

Santa Clara County  
Community Plan to End Youth and  
Young Adult Houselessness

Santa Clara County Youth Action Board  
&  
Santa Clara County Continuum of Care



April 1, 2022

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## Acronyms List

- CCP: Coordinated Community Plan
- CoC: Continuum of Care
- HUD: US Department of Housing and Urban Development
- OSH: County of Santa Clara Office of Supportive Housing
- TA: Technical Assistance
- YAB: Youth Action Board
- YHDP: Youth Homelessness Demonstration Program
- YYA: Youth and Young Adults
  - *Definition:* For the purposes of YHDP, this group encompasses youth and young adults aged 24 and younger who are unaccompanied by a parent or caregiver over the age of 24. It is inclusive of youth and young adults who are parents or caregivers for children, youth and young adults who are partnered but not parenting, and youth and young adults who are surviving independently.

## Acknowledgements

This plan exists because of the hours of hard work, heart, passion, and expertise of community members who share a commitment to preventing and ending houselessness for youth and young adults (YYA) in Santa Clara County.

We would like to thank everyone who dedicated their time, energy, and insight to this work, not least the following planning partners:

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## Community Vision

We envision a community where youth houselessness comes to an end in Santa Clara County by 2027, and:

- YHDP implementation and all responses to youth houselessness are spearheaded by youth and young adult leadership.
- Our community uses a holistic, intersectional, trauma-informed approach to understand the individual and collective needs and experiences of youth.
- We use this lens to provide a support net that meets the diverse needs of youth, including underserved groups such as LGBTQIA+ youth; Black, Indigenous, and other youth of color; youth with disabilities; youth with experience in the criminal legal system; youth with experience of intimate partner violence and trafficking; refugees and undocumented youth.
- Our community has a support net for youth's basic life skills, healthcare, social connections, housing and economic stability to open up opportunities that lead to mental and physical health, safety, and empowerment.
- The support net we create prioritizes genuine, lasting relationships and avoids transactional and exploitative treatment of youth seeking support.

*This Vision Statement was developed by the Youth Action Board and adopted by the Continuum of Care (CoC) as part of this Coordinated Community Plan (CCP). The Youth Action Board (YAB) plays a core leadership role in the implementation of the CCP and acts as a voice and platform for unhoused youth and youth with unstable housing in Santa Clara County.*

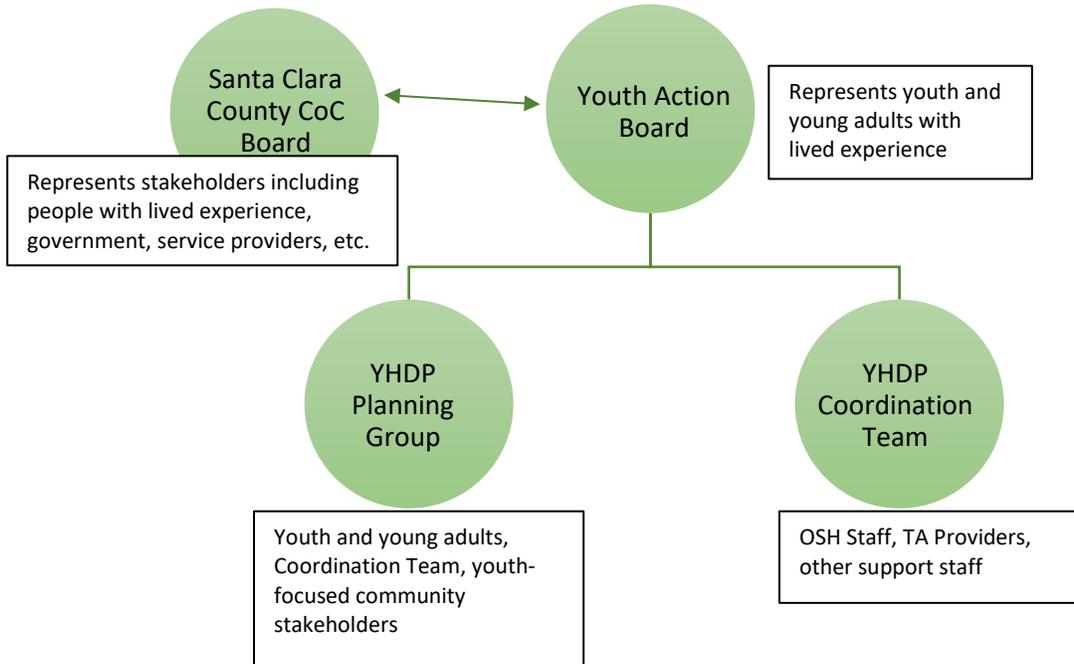
## How We Got Here

In September of 2021, the Santa Clara County CoC was selected to participate in the Youth Homelessness Demonstration Program (YHDP) with an award of \$10.2 million in two-year grant funding. YHDP is a federal demonstration grant program administered by the Department of Housing and Urban Development (HUD), which aims to encourage and support coordinated community approaches to prevent and end youth houselessness.

As a YHDP community, the Santa Clara County CoC YAB and a committed YHDP Planning Group engaged in a 6-month community planning process to develop this shared roadmap to ending youth and young adult houselessness. This plan represents our community's dedication not only to prevent and end houselessness, but to honor youth and young adult autonomy and leadership in this work.

## Governance Structure

The following governance structure outlines relationships between the main entities involved in the YHDP planning process. The structure for YHDP governance and ongoing oversight is as follows.



**Santa Clara County CoC Board** – The CoC Board will endorse the CCP before submittal to HUD and subsequent funding decisions. The Board works in partnership with the YAB to support the CCP and other youth-led endeavors and has a designated seat for a youth or young adult with lived experience of houselessness.

**YAB** – The Youth Action Board is an independent entity composed of YYA with lived experience of houselessness and housing instability. The YAB provides feedback to adult partners, collaborates with the YHDP Coordination Team and Planning Group on CCP development and updates, and approves the CCP before submission to HUD. The YAB will help develop and approve the YHDP project review process, selection criteria, and funding decisions.

**YHDP Coordination Team** – The YHDP Coordination Team is composed of County of Santa Clara Office of Supportive Housing (OSH) staff, technical assistance (TA) providers, and other support staff. This team works in collaboration with the YAB throughout the YHDP planning and implementation process and seeks the input of YYA in the community.

**YHDP Planning Group** – The YHDP Planning Group is composed of YAB members, the YHDP Coordination Team, and community stakeholders who work in youth-serving programs and organizations. Planning Group members represent a diverse range of public sector organizations such as education, the juvenile legal system, service providers serving unhoused YYA, behavioral health providers, and child welfare. The Planning Group participated in the community planning process and system modeling sessions and will be involved in development of the YHDP selection criteria.

### Decision Making Flow

The process for decision making regarding approval of the CCP is outlined in the decision making flow visual. Community members and stakeholders, including YYA, are invited to provide input through various community planning sessions, youth listening sessions, system modeling retreats, and population-specific stakeholder meetings.

The YHDP Planning Group develops and makes recommendations for the CCP based on community input and youth leadership from the YAB. The YAB then adds or subtracts recommendations from the YHDP Planning Group to amend the contents of the CCP. The Planning Group may add but not take away ideas that youth have proposed to include in the plan. In order to approve the CCP, the YAB will engage in an iterative process with the CoC Board to make any other changes prior to submission and commencement of the project application phase of YHDP.



## YHDP Principles

This plan embraces and incorporates the core principles of the Youth Homelessness Demonstration Program (YHDP). The identified “Goals, Objectives, and Action Steps” will shape a response to youth and young adult houselessness that reflects the following:

### **Housing First**

Housing First begins with the recognition that everyone is ready to be housed and that everyone needs some form of support to stay housed. A Housing First system provides a range of housing supports and resources that prioritize quick placement and stabilization in housing without preconditions and offer a rich array of opt-in services without requiring service participation. (See “Community Goals, Objectives, and Action Steps: Goals 1-5”; “YHDP Projects: Project Design Expectations”)

### **Positive Youth Development**

As defined by the federal Interagency Working Group on Youth Programs, Positive Youth Development is “an intentional, prosocial approach that engages youth within their communities, schools, organizations, peer groups, and families in a manner that is productive and constructive; recognizes, utilizes, and enhances young people’s strengths; and promotes positive outcomes for young people by providing opportunities, fostering positive relationships, and furnishing the support needed to build on their leadership strengths.”<sup>1</sup> (See “Community Goals, Objectives, and Action Steps: Objectives 1.1, 1.3, 3.2, 3.4, 4.1, 4.2, 5.2, 5.3”; “YHDP Projects: Project Design Expectations”)

### **Racial Equity**

The Santa Clara County CoC is committed to policies and programs that reduce racial inequity, in an effort to reverse the disproportionately high rates of people of color who are unhoused. Implementation of this plan will align with the goal of the Santa Clara County Community Plan to End Homelessness to “address the racial inequities present among unhoused people and families and track progress toward reducing disparities.” (See “Statement of Community Need: Snapshot of Unhoused Youth & Young Adults”; “Community Goals, Objectives, and Action Steps: Objectives 2.1, 2.4.2, 3.4, 4.2”; “YHDP Projects: Project Design Expectations”)

