

Seattle/King County Continuum of Care Youth Homelessness Demonstration Program Coordinated Community Plan

All Home, the Seattle-King County Continuum of Care (CoC), is submitting the following Coordinated Community Plan as part of our Youth Homelessness Demonstration Program (YHDP) Grant. This plan follows the Draft YHDP Plan submitted to HUD in July 2017. The revisions include:

- Further detail in the Statement of Need, detailing data points missing from the first draft and incorporating results of recent needs assessments (beginning on page 11) conducted with youth and young adults experiencing homelessness or housing instability
- More comprehensive detail and specifics related to the Objectives and Action Steps (beginning on page 13) to reflect clear measures, action steps to address the needs of all subpopulations, responsible partners, and timeline
- Updated Project Timeline and Planning Activities, including implementation of the new Joint Committee (beginning on page 20)
- The final and revised list of YHDP-Funded projects and inclusion of non-YHDP Funded Projects (beginning on page 24)
- Overview of the key strategies for addressing the needs of each subpopulation and each of the key principles (beginning on page 30) outlined in the HUD YHDP Notice (additional data and specific action steps also incorporated throughout the plan)
- A refined Continuous Quality Improvement Plan (see page 33)
- Updated Partner List (Appendix E) and Project List (Appendix F)
- A new Appendix providing further detail on the results of the Scenario Planning Tool (Appendix D) and references throughout the plan of how each project is responsive to the current need in King County and informed by the needs of youth and young as voiced by young people in our community.

Acknowledgements

As the Continuum of Care Lead agency and lead for the Youth Homelessness Demonstration Program, All Home would like to thank the many individuals, community partners, and organizations that participated in this effort.

More than 100 partners and stakeholders have contributed their experience, expertise, and best thinking to ensure that the YHDP grants lead to undeniable progress in ending the experience of homelessness and housing instability for youth and young adults in our community. From contributions to the original application which resulted in Seattle/King County being selected as one of the ten YHDP communities, to the many hours of strategizing, ideating, and story/experience sharing that has developed the Coordinated Community Plan (the YHDP Plan) and accompanying projects, the support of all participants was, and remains, crucial to the successful impact of the grants.

First and foremost, we thank all youth and young adults who have shared their experience and their expertise to contribute to the YHDP Plan, including all of the Youth Advisory Board (YAB) members and

applicants. Your voice is the most important part of this process and will lead us to the best possible results. Also, a special thanks to the Northwest Network, particularly, Brennon Ham and James Keum, for your leadership and support of the Youth Advisory Board from application to onboarding and ongoing development and recruitment.

Additionally, we thank the many community members, system partners, providers, and government and private funders who have contributed their input to inform the development of the YHDP Plan. All Home would also like to recognize the special contribution of The Raikes Foundation to support further data analysis, ensuring the efforts of YHDP remain focused on making youth and young adult homelessness rare, brief, and one-time.

Lastly, we'd like to thank all members of the decision-making bodies, the Youth Advisory Board, the All Home Coordinating Board, and the Children's Administration (CA), who have already contributed significant time and thought on the YHDP Plan and have continued their commitment to inclusive and collaborative decision-making as we work towards implementation. We appreciate your commitment in selecting projects, and supporting continuous improvement and accountability in a manner that supports all young people experiencing a housing crisis in our community. With your assistance, we will further develop a coordinated system response that more equitably addresses the needs of youth of color, minors under the age of 18, LGBTQ youth, victims of sexual trafficking and exploitation, young families, and youth involved in juvenile justice and foster care systems.

Table of Contents

Contents

Acknowledgements.....	1
Table of Contents.....	3
Introduction/Background/Local Context:	4
Statement of Need	6
Vision.....	13
Goals, Objectives and Action Steps.....	13
Planning Structure & Activities	20
Timeline & Activities	20
Planning & Coordination	21
Governance Structure	23
Decision-Making Bodies	23
Implementation & Oversight	24
Seattle/King County YHDP – Final Project List.....	24
YHDP-Funded Projects:.....	25
Non-YHDP Funded Projects.....	28
Project Principles and Subpopulation Strategies	30
Continuous Quality Improvement Plan	33
Conclusion.....	35
Appendix.....	35

Introduction/Background/Local Context:

Introduction

The Seattle/King County CoC is thrilled to have been selected by the U.S. Department of Housing and Urban Development (HUD) as one of 10 communities in the country to participate in the Youth Homelessness Demonstration Program (YHDP). More than 100 community partners and stakeholders have come together over the past nine months to develop interventions and strategies that will help us reach our goal of ending youth and young adult homelessness in Seattle/King County.

The objective of this demonstration grant is to end homelessness among youth and young adults (YYA) by building comprehensive systems of care for young people through promising and innovative strategies.

Through this demonstration program, Seattle/King County will:

- Partner with the Youth Advisory Board (YAB) on YHDP Plan implementation, continuous quality improvement strategies, and development of a framework for sustainable YYA input, beyond YHDP funding;
- Better understand and address the unique needs of subgroups of unaccompanied YYA and pregnant and parenting youth, including LGBTQ, YYA of color, victims of sexual trafficking and exploitation, and youth involved with juvenile justice and foster care systems; and
- Ensure that the appropriate types of housing assistance and levels of service effective in providing safe and stable housing are available within the community and accessible without preconditions.

Background

The development of the YHDP Plan was built off of the strong foundation that already existed in our community. In 2013, the Seattle/King County CoC adopted our first Comprehensive Plan to End Youth and Young Adult (YYA) Homelessness by 2020, which identified our community's vision to end homelessness among YYA in King County by 2020 and our 18 month implementation strategy. This plan was updated in 2015 with the YYA Comprehensive Plan Refresh. The Refresh was endorsed in May 2015 by the YYA Affinity Group (known at the time as the YYA Advisory Group, and comprised of funders, providers, system partners, and advocates), Youth Advocates Ending Homelessness (YAEH), and the Youth Funders Group (comprised of public and private funders). The Refresh outlines our community's strategies to make YYA homelessness rare, brief, and one-time, and to support YYA of color, LGBTQ YYA, and to strengthen housing access and options.

Our successful community process and strong partnerships have resulted in implementation of most elements of the YYA plan and Comprehensive Plan Refresh, including many interventions, such as family engagement efforts, Rapid Re-Housing, host homes, employment services, and LGBTQ capacity-building efforts. The YHDP has afforded us an opportunity to broaden and deepen these existing partnerships as well as to engage new entities in efforts to prevent and end YYA homelessness in Seattle/King County.

All Home, the local lead agency for the CoC, is the lead for the YHDP and has coordinated our community's efforts to prevent and end YYA homelessness since 2013, convening funders, providers, system partners, YYA who have experienced homelessness, and other stakeholders. All Home led the development of our community's Comprehensive Plan (mentioned above), which is aligned to the USICH framework, and demonstrates our commitment to the goals of making YYA homelessness rare, brief, one-time, and addressing disproportionality for YYA of color and LGBTQ YYA.

All Home's role in YHDP is to facilitate plan development and implementation, coordinate local stakeholder and partner engagement, and to work with HUD, Technical Assistance partners, and other YHDP communities. The project is supported by staff from All Home, in conjunction with a core planning team, the Joint Committee (see page 24). This group includes members from local government (City and County representatives), local funders, the Children's Administration, representatives from the All Home Coordinating Board (CoC Board), and members of the Youth Advisory Board. The voices of many other community stakeholders were incorporated throughout this planning process through existing committees and workgroups.

These planning bodies also worked closely with our technical assistance partner, The Technical Assistance Collaborative (TAC), which was provided to us through HUD TA, and participated in regular information sharing with other YHDP communities, through both remote and in-person gatherings.

Local Context

Since 2011, our community has been engaged in systemic, regional efforts to prevent and end homelessness among YYA, ages 13 to 24 who are not in the physical custody of their parent or guardian. Through coming together to identify gaps, investing in innovative programs and strategies, and implementing system improvements, such as coordinated entry for young adults, we have a strong foundation in place to make YYA homelessness rare, brief, and one-time. Being selected as one of the YHDP communities has positioned our CoC to accelerate our community's progress in preventing and ending YYA homelessness and more systemically address unaccompanied youth homelessness.

Youth voice has been an integral part in our planning processes. All Home has partnered closely with The Mockingbird Society's Youth Advocates Ending Homelessness (YAEH) on efforts to prevent and end YYA homelessness. YAEH, comprised of young people ages 13-24 who have experienced homelessness, was a formal participant in the development of the CoC's comprehensive Plan to Prevent and End Youth Homelessness. YAEH conducted a six-month long planning process resulting in inclusion of YYA-led recommendations in the Comprehensive Plan and YAEH endorsement of the overall plan. Additionally, All Home has obtained input from YAEH and agency-level youth advisory boards on the design of specific strategies such as coordinated entry, expanded employment programming for homeless YYA, and King County's Best Starts for Kids Youth and Family Homelessness Prevention Initiative (a newly-approved County levy supporting improved health and well-being of King County residents by investing in prevention and early intervention for children, youth, and families). All Home has also long maintained a Consumer Advisory Council as part of its governance structure; this group is comprised of individuals with current or past experiences of homelessness and YYA.

Based on the outcome of these previous planning processes over the past several years, we have begun to test new methodologies by broadening the array of housing models available to young people experiencing homelessness. We have heard directly from YYA through YAEH and learned from national best practices that we need to strategically invest in a more diverse range of housing models to meet the differing needs and preferences of YYA experiencing homelessness. This requires our community to shift culture and framing around interventions for YYA. Recent expansions include CoC-funded Rapid Re-Housing for YA, a pilot host homes program funded by private philanthropy, shelter diversion and navigation for young people, new housing programs in South King County to address significant geographic gaps in services, YA housing programs operated by mental health providers to provide stronger behavioral health services, and a rental assistance program funded by housing authorities and private

philanthropy. Our community values evaluation in new and existing interventions and has invested in evaluation in several areas, having recently completed a retrospective assessment of existing RRH-type programming for YA and with formal evaluations of YA diversion and host homes underway.

Our community would like to continue to refine or pursue a number of interventions. These are included in the YHDP Plan and are designed to accelerate progress toward our community goals of making YYA homelessness rare (measured by having no unsheltered YYA and reducing the inflow of new entries into homelessness), and making homelessness brief and one-time (measured by reduced length of time homeless and reduced returns to homelessness). We also seek to ensure our system incorporates the following key principles:

- Focus on special populations (pregnant/parenting, LGBTQ, under 18, system-involved, victims of exploitation, YYA of color)
- Incorporate Positive Youth Development and Trauma-Informed Care, as well as family engagement into the system
- Ensure housing with no pre-conditions
- Include youth choice
- Ensure youth will have access to individualized, tailored housing and service supports that fit their situation
- Support social and community integration
- Ensure a youth-appropriate coordinated entry system

Key Definitions for terminology used throughout the YHDP Plan:

Youth = Minors under the age of 18

Young Adults = Young Adults, ages 18-24

Statement of Need

Understanding the scope and nature of YYA homelessness through improved data collection and evaluation has been a priority in Seattle/King County for many years, including the impact of homelessness on special populations. Use of the best available data is critical to understanding the changing needs among YYA experiencing homelessness, and we acknowledge that data collected through HMIS, annual Point In Time counts, and other traditional data collection methods have limitations and do not reflect the experiences of those who are not yet connected with services.

The CoC piloted the first count specific to young people experiencing homelessness, Youth Count!, in 2013. This began as an independent effort, separate from the general Point In Time count conducted across the county annually. Over the years, the methodology and breadth of effort expanded to include more comprehensive strategies for enumeration and increased participation of community partners and YYA peers.

In June of 2016, Seattle/King County participated in the Chapin Hall Voices of Youth Count, a national effort to evaluate the scope of YYA homelessness in 22 communities across the country. Most recently, Seattle/King County's 2017 Point In Time Count, Count Us In, fully integrated the youth count into the overall methodology for the first time. Count Us In adopted the most comprehensive enumeration to date in Seattle/King County, using a full census tract canvassing approach, peer leads for street count teams and conducting surveys, and specialized approaches for enumerating encampments, vehicle residency, and busses.

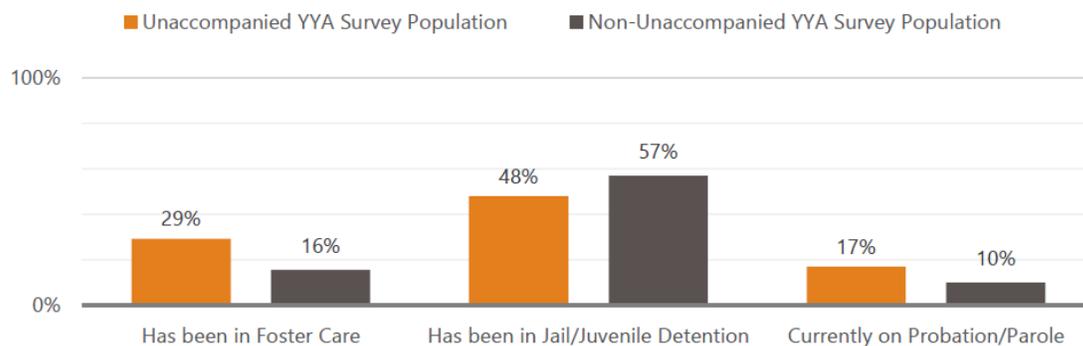
As seen in the figures below, Count Us In 2017 estimated 1,498 individuals experiencing homelessness (HUD Definition Category 1) on the day of the count were unaccompanied youth and young adults (13% of the total count population), and an estimated 364 individuals were part of a household with a parent under the age of 25.

Total Youth and Young Adults (YYA) Homeless Population: 1,862¹			
80% Unaccompanied YYA (n=1,498)		20% Pregnant/Parenting YYA (n=364)	
221 Youth (Under 18)	1,277 Young Adults (18-24)	142 Parents under age 25	222 Children under age 18

Notable findings from Count Us In 2017 include:

- Compared to all other Count Us In survey respondents, unaccompanied YYA identified as lesbian, gay, bisexual, transgender, or queer at notably higher rates than other survey respondents (28% compared to 14%).
- Unaccompanied YYA also reported higher rates of systems involvement (see graph below), with 29% indicating ever being in foster care and 17% currently being on probation or parole, compared to 16% and 10% respectively among all other survey respondents.
- Compared to the remainder of the count population, young people identified as Black or African American at lower rates, and as Hispanic or Latino or with multiple races at higher rates.
- An estimated 43% of unaccompanied YYA experiencing homelessness identified as White. Twenty-six percent (26%) identified as Black or African American, 17% identified as Hispanic or Latino, 8% identified as American Indian or Alaska Native, 4% identified as Native Hawaiian or Pacific Islander, 1% identified as Asian, and 19% identified with multiple races.
- Of the entire population surveyed (all ages) during Count Us In, 46% first experienced homelessness under the age of 25.

SYSTEMS INVOLVEMENT AMONG COUNT US IN 2017 SURVEY RESPONDENTS, UNACCOMPANIED YOUTH AND YOUNG ADULTS (YYA) AND ALL OTHER RESPONDENTS (labeled in chart as “Non-Unaccompanied YYA”) BY COMPARISON²



¹ <http://allhomekc.org/wp-content/uploads/2017/05/2017-Count-Us-In-PIT-Comprehensive-Report.pdf>

² <http://allhomekc.org/wp-content/uploads/2017/05/2017-Count-Us-In-PIT-Comprehensive-Report.pdf>

Spotlight: Impact of Homelessness on Young Parents

Of the estimated 905 families experiencing homelessness on the night of Count Us In 2017, 135 were households headed by a young parent under the age of 25. Homeless youth and young adults who are pregnant or parenting experience very unique impacts. Housing eligibility is often driven by household composition (i.e. housing for single adults or families); when youth are pregnant they are forced to move to the appropriate housing program right before they give birth. This move, in addition to being a first-time parent, can be a very stressful and isolating experience. It is important that there are warm handoffs between staff and no interruptions in housing. Young parents may be struggling with different distinct problems including being homeless while parenting young children or needing to secure housing before reuniting with children in the care of the children's administration. These young parents need quick access to shelter and housing to ensure the health and safety of their young children or may need legal aid to regain custody of their children. Beyond the usual array of homeless youth services pregnant and parenting youth express needs such as connection to childcare, prenatal care, and independent living skills that include a parenting component.

