communityshelterboard

Until everyone has a place to call home

A PLACE TO CALL HOME FOR YOUTH

Our Coordinated Community Plan for Youth Facing Homelessness in Columbus and Franklin County

Columbus and Franklin County Continuum of Care
March 2019

CONTENTS

ACKNOWLEDGEMENTS

We would like to acknowledge and thank the stakeholders and community organizations who helped provide key input in the development of this Plan and participated in the planning process. Specifically, 31 members of the Youth Core Team participated fully, representing 21 organizations.

Six workgroups (Education, Employment, Healthcare, Justice, Child Welfare, and Housing) sought to further examine needs assessment data, identify current state gaps and future opportunities that support achievement of a comprehensive, community-wide response for youth facing homelessness. Approximately 122 stakeholders, including youth with lived experience, participated in one or more of these workgroups, with leadership from the following:

WORKGROUP	LEAD
Advocacy, Communication, Education	Sara Loken, Community Shelter Board & Ann Bischoff, Star House
Child Welfare	Emily Green, Franklin County Children Services
Coordinated Access	Tom Albanese, Community Shelter Board
Data	Lianna Barbu, Community Shelter Board
Education	Keisha Hunley-Jenkins, Columbus City Schools
Employment	Carma Lacy, Workforce Development Board of Central Ohio
Healthcare	Kelly Kelleher, MD, Nationwide Children's Hospital
Justice	Michael W. Daniels, Franklin County - Office of Justice Policy & Programs / Department of Homeland Security & Justice Programs
Housing	Michelle Heritage, Community Shelter Board
Human Trafficking	Kim Stands, City of Columbus
LGBTQ	Erin Upchurch, Kaleidoscope Youth Center

The creation of this Plan was a true community effort, eliciting participation of more than 250 stakeholders. A complete list of participating organizations is included in Appendix B.

Thank you to the technical assistance consultants provided by HUD and other federal agencies: Ryan Burger and Niki Paul with ICF; Jess Anderson with The National Center for Homeless Education (NCHE); and Dee Balliet and Rivianna Hyatt with the True Colors Fund.

Thank you to the youth and young adults of our community who participated in focus groups and informational interviews. Youth participating on the Youth Action Board (YAB), including leadership from YAB's founding member Michael Outrich, have been instrumental to our planning process. Input from youth and young adults with lived experience has been very valuable to this process.

Finally, a special thank you to local partners who provided financial support for the youth needs assessment, Coordinated Community Plan development, and the YAB: Central Benefits Health Care Foundation, City of Columbus, Franklin County Children Services, Franklin County Office of Justice Policy and Programs, Office of the Ohio Attorney General (via Huckleberry House), The Columbus Foundation, and United Way of Central Ohio.

In July 2018, the U.S. Department of Housing and Urban Development (HUD) selected Columbus and Franklin County to receive new Youth Homelessness Demonstration Program (YHDP) funding to demonstrate how a comprehensive approach can dramatically reduce youth homelessness.

The initial two-year $6.07M YHDP grant was awarded to Community Shelter Board (CSB) on behalf of the Columbus/Franklin County Continuum of Care (CoC) and is renewable annually after the initial two-year period.

A Place to Call Home for Youth is our collective plan to guide local efforts to develop and implement comprehensive new approaches, projects, and strategies to ensure all youth have a safe place to call home.

This plan is an extension of our community's strategic framework called *A Place to Call Home*, and articulates our community's vision, principles, and broad goals for ensuring everyone has a place to call home.

A Place to Call Home for Youth outlines a comprehensive, community-wide approach for identifying, engaging, and assisting youth age 24 and under. These youth are either by themselves or with other youth (unaccompanied), pregnant, or parenting and are literally homelessness. Youth may also be in unsafe housing situations, or are at imminent risk of literal homelessness within 14 days. A comprehensive approach includes:

- **PREVENTION:** community-based and youth-serving system interventions for youth who are unstably housed that provide immediate access to housing stabilization assistance, including problem-solving, mediation and financial assistance, as well as other critical supportive services.

- **SHELTER & RE-HOUSING:** homeless crisis response system for youth experiencing homelessness or who are imminently at-risk. Youth facing homelessness are offered services/interventions that rapidly resolve the housing crisis and connect youth to community-based supports. When homelessness cannot be prevented, youth have ready access to emergency shelter and transitional housing options, as well as a variety of permanent housing options and related re-housing assistance. Youth are screened for other critical needs around their education, employment, relationships, health and well-being and provided immediate access to crisis response system-based and/or community-based supports.

- **STABILIZATION & CONNECTIONS:** interventions for providing critical developmental and supportive services for youth who are currently homeless or are housing unstable. Services/interventions are readily available to help youth stabilize in housing, address education and employment needs, foster permanent and healthy relationships, and meet their social-emotional-physical well-being needs.

> **VISION**
> All youth have a safe place to call home.
>
> **OVERARCHING GOAL**
> Youth homelessness is prevented. If it can't be prevented, it is rare, brief, and one time.

A Place to Call Home for Youth addresses both the crisis response system for youth experiencing homelessness, as well as broader community-based interventions to help youth stabilize in housing while meeting other key material, developmental, and health-related needs. The plan establishes youth-specific principles, approaches, and goals that will serve as a foundation for development and ongoing improvement of our community responses for youth facing homelessness.

Specific actions included in Section 8 Goals and Objectives reflect our current plans for achieving plan goals and will continuously evolve as progress is made, lessons are learned, and conditions change. The CoC and CSB will work with partners to regularly review progress, obtain feedback and direction from youth, and update annual objectives and actions.

DEVELOPING THE COORDINATED COMMUNITY PLAN

A Place to Call Home for Youth was developed with direct input from youth and young adults currently experiencing homelessness, as well as other youth who have faced homelessness. Through the Youth Action Board (YAB), youth and young adults inspired, informed, and provided direction for our collective efforts. Overall planning efforts were led by a Core Team supported by CSB and involving a wide range of stakeholders and an extensive needs assessment and planning process.

DEMAND AND SYSTEM GAPS

According to the findings of the needs assessment, more than 3,000 youth are estimated to experience literal homelessness annually and another 1,400 are high risk for literal homelessness in Franklin County (Figure 1). Youth who participated in the needs assessment identified that a successful system will include culturally competent, developmentally appropriate, and trauma-informed housing supports and services. Specifically, youth stated their greatest needs related to exiting homelessness and achieving housing stability are around permanent connections and supports, safe and affordable housing, improved life skills, and access to mental health and substance abuse treatment.

Figure 1. Annual Estimate of Youth Experiencing Literal Homelessness and/or At-Risk of Literal Homelessness in Franklin County

Current Annual Estimate	LITERALLY HOMELESS In shelter, transitional housing, place not meant for human habitation, unsafe/dangerous living situations		IMMINENTLY AT RISK Literally homeless within $\leq$14 days	
	Unaccompanied Youth	Pregnant/ Parenting Youth	Unaccompanied Youth	Pregnant/ Parenting Youth
Under 18	725	68	965	116
18-24	1,569	671	2,202	1,196
All Youth	3,033		4,479	

Annual estimates were compared to current homeless crisis response shelter and re-housing capacity. Significant gaps in the current crisis response system capacity for youth were identified. The following point-in-time gaps were identified for youth between the ages of 18-24 based on current estimated demand:

- 39 emergency shelter beds for unaccompanied youth
- 33 emergency shelter units for pregnant/parenting youth
- 513 transitional housing units
- 87 permanent supportive housing units
- 500 rapid re-housing "units" (point-in-time caseload capacity)

PRINCIPLES, APPROACHES, AND GOALS

A Place to Call Home for Youth includes foundational principles and approaches for youth-specific interventions and service delivery. These include evidence-based practices, such as positive youth development, trauma-informed care, and Housing First approaches, which together support quick resolution of housing crises, youth empowerment, and responsiveness to other key youth developmental needs. Principles and approaches also focus on specific sub-populations of youth who experience disproportionate rates of homelessness and have unique support needs (e.g., foster-care involved youth, LQBTQ+ youth.

Based on the needs assessment findings and planning process, and in alignment with federal and state goals, *A Place to Call Home for Youth* has five overarching goals:

1. Identify all youth experiencing homelessness and at imminent risk of homelessness.
2. Prevent homelessness for youth whenever possible.
3. Provide immediate access to low-barrier shelter and services for all homeless youth who want it.
4. Connect all youth who are homeless to housing solutions and supportive services that are developmentally appropriate, aligned with evidence-based practices, and of high-quality.
5. Ensure sufficient resources and capacity to continue to prevent and quickly end future experiences of homelessness among youth.

COORDINATED COMMUNITY PLAN IMPLEMENTATION

The program models matrix included in the plan (see Appendix F Program Model Matrix) include:

- **COORDINATED ACCESS AND RAPID RESOLUTION:** Services focus on quickly resolving the crisis by immediately offering problem-solving to secure safe, stable housing. Services directly connect youth to either additional prevention assistance or to shelter and re-housing services.

- **PREVENTION SERVICES:** Services seek to help youth avoid literal homelessness by reducing risk factors and increasing protective factors. Prevention assistance specifically focuses on immediate housing crisis resolution and housing stabilization.

- **EMERGENCY SHELTER AND CRISIS HOUSING:** Emergency shelter and other crisis housing services are immediately accessible and time limited. Youth stay typically less than three months and have access to supportive, developmentally appropriate services that lead to long-lasting housing stability and connections. These services are flexible, client centered, trauma informed, and strengths based.

- **TRANSITIONAL AND PERMANENT HOUSING:** Safe and stable housing, including transitional and permanent housing options, that prepare youth to become independent. Transitional and permanent housing assistance options are flexible, low barrier, client-centered, trauma-informed, and strengths-based, focusing on positive youth development.

As outlined in Section 9, Community Shelter Board and the Continuum of Care approved allocating $3,036,974 of Youth Homelessness Demonstration Program funding to support initial implementation of this plan in FY2020, staring in July 2019. A request for proposals was released in January 2019, for new YHDP projects that seeks to provide the following new capacity for youth:

- **New youth-specific rapid rehousing, serving approximately 350 youth annually**
- **New joint transitional housing and rapid rehousing, serving approximately 140 youth annually**
- **New permanent supportive housing, serving approximately 20 youth annually**
- **New coordinated access and rapid resolution services for youth facing greater barriers**

Multi-year analysis supporting this Plan shows new YHDP-funded capacity and other system improvements will result in a reduction in homelessness among youth by approximately 8 percent over the next three years. A decrease is also expected in the number of youth and young adults who experience homelessness or who are imminently at-risk and go unserved. The proportion of youth and young adults who successfully exit literal homelessness to housing is expected to increase by 16 percent (see Section 10 for multi-year modeling details). These improvements represent a portion of the improvements needed to effectively prevent and significantly reduce homelessness among youth and young adults.

A Place to Call Home for Youth includes a shared measurement framework to ensure continuous quality and performance improvement (see Section 11). The measurement framework contains 26 initial measures that align with plan activities and desired results and outcomes. The measurement framework will ensure the community has data needed to answer questions regarding what was done and what was accomplished and will be used to inform ongoing system improvements and investments.

COORDINATED COMMUNITY PLAN

A Place to Call Home for Youth was developed through a collaborative effort involving more than 265 stakeholders led by the Continuum of Care's Youth Core Team. Stakeholders participated via convenings, workgroups, as well as weekly Core Team meetings to develop the Plan. Final recommendations for the CoC, including YHDP funding allocations, were prepared by Core Team and Youth Action Board members with support from Community Shelter Board and Measurement Resources Company.[1]

The Columbus and Franklin County Continuum of Care, Community Shelter Board, Franklin County Children Services, City of Columbus, and the Youth Action Board approved this Plan in January and February 2019 (see Appendix J Plan Approvals). Figure 2 outlines the governance and planning structure of the Continuum of Care relative to the development and ongoing implementation of the Coordinated Community Plan for youth.

Figure 2. Governance and Planning Structure for Youth

---

[1] Resources related to our efforts to prevent and end youth homelessness are located at: http://www.csb.org/how-we-do-it/new-services-for-youth.

The CoC and YAB are also responsible for determining YHDP allocations and approving awards for specific projects eligible for YHDP funding and selected through a competitive process administered by Community Shelter Board. Recommendations for allocating YHDP funding for specific eligible activities (e.g., rapid re-housing, permanent supportive housing) were determined by the Youth Core Team and YAB based on needs assessment and system utilization analysis findings and were approved by the CoC Board and full CoC in November 2018.

In January 2019, CSB released a request for proposals on behalf of the CoC for new YHDP funded projects based on project specifications developed by the Core Team and YAB (see Appendix F Program Models Matrix). Proposals are due in March 2019. Qualified applicants will be interviewed by a review team consisting of Core Team and YAB members and CSB staff. Review team members were selected to ensure no actual or perceived conflict of interest. The Core Team and YAB will then select the highest rated eligible applicants and projects to recommend to the CoC Board and full CoC for final approval in June. YHDP funded projects are planned to start July 2019, pending final HUD approval, and will be funded initially for a two year period. See Section 9 for a detailed description of project types to be funded with YHDP and Appendix G for YHDP project application and approval schedule.[2]

Projects will be eligible for renewal based on continued adherence to HUD and local funding requirements, project performance, and the principles, approaches, and program design features described in this Plan. Project funding renewals will be determined annually after the initial two year funding period following normal CoC funding processes administered by CSB each spring. YHDP renewal projects will submit a comprehensive application and will be reviewed, ranked, and approved by the CoC Board and full CoC. YHDP projects will be reviewed and ranked based on the two components of the CoC's application process – project performance, including compliance with HUD and local funding requirements, and prior grant spending level. However, YHDP projects will not be included in any reallocation process unless the reallocation is contained within the YHDP grant (e.g., the CoC determines that there is a need for more YHDP-funded RRH versus the YHDP-funded joint component TH/RRH). In cases of persistent non-performance, the CoC will consider a change in the sub-grantee. If reallocation within the YHDP grant or change in a sub-grantee is warranted, the Youth Committee and Youth Action Board will review proposed changes in the YHDP funded projects and provide recommendations to CSB and the CoC. The Youth Committee and Youth Action Board will also provide recommendations for any needed program improvements.[3]

---

[2] The YHDP request for proposals and related information is located at: http://www.csb.org/how-we-do-it/new-services-for-youth.

