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We are following their lead and doing as they say.**

WE SAY

We Empower San Antonio Youth

San Antonio/Bexar County's Coordinated Community Plan to Prevent and End Youth Homelessness

Updated April 2020



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#WESAY #HOUSEALLYOUTH



ACKNOWLEDGEMENTS

Thank you to the youth, young adults, and passionate allies who worked side by side to craft this plan. WE SAY is a culmination of the minds and hearts of many people who have been meeting, talking, planning, and acting over the last six months. Thank you for your determined efforts. To the Youth Action Board, thank you for your bold leadership. You brought passion and clarity and kept the work grounded.

Special thanks to our...

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KEY TERMS AND ACRONYMS

We recommend printing this guide to reference throughout your reading.

KEY TERMS

Lived Expertise: A core value of this plan is Youth Voice. We believe that people with lived experience in homelessness provide invaluable expertise and that this input should be prioritized.

Continuum of Care: A [Continuum of Care \(CoC\)](#) is a regional or local planning body that coordinates housing and services funding for families and individuals experiencing homelessness.

HUD Categories of Homelessness¹:

Category 1	Category 2	Category 3	Category 4
Literally homeless – those living on the street, in an emergency shelter, or in transitional housing Exiting an institution where they resided for <90 days and were previously in a shelter or on the street	Individual or family who will imminently lose their primary nighttime residence, has no subsequent residence, and lacks resources or support networks	Unaccompanied youth or families with children/youth who meet the homeless definition under another federal statute (i.e. McKinney Vento) plus other criteria on previous housing and special needs/barriers	Any individual or family who is fleeing or attempting to flee domestic violence, has no other residence, and lacks resources or support networks
Local Examples of Agencies Serving Each Category			
Haven for Hope	SAMMinistries	school districts	Family Violence Prevention Services

Unaccompanied Youth and Young Adults (YYA): YHDP addresses homelessness for YYA, ages 24 and younger, who are not accompanied by a parent or caregiver over the age of 24. It includes YYA who themselves are caregivers and parents of young children as well as YYA who are coupled but not parenting and those who are surviving by themselves.

¹[Click here](#) for more information on HUD’s criteria for defining homelessness.

ACRONYMS

CCP: Coordinated Community Plan

CE: Coordinated Entry

CoC: Continuum of Care

ES: Emergency Shelter

LSA: Longitudinal System Analysis

HMIS: Homeless Management Information System

IRT: Independent Review Team

LGBTQIA+: Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual +

NOFA: Notice of Funding Availability

PYD: Positive Youth Development

RFP: Request for Proposals

RHY: Runaway and Homeless Youth

RRH: Rapid Rehousing

SARAH: South Alamo Regional Alliance for the Homeless

TA: Technical Assistance

TH-RRH: Joint Transitional Housing to Rapid Rehousing

TIC: Trauma-Informed Care

USICH: United States Interagency Council on Homelessness

YAB: Youth Action Board

YHDP: Youth Homelessness Demonstration Program

YYA: Youth and Young Adults

VISION AND CONTEXT

VISION STATEMENT

Our vision for San Antonio/Bexar County is an altruistic community where no YYA experience homelessness. We want an efficient, collaborative, and equitable YYA homeless response system. Finally, every YYA in need of housing and services will be empowered to get what they need to thrive.²

WHAT IS YHDP?

In August 2019, the U.S. Department of Housing and Urban Development (HUD) selected San Antonio/Bexar County to participate in Round 3 of the Youth Homelessness Demonstration Program (YHDP). Our community received **\$6.88 million** to fund innovative new projects. We also received HUD-provided TA to develop a coordinated community response to prevent and end YYA homelessness.

YHDP was designed to build a movement to prevent and end YYA homelessness across America. The first three rounds have supported 44 communities in the development of Coordinated Community Plans (CCPs). YHDP provides communities with funding, planning frameworks, support from national experts, and opportunities for new partnerships and collaboration.

ABOUT THIS PLAN

The San Antonio/Bexar County CCP is a product of six months of extensive planning between diverse stakeholders and across systems. Our plan development was co-led by SARA, San Antonio/Bexar County's CoC Lead Agency and Collaborative Applicant, and the YAB, a governing body of YYA with lived expertise. The work was guided by the United States Interagency Council on Homelessness (USICH) Youth Framework and Core Outcomes, as well as the YHDP Core Values.³

² Language in this vision statement comes directly from the YAB and YHDP Advisory Council.

The City of San Antonio (COSA), in partnership with SARA, also underwent an extensive community planning process to develop an updated Homeless Strategic Plan by April 2020. The City and SARA will work together to align our plans.

COMMUNITY STRENGTHS

San Antonio/Bexar County is known nationwide for our community collaboration on complex issues. Roy Maas Youth Alternatives and Thrive Youth Center are strong community partners and together serve hundreds of YYA experiencing homelessness each year. There are solid public-private partnerships and a network of homeless service providers and other system partners including juvenile justice, child welfare, education, and behavioral health. The faith community in San Antonio is deeply invested in this work, and there are several effective, volunteer-run programs including StandUp for Kids and the San Antonio Police Department's (SAPD) ID Recovery Program. A unique collaborative achievement in San Antonio was the opening of the Haven for Hope transformational campus which acts as a "one-stop shop" for people experiencing homelessness, including shelter, case management, and resources from over 180 partner organizations.

SCOPE AND CALL TO ACTION

San Antonio/Bexar County aspires to be a safe, supportive, and compassionate place to live for all our residents. And yet on any given night, 100 YYA live on our streets, in shelters, or in temporary homelessness housing. In 2018, 664 young people accessed the homeless system and over 1,000 experiencing homelessness were identified in our schools. We estimate that thousands more go unidentified⁴ and without access to vital community resources.

³ See 'Appendix B: USICH Framework and Four Core Outcomes' for more detail.

⁴ See 'Goal 1: Identification' for more detail.

The consequences of homelessness are far-reaching. They affect young people's mental, physical, and emotional health; ability to obtain a quality education; access to employment with living wages; and physical wellbeing. Homelessness deprives young people of a fair shot at success and deprives the community of their skills, talents, and passions.

There are many young people in our community who are one financial crisis away from homelessness. High poverty rates and economic disparity place low-income, Latinx⁵ and Black young people as well as young women at an even higher risk. Teen pregnancy, foster care placement, criminal justice involvement, and low graduation rates similarly increase the chances that YYA may find themselves without the supports to maintain a home.

This plan is a call to action representing the collective input of young people with lived expertise, service providers, government agencies, community activists, and systems of care, including education, employment, criminal justice, and child welfare. Together, we will build a community where YYA homelessness is prevented whenever possible and where we respond quickly to homelessness when it does happen. WE SAY is a plan based on shared ownership and the idea that when we come together, we can accomplish anything.

⁵ Latinx is a gender-neutral alternative to Latino or Latina to mean of, relating to, or marked by Latin American heritage.

NEEDS, GOALS, OBJECTIVES, AND ACTION STEPS

Our plan identifies five critical goals that we must meet as a community to prevent and end YYA homelessness:

Goal 1: IDENTIFICATION

Identify all unaccompanied YYA experiencing homelessness in San Antonio/Bexar County. *We cannot end what we cannot see and understand.*

Goal 2: DIVERSION AND REDUCING BARRIERS

Utilize diversion strategies whenever possible, and otherwise provide immediate access to low-barrier crisis housing and services to any YYA who needs and wants it. *We need a response that stops homelessness from happening in the first place. When it does happen, we must act swiftly to stop its traumatic and costly consequences.*

Goal 3: COORDINATED ENTRY

A CE process that effectively links all YYA experiencing homelessness to housing and service solutions that are tailored to their needs. *An efficient, fair, and human-centered system will make our resources more effective and lower-barrier while increasing trust.*

Goal 4: PERMANENT HOUSING

YYA are quickly assisted in finding permanent housing options with no preconditions and paired with individualized and client-driven support and services. *At the core of ending YYA homelessness is that all YYA deserve safe, stable housing with supports that work best for them.*

Goal 5: PREVENTING HOMELESSNESS

There are resources, plans, and system capacity in place to continue to prevent and quickly end future experiences of homelessness among YYA. *Housing is just the beginning for YYA to succeed, so we must ensure that YYA have the resources and community supports needed to thrive.*

Each of the goals includes key needs identified through quantitative⁶ data analysis as well as input from our YAB, YHDP Core Team, and YHDP Advisory Council.⁷ Needs are then followed by specific objectives and action steps.

⁶Quantitative data came from San Antonio/Bexar County HMIS; partner data systems including the Department of Family Protective Services (DFPS) data book and the Public Education Information Management System (PEIMS); and secondary sources including previous surveys of YYA experiencing homelessness conducted by Pride Center San Antonio. The HMIS data set used for analysis included all unaccompanied YYA ages 24 and younger with an active HMIS project enrollment for the 2018 calendar year.

⁷Our community hopes to conduct more extensive, systematic, qualitative research to supplement this input.

GOAL 1: IDENTIFICATION

Identify all unaccompanied YYA experiencing homelessness in San Antonio/Bexar County.

GOAL 1 STATEMENTS OF NEED

IDENTIFICATION IN SCHOOLS

San Antonio/Bexar County needs improved practices to increase its capacity for identifying homelessness and housing instability in schools. Students who experience homelessness have an 87% increased likelihood of dropping out of school.⁸ But before schools can intervene, they must be able to identify who needs support. During the 2017-2018 school year, Bexar County schools reported 1,313 unaccompanied YYA experiencing homelessness under the McKinney Vento⁹ definition. Of these, 73% were doubling up, 21% were in a shelter, 6% were unsheltered, and 0.5% were in hotels/motels.¹⁰ While this count is significant, stakeholders expressed there may be even more students not counted. Schools can obtain some helpful data from student residency questionnaires, but this tool is limited. A convening of local McKinney-Vento Liaisons discussed how the language we use discourages self-identification. One liaison shared, “Don’t use the word homeless...nobody really wants to identify that way.”¹¹

Beyond K-12, higher education stakeholders also identified a gap in homelessness data.¹² Most colleges do not currently track this information on an institutional level. The University of Texas

⁸ [SchoolHouse Connection](#). 2019. “Number of Students Experiencing Homelessness Reaches All-Time High.”

⁹ According to the McKinney Vento Act, “the term ‘homeless children and youths’ means individuals who lack a fixed, regular, and adequate nighttime residence.” This includes those staying in shelters, cars, hotels/motels, and doubled-up, as well as migratory children. You can find more on this definition of homelessness [here](#).

¹⁰ Numbers provided by [National Center for Homeless Education \(NCHE\)](#).

¹¹ [Rivard Report](#). 2020. “School Districts, Charters Convene to Combat Youth Homelessness.”

¹² Expressed by representatives from UTSA and Palo Alto College.

at San Antonio (UTSA) was able to report that 21% of students are at or below the 100% threshold for federal poverty guidelines, a population they consider most at risk of homelessness.¹³

CROSS-SYSTEM DATA SHARING

San Antonio/Bexar County needs better coordination between parallel YYA systems to account for data gaps. Stakeholders identified ongoing coordination efforts but acknowledged that many of these are informal, “back-door” conversations. They highlighted a need for improved coordination between the homelessness, education, foster care, and juvenile justice systems. Specifically, they described the need for cross-checking YYA to ensure consistent services. Further, an estimated 30% of YYA experiencing homelessness engaged at some point with foster care and 36% with juvenile justice.¹⁴ And yet, both the foster care and juvenile justice systems have limited data on which YYA exit to unstable situations or experience instability shortly after leaving. A primary concern from stakeholders is that this missing data means some YYA are falling through the cracks.

OUTREACH CAPACITY

San Antonio/Bexar County needs increased outreach capacity to meet all populations of YYA where they are. Most countywide efforts to identify YYA experiencing homelessness require YYA to come to us and present for support (e.g., traditional homelessness services, self-identification at school) or are based on adult-identification models (e.g., the Point-in-Time

¹³ Provided to YHDP Core Team by UTSA’s Office of Institutional Research in February 2020.

¹⁴ See ‘Appendix A: Needs Assessment Data’ for more detail.