Spotlight: Impact of Homelessness on Victims of Sexual Exploitation

An estimated 300-500 minors are sexually exploited in King County every year. The Bridge Collaborative, a partnership of four local organizations providing specialized services to youth and young adults in King County who have experienced or are at risk of experiencing sexual exploitation, received 488 referrals between April 2014 and March 2017 and enrolled 208 youth and young adults in services. Of those enrolled, 62% were homeless or unstably housed. Victims of sexual trafficking and exploitation encounter severe safety issues similar to domestic violence survivors. Safety is key as well as immediate access to healthcare. It is important to have staff serving youth experiencing homelessness trained in working with this population, most importantly approaching young people with both trauma informed care and harm reduction techniques to build trust. LGBTQ youth and young adults are disproportionately represented in this subpopulation and require access to specialized services.

In addition to periodic regional count efforts, the CoC utilizes local data captured in the Homeless Management Information System (HMIS) to further understand the need and evaluate system responses to addressing YYA homelessness, including unaccompanied YYA, those at-risk of homelessness, and pregnant/parenting YYA.

Through local philanthropy, the community was able to bring in BERK consulting to do an analysis of our local data and develop a *Scenario Planning Tool* to model possible system outcomes based on the best available data about current needs and system performance.

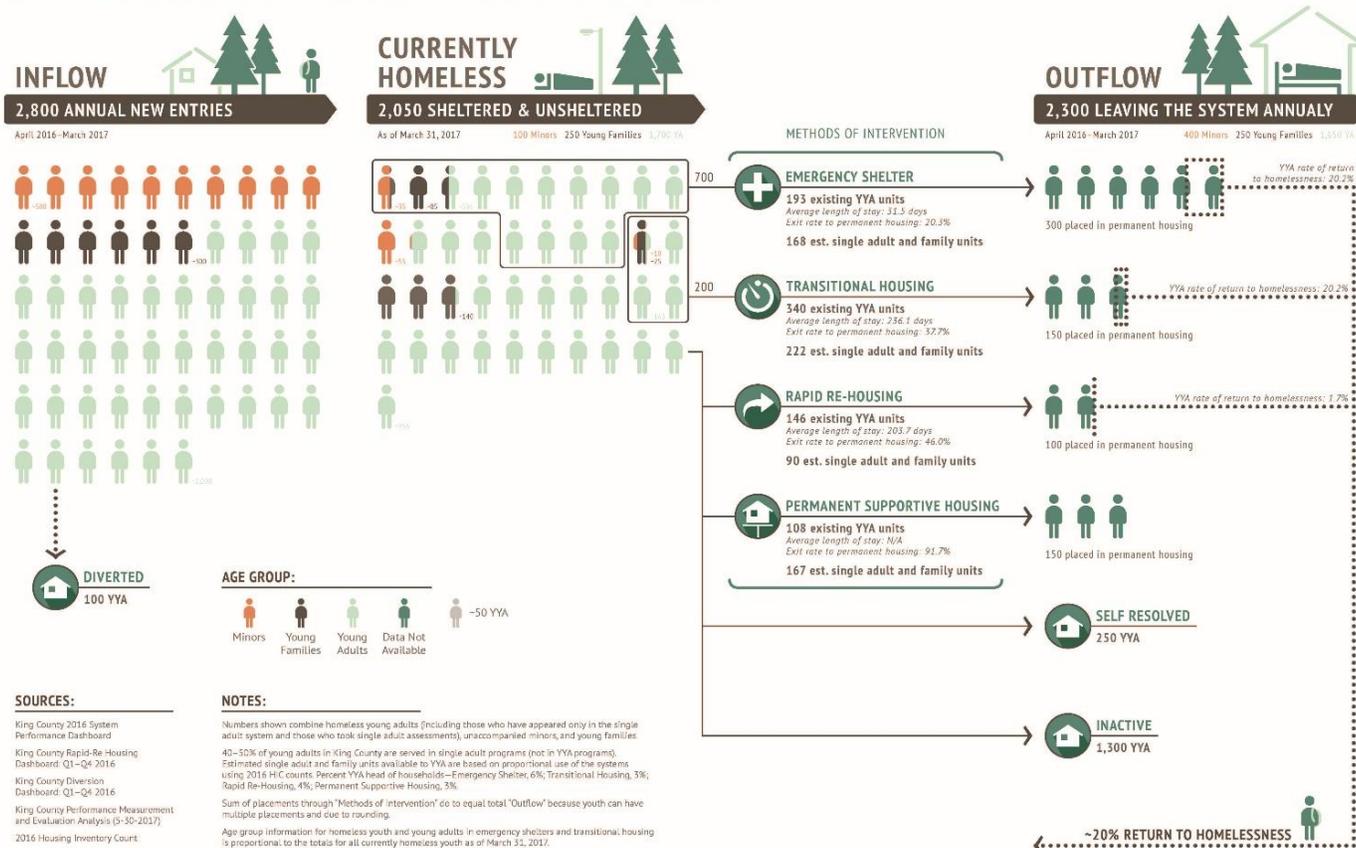
This recent analysis of Seattle/King County's current YYA data in HMIS showed:

- Average YYA annual inflow (new entries into homelessness) is 2,800 individuals - including 500 minors, 300 pregnant and parenting youth, and 2,000 unaccompanied young adults
- As of March 2017, the current list of actively homeless YYA (sheltered and unsheltered) was 2,050 individuals – including 100 minors, 250 pregnant and parenting youth, and 1,700 unaccompanied young adults

- Average YYA annual outflow (exiting the homeless system) is 2,300 individuals – exiting to Rapid Re-Housing, permanent supportive housing, other permanent housing, self-resolving, and tracked as inactive

YOUTH & YOUNG ADULT ANNUAL FLOW

DRAFT JUNE 15, 2017 | TIMEFRAME: APRIL 2016–MARCH 2017 | DATA INCLUDES ALL YYA <24, INCLUDING MINORS AND YOUNG FAMILIES



(See **Appendix B** for a full version of the above data flow)

Further Analysis of Inflow and YYA At-Risk of Homelessness: 2,800 new entries annually³

2,000 Young Adults newly homeless, including ~70 at risk of homelessness when they entered the system

510 Youth (under 18) newly homeless, including ~20 at risk of homelessness when they entered the system

300 Pregnant/Parenting Youth newly homeless, including ~10 at risk of homelessness when they entered the system

**710 unaccompanied students reported in the KC public schools during the 2014-2015 school year⁴*

All Home and BERK collaborated with system partners and other institutions to further analyze the impact of other systems on homelessness among minors under the age of 18. Data on minors under 18 in HMIS is more limited due to Washington state law that requires parental permission for entries in to HMIS for

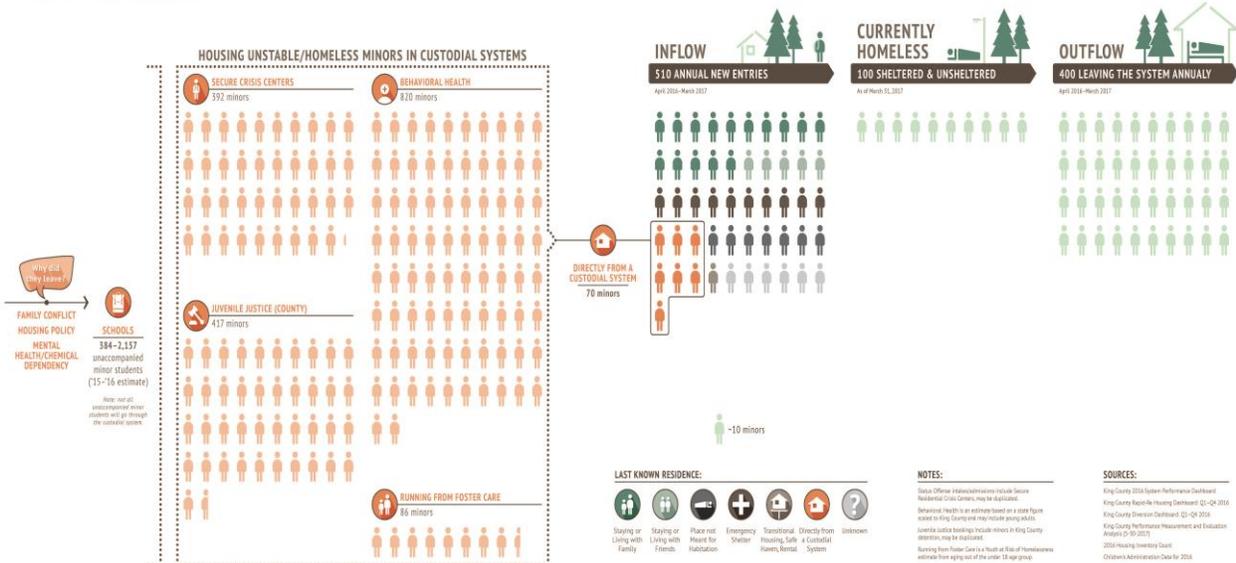
³ Source: Seattle/King County Homeless Management Information System (HMIS), April 2016–March 2017

⁴ Voices of Youth Count – KC Report: <http://allhomekc.org/wp-content/uploads/2015/09/King-Site-Report-Final.pdf>
October 18, 2017

anyone under the age of 18. The available information reflects that an estimated 510 minors newly enter the homeless system annually and approximately 400 individuals exit the system annually. Annually, more than 1,700 housing unstable or homeless youth are engaged with custodial systems including secure crisis centers, juvenile justice (JJ), behavioral health, or running from foster care. At least 70 minors newly enter the homeless system directly from one or more of these custodial systems.

UNDER 18 ANNUAL FLOW

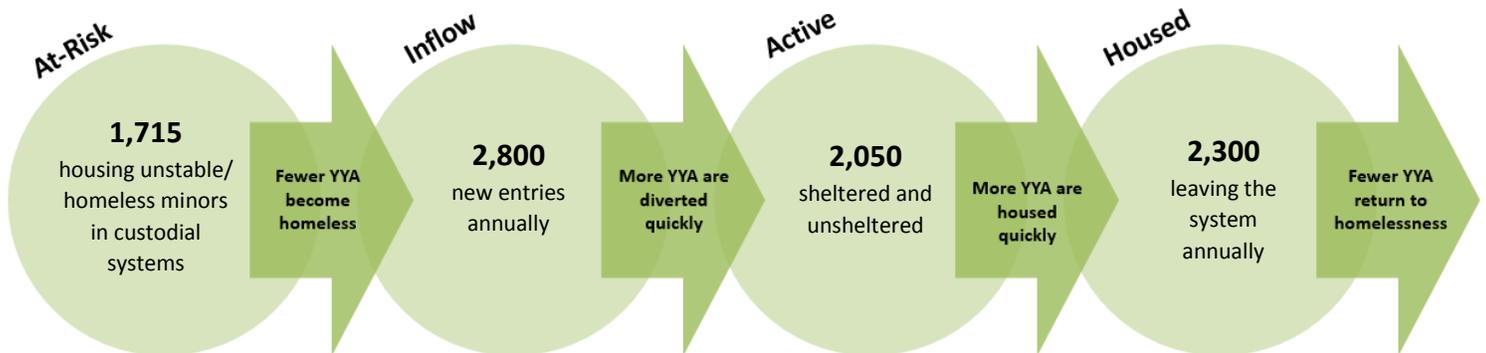
DRAFT JUNE 13, 2017 | TIMEFRAME: APRIL 2016-MARCH 2017



(See **Appendix C** for a full version of the above data flow)

Use of this data, as well as the *Scenario Planning Tool* that was developed, will help inform decision-makers about the potential impact of the various project proposals that are included in the YHDP Plan. This tool will help us better understand where there are gaps, alternative pathways to improving system performance, and guide new and existing investments. The tool will be used to estimate:

- Our ability to reach functional zero (as measured by the number of YYA experiencing homelessness is no greater than the average monthly placement rate at any point in time) for YYA in King County under different scenarios of improving system performance in core interventions (Diversion, Shelter, Transitional Housing, Rapid Re-Housing, and Permanent Housing); and
- How increased investments in these or other resources would increase housing options and/or reduce the number of people newly becoming homeless.



Below are some initial takeaways from the Scenario Planning Tool:

- We will never make progress if we continue doing things “as is” (continuation of current system performance) even if new permanent housing units are added to the system
- Diversion has a significant impact on the reduction of homelessness, immediately addressing the housing crisis for YYA newly becoming homeless (i.e. reducing inflow).
- In addition to using Diversion as a strategy to reduce new entries into homelessness (inflow), the YHDP Projects, particularly the YYA Navigators and Diversion, Youth Engagement Team, and Behavioral Health Crisis Response (see page 27) strategies are likely to support improved system performance through increased service connections, greater stability and behavioral health resources, stronger and more immediate connections with housing resources, etc.
- Increasing Rapid Re-Housing through the Bridge Housing Model (see page 25) significantly reduces the number of YYA experiencing homelessness

(See **Appendix D** for further analysis of system outcomes using the Scenario Planning Tool)

In addition to the above system data, multiple qualitative assessments and surveys of the needs of homeless and unstably housed YYA have been conducted over the last year which have highlighted key takeaways to inform future policy and practice and have informed the final projects included in this plan:

Housing, Education, and Employment Needs	Social and Emotional Well-being
Youth of Color Needs Assessment⁵ (April 2017) Population: Homeless and Unstably housed YYA, including homeless and unstably housed pregnant and parenting YA (103 participants)	
<ul style="list-style-type: none"> ▪ Need for services and information systems to remain nuanced and reflexive in their understanding of the complex roles that families play in young people of color’s lives and experiences of homelessness ▪ Clarifies the features and components of services that young people of color said they wanted, including strength-based and flexible services that support their self-determination ▪ Need to build organizational pathways so that program participants can move into leadership positions and even gain employment within the homeless response and youth-serving fields and overall value of job and employment programs. 	<ul style="list-style-type: none"> ▪ A call to continue addressing the structural conditions that undergird the experiences of homelessness for young people of color ▪ Opportunities to expand the positive relationships homeless young people of color can build with caring adults ▪ Pregnant and parenting YA talked about the judgment and harm they received from case managers who are not parents themselves.
City of Seattle Needs Assessment⁶ (November 2016) Population: Homeless YYA, including pregnant and parenting YA (81 surveyed under age 25)	
<ul style="list-style-type: none"> ▪ More than 43% of respondents (all ages) reported their first experience of homelessness occurred when they were less than 25 years old, and 29% of youth ages 18-24 reported not receiving services (slightly higher than other age 	<ul style="list-style-type: none"> ▪ Youth and Young adults report experience with DV at high rates (51%) and 40% of respondents under the age of 25 report a history of foster care; much higher than that of the general population.

⁵ <http://www.nwnetwork.org/youth-of-color-needs-assessment>

⁶ <http://humaninterests.seattle.gov/2017/03/03/city-of-seattle-2016-homeless-needs-assessment/>
 October 18, 2017

groups), stressing the need for increased outreach to homeless families and unaccompanied children and youth.

- The majority of respondents stated that rental assistance was the number one support needed to obtain permanent housing, followed by more affordable housing, and employment assistance.
- Focus group participants noted they had difficulty accessing available services due to lack of support navigating the resource and referral system.
- Participants felt outreach should be peer-based and through search and rescue teams.
- More than half of respondents under the age of 25 reported interest in shared housing.
- Over 26% of YA reported job loss as the primary cause of homelessness, followed by family/friends not allowing them to stay (16.3%)

- 28% of pregnant females surveyed were under the age of 25.
- Focus group participants identified the lack of support for youth transitioning out of foster care, combined with previous experiences of instability and abuse in foster care homes, as causes of homelessness.