### **Youth Choice**

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<sup>1</sup> Youth.gov, “Positive Youth Development”. [www.youth.gov/youth-topics/positive-youth-development](http://www.youth.gov/youth-topics/positive-youth-development)

Meaningful choice and opportunities for authentic youth collaboration and leadership are foundational to a system that prioritizes the autonomy and power of YYA. The experiences of YYA and barriers to stability are varied and intersectional, and one approach or program will not effectively support all. Youth voices should lead decision making at the system, program design, and individual service planning levels. (“Statement of Community Need”; “Community Goals, Objectives, and Action Steps: Objectives 4.1-4.3, 5.2”; “YHDP Projects: Project Design Expectations”)

## Statement of Community Need

### Sources of Information

Data within this “Statement of Community Need” comes from multiple sources, including the following:

#### **Santa Clara County CoC’s Homeless Management Information System (HMIS)**

The CoC’s HMIS houses data collected through the Coordinated Assessment System<sup>2</sup> and by all HMIS-participating services, shelter, and housing projects. This analysis relies on HMIS wherever possible, because it provides a relatively large data source that can be easily deduplicated. Where another data source is used, that is indicated in a footnote.

#### **The 2019 Santa Clara County CoC Homeless Census and Survey**

Every other year, the Santa Clara County CoC conducts a Point-in-Time count of people who are unhoused, which includes a survey of a representative sample of those counted. Due to the COVID-19 pandemic, the most recent Point-in-Time count was in January of 2019.

#### **YHDP Planning Group Member Organizations**

YHDP Planning Group partners generously provided aggregate data from multiple systems of care and organizational data sources. While only some of the data is presented in this section, the full scope of the shared data informed the following analysis of community needs and made it more robust.

To provide additional vital insight into the barriers and challenges faced by unhoused and unstably housed YYA, the YHDP Coordination Team solicited input from community experts through the following means:

- YAB meetings;

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<sup>2</sup> The Coordinated Assessment System is a community-wide referral system that acts as the front door to the community’s housing resources for people experiencing houselessness. It operates with a no-wrong-door access model, engaging a broad network of service providers and community resources to identify, assess, and connect people experiencing houselessness to a centralized Community Queue. Referrals to permanent supportive housing, rapid rehousing, and transitional housing are made from the Community Queue.

- YHDP Planning Group meetings;
- Nine listening sessions with YYA;
- Three listening sessions with providers serving the following subpopulations:
  - Survivors of human trafficking and sexual assault,
  - LGBTQ+ YYA,
  - YYA involved in the child welfare and juvenile justice systems

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## Houselessness in Santa Clara County

According to the 2019 Homeless Census and Survey, there are 9,706 individuals experiencing houselessness on any given night in Santa Clara County. Families with children, seniors, individuals with disabilities, veterans, and YYA are all represented in the county's diverse unhoused population. More than 80% of these individuals are unsheltered—sleeping outside, in cars, or other places not meant for human habitation.

The gap between the rich and the poor in our community, combined with the lack of housing development particularly at the lowest income levels, is fueling the houselessness crisis. This income inequality has been further exacerbated by the economic slowdown caused by the COVID-19 pandemic, as many low-income households living paycheck-to-paycheck struggled to make rent and pay for other basic needs. According to the Public Policy Institute of California, families at the highest income levels in the Bay Area (the 90th percentile) have more than 12 times the income of families at the bottom (the 10th percentile).<sup>3</sup> Those at the bottom rung of the economic ladder have not shared in the region's significant economic growth. Between 2000 and 2015 in Santa Clara County, workers with earnings in the 10th percentile saw their income decline by 12%.<sup>4</sup>

In addition, longstanding and structural racial inequities continue to affect who becomes houseless in our community. A report commissioned by Destination: Home found that Black and African American, American Indian and Alaskan Native, and Hispanic and Latinx residents are disproportionately represented in the unhoused population and are dramatically more likely than their White counterparts to become unhoused in Santa Clara County, and that poverty alone cannot explain disparities in houselessness.<sup>5</sup>

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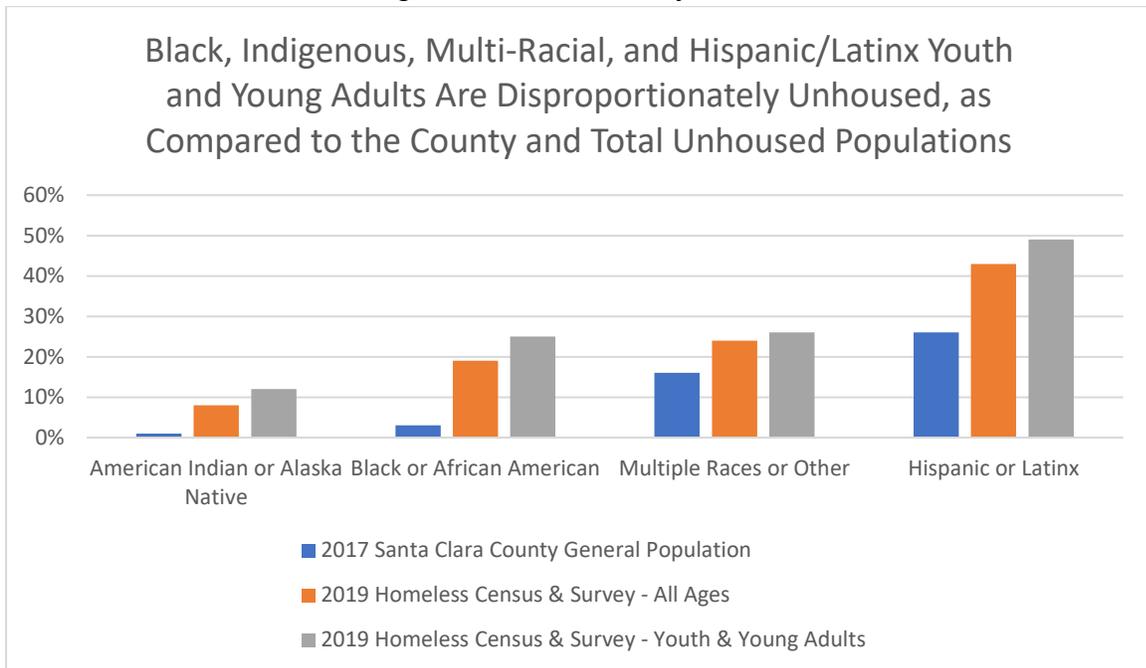
<sup>3</sup> Public Policy Institute of California, "Income Inequality in California." 2020. <https://www.ppic.org/publication/income-inequality-in-california/>

<sup>4</sup> Bay Area Equity Atlas, "Earned income growth for full-time wage and salary workers: Santa Clara County, CA, 2000–2015." <https://bayareaequityatlas.org/indicators/income-growth#/?geo=0400000000006085>

<sup>5</sup> Destination: Home and SPARC, "Race and Homelessness in Santa Clara County, California." 2020. <https://destinationhomesv.org/wp-content/uploads/2020/02/RacialEquityReport0131020.pdf>

## Snapshot of Unhoused YYA

- At least 1,102 YYA (under 25) are unhoused
  - 911 are young adults aged 18-24
  - 191 are youth under 18
- When assessed for housing need:
  - 15% were pregnant
  - 20% were parenting
  - 35% have experience with the child welfare system<sup>6</sup>
  - 39% have been in jail
- 30% are LGBTQ+
  - 10% are transgender or non-binary<sup>7</sup>



<sup>6</sup> This is based on experience with the child welfare system as self-reported by youth and young adults in Coordinated Assessment. Experience in the child welfare system includes but is not limited to out-of-home placement, and is more expansive than youth in foster care.

<sup>7</sup> Data on LGBTQ+ YYA is from the 2019 Homeless Census and Survey (Point-in-Time Count). LGBTQ+ YYA are under-identified within current HMIS data. The majority of projects in the CoC’s HMIS do not collect information about sexual orientation, and HMIS data indicates that only 3% of YYA are transgender or non-binary. Based on qualitative information from unhoused youth and from service providers, as well as national data, the CoC expects that the actual percentage of YYA who are transgender or non-binary is much higher than reflected in HMIS.

<sup>8</sup> The data in this table was collected using federal categories for race and ethnicity. Other language used in the community includes “Indigenous” in reference to the federal category “American Indian and Alaskan Native” and “Black” in reference to the federal category “Black and African American.”

## Snapshot of YYA at Risk of Houselessness

### YYA Accessing Prevention Resources

The community's Homelessness Prevention System and COVID-19 Emergency Rental Assistance are the primary sources of data on YYA who have sought support for housing instability. These numbers indicate acute experiences of housing instability among youth who are connected with the unhoused system of care, and the Santa Clara County CoC expects that these numbers under-represent the rate of housing instability for YYA.

