juv justice
- Assistance available for move-in costs, transportation, etc

Michigan (rural) (R1)

- CoC Component Type:
  - SSO-CE
- Waivers:
  - Match Waiver
- Budget:
  - $417,000 (2 yr)
- # of youth served: unknown 100 over 2 years
- Key Service Info:
  - CES youth coverage
  - Crisis housing location
  - Mediation and conflict res
  - Refer youth to mainstream services
  - FOOD assist
  - 2 FTE (1 CM)

Transitional Housing (TH)

Transitional housing (TH) provides short-term crisis housing for youth. TH must be launching pad to permanent housing.

Key Elements:

- Eligible populations: Categories 1, 2, 4
- Under 18 population: Must follow all state licensing requirements.
- Recipient providing TH can pay for operations of a building they own or pay for leasing costs
- TH units can be master leased units, scattered site or host homes.
- TH can offer an alternative to current shelter options and offer options to youth who have criminal history or no rental history

Joint Transitional Housing-Rapid Rehousing (TH-RRH)

TH-RRH provides short-term crisis housing for youth who enter the TH portion of the program. It also provides medium/long-term permanent housing for youth who either transition directly from TH into RRH or from homelessness. A youth has a choice of which program they wish to access and both TH and RRH portions must be available. TH must be launching pad to permanent housing.

Key Elements:

- Eligible populations: Categories 1, 2, 4
- Under 18: Must follow all state licensing requirements for TH. May not serve in RRH if they cannot sign a lease.
- Recipient providing TH can pay for operations of a building they own, or pay for leasing costs
- TH units can be master leased units, scattered site or host homes.
- TH can offer an alternative to current shelter options; offer options to youth who have criminal history or no rental history
- RRH operates with all the same tenets as a classic RRH program.

TH-RRH Project Spotlight: *BVCA - Nebraska BoS*

Goal: Blue Valley Community Action Agency (BVCA) was one of four TH-RRH funded agencies in NB tasked with rapidly housing youth in rural areas.

Services: Youth are connected with job-training programs, intensive case management, crisis/long-term counseling and life skills training.

Key Features: Given the rural area and lack of TH and shelter beds, the CoC applied and received a waiver to house youth in hotel/motels for the TH portion of the TH-RRH program. HUD waived the one-month lease requirement, FMR requirement and HQS.

Joint Component Examples

San Diego, CA (R2)

Waivers:
- Up to 36 months of RRH
- Intermittent rental assistance till 25
- Less than 12 month lease
- Match waiver

YHDP Budget (2 yr):
~4 million

# of youth served at max: 320

units:
- 47 TH units
- 160 RRH units

Key Service Info:
- Multiple types of TH including site based and scattered site
- Multiple providers under 1 project
- Shared housing navigation across subs

Other facts:
- Repurposing building for crisis TH due to crisis housing shortage

Snohomish County, WA (R2)

Waivers:
- Less than 12 month lease
- Up to 46 months
- Intermittent rental

Budget (2 yr):
- $740,000

# of youth served at max:
- 21

units:
- 4 TH Units
- 13 RRH units

Key Service Info:
- CM ratio 1:10-12
- 2 FTE Case manager; 1 FTE employment specialist; .5 FTE peer advocate

Other facts:
- Using scattered site TH with combination of studio and 2 bedroom
- Sub-recipient for housing navigation and landlord engagement

Seattle, WA (R1)

Waivers:
<12 month lease

Budget (2 yr):
- $3.8mil

# of youth served at max:

units:
- 46

Key Service Info:
- CM ratio 1:16-1:20
- Connection to com-based emply/ed/mh
- Career coaching
- ~ 4.5 FTE CM
- ~ 8.5 FTE Peer adv
- 1 FTE housing search shared by both providers

Other facts:
- Using site based TH; using two existing TH programs who were fully transformed to TH-RRH
- TH component is being utilized for ~90-120 days

Rapid Rehousing

RRH is a permanent housing program where a youth may receive up to 36 months of rental assistance and supportive services, with up to six months of aftercare once the rental assistance ends. Supportive services often focus on income maximization and stability planning. The participant enters in to a lease directly with the landlord.

Key Elements:

- Rental assistance models can be flexible, should align with CoC's written standards for administering RRH
- Young people can choose their own units in the community/private market
- Eligible populations: Categories 1, 2, 4
- Under 18: Must be legally eligible to sign a lease.
- While it is a time-limited resource, there are no indicators for who will succeed in RRH - it is a resource that can work for anyone

RRH Project Spotlight: *RRH Plus, Austin TX*

Goal: To rapidly exit high needs youth from the street to permanent housing that is paired with intensive case management and supportive services.

Services: Community-based program providing housing location services, rental assistance and other supports, including shared housing when appropriate, matching youth with chosen roommates to alleviate housing costs.

Key Features: Using progressive engagement, can provide longer financial assistance (up to 36 months) when needed. Additionally,Can provide longer case management (up to 42 months) when needed. Extensions of financial assistance and case management were granted by HUD via waiver.