Count). Further, San Antonio only has one drop-in center for minors,¹⁵ no drop-in centers for YYA ages 18-24, and just three paid, full-time YYA outreach workers.¹⁶

These barriers to self-identification mean limited data for decision-making and program design. A recent study with 81 LGBTQIA+ YYA in San Antonio found that over 15% had experienced homelessness. The same study finds twice as many transgender YYA experiencing homelessness than HMIS data indicates the system is currently serving.¹⁷ Another population potentially being underserved are pregnant and parenting YYA. The San Antonio/Bexar County teen birth rate is 49% higher than the national rate.¹⁸ However, in 2018 just 14% of YYA served through the homeless response system were identified as pregnant or parenting, well below the national rate of YYA parents experiencing homelessness.¹⁹ In 2016, The San Antonio Teen Pregnancy Collaborative (SATPPC) conducted focus groups with teen parents, many of whom spoke to the mental health impact of young parenthood and feeling dismissed by service providers.

¹⁵ The Centro Seguro drop-in center is a joint effort between Roy Maas Youth Alternatives (RMYA) and Bexar County Juvenile Probation and serves YYA ages 11-17. A second drop-in center for YYA under 18, The Youth Center of Texas, is opening later in 2020. This center will target YYA escaping sexual trafficking and exploitation.

¹⁶ Two employed by Thrive Youth Center and one employed by RMYA. StandUp for Kids is a third volunteer-run group conducting street outreach with YYA.

¹⁷ See 'Appendix A: Needs Assessment Data' for more detail.

¹⁸ [City of San Antonio Metropolitan Health District](#), 2016. "Teen Births in San Antonio/Bexar County."

¹⁹ See 'Appendix A: Needs Assessment Data' for more detail.

GOAL 1 OBJECTIVES AND ACTION STEPS

Objective 1.1: More effectively identify YYA experiencing homelessness within the education system, including both K-12 and higher education. Identification will allow us to better provide housing and supportive services these YYA need.		
USICH Core Outcomes: Education Connections, Social and Emotional Well Being		
Actions	Responsible Party	Timeframe
1.1.1. Host a training for McKinney Vento Liaisons on Adverse Childhood Experiences (ACEs) and TIC.	ESC-20	Spring 2021
1.1.2. Convene local colleges and universities to create a plan for improved data collection methods.	YAB, UTSA, Palo Alto College	Winter 2020
Objective 1.2: Formalize partnerships between systems including homeless response, education, juvenile justice, and child welfare to better identify and serve all YYA and ensure no YYA “falls through the cracks.” These partnerships will enhance our system’s ability to prevent homelessness and swiftly exit those YYA who do enter the homeless system.		
USICH Core Outcomes: Stable Housing, Permanent Connections, Education and Employment Connections, Social and Emotional Well-Being		
Actions	Responsible Party	Timeframe
1.2.1. Leverage intensive TA awarded to our community through NCHE to explore technology solutions and MOUs.	ESC-20, North East ISD Family Support Services	Through September 2020
1.2.2. Establish cross-system data group under ad hoc umbrella of YHDP governance structure to guide NCHE work.	YHDP Advisory Council	Through September 2020
Objective 1.3 Standardize outreach and PIT identification methods for more complete count of YYA experiencing and at risk of homelessness and to more effectively connect YYA to resources.		
USICH Core Outcomes: Stable Housing, Social Emotional Well-Being		
Actions	Responsible Party	Timeframe
1.3.1. Pilot a PIT count following the Voices of Youth Count model out of Chapin Hall.	YAB, SARAH, Texas State Applied Sociology Program	Summer 2020 ²⁰
1.3.2. Create at least one new YYA street outreach position within the county.	Request for Funding Proposal (RFP) recipient	Fall 2020 ²¹

²⁰ YYA PIT Count may be delayed due to COVID-19.

²¹ YHDP outreach projects may be delayed due to COVID-19.

1.3.3. Participate in monthly city-wide street outreach case conferencing meetings.	COSA (facilitates meetings), RFP recipient	Ongoing starting Fall 2020
1.3.4. Train all outreach workers in Bexar County on YYA engagement strategies.	RMYA	Winter 2020
1.3.5. Develop protocols for unique engagement strategies for special populations, prioritizing LGBTQIA+ YYA and pregnant and parenting YYA.	YAB, Thrive Youth Center, Providence Place	Winter 2020

GOAL 2: DIVERSION AND REDUCING BARRIERS

Utilize diversion strategies whenever possible, and otherwise provide immediate access to low-barrier crisis housing and services to any YYA who needs and wants it.

GOAL 2 STATEMENTS OF NEED

DIVERSION PRACTICES

San Antonio/Bexar County needs a system that can act swiftly to stop the traumatic and costly consequences of YYA homelessness. Our system's access points have limited family and community engagement services for YYA. As reported by the YAB, YYA must often wait to be enrolled in a housing project before receiving services. We need systemwide protocols for problem-solving conversations to help YYA reconnect to their chosen families or families of origin as well as resources to alleviate the stress of transition.

Each year, an estimated 70% of YYA engaging the local homeless response system are experiencing homelessness for the first time.²² This is a significant group of YYA who, with proper intervention, could potentially be swiftly diverted from the system. By one national estimate, each day experiencing homelessness increases the risk of future experiences of homelessness by 2%.²³ The faster and more effectively we can support YYA when they first present at an access point, the more likely we are to prevent their future homelessness.

ACCESS POINTS

San Antonio/Bexar County needs YYA-focused access points that are desirable to YYA. One YYA drop-in center targeting YYA under 18 is inadequate to provide enough prevention and diversion supports for the over 600 diverse YYA accessing our system annually. With limited

²² This data comes from our FY 2018 Longitudinal System Analysis (LSA) report required by HUD. HUD's reporting period runs from October 1 to September 30. See 'Appendix A: Needs Assessment Data' for more detail.

²³ [Chapin Hall](#). 2018. "Toward a System Response to Ending Youth Homelessness."

access points, most YYA currently engage the system through adult-focused ESs.²⁴ Data indicates that these shelters may not be the best intervention for YYA: in one report, only 11% exited to a permanent destination.²⁵ In comparison, 53% of YYA engaged in a YYA-focused access point exited to a permanent destination.²⁶ Beyond exit destinations, stakeholders and the YAB have expressed mental health and safety concerns for YYA in adult shelter environments, particularly for minors.

Black/African American YYA²⁷ and LGBTQIA+²⁸ YYA are disproportionately impacted by homelessness. It is critical that YYA-focused access points, including outreach, drop-in centers, and shelters be able to affirm the dignity and earn the trust of the most marginalized YYA for whom many systems have repeatedly let down. YAB members report feeling “othered” due to their socioeconomic status, race, gender identity, or sexual orientation, and identified “labeling” as a barrier to feeling safe and worthy of services. YAB members suggest that access points are not always trauma-informed, including how they connect (or do not connect) YYA to resources, and expect that all future resources will be YYA-directed, trauma-informed, and patient.

²⁴ In the 2018 HMIS data set used for analysis (see Appendix A), 44% of YYA accessed the homeless response system through an adult-focused ES.

²⁵ This data comes from our FY 2018 LSA report required by HUD. HUD’s reporting period runs from October 1 to September 30. See ‘Appendix A: Needs Assessment Data’ for more detail.

²⁶ This data comes from RHY-funded projects included in the 2018 HMIS data set used for analysis. RHY-funded projects are not included in the LSA.

²⁷ In the 2018 HMIS data set used for analysis (see Appendix A), Black/African American YYA made up 24% of YYA experiencing homelessness while Black/African Americans make up just 6% of the overall San Antonio population according to the [US Census Bureau](#).

²⁸ In the 2018 HMIS data set used for analysis (see Appendix A), LGBTQIA+ YYA made up 10% of YYA experiencing homelessness while LGBTQIA+ individuals make up just 4% of the overall San Antonio population according to [Out in SA](#).

GOAL 2 OBJECTIVES AND ACTION STEPS

Objective 2.1: Expand capacity for diversion activities within YYA homeless response system.		
USICH Core Outcomes: Stable Housing, Education and Employment Connections		
Action Items	Responsible Party	Timeframe
2.1.1. Develop a diversion screening tool for YYA entering the homeless response system including family reunification strategies.	YAB, CE	December 2020
2.1.2. Create a flex fund for access points to utilize for financial supports to divert youth from entering the system.	SARAH	Summer 2021
2.1.3. Develop a robust diversion training process on housing problem solving to support all staff of YHDP-funded projects.	YAB, SARAH	Ongoing beginning December 2020
2.1.4. Train all CE access points which include libraries, shelters, street outreach, and food programs on diversion with a standard process for problem-solving conversations and referrals to resources including employment, education, and ID recovery.	SARAH	Ongoing beginning December 2020
Objective 2.2: Increase number of non-shelter access points for YYA entering homelessness.		
USICH Core Outcomes: Stable Housing, Social Emotional Well-Being		
Action Steps	Responsible Party	Timeframe
2.2.1. YAB and UTSA co-design a drop-in center that is trauma informed and integrates PYD principles.	YAB, UTSA	Summer 2020 ²⁹
2.2.2. Develop a process for diverting YYA from adult shelter when possible and coordinate safe and responsive services alternatives.	Haven for Hope Intake Department	Summer 2021
2.2.3. Complete a comprehensive review of access across San Antonio/Bexar County, aiming to enhance existing access points and create new access points in underserved regions of the city.	SARAH, YAB, RFP recipients, Outreach Workers	January 2021

²⁹ May be delayed due to COVID-19, although we are exploring virtual options.

GOAL 3: COORDINATED ENTRY

The CE process effectively links all YYA experiencing homelessness to housing and services solutions that are tailored to their needs.

GOAL 3 STATEMENTS OF NEED

ENHANCED COORDINATED ENTRY (CE)

San Antonio/Bexar County needs a more dynamic and inclusive CE system to quickly connect YYA to housing and services. San Antonio/Bexar County's CE system has yielded notable success. The launch of CE in 2016 created new communication channels for shelters and outreach workers to coordinate care. In 2019, 345 YYA were housed through CE.³⁰ There are, however, limitations. Only two YYA service agencies actively participate in CE,³¹ with other YYA partners functioning in silos. Stakeholders expressed that this lack of coordination disrupts continuity of care and can re-traumatize YYA already experiencing multiple vulnerabilities.³² More concrete data on YYA outcomes in CE is not currently available. SARA is conducting a thorough quantitative analysis of our CE system, guided by the CoC's CE Advisory Committee.

GOAL 3 OBJECTIVES AND ACTION STEPS

Objective 3.1: Re-vamp CE system to be more dynamic and YYA inclusive.		
USICH Core Outcomes: Stable Housing		
Action Steps	Responsible Party	Timeline
3.1.1. Conduct CE analysis of current processes at each stage of CE (access, assessment, prioritization, and referral) to ensure practices are client-centered and informed by youth choice.	SARAH, YAB	Spring/Summer 2020
3.1.2. Begin utilizing the TAY-SPDAT for unaccompanied YYA ages 18-24 accessing CE.	CE Hubs, HMIS team at Haven for Hope	November 2020
3.1.3. Incorporate diversion activities into the CE assessment process at all access points to ensure YYA are connected to other resources in the community whenever possible.	CE, RFP Recipients	November 2020
3.1.4. Designate Navigators who will assist with helping YYA become housing ready.	RFP recipient	November 2020
3.1.5. Require that all YHDP-funded agencies participate in CE.	SARAH	November 2020
3.1.6. Hire a Youth System Coordinator to recruit, onboard, and coordinate CE system partners and process housing referrals.	RFP Recipient for CE funding	November 2020
3.1.7. Determine process for cross-system partners to connect YYA to the CE system.	YAB, SARAH	November 2020
3.1.8. Complete training series in topics including authentic YYA collaboration, TIC, PYD, harm reduction, motivational interviewing (MI), vicarious trauma, and compassion fatigue (CF).	RFP recipients for CE, outreach, and navigation projects	Winter 2020
3.1.9. Implement consumer feedback surveys in all CE Hubs.	SARAH, CE Hubs	Winter 2020

³⁰ This number comes from CE waitlist data pulled in March 2020 and analyzed April 2020 by SARAH’s Data Analyst.

³¹ Roy Maas Youth Alternatives and Thrive Youth Center.

³² Expressed in YHDP Core Team sessions throughout planning and Under 18 System Modeling conducted January 2020.

GOAL 4: PERMANENT HOUSING

YYA are quickly assisted in finding permanent housing options with no preconditions, paired with individualized and client-driven support and services.

GOAL 4 STATEMENTS OF NEED

MORE HOUSING CAPACITY

San Antonio/Bexar County needs expanded capacity of permanent and temporary housing opportunities designed for YYA. Increasing our system’s capacity of permanent housing projects from its current to ideal state will be a heavy lift. Through YHDP system modeling, stakeholders estimate needing 325 RRH units and 60 PSH units. Of over 600 YYA who accessed the local homeless system in 2018, less than 1% were enrolled in a permanent housing project.³³ Our YAB and YHDP Core Team strongly advocate for increased capacity of permanent housing projects, particularly RRH. Given the shortage of units and current market, landlord engagement and retention are priorities.