2017 Count Us In⁷ (January 2017)

Population: Homeless YYA, including pregnant and parenting YA (309 surveyed under the age of 25)

- Unaccompanied youth and young adults reported not accessing any services at higher rates compared to all other survey respondents (15% compared to 6%).
- Need for increased connections to natural and community supports as unaccompanied youth and young adults cited family or friends not letting them stay with them, evictions, and incarceration as the reason for their homelessness more frequently than other survey respondents

Voices of Youth Count⁸ (June 2016)

Population: Homeless and unstably housed YYA, including homeless and unstably housed pregnant and parenting YA (448 surveyed YYA),

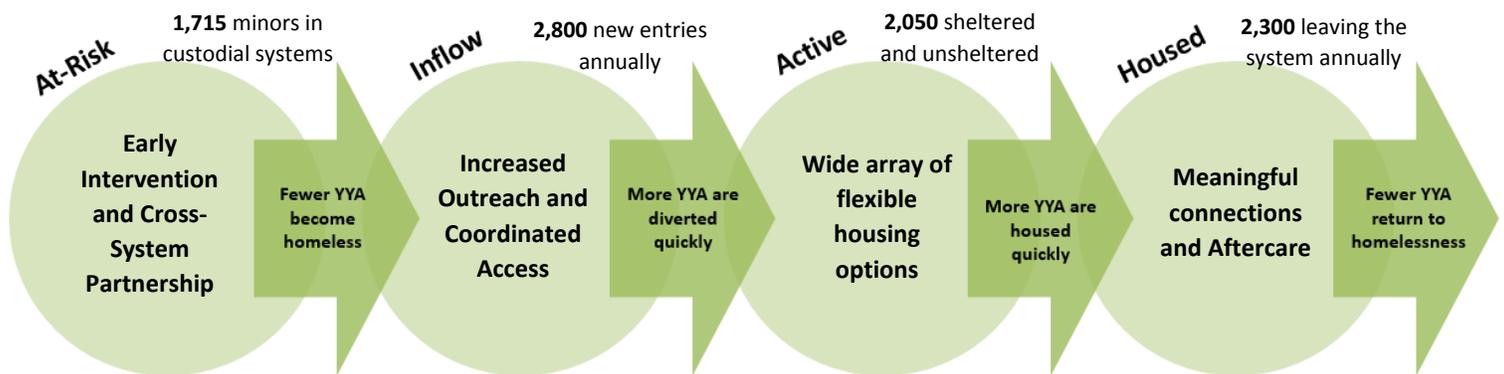
- Homeless and unstably housed youth in King County were less likely to be attending school and more likely to be employed than their peers at other Voices of Youth Count (VoYC) sites.
- 46% of homeless and unstably housed 16-24 year-olds were neither in school nor working compared to 11% of all 16-24 year-olds in King County.
- 39% of the female YYA reported being pregnant or parenting.
- All of the RHY providers that operate emergency shelters and most that operate transitional housing programs had a waiting list or had to turn youth away during the previous year suggesting a need for increased capacity to provide YYA with housing and shelter options.
- 59% of homeless and unstably housed youth reported having spent time in juvenile detention or jail or prison and/or in foster care, indicating a need for greater cross-sector investment and collaboration to ensure successful transitions for young people exiting the child welfare and juvenile or criminal justice systems.

⁷ <http://allhomekc.org/wp-content/uploads/2017/05/2017-Count-Us-In-PIT-Comprehensive-Report.pdf>

⁸ <http://allhomekc.org/wp-content/uploads/2015/09/King-Site-Report-Final.pdf>

- Results of the count compared with the number of unaccompanied students who were eligible for McKinney Vento services during the 2014-2015 school year suggests that minors who are experiencing homelessness or housing instability in King County are generally not seeking or receiving services from homeless service providers.

The learnings from the quantitative and qualitative data as well as use of the Scenario Planning Tool provide us with a framework for understanding the level of need and which interventions and approaches are necessary to reach our goals of making homelessness among youth and young adults rare, and if it does occur, ensuring it is brief and a one-time occurrence.



Vision

Our vision is that youth and young adult (YYA) homelessness is rare in King County, disparities related to race, ethnicity, sexual orientation, and gender identity are eliminated, and if an individual becomes homeless, it is brief and only a one-time occurrence. In addition, all YYA who do experience homelessness will receive appropriate services and achieve positive outcomes in the areas of stable housing, social and emotional well-being, permanent connections, and education and employment.

Goals, Objectives and Action Steps

The following outlines our YHDP goals, objectives, outcome measures, and action steps and are aligned with the United States Interagency Council on Homelessness (USICH) criteria and benchmarks for ending youth homelessness⁹. Progress will be tracked through HMIS and other data systems as applicable. Outcomes will be reported quarterly and shared with the Joint Committee and with local stakeholders through community meetings and the All Home website.

SYSTEM GOALS: RARE

The system uses prevention and diversion strategies whenever possible, and otherwise provides immediate access to low-barrier crisis housing and services to any youth experiencing homelessness who needs and wants it; the community coordinates a comprehensive set of strategies, spanning schools, the child welfare system, the

⁹ https://www.usich.gov/resources/uploads/asset_library/Youth_Criteria_Benchmarks_FINAL.pdf
October 18, 2017

justice system, and other youth-serving agencies and programs to identify and provide early intervention services to unaccompanied youth who are doubled up or couch-surfing and considered homeless under any federal definition.

Objectives	Action steps to achieve objectives/goals	Timeline/Responsible Partner*
<p>Objective #1: No YYA are experiencing unsheltered homelessness, with the rare exception of someone who has been identified and offered low-barrier crisis housing and services, but who has not yet accepted assistance.</p> <p>Measure: # of unsheltered YYA is no greater than the average monthly placement rate</p>	<ol style="list-style-type: none"> 1. The Youth Engagement Team (YET)** and Navigation Team** interventions will identify unaccompanied homeless YYA and ensure they receive appropriate services to quickly end their housing crisis 2. Increase services for family support including family reunification and kinship care 3. Continue to fund trainings for system providers on Trauma-Informed Care (TIC) and Positive Youth Development (PYD), create training on family reconnection skills with support and direction from Youth Advisory Board 4. Outreach to YYA experiencing unsheltered homelessness that have not yet accepted crisis housing and services, and continue to offer assistance at least once per week. 	<p>Ongoing Contracted providers, Children’s Administration, Juvenile Justice, and Schools Ongoing YET and Navigation/ Diversion Providers** Quarter 3: 2018 All Home/YAB</p> <p>Ongoing Navigation/Diversion and YET Providers**</p>
<p>Objective #2: YYA are prevented from becoming homeless or are diverted from entering the homeless housing system whenever possible</p> <p>Measure: Reduce inflow of homeless YYA by at least 10%</p>	<ol style="list-style-type: none"> 1. Increase diversion and prevention resources for YYA through expanded diversion and navigation and YET 2. Develop framework for tracking percentage of YYA who can be successfully diverted from crisis response system and more quickly exit to permanent housing 3. Increase family reunification supports and support the state-wide effort to create a Family in Need of Services (FINS) proposal detailing a prevention and intervention strategy for youth homelessness, including statutory changes, operational enhancement, services, and funding necessary to implement the improved system response to support minors, ages 12-17, who are unable to live at home due to family conflict, yet are not served through the child welfare system. 4. Provide system mapping of non-homeless specific resources that will increase diversion efforts including, employment, education, public benefits, and healthcare 	<p>Quarter 1: 2018 Navigation/Diversion and YET Providers** Quarter 2: 2018 All Home System Performance Committee</p> <p>Quarter 1: 2018 Washington State Office for Homeless Youth</p> <p>Quarter 2: 2018 Joint Committee</p>
<p>Objective #3: No YYA exit from systems into unsheltered homelessness.</p>	<ol style="list-style-type: none"> 1. Establish a multi-systems team to ensure tight connections and warm handoffs between systems when necessary, provide 	<p>Quarter 3: 2018 YET and Navigation/ Diversion Providers**</p>

Measure:

Zero YYA exit custodial systems directly into homelessness.

- diversion training to system staff to explore opportunities for housing prior to system exit
2. Identify specific juvenile justice strategy that includes diversion of all status offenders and low level offenders from the juvenile justice system. For those who cannot go home, provide housing in respite, shelter, CRCs, or HOPE beds (if authorized). Continued full screening, coordination and transition planning for all youth in detention, with stakeholders reviewing data quarterly. Ensure legal services to address civil issues that are causing housing instability.
 3. Assess strategy on youth returning from Juvenile Rehabilitation who are at risk of homelessness. Assess sufficiency of beds for youth who have violent felonies or sex offenses. Work with the state Office of Homeless Youth to train law enforcement to make appropriate referrals for young adults and reduce implicit bias.
 4. Increase identification of homeless students and strengthen prevention and early intervention efforts in K-12 and post-secondary institutions to more quickly end the crisis of homelessness for unaccompanied students. This includes identifying and expanding single point of contact between housing/services and schools. Explore supporting host homes for homeless students. Explore universal risk screening in middle and high school to prevent homelessness.
 5. Create task force to review data on discharges from inpatient chemical dependency and mental health beds as well as overlap with outpatient services. Task force should also review overlap with developmental disabilities.
 6. Increase prevention and early intervention services for at-risk or homeless YYA interacting with juvenile justice, child welfare, behavioral or mental health systems.

**Quarter 1: 2018
Juvenile Justice Committee**

**Quarter 3: 2018
Juvenile Justice Committee**

**Quarter 2: 2018
YET and Navigation/
Diversion Navigator in
Seattle Public Schools****

**Quarter 1: 2018
King County DCHS
(including Housing,
Behavioral Health, and
Developmental Disabilities
divisions)**

**Quarter 1: 2018
YET and Behavioral Health
Crisis Response Team****

*See Governance Structure section (beginning on page 23) and Appendix E for a complete list and description of key partners

**See YHDP Funded Projects List (beginning on page 24)

SYSTEM GOAL: BRIEF

The system acts with urgency to swiftly identify and assist all YYA experiencing homelessness to move into permanent or non-time-limited housing options with appropriate services and supports.

Objectives	Action steps to achieve objectives/goals	Timeline/Responsible Partner*
<p>Objective #1: No young person stays on the Coordinated Entry By Name List (BNL) longer than 60 days before exiting to safe and stable housing.</p> <p>Measure: Length of time from assessment to safe and stable housing/placement is less than 60 days for those YYA who choose to pursue a housing option.</p>	<ol style="list-style-type: none">1. Support YYA Navigator staff participation in coordinated entry including case conferencing process using the By Name List to ensure every YYA on the list is connected to a housing pathway and to troubleshoot any housing barriers	<p>Quarter 4: 2017 Navigator/Diversion Staff** King County Coordinated Entry for All (CEA)</p>
<p>Objective #2: YYA are connected with stable housing and permanent connections as quickly as possible.</p> <p>Measure: Average stay in emergency shelter is less than 30 days.</p>	<ol style="list-style-type: none">1. Increase acceptance rates (reduce denials and refusals) and decrease wait times into housing programs from CEA2. Maintain effective practices for CEA referrals resulting from the 100-day Challenge and extend to other populations to support pregnant and parenting YYA, including removing the requirement for background checks, allowing 30 days to gather needed documentation upon enrollment, connecting YYA to Housing Navigators within 48 hours of completing a CEA assessment, and implementing a weekly case conferencing process focused on speeding up referrals for the most vulnerable YYA, and other policies related to more efficient referrals.3. Increase dedicated non-time limited units for YYA experiencing homelessness4. Effectively link housing navigation and diversion services to shelters5. Develop standards of care and implement standard service plan and expectations for permanent housing discussions to start at entry for all services, shelter or transitional housing participants. Train general shelter staff on how to support YYA housing goals.	<p>Quarter 4: 2017 King County CEA, YYA Housing Providers, and Navigators Ongoing CEA, Joint Committee, and Navigators</p> <p>Quarter 1: 2018 Joint Committee/ Bridge Housing Providers** Quarter 1: 2018 Navigation/Diversion Providers** Quarter 1: 2018 Joint Committee/ YAB</p>

<p>Objective #3: No YYA seeking basic center services, emergency shelter, or other homeless housing intervention are turned away unless they can be successfully diverted to another safe, temporary living environment of their choosing</p> <p>Measure: Zero turnaways and/or denials from shelter and homeless housing</p>	<ol style="list-style-type: none"> 1. Increase crisis response beds (Behavioral Health Crisis Response, page 27) 2. Ensure shelter has standard, low barrier access for all YYA, with case management and CEA housing assessments on-site 3. Ensure homeless housing interventions adopt a housing first, low barrier approach and do not require preconditions to enrollment. Include expectations and support on the incorporation of TIC and PYD. 4. Identify gaps in the crisis response system for youth under 18, young parents, and YYA with sex offense status, exploring solutions such as host homes and respite beds, and ensure adequate supply of crisis beds for minors. 	<p>Quarter 1: 2018 King County DCHS Quarter 1: 2018 All Home, City of Seattle, and KC Quarter 1: 2018 Funders through CEA Case Conferencing</p> <p>Quarter 1: 2018 Joint Committee</p>
<p>Objective #4: All YYA housing programs will meet Seattle/King county system wide performance standards for length of stay (LOS) and percentage of exits to permanent housing (PH) while fostering youth choice.</p> <p>Measure: LOS Performance Standards (Minimum and Target): Shelter: 30 (min) to 20 days (target) TH: 270 (min) to 180 days (target) RRH: 180 (min) to 120 days (target) PSH: N/A</p> <p>PH Performance Standards (Minimum and Target): Shelter: 35% (min) to 50% (target) TH: 80% (min) to 85% (target) RRH: 80% (min) to 85% (target) PSH: 90% (minimum and target)</p>	<ol style="list-style-type: none"> 1. Establish, track and evaluate continuous improvement and provide individualized technical assistance for providers who fail to meet targets for successful exits 2. Provide standardized training and monthly learning circles for all pre-permanent housing staff, including outreach, housing navigators, shelter, and transitional housing staff. Include training component on family mediation and increasing exits to PH for unaccompanied youth. Reinforce TIC/PYD strategies and framework within learning circles to standardize how principles are being incorporated and reviewing data quarterly. 3. Convene outreach and navigation teams, including the Youth Engagement Team**, shelter staff, and coordinated entry staff for the purpose of case conferencing with a focus on the active list of young people awaiting housing through coordinated entry (By Name List weekly case conferencing) 4. Build stronger relationships with and support for landlords to enable fast, secure, and affordable housing for anyone under 25 in need of support in addition to comprehensive services to ensure stable housing through Landlord liaising/incentivizing, which would help to build autonomy and agency through housing stability. Train staff on landlord engagement strategies. 	<p>Quarter 3: 2018 City of Seattle, KC, and Joint Committee</p> <p>Quarter 2: 2018 YAB/All Home in collaboration with Funders and Providers</p> <p>Quarter 1: 2018 CEA in collaboration with Providers</p> <p>Quarter 3: 2018 Landlord Liaison Project (currently operated by King County)</p>

* See Governance Structure section (beginning on page 23) and Appendix E for a complete list and description of key partners

**See YHDP Funded Projects List (beginning on page 24)

SYSTEM GOAL: ONE-TIME

The system ensures that young people maintain their independence, are connected to their communities, and do not return to homelessness.

Objectives	Action steps to achieve objectives/goals	Timeline/Responsible Partner*
<p>Objective #1: YYA achieve long-term stability and do not return to homelessness.</p> <p>Measure: Less than 5% of previously homeless YYA who successfully exit to permanent housing return to homelessness within 2 years.</p>	<ol style="list-style-type: none"> 1. Assess for improvements in the key youth level outcomes (safe and stable housing, permanent connections, education/employment, emotional well-being) 2. Establish ongoing supports for formerly homeless youth and young adults focused on linkages to mainstream resources, emergency assistance, and connections with peer support and mentorship 3. Continue to invest in youth led leadership programs (Youth Advocates Ending Homelessness/YAB) and employ peer mentors in programming 4. Support Peer Mentors using TIC and PYD techniques, provide career advancement opportunities, and work to reduce staff turnover and burnout system-wide 	<p>Ongoing Funders create and track additional contract outcomes</p> <p>Quarter 1: 2018 Contracted Providers and YAB</p> <p>Ongoing YAB/All Home</p> <p>Quarter 1: 2018 YAB/All Home</p>
<p>Objective #2: YYA are connected with services and supports to promote long-term stability.</p> <p>Measure: 90% of YYA report stronger connections to employment, education, and mainstream youth development programming, as measured through mid-point and exit surveys, and focus groups led by YAB</p>	<ol style="list-style-type: none"> 1. Community designs Navigator script to promote employment resources and ensure every young person in YYA services/housing is referred to employment programs or employment navigators 2. Increase number of partnerships with youth development providers, including local parks and recreation departments. 3. Connect youth and young adults to (adult and peer) mentors and school programs 4. Include employment program staff in Learning Circles with homeless housing providers (Rapid Re-Housing, Diversion, Navigation, etc) including the Career Launchpad and Clear Path to Employment programs. 	<p>Quarter 1: 2018 Contracted Providers</p> <p>Ongoing Contracted Providers and All Home</p> <p>Ongoing Contracted Providers</p> <p>Quarter 1: 2018 King County Education and Employment</p>

* See Governance Structure section (starting on page 23) and Appendix E for a complete list and description of key partners

SYSTEM GOAL: EQUITY-ELIMINATING DISPARITIES

Youth of color and LGBTQ youth have equal access and equivalent outcomes as their peers.