- 146 young adults aged 18-24 completed the Homelessness Prevention System Assessment in 2021
  - An estimated 22 young adults were pregnant, and
  - An estimated 29 young adult were parenting<sup>9</sup>
- 406 youth & young adults received COVID-19 Emergency Rental Assistance in 2020-2022<sup>10</sup>

### Other At-Risk YYA

The Santa Clara County CoC recognizes that housing instability is tied to a broad range of economic and social factors, including household income, experience in foster care, interaction with the juvenile and criminal legal systems, and experiences of childhood housing instability. There are many YYA in our community who experienced these risk factors but may not have contact with the Homelessness Prevention System or COVID-19 Emergency Rental Assistance.

- 45 youth exited foster care in 2021<sup>11</sup>
- 1,873 YYA under 25 received probation services in 2021<sup>12</sup>
- 2,756 public & charter school students were living doubled-up or in hotels in 2019-2020<sup>13</sup>
- 755 children under 18 are part of unhoused families in HMIS

<sup>9</sup> Estimates of pregnant and parenting young adults are based on the demographics of unhoused YYA, as recorded in HMIS. Sources of information about pregnancy or parenting status among at-risk YYA are limited within the CoC and represent a gap in system data.

<sup>10</sup> Data on COVID-19 Emergency Rental Assistance distribution, provided by the County of Santa Clara Office of Supportive Housing.

<sup>11</sup> Out of Home Placement Annual Report for Fiscal Year 2021, provided by the County of Santa Clara Department of Family and Children's Services.

<sup>12</sup> Data on justice-involved youth, provided by the County of Santa Clara Department of Probation.

<sup>13</sup> Data reported by school districts in Santa Clara County through the McKinney-Vento Education for Homeless Children and Youth Program.

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## Community Strengths

### **Youth have positive experiences when they feel heard by provider staff and are supported by partners in the system of care.**

During listening sessions, youth identified certain community resources as helpful and safe spaces. Services that youth prioritized and returned to for assistance shared the following common characteristics:

- Specifically designed for YYA and addressed the individual needs of each youth in a holistic manner (e.g. youth-specific housing programs, career support with paid work experience)
- Respected the autonomy and agency of youth through building trust and rapport before assessing them for services
- Staff refrained from questioning youth or asking invasive questions when not required or immediately necessary
- Provided access to services that addressed youth's basic needs after regular work hours (e.g. late evening or nights)
- Supportive staff who did not assume what youth would need based on preconceived notions
- Staff did not judge youth's character or ability to succeed based on prior involvement with the juvenile legal system, disabilities, or mental health challenges

Youth felt encouraged to access services that prioritized their voice and safety. Youth also reported that they appreciated being consulted in the CCP process through listening sessions. Safe spaces to offer experiences and opinions, access peer support, exchange ideas, and seek out resources without judgment were highly valued by youth and something that they would like to see continued in order to incorporate their feedback on the system.

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## Institutional and Societal Barriers

YYA who are unhoused face diverse barriers to housing stability and social-emotional well-being rooted in economic and social causes and shaped by personal experiences. Community data, as well as input from youth and other system stakeholders, highlights the ways that specific identities and experiences can shape the unique institutional and societal obstacles to housing stability and well-being that YYA face.

### **Child Welfare System Involvement**

- 35% of unhoused YYA have experience in child welfare/foster care

Current and former foster youth who participated in listening sessions and YHDP planning meetings identified numerous barriers and challenges unique to their experiences, including:

- 1) Placements with resource families can be positive and supportive, but they can also be unsafe, transactional, and temporary in ways that further destabilize youth;
- 2) Supports that are offered in the community are often limited resources, meaning that systems and staff can be over-burdened, and that some resources are hard for some youth to access.
- 3) Youth in foster care often lack stable, permanent relationships with affirming adults, or their primary relationships lack the means to provide material support as youth transition into independence;
- 4) Many youth exiting foster care have not had the support to learn life skills such as financial management, budgeting, grocery shopping, cooking, and tenancy skills; and
- 5) As young adults reach 25 years of age, when they age out of the housing supports offered to former foster youth, they face a “services cliff” that can be destabilizing.

### **Juvenile and Criminal Legal System Involvement**

- 39% of unhoused YYA have been in jail

*“People are definitely judged on their past.”*  
-Anonymous, Youth Listening Session

Youth and other system stakeholders in YHDP planning meetings and listening sessions highlighted the impacts of experience in the juvenile and/or criminal legal systems that contribute to youth and young adult houselessness and housing instability, including:

- 1) There is unique trauma inherent in the experience of incarceration, in either the juvenile or criminal legal systems;
- 2) Stigma related to experience in the criminal legal system, and particularly to criminal convictions, makes it harder to find a place to stay;
- 3) YYA involved with the criminal legal system are not offered support or resources to address stability barriers; and
- 4) People with experience in the juvenile or criminal legal system are sometimes seen as “too much to handle” within youth and young adult systems of care.

### **Experience of Criminal Sexual Exploitation or Gender-Based Violence**

Input from youth and from service providers who specialize in supporting survivors identified the following unique barriers faced by YYA with experience of criminal sexual exploitation or gender-based violence:

- 1) Service providers that do not specialize in serving this population often do not understand the impacts of the trauma YYA have experienced;

- 2) There is a lack of resource families for foster youth who are trauma-informed and understand the impact of criminal sexual exploitation and gender-based violence;
- 3) Current shelter and housing options sometimes do not feel safe for YYA with experience of exploitation and violence, and a safe space is necessary before they can focus on other needs; and
- 4) Community stigma of houselessness and exclusion from public spaces can reinforce existing trauma.

### **LGBTQ+ YYA**

- 30% of unhoused YYA are LGBTQ+
  - 10% of unhoused YYA are transgender or non-binary<sup>14</sup>

Input from LGBTQ+ youth and from LGBTQ+ affirming service providers identified the following unique institutional and societal barriers that exist both outside of and within youth systems of care:

- 1) Many unhoused LGBTQ+ YYA are disconnected from family and other social support systems;
- 2) Many LGBTQ+ YYA do not feel safe in current service spaces or programs that are not explicitly affirming of and designed for LGBTQ+ youth;
- 3) Many transgender, non-binary, and other gender expansive YYA experience the lack of safe and affirming spaces very acutely, and access to safe and supportive medical and behavioral health care is particularly vital;
- 4) LGBTQ+ YYA often feel further isolated, because services and housing programs are not designed to build community for LGBTQ+ youth or to connect youth to affirming medical or behavioral health care; and
- 5) Youth leadership, peer support and deep training in cultural humility are essential to creating a safe, affirming space for LGBTQ+ YYA.

### **YYA Who Are Undocumented or Refugees**

YYA who are undocumented face additional barriers related to prejudice and stigma, as well as intentional legal barriers to accessing resources. Undocumented youth reported the following barriers to housing access, participation in community supports, and housing stability in a listening session:

- 1) *Fear of deportation* - Youth feel unsafe and unable to trust providers or government resources. It often feels difficult or unsafe to give input or share their

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<sup>14</sup> Data on LGBTQ+ identities is from the 2019 Homeless Census and Survey (Point-in-Time Count). LGBTQ+ YYA are under-identified within current HMIS data. The majority of projects in the CoC's HMIS do not collect information about sexual orientation, and HMIS data indicates that only 3% of YYA are transgender or non-binary. Based on qualitative information from unhoused youth and from service providers, as well as national data, the CoC expects that the actual percentage of YYA who are transgender or non-binary is much higher than reflected in HMIS.

experience, so there's a gap in data and youth leadership voices to reflect the population of undocumented youth and young adults.

- 2) *Unfamiliarity with the environment* - Living in a new environment makes it difficult to access services, as families may be constantly moving and unable to provide an address to receive services. Language barriers also impact ability to access services, identify needs, and connect with community resources.
- 3) *Eligibility Requirements* - Youth report that documentation is a continuous barrier to receiving services, as they often do not have proof of income or identification (i.e. driver's license, Individual Taxpayer Identification Number (ITIN's), passport, birth certificate, Social Security Number). Some resources are available to undocumented youth and families (i.e. CalFresh); however, there are concerns that accessing these services will require them to pay it back retroactively.
- 4) *Vulnerable to exploitation* - Undocumented youth's experience with fear of deportation and inability to access services make them especially prone to exploitation. Youth report being vulnerable to sexual exploitation, gang recruitment, and becoming involved in the juvenile legal or foster care system. When youth are unable to reach services, they can turn to these other alternatives. Youth also report that they are more likely to be encouraged by adults in their lives to participate in these alternatives due to less punitive consequences if youth are found to be participating in these behaviors (i.e. youth will be transferred to foster care versus an adult being incarcerated or deported).