Host Home & Shared Housing

San Francisco: LGBT Center (R1)

Program Type: Shared Housing/Long-Term Host Homes

COC Component Type:

- PH-RRH

Waivers:

- Waive 12/mo. lease requirement

Budget (2 yr total):

- $700,000

served at max: 20-30

Key Service:

- Host provides safe and supportive environment. Host receives extensive training. Youth choice. Youth receives case management, wrap-around services, ongoing support to mitigate issues that arise.

Santa Cruz: Bill Wilson Center (R1)

Program Type: Shared Housing/Long-Term Host Homes

COC Component Type:

- PH-RRH

Waivers: (1) Increase FMR amount; (2) waive 12/mo. lease requirement; (3) allow monthly stipend for hosts

Budget (2 yr total):

- $200,000

served at max: 7

Key Service:

- Find hosts to lend spare room for TAY for an average stay of 6 months.

Other facts:
Host provides safe and supportive environment. Host receives extensive training. Youth choice. Youth receives case management, wrap-around services, ongoing support to mitigate issues that arise.

San Diego, CA (R2)

Program Type: Host Homes
Project Component

- SSO

Waivers: None
YHDP Budget (2 yr):
~$325,000
# of youth served at max:

- 20

units: n/a
Key Service Info:

- Case Management
- Project coordinator
- Direct financial support to host when needed using food formula

Other facts:

- One recipient aims to serve up to 10 youth a year in post secondary and experiencing homelessness
- LGBTQ center aims to have a minimum of 2 host homes that can serve as temporary housing while working on family reunification

Rapid Rehousing

Austin (R1)

Waivers:
Up to 36 mos
Intermittent RA till 25
Budget:
$1.3m
units:
45
# of youth served at max:
90
Key Services:
Landlord outreach specialist
Peer Navigators
~7 FTE CM
.5 FTE EmploySpc
Other facts:
$500,000 in RA/yr

San Francisco: 3rd Street RRH (R1)

Waivers:
- 36 months of rental assistance

Budget (2 yr total):
- $930,000

units:
- 8

# of youth served at max:
- 14

Key Service:
- Provide underserved TAY residing in Bayview Hunters Point RRH services, healthcare, education and job training, leadership development, and community integration.

Other facts:
- $400k/yr in RA

Nashville (R2)

Waivers:
- 36 months of rental assistance
- Intermittent RA till 25

Budget:
- $2.1 million

units:
- 46

# of youth served at max:
- 51 (70 over the year)

Key Services:
- 1.5 FTE Mental health therapist part of team
- 1.0 FTE housing locator/navigator

Other Facts:
$450,000 in RA/year
Roommates

KY (rural) (R1)

Waivers:
- None

Budget:
- $375,000 (2 yr)

units:
- 12

# of youth served at max:
- 18

Key Services:
- .6 FTE CM
- .4 FTE Outreach, Lifeskills, Asses, Housing Search

- Other Facts:
  - $83,000 in RA a year
  - Roommates

YHDP Projects

CSH

Permanent Supportive Housing (PSH)

PSH is a non-time-limited, permanent housing subsidy combined with a high level of supportive services. It is a model that is most effective when combined with a Housing First approach and is typically designed for folks with the highest needs, long experiences with homelessness and a household member with a disability.

Key Elements:

- Youth would pay a percentage of their income towards rent for an indefinite period of time
- Units can be site-based (e.g., lease up a bunch of units in an apartment complex) or be scattered site (e.g., youth choose unit in the community)
- Eligible populations: Categories 1, 2, 4
- Under 18: Must be legally eligible to sign a lease.
- May be an opportunity to serve youth who are disabled but do not meet chronic homeless definition

PSH Project Spotlight: *YAC Collaborative - SF, CA*

Goal: To provide youth with criminal records whom would otherwise be considered ineligible for housing with PSH. The program targets youth with felonies exiting from Young Adult Court (YAC) program.

Services: Provides housing, support and programming as an alternative to sentencing. Long-term stable housing and case management allows youth to complete post-secondary school and obtain living wage jobs.

Key Features: Partnership with District Attorney, Public Defender, Collaborative Courts and Larkin Street Youth Services.

Examples of YHDP Flexibilities

- Leases for a minimum term of 1 month under rental assistance budget line items
- YHDP recipients may employ youth who are receiving services, including housing, from the recipient organization.
- RRH Rental Assistance extended for up to 36 months
- YHDP recipients may provide payments of up to $500 per month for families that provide housing under a host home and kinship care model in order to offset the increased costs associated with having youth housed in the unit.

Project Priority Considerations

1. **Prioritizing special populations**

2. **Prioritizing building out parts of your youth system**

3. **Prioritizing innovation within your youth system**

4. **Prioritizing YHDP values and principles**

Next Steps

Next Steps

1. Next Meeting: Tuesday, February 15th, 5:15 - 6:45pm
2. System Modeling for under 18
3. Decide how to use YHDP funds and design YHDP project
4. Write and approve Coordinated Community Plan
5. Create RFP (Request for Proposals) and select local agencies for YHDP funds
6. Ongoing efforts to put goals into action and launch projects

Closing the Circle

Let’s reflect on and appreciate our time together with one closing reflection. Pick one:

- What’s one lingering question or concern you have that you want to make sure we come back to in a future discussion?
- What’s one commitment you’re leaving with today?
- What’s something you learned or valued from your experience?
- Or anything else you want to share!

THANK YOU!!

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