Temporary housing opportunities are also important parts of the YYA safety net. In this category, stakeholders estimate needing an additional 16 YYA shelter beds and 48 transitional housing units. Stakeholders prioritized crisis/transitional housing for highly vulnerable YYA, namely those aging out of foster care. In 2018, 2,158 YYA exited from Department of Family and Protective Services (DFPS) legal custody, which is the highest throughout Texas. It is estimated that 25-50% of YYA exiting care will couch surf, double up, move frequently within a short period of time, have trouble paying rent, and face eviction.

The YHDP award will greatly increase temporary and permanent housing resources available to YYA in Bexar County, but it will not fully meet the need. Additional funders are needed,

³³ 54% were enrolled in shelter, 23% in street outreach, and 16% in transitional housing. See ‘Appendix A: Needs Assessment Data’ for more detail.

including City and County governments, state resources to the extent available, and private philanthropy. The COSA Department of Human Services has designated \$268,000 of their FY 2021 and FY 2022 Consolidated Funding to address YYA homelessness. Advocacy for additional funders to follow suit is critical.

WRAP-AROUND SUPPORT

San Antonio/Bexar County needs high quality wrap-around supportive services tailored to YYA's unique needs. The YAB and other stakeholders consistently remind us that housing alone is not enough for YYA to achieve stability. Specific sub-populations have unique service needs that we must honor. These needs and vulnerabilities are summarized below and detailed in 'Appendix C: Special Population Impact and Strategies'.

LGBTQIA+: LGBTQIA+ are 120% more likely to experience homelessness than their heterosexual peers.³⁴ YYA who accessed our homeless response system in 2018 were four times more likely to report poor or fair mental health than their heterosexual peers. Nationally, the rate of suicide among LGBTQIA+ YYA experiencing homelessness is more than double the rate of their non-LGBTQIA+ homeless peers.

Pregnant and Parenting: In 2018, 96% of parenting YYA who accessed the homeless system identified as female. An important local variable impacting young mothers is wage disparity. The City's recent Poverty Report found that female-headed households are the most likely to experience poverty.³⁵

Justice Involved: YYA with justice involvement are much more likely than their non-justice-involved peers to return to juvenile detention at project exit. According to 2018 HMIS data, 14% of YYA with previous justice involvement returned to juvenile detention at project exit, compared to 0% of those with no prior justice involvement. YYA with criminal histories

³⁴ [National Coalition for the Homeless](#). [MISSING YEAR.] "LGBT Homelessness."

³⁵ [City of San Antonio](#). 2019. "Status of Poverty in San Antonio."

experience legal and stigma-related barriers to housing, education, and employment that often require expert resources and navigation to overcome.³⁶

Foster Care Involved: Local YYA with a history of foster care involvement reported more mental health challenges than their non-foster-involved peers. Our community has strong leadership from organizations like Family Tapestry and Thru Project, helping us to re-imagine support for foster care involved YYA. The Family Tapestry Youth Advisory Council recommends more case workers with personal history in foster care and more training on the realities of foster care for service providers.

Victims of Sexual Trafficking and Exploitation: San Antonio is part of a triangular hot bed of trafficking in Texas, alongside Dallas and Houston. Texas ranks first in the nation for number of sex trafficking cases. In 2018, there were 68 active cases involving sex trafficking making their way through federal court. Local groups such as Ransomed Life point to the importance of relationships to promote healing, which would be a critical component of homeless system services offered to YYA victims. Services should also include mentoring, counseling, peer support, and community engagement. It will be important for housing projects to connect with, receive training from, or co-locate with groups well-versed in the specific service needs of this population.

Through targeted efforts to strengthen and increase culturally relevant services for YYA, we anticipate stronger housing outcomes and fewer returns to the homeless system over time.

GOAL 4 OBJECTIVES AND ACTION STEPS

Objective 4.1: Build up system capacity so that all YYA who need and want it can access safe and dignified permanent housing with appropriate wraparound supports.		
USICH Framework & Core Outcomes: Stable Housing, Social-Emotional Wellbeing, Permanent Connections		
Actions	Responsible Party	Timeframe
4.1.1. Allocate approximately \$1.72 million in YHDP funding for RRH projects to serve an estimated 206 YYA annually.	YAB, CoC Board	April 2020
4.1.2. Allocate approximately \$1.14 million in YHDP funding for TH-RRH projects to serve an estimated 63 YYA annually.	YAB, CoC Board	April 2020
4.1.3. Create bridge between Family Tapestry’s Youth Advisory Council and YAB to ensure authentic collaboration in project design for foster involved YYA.	Family Tapestry, YAB	Summer 2020
4.1.4. Establish training MOUs with cross-system partners including experts in human trafficking, justice, and child welfare and approach all trainings through a trauma lens.	YHDP Core Team	Summer 2020
4.1.5. Establish training MOUs with LGBTQIA+ advocacy and support groups to provide training for all YYA housing service providers.	YHDP Core Team	Summer 2020
4.1.6. Incorporate social and community engagement strategies into RRH case management to help young parents expand their support networks. For example, joining carpool groups or child watch cohorts.	RFP recipients	Summer 2020
4.1.7. Complete training series in topics including authentic YYA collaboration, TIC, PYD, harm reduction, MI, vicarious trauma, and CF.	RFP recipients	Winter 2020
4.1.8. Facilitate community conversations on LGBTQIA+ YYA to promote awareness and acceptance.	Thrive Youth Center, YAB	Spring 2021

³⁶ [Coalition for Juvenile Justice](#). 2016. “Youth Homelessness and Juvenile Justice: Opportunities for Collaboration and Impact.”

GOAL 5: PREVENTING HOMELESSNESS

There are resources, plans, and system capacity in place to continue to prevent and quickly end future experiences of homelessness among YYA.

GOAL 5 STATEMENTS OF NEED

PREVENTION EFFORTS

San Antonio/Bexar County needs strong cross system collaboration that enables a rapid response to support youth in remaining connected to supports and mainstream resources.

Prevention efforts go far beyond the homeless system, requiring all hands on deck from education, juvenile justice, child welfare system partners. As is described within Goal 1, identification across systems is imperative to understanding need and quickly supporting YYA to avoid homelessness whenever possible. As a Chapin Hall report found, “youth with histories of child welfare and justice systems involvement are at especially high risk for homelessness, as are youth who left high school before completion. We also know that racial inequities, poverty, family instability and conflict, loss of a parent, and LGBTQIA+-related discrimination and tension are all important early conditions that contribute to risk for homelessness.³⁷” Of 118 YYA served by local RHY-funded programs in 2018, 36% reported prior justice system involvement and 30% reported foster care involvement. Strong cross-system collaboration has the potential to greatly impact YYA through early identification, needs assessment, and resource connection that support YYA in avoiding the trauma of homelessness whenever possible.

Employment and educational supports are a local service priority, as we know that YYA with at least a GED or high school diploma are more successful in gaining living wage employment and avoiding homelessness.³⁸ For YYA starting their employment and career journeys, we must

³⁷ [Chapin Hall](#). 2018. “Toward a System Response to Ending Youth Homelessness.”

³⁸ [SchoolHouse Connection](#). 2019. “Number of Students Experiencing Homelessness Reaches All-Time High.”

connect them to relevant resources and aim further than survival wage employment. A focus on career paths, skill development, and living wage employment opportunities will further support long-term housing stability.

EMPOWERED YOUTH

San Antonio/Bexar County can sustain this work only if it is led by YYA with lived expertise, who are empowered decision makers within the YYA system. YYA hold knowledge about how programs and systems work that older adults do not hold. They have experienced our program and system policies and are intimately connected to the peers and places most critical to our success. YYA also have the most at stake and are ready for things to change. As one YAB member stated on a panel on Youth Voice and Choice, they are here to fix the system so no young person behind them must go through the same thing. We must recognize that older adult allies working on their behalf have not been able to end YYA homelessness without them.

Our YAB is an incredible body of young leaders who helped secure \$6.88 million in federal funding and continue to work hard to ensure these funds make a real impact. They remind us that YYA are a vital part of our community with unique and irreplaceable expertise. They bring a new perspective and are not afraid to speak out. The YAB has ambitious goals, and it is our role to lift them up in this work.

GOAL 5 OBJECTIVES AND ACTION STEPS

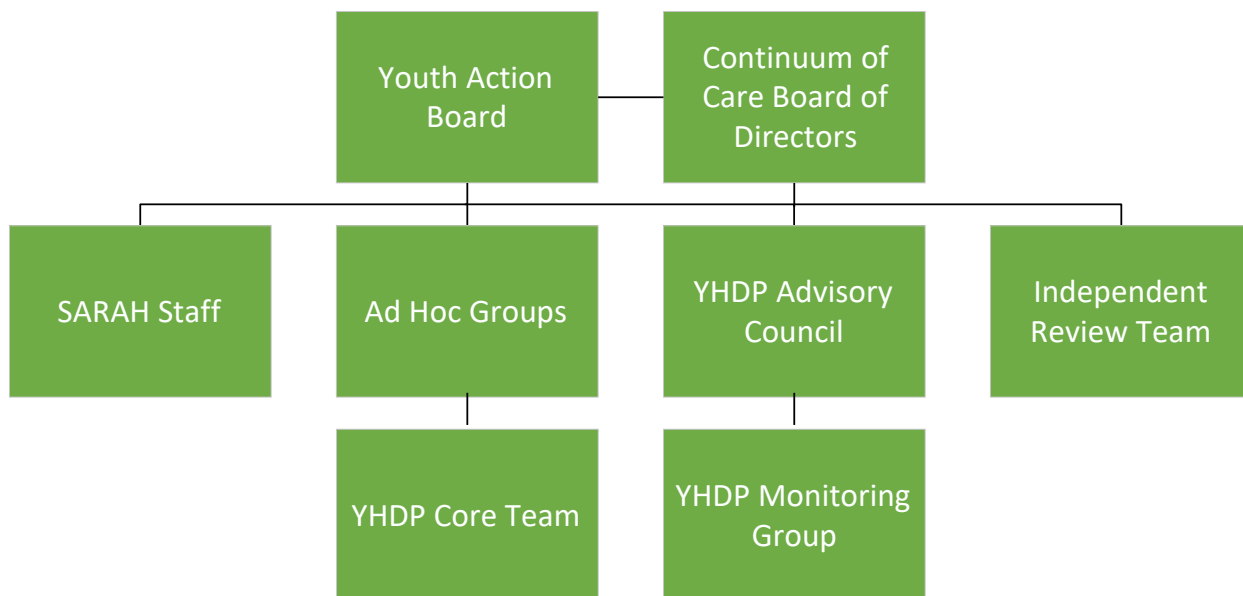
Objective 5.1: Build system capacity for upstream prevention.		
USICH Framework & Core Outcomes: Stable Housing, Education and Employment Connections, Permanent Connections		
Actions	Responsible Party	Timeframe
5.1.1. Create Under 18 Systems Navigator role.	RFP recipient for CE project	Fall 2020
5.1.2. Create at least one Education Navigator role for YYA experiencing homelessness. This role should focus on empowering YYA to complete high school and pursue higher education (if this is the YYA’s desire). The Education Navigator will promote social and community engagement through peer networks, mentorship opportunities, and encouraging participation in college campus clubs and activities. The Education Navigator will also promote permanent connections by connecting YYA to long-term education supports.	RFP recipient	Fall 2020
5.1.3. Create at least one Employment Navigator role for YYA experiencing homelessness. This role should focus on connecting YYA to living wage opportunities and empowering YYA to pursue a chosen career path. The Employment Navigator will help YYA navigate legal and stigma-related barriers to employment, like ID recovery, as well as access resources like transportation and childcare. The Education Navigator will promote social and community engagement through mentorship opportunities and permanent connections by connecting YYA with partners like the Workforce Solutions Alamo.	RFP recipient	Fall 2020
5.1.2. Hire a Youth System Coordinator to coordinate cross-system efforts around upstream prevention. Upstream prevention strategies include flexible funding to resolve conflicts in households to maintain current housing situations or funding to pay past utility bills beyond what contracts allow. This also involves mediation and supportive services focused on family intervention and reunification when safe and appropriate. Greater alignment and expansion of prevention funding locally to specifically target youth homelessness would also make an impact.	RFP recipient for CE project	By December 2020

5.1.3. Conduct training on identification and prevention for YYA at risk of homelessness for education, juvenile justice, and child welfare system partners.	YAB	By December 2020
5.1.4. Explore mentorship opportunities to promote social and community engagement for YYA aging out of foster care with partners such as UTSA’s Fostering Success or Big Brothers Big Sisters of South Texas.	SARAH, Family Tapestry	Winter 2021
Objective 5.2: Empower YYA voice in system change work.		
USICH Framework & Core Outcomes: Social Emotional Well-Being, Permanent Connections		
Actions	Responsible Party	Timeframe
5.2.1. Vote to approve YYA voting seat.	COC Board	April 2020
5.2.2. Reach 20 active members.	YAB	By December 2020
5.2.3. Reach 100 followers on Instagram and 50 followers on Twitter.	YAB	By December 2020
5.2.4. Participate in Youth Advocacy Day for former foster care YYA.	YAB	February 2021
5.2.5. Hire Youth Liaison to support YAB engagement and create opportunities for YYA engagement in YHDP work.	SARAH	Spring 2020

HOW DECISIONS ARE MADE

Our decision-making structure is designed to ensure values of equity and youth voice throughout the YHDP planning and implementation process. Therefore, decisions are informed and vetted by a group of diverse stakeholders, including YYA with lived expertise, and approved with equal authority by our YAB and CoC Board of Directors.