[3] A complete description of the CoC's review, scoring, and ranking procedures is located at: http://www.columbusfranklincountycoc.org/hud-application/

CONTINUUM OF CARE

The Columbus and Franklin County, Ohio, Continuum of Care is composed of representatives from the private sector, public sector, homeless service providers, faith-based organizations, public housing agencies, schools, hospitals, mental health agencies, law enforcement, and other stakeholders. The CoC provides stewardship for strategies developed under *A Place to Call Home* by coordinating and promoting collaboration to achieve framework goals and strategies, as well as securing resources for programs and initiatives that support framework goals. The CoC is also responsible for approving and providing stewardship for the Coordinated Community Plan and approving YHDP allocations and sub-recipient awards. Organizational members of the CoC are listed in Appendix A.[4]

YOUTH CORE TEAM

The Youth Core Team consists of 32 members, representing 18 diverse organizations. The team met weekly during the development of the Coordinated Community Plan to review needs assessment findings, process input from work groups, and develop final Plan recommendations and YHDP allocations for the Continuum of Care. The Core Team continues to meet regularly to further develop strategies, as well as coordinate and shepherd its implementation. Youth Core Team, Youth Action Board, and workgroup meeting and knowledge base resources are maintained at http://www.csb.org/how-we-do-it/youth-committee-core-team. Members of the Core Team are listed in Section 1.

YOUTH ACTION BOARD

The Youth Action Board is a formal committee of the CoC, and is represented both on the full CoC and CoC's Youth Core Team. The YAB's mission is to represent the voice of YYA who experience homelessness, by sharing their lived experience with the community to support an end to youth homelessness.

The YAB Vision is to:

- End youth homelessness
- Improve the systems that work with youth who experience homelessness
- Ensure that services are youth-centric and respect youth autonomy

---

[4] Additional information about the CoC, including CoC governance is located at: http://www.columbusfranklincountycoc.org/.

The YAB executive committee participated in the weekly Core Team meetings and held their own weekly executive meetings to debrief and plan for the larger Youth Action Board meetings. The entire YAB met bi-weekly during this planning period (total of 10 times between 09/13/18 and 01/30/19) with an average attendance of 12 members at each meeting. The YAB executive committee met between meetings to plan agendas and provide updates from the Core Team meetings and the various workgroups they were attending. In total the Youth Action Board committed over 260 hours, as of the submission of this Plan, to representing the voice of youth experiencing homelessness.

In addition to approving the Plan, YAB members participate in all YHDP workgroups, stakeholder meetings, and the Executive Committee of the YAB participated in the YHDP planning committee. The YAB members were instrumental in educating and providing insight to the Youth Core Team regarding the following topics:

- **Primary issue leading to homelessness**
- **Barriers to obtaining permanent housing opportunities**
- **Services youth are accessing**
- **Government assistance youth are accessing**
- **Services and government assistance youth need, but are not receiving**

The YAB will help to monitor YHDP-funded projects and overall implementation of the Coordinated Community Plan. YAB members will also continue to participate in a multitude of system and project planning events that occur outside YHDP to help identify other strategies and solicit feedback and engage young people in our community. This includes involvement in the community point-in-time count, community education, and advocacy.

COORDINATED COMMUNITY PLAN WORK GROUPS

The following eleven workgroups met during the development of the Plan.

- **Education**
- **Employment**
- **Healthcare**
- **Justice**
- **Child Welfare**
- **Housing**
- **Inclusion**
- **Human Trafficking**
- **Coordinated Access**
- **Data**
- **Advocacy/Communication /Education**

The workgroups further examine needs assessment data, identify current state gaps and future opportunities that support achievement of a comprehensive, community-wide response for youth facing homelessness. To date, more than 120 stakeholders have participated in one or more of these workgroups. Workgroups continue to meet to plan next steps and begin implementation of actions identified in Section 9. Appendix A lists workgroup participants to-date.

YOUTH STAKEHOLDERS

The CoC engaged more than 265 community stakeholders in the development and implementation of the Coordinated Community Plan. These stakeholders participated in community conversations regarding the needs of youth experiencing homelessness and the larger system that serve this population. Stakeholders met four times between August-October 2018 where they were briefed and provided input concerning the community's needs assessment findings, Plan goals and objectives, and our collective measurement framework. Appendix B lists organizational stakeholders that participated in planning meetings and convenings.

COMMUNITY SHELTER BOARD

Community Shelter Board serves as the CoC's Collaborative Applicant and Unified Funding Agency (UFA), as well as the community-designated entity responsible for planning, funding, and managing a comprehensive community-wide response to homelessness. This includes management of our community's Homeless Management Information System (HMIS) and stewardship of other significant public and private resources to address housing crises. In this role, CSB staff provide key support and leadership for CoC efforts and works closely with youth providers, such as Huckleberry House, Star House, and The Center for Healthy Families, to further develop and improve our coordinated entry processes, crisis response, and community integration approaches; performance and quality monitoring, and ongoing improvement efforts. CSB will be lead on measuring the impact of YHDP-funded projects and providing the CoC information it needs to understand the effectiveness and impact of YHDP.

OUR WORK TO DATE

CSB began reporting annual system-wide data on youth homelessness in 2013, including youth characteristics, service utilization, and outcomes for youth. This provided greater visibility around the needs of youth experiencing homelessness and set the stage for work initiated in 2016 to develop a comprehensive system to prevent and end youth homelessness. CSB led the CoC effort to apply for YHDP in 2016 and, though not awarded, subsequent HUD technical assistance was used to continue development of a comprehensive system to prevent and end youth homelessness.

To further propel system development, in April 2017, the CoC Youth Committee and CSB applied on behalf of the CoC for A Way Home America's second *100-Day Challenge to End Youth Homelessness*. Columbus was selected to participate along with four other communities. A 100-Day Challenge team of youth, providers, city, county, and other key stakeholders was established and led efforts to engage youth in identifying the supports they need and the critical improvements necessary to assure shelter, services and housing were affirming and capable of addressing youth needs. In response, the team set ambitious goals and began implementing innovative new strategies to accomplish those goals, including developing a by-name list of youth, expanding access to rapid re-housing targeted to youth, and developing youth-informed recommendations for shelter and service changes to better meet the needs of youth. CSB provided regular performance data to the team and worked with the YMCA of Central Ohio to modify and expand RRH assistance for youth who are unsafely housed or unsheltered.

Other feedback from both youth and stakeholders during the 100 day challenge and in the process of preparing YHDP applications identified the need for more youth-centric assessment, access, shelter, and re-housing assistance. Adult shelters and housing do not adequately account for or address the developmental needs of YYA or specific sub-population needs (LGBTQ, human trafficking survivors, etc.). A youth-centric approach to the system designed around the needs of youth would assure youth feel safe, supported, and have opportunities to receive personal interaction with caring adults, peers and near peers while they successfully resolve their critical housing needs. It would also seek to screen and connect youth to needed educational, employment, health, and other key supports.

These improvement needs, and our broader goal for preventing and ending homelessness among youth were incorporated into our community's strategic framework, *A Place to Call Home*, and served to inform and focus our successful 2018 application for YHDP funding. As important, efforts in 2016-17 helped to galvanize youth stakeholders around creating a comprehensive plan and response for youth facing homelessness. In mid-2018, prior to our YHDP funding award, The Columbus Foundation awarded funding to CSB for a new full-time

Youth System Manager to help drive youth system development forward. A general timeline of our youth-related efforts to-date is provided in Figure 3.

Figure 3: Youth System Development

Initial planning & needs analysis, round 1 application for Youth Homelessness Demonstration Program

Spring:
- 100-Day Challenge continued implementation, system planning
- Youth Action Board (re)formation
- Round 2 YHDP application

July-current: Coordinated Community Plan development
- Additional needs analysis
- Stakeholder & workgroup meetings
- System modeling, goals, objectives

2017   **2018**   **2019**

2016   **2018**   **2018**

100-Day Challenge needs analysis & action

July 13: YHDP award from HUD

Spring: Coordinated Community Plan Finalized, YHDP initial funding awards

FRANKLIN COUNTY'S YOUTH SYSTEM MAP

To better understand the current array of youth-related services and housing options for youth in Columbus and Franklin County, and to inform our 2018 YHDP application, in April 2018 the Continuum of Care completed a Youth System Map (Figure 4). Franklin County is rich with community-based points of contact, including government, university, nonprofit, social services, civic and private organizations who currently or can potentially serve as initial access points for prevention, homeless assistance, and services for youth who are at-risk of or experiencing homelessness. We also have a limited inventory of homeless services, shelter and housing options for youth. However, as the map reveals, there are many gaps in the homeless crisis response system for youth, as well as a need to better develop screening and referral pathways from youth-serving agencies and community-based points of contact to the homeless crisis response system for youth.

Figure 4. Columbus and Franklin County Youth System Map

CoC Governing Committee Operates the CoC and provides stewardship and funding strategies for the Community Plan to Prevent & End Youth Homelessness
Youth Action Board Plans and participates in implementation of all aspects of the Community Plan to Prevent and End Youth Homelessness
Committee to Address Youth Experiencing Homelessness Creates collaborations and oversees implementation of Community Plan to Prevent and End Youth Homelessness

EXISTING

INNOVATIVE/ASPIRATIONAL

Prevention, Identification, & Early Intervention
Identify, screen, assist, and/or connect to Coordinated Entry System for homeless & at-risk youth

Youth-Serving Agencies & Programs

The Buckeye Ranch
Directions for Youth & Families   The Village Network
Equitas Health   YMCA
Ethiopian Tewahedo Social Service   YWCA
Huckleberry House - Family Support
Columbus City Schools - Project Connect
Franklin County Children Services - Hotline
Franklin County C.A.T.C.H Court
The Salvation Army/Central Ohio Rescue & Restore Coalition

Community-based Points of Contact

Franklin County Department of Job & Family Services
Local Universities & Colleges (e.g., OSU, Columbus State Community College)
Columbus Parks & Recreation - Applications for Purpose, Pride, & Success (APPS) program
Youth Sports Associations
Social Security Administration
Employment/Training Programs (e.g., Ohio Means Jobs Center, COVA)
Community Refugee & Immigration Services
Central Ohio 211 & 311
Transportation Nodes (e.g., COTA, Greyhound, Airport)
Neighborhood-based Social Service Agencies (e.g., Settlement Houses, The Open Shelter)
Health Services (e.g., Southeast, North Central, Concord, ERs, Federally Qualified Health Centers, plasma centers, Columbus Public Health, Equitas Health)
Food Pantries & Meal Programs
24/7 Stores & Restaurants
Housing Providers (e.g., CMHA, CHN, CPO)
City Code Enforcement & Service Departments
Columbus Metropolitan Library branches
Churches & Faith-based Organizations
Chambers of Commerce
Area Commissions & Block Watch Groups
Law Enforcement & Juvenile Reception Center

Coordinated Entry System for Youth
Screen & triage homeless & at-risk youth for targeted prevention, outreach, shelter, & housing

Access to Emergency Shelter
Provide immediate access to shelter for unsheltered & unsafely housed youth
Homeless Hotline (all)
Huckleberry House crisis line (ages 12-17)

Coordinated Youth-Centric Assessment & Assistance
Comprehensive youth by-name list
Technology & social media-friendly access & triage mechanisms

Coordinated Access to Crisis Services
Provide immediate access to crisis services for unsheltered, unsafely housed, & unstably-housed youth
Star House Drop in Center   Kaleidoscope Youth Center   Center for Healthy Families   Maryhaven Collaborative Outreach Team
Franklin County Children Services   Huckleberry House - Crisis Line & YOP Shop

Health Services

Mental Health / AOD treatment
Nationwide Children's Hospital - Adolescent Clinic
Mt. Carmel - youth health services
Celebrate One Infant Mortality Project

Tailored Health Services

Mental Health / AOD treatment informed by TIC & PYD

Job & Career Services

Workforce Development Board of Central Ohio/Ohio Means Jobs Center
Job training, internships, job search assistance
Star House - Social enterprise

Tailored Job & Career Services

High school diploma / GED track
Tailored job training, internships, job search assistance
Tailored social enterprise with flexible work opportunities
Legal assistance

Community Services

Crisis Shelter & Services

Emergency Shelter
Huckleberry House - Youth Shelter (ages 12-17)
Single Adult & Family Shelters (18+)

Emergency Shelter
Youth-friendly, age-appropriate adaptations & exceptions to adult shelter policies, practices, & services

Innovative & Flexible Transitional & Permanent Housing for Youth
Shared housing, cooperative housing, month-to-month housing, rapid re-housing tailored for youth, intentional neighboring; housing & independent living tailored for youth with mental health / AOD issues, trafficked youth, refugees / immigrants, parenting youth, LGBTQ youth

Transitional Housing for Youth
Huckleberry House - Transitional Living Program
Franklin County Children Services - My Place
Franklin County Children Services - Host Homes

Rapid Re-Housing for Families
Parenting youth are a priority population in the family RRH system

Rapid Re-Housing for Single Adults
Youth are a priority population in the single adult RRH system

Permanent Housing
PSH for single adults & families, including a youth-specific PSH project in development
Housing Choice Vouchers, Public Housing   Scholar Houses
Juvenile Re-entry Assistance   Ohio Bridges Program

Housing Solutions

16

FRAMEWORK FOR PREVENTING AND ENDING HOMELESSNESS AMONG YOUTH

A PLACE TO CALL HOME: OUR VISION AND STRATEGIC FRAMEWORK

A Place to Call Home,[5] a new comprehensive strategic framework to address homelessness in Columbus and Franklin County, Ohio, was designed by the Columbus and Franklin County Continuum of Care and Community Shelter Board and socialized to the public in May 2018. The new framework articulates our community's vision for making sure everyone has a place to call home and with a goal of preventing homelessness when possible, or otherwise assure it is rare, brief, and one-time.

> **A Place to Call Home GOAL**
>
> Homelessness is prevented. If it can't be prevented, it's rare, brief, and one time.

The framework focuses on goals and actions related to five different populations facing homelessness, including youth, and aligns with broader community work already underway. Cross-cutting goals are included to address issues related to coordinated access and care for people before, during, and after a housing crisis to support ongoing stability and linkage with community resources and supports. Framework goals were developed in alignment with federal and state plans to address homelessness and include priority strategies for action during FY2019 and beyond.