Additionally, undocumented youth who do access services report feeling mistreated or overlooked by caseworkers and feeling treated as a low priority by the system. Youth feel the impacts of profiling and implicit bias and report feeling sidelined, unwelcome and unworthy of basic rights. The following gaps in the system and service options were identified for undocumented youth:

- Section 8 or Affordable housing;
- Equal opportunity education, including access to FAFSA, other scholarships, electronics, and wifi;
- Policy and advocacy supporting undocumented folks, especially for housing and overcrowding;
- Accessible language classes;
- Healthcare; and
- Transportation assistance (i.e. bus passes).

## System Gaps and Needs

### **Additional Prevention Resources and Safety Net Coordination are Needed to Support YYA At Risk of Houselessness**

*“They don’t teach you how to be an adult once you turn 18... That’s why kids can’t keep housing or jobs – they weren’t taught. All they know is struggling.”*

Anonymous, Youth Listening Session

- 388 unhoused YYA under 25 accessed the Coordinated Assessment System for the first time between September 2020-August 2021

An annual inflow of 388 unaccompanied YYA into the Coordinated Assessment System demonstrates that current safety net and prevention resources are insufficient to address rates of housing instability and housing loss among YYA. Given known gaps in identification of unhoused YYA through the Coordinated Assessment System, the available data likely underestimates the rate of youth and young adult inflow in houselessness in the community. (See “YYA are Under-Identified by the Current Coordinated Assessment System,” below, for more about Coordinated Assessment System data.)

Youth identified a need to connect at-risk and unhoused youth to welcoming and supportive resources much earlier in their experience of housing instability. Prevention and diversion needs for at-risk and newly unhoused YYA may include financial assistance, case management, and service connections such as transportation and childcare, but youth emphasize that they also include life skills development, mentorship, education, career development, and stable connections with supportive adults. Service providers and other system stakeholders echoed this need, citing siloed systems, lack of effective communication about available resources, and overall limited resources targeted to and designed for youth as the primary barriers to early intervention.

Youth and other system stakeholders also highlighted a need for coordination of safety net services, to provide stability and continuity for at-risk youth. Schools, the child welfare system, the juvenile and criminal legal systems, the unhoused system of care, and the library system were identified as key systems that already have contact with at-risk YYA. These systems provide varying levels and types of housing and stability support, which are largely disconnected from each other, presenting youth with a disjointed and uncoordinated care landscape.

### **YYA are Under-Identified by the Current Coordinated Assessment System**

While the Santa Clara County CoC Coordinated Assessment System has administered almost 30,000 unduplicated assessments through a no-wrong-door assessment approach since it was first implemented in 2015, community data suggests that many unhoused YYA under 25 are not connecting or staying connected with the Coordinated Assessment System.

	<b>YYA Under 25</b>
<b>2019 Homeless Census and Survey (Point-In-Time Count)</b>	1,876
<b>Individuals With an Active Assessment in HMIS as of March 2022</b>	697

In 2019, the Santa Clara County CoC Homeless Census and Survey included a Youth and Young Adult Street Count, which identified 1,876 unhoused YYA on a single afternoon in January. In contrast, only 697 YYA under 25 were active in the Coordinated Assessment System as of March 2022, meaning that they had completed a housing assessment and had interacted with an HMIS-participating service provider within the past 390 days.

The Youth and Young Adult Street Count and the Coordinated Assessment System are very different methods for identifying unhoused individuals and are difficult to meaningfully compare. However, the size of the discrepancy in the two counts indicates that many YYA are experiencing houselessness on a given day without being actively connected to the community's housing resources.

In listening sessions and community planning meetings, youth and other system stakeholders identified several service and resource gaps that likely contribute to the under-identification of YYA experiencing houselessness. First, there are not enough youth-dedicated resources to ensure that all youth can connect with appropriate support. Second, the hours, locations, and design of shelter and services limit access. Third, interactions with the system of care can feel transactional and alienating for YYA. These themes drawn from community feedback are explained more fully in the rest of this section.

### **The Need for Youth-Dedicated Outreach, Diversion, Shelter, and Housing Resources Exceeds Current Capacity**

<b>Project Type</b>	<b>Youth-Dedicated Point-in-Time Capacity as of March 2022</b>
Outreach	1 team
Diversion	None
Emergency Shelter & Crisis Housing	42 beds/individuals
Transitional Housing	81 units/households
Housing Dedicated to Foster Youth	204 units/households
Rapid Rehousing	137 units/households
Permanent Supportive Housing	57 units/households

*“People would rather sleep outside than in a shelter where someone could hurt them.”*  
Anonymous, Youth Listening Session

With well over 1,000 YYA experiencing houselessness at any given time, and hundreds of YYA requesting housing assistance for the first time each year, the community's current resources are not sufficient to ensure that all young people have a safe and stable place to live. There is a need to increase system capacity in all areas, including shelter and housing programs, as well as outreach, drop-in, and diversion resources. Specifically, youth and other system stakeholders report long wait times for referrals to all types of housing assistance and a need for interim housing while they wait for permanent housing options.

While young adults over 18 have access to adult shelter and housing programs, youth consistently emphasized the need for youth-targeted programs and services, rather than guiding youth to general adult resources. Repeated input from youth underlined the importance of tailoring housing programs and services to youth's specific needs, with staff who are trained to understand the impacts of trauma, youth developmental needs, and the effects of adultism. Many youth report feeling unsafe in single adult shelters, particularly in larger shelters, and elect not to stay in shelter as a result.

Additionally, youth and other system stakeholders identified a need for longer periods of housing assistance to ensure long-term housing stability. For many youth, 24 months in rapid rehousing is not long enough to attain their educational and career goals, particularly in a community with an extremely high cost of living. Youth also described experiencing a "services cliff" when programs cap participation and exit youth when they turn 25 years old.

### **Youth Shelter and Service Hours, Location, and Program Design are Limited**

Although current youth-dedicated shelter resources in the community served approximately 119 youth in 2021,<sup>15</sup> youth report that front door services such as shelter, outreach, and drop-in centers are not adequately meeting youth needs.

Program hours are often a barrier to youth accessing services, as they do not cater to youth schedules and often leave gaps in shelter and services. Youth have indicated a critical need for flexible hours, more program options, and more after-hours services including basic needs such as food, showers, and laundry. Youth also identified career development and employment programs, educational opportunities, and classes to build life-skills (i.e. managing finances, maintaining a living space) as resources youth struggle to access when offered during their working or school hours.

Additionally, youth report that the few youth-dedicated shelter locations can feel unsafe due to lack of specialized services, substance use in the neighborhood, vulnerability to human trafficking, transportation barriers, and other factors. This deters youth from accessing shelter and contributes to unsheltered houselessness among youth. Youth

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<sup>15</sup> Data from HMIS-participating shelters was combined with data provided by Bill Wilson Center on deduplicated enrollments in their Safety Net Shelter.

suggested organizing shelters differently so that youth feel safe, using the following examples:

- 1) Organizing emergency shelters to address specific needs (e.g. women and children, pregnant and parenting youth, LGBTQ+ youth);
- 2) Increasing the number of staff with lived experience of homelessness;
- 3) Both all-gender and single-gender shelter options; and
- 4) Emergency housing options with private rooms and bathrooms.

### **Education and Career Development are Essential to Long-Term Housing Stability for Many YYA**

Youth in every listening session identified education and career development as core supports for long-term housing stability. Youth report several interconnected barriers to success in education and living-wage employment, including:

- 1) A degree is helpful to access higher-paying employment, but YYA struggle to support themselves financially through multiple years in a degree program;
- 2) Maintaining employment and succeeding in school are both challenging without a stable place to live;
- 3) There is a lack of career development resources that provide career planning, networking, and connections as pathways to long-term career growth for unhoused YYA; and
- 4) Unhoused YYA often have not had an opportunity to learn the life skills necessary to obtain or maintain employment or succeed academically.

### **Interactions with the Youth System of Care Can Feel Transactional and Traumatizing**

*"It's about the way you're receiving services, not the services themselves."* -  
Anonymous, Youth Listening Session

Many youth reported that interactions with services in the community are transactional and traumatizing by nature. Youth feel that programs and services are not designed to support participant autonomy, growth, and goals. Rather than experiencing the system of care as affirming, welcoming, and interested in their human experiences, youth report feeling "like a job."

A primary barrier to relationship building within youth and young adult services is staff capacity. Youth observe that staff are often overwhelmed with caseloads, which directly impacts their ability to spend adequate time developing trust and relationships with youth and providing them with resources that are the best fit for their specific circumstances.