STRUCTURE AND GROUPS



YHDP ADVISORY COUNCIL

The YHDP Advisory Council is a non-voting group open to diverse community stakeholders. This group provides quantitative and qualitative input for the YHDP planning and implementation process. So far, the council has had participation from nearly 100 unique entities spanning direct service, local government, juvenile justice, child welfare, philanthropy, education, and advocacy. Below is a high-level overview of YHDP Advisory Council convenings that took place throughout the planning process.

September 2019	The YHDP Kick-Off took place.
October 2019	A Visioning Exercise occurred to receive input for Vision Statement and lay groundwork for all future work.
November 2019	Cross-System Planning started to receive input on coordination between juvenile justice, foster care, education, behavioral health, and homeless response systems. System Modeling started to receive input on system components as well as estimated number of YYA engaging in each pathway. Separate System Modeling meetings were held for YYA ages 18-24 and YYA under 18.
January/February 2020	Cross-System Planning and System Modeling were completed. YHDP Core Team used input from System Modeling to estimate units needed by type as well as estimated costs.
February 2020	Project Priority Discussion held to review System Modeling results and funding priorities recommended by the YHDP Core Team.

AD HOC GROUPS, YHDP CORE TEAM

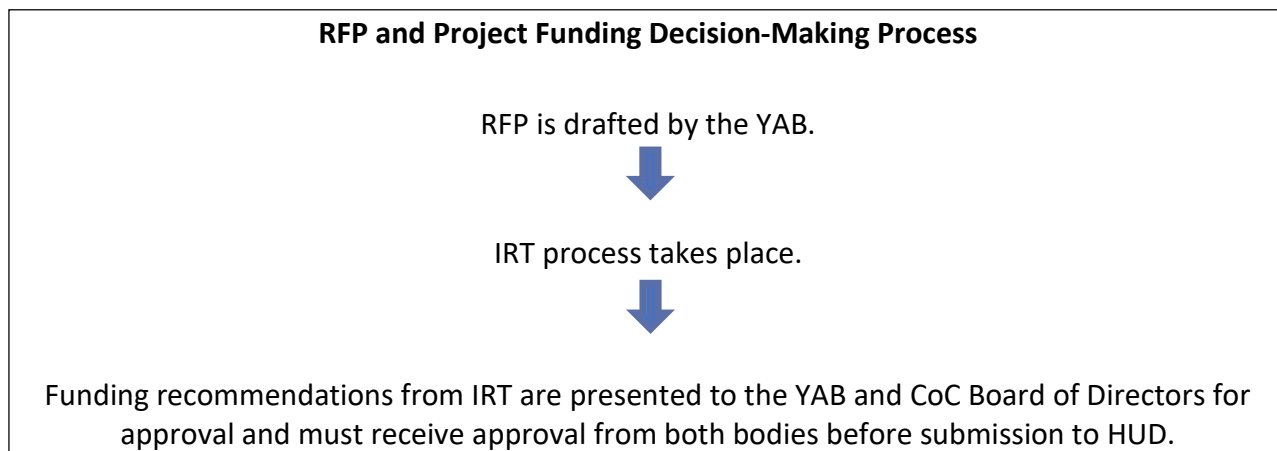
Various ad hoc groups may be formed to carry out the day-to-day work of YHDP planning and implementation. The ad hoc group formed for the planning process was the ‘YHDP Core Team,’ which had representatives from SARA, Roy Maas Youth Alternatives, Thrive Youth Center, and Family Tapestry. This group was responsible for synthesizing input and drafting recommendations. This group anticipates dissolving once the CCP is finalized. Examples of areas that may need an ad hoc group during the implementation process include data, special populations, and innovations.

CoC STAFF

SARA serves as the CoC Lead Agency for San Antonio/Bexar County. SARA staff are responsible for the technical components of the CCP, RFP, project application scoring rubric, and project monitoring tools, including making sure all requirements are submitted to HUD on time.

INDEPENDENT REVIEW TEAM

The CoC Board of Directors will create an IRT to score project applications submitted under the RFP. At least 25% of the IRT must be YYA with lived expertise. Community partners seeking participation in the IRT cannot be affiliated with a project submitted for review.



YHDP MONITORING GROUP

The YHDP Monitoring Group will form after project funding to support system-level evaluation. This group is a core team of the Advisory Council, comprised of no more than five members. Members will include local thought leaders in evaluation, data, grant monitoring, and at least one YYA with lived expertise. We detail the work of this group in the CCP section ‘Evaluate and Evolve.’

CoC BOARD OF DIRECTORS

The CoC Board serves as a body of diverse stakeholders actively engaged in preventing and ending homelessness in San Antonio/Bexar County. Our CoC Board seats currently include an appointed city seat, county seat, consumer seat, and school district seat. The YAB President currently holds a voting seat on the Board.

YAB

The YAB is a CoC governing body comprised of YYA ages 17-25. As written into the YAB's bylaws, at least two-thirds of members must bring lived expertise. The YAB currently has 12 active members and a goal to reach 20 members by the end of 2020.

The CoC Board of Directors and the YAB share final decision-making authority regarding the CCP, RFP, project funding, and project monitoring. Therefore, we must receive a "yes" vote from both bodies on the CCP, RFP, scoring rubric, project funding recommendations, and project monitoring tools before publishing or submitting applications to HUD. If the YAB and CoC Board do not both approve, we will hold a session between the Presidents and Vice Presidents to come to a consensus.

YHDP-FUNDED PROJECTS

San Antonio/Bexar County has \$4,085,781 in YHDP funds to allocate annually.³⁹ As part of the YHDP planning process, diverse stakeholders came together to create a model of our community's ideal YYA homeless response system. Using this input, the YHDP Core Team recommended funding priorities and project designs that were discussed with the YAB and YHDP Advisory Council at a Project Priority Discussion in February 2020. From this process, our community prioritized 30% of YHDP funding for dedicated supportive services and 70% for permanent housing (to also include wrap-around services). This structure addresses the need for improved access points (Goals 1, 2, and 3), as well as increased capacity for long-term housing with wraparound services (Goals 4 and 5). We realize that the YHDP funding is not enough to help us solve YYA homelessness on its own. However, it will fund critical projects and help us to build momentum to raise the additional dollars and in-kind resources needed to achieve our vision.

All YHDP projects will operationalize USICH Core Outcomes and YHDP Values and Principles, including TIC, PYD, and YYA choice. Projects will also be expected to be low-barrier and client-centered. Our community will use the YHDP RFP process to ensure funded projects reflect these principles. See Appendix D for more details.

30% SUPPORTIVE SERVICES

Projects eligible for supportive service funding include drop-in centers, mobile outreach, navigation, and CE. Below are the key project elements identified by our community:

Drop-in centers will serve as accessible, welcoming hubs for YYA experiencing homelessness and equip our system to respond to crisis situations more rapidly. Centers will be open during hours that make sense for YYA, including 10 PM – 2 AM. These centers will participate in CE and have trained staff who can quickly connect YYA to resources and services. Resources should

³⁹This amount includes the 25% required match funding.

include basic needs like food and clothing. Services should include trauma counseling, education, employment, legal, medical, behavioral health, and sexual health. Drop-in centers will operate on principles of TIC and PYD and will be safe, affirming spaces for all YYA who enter. We will allocate approximately \$525,734 annually to serve an estimated 175 YYA.

Mobile outreach projects will prioritize YYA experiencing unsheltered homelessness. Outreach workers will provide basic needs like food and clothing, as well as perform crisis/risk identification and triaging/linking to services. Outreach workers will engage in active listening and MI and be patient with YYA to make sure they are connected to the right service at the right time. We will allocate approximately \$300,000 annually to serve an estimated 100 YYA.

Navigation projects will empower YYA to achieve long-term success. Navigators will span housing, education, and employment to help YYA secure permanent housing, jobs where they earn a livable wage, and further their education through GED, college, trade school, or professional certifications. Navigators will promote social and community engagement and permanent connections as well as ensure YYA choice. We will allocate approximately \$300,000 annually to serve an estimated 100 YYA.

CE funding will ensure the successful growth and maintenance of our CE system. CE system design will incorporate TIC and PYD by not placing behavioral expectations on YYA, having a standard set of criteria, and allowing YYA to make their own housing choices. We will allocate approximately \$100,000 annually for system-level CE work. This work will include front porch service coordination, continuous learning opportunities, and system discharge for cross-system coordination.

70% PERMANENT HOUSING

Permanent housing projects will include RRH and TH-RRH. Below are summaries of the key project elements identified by our community:

RRH provides rental assistance and services to help YYA get housed quickly, increase self-sufficiency, and stay housed. Supportive services will be voluntary, guided by YYA's expressed

needs, and provide YYA with permanent connections and opportunities for social and community engagement. YYA will be given a choice in where they are housed. Length and amount of financial assistance will be according to need. We will allocate approximately \$1.72 million annually to serve an estimated 206 YYA.

TH-RRH will fill the gap in crisis beds for YYA while also supporting the transition to permanent housing. These projects will target YYA in need of crisis housing as a bridge to permanent housing, particularly YYA aging out of foster care, with criminal history, or pregnant/parenting YYA. Service delivery will be trauma informed and YYA will be given a choice in where they are housed. We will allocate approximately \$1.14 million annually to serve an estimated 63 YYA.

LOCAL MOMENTUM

As the YHDP lead agency, SARAH successfully applied for \$343,750 in planning dollars, or 5% of the total YHDP award. These funds will be used for:

- Stipends for YAB members to make participation in the YAB more accessible for YYA exiting or currently experiencing homelessness. Funding will also be used to hire a part-time Youth Liaison at SARAH to better support the YAB in their work.
- SARAH staff time on organizing stakeholder meetings, drafting CCP content and the RFP, coordinating the IRT and funding process, providing TA, and monitoring projects. Funding will also be used to hold regular trainings for providers with subject matter experts.
- Launching a Youth Homelessness Campaign to increase awareness and promote broader community buy-in. We will cultivate local businesses and philanthropic institutions to help grantees raise funds for the required match. We will also raise funds for innovative projects not eligible for YHDP dollars. An example would be developing a website or mobile application with user-friendly, relevant resource guides. Finally, as part of the Campaign, SARAH is co-organizing a Housing Charette with SAHA, UTSA, and SAISD. At this Charette,

YAB members will design a drop-in center with architecture students.⁴⁰ Specific accomplishments of the Youth Homelessness Campaign to date include:

- Preparing a prospect list for city, county, and foundations committed to homelessness for the match campaign. Initial meetings are being held or set to discuss how to work with these groups to secure the match.
- Preparing bank proposals to support the Campaign.
- Working with Managed Care Providers (healthcare insurance companies) to see how they might engage in the Campaign to house YYA or to provide healthcare education.
- Branding of the campaign, which will lead to marketing strategy and marketing materials.
- A targeted list of press to maximize the “earned media” press for the Campaign.