A PLACE TO CALL HOME	
Goals tailored to specific populations	**Goals tailored to broader community priorities**
Focus on achieving and sustaining a place to call home for everyone in our community, with tailored approaches for varying needs: • Veterans • Chronically homeless • Families with children & pregnant women • Youth age 18-24 • Single adults	*Focus on aligning resources to ensure coordinated access to:* • Affordable housing • Equitable assistance for everyone • Employment opportunities & supports • Benefits • Health care • Support to address criminal justice issues • Domestic violence survivor assistance • Homelessness prevention assistance

---

[5] A Place to Call Home: A framework for action to address homelessness in Columbus and Franklin County, Ohio. Community Shelter Board. Retrieved from: http://06472761d4d844f990cd-e08000a6fb874088c6b1d3b8bebbb337.r15.cf2.rackcdn.com/file-A-Place-to-Call-Homecommunity-summary.pdf

A Place to Call Home for Youth builds on the foundations of *A Place to Call Home* by further detailing how the community will work collaboratively to address the housing, employment, education, health, safety, and social and emotional well-being needs of youth who are most at-risk of experiencing homelessness.

The vision and related goals in *A Place to Call Home*, as well as *A Place to Call Home for Youth*, provide a fixed point on the horizon – a common direction to continually optimize our response to homelessness in Columbus and Franklin County. While we expect the vision and goals to remain relatively constant over time, strategies and objectives may change as lessons are learned, conditions change, or resources for our capacity to act are not available. The Continuum of Care and Community Shelter Board will continue to work with partners annually to update these plans as we learn and develop more effective and systemic solutions to housing crises and homelessness.

A PLACE TO CALL HOME: GUIDING PRINCIPLES

Guiding principles include the approaches, philosophies, and practices that serve as the foundation for the Place to Call Home framework, and our local response to people at-risk of or experiencing homelessness. These overarching principles help ensure that services and programs for all people are as effective as possible in quickly resolving housing crises. The Continuum of Care and Community Shelter Board promote and support these principles, including support for partner agencies in their implementation. Where possible and as resources allow, we aspire to have policies, system and program design, direct services, resource allocation, monitoring, and evaluation processes reflect these principles.

- **Recognition that homelessness is a crisis that causes personal and community harm.** There is inherent common interest and obligation to pursue efficient responses that effectively prevent and end homelessness.

- **Prioritize safe, stable housing as the primary solution to homelessness and a basic human right.** Homelessness is fundamentally due to lack of available, safe, affordable housing. Assistance intended to prevent or end homelessness should focus on resolving critical housing needs *first ("Housing First").* Housing First approaches quickly connect people experiencing a housing crisis with permanent housing and the supports needed to stabilize housing without preconditions (e.g., income, sobriety, or engagement in treatment).

- **Prioritize self-determination.** People experiencing homelessness should be able to choose housing among a variety of housing types and models, within reasonable limits. Services and supports should be voluntary, and there should be choice in who provides them.

- **Reduce disparities and ensure equity in outcomes.** Our collective efforts to prevent and end homelessness should reflect the disproportionate rate at which different groups experience housing instability and homelessness, especially people of color; people with disabilities; and lesbian, gay, bisexual, transgender, and questioning youth. Assistance

should account for structural biases that cause or perpetuate homelessness, as well as individual needs, abilities, or resources, and adjust accordingly to ensure equitable resolution to housing crises.

- **Protect and support individual rights.** Each person should be treated with dignity and respect, be afforded basic rights, and be supported to protect those rights.

- **Support community integration.** In alignment with Ohio's mandate to provide community-based services to persons with disabilities, assistance should support community integration and the highest level of independence possible that assures people can quickly resolve their housing crisis and maintain safe, stable housing. To that end, other community systems – corrections, healthcare, foster care, etc. – should work to not discharge people to the streets and homeless shelters given the increased harm and compounding impact of homelessness.

- **Remove and maintain low barriers to shelter, services, and housing.** People who are or will be unsheltered, including people with wide-ranging and significant health conditions and housing barriers, should have ready access to emergency shelter, re-housing and stabilization assistance to resolve their crisis as quickly as possible.

- **Focus on individual needs.** Services should be flexible, person-centered and adapt to a person or family's needs and preferences. People experiencing homelessness should participate in their own housing plan.

- **Target resources for people with greatest vulnerability for becoming or remaining homeless.** Community resources are limited and demand often exceeds them. People also have wide ranging housing, income, health, and service needs beyond the scope of our homeless crisis response system. Therefore, assistance from the homeless crisis response system should be used progressively and as-needed to help people quickly secure and stabilize in housing, while being connected with important community-based supports they need and desire. Assistance should also be prioritized for people more likely to become or remain homeless and with greater vulnerabilities, including people who are disabled and have severe service needs, women who are pregnant, transition age youth, and people who have experienced long term homelessness.

- **Stewardship and maximization of resources.** Public and private resources supporting the homeless crisis response system should be used for maximum benefit. Resources should be re-aligned and reallocated when necessary to support system efficiency and effectiveness (e.g., decreasing time people spend homeless, increasing successful housing outcomes).

OUR VISION AND GOAL FOR YOUTH AND YOUNG ADULTS

Our vision is that **all youth have a safe place to call home.** This is a subset of the community's broader vision that everyone has a place to call home. For the purposes of *A Place to Call Home for Youth*, youth and young adults are defined as individuals up to the age of 24 who are either unaccompanied or pregnant and parenting. The Plan focuses on youth who are literally homeless, including those in unsafe housing situations, and youth who are imminently at risk of literal homelessness within 14 days[6].

Specific to youth, our goal is to **achieve and sustain an effective end to homelessness among unaccompanied youth and parenting youth.** As stated in *A Place to Call Home*, "we will know we are successful when all youth have immediate and easy access to the supports they need to prevent homelessness or, if needed, have immediate and easy access to crisis housing and services to ensure that homeless episodes are rare, brief, and one time."

CORE FUNCTIONS OF A HOMELESS CRISIS RESPONSE SYSTEM FOR YOUTH

In alignment with *A Place to Call Home*, this Plan centers on developing an effective, affirming, comprehensive, and coordinated response for youth that effectively prevents homelessness where possible, quickly ends homelessness when it occurs, and provides all YYA with stable connections and a path forward according to their needs and preferences. A systematic response for youth experiencing a housing crisis must be capable of identifying, engaging and assisting youth, and providing ready access to developmentally appropriate prevention, shelter and re-housing, stabilization supports and connection to community-based resources.

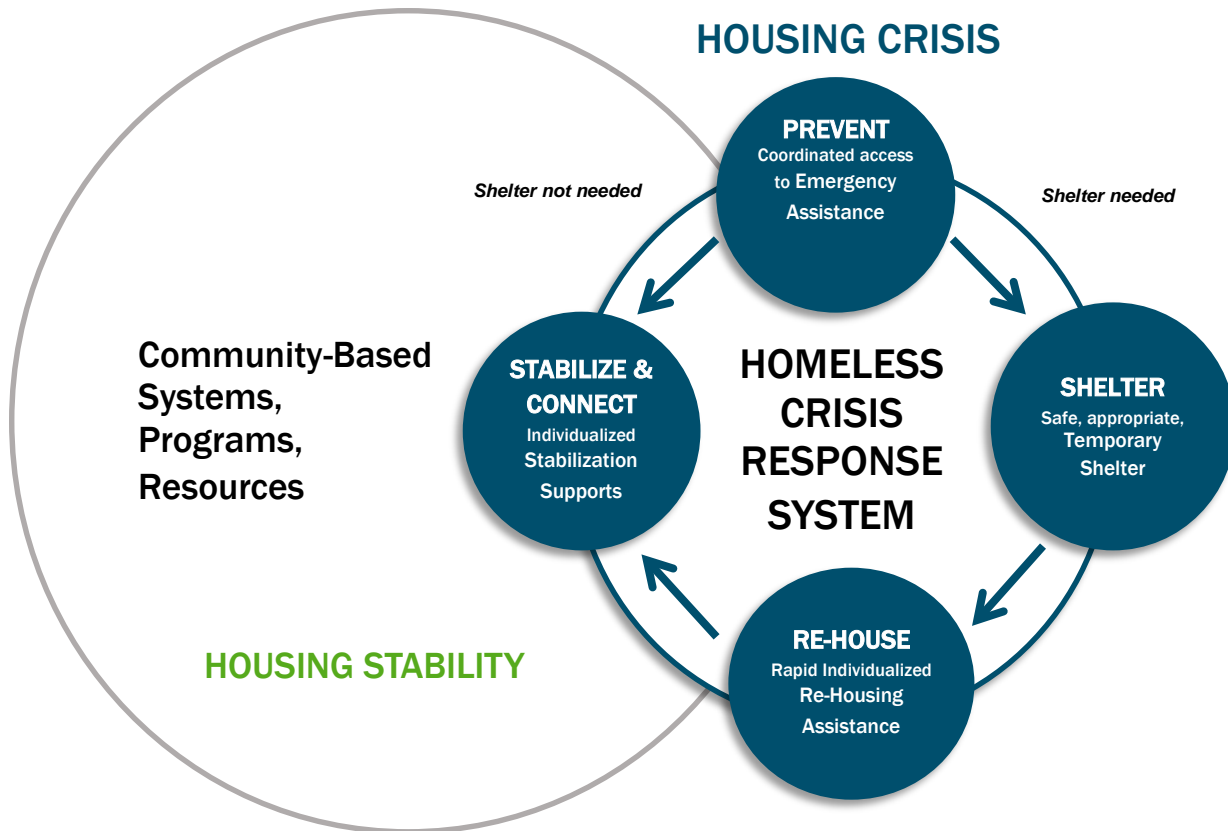We envision and aspire to create a comprehensive community-wide approach for youth that can provide:

> **PREVENTION:** community-based and youth-serving system (e.g., foster care, education, justice) interventions for youth at-risk of or experiencing homelessness that provide immediate access to prevention and housing stabilization assistance, as well as other critical developmental and supportive services (e.g., employment, transportation, etc.).

> **SHELTER & RE-HOUSING:** homeless crisis response system for youth experiencing homelessness or who are imminently at-risk that is youth-centric and developmentally appropriate. At initial contact, youth facing homelessness are offered rapid resolution assistance to avoid literal homelessness and connect to community-based supports. When literal homelessness is not prevented, youth have ready access to emergency shelter and transitional housing options, as well as a variety of permanent housing

---

[6] For the purposes of this plan, imminent risk of homelessness within 14 days corresponds to HUD's Homeless Definition, Category 2, which includes youth who are in their own housing or doubled up, must leave that housing within 14 days, and who lack resources and support networks to maintain or obtain other permanent housing. Literal homelessness aligns with HUD's Homeless Definition, Categories 1 and 4. Category 1 includes youth who are living in an emergency shelter, transitional housing for people who are homeless, a place not meant for habitation, or in an institution for 90 days or less and were in emergency shelter or on the street immediately prior to entering that institution. Category 4 includes youth who are fleeing or attempting to flee domestic violence, dating violence, sexual assault, or stalking and who lack resources and support networks to obtain other permanent housing (HUD Category 4).

options and related re-housing assistance (e.g., rapid re-housing, host homes, permanent supportive housing). Youth are screened for other critical needs around their education, employment, relationships, health and well-being, and provided immediate connection to crisis response system-based and/or community-based supports to address these needs.

STABILIZATION & CONNECTIONS: community-based and youth-serving system (e.g., foster care, education, justice) interventions that provide critical developmental and supportive services for youth who are currently homeless or who are housing unstable. Interventions are readily accessed and support youth with housing stability, education and employment needs, fostering permanent and healthy relationships, and meeting their social-emotional-physical well-being needs.

Our vision, that *every youth will have a safe place to call home*, will only be achieved if we have a comprehensive approach that assures homelessness among youth is prevented where possible, or is otherwise rare, brief and one-time. This requires that we account for the unique needs of youth and have responses in place that:

1. Are sufficiently resourced and allow community partners to identify and effectively assist youth who may be facing homelessness, no matter where or who they are.

2. Provide timely, competent, and effective prevention assistance when a vulnerable youth is at-risk of housing loss and homelessness, while assuring other critical education, employment, health and well-being related needs are addressed.

3. When prevention efforts are unsuccessful, provide assistance that assures youth never have to choose the street or an unsafe place and have access to safe, responsive shelter, re-housing, and stabilization assistance youth need and want.

Our vision will only be achieved with sufficient funding, competent and caring staff, and policies and programs that positively support youth development and needs. As illustrated below, we envision a community that supports youth in avoiding obstacles to stable housing and well-being, and, when needed, ensure safe crossing.

Our coordinated community response must be comprehensive and include an array of primary, secondary and tertiary interventions designed to prevent and quickly resolve housing crises experienced by youth. At the same time, our responses for youth facing homelessness should ensure other key developmental needs are addressed. In this way, we strive to design and implement a community-wide approach with strategies and specific interventions that support achievement of the following four core outcomes for youth, as identified by the U.S. Interagency Council on Homelessness in the Federal Framework to End Youth Homelessness.

1. **STABLE HOUSING** includes a safe and reliable place to call home. Stable housing fulfills a critical and basic need for homeless youth. It is essential to enabling functioning across a range of life activities. Lack of stable housing, on the other hand, exposes young people to a multitude of risks on the streets.

2. **EDUCATION AND 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. Achievements in education and employment increase a youth's capacity to support themselves and avoid future homelessness.

3. **PERMANENT CONNECTIONS** includes ongoing attachments to families, communities, schools, and other positive social networks. Connections support young people's ability to access new ideas and opportunities that support thriving and they provide a social safety net when young people are at-risk of re-entering homelessness.

4. **SOCIAL, EMOTIONAL AND PHYSICAL WELL-BEING** refers to the social and emotional functioning of youth. It includes the development of key competencies, attitudes, and behaviors that equip a young person who is at-risk of or experiencing homelessness to avoid unhealthy risks and to succeed across multiple domains of daily life, including school, work, relationships, and community. It also includes ready access to healthcare resources and assistance that help a young person address their physical, mental or behavioral health needs.

YOUTH HOMELESS CRISIS RESPONSE SYSTEM: PROGRAM MODELS

To support achievement of these core outcomes, the Youth Core Team and Youth Action Board established a matrix of program models that outlines key features of programs and interventions that, if funded and implemented, would best address the needs of youth who are imminently at-risk of or experiencing homelessness. The matrix, included in Appendix F, reflects key policies and practices that align with positive youth development, trauma-

informed care, Housing First approaches, as well as other principles and approaches described in this Plan. Categories of program models include:

- **COORDINATED ACCESS AND RAPID RESOLUTION SERVICES.** Services are provided for youth experiencing a housing crisis in order to quickly resolve the crisis through immediate problem-solving, targeted prevention or by facilitating immediate access to shelter and re-housing services. Services are readily accessible, flexible, client-centered, trauma-informed, and strengths-based, with a focus on positive youth development.