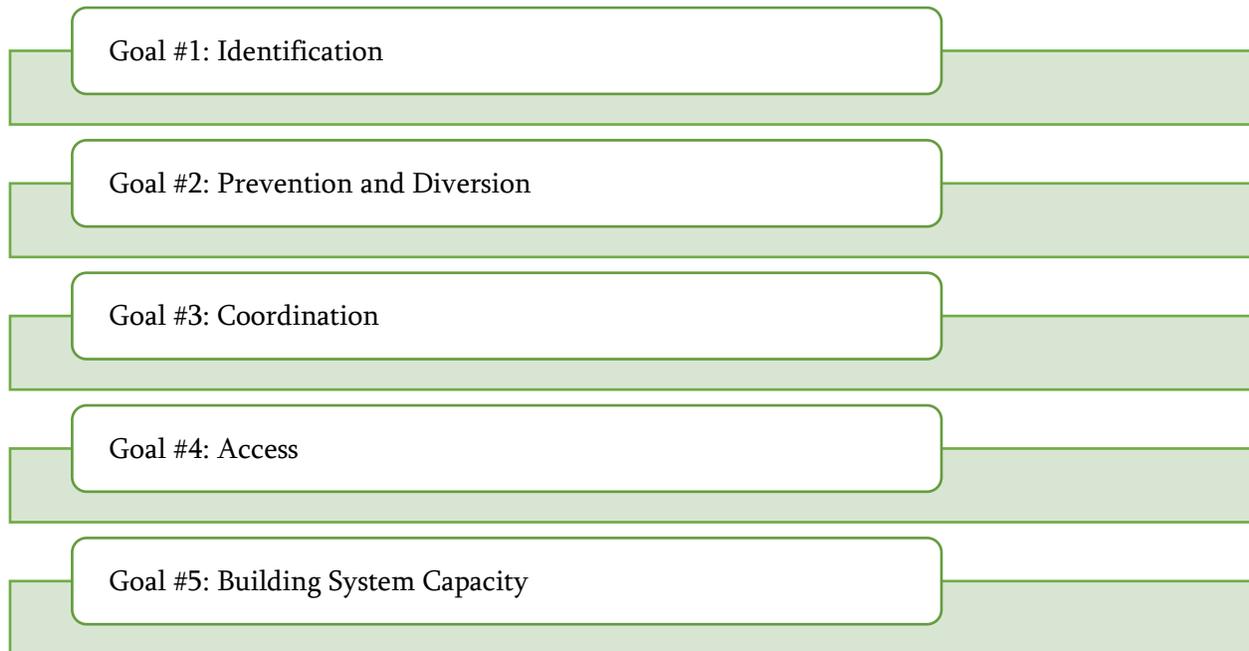
Youth also describe a need for continuity and consistency in the support they receive, to enable relationship building and trust. Handoffs between multiple service providers, such as when youth time out of a program or transfer between program types,

contribute to instability and lack of permanent relationships. These handoffs and interruptions in continuity also mean that youth are repeatedly asked to give up personal information in order to access vital supports, which is disempowering and retraumatizing for many youth.

## Community Goals, Objectives, and Action Steps

The community has developed goals for the youth unhoused system of care through community planning sessions. The following goals were developed by community stakeholders and youth with lived experience of houselessness. The goals have been approved by the YAB and the YHDP Planning Committee and will be used to guide the Coordinated Community Plan (CCP).

The community has identified the following goals, as shown below:



The community has identified common objectives across goal areas. These include:

- **Priority 1:** Create and expand programs
- **Priority 2:** Create relationship-centered partnerships and collaborative supportive services
- **Priority 3:** Increase accessibility of services through outreach and consistent communication
- **Priority 4:** Address systemic and structural barriers to enhance system capacity

Each goal directly ties to one of the overarching priorities for the Santa Clara County community. Objectives to support each goal are identified below. Action items reflect

initial steps to be taken toward each objective. Additional action items will be identified as implementation is underway.

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## **Goal #1: Identification**

The community identifies all unaccompanied youth experiencing houselessness.

### **Objectives**

- 1.1 – Create and expand safe spaces and peer services for YYA experiencing houselessness to build trust and connection. *(Priority 1)*
  - 1.1 Action Item: *In partnership with the YAB, establish a train-the-trainer curriculum on how to effectively build trust with youth and create safe spaces for YYA, including Trauma Informed Care and Positive Youth Development.*  
*Lead Partner: CoC Lead*  
[Target Timeframe: 2023](#)
- 1.2 – Create partnerships across the community to help identify young people experiencing houselessness. *(Priority 2)*
  - 1.2. Action Item: *Establish an on-going, regularly occurring collaborative workgroup with “Improving Identification of Unhoused Youth” as a standing agenda item.*  
*Lead Partner: YHDP Workgroup*  
[Target Timeframe: 2022](#)
- 1.3 – Increase quantity and quality of outreach happening across the community, focused on engaging all unhoused YYA. *(Priority 3)*
  - 1.3 Action Item: *Set a goal to increase the number of outreach teams serving YYA in collaboration with existing youth providers or adult providers that create YYA-focused teams.*  
*Lead Partner: YAB and CoC Lead*  
[Target Timeframe: 2022](#)
  - 1.3 Action Item: *Establish best practice recommendations on engaging unhoused YYA to share with all outreach programs occurring across the county.*  
*Lead Partner: YAB and CoC Lead*  
[Target Timeframe: 2023](#)
  - 1.3 Action Item: *Develop a coordinated marketing campaign, including a YAB-run website and social media, to ensure that youth are informed about opportunities to build community and advocate for youth-specific services.*  
*Lead Partner: YAB and CoC Lead*  
[Target Timeframe: 2022](#)
- 1.4 – Streamline data and information gathering processes focused on young people experiencing houselessness. *(Priority 4)*
  - 1.4 Action Item: *Identify which data and information is missing and establish measures to identify youth in these systems*  
*Lead Partner: HMIS Lead*  
[Target Timeframe: 2022](#)

## Goal #2: Prevention and Diversion

The community uses prevention and diversion strategies whenever possible, and otherwise provides immediate access to low-barrier crisis housing and services to any youth who needs and wants it. Diversion and prevention should encourage long-term stability and ensure that youth are adequately supported and uplifted out of homelessness.

### Objectives

2.1 – Create and expand youth-specific services (including diversion, mental health services, housing, etc.) that are safe and culturally reflective for all identities. (Priority 1)

*2.1 Action Item: Conduct the RFP of local state funds for Prevention, Diversion, and Crisis Housing Services.*

*Lead Partner: County of Santa Clara Office of Supportive Housing (OSH) with the City of San José*

*Target Timeframe: 2022*

2.2. – Ensure that YYA have support designed to meet them where they are and develop networks across systems to prevent homelessness. (Priority 2)

*2.2 Action Item: Create a needs assessment of prevention and diversion services for YYA in Santa Clara County.*

*Lead Partner: YAB with support from OSH and CoC*

*Target Timeframe: 2023*

2.3– Create low-barrier ways for young people to access supports through in person, telephone, and virtual formats. (Priority 3)

*2.3 Action Item: County and Bill Wilson Center will identify what resource information can be provided through the Shelter Hotline directly to YYA.*

*Lead Partner: Bill Wilson Center*

*Target Timeframe: 2022*

*2.3 Action Item: Create a print and web-based resource list of existing resources for YYA experiencing housing instability.*

*Lead Partner: YAB in collaboration with the YHDP Workgroup*

*Target Timeframe: 2023*

2.4.1 – Create targeted advocacy/policy work focused on addressing root causes, issues that are contributing to homelessness, and providing long-term stability. (Priority 4)

*2.4 Action Item: Advocate for prevention and safety net services for youth to efficiently obtain and maintain housing.*

*Lead Partner: Destination: Home*

*Target Timeframe: 2023*

2.4.2 – Prioritize equity and reverse existing racial, ethnic, and other disparities in the population of unhoused youth. (Priority 4)

*3.4 Action Item: Develop a youth-focused work plan for implementation of Strategy 1 of the Community Plan to End Homelessness that addresses root causes of homelessness that contribute to racial, ethnic, and other disparities*

*(e.g. strategies to promote equitable access to educational opportunities and jobs, especially for justice-involved youth).*

*Lead Partner: YHDP Workgroup and YAB*

*Target Timeframe: 2022*

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### **Goal #3: Coordination**

The community uses coordinated assessment processes to effectively link all youth experiencing houselessness to housing and services solutions that are tailored to their needs.

#### **Objectives**

3.2 - Prioritize relationship building and minimize trauma within the Coordinated Assessment System in collaboration with local youth organizations. *(Priority 2)*

*3.2 Action Item: Explore options to design an online portal for YYA to access Coordinated Assessment and ensure that service providers can access and share youth's information confidentially, to prevent the retraumatizing experience of reassessment by multiple agencies.*

*Lead Partner: YAB and CoC*

*Target Timeframe: 2022*

3.3 - Expand access to and utilization of the Coordinated Assessment System by unhoused youth. *(Priority 3)*

*3.3 Action Item: CoC Lead will review the list of Coordinated Assessment access points to identify opportunities for missing YYA serving agencies to be trained in Coordinated Assessment, expanding Coordinated Assessment System access points among agencies serving YYA.*

*Lead Partner: CoC Lead*

*Target Timeframe: 2022*

3.4 – Ensure that the Coordinated Assessment System promotes equity and helps to reverse existing racial, ethnic, and other disparities in the population of unhoused youth. *(Priority 4)*

*3.4 Action Item: Center equity in the CoC's planned Coordinated Assessment redesign process, and include at least one youth or young adult with lived experience of houselessness and one YHDP Planning Group member to participate in leadership of the redesign.*

*Lead Partner: YHDP Workgroup and YAB*

*Target Timeframe: 2022*

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### **Goal #4: Access**

The community acts with urgency to swiftly assist youth to move into permanent or non-time-limited housing options with appropriate services and supports.