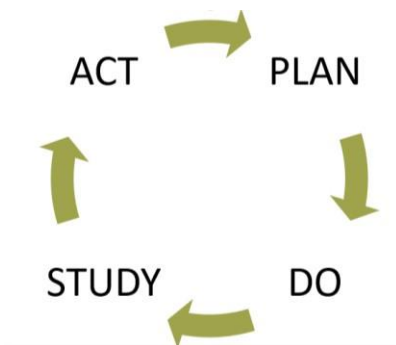
⁴⁰This Charette was originally scheduled for May 2020. Due to COVID-19, it has been cancelled. UTSA is looking into co-designing the drop-in center and mobile units with the YAB virtually.

EVALUATE AND EVOLVE

We will leverage YHDP as an opportunity for continuous learning and improvement and return to the stated values, goals, and objectives of this plan throughout implementation. Further, SARAH commits to providing the ongoing support needed for true project success. This support will include, but is not limited to, TA and regular trainings. TA may involve understanding monitoring results, drawing down grant funds, or developing and interpreting new policies. Trainings may cover technical topics, or broader topics such as TIC. Further, we will also hold bi-annual listening sessions to receive direct feedback from project staff.

PLAN, DO, STUDY, ACT

YHDP uses a 'Plan, Do, Study, Act' framework. Below, we detail the components of this framework as they apply locally.



PLAN

This CCP serves as the roadmap for YHDP and details an inclusive process for planning, implementation, and ongoing evaluation. From our Goals, Needs, Objectives and Actions, we can elevate the following hypotheses:

- Enhancing the quantity and quality of our system's access points will enable our community to better identify YYA at risk of or experiencing homelessness and provide services to divert them quickly and sustainably from the homeless system. Making all

identification and diversion practices client-centered and trauma-informed is critical to helping YYA remain stably outside the homeless system.

- Intentional and strategic cross-system coordination – with special emphasis on homeless response, foster care, juvenile justice, and education – will improve our community’s continuity of care and ensure that no young person falls through the cracks.
- Increased capacity of YYA-focused permanent or non-time-limited housing options with wrap-around supports will empower YYA to secure safe and dignified housing and remain housed long-term.
- In addition to the hypotheses listed above, prioritizing YYA voice and choice in project design, implementation, and evaluation will create a truly responsive system that produces better outcomes including: shorter lengths of time homeless, increased system exits to permanent housing, and lower rates of system returns.

Do

Our Goals, Objectives, and Actions serve as the workplan for implementing project and system-level change within our community. We will continuously lift the voices of YYA throughout implementation. Projects will be evaluated on their implementation of the USICH Core Outcomes and YHDP Values and Principles both in the funding process and through the continuous quality improvement process.

STUDY

We will use quantitative metrics as well as consumer feedback to evaluate progress. It is important to note that holding projects accountable with data is a key concern of the YAB. YHDP grantees will participate in the same monitoring as all CoC grantees, which includes a Scorecard in the local HMIS system and quarterly site visits from CoC staff. The YHDP Scorecard will include HUD's baseline metrics as well as additional metrics to test our hypotheses. Data will be disaggregated by race, gender, sexual orientation, justice involvement, child welfare

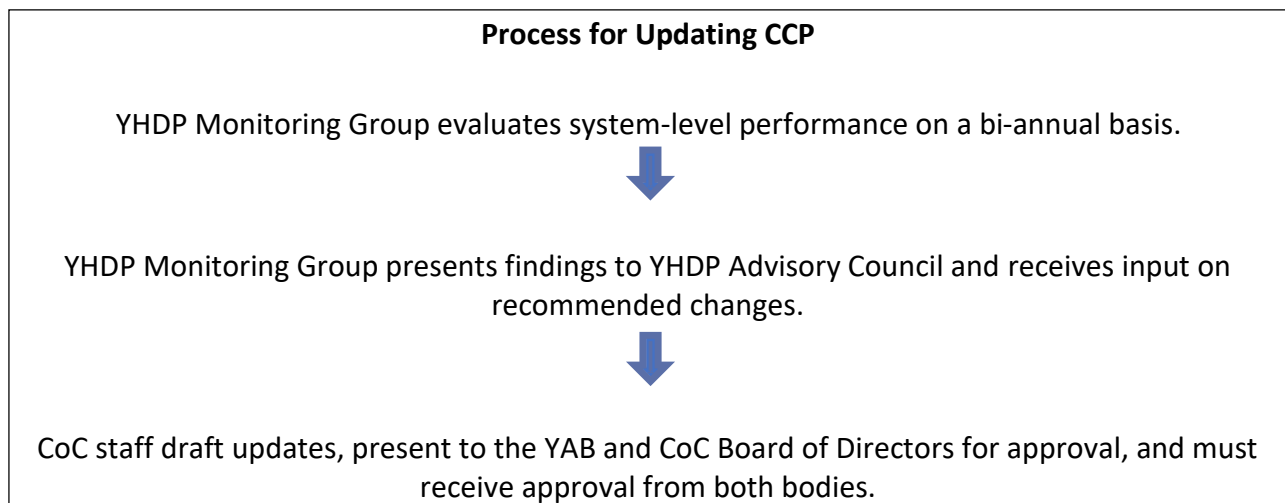
involvement, and parenting/pregnancy status. All project staff with HMIS access can run the Scorecard at any time.

To make sure our process is equitable and inclusive, we will also require all YHDP-funded projects to host bi-annual listening sessions with consumers. These sessions are important opportunities to gather feedback directly from those engaging in services.

As CoC staff oversees monitoring for individual projects, the YHDP Monitoring Group will focus on system-level evaluation. In addition to checking progress against our hypotheses, this group will use an equity lens to quickly surface racial, gender-identity, or sexual-orientation disparities.

ACT

While evaluation is critical, we cannot forget to also evolve. We commit to updating this CCP annually based on findings and new learning.



FINAL REFLECTIONS

This plan is a testament to what a diverse group of committed, informed stakeholders can accomplish when they come together. With the momentum built by YHDP, we can and will prevent and end YYA homelessness.

YOUTH ACTION BOARD REFLECTIONS

KAMERON RHYS

I'm passionate about the Youth Action Board because I was homeless before and felt lost because I didn't know what was available to me. I don't ever want another youth to feel that way. Being on this board is how I can influence change within the system. I know it won't be easy, but this is definitely a start.

Youth voice is going to be the thing that fixes the system. We're able to say what we need. People who haven't been homeless before can't really know what's happening or even what's missing with resources. That's where youth voice comes in. We were there before. So in my opinion, youth voice combined with SARAH and the other youth organizations will be the thing that ends youth homelessness

If I could change one thing in the system, I would change how youth are treated. We have kids aging out of foster care into homelessness because they don't know where to go. We have youth becoming repeat offenders and entering into a back and forth stint with homelessness. Some youth don't know where to find resources or don't even know what resources are available to them because no one [sic] told them where to go.

NINA LOCKWOOD

I want to help give the youth an open outlet within the community so they can voice their views and experiences. And by having a more open communication with them, possibly understand and make the environments they live in better. I do not want any negative aspects of our community and its youth to be ignored. If it's addressed then maybe it can be changed, but I

want the youth to have a place where they can have a chance to do that, and hopefully make things better for them and maybe even others.

The youth are a part of our community. So incorporating youth voice and allowing them to be involved can help give more insight and a better understanding on their experiences growing up within a community we are all a part of. And instead of ignoring or viewing their voice as lesser, it can be an insightful and beneficial tool for growth and change.

I have a lot of passion and respect for the Youth Action Board because I have seen firsthand the earnest efforts of so many people just trying to help and build something bigger than themselves. Something that can grow and hopefully make a difference in people's lives long after us. Having people choose to be a part of this coordinated and collaborative effort really means a lot to me even on a personal level having lived through being homeless myself; I know a lot of changes need to be made and I think this a good step to take towards that. And as a current and original founding member of YAB, I have a lot of hope and determination with this effort to assist the city in making large scale changes that can really help the people within it, especially the youth in our community. And by doing so creating a safer and more secure future for them to grow and thrive on further down the road.

STEPHANIE ESCOBAR

After working with the Youth Action Board on the CCP, I feel as though my mind has become even more open to ideas and other perspectives in the community. It has been amazing to be part of this experience and see the hard work and ideas of others come to fruition. Personally, I find that, especially as a criminal justice major, our focus should move towards the criminal justice system, as well as those who have been touched and affected by it. Those who have been affected by the system typically go on ignored and are not considered "worthy" of helping. We must ensure that, no matter your background, that you are worthy of being assisted and that asking for help along the way is nothing to be ashamed of. Our community is

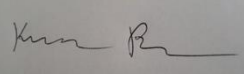
able to expand and improve upon itself by allowing youth to speak out and provide feedback on issues such as these, if we were to allow them to go unnoticed, the systems currently in place would not need any improvement and would rather be left untouched. When we allow youth voices to be heard we allow ourselves to consider other views and perspectives, new ways of solving these issues and how to handle them as best as we can. Which is also why I am extremely proud to be a part of the Youth Action Board, we focus on allowing each of our perspectives to be heard on issues and consider everyone when deciding. The board is made up of incredibly passionate youth who care deeply about our community and want nothing more than to have it flourish and improve itself through youth empowerment. I could not ask to work with a better group of people than the Youth Action Board.

LATONYA RICHARD

I am passionate about the Youth Action Board [sic] because it gives me a way to give back to my community. I've been in the system, I grew up in child protective services, I've been through Family Violence, I've been through domestic violence, and I've been through Correctional system. I've [sic] been homeless, I am a recovering addict. So I've been where they've been and [sic] this is my opportunity to help youth that are going through whatever it might be.

SIGNATURE PAGE

YOUTH ACTION BOARD REPRESENTATIVE


Signature: 

Name: Kameron Rhys

Title: YAB President

Date: June 22, 2020

CONTINUUM OF CARE BOARD REPRESENTATIVE

Signature: 

Name: Leilah Powell

Title: COC Board President

Date: July 21, 2020

CHILD WELFARE REPRESENTATIVE

Signature: *Erica Banuelos*

Name: Erica Bañuelos, MSW, LCPA

Title: CPS Director of Field

Date: August 10, 2020

LOCAL GOVERNMENT REPRESENTATIVE

Signature:



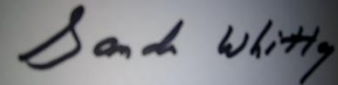
Name: Melody Woosley

Title: Director, Department of Human Services

Date: July 27, 2020

YHDP CORE TEAM REPRESENTATIVE

Signature:



Name: Sandra Whitley

Title: Executive Director, Thrive Youth Center

Date: July 21, 2020

YHDP ADVISORY COUNCIL REPRESENTATIVE

Signature:



Name: Tyler Shoemith

Title: Senior Director, NEISD

Date: July 21, 2020

APPENDIX A: NEEDS ASSESSMENT DATA

In addition to qualitative input, our YYA Needs Analysis was informed by data from the San Antonio/Bexar County HMIS; partner data including DFPS and NCHE data books; and secondary sources including previous surveys of YYA experiencing homelessness conducted by Pride Center San Antonio. The HMIS data set used for analysis includes all unaccompanied YYA ages 24 and younger with an active HMIS project enrollment for the 2018 calendar year.⁴¹

ESTIMATED COUNTS

AT-RISK UNACCOMPANIED YOUTH

- Juvenile Justice: Currently, the Bexar County Juvenile Probation Department does not track homelessness data. Representatives from the justice system identified YYA with dual CPS and justice involvement as most at risk of homelessness. In 2018, 111 YYA fell into this category. 75% of these YYA had an Adverse Childhood Experiences (ACEs) Score of 4 or higher.
- Foster Care: In 2018, Bexar County had 2,158 YYA exit from DFPS legal custody, the highest number in the State of Texas. Local foster care representatives suggested YYA who deny Circle of Support meetings; age out independently without a housing plan; return to care; or access Preparation for Adult Living (PAL) emergency funds are the categories most at risk of homelessness. We have placed a request with foster care representatives on the YHDP Advisory Council for this data. As of the posting of this CCP, we have not yet received this data.
- Education: During the 2017-2018 school year, Bexar County schools reported 1,313 unaccompanied YYA experiencing homelessness under the education definition. Of these, 952 were doubling-up with a family or friend.

⁴¹Analysis of this HMIS data is referred to as HMIS CY2018 throughout the following sections.

- Pregnant and Parenting: In 2016, 2,044 births were to teen mothers. Although this represents a decline since 2012, it was still nearly 50% higher than the national rate. Repeat teen births – births to teens who already had at least one child – accounted for 20% of all births to teens in 2016.