- **PREVENTION SERVICES.** Prevention services are those provided for youth before they require emergency shelter and re-housing services. This may include services for youth who are imminently at-risk of homelessness and for youth who are already experiencing homeless (e.g., currently homeless youth who become involved with justice system and are in temporary custody). Prevention services seek to help youth avoid literal homelessness, including the need for emergency shelter and other crisis housing/services, by reducing risk factors and increasing protective factors. Prevention services are flexible, client-centered, trauma-informed, developmentally appropriate, and strengths-based with a focus on positive youth development. Prevention assistance specifically focuses on immediate housing crisis resolution and housing stabilization.

- **EMERGENCY SHELTER AND CRISIS HOUSING.** Emergency shelter and other crisis housing/services are intended to be immediately accessible, time limited in nature, and a stepping-stone to stability. Youth will stay typically less than three months and have access to supportive, holistic, developmentally appropriate services that lead to long-lasting housing stability and connections. These services are flexible, client centered, trauma informed, and strengths based, focusing on positive youth development. They are "low barrier" in that there are no preconditions for accessing, except due to significant and immediate health or safety concerns, and they do not remove youth from programming due to unhealthy or disruptive behaviors. There is recognition that these unhealthy coping mechanisms are temporary in nature, and are a part of the process to achieving lasting stability.

- **TRANSITIONAL AND PERMANENT HOUSING.** Safe and stable housing, including transitional and permanent housing assistance options, that prepare youth to become an independent leaseholder by age 25 or as soon as they are able. Transitional and permanent housing assistance options are flexible, client-centered, trauma-informed, and strengths-based, focusing on positive youth development. They are "low barrier" in that there are no preconditions for accessing, except due to significant and immediate health or safety concerns, and they do not remove youth from programming or housing due to unhealthy or disruptive behaviors.

The program models matrix is intended to be a living document to inform development of the Coordinated Community Plan and related implementation efforts. It is intended to help

funders understand what to fund and providers understand what they are expected to deliver. It also helps ensure we are measuring outcomes of similar programming in a consistent way.

It is important to note that the "essential program elements" identified in the matrix are intended to reflect the ideal program components that should be included in the program type, especially for any <u>new</u> programs a provider is designing or a funder is supporting. Some of the elements identified are cost neutral (e.g., use of a common assessment tool, how program vacancies are filled), but it is important to acknowledge that other elements are not. In some cases – particularly on issues impacted by facility size/configuration – existing programs may not be able to incorporate certain program elements at all. In other cases, providers will not be able to adapt programming unless necessary resources are secured to support improvements (e.g., moving from 12- to 24-hour access, reducing case load sizes). Funders and providers will have to work together closely to examine where changes can be implemented immediately and where time, resources, and/or capacity building will be required. Finally and most immediately, the program models matrix will be used to guide procurement and selection of Youth Homelessness Demonstration Program funded projects.

INTRODUCTION

Columbus and Franklin County's future achievements will be determined by the successes of our community's youth. Nearly one out of every five people living in Franklin County are between the ages of 12 and 24. Historical trends show that YYA in our community have greater needs than other age groups. Nearly one out of every three YYA in Franklin County are living below 100 percent of the Federal Poverty Level (FPL).

Without additional supports, single young adults living below the poverty level have a greater risk of homelessness, as their annual income is far below what is needed to afford fair market rent in Columbus. Youth living below 100 percent FPL are making less than $12,140 a year for a single individual or $25,100 for a family of four.[7] In the Columbus Metropolitan area, youth would need an annual salary of $28,560 (approximately $14 an hour working 40 hours per week[8]) to afford a one-bedroom apartment and $36,400 (approximately $18 an hour) to afford a two-bedroom apartment at market rent. The gap between many pregnant and parenting youth and unaccompanied youth's income and the high housing costs in the Columbus market present challenges for many YYA to maintain and sustain housing.

FRANKLIN COUNTY YOUTH

199,792

Youth between 12 and 24 living in Franklin County, representing 17% of the population.

55,318

Youth living below 100% Poverty Levels, representing 28% of the YYA population.

$13.73

The amount per hour a single YAA needs to earn to support market rent housing (one-bedroom).

---

[7] U.S. Department of Health and Human Services. 2018 Federal Poverty Level
[8] Hourly rate was derived by dividing the annual salary by 52 (weeks in a year) and then dividing that by 40 (weekly hours typically corresponding to full-time employment; ($28,560/52)/40 = $13.73)

Understanding youth's experiences with the current crisis response system, as well as the unique personal characteristics and life circumstances that influence whether a youth is at-risk for or experiencing homelessness is critical to the development of a system that is effective and efficient. In August 2018, the CoC/CSB partnered with Measurement Resources Company to conduct a local needs assessment of YYA experiencing homelessness. The purpose of this assessment was to uncover the needs of YYA, as well as quantify the total number of YYA at risk of or who are experiencing literal homelessness (including those who are unsafely housed) in a given year.
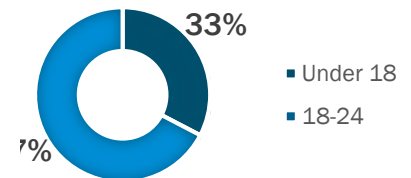
Data sources included: 2017 data contained in Columbus and Franklin County's Homeless Management Information System (HMIS) operated by CSB; 12 youth focus groups involving 76 YYAs; results from a stakeholder survey of more than 100 youth-serving providers; and secondary data sources including previous surveys of youth experiencing homelessness conducted by Star House and The Center for Healthy Families in March 2018. All data sources are described and outlined in Appendix C.

AGE

33%
- Under 18
- 18-24

7%

RACE

3%
%
- Black/African American
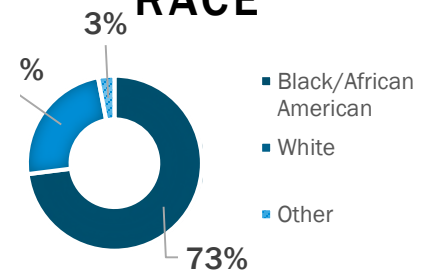- White
- Other

73%

CHARACTERISTICS OF YOUTH

DEMOGRAPHICS. Franklin County youth (ages 12-24) served in emergency shelters, transitional housing, and street outreach were mostly between ages 18-24 (67%) and Black or African American (73%). Slightly more than half of the youth served were female. Nearly one in four of these youth were also pregnant, or parenting and 98 percent of the parents and/or pregnant youth were women.

LIVING SITUATIONS. In 2017, there were 2,131 emergency shelter occurrences across 1,232 youth. The average length of stay in emergency shelter for unaccompanied youth was 17 days and 23 days for pregnant or parenting youth. Based on a survey of Columbus youth experiencing homelessness,[9] youth who had been homeless longer than 90 days averaged 6.5 different types of locations (e.g., family, friends, shelter, and street) where they stayed in the last 6 months. The most common locations
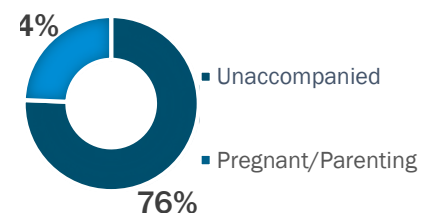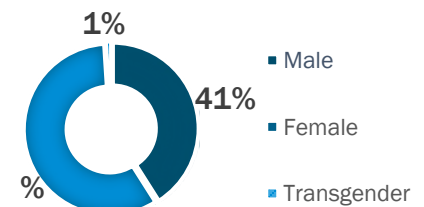
STATUS

4%
- Unaccompanied
- Pregnant/Parenting

76%

GENDER

1%
- Male
- Female
- Transgender

41%

%

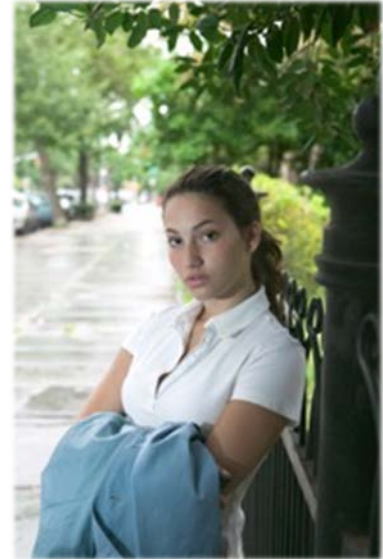[9] Survey conducted by Star House and The Center for Healthy Families youth experiencing homelessness.

reported were with friends (67%), in a hotel or motel (52%), in a shelter (52%), with a family member (49%), in a car (48%), and outside (41%). Three in every five youth (60%) reported having been housed within the last 6 months and 24 percent of youth reported paying rent to stay with a friend, family member or romantic partner with no guarantee of stability.

When entering the crisis response system, unaccompanied YYAs most commonly reported prior living situations were from a prior stay in emergency shelter (43%), staying with family or friends (30%), and a place not meant for habitation (21%).[10] Parenting and pregnant YYAs most commonly reported prior living situations were from a prior stay in emergency shelter (51%), staying with family or friends (19%), and a place not meant for habitation (18%).[11] The large portion of parenting and pregnant YYA who utilized emergency shelter prior to entering into another emergency shelter is due to the increased use of Overnight Only Family Shelter in 2017.[12]

The most common destinations after exit from the crisis response system for unaccompanied YYA were a place not meant for habitation/unknown (31%), moved in with family or friends (27%), and housing rental/owned by client (17%).[13] The most common destinations after exit from the crisis response system for parenting and pregnant YYA were housing rental (35%), a place not meant for habitation/unknown (27%), and moved in with family or friends (18%).[14]

INCOME AND EMPLOYMENT. For employment among currently homeless youth, 21%[15] of those participating in the Star House Survey reported having a full-time position; 29 percent reported having a part-time position. Nearly all youth (97%) reported having at least one barrier to employment and 85 percent reported having multiple barriers. The most common barriers were inadequate transportation (68%), housing instability (53%), getting to work on time every day (32%), and not having a phone (30%).

EDUCATION. Among youth age 18-24, 26 percent did not have a High School diploma or GED.[16] The most commonly cited barrier to continuing their education was instability (58%), followed by a lack of interest or motivation (47%) and transportation (38%).

---

[10] Represents all prior to entry residences (individuals will be included more than once if they entered into the system more than once)
[11] Represents all prior to entry residences (individuals will be included more than once if they entered into the system more than once)
[12] https://66381bb28b9f956a91e2-e08000a6fb874088c6b1d3b8bebbb337.ssl.cf2.rackcdn.com/files-SnapShot-Report-CY17.pdf, page 25
[13] Represents all exit destinations (individuals will be included more than once if they left, returned, then left again for the same or different destination)
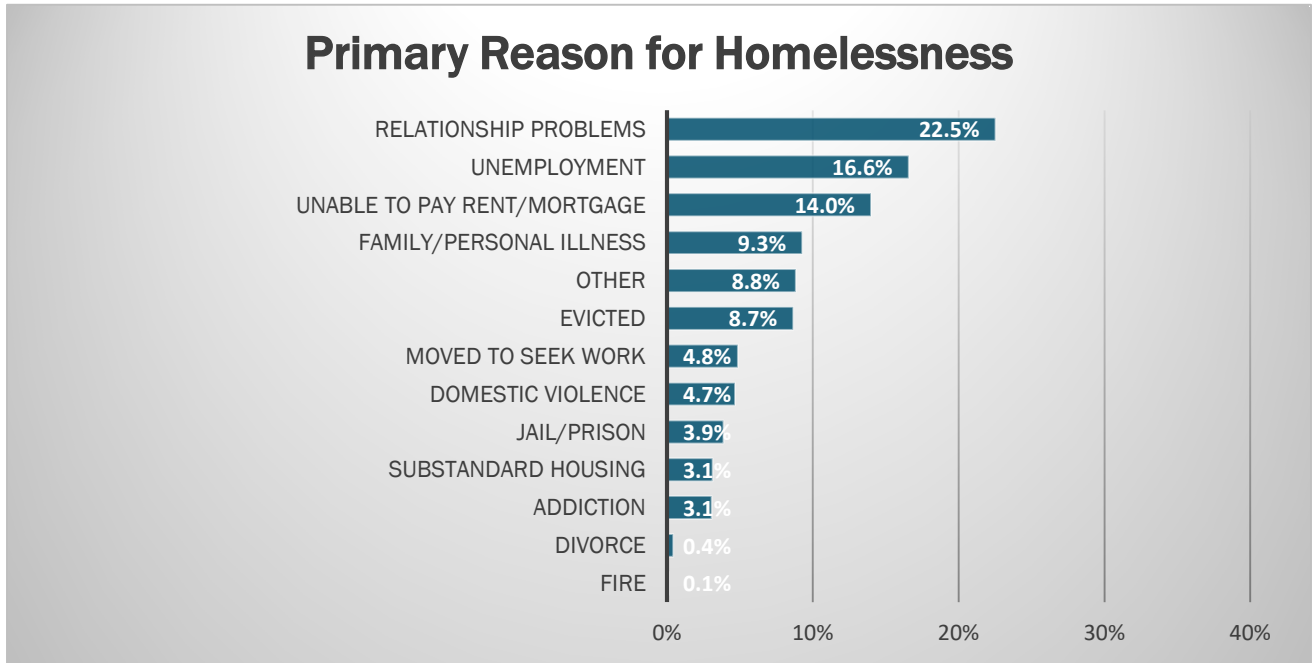[14] Represents all exit destinations (individuals will be included more than once if they left, returned, then left again for the same or different destination)
[15] Data comes from Star House Survey
[16] Data comes from Star House Survey

HEALTH AND WELL-BEING. In addition to employment and education barriers, 64 percent of youth reported having a diagnosis from a mental health professional.

REASONS YOUTH ARE EXPERIENCING HOMELESSNESS

The primary reason for experiencing homelessness reported by YYA is relationship problems. Unemployment and inability to pay rent round out the three most prevalent reasons for homelessness among YYA.

Primary Reason for Homelessness

Reason	Percentage
RELATIONSHIP PROBLEMS	22.5%
UNEMPLOYMENT	16.6%
UNABLE TO PAY RENT/MORTGAGE	14.0%
FAMILY/PERSONAL ILLNESS	9.3%
OTHER	8.8%
EVICTED	8.7%
MOVED TO SEEK WORK	4.8%
DOMESTIC VIOLENCE	4.7%
JAIL/PRISON	3.9%
SUBSTANDARD HOUSING	3.1%
ADDICTION	3.1%
DIVORCE	0.4%
FIRE	0.1%

Source: 2017 HMIS for unaccompanied or parenting and pregnant youth ages 12-24

Similarly, focus group participants also stated relationship problems as their most prevalent reason for experiencing homelessness. For these youth, many are kicked out of their homes by parents when they turn 18; others have aged out of foster care without familial supports; still others voluntarily leave due to toxic relationships at home. Unemployment and the inability to pay one's rent or mortgage were the other most frequent reasons focus group youth provided for becoming homeless.