Objectives	Action steps to achieve objectives/goals	Timeline/Responsible Partner*
<p>Objective #1: Access to Continuum of Care Coordinated Entry for All (CEA) Housing and exits to permanent housing in YHDP projects will be comparable among race and ethnicity</p> <p>Measure: System and program outcomes for YYA of color are equal to or better than those of white and non-Hispanic YYA</p>	<ol style="list-style-type: none"> 1. Incorporate racial equity measures into BNL data elements and Case Conferencing to ensure access parity 2. Closely track the permanent housing objective in monthly contract reports and provide technical assistance, where needed 3. Include specific targets in all RFPs and in projects funded 4. Develop a strategy/system to measure, collect, analyze, and utilize customer service qualitative data and disaggregate by race/ethnicity 5. Review shelter and housing rules/eligibility standards that could allow for differential treatment <ol style="list-style-type: none"> a. Establish work groups by service types and collectively review the rules/eligibility; ensure these groups include youth of color with lived experience b. Issue recommendations to improve rules and actively eliminate those rules that disproportionately impact youth of color; utilize the learnings and recommendations from the Youth of Color Needs Assessment c. Measure customer service and impact on YYA's experience of the system across all YYA providers, utilizing multiple methods of gathering feedback including participant surveys, focus groups, and site visits facilitated by the Youth Advisory Board d. Shift from program punishment to TIC consequences 	<p>Quarter 2: 2018 CEA</p> <p>Quarter 2: 2018 Contracted Funders and Joint Committee</p> <p>Ongoing Funders</p> <p>Quarter 3: 2018 All Home System Performance Committee/Joint Committee</p> <p>Quarter 1: 2018 Joint Committee/ YAB</p>
<p>Objective #2: All YYA, in particular youth of color, have geographic access to homeless services (drop-in, emergency shelter, employment/education, and housing)</p> <p>Measure: 80% of YYA report they were able to be served in their preferred geographic area</p>	<ol style="list-style-type: none"> 1. For youth of color, review CEA preferred geographic area in Case Conferencing and track percentage of YYA who are successfully housed in their preferred geographic identified area 2. Map YYA homeless services by neighborhood/school area to identify gaps in service, particularly in low-income communities and communities of color 3. Engage community to determine need in underserved areas 	<p>Quarter 2: 2018 CEA</p> <p>Quarter 2: 2018 Joint Committee/ YAB</p> <p>Quarter 3: 2018 Joint Committee/</p>

	4. Develop funding strategy for projects in needed areas, once identified	YAB Quarter 3: 2018 Joint Committee
Objective #3: Ensure staff reflect the race, culture, and/or lived experience of the populations they serve and ensure governance and oversight bodies include youth of color and LGBTQ youth Measure: Metrics to be established in Q1 2018	<ol style="list-style-type: none"> 1. Technical assistance to establish best practices for recruitment of staff and board members who reflect the population served 2. Establish metrics to track cultural, racial, ethnic, representation of staff 3. Measure impact on youth experience of the system by including youth voice in decision-making and policy review 4. Providers and Funders will outreach to 100% of system-wide identified avenues to actively recruit staff, board, and advisory members who reflect the populations served 	Quarter 1: 2018 Seattle Office for Civil Rights Quarter 1: 2018 City of Seattle and King County Quarter 3: 2018 Joint Committee/YAB Ongoing Joint Committee, All Home, Funders, Providers

* See Governance Structure section (starting on page 23) and Appendix E for a complete list and description of key partners

In addition to the system-level metrics of success, consistent with the USICH framework, we are deeply committed to ensuring, as a community, we hold ourselves accountable for incorporating the following outcomes:

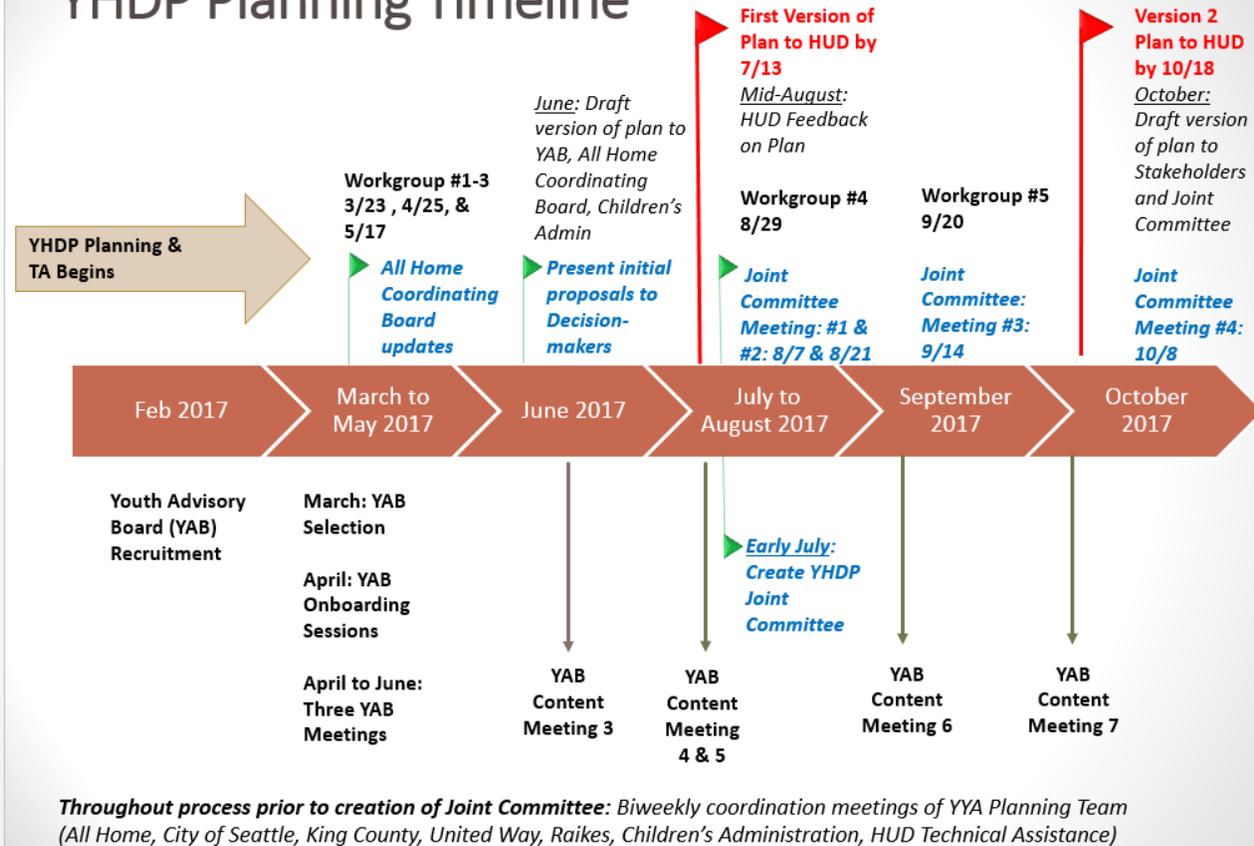
- **Stable Housing:** YYA should have access to safe and stable housing.
- **Family Reconciliation:** YYA should reunify with family whenever possible, and develop or sustain relationships with family, a caring adult and peers.
- **Education and Employment:** YYA should be placed in unsubsidized employment and/ or re-engage or increase engagement with educational opportunities.
- **Social and Emotional Well-Being:** YYA should be connected to appropriate mental and physical health services.

Planning Structure & Activities

Timeline & Activities

Planning for our involvement in YHDP began during the development of our application. Many community partners and relevant stakeholders were engaged and provided valuable input and direction on the application. Once we were awarded the grant, we formalized our planning, oversight and governance structure and set a timeline for input and development of the YHDP Plan. This timeline reflects the engagement efforts throughout the planning phase to draw input and strategy development from providers and system partners as well as decision-makers, including the Youth Advisory Board (YAB), the All Home CoC Coordinating Board (including local government partners), and the Children’s Administration.

YHDP Planning Timeline



Planning & Coordination

The following groups were integral during this initial phase of development and planning.

YHDP Core Planning Team

Who: The Core Planning Team was made up of representatives from local government (City of Seattle and King County), local funders (Raikes Foundation and United Way of King County), Office of the Mayor (City of Seattle) Innovation Team members, All Home (CoC lead), representatives from the Children's Administration and the YAB, with support from the Technical Assistance Collaborative (TAC).

Role: This team began meeting in March 2016 and met bi-weekly during the course of the initial 6-month planning process. The group's charge was to ensure the YHDP Plan includes all required elements and aligns with system need and agreed vision; provide input on YHDP workgroup agendas, coordinate and synthesize recommendations, ensure alignment with the 100-Day Challenge, which began in April 2017 and ended in July, and other local initiatives. The Planning Team helped to synthesize the ideas and recommendations coming from stakeholders that were presented to the decision-making bodies. In July, the Planning Team was redesigned to create the Joint Committee (see page 24).

Workgroups

During the course of the planning process, we engaged a variety of community partners and stakeholders through a series of YHDP Workgroups (the Rare workgroup focused on the intersection of youth

homelessness and systems of care, prevention, diversion and family reunification approaches; the Brief/One-Time group focused on shelter, housing models, exits, lengths of stay, behavioral health support, and education/employment).

Who: Rare workgroup and Brief/One-time workgroup members – comprised of various key stakeholders

Role: Provide input and expertise to help develop recommended strategies and interventions.

March 23, 2017: Workgroup 1

Topic: YHDP Overview, affirming community-wide vision, goals & objectives, Idea generation

Outcome: Workgroups identified several strategy & innovation ideas; reviewed data and identified needs/gaps

April 26, 2017: Workgroup 2

Topic: Update on progress of planning process, framing of synthesized strategy ideas, refinement of potential interventions

Outcome: Workgroups identified several key strategies under each intervention ‘bucket’ to further explore and develop in to projects.

May 17, 2017: Workgroup 3

Topic: Reviewed progress on planning process & further refined interventions, brainstormed ideas to operationalize interventions and continuous learning/evaluation ideas.

Outcome: Workgroups helped define steps it would take to operationalize different intervention strategies and provided input on methods for incorporating continuous learning in to the implementation of YHDP.

August 29, 2017: Workgroup 4

Topic: Solicited stakeholder knowledge of current best practice and gaps in services for PYD, TIC, youth choice, social and community integration, and serving YHDP subpopulations.

Outcome: Workgroup informed how to strengthen PYD, TIC, youth choice, and social, community integration. Subpopulation needs and gaps in current programming were defined and included in the YHDP Plan.

September 20, 2017: Workgroup 5

Topic: Stakeholders discussed connection to mainstream resource mapping and implementation strategies to meaningfully integrate and employ peer mentors in the homeless YYA system.

Outcome: Peer mentors are needed throughout the system but the group was able to highlight specific areas where they would prioritize those positions. Mainstream resource mapping as well as a list of standard services offered within the first few weeks of intake, was identified as a need.

Additionally, All Home staff attended various existing subcommittees to share YHDP planning information and gather input/feedback. These included the Youth Funders Group, Consumer Advisory Council, the local Juvenile Justice Committee, the City of Seattle Office of the Mayor Innovation Team’s ‘Ideation Session’, the 100-Day Challenge What’s Next Workshop, and one-on-one conversations with the WA State Department of Commerce Office of Homeless Youth.

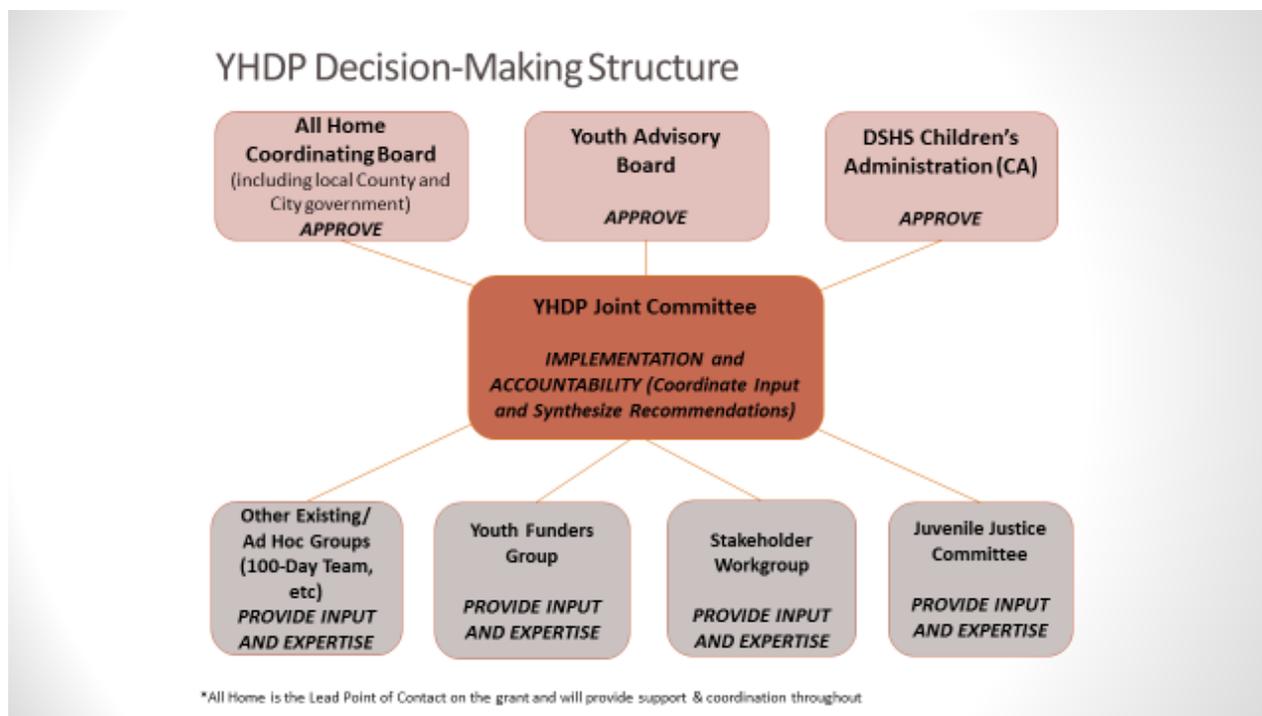
(See **Appendix E** for a list of agencies/partners that participated in each workgroup)

Youth Advisory Board

Through a Memorandum of Understanding with the Northwest Network of Bisexual, Trans, Lesbian, and Gay Survivors of Abuse (the NWN), in March 2017 we began recruiting a Youth Advisory Board (YAB). The NWN provides expertise, staff and support to manage the operations of the YAB – planning and coordinating meetings, and supporting the youth in preparing for meetings. Nearly 50 youth and young adults submitted applications and the final YAB members were selected in late March 2017 and the first onboarding session was held on April 3rd, 2017. Between April and September, the YAB met more than 15 times to establish their internal process and charter (including the roles, meeting structure and frequency, and internal decision-making process), to review and provide reactions/input on ideas coming from the workgroups, to develop and propose project ideas for the YHDP Plan, and convene with the larger group of decision-makers and Joint Committee to help develop and select project proposals for inclusion in the YHDP Plan. YAB members have also participated in All Home Board meetings and attended and helped facilitate stakeholder meetings, participated on the YHDP HMIS team calls, participated in national YHDP convening and other national learning opportunities (Connection 2017 and 40 to None Summit), and in YHDP program design meetings.

Governance Structure

The structure for governance and approval of the YHDP Plan is illustrated below. The decision-making process between the three bodies is consensus-based, with each body having one (collective) vote on the approval of the final YHDP Plan and all project applications. The Joint Committee of decision-makers and key stakeholders facilitates a collaborative and inclusive process for moving towards agreement throughout the planning and implementation of the YHDP Plan.



Decision-Making Bodies

The following entities represent the decision-making bodies for YHDP.