UNACCOMPANIED YOUTH EXPERIENCING HOMELESSNESS

SARAH PIT Counts 2017-2019

Year	Under 18	18-24	Total Count	#/% of Total Unsheltered
2017	0	127	127	64 / 50%
2018	0	162	162	102 / 63%
2019	3	95	98	50 / 52%

HMIS CY2018

- In 2018, there were **664 unaccompanied homeless YYA** ages 24 and younger with an active HMIS project enrollment.
- 49% were Hispanic, 25% White, and 22% Black/African American.
- 74 were minors, 95% of whom were enrolled in an RHY-funded project.

Population	Estimated Counts
LGBTQIA+	<p>HMIS CY2018: Sexual orientation is only captured for RHY-funded projects. Of the 118 YYA served through these projects, 12 identified as LGBTQIA+.</p> <p>Colors of Pride: Earlier in 2019, the Robert Wood Johnson Foundation funded a survey of LGBTQIA+ youth in San Antonio. This survey identified 81 LGBTQIA+ YYA who had experienced homelessness at some point.</p>
Minors	<p>HMIS CY2018: Of the 664 YYA who accessed the homeless response system, 74 were minors.</p> <p>2019 PIT Count: SARAH’s 2019 PIT Count identified 3 YYA under the age of 18, 1 of whom was unsheltered at the time of the count.</p>

<p>Pregnant and Parenting</p>	<p><u>HMIS CY2018:</u> Of 664 YYA who accessed the homeless response system, 93 were identified as parents. Only one parenting YYA was under the age of 18. No pregnant YYA were identified. We acknowledge the limitations of this data, as HMIS does not typically record pregnancy status accurately.</p> <p><u>2019 PIT Count:</u> SARAH’s 2019 PIT Count identified 15 parenting YYA.</p>
<p>Justice Involved</p>	<p><u>HMIS CY2018:</u> Of 664 YYA who accessed the homeless response system, 21 were in jail, prison, or juvenile detention facility prior to entry. Detailed data on justice involvement is only captured for RHY-funded projects. Of the 118 YYA served through these projects, 43 reported previous justice involvement.</p>
<p>Foster Care Involved</p>	<p><u>HMIS CY2018:</u> Of 664 YYA who accessed the homeless response system, 2% were in foster care prior to entry. Detailed data on foster care is only captured for RHY-funded projects. Of the 118 YYA served through these projects, 30% reported foster care involvement.</p>
<p>Victims of Sexual Trafficking and Exploitation</p>	<p><u>HMIS CY2018:</u> Prevalence of sexual trafficking and exploitation is currently only tracked in RHY-funded projects. Of 118 YYA served through these projects, 4 reported having exchanged sex for money. All of these YYA were age 18 at project entry. Only 1 reported having been pressured into exchanging sex for money.</p> <p><u>Human Trafficking Institute:</u> Texas ranks first in the nation for number of sex trafficking cases. In 2018, there were 68 active cases involving sex trafficking making their way through federal court.</p>

EMPLOYMENT AND EDUCATION

- San Antonio ranks high in our rate of “disconnected youth,” defined by Measure of America (MOA) as youth ages 16-24 who are neither working nor in school. According to MOA’s analysis of 2010 census survey results, 15.9% of San Antonio youth fall in this category.
- Of the 118 YYA served through RHY-funded projects in 2018, just 59% were attending school regularly. For minors, 23% were either attending school irregularly or had dropped-out. For YYA ages 18-24, 30% were either attending school irregularly or had dropped-out.

	Under 18	18-24	TOTAL
Attending School Irregularly	12 / 17%	14 / 29%	26 / 22%
Attending School Regularly	52 / 74%	18 / 38%	70 / 59%
Dropped Out	4 / 6%	6 / 12.5%	10 / 8%
Graduated from High School	0 / 0%	6 / 12.5%	6 / 5%
Obtained GED	0 / 0%	4 / 8%	4 / 3%
Data Missing	2 / 3%	0 / 0%	2 / 2%

- Of the 118 YYA served through RHY-funded projects in 2018, just 10% were employed. Broken down by age category, 3% of minors were employed and 21% of YYA ages 18-24 were employed.

APPENDIX B: USICH FRAMEWORK AND FOUR CORE OUTCOMES

Our YHDP planning and implementation work is guided by the principles of the USICH Framework to End Youth Homelessness and its four core outcomes:

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

These principles are incorporated in the Goals, Objectives, and Actions, as well as the YHDP project design charts in Appendix F.

APPENDIX C. SPECIAL POPULATION IMPACT AND STRATEGIES

The tables below identify specific needs for the USICH special populations: LGBTQIA+, Minors, Pregnant and Parenting, Justice Involved, Foster Care Involved, and Victims of Sexual Trafficking and Exploitation. These needs were identified through a process of community input.

Specific Needs of LGBTQIA+ YYA			
Housing Needs	Education Needs	Employment Needs	Social & Emotional Well-Being Needs
To feel safe and affirmed when accessing services	Judgement-free mental health accommodations	Confidence to seek/maintain employment	Voluntary counseling services based on trust and relationship building
Full system willing and trained to serve YYA equitably	Sex education and safe sex resources	ID support, particularly for transgender YYA	Family acceptance efforts
Strategies to Engage and Address Homelessness for LGBTQIA+ YYA			
<ul style="list-style-type: none"> • Pursue and strengthen partnerships with LGBTQIA+ advocacy and support groups such as Pride Center SA, Planned Parenthood, San Antonio LGBT Chamber of Commerce, and the Esperanza Peace and Justice Center. These groups will inform services/policies as well as help lead education/awareness efforts. • Facilitate community conversations to promote awareness and acceptance. • Train providers on affirming, empowering engagement strategies with a special emphasis on access points (i.e. drop-in center staff, outreach workers, and navigators). 			

Specific Needs of Minors			
Housing Needs	Education Needs	Employment Needs	Social & Emotional Well-Being Needs
Diversion from adult-centered projects	Trauma-informed identification tools	Transportation to work	Explanation of what is happening that is trauma-informed and easy to understand
Transitional housing for 17 year-olds	Ability to stay in one school despite unstable housing situation	Credential to seek employment as a minor	Affirmation that system representatives hear and value their voice/choice
Strategies to Engage and Address Homelessness for Minors			

- Install highly trained navigators in the systems that minors most interact with, namely foster care and education, to help translate system requirements to YYA and be their allies.
- Provide training and system-coordination for homeless liaisons in schools so they can better identify and support YYA experiencing homelessness.
- Provide regular training for providers on authentic relationships that prioritize YYA voice/choice.
- Practice family reunification strategies when safe and appropriate and desired by the minor.

Specific Needs of Pregnant and Parenting YYA			
Housing Needs	Education Needs	Employment Needs	Social & Emotional Well-Being Needs
Greater awareness of resources; empowerment to seek support	On-site childcare and family support at high schools and colleges	Increased access to affordable childcare	Provider education to ensure respectful, empowering care
Targeted permanent housing projects	Flexible class schedules; alternative education programs	Wage negotiation skills	Expanded support networks
Housing that allows families to stay together			
Strategies to Engage and Address Homelessness for Pregnant and Parenting YYA			
<ul style="list-style-type: none"> • Engage the SATPPC so members can inform services/policies and help provide training. • Partner with agencies offering empowering, holistic support for young mothers. • Partner with agencies offering childcare support for non-traditional students. • Recruit local business leaders to offer career mentorship and wage negotiation training. • Participate in local efforts around wage equity and engage political leaders working on this cause. • Train service providers in social integration strategies to help young parents expand their social network (i.e. carpool groups). 			

Specific Needs of Justice-Involved YYA			
Housing Needs	Education Needs	Employment Needs	Social & Emotional Well-Being Needs
Landlord outreach	Alternative education options	Navigator to provide expert guidance around legal, stigma-related barriers	Community re-integration support

Housing navigation prior to release	Affordable/accessible GED options	Employer outreach/advocacy	Peer support groups
Strategies to Engage and Address Homelessness for Justice-Involved YYA			
<ul style="list-style-type: none"> Continue engaging representatives from Bexar County Juvenile Justice Department so they can inform services/policies and help provide trainings. Study their Crossover Court model to identify gaps/potential for replication. Install navigators to help with housing prior to release as well as post-release support. Train housing navigators/landlord liaisons within permanent housing projects on advocacy and support needs for this population. 			

Specific Needs of Foster Care-Involved YYA			
Housing Needs	Education Needs	Employment Needs	Social & Emotional Well-Being Needs
Transitional housing for 17-18 year-olds aging out	Peer motivation to seek, continue higher education	Independent living skill-building	Voluntary counseling services based on trust and relationship building
Housing navigation prior to exit	Judgement-free mental health accommodations		Affirmation that system representatives hear and value their voice/choice
Strategies to Engage and Address Homelessness for Foster Care-Involved YYA			
<ul style="list-style-type: none"> Continue strengthening partnership with DFPS and Family Tapestry. Create bridge between Family Tapestry’s Youth Advisory Council and the YAB. 			

Specific Needs of YYA Victims of Sexual Trafficking and Exploitation			
Housing Needs	Education Needs	Employment Needs	Social & Emotional Well-Being Needs
Safe, discrete crisis beds	GED/credit recovery	Navigator to provide expert guidance around legal, stigma-related barriers	Highly trained, specialized mental health support staff
Trauma-informed intake and supportive services	Trauma-informed educational/career counseling	Trauma-informed vocational training	Peer recovery groups
Transitional long-term housing	Technical training/certification	Soft skill and emotional intelligence training	Help securing medical insurance
Strategies to Engage and Address Homelessness for YYA Victims of Sexual Trafficking and Exploitation			

- Engage the Alamo Area Council Against Trafficking so they can inform services/policies and help provide trainings.
- Partner with Bexar County Health Collaborative to provide healthcare navigation.
- Require certified mental health staff at all access points.

APPENDIX D: ADDRESSING YHDP VALUES AND PRINCIPLES ADDRESSING EQUITY AND DISPARITIES

CURRENT

- Drop-in centers currently only serve YYA under 18 (page 13).
- Transgender YYA experiencing homelessness are potentially underserved (page 14).
- Pregnant/parenting YYA are potentially underserved (page 14).
- Black/African American YYA and LGBTQIA+ YYA are disproportionately impacted by homelessness (page 17).
- YAB members report feeling “othered” due to their socioeconomic status, race, gender identity, or sexual orientation, and identified “labeling” as a barrier to feeling safe and worthy of services (page 17).
- Young women are the majority of YYA experiencing homelessness while parenting (page 22).
- Female-headed households are the most likely to experience poverty (page 22).
- YYA with justice involvement are much more likely than their non-justice-involved peers to return to juvenile detention at project exit (page 22).

STRATEGIES

- Action Step 1.3.5. Develop protocols for unique engagement strategies for special populations, prioritizing LGBTQIA+ YYA and pregnant and parenting YYA.
- Action Step 3.1.1. Conduct CE equity analysis.
- Action Step 4.1.5. Establish training MOUs with LGBTQIA+ advocacy and support groups to provide training for all YYA housing service providers.
- Action Step 4.1.8. Facilitate community conversations on LGBTQIA+ YYA to promote awareness and acceptance.
- Create equity outcomes for all projects (Appendix D).
- Install Peer Navigators at drop-in centers (Appendix D).

INCORPORATING POSITIVE YOUTH DEVELOPMENT AND TRAUMA-INFORMED CARE

CURRENT

- There are possibly trauma-inducing access points (page 14, 17).
- Disruptions in care due to limited coordination may cause trauma (page 19).

STRATEGIES

- Action Step 1.1.1. Host a training for McKinney Vento Liaisons on ACEs and TIC.
- Action Step 2.2.1. YAB and UTSA co-design a drop-in center that is trauma informed and integrates PYD principles.
- Action Step 3.1.8./4.1.7. Complete training series in topics including authenticYYA collaboration, TIC, PYD, harm reduction, MI, vicarious trauma, and CF.
- Practice reflective listening in mobile outreach. (Appendix D)
- Ensure CE hubs are incorporating TIC and PYD principles. (Appendix D)

FAMILY ENGAGEMENT

CURRENT

- Our system's access points have limited family and community engagement services for YYA. As reported by the YAB, YYA often must wait to be enrolled in a housing project before receiving these services. We need systemwide protocols for problem-solving conversations to help YYA re-connect to their chosen families or family of origin as well as resources to alleviate the stress of transition. (page 16).

STRATEGIES

- Action Step 2.1.1. Develop a diversion screening tool for YYA entering the homeless response system including family reunification strategies.
- Action Step 5.1.2. Hire a Youth System Coordinator to coordinate cross-system efforts around upstream prevention. Upstream prevention strategies include flexible funding to resolve conflicts in households to maintain current housing situations or funding to pay past utility bills beyond what contracts allow. Greater alignment and expansion of prevention

funding locally to target preventing youth homelessness specifically would also make an impact.