Focus Groups: Five Most Prevalent Reasons for Homelessness	
1. Relationship Problems	• Parents kick out youth when they are 18 • Parents and children argue, and youth get kicked out/leaves • Parents choose other relationships or activities over well-being of youth • Generally toxic relationships at home
2. Other	• Youth run away from home • Being taken from parents and put in foster care • Family moving away
3. Unemployment	• Youth lost job • Parents don't have a job
4. Low income/ unable to pay rent	• Roommates unable to pay their share • Rent is too high • Cannot afford ongoing costs of housing and basic needs
5. Family or personal illness	• Mental illness • Injury • Death of a family member

Focus group participants described their own poor financial literacy and life skills as the most frequent barrier to obtaining permanent housing. Several youth described not having a positive role model from whom important financial literacy and life skills could be learned, such as finding an apartment, paying one's bills, navigating health insurance, and similar skills and knowledge. An eviction history can make it difficult to obtain housing in the future, even if YYA receive the financial literacy and life skills training they desire.

Focus group participants' top barrier for retaining permanent housing was also poor financial literacy and life skills. Lack of financial resources, crises/stress, job loss, and negative influences from peers are the five most common barriers to retaining permanent housing for YYA.

Focus Groups: Top Five Perceived Barriers to *Obtaining* Permanent Housing	Focus Groups: Top Five Perceived Barriers to *Retaining* Permanent Housing
• Poor financial literacy and life skills • Eviction history • No reliable support network • Joblessness • Landlord/staff/system dysfunction	• Poor financial literacy and life skills • Crises/stress • Lack of financial resources • Bad influence of peers • Job loss

CHARACTERISTICS OF YOUTH WITH NEGATIVE OUTCOMES

Focus groups, stakeholder feedback, and 2017 data from HMIS indicates the current homeless crisis response system does not currently meet the needs of all YYA, particularly those with special needs. For example, compared to YYA who exited emergency shelter and did not return to the crisis response system in 2017, those who did exit emergency shelter *and returned to emergency shelter or street outreach* were:

- **2.0 times as likely to have a mental health problem**
- **2.6 times as likely to abuse drugs or alcohol**
- **1.6 times as likely to have a disability in general**

Compared to individuals who exited rapid rehousing and did not return to the crisis response system in 2017, those who exited rapid rehousing and did return to emergency shelter or street outreach were:[17]

- **2.5 times as likely to have a mental health problem**
- **3.8 times as likely to abuse drugs or alcohol**
- **1.7 times as likely to have a disability in general**

SPECIAL CONSIDERATIONS OF UNIQUE POPULATIONS

Solutions must be customized to the unique needs of Franklin County's YYA experiencing or at imminent risk of homelessness to improve outcomes. The following specific considerations were identified as a result of the comprehensive needs assessment.

UNACCOMPANIED YOUTH EXPERIENCING HOMELESSNESS

HOUSING, EDUCATION, AND EMPLOYMENT

Beyond the need for jobs at a livable wage, youth who participated in the focus groups communicated that in order to obtain and retain permanent housing they need far more financial literacy and life skills, assistance in overcoming histories of evictions and bad credit, and support networks that help the youth make good decisions as well as support their unmet needs. Additionally, youth suggested that there is a need for more affordable housing with compassionate landlords and a system that does not perpetuate instability.

---

[17] Likelihoods were derived from logistic regression analyses, after controlling for race, gender, age at entry, and education. All likelihoods correspond to p < .001

To finish school, youth communicated that they need safe environments at home and at school that are conducive to learning. Their discussions also suggest a need to have their basic needs met (e.g. food, safe place to sleep) so they can focus on school and not worry about finding a job or be distracted by the stress of not having those needs met.

Gainful employment is a common need among homeless youth. Pervious work on Columbus' "Opportunity Youth"[18] have identified the need for secondary credential completion to ready YYA for college and careers, and job readiness, emphasizing skill development and social-emotional growth that addresses employers' concerns with employing a socially immature workforce.

Accessible and convenient transportation was identified as the primary need for obtaining and retaining a job. Youth also suggested a need for time management skills when it comes to looking for, applying for and starting a job.

SOCIAL, EMOTIONAL AND PHYSICAL WELL-BEING

To be successful, youth in the focus groups said they need emotional and individualized support. Youth define well-being as the availability of permanent and health relationships and connections to ongoing supports. These include mental health, mentors, person-centered supports and culturally competent providers who can guide youth through a crisis. In addition, these individuals providing social supports are needed to build interpersonal skills, build on personal strengths and navigate the housing, education and employment systems.

> "When you get your first place you don't know what you are getting into. Cleaning, going to school, taking care of the baby, paying bills...it is too much stress and I don't have any help."
>
> -Young, white father who got kicked out of his mom's home at age 18, and has been homelessness for less than one year.

---

[18] The Columbus Foundation commissioned a research study in 2015 to examine the unique needs of Columbus's "Opportunity Youth," young adults ages 18 to 25 who are neither attending school nor working or at risk, and who are not college bound. This group faces unique education and employment challenges. These young adults are known to experience higher rates of poverty and unemployment, often due in part to employers' reluctance to hiring Opportunity Youth without a high school diploma or GED, with limited work history, lack of job skills, perceived poor work ethic, and inability to pass a drug test or criminal record requirements.

HOUSING, EDUCATION, AND EMPLOYMENT

Pregnant and parenting youth need multiple options for housing. Access to stable housing is the foundation to receiving other public assistance benefits, services, and health care to provide stability. There are few housing options for pregnant and parenting teens or young adults. Identifying needs of the at-risk population before they tip into literal homelessness is key to meeting their unique needs.

Parenting YYA in the HMIS data are 1.4 times as likely to report eviction as their reason for homelessness compared to non-parents.[19] Similarly, YYA who are pregnant are 1.3 times as likely compared to non-pregnant youth to report relationship problems as their reason for homelessness compared to non-pregnant youth.[20]

In the focus groups, pregnant and parenting youth identified unique needs specific to meeting the demands of having a family without having a reliable support system. Needs included affordable and consistent childcare that is close to home, school or work and can accommodate non-traditional hours. They also identified a need to have their basic needs met in order to focus on finishing school, finding a good job and finding a safe place to live with their children or during their pregnancy. Without reliable support and knowledge of resources, pregnant and parenting youth face unique barriers in caring for themselves and their children.

Stakeholders' Perceived Gaps/Needs for Pregnant and Parenting Youth	
Theme	Frequency
Services and programs	11
Housing	10
System navigation and benefits	8
Childcare	7
Transportation	6
Health - mental, physical	6
Shelter	4
Family-friendly accommodation	2
Combat stigma, cultural competency	2
Realistic goals/Better options	2
Employment and workforce development	2

One stakeholder explained that combatting stigma is also a challenge; there is the perception that some landlords and employers look down on pregnant youth.

SOCIAL, EMOTIONAL AND PHYSICAL WELL-BEING

Stakeholders serving pregnant and parenting youth mentioned the need for counseling services specific to this group. According to stakeholders, many pregnant and parenting youth could benefit from individual, couple, or group counseling with support

---

[19] Likelihood was derived from a logistic regression analysis, after controlling for race, gender, substance abuse disorders, and mental health problems. The likelihood corresponds to p < .01

[20] Likelihood was derived from a logistic regression analysis, after controlling for race, gender, substance abuse disorders, and mental health problems. The likelihood corresponds to p < .01

people in their lives. Building relationships may be foundational to improving the emotional well-being of pregnant and parenting youth.

One stakeholder commented that a lot of the housing options for pregnant and parenting youth expect them to be able to take over fair-market rent within three months. This is unrealistic and is setting them up to add an eviction to their record. This is an additional and unnecessary stress, caused by lack of cultural competency of the staff to understand the challenges of being at risk of homelessness, such as couch surfing, staying with friends, and attempting to take advantage of other services while pregnant and parenting.

RACIAL AND ETHNIC MINORITIES

Based on HMIS data, it is estimated that 72 percent (1,283 of the 1,782 YYA served in Franklin County's crisis response system in 2017) of YYA experiencing homelessness are Black or African American. Despite African Americans making up only 22 percent[21] of the population in Franklin County, they make up 39 percent of the population living below poverty.[22] Thus, the proportion of individuals who are Black or African American in the crisis response system and living in poverty is over 3 times higher than the proportion of Black or African Americans in the general population.

Stakeholders' Perceived Gaps/Needs for Racial and Ethnic Minorities	
Theme	Frequency
Social determinants of health	6
Cultural competency/Stigma	5
Housing	3
Mentors, Social Support, Hope	3
System navigation, Benefits, Services, Programs	3
Education	2
Health - mental, physical	2
Transportation	2
Money/income	2

HOUSING, EDUCATION AND EMPLOYMENT

In the focus groups, African American male YYA specifically discussed the structural racism they face in the housing and employment space, which makes it more challenging to achieve stability. For New Americans, the need is more acutely tied to language and cultural barriers. Without being able to effectively communicate or assimilate to American housing, education and employment systems, needs for support become more nuanced based on the culture and language of origin.

SOCIAL, EMOTIONAL, AND PHYSICAL WELL-BEING

While not explicitly identified, focus group themes around the psychological impact of racism were evident among African American and New American populations. Specifically, some participants discussed the negative impact of racism on one's confidence and motivation. For New Americans, the need is primarily related to depression that comes

---

[21] ACS table S1701 5-year estimates for 2016
[22] ACS table S1701 5-year estimates for 2016

from isolation in a country they thought would bring more prosperity and unresolved trauma from their native country. Additionally, Western medicine does not always align to the different cultural norms, creating further disparity and unmet social and emotional needs.

LGBTQ+ YOUTH

National estimates suggest that LGBTQ+ YYA are at 2.2 times greater risk of reporting homelessness compared to non-LGBTQ+ YYA.[23] Further, national data estimate that anywhere from 20 to 40 percent of YYA experiencing homelessness identify as LGBTQ+.[24] The Star House and The Center for Health Families survey conducted in March 2018 estimates that 21 percent of YYA experiencing homelessness in Franklin County identify as LGBTQ+.

HOUSING, EDUCATION AND EMPLOYMENT

In focus groups, LGBTQ+ YYA discussed needs for housing, education and employment that centered on their mental health needs. Specifically, they identified a need for services that are lifestyle and gender affirming. This population faces the same barriers as the greater homeless youth population with the added burden of not feeling safe, accepted, understood or respected in the broader system.

Stakeholders' Perceived Gaps/Needs for LGBTQ+ Youth	
Theme	Frequency
Cultural competency / Stigma	10
Housing	6
Safety	5
Health - mental, physical	4
Mentors, Social Support, Hope	4
Education	1
Transportation	1
Money/income	1
Advocacy	1
System navigation, Benefits, services, programs	1

SOCIAL AND EMOTIONAL WELL-BEING

Many LGBTQ+ youth discussed experiencing stigma for their gender identity and lifestyle. This population has a great need for social and emotional supports that affirm their identity and give them a safe community to be themselves.

---

[23] Morton, M. H., Dworsky, A., Matjasko, J. L., Curry, S. R., Schlueter, D., Chávez, R., & Farrell, A. F. (2018). Prevalence and Correlates of Youth Homelessness in the United States. The Journal of Adolescent Health: Official Publication of the Society for Adolescent Medicine, 62(1), 14–21. http://doi.org/10.1016/j.jadohealth.2017.10.006

[24] Durso, L.E., & Gates, G.J. (2012). Serving Our Youth: Findings from a National Survey of Service Providers Working with Lesbian, Gay, Bisexual, and Transgender Youth who are Homeless or At Risk of Becoming Homeless. Los Angeles: The Williams Institute with True Colors Fund and The Palette Fund.

FOSTER CARE SYSTEM-INVOLVED YOUTH

Each year it is estimated that more than 100 youth exit foster care due to age in Franklin County. According to Franklin County Children Services, 587 youth ages 16 to 18 entered Franklin County Foster Care in 2015. Since then, 135 youth (23%) have left foster care due to age, and 434 youth (74%) have left foster care for a reason not due to age. The most common reason for leaving foster care is returning to their families.

Local data gathered through the Star House survey estimates that 36 percent of youth experiencing homelessness in Franklin County have experiences with foster care, which is similar to a Midwest longitudinal study that found 36 percent of youth who had aged out of foster care had experienced homelessness by age 26.[25]

HOUSING, EDUCATION AND EMPLOYMENT

A unique need of youth with experiences in foster care shared during focus groups was issues around obtaining needed documents. Proof of identification, permanent address, school enrollment history and live birth certificates are common documents needed for housing, school, and employment. Because youth in foster care may frequently move to new residences, lack of a permanent address and inconsistent caregivers to help them navigate these systems create unique needs to access these most basic personal documents.

SOCIAL AND EMOTIONAL WELL-BEING

Though not explicitly identified in the focus groups, youth in foster care alluded to facing additional mental health and well-being needs associated with trauma, not having a stable family, and not having a stable home. Like other populations, youth in foster care agree there is a need for individualized services that account for the personal history and strengths of the youth.

---

[25] Dworsky, A., Napolitano, L., Courtney, M. (2013). Homeless During the Transition from Foster Care to Adulthood. American Journal of Public Health, 103(2), 18-23.

JUVENILE AND/OR CRIMINAL JUSTICE SYSTEM-INVOLVED YOUTH

In 2017, 2,153 youth were referred to the Franklin County Juvenile Detention Center. Most (84%) were children ages 12 to 17 and nearly three-fourths of youth (74%) were Black or African American.

Locally, Star House survey data estimates that 42 percent of YYA experiencing homelessness served at Star House were previously incarcerated when younger than 18 years.

Stakeholders' Perceived Gaps/Needs for Youth Engaged in the Foster Care System	
Theme	**Frequency**
System navigation, Benefits, services, programs	9
Mentors, Social Support, Hope	5
Housing	4
Cultural competency / Stigma	3
Education	2
Health - mental, physical	2
Advocacy	2
Employment	2
Transportation	1
Money/income	1
Life skills	1

HOUSING, EDUCATION AND EMPLOYMENT

In the focus groups, youth explained that having a criminal history leads to additional challenges when trying to obtain housing or employment. Specifically, youth experience stigma when they check the box on application forms about their criminal background. Additionally, YYA involved in the justice system have great need for housing stability upon leaving jail or prison. In focus groups, nearly all youth said they expect to leave jail or prison without a stable home plan. This is often due to an unstable home life or poor adult relationships prior to entering the justice system.