All Home Coordinating Board

Who: CoC Board (includes local government)

Role: All Home's decision-making body is a Coordinating Board comprised of 16 members representing funders, government officials, individuals with experiences of homelessness, system partners, and providers. The Coordinating Board, including local government officials (City of Seattle Human Services Director, King County Department of Community and Human Services Director, Mayor of the City of Auburn, Deputy Mayor of the City of Bellevue, and King County Councilmember), approves and oversees all CoC activities, including the YHDP effort.

Approves the YHDP Plan and all project applications.

Youth Advisory Board

Who: Advisory Board members (currently 6) recruited through and supported by the Northwest Network

Role: As a recognized committee in the CoC, the Youth Advisory Board (YAB) provides direct input on all issues related to YYA homelessness with a near-term focus on development of the YHDP Plan. Participates in planning and program design, offers insight and expertise throughout the YHDP planning process; Generate ideas for system innovation; Provide input and feedback on strategies to reach our goals/objectives.

Approves the YHDP Plan and all project applications.

Children's Administration

Who: Children's Administration Staff Representatives

Role: Representatives from the Children's Administration are active partners in the YHDP process, providing input and expertise on strategies and interventions through participation on the Workgroups, the YHDP Planning Team, and joint decision-making meetings.

Approves the YHDP Plan and all project applications

Implementation & Oversight

Implementation and Accountability Joint Committee

A joint committee of decision-makers and key stakeholders was established in July 2017. This committee is responsible for oversight of the development of the YHDP Plan, as well as ongoing implementation and accountability and ensures a more inclusive and collaborative process among the decision-making bodies throughout the refinement of the YHDP Plan and the implementation to follow. The committee includes the entire membership of the Youth Advisory Board, two representatives from the Coordinating Board, two representatives from the Children's Administration, All Home staff, and other key partners in implementation who will oversee the work of YHDP going forward and holds primary responsibility for implementation and continuous improvement towards achieving our goals for preventing and ending youth homelessness.

(See **Appendix E** for a list of all committee and workgroup participants)

Seattle/King County YHDP – Final Project List

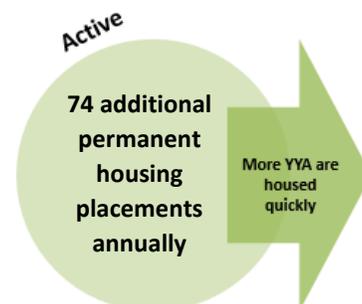
The following list includes a set of strategies and interventions that have been approved for implementation by the YHDP Joint Committee, including all three decision-making bodies (The Youth Advisory Board, All Home Coordinating Board, and the Children's Administration). Each of these strategies have either been approved for implementation with the use of YHDP grant funding or for implementation

using non-YHDP funding. The Joint Committee will continue to oversee the project applications and program selection for each of the YHDP-funded projects listed below.

YHDP-Funded Projects:

Bridge Housing Model:

Piloting a new housing model, using the framework of the new HUD joint TH/RRH project, the Joint Committee has identified two existing Young Adult Transitional Housing programs to transition to the new “bridge housing” model. The existing TH units will shift to bridge housing units, becoming the platform from which YA would be rapidly rehoused. The staffing would include housing location and RRH case managers putting more emphasis on finding and moving YA to units that the young person(s) could stay in longer-term/rent for themselves, and focus on connecting them to the community they will be living in. The program will be supported by Career Launchpad, an employment support program that meets youth where they are at and provides job coaching and support to locate livable wage, fulltime employment.



Target Population: Young Adults, age 18-24.

HUD Homeless Definition: Categories 1 and 4.

Project Type: Transitional Housing/Rapid Re-Housing Joint Component

Timeframe: Short-term placement (target is an average of 90 days) in bridge housing (formerly TH) while finding RRH units. The length of RRH services and rental assistance support will vary utilizing a progressive engagement model based on the unique needs of each individual (up to 24 months).

Staffing: The staff in the program would provide the core components of RRH (housing location, case management and financial assistance) focusing on housing search and general RRH supports once the YA is housed.

2-Year Budget: \$2,932,216

Budget supports implementation within two existing transitional housing programs, funding additional case management and housing location staff as well as rental subsidy for permanent housing placements.

YYA Navigators and Diversion:

This project would ensure system-wide capacity for housing navigation and diversion services and provide flexible funding to support diversion opportunities. The project would utilize best practices and adopt shared principles and practices for navigation and diversion supported by system-wide training for all participating agencies. Housing Navigators will provide coordinated entry assessment, diversion, and navigation assistance using progressive engagement techniques. The Diversion model is a flexible, youth driven, relationship-based model embracing problem-solving techniques in combination with financial assistance to identify stable housing options. A diversion approach would be utilized when an YYA encounters services, or earlier if possible, and on-going, as needed, until housing is located, using flexible financial assistance as needed to maximize opportunities for youth choice in the types of housing they



want to pursue. One entity would hold the pool of diversion funds to be readily accessed by any of the key partners (shelter, outreach teams, day centers, and navigation teams). Navigators offer assistance in locating and applying for identification and other documentation needed for housing placement, transportation or accompaniment to potential housing options and necessary appointments, and case management to maintain engagement, support independence, and connect to needed services such as employment (Career Launchpad), education (Interagency Schools, local school reconnection, or for post-secondary support, Seattle Education Access), non-cash benefits (online benefits portal or local DSHS community service office), mental health (community-based non-profit), and chemical dependency services (community-based non-profit). Training for Housing Navigation and Diversion would be universal and centralized, ensuring shared policies and practices.

The **YIA Navigators and Diversion** project has been merged with proposed projects from the Draft YHDP Plan, including the **Mobile Team** and **School Housing Partner** projects, through the following changes: pairing navigation with outreach staff, including basic need flexible funding; assigning one Navigator to work with YA in Seattle Public Schools (SPS) and one Navigator to work with under 18 unaccompanied homeless youth. The YA school position and under 18 position will receive referrals directly from the SPS McKinney Vento staff, as a single point of contact for the homeless response system. The Navigator focused on under 18 unaccompanied youth will also work closely with the Youth Engagement Team supporting YA in schools, juvenile justice, and other systems of care. Navigators will coordinate with system partners including the coordinated entry team on the YA By Name List.

Target Population: Young Adults, age 18-24 (Youth under 18 through connection with Youth Engagement Team), particularly targeted towards homeless and unstably housed students as well as young parents.

HUD Homeless Definition: Categories 1, 2, and 4.

Project Type: Supportive Services Only, used as Diversion and Housing Navigation

Staffing: Includes Supervisor, Navigation/Diversion staff, dedicated housing navigators receiving direct referrals from McKinney Vento staff at Seattle Public Schools (1 FTE), within Youth Engagement Team for youth under 18 (1 FTE), and Peer Mentors (4 FTE)

2-Year Budget: \$1,276,368

Budget includes four Housing Navigators and four Peer Mentors as well as flexible financial assistance to support permanent housing placements.

Youth Engagement Team:

The goal of the Youth Engagement Team (YET) is to house and support youth and families either immediately prior to an impending experience of homelessness or within the first few days of the experience. This strength-based approach would use a multi-systems team to help the youth and family either reunify immediately or access short term housing while services are being delivered. The approach would use mediated plans as much as appropriate. When achieving reunification is possible, the goal is to do so with the support of both the youth and the parents/guardians. Knowing that this is a voluntary engagement, ideally helping youth want to opt-in to and fully engage in the process. Referrals of youth experiencing homelessness, or on the verge of ending up homeless, would be made to a single entity (the YET) by juvenile justice staff (including law enforcement, probation, judges, detention



staff, attorneys and others), school staff (including counselors, liaisons and others), and provider staff (outreach, drop-in, shelter, HOPE staff, CRC staff). Youth would voluntarily opt-in with the benefit of securing housing and services.

The central entity would regularly convene a team of professionals, including a mediator/family therapist, peer mentor, legal counsel for youth, housing provider, Housing Navigator, the youth, and (when possible and appropriate) their parents/natural support system (including the referring party). They would, in the style of a family team decision-making meeting, work towards a short term and long term plan, including authorizing services and short-term shelter, HOPE bed, home of a relative or neighbor or other responsible adult, host home, etc. The team would have access to flexible funds (utilizing a diversion approach) to address needs, such as short term housing supports.

Where parents are unable or unwilling to parent and/or where there is a serious risk of abuse, the team would refer to the Children's Administration staff who would, when appropriate, join the team. Where reunification is ultimately not possible, the team would look for other housing options through existing homeless housing programs.

Target Population: Homeless and unstably housed Youth under the age of 18, particularly targeting justice involved youth and youth with experience in the foster care system.

HUD Homeless Definition: Categories 1, 2, and 4.

Project Type: Supportive Services Only, used as Diversion and Housing Navigation.

Staffing: This model includes a Legal Advocate, Family Therapist/Mediator, and will incorporate a staff who will be employed at Children's Administration to triage any questions on homeless youth referrals through Child Protective Services, support exit planning when foster youth are at risk of exiting to homelessness, participate on YET multi-disciplinary team, when appropriate, and support youth in extended foster care you are at-risk of homelessness.

2-Year Budget: \$813,244

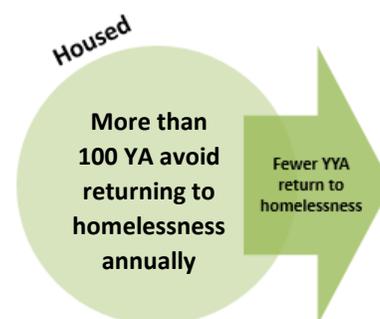
Budget includes three staff positions for the multi-disciplinary team (Legal representation, Family Therapist/Facilitator, and Children's Administration Liaison) as well as flexible financial assistance for permanent housing placements and reconciliation.

Behavioral Health Crisis Response:

King County's Department of Community and Human Services (DCHS) will expand and enhance the Children's Crisis Outreach Response System (CCORS) to ensure immediate access to young adults, families, law enforcement officers, youth and young adult housing providers (including transitional housing and rapid rehousing), and other community organizations to mobile crisis outreach 24/7 anywhere within the county. The crisis outreach team will work to deescalate the current crisis. The team will provide in-home and community based supports for up to 8 weeks.

When the crisis situation cannot be stabilized and/or calls for a more intensive stabilization response, the crisis team will have access to crisis stabilization beds, where young adults can stay for up to 14 days. Existing programming provides crisis outreach response for youth, supporting mediation and safe reunification of the youth with his/her family. For those youth who do not have (or do not choose) family or other natural supports to return to, the crisis outreach team will work to transition the youth to longer-term housing options.

Expanding the CCORS team increases capacity to extend services beyond the current focus on youth under 18 to serve YA ages 18-24 living in housing programs within the youth and young adult homeless housing



system. Need for all potential services and supports will be explored including housing, education (GED programs and for post-secondary, Seattle Education Access) and mentoring, basic healthcare (ensure healthcare coverage and preventative care), treatment for substance abuse (local community-based non-profit), employment programs (on-site housing case management), and mental health services (local community-based non-profit).

CCORS provides training and support to the family and housing staff to prevent future crisis including repeated episodes of homelessness and/or potential involvement in the justice system. It is anticipated that these programs will be able to stabilize more young people, and support them moving to other programs in the continuum as their service needs change.

Target Population: Homeless Young Adults, ages 18-24 (existing services are targeted to youth under 18).

HUD Homeless Definition: Categories 1, 2, and 4

Project Type: Supportive Services Only, as a Mobile Crisis Team

Staffing: Funding would support staffing for the crisis team for both mobile crisis response and support within the respite beds.

2-Year Budget: \$340,416

Budget supports expansion of the mobile crisis response team including staffing to support the behavioral health respite beds.

YHDP Planning Project:

Planning grant to support the implementation and ongoing coordination of the Youth Advisory Board. In 2017, planning grants have funded staff at the Northwest Network to support the YAB, including meeting coordination and facilitation, as well as funding to compensate the members of the YAB at \$20/hr. for their work and participation in YHDP planning and implementation.

1-Year Budget: \$60,000

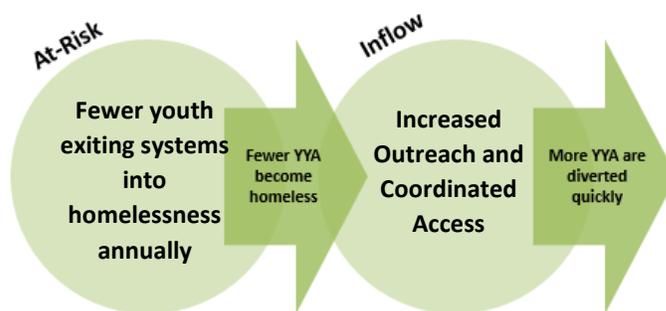
Budget includes staffing support for coordination and facilitation as well as compensation for Youth Advisory Board members.

(See **Appendix F** for a table with additional project information, including estimated budgets)

Non-YHDP Funded Projects

A Safe Space for our Youth: Providing youth and families a holistic, caring environment they need to thrive:

Youth in our community who are experiencing a crisis need an urgent, community-based response that provides immediate crisis stabilization as well as ongoing services and supports to assist the youth and family and prevent future crises and/or potential involvement in the justice system. Based on work with the Juvenile Justice Equity Steering Committee (JJESC), King County has proposed a solution that will prevent youth from going into the justice system. Youth and their families will receive timely, community-based responses that include a comprehensive assessment of needs and provision of services



and supports, including access to short-term crisis stabilization beds (including the YHDP-funded Behavioral Health Respite Beds), when appropriate.

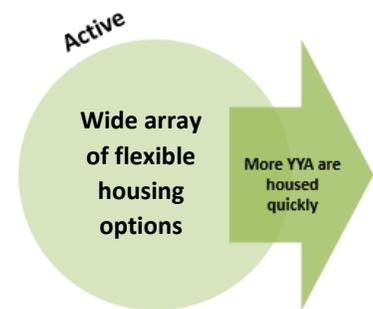
Target population: Youth ages 11-17 years who meet eligibility criteria *AND*

- Referred by family/parent/guardian, schools, first responders, law enforcement, courts, or others based on behavior conditions and circumstances.
- Is at risk of contempt for status offense under our BECCA laws.
- Committed a misdemeanor crime and the officer has trouble locating a responsible adult to take charge of the youth.

Multi-use Site/Tiny Home Village:

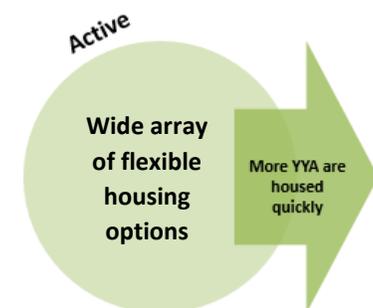
Leverage existing encampment location(s) to foster self-sustaining tiny home communities. This would include community partnerships to provide robust wraparound services, skills, and connections with community-based services including vocational job-training. This will allow for immediate safety, low-barrier shelter, and stability for youth under 25, paired with comprehensive services through community partners to connect youth to community resources, and an initial foothold for security to successfully transition YYA to permanent, stable housing.

This model was originally included as a proposed project the Draft YHDP Plan. Though not prioritized for funding in the final YHDP Plan, the Youth Advisory Board members will work with the Joint Committee and other key partners to explore opportunities for implementation through local support, focused the objective of identifying a location that could offer increased capacity to provide immediate, low-barrier spaces for young people with the wrap-around services and connections to permanent, stable housing outlined in the YHDP Plan.



Host Homes Program Expansion:

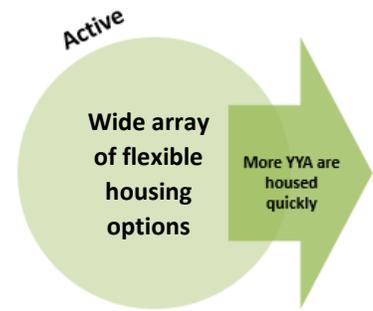
The Host Home program in King County utilizes resources in the community that already exist and provide a safe housing alternative for young people experiencing homelessness or housing instability. The expansion of the Host Home program would facilitate organic community supports for young people, going beyond providing a bed, and actually reintegrating disconnected young people into a community of their choosing in a realistic way by establishing relational supports to lead to community connections and long-term stability.