- RRH projects house families together; connect families to childcare (Appendix D).
- Implement safe child watch at drop-in centers (Appendix D).

IMMEDIATE ACCESS TO HOUSING WITH NO PRECONDITIONS

CURRENT

- All CoC-funded projects are required to operate on Housing First principles. This includes Thrive Youth Center, San Antonio/Bexar County's only YYA-serving RRH project. San Antonio Metropolitan Ministries (SAMMinistries), our community's largest RRH provider, also operates on Housing First policies.
- Limited YYA-specific housing projects mean YYA do not have immediate access.

STRATEGIES

- Action Step 4.1.1. Allocate approximately \$1.72 million in YHDP funding for RRH projects to serve an estimated 206 YYA annually.
- Action Step 4.1.2. Allocate approximately \$1.14 million in YHDP funding for TH-RRH projects to serve an estimated 63 YYA annually.
- Given the shortage of units and current market, landlord engagement and retention are priorities (page 21).

YOUTH CHOICE

CURRENT

- All CoC-funded projects are required to offer services on a voluntary basis. This includes Thrive Youth Center, San Antonio/Bexar County's only YYA-serving RRH project. Clients cannot be denied project entry or exited from a project if they choose to not participate in services. Clients are given a choice in where they are housed.

- With limited access points and housing projects, YYA are not given adequate choice. We will need to expand options to truly provide choice.

STRATEGIES

- 5.1.1. Create Under 18 Systems Navigator role. McKinney-Vento, child welfare, juvenile justice. Translate to YYA and help navigate to maximize services. Promote youth choice and stability.
- Our community will use the RFP process to require YHDP-projects to offer YYA choice in housing and supportive services (page 22).

INDIVIDUALIZED AND CLIENT-DRIVEN SUPPORTS

CURRENT

- The YAB report that supports could be more tailored to their unique needs.
- There are limited projects targeted to special populations. Thrive Youth Center is the only YYA housing project targeting a special population (LGBTQIA+).

FUTURE

- Action Step 4.1.4. Establish training MOUs with cross-system partners including experts in human trafficking, justice, child welfare and approach all trainings through a trauma lens.
- Action Step 4.1.5. Establish training MOUs with LGBTQIA+ advocacy and support groups to provide training for all YYA housing service providers.
- Action Step 4.1.8. Facilitate community conversations on LGBTQIA+ YYA to promote awareness and acceptance.
- Host annual listening sessions to solicit YHDP project consumer feedback (page ??).

SOCIAL AND COMMUNITY INTEGRATION

CURRENT

- Thrive Youth Center offers LGBTQIA+ empowerment and self-sufficiency programs. They partner with advocacy groups like Esperanza Peace and Justice Center to provide YYA opportunities for community integration.
- Thrive Youth Center and RMYA both actively recruit project alumni to participate in the YAB.
- YAB members report that strict project rules such as curfews can be a barrier for social and community integration.

FUTURE

- Community re-integration support for YYA from juvenile justice (Appendix C).
- 4.1.6. Incorporate social and community integration strategies into RRH case management to help young parents expand their support networks. An example would be joining carpool groups or child watch cohorts.
- Drop-in Center and Navigation projects will offer opportunities for community building and socialization (Appendix F).
- RRH and TH-RRH projects will offer roommate options (Appendix F).

COORDINATED ENTRY

CURRENT

- In 2019, 345 YYA were housed through CE.
- Only two YYA service agencies actively participate in CE, with other YYA partners functioning in silos.
- More concrete data on YYA outcomes in CE is not currently available.

FUTURE

- Action Step 3.1.1. Conduct CE analysis.
- Action Step 3.1.2. Begin utilizing the TAY-SPDAT for unaccompanied YYA ages 18-24 accessing CE.
- Action Step 3.1.3. Incorporate diversion activities into the CE assessment process at all access points to ensure YYA are connected to other resources in the community whenever possible.
- Action Step 3.1.4. Designate Navigators who will assist with helping YYA become housing ready.
- Action Step 3.1.5. Require that all YHDP-funded agencies participate in CE.
- Action Step 3.1.6. Hire a Youth System Coordinator to recruit, onboard, and coordinate CE system partners and process housing referrals.
- Action Step 3.1.7. Determine process for cross-system partners to connect YYA to the CE system.
- Action Step 3.1.8. Complete training series in topics including authentic YYA collaboration, TIC, PYD, harm reduction, MI, vicarious trauma, and CF.
- Action Step 3.1.9. Implement consumer feedback surveys in all CE Hubs.

APPENDIX E: COLLABORATING PARTNERS

San Antonio/Bexar County has a diverse and passionate group of collaborators working on the vision outlined in this community plan. We acknowledge that a true systems change is only possible when a broad coalition of partners commit to working together. The agencies listed as partners have made a tangible commitment to the work of preventing and ending YYA homelessness in our CoC.

BOARDS

CoC BOARD OF DIRECTORS

- **Role/Involvement:** Participates in the YHDP Advisory Council; supports the YHDP planning and implementation process; approves final funding recommendations

YAB

- **Role/Involvement:** Participates in the YHDP Advisory Council; supports the YHDP planning and implementation process; contributes to CCP; develops RFP; participates in IRT process; approves final funding recommendations

LOCAL AND STATE GOVERNMENT

COSA

- **Role/Involvement:** Representatives on CoC Board of Directors, YHDP Advisory Council, and YHDP IRT; aligns City's Homeless Strategic Plan with YHDP

BEXAR COUNTY

- **Role/Involvement:** Representatives on CoC Board of Directors, YHDP Advisory Council, and YHDP IRT

PUBLIC CHILD WELFARE AGENCIES

DFPS

- **Role/Involvement:** Representatives on YHDP Advisory Council; participated in Under 18 System Modeling; provided data for YYA Needs Assessment; partner on initiatives involving foster involved YYA

ESG PROGRAM RECIPIENTS

THRIVE YOUTH CENTER

- Thrive operates an ES for LGBTQIA+ youth ages 18-24 experiencing homelessness. Thrive also has dedicated Street Outreach services targeted to YYA ages 18-24.
- **Role/Involvement:** Assists with recruiting, engaging YAB members; representatives on YHDP Core Team and YHDP Advisory Council; attended nearly all community input sessions throughout planning process; collected data for YYA Needs Assessment; contributed content for CCP; community leaders on support for LGBTQIA+ YYA

LOCAL AND STATE LAW ENFORCEMENT AND JUDGES

SAPD

- **Role/Involvement:** Works with SARA and DFPS to identify YYA experiencing homelessness and connect them with the appropriate system of care; identifies missing YYA and functions as a first responder for mental health crises; partners closely with SARA on executing the Youth PIT Count; representative on CoC Board of Directors

PEARLS COURT

- Pearls Court is a program that invests in teen girls who have been placed in foster care, helping them value their whole selves and their inherent strengths.
- **Role/Involvement:** Representatives on YHDP Advisory Council; provided input on CCP, particularly on estimating at-risk YYA in foster care system; partner on initiatives involving foster and justice involved YYA

NONPROFIT YOUTH ORGANIZATIONS

FAMILY TAPESTRY

- Family Tapestry is a Division of The Children’s Shelter and functions as the lead agency for the Community-Based Care model in San Antonio/Bexar County. Family Tapestry oversees foster care placements for children in custody of DFPS.
- **Role/Involvement:** Representatives on YHDP Core Team and YHDP Advisory Council; attended nearly all community input sessions throughout planning process; collected data for YYA Needs Assessment; contributed content for CCP; partner on initiatives involving foster involved YYA

PROVIDENCE PLACE

- Providence Place is a nonprofit organization dedicated to serving foster YYA, people with disabilities, and survivors of human trafficking.
- **Role/Involvement:** Representatives on YHDP Advisory Council; attended community input sessions including 18-24 System Modeling and Project Priority Discussion; contributed content for CCP; community leaders on support for foster involved YYA and victims of sexual exploitation

PRIVATELY-FUNDED HOMELESS ORGANIZATIONS

HAVEN FOR HOPE

- The Haven for Hope mission is to offer a place of hope and new beginnings. They do this by providing, coordinating, and delivering an efficient system of care for people experiencing homelessness in San Antonio.
- **Role/Involvement:** Representatives on YHDP Advisory Council; attended community input sessions including 18-24 System Modeling; will help develop adult shelter diversion protocols

LOCAL ADVOCACY, RESEARCH, AND PHILANTHROPIC ORGANIZATIONS

UP PARTNERSHIP

- UP Partnership is an advocacy organization ensuring all young people in Bexar County are ready for the future. They focus on data coordination, enhancing future ready pathways, and enabling relevant policy change.
- **Role/Involvement:** Representatives on YHDP Advisory Council; attended community input sessions including 18-24 System Modeling and Project Priority Discussion; supports the YAB and facilitates bridge between all YYA advisory groups across San Antonio/Bexar County through their Our Tomorrow initiative.

VOICES FOR CHILDREN SAN ANTONIO

- Voices for Children is a local nonprofit organization. Voices identifies current and emerging critical issues impacting children, collaborates with partner organizations—including city, county, and state governmental agencies across several focus areas—and works on strategies to improve the quality of life and opportunities for all children, with a focus on those who are the most vulnerable. The current focus areas are child abuse and neglect prevention efforts, early care and education, physical health, and mental health.
- **Role/Involvement:** Representatives on YHDP Advisory Council

LOCAL AND STATE EDUCATIONAL AGENCIES

ESC REGION 20

- ESC Region 20 is one of 20 regional education service agencies providing an array of programs and services in the areas of administration, business support, certification and recruitment, curriculum, instruction and assessment, health and safety, professional development, specialized services, and technology.
- **Role/Involvement:** Representative on YHDP Advisory Council; attended community input sessions; provided data for YYA Needs Assessment; contributed content for CCP; will collaborate with SARA on training for McKinney-Vento Liaisons; main point-of-contact for local education system

NORTH EAST INDEPENDENT SCHOOL DISTRICT (NEISD)

- NEISD is a school district located in San Antonio. NEISD serves the north central and northeast areas of Bexar County, covering approximately 144 square miles.
- **Role/Involvement:** Representative on YHDP Advisory Council; attended community input sessions; Senior Director of Family Services is Chair of SARAH's Youth Homelessness Workgroup and community lead for NCHE TA

PUBLIC HOUSING AUTHORITIES

SAN ANTONIO HOUSING AUTHORITY (SAHA)

- SAHA helps with access to affordable housing, social services, and a close-knit community dedicated to helping each other.
- **Role/Involvement:** Representative on YHDP Advisory Council; attended community input sessions including Project Priority Discussion; partner on drop-in center design with UTSA, SAISD, and YAB.

RUNAWAY AND HOMELESS YOUTH PROGRAM PROVIDERS

ROY MAAS YOUTH ALTERNATIVES (RMYA)

- RMYA is funded by DFPS and RHY to provide services to youth ages 0-22 through drop-in, ES, and transitional living programs. RMYA is also home to Centro Seguro, the only drop-in center in the State of Texas designed to serve youth who have experienced human trafficking.
- **Role/Involvement:** Assists with recruiting, engaging YAB members; representatives on YHDP Core Team and YHDP Advisory Council; attended nearly all community input sessions throughout planning process; contributed content for CCP

WIOA BOARDS AND EMPLOYMENT AGENCIES

WORKFORCE SOLUTIONS ALAMO (WSA)

- WSA is the local Workforce commission and connects YYA with employment opportunities. Job training and professional development skills are also offered. There is also a childcare program that YYA can access when employed through WSA.
- **Role/Involvement:** Representative on YHDP Advisory Council; attended community input sessions including Project Priority Discussion; partner on education and employment support services

HEALTH, MENTAL HEALTH, AND SUBSTANCE ABUSE AGENCIES

UT TEEN HEALTH

- The UT Teen Health Clinic provides affordable healthcare for YYA. UT Teen Health partners with community YYA-serving organizations and school districts to provide training and support on a wide range of topics including adolescent growth and development, puberty, how to answer questions regarding sensitive topics, and providing TIC.
- **Role/Involvement:** Representative on YHDP Advisory Council; attended community input sessions including 18-24 System Modeling; partner on sexual and reproductive health support services

RISE RECOVERY

- Rise Recovery is a local nonprofit organization that provides substance use treatment and recovery for YYA to help them overcome the effects of drugs and alcohol and partners with the community in education and prevention.
- **Role/Involvement:** Representative on YHDP Advisory Council; attended community input sessions including 18-24 System Modeling and Project Priority Discussion; partner on substance abuse support services

INSTITUTIONS OF HIGHER EDUCATION

PALO ALTO COLLEGE

- Palo Alto is a public community college in San Antonio, Texas. It is one of five separately accredited colleges in the Alamo Colleges District. It operates the SHARE Center, which offers career services, mental health counseling, community resources, financial coaching, a food pantry, health services, and social connection.
- **Role/Involvement:** Will partner with SARAH in capturing data on college students experiencing homelessness

UTSA

- UTSA is a public research university in San Antonio, Texas. With over 30,000 students, it is the largest university in San Antonio and the eighth largest in the state of Texas. It recently launched 'Fostering Student Success,' a pilot program designed to support foster involved YYA attending the university.
- **Role/Involvement:** Representative on YHDP Advisory Council; attended community input sessions including 18-24 System Modeling; partner on initiatives involving higher education and foster involved YYA

JUVENILE AND ADULT CORRECTIONS AND PROBATION

BEXAR COUNTY JUVENILE PROBATION DEPARTMENT

Role/Involvement: Representative on YHDP Advisory Council; attended community input sessions including 18-24 System Modeling; provided data for YYA Needs Assessment; partner on initiatives involving justice involved YYA

AFFORDABLE HOUSING DEVELOPERS

ALAMO COMMUNITY GROUP

- Alamo Community Group develops, acquires, owns, and manages affordable housing in an environment that provides residents with services such as education, wellness, and financial literacy.