SOCIAL AND EMOTIONAL WELL-BEING

Youth involved in the justice system are likely experiencing social and emotional well-being needs related to unstable relationships and feeling the stigma of having a criminal record. Like other homeless youth, the justice-involved youth in the focus groups said they need help navigating the various systems they are involved in and would benefit from services that can be tailored to their specific needs and strengths.

YOUTH SURVIVORS OF HUMAN TRAFFICKING

National estimates from numerous research studies have found trafficking rates among YYA experiencing homelessness range from 19 percent to 40 percent.[26] Unique experiences of youth survivors of human trafficking did not surface in focus groups. It may be that no human trafficking victims chose to participate in the focus groups or that victims who participated did not speak directly to their experiences being exploited while in the group setting of their peers. Therefore, four additional interviews with YYA known to be survivors of human trafficking were conducted with a trusted staff member of Star House. The following experiences are unique to these four survivors, but likely speak to the greater needs of youth survivors in general.

Stakeholders' Perceived Gaps/Needs of Youth Survivors of Human Trafficking	
Theme	**Frequency**
Housing	6
Cultural competency / Stigma	5
System navigation, Benefits, Services, Programs	4
Legal	4
Health - mental, physical	3
Safety	3
Advocacy	2
Education	1
SDH	1
Money/income	1
Mentors, Social Support, Hope	1
Employment	1
Capacity of System	1

HOUSING, EDUCATION AND EMPLOYMENT

The young women who shared their experiences in the interviews discussed many of the same issues with homelessness as other focus group youth, such as barriers of not having a high school diploma or GED, lack of vocational training, and insufficient income to maintain housing on their own. Unique to human trafficking, half of the women specifically said their fear of asking for help was a significant barrier to obtaining permanent housing. Although not explicitly stated, fear of asking for help with housing, education, employment, and other services may be exacerbated by their experience being trafficked compared to other YYA experiencing homelessness. Another young woman is facing significant legal barriers with an active warrant, which keeps her from obtaining housing and finishing high school. All the young women mentioned drug addiction – their own, a parent's, and/or association with drug dealers – as significant barriers to getting a job, continuing one's education, or retaining housing.

SOCIAL, EMOTIONAL AND PHYSICAL WELL-BEING

Similar to other youth who participated in the focus groups, women who were interviewed discussed serious barriers with basic life skills as well as not being financially, mentally, or emotionally stable to retain their own housing. More support and resources are needed, they say, for counseling. Expecting judgment or rejection for things they

---

[26] National Network 4 Youth. https://www.nn4youth.org/learn/youthhomelessnesshumantrafficking/

have done was also mentioned in the interviews, which impacts emotional well-being as one navigates the psychological stigma as well as physical needs.

YOUTH UNDER THE AGE OF 18 (MINORS)

It is estimated that more than 700 unaccompanied youth under 18 experience homelessness annually in Franklin County. These youth have similar challenges as older youth; yet their minor status presents some unique challenges. This population has the shortest stays in emergency shelter at eight days. In Franklin County, when a youth under 18 is unaccompanied and is identified as experiencing homelessness, every effort is made to reunite these youth with their families. In Columbus, youth under 18 may stay at the Huckleberry House Crisis Shelter. This 16-bed facility offers a temporary safe place to stay for teens ages 12 to 17 who are struggling with a disruptive, dangerous, or difficult situation at home. This program helps youth safely return home whenever possible. For those youth where reunification is not possible, they are referred to Franklin County Children Services and placed into their care.

Unaccompanied parenting youth who are under the age of 18 have the greatest system gaps in Franklin County. Unaccompanied parenting youth under the age of 18 are unable to stay at Huckleberry House with their children, making this a barrier for many of these youth.

PERCEIVED SYSTEM STRENGTHS

The passion and dedicated people working to solve youth homelessness was the most frequently cited strength of Columbus and Franklin County's current Homeless Crisis Response System for youth. Huckleberry House and Star House were frequently mentioned by name as two shining examples of how to best serve youth, and that support the stakeholder's organization's mission to provide programs/services to youth at risk of or who are experiencing homelessness. Collaboration among organizations and working toward solutions were also commonly mentioned.

PERCEIVED EFFECTIVE SERVICES

Safety net services and specific programs were mentioned most often by stakeholders as the services that are working well for youth. The Bridges program was identified as an effective program for former foster care youth. This voluntary program extends housing and other supportive services to eligible young adults who leave foster care on or after their 18th birthday but are not yet 21. Franklin County Job and Family Services' Achieve More & Prosper (A.M.P.) program was identified as effective for low income transition age youth. A.M.P. connects youth with a personal advocate that works with YYA to build a customized plan for the future, while helping to address current changes. A.M.P. connects YYA with services and assistance to gain the skills, employment and knowledge needed to be successful. On the housing side, stakeholders mentioned rapid rehousing as an effective service. More broadly, coordinating services through comprehensive case management is said to be among the most successful elements of the current crisis response system for youth.

PERCEIVED UNMET NEEDS

Safe housing is the most frequently mentioned critical unmet need for youth who are at risk of or who are experiencing homelessness. There are not enough safe places to house youth that are youth-appropriate and designed with youth-centric features. Personal relationships and mentoring, transportation, and physical and mental health services are also top of mind to stakeholders.
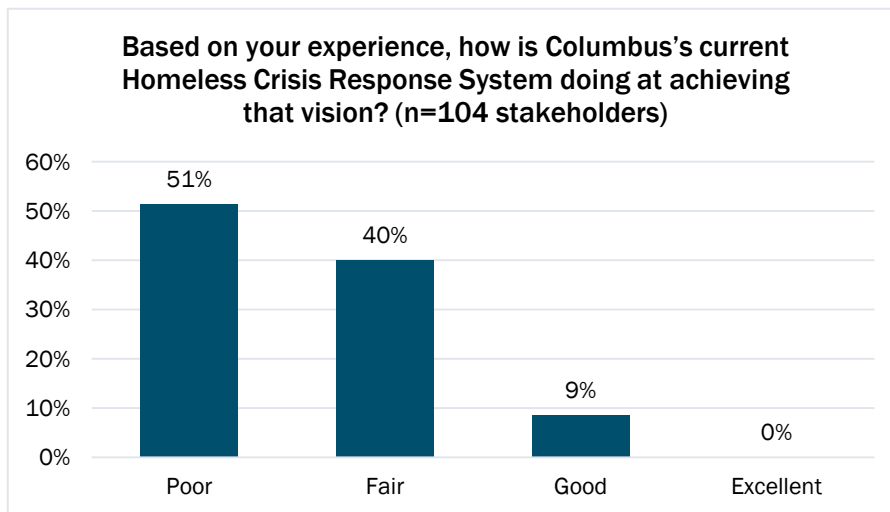
PERCEIVED NEEDED RESOURCES

Increased technology for providers to connect to youth and to each other is the most frequently mentioned resource (e.g., technology, information, feedback) that stakeholders need to more effectively or efficiently serve youth at risk of or who are experiencing homelessness. Additional communication, such as up-to-date information of resource offerings, better communication of the spectrum of housing options for youth, and ways to

stay informed of changes to housing processes and points of contact are requested by stakeholders.

DESIRED SERVICES NEEDED AS PART OF A COMPREHENSIVE COMMUNITY PLAN

Youth-centric shelters and services are by far the most frequently suggested services and/or programs stakeholders believe should be considered as part of the comprehensive and coordinated community plan to meet the needs of youth experiencing homelessness. Some stakeholders suggested a complete shift to youth-centric services for this population, such as a shelter separate from older adults, a TAY-specific vulnerability assessment, a youth hotline, chat line, and text line, and youth-specific rapid re-housing. Additionally, mental health counseling, LGBTQ-specific services and shelters, and robust wraparound services, programs, and continued safety net public assistance benefits are recommended for youth ages 18 to 24.

STAKEHOLDER PERCEPTIONS OF THE HOMELESS CRISIS RESPONSE SYSTEM FOR YOUTH

Based on your experience, how is Columbus's current Homeless Crisis Response System doing at achieving that vision? (n=104 stakeholders)

Poor	Fair	Good	Excellent
51%	40%	9%	0%

Stakeholders rated very low the effectiveness of Columbus's Homeless Crisis Response System and the successful achievement of the vision that *all youth have a safe place to call home.* Only 9 percent of stakeholders rated Columbus's current homeless crisis response system as "good" at achieving this mission. Ninety-one percent rated the system as "poor" or "fair," while 18 of the 104 stakeholders (21%) responded "I don't know." There is clearly more work to be done to meet the needs of youth and ensure youth homelessness is rare, brief, and one time.

POINT-IN-TIME COUNTS

Identifying the total number of youth who experience homelessness annually in Franklin County is needed to develop a system that appropriately meets the needs of all youth. Point-in-time count estimates obtained in January 2018 identified 174 homeless YYA. As shown in Table 1, there were 29 unaccompanied and unsheltered youth aged 24 years or younger in Franklin County. Within the shelter system, 96 unaccompanied YYA and 49 parenting YYA were identified. There were no pregnant or parenting YYA identified as unsheltered during the 2018 point-in-time count.

Table 1. POINT-IN-TIME COUNT RESULTS FOR JANUARY 2018		
96 **unaccompanied youth age 24 years or younger**	**49** **parenting youth age 24 years or younger**	**29** **unaccompanied youth age 24 years or younger**
Location: shelter	*Location: shelter*	*Location: unsheltered*
174 TOTAL count on January 31, 2018		

Point-in-time counts are an important methodology and provide the best one-day estimates available. However, point-in-time counts are by nature still limited and do not fully enumerate all people experiencing homelessness, including youth. For example, shelter counts may under-represent youth who need and would otherwise seek out emergency shelter, but youth may be afraid or unwilling to enter shelters in Franklin County since none are specifically designed for youth with the exception of Huckleberry House. In addition, youth are often not engaged with traditional homelessness assistance programs and congregate in different areas than older individuals experiencing homelessness. This makes unsheltered youth harder to find and therefore to count. If point-in-time counts were assumed to be representative of the annual experiences of youth who do and do not access shelter, we would estimate that 17 percent (29 of 174) of homeless YYA are unsheltered or in an unsafe situation on any given day. It is known, however, that the point-in-time counts are not representative of the experiences of youth and other populations during other times of the year, as colder weather in January may open up temporary housing options with friends or relatives that may not be available during warmer months. Thus, point-in-time count estimates of youth experiencing homelessness are inherently limited and only partially reflect the full magnitude of youth experiencing homelessness in Franklin County.

Over the past few years, the local point-in-time count has been improved through involvement by youth and youth-serving organizations. Youth advocates and the Youth Action Board are contributing to the 2019 point-in-time count plan and will provide additional volunteer support

on the night of the count in an effort to increase coverage and inclusion of youth who are unsheltered and who otherwise may be difficult to locate and enumerate on the night of the count.

STUDENTS EXPERIENCING LITERAL HOMELESSNESS

For the 2016–2017 school year, the Ohio Department of Education reported that 721 Franklin County students across 27 community/dropout recovery schools and districts (1% of the total number of students enrolled in grades 6-12) were counted as unaccompanied youth experiencing homelessness in Franklin County schools (Refer to Table 2 for a list of the schools/districts with the largest numbers of unaccompanied youth experiencing homelessness).

Schools occupy an important position to identify students' personal changes and service needs, but differences in federal definitions of homelessness create limitations in using these data to estimate the number of youth experiencing literal homelessness or who are imminently at-risk of literal homelessness.

SCHOOL COUNT 2016-2017

Approximately **721** students were counted as unaccompanied youth experiencing homelessness in Franklin County schools during the 2016-2017 school year.

(1% of total number of students enrolled in grades 6-12)

Table 2. 2016-2017 School Year, Unaccompanied Youth Experiencing Homelessness by School/District (Top 5 in Franklin County)

School/District	Total Unaccompanied Youth Experiencing Literal Homelessness
Columbus City School District	238
Electronic Classroom of Tomorrow	165
Mason Run High School	42
Youthbuild Columbus Community	42
Early College Academy	37

The definition for identifying youth experiencing homelessness in the school system is based on the McKinney-Vento Homeless Assistance Act and differs from HUD's definitions of literal and imminent risk of homelessness. The McKinney-Vento Act defines homelessness more broadly compared to HUD's definitions for literal and imminent risk of homelessness. Under the McKinney-Vento Act, the definition of homelessness includes youth who: lack fixed, regular, adequate nighttime residence, including those who share the housing of another

person due to loss of housing or economic hardship, as well as those living in hotels, motels, RV parks, campgrounds, or in emergency or transitional shelters.[27] By definition, youth who have stopped attending school are not included in the estimates provided by the Ohio Department of Education. For the limitations listed above, the estimate of 721 unaccompanied students identified as homeless in grades 6-12 is not a reliable number to use to estimate the number of Franklin County unaccompanied school-age youth who experience literal homelessness annually (inclusive of categories 1, and 4 of HUD's homeless definition).

ANNUAL ESTIMATES OF FRANKLIN COUNTY YOUTH AND YOUNG ADULTS LITERALLY HOMELESS AND AT-RISK OF HOMELESSNESS

Given the incompleteness of these data, the CoC defined a new annual estimate methodology (See Appendix D for complete methodology) to obtain a more representative estimate of YYA experiencing homelessness or at risk of experiencing homelessness.

Available local data were extrapolated to provide more realistic estimates of the number of YYA who were literally homeless, including those who are unsafely housed, and at risk of homelessness in 14 days or less, but who had not engaged in services. As shown in Table 3, Columbus/Franklin County estimates 3,033 YYA were literally homeless at least one night in 2017 and 4,479 YYA were at risk of becoming literally homeless within 14 days at some point during the year. All YYA who were literally homeless for at least one night during the year were also at risk of homelessness immediately prior to their homeless episode, even if they were not aware of being within 14 days of homelessness prior to their homeless episode. Literally homeless estimates are nested within at-risk estimates, making at-risk estimates always larger than those who experienced literal homelessness. In other words, we estimate that nearly three out of five youth who are imminently at risk of becoming literally homeless within 14 days end up literally homeless. These estimates were calculated for each subgroup combination of pregnant and parenting youth, unaccompanied youth, youth under the age of 18, and young adults ages 18-24.