Details of Host Home expansion are still being determined. The project was proposed during early YHDP planning efforts and emerged as a key proposal from the 100-day Challenge to end youth homelessness which ended on July 28th, 2017. The 100-day Challenge Team highlighted the need for a wide array of housing options which facilitated long-term stability through strengthened community and support networks. The YHDP Youth Advisory Board will be discussing implementation with the 100-day Challenge team, funders of the existing Host Home Program (Raikes Foundation and Medina Foundation), the YMCA (current operators of Host Homes), participants of the Host Home program, and members of the Mockingbird Society and will establish a funding plan based on the priorities that emerge from this discussion.

Supporting Successful Permanent Housing Exits for Young Adults in Transitional Housing:

Another proposal developed by the 100-day Challenge Team, this project would provide short-term flexible funding and staff support to young adults living in transitional housing (TH) to support successful transitions to permanent housing based on their individual needs. The program would adopt the same flexible and creative approach as Diversion programs, but would support YA who have already entered the homeless system and are residing in TH to transition quickly to permanent housing whenever possible, maximizing opportunities for youth choice in the types of housing they want to pursue. This dedicated funding stream would support increased permanent housing outcomes in TH while decreasing lengths of stay allowing TLP’s to serve more young people each year. In alignment with the county-wide Diversion approach, this proposal would support training for TH staff to explore all opportunities for transitions to safe, stably housing including shared housing and other creative housing alternatives.



Project Principles and Subpopulation Strategies

USICH Framework/Core Outcomes

<p>Stable Housing</p>	<ul style="list-style-type: none"> ▪ Navigators/YET will exhaust diversion options to connect YYA to housing with family/friends, market rate rentals, or other creative housing solutions when that is not an option they will connect to CoC housing through CEA ▪ Behavioral Health Crisis Response will help stabilize young people in TH when they are struggling with mental health issues and need respite in order to maintain housing ▪ Bridge Housing will provide immediate, temporary housing while YA locate permanent housing through the aid of case management and financial assistance
<p>Permanent Connections</p>	<ul style="list-style-type: none"> ▪ All programs will incorporate permanent connections as a goal in YYA individualized service plans. Diversion will also be a time when permanent connections are reviewed and leveraged for housing or emotional support ▪ Support decriminalization of youth, particularly sexually exploited youth, runaway youth, and youth in foster care <ul style="list-style-type: none"> ○ Work closely with key stakeholders and community to express the needs of this population and encourage them to take actions ○ Openly support policies that would not send these youth to juvenile detention ○ Make strong efforts to connect these youth to community-based resources including employment, education, behavioral health and physical health supports, non-cash benefits, volunteer opportunities, youth-led programming and activities, etc.
<p>Education and Employment</p>	<ul style="list-style-type: none"> ▪ Navigators and Bridge Housing staff are working to assist young people in increasing income through employment or mainstream benefits while actively supporting them in obtaining stable housing ▪ Reconnection to education and career exploration are part of individualized service plans in all programs including the Clear Path to Employment and Career Launchpad programs.
<p>Social-Emotional Wellbeing</p>	<ul style="list-style-type: none"> ▪ All program staff are available to explore and refer young people to any needed services from behavioral health to youth development programming.

- Behavioral Health Crisis Response will leverage mental health counselors to work with young people during respite and refer to appropriate services at exit.

Special Populations

- | | |
|---|--|
| <p>LGBTQ Youth
(All YHDP Funded Programs)</p> | <ul style="list-style-type: none"> Ensure staff are trained in unique needs of homeless LGBTQ youth Housing is safe and non-binary Unique Services/Staff: include LGBTQ peer mentors, provide information on healthy relationships and dating safety, staff refer to medical providers who can address health needs of trans YYA, and navigators ensure YYA know their rights in housing and employment |
|---|--|

- | | |
|--|--|
| <p>Youth Under 18
(YET/Navigators)</p> | <ul style="list-style-type: none"> Improve identification methods during the initial days of unstable housing Navigators and YET staff receive referrals directly from school district McKinney Vento Staff to provide crisis assistance at schools Navigators and YET staff will support exit planning within systems including: juvenile justice and Children’s Administration. Provide legal assistance re: common issues such as domestic violence, short term placements, access to services and benefits, immigration status, juvenile justice, CHINS/dependency Unique Services/Staff: include peer mentors who were homeless under 18; provide TIC services; explore all diversion options; provide family reconnection support, if appropriate; use transitional housing after diversion and family/friend reconnection has been exhausted; and provide legal support through YET. |
|--|--|

- | | |
|---|--|
| <p>Pregnant and Parenting Youth
(YET/Navigators/Bridge Housing for pregnant YA)</p> | <ul style="list-style-type: none"> Navigators/YET can serve young parents, pregnant youth, and couples and will remain with the family until they move to stable housing Service hours should accommodate work schedules including evenings and weekend hours Review multigenerational housing solutions, when possible Ensure opportunities to transfer to family housing options for pregnant youth in CEA Transitional Housing Unique Services/Staff: include parenting peer mentors, connection to childcare, prenatal care, support with postpartum depression, healthcare (pediatricians), in-home services for first time parents, transportation, job training opportunities, and ensure connection to service supports YYA received prior to having children, when needed. |
|---|--|

- | | |
|--|--|
| <p>Youth Involved in Juvenile Justice and Foster Care Systems
(YET/Navigators)</p> | <ul style="list-style-type: none"> Under 18 Navigator is working with Juvenile Justice and Children’s Administration on early exit planning strategy through YET Increase diversion to prevent entry in to Juvenile Justice System Unique Services/Staff: include peer mentors who have been court involved, legal services during and after charges/convictions, family reconnection, support to build new support networks, address any behavioral health needs, and provide services with TIC. |
|--|--|

- | | |
|---|---|
| <p>Victims of Trafficking and Exploitation
(All YHDP Funded Programs)</p> | <ul style="list-style-type: none"> All staff will be trained in TIC and resource referral for commercially sexually exploited youth, including the unique needs of LGBTQ sexually exploited youth Unique Services/Staff: connect to healthcare at intake, behavioral health counseling, legal services, harm reduction services, and help youth build up a new support network. |
|---|---|

- Bring awareness to the community resources for these youth. [Do outreach to these individuals]. It is important to note that we cannot remove people from being trafficked, but instead allow them to choose to leave.
- Bring awareness of this issue through social media
- Network with the community to organize resources for sexuality exploited youth, partnering with the Bridge Collaborative
- Listen to these youth voices. Learn about their barriers to leaving being trafficked, and any gaps in services and the field.

- Youth of Color
(All YHDP Funded Programs)
- Provide staffing that reflect young people’s race/ethnicity, ensure all staff are trained in cultural competency and understand structural racism and the connection to homelessness
 - Review program quantitative and qualitative data to ensure programs are provided in an equitable way and that YYA of color are showing the same amount of success in programming as white homeless YYA.
 - Ensure services are available in geographical areas where youth frequent

Positive Youth Development, Trauma Informed Care, and Family Engagement

- Ensure that all service delivery is provided using TIC, with a focus on the young person’s initial interaction at the “front door” of services
 - Provide train the trainer opportunity for Peer Mentors in all three areas
 - Review youth who are banned from programs and work with YAB support to triage
 - Incorporate questions on principles into continuous quality improvement feedback
 - Connect interested youth to mental health support to address trauma
 - Provide youth-led, individualized, strength-based programming
 - Re-establish permanent connections, revisiting this opportunity throughout programming and supporting reconnection, using progressive engagement
- Continue to fund trainings for system providers on Trauma-Informed Care (TIC) and Positive Youth Development (PYD), create training on family reconnection skills with support and direction from Youth Advisory Board

Immediate Access to Housing with No Preconditions

- Navigators, Bridge Housing, and YET have no preconditions to access services or housing
- The Behavioral Health Crisis Response will be accessed through young adult transitional housing and shelter when a YA is having a mental health crisis and voluntarily moves to the respite beds.

Youth Choice, Individualized, and Client-Driven Supports

- All programs are voluntary and utilize progressive engagement techniques
- Agencies incorporate youth advisory boards, client satisfaction surveys, and comment boxes to inform program delivery
- Youth can decline programming or housing
- Staff provide individualized service plans to guide client driven service supports

Social and Community Integration

- Include peer mentors in working with youth to identify what they enjoyed before becoming homeless, use flexible funding to connect to identified social community supports
- Train staff to incorporate social and community goals in individualized service plans
- Provide opportunities to discuss healthy relationships and career exploration
- When families are affected by homelessness provide support for the whole family regardless

- Reconnect youth and young adults to community-led youth programs (Youth Advocates Ending Homelessness/YAB), libraries, volunteer opportunities, and other youth identified interests to increase support and networking
- Continue to invest in youth-led leadership programs and connect those leaders to one another
- Utilize peer mentors in Independent Living Skills assessment with youth

Coordinated Entry (CEA)

Bridge Housing and Navigators/Diversion	▪ Staff will receive referrals through CEA and will participate in Case Conferencing
Behavioral Health Respite Beds	▪ Respite beds for young adults experiencing mental health crisis in CEA referred Transitional Housing and young adult shelters
Youth Engagement Team	▪ Connect youth between the age of 17.5 and 18 with CEA (currently youth under 18 housing and shelter are not in CEA).

Continuous Quality Improvement Plan

We are looking forward to learning from the Youth Homelessness Demonstration Program through ongoing evaluation. We commit to adjusting local programs and funding based on the learnings and to share the findings with other communities.

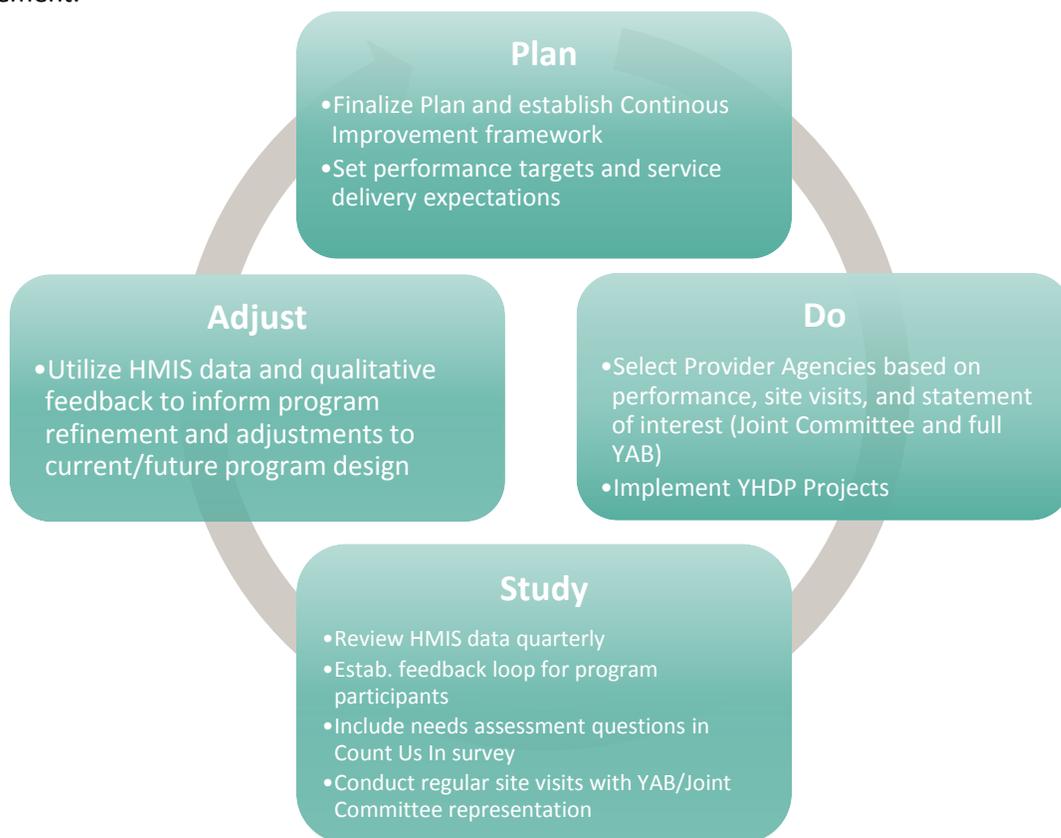
The Implementation and Accountability Joint Committee (Joint Committee) has refined and finalized this detailed YHDP Plan and will play an integral role in continuous quality improvement with a continued emphasis on youth voice, including the full Youth Advisory Board and creating shared space where YYA are a part of decision-making and program design. The process of implementing and evaluating Seattle/King County's YHDP Plan goals and objectives will be tied to our community's shared mission and vision. To assess progress and outcomes associated with YHDP activities, quantitative and qualitative data collection and analysis is necessary. This includes collecting and analyzing the quantitative data elements for each project as well as establishing mechanisms for ongoing qualitative and experiential data collection and ensuring clear and accessible feedback loops for program participants. This will also include tracking progress on implementation of the projects against our stated objectives and activities, examining successes and barriers/challenges and factors contributing to these, and identifying opportunities to make refinements.

Over the course of the coming months, the Joint Committee will work to establish a plan that includes quarterly updates and dashboards that will be compiled and shared with the partners and other stakeholders in the community to keep informed on implementation. As progress is evaluated, activities will be adjusted in response to available data, reports and stakeholder feedback.

At the recommendation of the Joint Committee and/or funders, any projects or objectives not aligned with the shared goals and objectives of the YHDP Plan will be further assessed to determine if any action steps in the plan need correction. Any recommended revisions will be reviewed by appropriate subcommittees/workgroups and shared with the relevant stakeholders and, ultimately, approved by the

full YHDP decision-making bodies. Training or technical assistance in areas that need refinement or adjustment will be provided through either local support or through our technical assistance partners (TAC). All Home will update any work/implementation plans based on approved revisions.

In addition, All Home will work with the HUD TA and Youth TA team around implementation and overall evaluation of the YHDP projects. This additional analysis will provide useful data to inform local efforts and improvement.



The Continuous Learning and Improvement process will:

- Infuse Youth Advisory Board (YAB) voice within the planning, implementation, and evaluation of the YHDP funded programs. Utilize YAB as technical assistants in the on-going continuous learning and improvement process.
- Use current data and projections to set baseline outcomes to measure on a quarterly basis (beginning in Q1 2018)
- Use current data and projections to set baseline outcomes on our system goals and set short-term/longer-term goals to get to zero, continuing to use the Scenario Planning Tool for continued modeling as investments change and system performance improves
- Collect and analyze qualitative data (from YYA, providers, particularly front-line staff, and funders) to evaluate progress or need for refinement/changes (incorporate this as part of the quarterly evaluation)
- Work with YAB to host focus groups at YHDP funded programs to obtain and incorporate feedback and input from youth and young adults utilizing the system and receiving services through projects for ongoing refinement and future program/project design (incorporate this as part of the quarterly evaluation)

- Utilize HUD technical assistance to assess progress in implementing the projects, including successes, challenges, and progress toward our goals
- Incorporate the ongoing work of the CoC System Performance Committee to include quantitative data analysis in their ongoing evaluation efforts and dashboards (invite a YAB representative to sit on committee) and share findings with local stakeholders through email updates and YYA stakeholder meetings at least quarterly
- Establish a learning community environment (through learning circles and/or technology platforms) amongst providers who are implementing YHDP projects
- Participate in learning through remote/web-based and in-person forums with other YHDP communities
- Work with local and national Technical Assistance firms to provide ongoing support, training and assistance to organizations implementing YHDP projects

Oversight:

- The YHDP Implementation and Accountability Joint Committee will review the data quarterly to determine when adjustments or technical assistance are needed based on the regular review of quantitative and qualitative data.
- Evaluation will occur on a quarterly basis, however we will wait until 6 months after implementation to make any course-corrections (to allow time for programs to implement and test)
- Recommendations for project refinements based on quantitative and qualitative data results will be proposed by the Implementation and Advisory Joint Committee to the joint decision-making bodies, as needed.

Conclusion

Far too many young people are experiencing homelessness in King County. Even one young person sleeping on the streets is too many. All Home and Seattle/King County Continuum of Care partners are committed to working collaboratively to identify and implement solutions that will solve this crisis.

This second version of the Seattle/King County YHDP Plan is a continuation of our ongoing local commitment to ending youth and young adult homelessness. As we implement the YHDP Plan, we will use this as a roadmap to ending youth and young adult homelessness in Seattle/King County. We will continue to leverage our local strengths while addressing our needs and we will adapt this plan as we learn what is making an impact and where refinements or additional resources are needed. And most importantly, we are committed to embedding the Youth Advisory Board and other voices of youth in to the development, design, and refinement of our system as we work to reach our collective goals.