#### **Objectives**

4.1 – Create and expand targeted housing programs that meet the specific needs of YYA as outlined in the Statement of Community Need. *(Priority 1)*

*4.1 Action Item: Seek new flexible funding sources to create new and expanded housing programs for YYA.*

*Lead Partner: YHDP Workgroup*

Target Timeframe: 2023

*4.1 Action Item: Establish best practice standards for youth-serving housing programs for distribution to youth-serving agencies and funders to strengthen existing services.*

*Lead Partner: YHDP Workgroup and YAB*

Target Timeframe: 2023

4.2 - Develop demographically reflective and culturally competent supportive services (e.g. LGBTQ+ specific services), including those provided by people with lived experience of houselessness. (Priority 2)

*4.2 Action Item: Develop the scope of work for the RFP of YHDP funds for housing and supportive services that 1) reflect the design priorities of YYA and 2) include peer support staff positions for people with lived experience of houselessness as youth.*

*Lead Partner: YHDP Workgroup and YAB*

Target Timeframe: 2022

4.3 – Create and expand outreach programs rooted in relationship building and youth choice to bridge access and entry into services and promote long-term stability. (Priority 3)

*4.3 Action Item: Update the Santa Clara County CoC Quality Assurance Standards (QAS) for Community Based and Drop-In Outreach and Navigation Services.*

*Lead Partner: YHDP Workgroup and YAB*

Target Timeframe: 2023

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## **Goal #5: Building System Capacity**

The community has resources, plans, and system capacity in place to prevent and quickly end future experiences of houselessness among youth.

### **Objectives**

5.1 – Increase capacity through targeted training and competency development for all key partners in systems that are directly connected to end youth and young adult houselessness. (Priority 1)

*5.1 Action Item: Establish a train-the-trainer curriculum for Adulthood and Authentic Youth Collaboration content and identify individuals in the system and community to become trainers.*

*Lead Partner: CoC Lead*

Target Timeframe: 2023

5.2 - Prioritize peer leadership roles for young people that actively value people with lived experience of houselessness (e.g. salaried positions with benefits) and encourage cross-system collaboration centered on youth voice. (Priority 2)

*5.2 Action Item: Establish position(s) within YHDP implementation partners with minimum qualifications of lived experience of homelessness as a youth.*

*Lead Partner: YHDP Workgroup*

[Target Timeframe: 2023](#)

5.3 - Improve communication and coordination across key community partners to ensure all system stakeholders are aware of and working together toward the goals of this plan. (Priority 3)

*5.3 Action Item: Identify YAB member(s) or other youth and young adult stakeholders to participate in various workgroups and stakeholder meetings across the service delivery system to elevate youth and young adult needs and priorities.*

*Lead Partner: CoC Lead*

[Target Timeframe: 2022](#)

5.4.1 - Develop an advocacy plan to address systemic barriers, including funding barriers. (Priority 4)

*5.4.1 Action Item: Establish an outreach campaign to advertise the YHDP RFP to a diverse and expanded pool of potential applicants and offer additional information sessions during the RFP period (if applicable).*

*Lead Partner: YHDP Workgroup*

[Target Timeframe: 2022](#)

5.4.2 – Allocate resources to address barriers regarding educational growth, such as financial aid, mental health resources, and social and academic support (e.g. tutoring and counseling).

*5.4.2 Action Item: Identify barriers to education, especially for youth with juvenile legal system experience.*

*Lead Partner: YAB and YHDP Workgroup*

[Target Timeframe: 2023](#)

**Goals and Priorities Matrix<sup>16</sup>**

	<i>Priority 1: Create and expand programs</i>	<i>Priority 2: Create relationship-centered partnerships and collaborative supportive services</i>	<i>Priority 3: Increase accessibility of services through outreach and consistent communication</i>	<i>Priority 4: Address systemic and structural barriers to enhance system capacity</i>
<i>Goal #1 The community identifies all unaccompanied youth experiencing homelessness</i>	Create and expand safe spaces and peer services for YYA experiencing homelessness to build trust and connection.	Create partnerships across the community to help identify young people experiencing homelessness.	Increase quantity and quality of outreach happening across the community focused on engaging all unhoused YYA.	Streamline data and information gathering processes focused on young people experiencing homelessness.
<i>Goal #2 The community uses prevention and diversion strategies whenever possible, and otherwise provides immediate access to low-barrier crisis housing and services to any youth who needs and wants it.</i>	Create and expand youth-specific services (including diversion, mental health services, housing, etc.) that are safe and culturally reflective for all identities.	Ensure that YYA have support designed to meet them where they are and develop networks across systems to prevent homelessness.	Create low-barrier ways for young people to access supports through in person, telephone, and virtual formats.	Create targeted advocacy and policy work focused on addressing root causes, issues that are contributing to homelessness, and providing long-term stability. Prioritize equity and reverse existing racial, ethnic, and other disparities in

<sup>16</sup> Blank matrix cells indicate where objectives were not identified by YYA or community partners for the corresponding goals and priorities.

				the population of unhoused youth.
<i>Goal #3 The community uses coordinated assessment processes to effectively link all youth experiencing houselessness to housing and services solutions that are tailored to their needs.</i>		Prioritize relationship building and minimize trauma within the Coordinated Assessment System in collaboration with local youth organizations.	Expand access to and utilization of the Coordinated Assessment System by unhoused youth.	Ensure that the Coordinated Assessment System promotes equity and helps to reverse existing racial, ethnic, and other disparities in the population of unhoused youth.
<i>Goal #4 The community acts with urgency to swiftly assist youth to move into permanent or non-time-limited housing options with appropriate services and supports.</i>	Create and expand targeted housing programs for young people experiencing houselessness that meet the specific needs of YYA as outlined in the statement of need.	Develop demographically reflective and culturally competent supportive services (e.g. LGBTQ+ specific services), including those provided by people with lived experience of houselessness.	Create and expand outreach programs rooted in relationship building and youth choice to bridge access and entry into services and promote long term stability.	
<i>Goal #5 The community has resources, plans, and system capacity in place to continue to prevent and quickly end future experiences of</i>	Increase capacity through targeted training and competency development for all key partners in	Prioritize peer leadership roles for young people that actively value people with lived experience of	Improve communication and coordination across key community partners to ensure all system stakeholders	Develop an advocacy plan to address systemic barriers, including funding barriers.

*houselessness among youth.*

systems that are directly connected to end youth and young adult houselessness.	houselessness (e.g. salaried positions with benefits) and encourage cross-system collaboration centered on youth voice.	are aware of and working together toward the goals of this plan.	Allocate resources to address barriers regarding educational growth, such as financial aid, mental health resources, and social and academic support (e.g. tutoring and counseling).
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## YHDP Projects

The Santa Clara County CoC received a two year Youth Homelessness Demonstration Program (YHDP) award of \$10.4 million. This funding will be allocated to high priority housing projects through a local funding process in 2022. Projects selected in this process will receive two year grants, with the possibility to renew those grants through the community's annual CoC Program application process.

To further the goals and objectives of this plan and support long-term housing stability for YYA, the YAB and the YHDP Planning Group identified the following project priorities for YHDP funding:

### **Rapid Rehousing for Young Adults (18-24)**

**Project Type Summary:** Rapid rehousing projects support young adults to identify and secure rental housing in the community. Rapid rehousing provides rental assistance and case management that can last up to 36 months, but should be targeted to the individual needs of the young adult participants. The goal of rapid rehousing is long-term housing stability, which requires connections to a rich array of services and resources in the community to support young adults in their personal, health and wellness, education, employment, and community goals.

#### **Project Type Details:**

- Project is designed to address the unique experiences and barriers faced by YYA.
- Every housed participant must have a lease in a housing unit not controlled by the project.
- Rental assistance level is based on participant need and steps down over time.
- Case management support should be responsive to participant need but will be intensive for many participants.
- Length of assistance is responsive to participant need, up to 36 months.

### **Joint Transitional Housing-Rapid Rehousing (TH-RRH) for Young Adults (18-24)**

**Project Type Summary:** A joint transitional housing-rapid rehousing project combines a transitional housing option and rapid rehousing supports in the same project. In transitional housing, young adults typically live in housing that is leased or owned by the project where they have access to case management, support, and resources for stability and well-being. Transitional housing may be in a single building or location, or it may be in multiple or scattered sites within the community. Transitional housing may provide resources and services on-site or off-site.