---

[27] https://education.ohio.gov/getattachment/Topics/District-and-School-Continuous-Improvement/Federal-Programs/Elementary-and-Secondary-Education-Act/Programs-Administered-Under-ESEA/McKinney-Vento-Resources-for-Awareness/McKinney-Vento-Homeless-Act-Guidance.pdf.aspx?lang=en-US

Table 3. Local Estimates of Literally Homeless and At-Risk Youth

Current & Future Annual Estimates	LITERALLY HOMELESS In shelter, transitional housing, place not meant for human habitation, unsafe/dangerous living situations		AT RISK Literally homeless within $\leq$14 days	
	Unaccompanied Youth	Pregnant/ Parenting Youth	Unaccompanied Youth	Pregnant/ Parenting Youth
Under 18	725	68	965	116
18-24	1,569	671	2,202	1,196
All Youth	3,033		4,479	

SYSTEM GAP ANALYSIS

A coordinated homeless crisis response system requires understanding projected need or system demand and current capacity to identify gaps in programs and services needed to meet the needs of YYA experiencing homelessness. Identifying projected system demands and gaps allows the community to plan and prioritize resources to reduce the gaps and most effectively meet the needs of YYA.

To develop the system demand assumptions for year one, the Core Team (including representatives from the Youth Action Board) determined through an open group discussion what the ideal utilization rates would be for current program types. The ideal utilization rates were determined separately for each of the four subpopulations as these groups are expected to utilize different programs at different rates (e.g. it is not expected that youth under 18 years old will utilize any Permanent Supportive Housing services, while those 18 years old and over will).

For years beyond year one, utilization rates were estimated based on expected improvements in other systems (e.g., through improvements in foster care and transitional services) and in targeted prevention services, resulting in fewer youth becoming literally homeless. One-year estimates were also adjusted based on presumed investments in homeless interventions that reduce the length of time youth may experience homelessness (e.g., through increases in rapid re-housing) and improved outcomes generally as system improvements are made.

For year one, expected or ideal utilization rates were used to determine the number of individuals expecting to use each service within each subpopulation. Because the goal of the system demand modeling is to understand what programs and services our community requires to meet the needs of *all* YYA who experience homelessness, expected utilization rates were multiplied by our estimates of youth experiencing literal homelessness (i.e. 3,033 total).

The exception is for Homelessness Prevention services, which are based on the difference of the estimate of at risk for experiencing homelessness and the estimate for experiencing literal homelessness (i.e., 4,479 – 3,033 = 1,446); if Homelessness Prevention services are fully successful, they would reach all at-risk youth and prevent them from experiencing literal homelessness. However, since homelessness prevention assistance targeted to youth most at risk of homelessness are not yet in place, the year one system demand estimates assume a fully-utilized system where all YYA experiencing homelessness utilize at least one type of service in a year (e.g., emergency shelter, or street outreach).

These estimates also presume a static "current state" and the types and amounts of interventions required to fully meet the needs of all youth estimated to be at risk or who will experience literal homelessness in a current annual period. They are compared against known and estimated utilization patterns by youth of our community's current inventory of services, shelter and re-housing assistance. This includes programs dedicated for youth who are homeless and programs for people who are homeless generally and that were used by youth (see Appendix I Youth Homeless Crisis Response System Inventory). For each type of service, a point-in-time gap was estimated. Year one system demand estimates and projected capacity gaps by service type are outlined in Table 4.

Table 4. Year One System Demand Estimates and Capacity Gap					
Service Type	Estimated People Needing Services Annually	Estimated # of Units or Caseload Capacity Needed Point-in-Time	Estimated # of FTE Direct Service Staff Needed Point-in-Time	Current Unit or FTE Point-in-Time Capacity	Estimated Point-in-Time Capacity Gap
Emergency Shelter - 18+ Unaccompanied	1,177	126	NA	87	39
Emergency Shelter - Under 18 Only	711	18	NA	16	2
Emergency Shelter - Family	530	58	NA	25	33
Street Outreach	1,200	83	3	TBD	TBD
Permanent Supportive Housing	190	190	NA	103	87
Homelessness Prevention	1,446	358	12	0	358
Transitional Housing	575	575	NA	62	513
Rapid Rehousing (Medium-Long)	451	376	22	0	376
Rapid Rehousing (Short)	451	124	7	0	124
Other Permanent Housing	224	224	NA	0	224
Direct Client Assistance (Light)	226	1	NA	0	1

* Total estimates based on Local Data: 3,033. Homelessness Prevention based on At-Risk estimates: 4,479

To estimate the number of beds or units or program capacity for service-only programs (i.e. street outreach, homelessness prevention, rapid re-housing, direct client assistance) needed on any given day for each program type under the ideal utilization rates, the following formula was used:

Estimated # of People Needing Service x Length of Stay x Times Used in a Year
$$\frac{\text{Estimated \# of People Needing Service x Length of Stay x Times Used in a Year}}{365}$$

Length of stay[28] represents the number of days it is expected that a YYA will be utilizing a program in one occurrence. The *times used in a year*[29] is a measure of return for each service

---

[28] Estimated length of stay is as follows: Rapid Re-housing (medium-long) = 300 days; Rapid Re-housing (short) = 100 days; Homelessness Prevention = 90 days; Street Outreach for under 18 = 7 days; Street Outreach for 18+ = 30 days; Permanent Supportive Housing = 365 days; Transitional Housing = 365 days; Other Permanent Housing = 365 days; Direct Client Assistance = 1 day; Emergency Shelter 18+ Unaccompanied. = 18 days; Emergency Shelter <18 Unaccompanied = 8 days; Emergency Shelter Family = 11 days. Emergency shelter estimates were based on current utilization averages. All other estimates are based on ideal state.

(e.g., if it is expected that a YYA will utilize emergency shelter twice in a year, the value would be 2). For programs that require a caseworker and do not provide a fixed inventory of housing units (i.e., street outreach, homelessness prevention, and rapid re-housing,) the resulting number of "units" (i.e., program capacity) needed on any given day were divided among the expected caseload per each full-time equivalent (FTE) caseworker. For example, for unaccompanied youth ages 18-24, it is expected that 258 "units" or active cases of rapid re-housing (medium-long term) assistance are needed on any given day. The expected caseload per caseworker for rapid re-housing is 17 cases. Thus, 15 caseworkers (258/17 = 15) are needed to fulfill the 258 units of rapid re-housing.

CONCLUSION

Needs assessment results identify that the Homeless Crisis Response System for youth is not as effective as desired. Specifically, youth and stakeholders point to the need for increased access to developmentally appropriate and trauma-informed services; safe and affordable housing; mental health and drug addiction treatment; permanent connections and supports; and education and employment opportunities.

System demand modeling also shows available homeless crisis response system capacity for youth has significant gaps. Annual YHDP funding of approximately $3M is an important, yet relatively small investment that will partially close system gaps. Our multi-year projections account for improvements that should help youth avoid homelessness and, in turn, reduce demand on crisis responses (i.e., system "inflow"). For example, from our year one interventions, we can estimate that if we reduce the number of youth experiencing literal homelessness by 10 percent by extending foster care services to emancipated youth, we can then project how that 10 percent reduction will impact system inflow and the number of services needed.

Preventing and ending youth homelessness in Columbus and Franklin County will require a larger community response, including the coordination of programs and services among various systems in the community (e.g. education, justice, healthcare, and foster care systems) beyond the homeless crisis response system. The homeless crisis response system is but one small part of a much broader and comprehensive community approach to meeting the needs of vulnerable youth to avoid housing instability and homelessness and support well-being.

This Plan envisions increasing both preventative and crisis responses for youth. Overall emphasis is on strategies that reduce crises and the need for costly crisis responses for youth. Improvements to external systems (e.g., criminal justice, health care, foster care) can and should be made to reduce risk and incidents of homelessness, as we pursue strategies to better integrate and leverage housing, health, education, employment and other services and resources for youth to reduce the need for homeless crisis response system interventions.

PRINCIPLES AND APPROACHES FOR SERVING YOUTH

Effective, broad-based responses to helping youth avoid and quickly resolve housing crises must be designed, monitored. and continually adjusted to ensure responses are state of the art and youth-centered. This section outlines the principles and approaches we will follow in developing a coordinated community response for youth who are imminently at-risk of or experiencing literal homelessness. As we seek to develop responses and interventions to achieve our vision and goal, as described in Section 5, we will adhere to the following principles and approaches that are informed by needs identified by and for youth. Every initiative, process and program undertaken to support youth facing homelessness should incorporate these principles and approaches, whether as part of the homeless crisis response system or as a key community-based support.

As such, projects funded under the Youth Homelessness Demonstration Program, or otherwise funded and operating as part of the Columbus/Franklin County Continuum of Care's homeless crisis response system, will be expected to adhere to these principles and approaches in all facets of service delivery and housing assistance for youth to the maximum extent possible. Projects funded through the CoC and CSB will be periodically monitored and evaluated to assess fidelity to these principles and approaches, identify areas for improvement, and to account for the direct experience of youth. Other public and private resources directly or indirectly assisting youth are strongly encouraged to align with these principle and approaches in grant making, programming, and continuous improvement efforts.

> "More than anything, I need someone to show me how to do things I need to do and understands that I'm doing things like budgeting and opening a bank account for the first time."
>
> -Kyra, YAB member

KEY PRACTICES

POSITIVE YOUTH DEVELOPMENT

To achieve the vision of healthy, productive and engaged youth, policies and practices across the homeless crisis response system and community partners will use approaches consistent with Positive Youth Development. According to YouthPower, Positive Youth Development (PYD) is both a philosophy and an approach to adolescent development. While there are several definitions of PYD, YouthPower Learning has defined it as follows:

Positive youth development engages youth along with their families, communities and/or governments so that youth are empowered to reach their full potential. PYD approaches build skills, assets and competencies; foster healthy relationships; strengthen the environment; and transform systems.

PYD approaches will be used to support youth to improve their:

1. **Assets:** Youth have the necessary education, resources, skills, and competencies to achieve desired outcomes.
2. **Agency:** Youth perceive and have the ability to employ their assets and aspirations to make or influence their own decisions about their lives and set their own goals, as well as to act upon those decisions in order to achieve desired outcomes.
3. **Contribution:** Youth are engaged as a source of change for their own and for their communities' positive development.
4. **Enabling environment:** Youth are surrounded by an environment that develops and supports their assets, agency, access to services, and opportunities, and strengthens their ability to avoid risks and to stay safe, secure, and be protected and live without fear of violence or retribution. An enabling environment encourages and recognizes youth, while promoting their social and emotional competence to thrive. The term "environment" should be interpreted broadly and includes: social (e.g., relationships with peers and adults), normative (e.g., attitudes, norms and beliefs), structural (e.g., laws, policies, programs services, and systems) and physical (e.g., safe, supportive spaces). [30]

Building the assets and skills of youth has potentially both immediate and long-term positive effects on the mental and physical health, economic development, and overall well-being of adolescents, their families and communities. However, while the youth experience has many shared elements, there are important variations in the needs and vulnerabilities of adolescents according to age, gender, and developmental stage, as well as cultural, socio-economic and environmental factors (such as exposure to complex trauma). It is therefore crucial that interventions be individualized to each youth's needs.

TRAUMA-INFORMED CARE

Many YYA accessing our crisis response system have been traumatized as children, fleeing traumatic events involving interpersonal violence, or simply haven't developmentally mastered the coping skills to adequately manage the stress levels of dealing with a major crisis such as homelessness.

Trauma Informed Care (TIC) is an overarching structure and treatment attitude that emphasizes understanding, compassion, and responding to the effects of all types of trauma. According to SAMHSA's concept of trauma[31], a program, an organization, or a system that is trauma informed is based on four key assumptions:

1. **Realizes the widespread impact of trauma and understands potential paths for recovery.**

---

[30] This framework is adapted from YouthPower (https://www.youthpower.org/). YouthPower uses a positive youth development approach to implement programs within and across sectors. For more information, see: https://www.youthpower.org/positive-youth-development.
[31] SAMHSA (2014). SAMHSA's Concept of Trauma and Guidance for a Trauma-Informed Approach.

2. Recognizes the signs and symptoms of trauma in clients, families, staff, and others involved with the system.
3. Responds by fully integrating knowledge about trauma into policies, procedures, practices, and settings.
4. Resists re-traumatization of clients as well as staff.

Implementing trauma-informed care in serving youth, we will look at physical, psychological, and emotional safety for both youth and providers. All providers will have the tools to empower youth on their pathway to stability through on-going training and evaluation. Our youth system will engage all YYA with a trauma-informed lens. From how we understand a young person's needs to how we act in partnership with youth we will seek to heal and support resiliency in YYA.

Aligned with TIC, Restorative Justice[32] is a powerful approach to discipline that focuses on repairing harm through inclusive processes that engage all stakeholders. This approach focuses on the same principles as trauma-informed care, but goes further to understand underlying behaviors and being intentional about repairing and building healthy communities, increasing social capital, reducing the impact of crime, decreasing antisocial behavior, and restoring relationships.

Restorative justice emphasizes values of empathy, respect, honesty, acceptance, responsibility, and accountability. Restorative justice also:

1. Provides ways to effectively address youth behaviors and other complex issues.
2. Offers a supportive environment that can improve learning.
3. Improves safety by preventing future harm.
4. Offers alternatives to exiting programming.

By supporting youth living in residential settings to be accountable to the community (peers and staff) we can confront negative behaviors, such as stealing from a peer or violating a house rule. Youth can take accountability for restoring trust with peers through restorative actions such as taking on additional common area chores for the week. This approach helps youth feel personally accepted, respected, included, and supported within their social environment when both succeeding and struggling.

STRENGTHENING FAMILIES

In the process of drafting this comprehensive plan, youth consistently voiced their need for family connection and support in strengthening those connections. Offering opportunities for youth to connect to families will be a critical component of our youth crisis response system,

---

[32] For additional information on Restorative Justice concepts and practices see: https://jjustice.org/resources/restorative-justice/.

but we recognize that strengthening families is also vital to preventing youth from becoming literally homeless.

We will seek to encourage family resiliency by offering youth, especially minors (under age 18) and families seeking crisis services, whole-family support services that can help resolve family conflict and build family resiliency so that youth can safely remain or return home, including:

- **Linkage to counseling**
- **Caregiver support**
- **Conflict resolution**
- **Behavioral health**

Linking families with income and health benefits can alleviate financial pressures on the family. By linking youth and families with targeted conflict resolution around common conflicts such as teen pregnancy, behavioral issues, sexual orientation, gender identity, or stresses of poverty and income insecurity we can better resolve conflicts that may lead to housing loss.