Appendix

[Appendix A: Memo with required signatures \(Pending\)](#)

[Appendix B: Youth and Young Adult Annual Flow](#)

[Appendix C: Under 18 Annual Flow](#)

[Appendix D: Scenario Planning Tool](#)

[Appendix E: Partner List](#)

[Appendix F: Final Project List and Budget](#)

October 18, 2017

YOUTH & YOUNG ADULT ANNUAL FLOW

DRAFT JUNE 15, 2017 | TIMEFRAME: APRIL 2016-MARCH 2017 | DATA INCLUDES ALL YYA <24, INCLUDING MINORS AND YOUNG FAMILIES

INFLOW



2,800 ANNUAL NEW ENTRIES

April 2016-March 2017



DIVERTED
100 YYA

AGE GROUP:

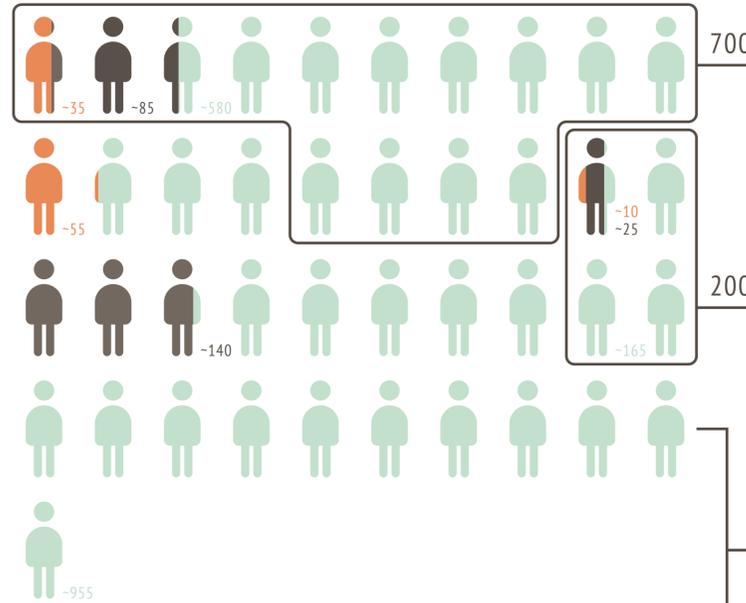


CURRENTLY HOMELESS



2,050 SHELTERED & UNSHELTERED

As of March 31, 2017 100 Minors 250 Young Families 1,700 YA



METHODS OF INTERVENTION



EMERGENCY SHELTER

193 existing YYA units
Average length of stay: 31.5 days
Exit rate to permanent housing: 20.3%
168 est. single adult and family units



TRANSITIONAL HOUSING

340 existing YYA units
Average length of stay: 236.1 days
Exit rate to permanent housing: 37.7%
222 est. single adult and family units



RAPID RE-HOUSING

146 existing YYA units
Average length of stay: 203.7 days
Exit rate to permanent housing: 46.0%
90 est. single adult and family units



PERMANENT SUPPORTIVE HOUSING

108 existing YYA units
Average length of stay: N/A
Exit rate to permanent housing: 91.7%
167 est. single adult and family units

OUTFLOW



2,300 LEAVING THE SYSTEM ANNUALLY

April 2016-March 2017 400 Minors 250 Young Families 1,650 YA



~20% RETURN TO HOMELESSNESS

SOURCES:

- King County 2016 System Performance Dashboard
- King County Rapid-Re Housing Dashboard: Q1-Q4 2016
- King County Diversion Dashboard: Q1-Q4 2016
- King County Performance Measurement and Evaluation Analysis (5-30-2017)
- 2016 Housing Inventory Count

NOTES:

- Numbers shown combine homeless young adults (including those who have appeared only in the single adult system and those who took single adult assessments), unaccompanied minors, and young families.
- 40-50% of young adults in King County are served in single adult programs (not in YYA programs). Estimated single adult and family units available to YYA are based on proportional use of the systems using 2016 HIC counts. Percent YYA head of households - Emergency Shelter, 6%; Transitional Housing, 3%; Rapid Re-Housing, 4%; Permanent Supportive Housing, 3%.
- Sum of placements through "Methods of Intervention" do to equal total "Outflow" because youth can have multiple placements and due to rounding.
- Age group information for homeless youth and young adults in emergency shelters and transitional housing is proportional to the totals for all currently homeless youth as of March 31, 2017.

UNDER 18 ANNUAL FLOW

DRAFT JUNE 15, 2017 | TIMEFRAME: APRIL 2016-MARCH 2017

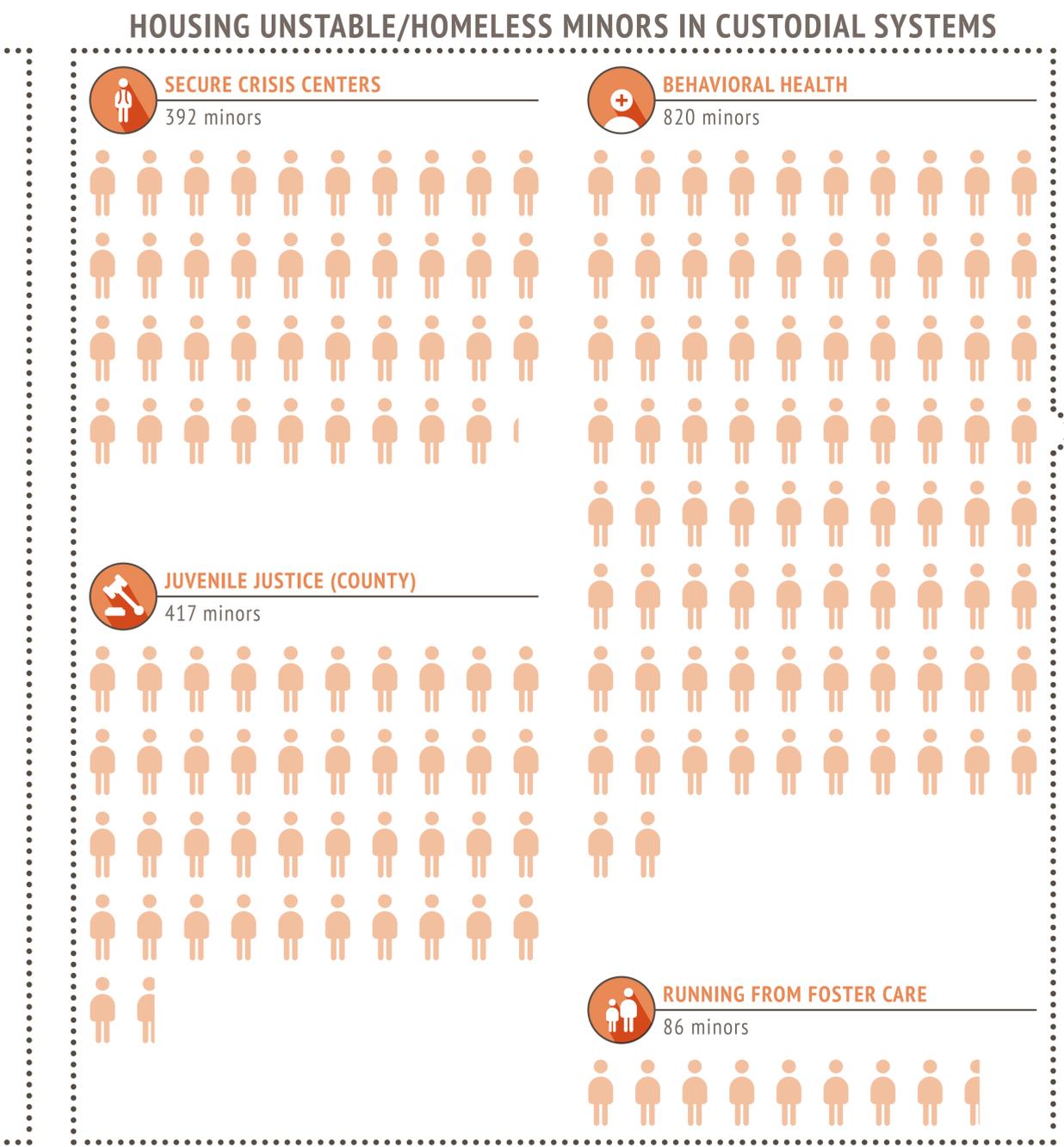
Appendix C: Under 18 Annual Flow

Why did they leave?

FAMILY CONFLICT
HOUSING POLICY
MENTAL HEALTH/CHEMICAL DEPENDENCY

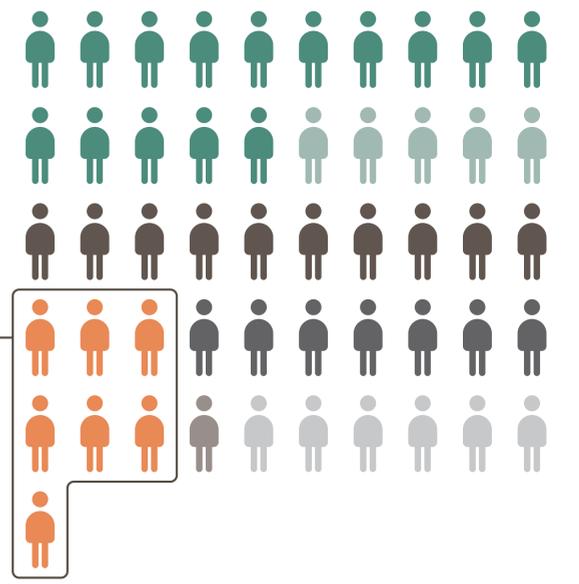
SCHOOLS
384-2,157 unaccompanied minor students ('15-'16 estimate)

Note: not all unaccompanied minor students will go through the custodial system.



DIRECTLY FROM A CUSTODIAL SYSTEM
70 minors

INFLOW
510 ANNUAL NEW ENTRIES
April 2016-March 2017



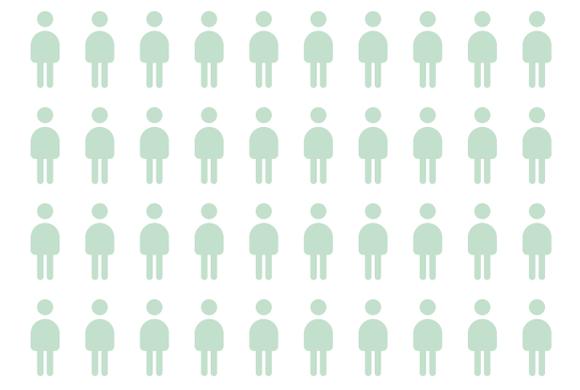
~10 minors

- LAST KNOWN RESIDENCE:**
- Staying or Living with Family
 - Staying or Living with Friends
 - Place not Meant for Habitation
 - Emergency Shelter
 - Transitional Housing, Safe Haven, Rental
 - Directly from a Custodial System
 - Unknown

CURRENTLY HOMELESS
100 SHELTERED & UNSHELTERED
As of March 31, 2017



OUTFLOW
400 LEAVING THE SYSTEM ANNUALLY
April 2016-March 2017



NOTES:

Status Offense intakes/admissions include Secure Residential Crisis Centers, may be duplicated.

Behavioral Health is an estimate based on a state figure scaled to King County and may include young adults.

Juvenile Justice bookings include minors in King County detention, may be duplicated.

Running from Foster Care is a Youth at Risk of Homelessness estimate from aging out of the under 18 age group.

SOURCES:

King County 2016 System Performance Dashboard
King County Rapid-Re Housing Dashboard: Q1-Q4 2016
King County Diversion Dashboard: Q1-Q4 2016
King County Performance Measurement and Evaluation Analysis (5-30-2017)
2016 Housing Inventory Count
Children's Administration Data for 2016

Appendix D: Seattle/King County YHDP Scenario Planning Tool

Seattle/King County Youth Homelessness Demonstration Program (YHDP) - Scenario Planning Tool

Through local philanthropy, the community was able to bring in BERK consulting to do an analysis of our local data and develop a Scenario Planning Tool to model possible system outcomes based on the best available data about current needs and system performance and to estimate impact of the projects proposed throughout the YHDP planning process. The Scenario Planning Tool is a simple tool to model system outcomes according to different scenarios (inputs include indicators related to level of investment and system effectiveness) with varying degrees of improved system performance and additional resources and interventions. The tool assists in understanding where gaps are, informing alternative pathways to improving system performance, and guiding new and existing investments.

The framework for the Scenario Planning Tool uses the core components of the YHDP Plan and the Community Solutions framework for Functional Zero¹, evaluating the impact of various system changes on the overall inflow (new entries to homelessness) and outflow (housing placements and individuals moved to inactive), and ultimately, when the number of actively homeless youth and young adults is reduced to zero.

- 1) **Statement of Need** – Analysis of HMIS data used for the YHDP Plan was used to inform the current state of homelessness among YYA:



- 2) **Vision, Goals, and Objectives** –Proposed increases and decreases in investments (i.e. Diversion, Rapid Re-Housing, Emergency Shelter) as well as anticipated shifts in performance (using the core system performance metrics) based on projects and action steps (i.e. decreased returns to homelessness through increased behavioral health supports) inform the outputs of the modeling. The system performance measures (as aligned with the YHDP Plan) used for the Scenario Planning Tool include:

- a. Rate of Exit to Permanent Housing
- b. Length of Stay
- c. Returns to Homelessness
- d. Utilization Rate

¹ <https://www.community.solutions/blog/what-does-it-mean-end-and-prove-you%E2%80%99ve-ended-veteran-homelessness>

Scenario Planning Tool Results

Seattle/King County would reach functional zero by 2021, with an increase of 45 permanent housing units (YHDP Bridge Model) and improved performance on all existing housing.

	Total Annual Permanent Exits	Return to Homelessness	Number of homeless YYA per year					
			Existing	2018	2019	2020	2021	2022
Average utilization and performance of existing units	905	97	2,050	2,392	2,734	3,076	3,418	3,760
No new units – minimum performance standards of existing units	2,010	402	2,050	1,592	1,134	675	217	0
No new units – performance targets of existing units	4,864	243	2,050	0	0	0	0	0
New units – no change in utilization or performance of existing units	935	101	2,050	2,366	2,682	2,997	3,313	3,629
New units – minimum performance standards of existing units	2,116	423	2,050	1,507	964	421	0	0
New units – performance targets of existing units	5,113	256	2,050	0	0	0	0	0

Seattle/King County will reach functional zero by 2020 with full implementation of the YHDP Plan, including an increase of 45 permanent housing units (YHDP Bridge Model), improved performance on all existing housing, as well as increasing successful diversion by 200 individuals per year.