When a young adult determines that they are ready to transition to their own housing in the community, the full scope of rapid rehousing assistance described above under

“Rapid Rehousing for Young Adults (18-24),” must be provided by the joint TH-RRH project.

Young adults may choose to stay in transitional housing before locating and securing a unit with rapid rehousing assistance, or they may choose to bypass the transitional housing component and participate in rapid rehousing from the beginning. This project type provides flexibility and participant choice within a single project, to ensure continuity of support.

### **Project Type Details:**

- Project is designed to address the unique experiences and barriers faced by YYA.
- Project must be able to provide transitional housing, rapid rehousing, or both, as selected by each young adult participant.
- Length of assistance is responsive to participant need, up to 36 months.\*
- Transitional housing assistance is low-barrier and client-centered.
- Rapid rehousing services must match the full scope described under “Rapid Rehousing for Young Adults (18-24).”

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### **Project Design Expectations**

YYA who are unhoused face diverse barriers to housing stability and social-emotional well-being rooted in economic and social causes and shaped by personal experiences. Each young adult participant in rapid rehousing or joint transitional housing-rapid rehousing must have access to support and resources targeted to the specific barriers and needs they identify.

YHDP projects must be prepared to identify and provide support and resources as needed, based on participant-identified housing barriers. These supports may be provided by the YHDP project itself, or they may be provided through partnership or referral.

Key areas of support include:

- Housing location
- Housing stability case management and supports
- Life skills for independent living
- Peer support & community building
- Education
- Career development for long-term economic stability
- Social-emotional well-being
- Behavioral health care
- Medical care
- Legal services
- Child care
- Transportation

Rapid rehousing and joint transitional housing-rapid rehousing projects must include the following key design elements:

- Services and design are tailored to the unique experiences and barriers of young adults.
- Young adult leadership is centered in design and implementation.
- Hiring prioritizes peer support, including young adults with experience being unhoused.
- Case management and services are client-centered and strengths-based.
- Project staff support participants with respect, authenticity, and a focus on relationship building.
- Staff to participant ratio is low.
- Staff receive ongoing training and support to best support young adult participants.
- Resources and strategies are in place for landlord identification, engagement, and mediation.
- Design and implementation align with Housing First principles.
- Design and implementation align with Positive Youth Development principles.
- Project design and services are trauma-informed, which is supported by ongoing staff training.

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### Addressing Institutional and Societal Barriers

As described in the Statement of Community Need, specific identities and experiences can shape the unique institutional and societal obstacles to housing stability and well-being that YYA face. The YAB and the YHDP Planning Group have identified the following identities and experiences as being underserved within the current system and/or as benefitting from targeted or explicitly affirming project design:

- Black, Indigenous, and other youth of color
- LGBTQ+ YYA
- YYA with disabilities
- YYA with experience in foster care
- YYA with experience in the juvenile legal system
- YYA with experience of criminal sexual exploitation
- YYA who are undocumented or refugees

YHDP-funded projects must be prepared and equipped to assist all YYA with respect, cultural humility, and appropriate resources.

YHDP projects that are targeted to or explicitly affirming of a specific subpopulation must reflect that capacity in the design and implementation of the project. Examples of targeted design include:

- Staff with lived experience of houselessness that reflects the subpopulation, including both peer support and other staff roles;

- Staff training specific to the barriers, experiences, and potential unique challenges faced by the subpopulation;
- Specific language capacity;
- Internal capacity or partnerships to provide population-specific services (e.g. gender-affirming medical care, targeted legal services, trauma recovery, etc)

## Appendix A: YHDP Partner List

Stakeholder	Type of Partner	Description of Role
Youth Action Board	Youth Action Board	<p>The Youth Action Board (YAB) is an independent self-governing body comprised of youth in Santa Clara County. It is a voice and platform for unhoused youth and youth with unstable housing in the CoC and a thought leading group that builds leadership power for housing and economic justice.</p> <p><b>Planning &amp; Implementation:</b></p> <ul style="list-style-type: none"> <li>-Participant in YHDP Planning Group</li> <li>-Participant in YHDP Coordination Team</li> <li>-Final decision-maker in the YHDP Coordinated Community Planning process</li> <li>-Central participant in YHDP scoring and funding decisions</li> </ul>

<p>Bill Wilson Center</p>	<p>Runaway and Homeless Youth Program Providers / CoC Program Recipients</p>	<p><b>Planning &amp; Implementation:</b></p> <ul style="list-style-type: none"> <li>- Participant in YHDP Planning Group</li> <li>- Hosted Youth Listening Session</li> <li>- Provided data for CCP Statement of Community Need</li> </ul> <p><b>Direct Services:</b></p> <p>-Provides supportive services, outreach, emergency shelter, transitional housing, rapid rehousing, and permanent supportive housing for youth, young adults, and families. Supportive services include behavioral health services, family reunification, assistance with education and employment goals, financial planning workshops, and connection to health care.</p> <p>-Resources include targeted programs for pregnant and parenting youth, LGBTQIA+ youth, youth in foster care, youth exiting the juvenile justice system, and trafficked minors.</p>
<p>City of San José</p>	<p>Local and State Government</p>	<p><b>Planning &amp; Implementation:</b></p> <ul style="list-style-type: none"> <li>- Participant in YHDP Planning Group</li> <li>- Local funder</li> </ul>

<p>City of Cupertino</p>	<p>Local and State Government</p>	<p><b>Planning &amp; Implementation:</b></p> <ul style="list-style-type: none"> <li>- Participant in YHDP Planning Group</li> <li>- Local funder</li> </ul>
<p>Community Solutions</p>		<p><b>Planning &amp; Implementation:</b></p> <ul style="list-style-type: none"> <li>- Participant in YHDP Planning Group</li> <li>- Coordinated Population-Specific (Survivors) Stakeholder Feedback Session</li> </ul> <p><b>Direct Services:</b></p> <ul style="list-style-type: none"> <li>- Provides supportive services for children, YYA, adults, and families facing crises related to behavioral health, domestic violence, sexual assault, and human trafficking</li> </ul>
<p>Covenant House California</p>	<p>Non-Profit Youth Organizations</p>	<p><b>Planning &amp; Implementation:</b></p> <ul style="list-style-type: none"> <li>- Participant in YHDP Planning Group</li> <li>- Hosted Youth Listening Session</li> </ul> <p><b>Direct Services:</b></p> <ul style="list-style-type: none"> <li>- Operates LGBTQIA+ affirming transitional housing</li> </ul>

<p>Destination: Home</p>	<p>Local Advocacy, Research, and Philanthropic Organizations</p>	<p><b>Planning &amp; Implementation:</b></p> <ul style="list-style-type: none"> <li>- Participant in YHDP Planning Group</li> <li>- Destination: Home is a public-private partnership ending homelessness in Silicon Valley. Through their collective impact model, they incubate new ideas, advocate for policies, and fund impactful strategies that address the root causes of homelessness and help ensure that our most vulnerable neighbors have a stable home.</li> </ul>
<p>Fresh Lifelines for Youth</p>	<p>Juvenile and Adult Corrections and Probation</p>	<p><b>Planning &amp; Implementation:</b></p> <ul style="list-style-type: none"> <li>- Participant in YHDP Planning Group</li> </ul> <p><b>Direct Services:</b></p> <ul style="list-style-type: none"> <li>- Provides law-related education, case management, and coaching; mental health services; social and emotional learning; academic and career navigation support; mentorship; and reentry services for YYA impacted by the juvenile justice system</li> <li>- Provides staffing and facilitation support for a Youth Advisory Council, in partnership with the Santa Clara County Probation Department</li> </ul>

<p>Law Foundation of Silicon Valley</p>	<p>Local and State Law Enforcement and Judges</p>	<p><b>Planning &amp; Implementation:</b></p> <ul style="list-style-type: none"> <li>- Participant in YHDP Planning Group</li> </ul> <p><b>Direct Services:</b></p> <ul style="list-style-type: none"> <li>- Provides free legal services, including through partnerships with the Homelessness Prevention System and supportive housing providers</li> <li>- Operates Legal Advocates for Children and Youth (LACY) program</li> </ul>
<p>LifeMoves</p>	<p>CoC Program Recipients</p>	<p><b>Planning &amp; Implementation:</b></p> <ul style="list-style-type: none"> <li>- Participant in YHDP Planning Group</li> </ul> <p><b>Direct Services:</b></p> <ul style="list-style-type: none"> <li>- Provides supportive housing, interim housing, and supportive services for unhoused families and individuals</li> </ul>
<p>Razing the Bar</p>	<p>Non-Profit Youth Organizations</p>	<p><b>Planning &amp; Implementation:</b></p> <ul style="list-style-type: none"> <li>- Participant in YHDP Planning Group</li> </ul> <p><b>Direct Services:</b></p> <ul style="list-style-type: none"> <li>- Provides mentorship and housing supports for current and former foster youth, with a focus on building permanent relationships</li> </ul>