- **Role/Involvement:** Provides expertise and guidance on affordable housing

PROSPERA HOUSING COMMUNITY SERVICES

- Prospera Housing Community Services is a nonprofit organization that provides safe, high-quality, and affordable housing to San Antonio/Bexar County residents in need.
- **Role/Involvement:** Provides expertise and guidance on affordable housing

APPENDIX F: YHDP-FUNDED PROJECT CHARTS

30% SUPPORTIVE SERVICES

Drop-In Centers	
Budget Allocation & Est. YYA Served Annually	We will allocate approximately \$525,734 of YHDP funding for drop-in centers to serve an estimated 175 YYA annually.
Target Population	Drop-in centers will be low-barrier and open to unaccompanied YYA, including all special populations. They will serve HUD Categories 1, 2 and 4.
Avg. Length of Assistance	7-10 days
Program Elements	<p>Drop-in centers will serve as accessible, welcoming hubs for YYA experiencing homelessness and equip our system to more rapidly respond to crisis situations. Drop-in center projects will:</p> <ul style="list-style-type: none"> • Be open during hours that make sense for young people, including from 10 PM – 2 AM. • Serve as an access point for CE. • Have dedicated staff for diversion and a flexible diversion fund. • Provide food, hygiene products, and clothing. • Have capacity to provide health services, including trauma counseling, either directly or through co-location of a partner. • Have connection to or co-location of other services (such as education, employment, legal, medical, behavioral health, and sexual health). • Offer safe child watch services. • Be able to serve Spanish-speaking YYA, either through fluent staff or a translation service. • Offer opportunities for community building and socialization. • Have Peer Navigators. • Incorporate TIC and PYD.
Outcomes	<p><u>Diversion</u></p> <ol style="list-style-type: none"> 1. YYA has immediate access to diversion resources. <ol style="list-style-type: none"> a. Diversion activity occurs within 24-48 hours of access. 2. YYA secures an immediate, safe place to stay. <ol style="list-style-type: none"> a. YYA is housed/re-housed within 7-10 days of initial diversion activity. <p><u>CE</u></p> <ol style="list-style-type: none"> 3. YYA has immediate access to prioritization assessment. <ol style="list-style-type: none"> a. CE assessment is conducted within 24-48 hours of access. <p><u>Services</u></p>

	<p>4. YYA has access to crisis/support services.</p> <p>a. At least 60% of YYA accessing the drop-in center receive crisis/support services either through external referral or co-located partner.</p> <p><u>Equity</u></p> <p>5. Percent service to special populations equal or greater to at-risk population</p> <p>6. Equitable project outcomes regardless of gender, sexual orientation, or race/ethnicity</p>
USICH core outcomes addressed	<ul style="list-style-type: none"> • Stable housing • Education and Employment Connections • Social and emotional well-being

Mobile Outreach	
Budget Allocation & Est. YYA Served Annually	We will allocate approximately \$300,000 of YHDP funding for mobile outreach to serve an estimated 100 YYA annually.
Target Population	Mobile Outreach will address unaccompanied YYA living in a place not meant for human habitation (including the streets or in their cars) or an ES, including all special populations. Mobile outreach will serve HUD Categories 1, 2 and 4.
Avg. Length of Assistance	1-6 months
Program Elements	<p>Mobile Outreach will help our community better identify and empower YYA to seek services that best fit their needs. Outreach workers will:</p> <ul style="list-style-type: none"> • Provide basic needs including food, clothing, transportation support, hygiene kits, etc. • Perform crisis/risk identification and triaging/linking to services • Practice reflective listening to refer YYA to relevant support and empower them to access services. • Participate in city-wide homeless outreach coordination efforts to ensure alignment and geographic coverage. • Be able to serve Spanish-speaking YYA, either through fluent staff or a translation service. • Provide in-reach efforts to meet YYA where they are (i.e. within education, foster care, and juvenile justice systems).
Outcomes	<p><u>Positive Exits</u></p> <p>1. YYA choose positive placements.</p>

	<p>a. 25% of YYA enter shelter or housing upon accepting street outreach services.</p> <p><u>Equity</u></p> <p>2. Percent service to special populations equal or greater to at-risk population</p> <p>3. Equitable project outcomes regardless of gender, sexual orientation, or race/ethnicity</p>
USICH core outcomes addressed	<ul style="list-style-type: none"> • Stable Housing • Social and Emotional Well Being

Navigation	
Budget Allocation & Est. YYA Served Annually	We will allocate approximately \$300,000 of YHDP funding for navigation to serve an estimated 100 YYA annually.
Target Population	Navigation will serve unaccompanied YYA ages 18-24 at risk of or experiencing homelessness, including all special populations. Navigators will serve HUD Categories 1, 2 and 4.
Avg. Length of Assistance	6-12 months
Program Elements	<p>Navigation projects will empower YYA to achieve long-term success and:</p> <ul style="list-style-type: none"> • Span housing, education, and employment to help YYA secure permanent housing, jobs where they earn a livable wage, and further their education through GED, college, trade school, or professional certifications. • Participate in CE. • Offer opportunities for community building and socialization and help YYA secure permanent connections beyond the project.
Outcomes	<p><u>Coordinated Entry</u></p> <p>1. YYA are successfully and rapidly housed through CE.</p> <p style="padding-left: 20px;">a. YYA referred to PH project are housed within 90 days.</p> <p><u>Future Readiness</u></p> <p>2. For all navigation: YYA have permanent connections at exit.</p> <p style="padding-left: 20px;">a. All YYA have at least one permanent connection outside of the project at exit.</p> <p>3. For all navigation: YYA increase income.</p>

	<p>a. At least 35% of YYA have more income (earned + unearned) at exit.</p> <p>4. For education navigation: YYA are attending or have completed school.</p> <p>a. At least 50% of YYA are regularly attending or completed school at exit.</p> <p>5. For employment navigation: YYA are employed.</p> <p>a. At least 35% of YYA have earned income at exit.</p> <p><u>Equity</u></p> <p>7. Percent service to special populations equal or greater to at-risk population</p> <p>8. Equitable project outcomes regardless of gender, sexual orientation, or race/ethnicity</p>
USICH core outcomes addressed	<ul style="list-style-type: none"> • Stable Housing • Permanent Connections • Education and Employment Connections • Social and Emotional Well Being

Coordinated Entry	
Budget Allocation & Est. YYA Served Annually	We will allocate approximately \$100,000 of the YHDP budget for system-level CE work.
Target Population	CE will serve unaccompanied YYA age 24 and under, including all special populations. CE will serve HUD Categories 1, 2 and 4.
Avg. Length of Assistance	N/A
Program Elements	<p>YHDP will expand our CE capacity substantially. To ensure successful growth/maintenance, we will include CE-specific funding for:</p> <ul style="list-style-type: none"> • “Front Porch” service coordination across the YYA system, including drop-in, outreach, and navigation projects. • Continuous learning opportunities for frontline staff to stay up to date on emerging practices and engage in peer learning. • System discharge for cross-system coordination (with focus on homeless, education, juvenile justice, and foster care). • Ensure CE hubs are incorporating TIC and PYD principles.
Outcomes	<p><u>CE</u></p> <p>1. Increase CE system capacity.</p> <p>a. There are at least 5 active YYA CE hubs across the county.</p>

	<ol style="list-style-type: none"> 2. YYA has immediate access to prioritization assessment. <ol style="list-style-type: none"> a. CE assessment is conducted within 24-48 hours of access. 3. YYA are successfully and rapidly housed through CE. <ol style="list-style-type: none"> a. 50% of YYA placed on CE waitlist are referred to a permanent housing project annually. b. YYA referred to PH project are housed within 90 days. <p><u>Equity</u></p> <ol style="list-style-type: none"> 9. Percent service to special populations equal or greater to at-risk population 10. Equitable project outcomes regardless of gender, sexual orientation, or race/ethnicity
USICH core outcomes addressed	<ul style="list-style-type: none"> • Stable Housing • Permanent Connections • Education and Employment Connections • Social and Emotional Well Being

70% PERMANENT HOUSING

Rapid Re-Housing	
Budget Allocation & Est. YYA Served Annually	We will allocate approximately \$1.72 million for RRH to serve an estimated 206 YYA annually.
Target Population	RRH will serve unaccompanied YYA ages 18-24, including all special populations. RRH will serve HUD Categories 1, 2 and 4.
Avg. Length of Assistance	12-36 months
Program Elements	<p>RRH is a proven model for stably housing YYA in a consumer-centered, empowering way. RRH projects in our community will:</p> <ul style="list-style-type: none"> • Have YYA hold their own lease whenever possible. • Provide financial assistance, including rental arrears, security deposits, utility deposits, utility assistance, rental assistance. <ul style="list-style-type: none"> ○ Flexibility to adjust amount over time according to need • Be able to apply for waiver to serve YYA up to 36 months as needed. • Offer single and roommate options (voluntary). • Work to house families together; connect families with childcare.

	<ul style="list-style-type: none"> • Provide case management services to address unique needs of YYA, to include education and employment support. Services should be scalable and based on consumer needs. • Provide housing search assistance. <ul style="list-style-type: none"> ○ Projects are recommended to have landlord liaison on staff to ensure housing capacity. • Have at least weekly check-ins.
Outcomes	<u>Housing Stability</u> 1. YYA obtain/maintain permanent housing. <ul style="list-style-type: none"> a. YYA housed do not enter or return to street or ES 6-12 months post exit.
USICH CORE OUTCOMES ADDRESSED	<ul style="list-style-type: none"> • Stable Housing • Permanent Connections • Education and Employment Connections • Social and Emotional Well Being

Joint Transitional Housing to Rapid Rehousing	
Budget Allocation & Est. YYA Served Annually	We will allocate approximately \$1.14 million for TH-RRH projects to serve an estimated 63 YYA annually.
Target Population	TH-RRH will serve unaccompanied YYA ages 17-24, focusing on YYA in need of crisis housing as bridge to permanent housing, particularly YYA aging out of foster care, with criminal history, or pregnant/parenting YYA. TH-RRH will serve HUD Categories 1, 2 and 4.
Program Elements	TH-RRH projects will fill the gap of crisis beds for YYA while keeping a stronger focus on permanent housing than ES projects are able to. TH-RRH projects will: <ul style="list-style-type: none"> • Provide low-barrier shelter that serves as a bridge to permanent housing, with resources and services to help YYA achieve their goals. • Prioritize YYA voice in both finding permanent housing and in deciding when to move from crisis housing to RRH. YYA can choose to skip the TH component and go directly into RRH. • RRH piece will have same elements as listed in RRH table above.
Outcomes	<u>Housing Stability</u> 1. YYA obtain/maintain permanent housing. <ul style="list-style-type: none"> a. YYA housed do not enter or return to street or ES 6- & 12-months post exit.

USICH CORE OUTCOMES ADDRESSED	<ul style="list-style-type: none">• Stable Housing• Permanent Connections• Education and Employment Connections• Social and Emotional Well Being
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