	Total Annual Permanent Exits	Return to Homelessness	Number of homeless YYA per year					
			Existing	2018	2019	2020	2021	2022
Average utilization and performance of existing units	905	97	2,050	2,192	2,334	2,476	2,618	2,760
No new units – minimum performance standards of existing units	2,010	263	2,050	1,253	456	0	0	0
No new units – performance targets of existing units	4,864	243	2,050	0	0	0	0	0
New units – no change in utilization or performance of existing units	935	101	2,050	2,166	2,282	2,397	2,513	2,629
New units – minimum performance standards of existing units	2,116	275	2,050	1,158	267	0	0	0
New units – performance targets of existing units	5,113	256	2,050	0	0	0	0	0

Appendix E: Seattle/King County YHDP Partner List

Youth Homelessness Demonstration Program (YHDP) Local Partners

YHDP Decision-makers

YHDP Youth Advisory Board
Youth Advisory Board members – Former and current members as of 10/1/17 (also participated in workgroups & Core Planning Team meetings)
Name
Ezra
Azia
Jenna
Mandy
Thalia
James Keum (Facilitator, NWN)
Akwa (no longer active)

Seattle/King County CoC – Coordinating Board		
Appointed continuum of care board members		
Organization	Name	Title
King County Dept. of Community and Human Services	Adrienne Quinn	Director
Seattle Housing Authority	Andrew Lofton	Executive Director
City of Seattle Human Services Department	Catherine Lester	Director
Chief Seattle Club	Colleen Echohawk	Executive Director
Downtown Emergency Service Center	Daniel Malone	Executive Director
Solid Ground	Gordon McHenry, Jr.	President & CEO
Somali Youth and Family Club	Hamdi Abdulle	Executive Director
Community Member	Jean-Paul Yafali	
King County Council	Joe McDermott	Council Chair
Bellevue City Council, Sound Cities Association	John Chelminiak	Deputy Mayor
U.S. Department of Veterans Affairs, Puget Sound Health Care System	Meghan Deal	Director
YouthCare	Melinda Giovengo	President, CEO
City of Auburn, Sound Cities Association	Nancy Backus	Mayor
United Way of King County	Sara Levin	Vice President, Community Services
Community Member, Health Care for the Homeless Network Planning Council	Sheila Sebron	
City of Seattle Office of Housing	Steve Walker	Director

Appendix E: Seattle/King County YHDP Partner List

WA State Department of Social and Health Services Children's Administration - Regional Representatives (participated on workgroups & Core Planning Team)	
Name	Title
Natalie Green	Regional Administrator
Bill Barrett	Area Administrator
Bolesha Johnson	Deputy Regional Administrator
Stephanie Allison-Noone	Area Administrator

YHDP Team

YHDP Staff Team - Staff team responsible for coordination and submission of the Coordinated Community Plan and Project Applications		
Organization	Name	Title
All Home	Mark Putnam	Director
All Home	Kira Zylstra	Assistant Director, YHDP Lead
All Home/City of Seattle	Marci Curtin	Program Manager/YAB Liaison
All Home	Michelle Valdez (no longer employed)	Program Manager, YHDP Lead

Joint Committee

Representative of Decision-Makers and Core Planning Team - Staff members from key agencies that are involved in the planning and/or funding of YYA programs		
Organization	Name	Title
All Home	Kira Zylstra	Assistant Director/YHDP Lead
All Home/City of Seattle	Marci Curtin	Program Manager/YAB Liaison
Youth Advisory Board (YAB)	James Keum	YAB Facilitator
Youth Advisory Board	Azia	YAB Member
Youth Advisory Board	Ezra	YAB Member
Youth Advisory Board	Jenna	YAB Member
Youth Advisory Board	Mandy	YAB Member
Youth Advisory Board	Thalia	YAB Member
Children's Administration	Stephanie Allison-Noone	Area Administrator
Children's Administration	Bill Barrett	Area Administrator
All Home Coordinating Board Representative	Catherine Lester	City of Seattle Human Services Director
All Home Coordinating Board Representative	Sheila Sebron	Community Member, Health Care for the Homeless Network Planning Council
City of Seattle, Human Services Dept.	Sola Plumacher	Strategic Advisor
King County Dept. of Community and Human Services (DCHS)	Mark Ellerbrook	Housing and Community Development Director
Raikes Foundation	Casey Trupin	Program Officer, Youth Homelessness
United Way of King County	Wayne Wilson	Impact Manager

Appendix E: Seattle/King County YHDP Partner List

Work Groups/Subcommittees

YYA Work Groups
Stakeholders/community member organizations who participated in one or more YHDP focused workgroup/strategy sessions (providers, funders, consumers, government representatives)
Organization
A Way Home Washington
Building Changes
City of Seattle Human Services Department
City of Seattle, Office of the Mayor Innovation Team
Columbia Legal Services
Congregations for the Homeless
CCYJ – Center for Children and Youth Justice
Friends of Youth
Health Care for the Homeless
HUD Region X
Kent Youth and Family Services
King County Dept. of Community and Human Services
King County Dept. of Community and Human Services, Performance Measurement and Evaluation
Navos
New Horizons
Nexus
Puget Sound Educational Service District
Raikes Foundation
ROOTS
Seattle Goodwill
Seattle Public Schools
Snoqualmie Valley Shelter Services
Therapeutic Health Services
United Way of King County
Valley Cities
WA State Dept. of Social and Health Services
Workforce Development Council
YMCA
Youth Advisory Board
YouthCare

Appendix E: Seattle/King County YHDP Partner List

Other Local Committees

Existing committees that provided input for the YHDP planning process

Juvenile Justice Committee - Participating Agencies

Center for Children and Youth Justice
Columbia Legal Services
Department of Commerce, Office of Homeless Youth
Department of Social and Health Services
King County Public Defender's Office
King County Superior Court
King County Prosecuting Attorney's Office
King County Superior Court, Juvenile Court
King County Juvenile Detention
Legal Counsel for Youth and Children
Pioneer Human Services
Team Child
YouthCare

Youth Funders Group - Participating Agencies

All Home
Ballmer Group
Building Changes
Campion Foundation
City of Seattle
Gates Foundation
Giddens Foundation
King County DCHS
King County Housing Authority
Liberty Mutual
Medina Foundation
Microsoft
Pride Foundation
Raikes Foundation
Satterberg Foundation
Schultz Family Foundation
Seattle Housing Authority
Sound Philanthropy
United Way of King County
Vulcan
Washington Department of Commerce; Office of Homeless Youth

Appendix F: Seattle/King County Final YHDP Project List

PROJECT NAME/ BUDGET/ TIMELINE	PROJECT SUMMARY	TARGET POPULATION(S) & PROJECT TYPE	GOALS/OBJECTIVES IT MEETS	KEY PRINCIPLES
<p>Bridge Housing Model</p> <p>Estimated 2-year budget: \$2,932,216</p> <p>Timeline: Projects have been selected (see Project Summary). Anticipate submitting project application to HUD in Q4 2017 for implementation in Q1 2018</p>	<p>In response to the need for increased, flexible housing options for young people and concrete pathways to permanent housing quickly, this project increases housing capacity in King County by combining Transitional Housing (TH) and Rapid Re-Housing (RRH) in a single project to serve young adults (YA) experiencing homelessness. The Bridge Model provides low-barrier, temporary housing while YA find and move quickly to permanent housing with rental assistance support and case management through RRH.</p> <p>The program utilizes 2 facilities (YouthCare’s Home of Hope and United Indians of All Tribes’ Labateyah) currently operating as TH, which would be transitioned to bridge housing units [shorter length of stay – target is 90 days]. The length of RRH services (also provided by Home of Hope and Labateyah staff) will vary and be tailored to</p>	<p>Population Served: Young adults ages 18-24 HUD Homeless Definition: Categories 1 and 4</p> <p>Project Type: PH-Joint Component Transitional Housing/Rapid Re-Housing (RRH)</p>	<p>Brief: The system acts with urgency to swiftly assist youth to move into permanent or non-time-limited housing options with appropriate services and supports.</p> <p>Metric: The Bridge Housing Project is anticipated to support an additional 74 young adults in moving to permanent housing each year.</p> <p>One-Time: The system ensures that young people maintain their independence, are connected to their communities, and do not return to homelessness. A key component of case management will be connecting participants with community-based services such as education, employment services (Career Launchpad), medical and behavioral health (CCORS Team), volunteer opportunities, and community-led youth programs.</p>	<ul style="list-style-type: none"> • Special populations – Serves all YA ages 18-24, including LGBTQ, pregnant YA, and YA with involvement/ past experience in the juvenile justice/foster care systems. Staff will receive tailored trainings hire peer mentors to improve services for these populations. Training provided by the Behavioral Health Mobile Crisis Team and the Bridge Collaborative will support improved services for victims of trafficking and exploitation • Services will be rooted in Trauma Informed Care (TIC) and Positive Youth Development (PYD) through trained staff and inclusion of peer mentors • Adopts housing first practices, supporting immediate access to housing with no preconditions • Youth choice • Individualized and client-driven supports • Social and community integration by establishing connections with community-based services • Programs will participate in Coordinated Entry.

Appendix F: Seattle/King County Final YHDP Project List

	<p>the YA, utilizing a progressive engagement model (up to 24 months of rental assistance and supports, but estimating an average of 9 months of assistance based on existing YA RRH performance).</p>			
<p>YYA Navigators & Diversion</p> <p>Estimated 2-year budget: \$1,276,368</p> <p>Timeline: Projects have not yet been selected. The CoC will issue an RFP in December 2017 which will be open for 3 weeks. Contracts should be executed by February 2018. The RFP will seek agencies with experience in Navigation and/or Diversion, geographic diversity, and</p>	<p>Navigators and Diversion respond to the need for increased capacity to provide immediate supports to young people at the point they are seeking services, ultimately reducing the number of new entries into homelessness (inflow). This project ensures system-wide capacity for housing navigation and diversion services; and provides flexible funding to support housing opportunities using creative, problem-solving techniques centered on youth choice. Housing Navigators will be paired with outreach staff and will work with existing Housing Navigation partners (Friends of Youth, Nexus Youth and Families, Therapeutic Health Services, and YouthCare) ensuring a mobile approach.</p>	<p>Population Served: Youth and Young Adults ages 13-24 HUD Homeless Definition: Categories 1, 2 and 4</p> <p>Project Type: Supportive Services Only, used as Diversion and Housing Navigation</p>	<p>Rare: The System uses prevention and diversion strategies whenever possible, and otherwise provides access to low barrier crisis housing & services to any YYA who needs and wants it.</p> <p>Metric: Anticipates connecting 100 YYA annually with permanent housing solutions through use of flexible funding which contributes to overall reduction of the annual inflow.</p> <p>Brief: Periods of homelessness for YYA, particularly students are shorter for those served by this intervention.</p> <p>Eliminating Disparities: Youth of color and LGBTQ youth have parity in access and outcomes when compared with their peers</p>	<ul style="list-style-type: none"> • Special populations – Serves YYA ages 13-24 with dedicated staff for youth under 18. Serves pregnant and parenting YYA and youth involved in juvenile justice and foster care systems. Training provided by the Behavioral Health Mobile Crisis Team and the Bridge Collaborative will support improved services for victims of trafficking and exploitation • Services will be rooted in Trauma Informed Care (TIC) and Positive Youth Development (PYD) through trained staff and inclusion of peer mentors • Family engagement • Immediate access to housing with no preconditions • Youth choice • Individualized and client-driven supports • Social and community integration • Navigators will ensure access to Coordinated Entry, completing assessments and participating in Coordinated Entry case conferencing.

Appendix F: Seattle/King County Final YHDP Project List

<p>expertise in serving subpopulations such as LGBTQ, youth of color, and young parents.</p>	<p>One Navigator will be assigned to work exclusively with YA in Seattle Public Schools, receiving referrals directly from the McKinney Vento staff. Another Navigator will work specifically with unaccompanied youth under 18, coordinating closely with the Youth Engagement Team (see YET project description below). The project includes a total of 4 Housing Navigators and 4 peer mentors. On average, participants will stay engaged in services for 1-6 months while seeking housing and getting connected with community-based resources. Timeframe for service delivery will be tailored to each individual using a progressive engagement model. Staff will provide up to six months of aftercare support once an YYA is exited from the program.</p>			
<p>Youth Engagement Team (Under 18)</p> <p>Estimated 2-year budget: \$813,244</p>	<p>The Youth Engagement Team responds to the gap in programming for minors under the age of 18, particularly youth-centered programming. The program will address the high number of minors in custodial</p>	<p>Population Served: Youth under 18 HUD Homeless Definition: Categories 1, 2 and 4</p> <p>Project Type:</p>	<p>Rare: The System uses prevention and diversion strategies whenever possible, and otherwise provides access to low barrier crisis housing & services to any youth who needs and wants it.</p>	<ul style="list-style-type: none"> • Special populations – Project is targeted to serve youth under 18, particularly justice-involved youth and youth with experience in the foster care system, and including LGBTQ youth and pregnant and parenting youth.

Appendix F: Seattle/King County Final YHDP Project List

<p>Timeline: Projects have not yet been selected. The CoC will issue an RFP in December 2017 which will be open for 3 weeks. Contracts should be executed by February 2018. The RFP will seek agencies with specific expertise needed for the multi-disciplinary team (legal aid and family therapy) and expertise in serving subpopulations such as LGBTQ, youth of color, and young parents. In seeking applicant, the CoC will reach out to the Juvenile Justice Committee as possible</p>	<p>systems who are currently homeless/unstably housed. YET implements a multi-disciplinary team supporting minors under 18 and families either immediately prior to an impending experience of homelessness or within the first few days of the experience.</p> <p>Systems (schools, child welfare, juvenile justice, etc.) refer youth to a single entity, the multi-disciplinary team (housing, legal, case mgmt/mediation), to reunify with family immediately or access short term housing while services are being delivered. Referral partners include juvenile justice staff (including law enforcement, probation, judges, detention staff, attorneys and others), school staff (including counselors, liaisons and others), and provider staff (outreach, drop-in, shelter, HOPE staff, CRC staff). Youth would voluntarily opt-in with the benefit of securing housing and services. On average, participants will be engaged with the program for approximately 10 weeks, with a limit of 6 months.</p>	<p>Supportive Services Only, used as Diversion and Housing Navigation</p>	<p>Metric: Anticipates connecting 100 minors annually with permanent housing solutions through use of family reunification, flexible funding, host homes, and other stable housing options which contributes to overall reduction of the annual inflow.</p> <p>Eliminating Disparities: Youth of color and LGBTQ youth have parity in access and outcomes when compared with their peers</p>	<ul style="list-style-type: none"> • Services will be rooted in Trauma Informed Care (TIC) and Positive Youth Development (PYD) through trained staff and partnership with Navigation peer mentors • Immediate focus on family engagement and reunification driven by the needs and interests of the youth. • Immediate access to housing with no preconditions • Youth choice • Individualized and client-driven supports • Social and community integration • YET Team will ensure access to Coordinated Entry, completing assessments with youth ages 17.5 and older and participating in Coordinated Entry case conferencing as needed.
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Appendix F: Seattle/King County Final YHDP Project List

<p>applicants and for further marketing (see Appendix E)</p>				
<p>Behavioral Health Crisis Response</p> <p>Estimated 2-year budget: \$340,416</p> <p>Timeline: The provider agency has been selected (see Project Summary). The CoC will work with the King County Behavioral Health and Recovery Division to coordinate funding plan and implementation timeline. Anticipate submitting project application to HUD in Q4 2017</p>	<p>The project expands existing Behavioral Health Mobile Crisis Response team, Children’s Crisis Outreach Response System (CCORS), by increasing capacity to extend services beyond current focus of youth under 18 to also serve YA ages 18-24 living in YA housing (within homeless system) throughout King County. CCORS (operated by YMCA and contracted through the King County Behavioral Health and Recovery Division) provides immediate crisis stabilization for YYA experiencing a behavioral health-related crisis and provides training and support to the family and housing staff to prevent future crisis and/or potential involvement in the justice system or repeated episodes of homelessness. When the crisis situation cannot be stabilized and/or calls for a more intensive stabilization response, the crisis team will have access to crisis stabilization respite beds where young adults can stay for up to 14 days.</p>	<p>Population Served: Young adults 18-24 (Existing services support youth under 18) HUD Homeless Definition: Categories 1,2 and 4</p> <p>Project Type: Supportive Services Only, as a Mobile Crisis Team</p>	<p>One-Time: The system ensures that young people maintain their independence, are connected to their communities, and do not return to homelessness.</p> <p>Metric: Reduction of overall rate of returns to homelessness by 5%</p>	<ul style="list-style-type: none"> • Special populations – Program serves YYA ages 11-24, including LGBTQ youth and justice involved youth or youth with foster care experience, and sexually exploited youth. • Services will be rooted in Trauma Informed Care (TIC) and Positive Youth Development (PYD) through trained staff and mental health supports to address trauma • Family engagement • Youth choice • Individualized and client-driven supports • Serves YA enrolled in housing programs that are participating in Coordinated Entry. CCORS team will coordinate with Coordinated Entry on alternative housing options in circumstances when it is not safe for the YA, or the YA chooses not to return to the housing program.

Appendix F: Seattle/King County Final YHDP Project List

for implementation in Q1 2018				
YHDP Planning Project \$60,000	<ul style="list-style-type: none"> *Seattle/King County has requested a planning grant in the amount of \$60,000 to support the coordination of the Youth Advisory Board (YAB) and to compensate the members of the YAB. The YAB is critical to the incorporation of youth voice throughout all aspects of system and program design, implementation, and continuous improvement and accountability. 			

Seattle/King County Youth Homelessness Demonstration Program Budget	
Program	2-Year Budget
Bridge Housing Model	\$2,932,216.00
Behavioral Health Crisis Response	\$340,416.00
Youth Engagement Team	\$813,244.00
Navigator/Diversion	\$1,276,368.00
Youth Advisory Board Planning Grant	\$60,000.00
Total 2-Year Budget	\$5,422,244.00