<p>San José State University</p>	<p>Institutions of Higher Education</p>	<p><b>Planning &amp; Implementation:</b></p> <ul style="list-style-type: none"> <li>- Participant in YHDP Planning Group</li> </ul>
<p>Santa Clara County Office of Education</p>	<p>Local and State Educational Agencies</p>	<p><b>Planning &amp; Implementation:</b></p> <ul style="list-style-type: none"> <li>- Participant in YHDP Planning Group</li> </ul>
<p>Santa Clara County Superior Court</p>	<p>Local and State Law Enforcement and Judges</p>	<p><b>Planning &amp; Implementation:</b></p> <ul style="list-style-type: none"> <li>- Participant in YHDP Planning Group</li> </ul>
<p>Santa Clara Family Health Plan – Community Resource Center</p>	<p>Health Agencies</p>	<p><b>Planning &amp; Implementation:</b></p> <ul style="list-style-type: none"> <li>- Hosted Youth Listening Session</li> </ul> <p><b>Direct Services:</b></p> <ul style="list-style-type: none"> <li>- The Santa Clara Family Health Plan (SCFHP) Blanca Alvarado Community Resource Center is a convenient, welcoming, and safe space committed to advancing the health of SCFHP members and</li> </ul>

		<p>East San José residents. The Center collaborates with safety-net agencies to offer community-responsive and culturally competent health and wellness programs and helps connect residents to resources.</p>
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<p>County of Santa Clara Behavioral Health Services Department</p>	<p>Local and State Government / Mental Health Agencies</p>	<p><b>Planning &amp; Implementation:</b></p> <ul style="list-style-type: none"> <li>- Participant in YHDP Planning Group</li> <li>- Partnered with the Office of Supportive Housing to provide staffing and facilitation for the YHDP Coordinated Community Planning process</li> <li>- Coordinated Population-Specific (LGBTQ+) Stakeholder Feedback Session</li> </ul> <p><b>Direct Services:</b></p> <ul style="list-style-type: none"> <li>- The County of Santa Clara Behavioral Health Department assists individuals in the community affected by mental illness and serious emotional disturbance to achieve their hopes, dreams and quality of life goals. Services are delivered in the least restrictive, non-stigmatizing, most accessible environment within a coordinated</li> </ul>
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		<p>system of community and self-care, respectful of a person's family and loved ones, language, culture, ethnicity, gender and sexual identity.</p>
<p>County of Santa Clara Juvenile Probation</p>	<p>Juvenile and Adult Corrections and Probation</p>	<p><b>Planning &amp; Implementation:</b></p> <ul style="list-style-type: none"> <li>- Participant in YHDP Planning Group</li> <li>- Provided data for CCP Statement of Community Need</li> </ul> <p><b>Direct Services:</b></p> <ul style="list-style-type: none"> <li>- Juvenile Probation provides an opportunity for youth offenders to remain at home, when possible, under supervision of the Court and the Probation Department while receiving services to address their needs.</li> </ul>
<p>County of Santa Clara Office of Reentry Services</p>	<p>Juvenile and Adult Corrections and Probation</p>	<p><b>Planning &amp; Implementation:</b></p> <ul style="list-style-type: none"> <li>- Participant in YHDP Planning Group</li> <li>- Hosted Youth Listening Session</li> </ul>

		<p><b>Direct Services:</b></p> <ul style="list-style-type: none"><li>- The County of Santa Clara Office of Reentry Services strives to build safer communities by providing resources to formerly incarcerated individuals and helping them heal and reintegrate back into the community.</li></ul>
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<p>County of Santa Clara Office of Supportive Housing</p>	<p>Local and State Government</p>	<p><b>Planning &amp; Implementation:</b></p> <ul style="list-style-type: none"><li>-As the CoC Collaborative Applicant, provided staffing and facilitation for the YHDP Coordinated Community Planning process</li><li>-As HMIS Lead, provided data for the CCP Statement of Community Need</li><li>-Provides staff support and funding for the YAB</li><li>-CCP development and drafting</li></ul> <p><b>Direct Services:</b></p> <ul style="list-style-type: none"><li>- The Office of Supportive Housing's (OSH) mission is to increase the supply of housing and supportive housing that is affordable and available to extremely low income and /or special needs households. OSH supports the County mission of promoting a healthy, safe, and prosperous community by ending and preventing homelessness.</li></ul>
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<p>Santa Clara Valley Medical Center</p>	<p>Health Agency</p>	<p><b>Planning &amp; Implementation:</b></p> <ul style="list-style-type: none"> <li>- Participant in YHDP Planning Group</li> </ul> <p><b>Direct Services:</b></p> <ul style="list-style-type: none"> <li>- Santa Clara Valley Medical Center Hospital and Clinics (SCVMC) is an integral part of the public healthcare delivery system in Santa Clara County, emphasizing quality care, research, teaching, innovation, and most importantly, a focus on a positive patient experience. SCVMC’s mission has been to provide high quality accessible healthcare and excellent service to all persons in Santa Clara County regardless of their social-economic status and ability to pay.</li> </ul>
<p>County of Santa Clara Social Services Agency</p>	<p>Public Child Welfare Agencies</p>	<p><b>Planning &amp; Implementation:</b></p> <ul style="list-style-type: none"> <li>- Participant in YHDP Planning Group</li> <li>- Coordinated Population-Specific (Foster Youth) Stakeholder Feedback Session</li> </ul> <p><b>Direct Services:</b></p> <ul style="list-style-type: none"> <li>- The County of Santa Clara Social Services Agency (SSA) mission is to provide resources and opportunities in a culturally responsive manner to enhance the quality of life in the community by protecting, educating, and empowering individuals and families. SSA’s vision is to serve, empower, and transform.</li> </ul>

<p>South Bay Coalition to End Human Trafficking</p>	<p>CSEC Program</p>	<p><b>Planning &amp; Implementation:</b></p> <ul style="list-style-type: none"> <li>- Participant in YHDP Planning Group</li> </ul> <p><b>Direct Services:</b></p> <p>-Includes 30 member agencies, including direct service providers providing case management and support to survivors of gender-based violence, and legal service providers providing a breadth of services including immigration relief.</p>
<p>S.T.A.R. Programs – St. Andrew’s Residential Programs</p>	<p>Non-Profit Organization for Youth &amp; Young Adults</p>	<p><b>Planning &amp; Implementation:</b></p> <ul style="list-style-type: none"> <li>- Participant in YHDP Planning Group</li> </ul> <p><b>Direct Services:</b></p> <ul style="list-style-type: none"> <li>- Provides support for resource families and placement services for children and youth in the foster care, juvenile justice, and refugee foster care systems</li> <li>- Provides case management, supportive services, and supervision to YYA in residential program setting</li> <li>- Operates Transitional Housing Placement Program for youth and Program Transitional Housing Placement Plus Foster Care (THP-NMD) for young adults in foster care, juvenile justice, and refugee foster care</li> </ul>

<p>The LGBTQ Youth Space</p>	<p>Culturally Specific - LGBTQ</p>	<p><b>Planning &amp; Implementation:</b></p> <ul style="list-style-type: none"> <li>- Participant in YHDP Planning Group</li> </ul> <p><b>Direct Services:</b></p> <ul style="list-style-type: none"> <li>- Provides drop-in space, mental health services, community building, and peer support LGBTQ+ YYA</li> </ul>
<p>Young Women's Freedom Center</p>	<p>Non-Profit Youth Organizations</p>	<p><b>Planning &amp; Implementation:</b></p> <ul style="list-style-type: none"> <li>- Participant in YHDP Planning Group</li> </ul> <p><b>Direct Services:</b></p> <ul style="list-style-type: none"> <li>- Policy advocacy and leadership development organization by and for cis and trans young women, trans young men, and gender-expansive young people who have been disproportionately impacted by incarceration, racist and sexist policies, and the juvenile and criminal justice systems</li> </ul>

## Appendix B: Signature Page

The Santa Clara County Community Plan to End Youth and Young Adult Houselessness provides a shared vision and roadmap for the community's collective work to support youth and young adults as whole people, and to prevent and end houselessness for our youth and young adults.

This plan is approved by the Youth Action Board and by the Santa Clara County Continuum of Care.

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3/30/2022

**Legend Mull, Member  
Youth Action Board**

**Date**

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3/30/2022

**Jennifer Loving, Chair of Board  
Santa Clara County Continuum of Care Board**

**Date**

The following partners affirm that this plan represents our community's shared vision and goals to prevent and end youth and young adult houselessness:

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3/30/2022

**Consuelo Hernandez, Director  
County of Santa Clara Office of Supportive Housing  
(Local Government)**

**Date**

DocuSigned by:  
  
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3/30/2022

**Robert Menicocci, Director  
County of Santa Clara Social Services Agency  
(Public Child Welfare Agency)**

**Date**

DocuSigned by:  
  
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3/30/2022

**Debbie Pell, Chief Program Officer  
Bill Wilson Center  
(Runaway and Homeless Youth Provider)**

**Date**