Remaining consistently connected to natural supports like friends, family, and teachers results in positive outcomes such as stability in life and improved capacity to develop healthy relationships, thus preventing the recurrence of homelessness. Linking youth to services that support an individualized housing stability strategy help youth move forward with their lives in a safe and planned way.

YOUTH CHOICE

This Plan is highly focused on the positive inclusion of YYA and their choices at the personal, program, and system level. Providers (and the systems they represent) will engage with each young person in a relationship that respects them as a unique, valuable individual with values, preferences, and capabilities, and all the helping that takes place grows out of that respectful relationship. Approaches that foster youth empowerment and choices include:

- **Acknowledging and developing personal choice and social responsibility with young people**
- **Providing individualized supports**
- **Focusing on youth feeling and being safe**
- **Maintaining a broad and diverse array of housing options**
- **Individualized and flexible service delivery where the intensity, duration, and types of services are customized and unique to the needs of each youth and young adult**

Youth choice also includes ensuring the provision of specialized services and community supports for vulnerable sub-groups, such as pregnant and parenting teens, youth with mental and behavioral health difficulties, youth fleeing domestic violence or trafficking situations, those leaving juvenile justice, or LGBTQ youth.

HOUSING FIRST

Housing First is the basic believe and organizing principle that recognizes that housing is the solution to homelessness and everyone is housing ready with the right housing and services.[33] Adhering to a Housing First approach means ensuring youth will have immediate access to housing with no preconditions. A system-wide approach to Housing First ensures prevention programming will focus on immediately resolving housing crises while providing the services needed and desired to support stable housing. Youth and young adult programs seek to increase their ability to be self-sufficient.

Outreach efforts will also focus on immediate resolution of the housing crisis by connecting to shelter and/or housing without preconditions. In shelter, services will focus on immediate resolution of crisis and ensure all YYA have an achievable, individualized housing-focused plan that builds on the strengths of the person shelters serving youth are low-barrier programs with easy access. Shelters provide a connection to a community of peers, which can encourage awareness and acknowledgement of this being a safe place for youth needing help. Permanent housing, including permanent supportive housing and rapid re-housing, as well as transitional housing programs will offer the same necessary and desired housing-focused services and supports.

When incorporated into system and program practices, Housing First principles seek to ensure to the maximum extent possible:

- **PEOPLE WHO ARE IMMINENTLY HOMELESS** are first assisted with rapidly resolving their housing crisis and finding safe, appropriate alternatives to literal homelessness and emergency shelter. This includes individualized problem-solving, financial assistance, and stabilization supports to remain in or obtain other safe housing and stabilizing supports, without preconditions.

> "Living on the land isn't like living indoors, so we may need time to adjust to coming inside. Things like cooking, doing laundry even showering every day."
>
> -Shadow, YAB member

- **PEOPLE WHO ARE LITERALLY HOMELESS** are provided emergency housing and immediate access to re-housing assistance and permanent housing options without preconditions.

- **PEOPLE WHO HAVE EXPERIENCED HOMELESSNESS** are supported to remain in their housing without preconditions beyond normal lease requirements. Stabilization and other services are voluntary and lack of participation does not jeopardize housing.

---

[33] For additional information on Housing First principles and approaches when serving youth, see https://www.usich.gov/tools-for-action/using-a-housing-first-philosophy-when-serving-youth-hud/.

FLEXIBLE, PROGRESSIVE ASSISTANCE

Flexible, progressive approaches to assistance are used to help people experiencing a housing crisis end their crisis rapidly and with right type, amount, and duration of assistance necessary to assure successful outcomes. Homeless crisis response systems and programs that follow a progressive approach recognize that many people experience literal homelessness once or just a few times, use shelter for just a short period and are able to exit on their own with a small amount of assistance, if any. They recognize there is no reliable way to predict how much help someone may need initially, and that individual needs and preferences vary widely, so services must be as flexible as possible to "meet people where they are" and provide individualized assistance.

With this understanding, progressive approaches in prevention and homeless assistance seek to:

- **First allow people the opportunity to resolve their homelessness on their own or with minimal problem-solving assistance that builds on individual strengths, resources, and past experience. More assistance is offered to those who can't avoid or quickly exit homelessness on their own.**

- **Have the ability to "flex up" services and financial assistance to the maximum amount allowed by funding. As needed, more financial assistance and services are offered to those who struggle to secure housing or stay housed without more assistance. For some, initial assistance to obtain housing (e.g., through rapid re-housing) may be used as a "bridge" to permanent supportive housing or another long-term housing subsidy.**

- **Actively establish and maintain a wide array of service and housing partners to help individuals further stabilize their housing and meet other needs.**

Providing flexible, progressive assistance allows homeless crisis response systems to remain focused on immediate and material housing-related needs, while relying on community partners to provide permanent housing options and longer-term service supports. This helps to economize resources, increase youth choices, more quickly end and avoid returns to homelessness, and address other, non-housing specific service needs and interests of youth served.

SUPPORTING CORE OUTCOMES FOR YOUTH

PERMANENT CONNECTIONS

Permanent connections support young people's ability to access new ideas and opportunities that support thriving and they provide a social safety net when young people are at-risk of re-

entering homelessness. Starting with the health and well-being of YYA requires a seamless and youth-directed care coordination approach that is integrated with a much larger community system – building from the social determinants of health model.

With this in mind, we seek a community-wide approach to engaging all youth, especially vulnerable youth including those involved in foster care and justice system, so YYA have access and control over their health information and the means by which they seek and find support. A care coordination approach that integrates access to health, employment, housing, education, food, and other systems and resources will better support youth agency and ability to access information and support when needed. New transformative technologies designed for and by youth are needed that can support a more decentralized, personalized care coordination approach.

Individuation and separation from family is a normal developmental task for older adolescents. By creating virtual care pathways where youth choose the supports and connections they need, when they need them, including through use of technology-prompted engagement, we will help foster longer-term and more meaningful engagement with their healthcare providers, education, and employment systems. Woven together, a broad-spectrum approach to building permanent connections and youth control over their health and well-being through virtual and person-to-person care coordination represents a a youth-centric innovation capable of transcending any given housing crisis to provide ongoing (i.e., permanent) connections before, during, after a housing crisis and assure attention to other core outcomes for youth even if, at times, housing is the central crisis.

SUPPORTING EDUCATION

Education is a key, long-term strategy to keep youth out of homelessness by increasing job opportunities, skilled-trades and earned-income across the life span. Working with local homeless liaisons in school districts, we will seek to more systematically and reliably identify youth who are homeless or may be at risk and help keep them in school while coordinating community supports and stable housing. YYA entering the homeless crisis response system will be screened for educational needs and provided immediate linkage to needed and desired educational and vocational supports. Additional partnerships with local Head Start programs will also be explored, as Head Start programs must now prioritize homeless children and connecting with nearby Head Start programs can provide important support for young parents as they meet the needs of their children.

Our education workgroup also identified the need for a strong partnership between education and the homeless crisis response system that would support ongoing training for educators, implement solutions to gaps and ensures continuous quality improvements in meeting youth's educational needs.

By partnering with local institutions of higher education and non-traditional schools we will establish connections to prevent students from withdrawing from school during times of housing instability and ensure youth that have experienced homelessness and a disruption in

their education are connected and supported when they are ready to return. Schools are also an important place where youth can engage with positive adult role models who can offer support that the family may not.

SUPPORTING EMPLOYMENT AND INCOME

Employment and income directly impact housing security. In order for us to reach our goal of ending youth homelessness, we have to coordinate and collaborate across systems to link youth experiencing homelessness with effective workforce training, employment preparation and job search and placement services. Youth accessing the crisis response system will be screened for employment needs, and linked with workforce partners including youth who self-identify as working but need to increase their income to remain stable in housing. By leveraging existing programs tailored to the needs of YYA, we can achieve cross-system goals of stable housing, full employment and reduced reliance on public assistance.

SUPPORTING SOCIAL, EMOTIONAL, AND PHYSICAL WELL-BEING

Social, emotional and physical well-being are key to successful outcomes for YYA in education, employment, justice, behavioral and mental health. By committing to holistically serving youth in a manner that increases prosocial skills (self-awareness, self-management, social awareness, relationship skills, and responsible decision-making), we decrease the likelihood of that young person's returning to homelessness.

Homelessness is associated with enormous health inequalities, including shorter life expectancy, higher morbidity and greater usage of acute hospital services. To address the significant economic costs of unmet health care needs of people who are unstably housed or homeless, we seek to ensure homeless crisis responses are fully integrated with ongoing health-related supports and systems. Service and care coordination should occur naturally and seamlessly for young people when a social, emotional or physical well-being related need arises. In partnership with Nationwide Children's Hospital and other health care partners, we will seek to create a Virtual Care Pathway via web-based and mobile technology where youth can access information, receive alerts and check-ins regarding key health, education, employment, housing, and wellness needs, and access individualized support and navigation across multiple systems and providers. This will facilitate integration of housing related interventions and homeless crisis responses with lifelong health, service, and care management systems.

"The education workgroup was my favorite! They really listened to me and understood what I was saying about why young people like me get frustrated and give up. Education is so important to us being successful in life."

-Destiny, YAB member

Overall approaches to serving YYA must recognize the cultural diversity of youth and the need for culturally competent responses. Both system and program level responses should be culturally competent and capable of meeting the needs of a wide variety of youth in a supportive, affirming, and responsive manner. According to the National Association of Social Workers:

> **"Cultural competence in social work practice implies a heightened consciousness of how culturally diverse populations experience their uniqueness and deal with their differences and similarities within a larger social context. Concurrently, cultural competence requires social workers to use an intersectionality approach to practice, examining forms of oppression, discrimination, and domination through diversity components of race and ethnicity, immigration and refugee status, religion and spirituality, sexual orientation and gender identity and expression, social class, and abilities.**
>
> **Furthermore, it requires social workers to acknowledge their own position of power vis-à-vis the populations they serve and to practice cultural humility (Tervalon & Murray-Garcia, 1998). The achievement of cultural competence is an ongoing process. Cultural competence is not just a statement of quality practice. Cultural competence also requires advocacy and activism. It is critically important to provide quality services to those who find themselves marginalized; and it is also essential to disrupt the societal processes that marginalize populations. Cultural competence includes action to challenge institutional and structural oppression and the accompanying feelings of privilege and internalized oppression."**[34]

Based on recommendations from the Youth Core Team and Inclusion Workgroup, the CoC and CSB will work to update system standards to ensure CoC and CSB-funded activities adhere to policies and practices that include the following features:

- **HIRING:** Recruitment and retention of staff with similar experiences as youth served. A culture of inclusion and affirmation is asserted the moment a potential staff member, volunteer, or visitor enters a space. Interviews with prospective staff are centered on the applicant's capacity to provide culturally relevant and responsive services; and their cultural awareness as it relates to the intersectional identities of youth who experience or are at-risk of homelessness.

---

[34] National Association of Social Workers, Standards and Indicators for Cultural Competence in Social Work Practice. https://www.socialworkers.org/LinkClick.aspx?fileticket=PonPTDEBrn4%3D&portalid=0

- **TRAINING AND CONTINUING EDUCATION:** Every employee and volunteer participates in initial and ongoing training with curricula designed to include:

    o Trauma-informed, healing-centered engagement
    o Providing culturally relevant, responsive, and affirming services/care
    o Understanding intersectional identities

- **INTAKE, SCREENING FORMS AND DOCUMENTATION:** Intake and screening forms allow young people to self-identify their name, gender, pronouns, and sexual orientation. Self-identified personal names and pronouns are used on all documentation and when referring to young people. Marketing materials and websites reflect the homeless crisis response system as an affirming, supportive, and a safer space, inclusive of LGBTQ young people.

- **FACILITIES:** Facilities serving youth are affirming and responsive to all youth, including providing access to restrooms and showers that affirm client identity. Restrooms include single stall options and are labeled as all-gender with a simple sign. Where and when accommodations need to be made for individual clients, they are client-informed and in consideration of best practice standards when working with LGBTQ youth, youth of color, etc.

- **PARTNERSHIPS:** Programs work collaboratively and seamlessly to create youth centered, community-based responses for youth who face housing instability and homelessness, rather than solely a crisis response. Strategies help youth identify and increase support from the existing mentoring and resources they have in their lives.

- **ADVOCACY:** Program, system, and community partners advocate together for larger social justice goals for youth and their communities.

YOUTH UNDER THE AGE OF 18 (MINORS)

Meeting the unique needs of youth under the age of 18 who are experiencing homelessness can often be challenging and typically indicate a need for whole family intervention. Homelessness for minors can be the result of family issues such as abuse, violence, addiction, and mental health. In Franklin County, when a youth under 18 is unaccompanied and is identified as experiencing homelessness, we will work with the young person and their family, when safe and appropriate, to quickly resolve issues and find a housing solution that best meets the needs of the minor. Working with our local K-12 schools as both partners in quickly identifying at-risk youth and supporting their educational needs through the crisis is vital to the prevention of experiencing housing crisis as a young adult.

Today, youth under 18 may stay at the Huckleberry House Crisis Shelter when they run away or are otherwise homeless. This 16-bed facility offers a temporary, safe place to stay for teens

ages 12 to 17 who are struggling with a disruptive, dangerous, or difficult situation at home. With minor youth, we focus on addressing problems and developing skills that support family reunification whenever possible. For those youth where reunification is not possible, they are referred to Franklin County Children Services and placed into their care. Both Huckleberry House and Franklin County Children Services will continue to offer transitional living programs to help youth with safe housing and transitional supports as they learn how to live successfully on their own.

LGBTQ YOUTH

According to Chapin Hall, and as our local needs assessment shows, LGBTQ youth are disproportionately represented among youth who experience homelessness and are 120% more likely to experience homelessness than their non-LGBTQ peers.[35] In order to successfully serve LGBTQ YYA, it is paramount that environments across the homeless crisis response system are safe and affirming for each youth and young adult relative to their unique identity. System standards and practices across the crisis response system will continue to adhere to HUD's "Equal Access to Housing" final rule and HUD's "Equal Access in Accordance with an Individual's Gender Identity" final rule. Additional improvements to standards will be made based on recommendations from the Youth Core Team and Inclusion Workgroup.

YOUTH OF COLOR

Youth of color, especially black youth, are disproportionately affected by homelessness similar to the broader population of black families and individuals in Columbus and Franklin County.[36] In addition to current strategies being pursued by CSB and the Coalition on Racism and Homelessness, organizations serving youth of color should ensure staff receive tailored training and workshops for youth-serving professionals, youth peer educators, and young people. Cultural competence and understanding how to effectively work with youth of color means recognizing that youth themselves may hold high levels of cultural mistrust that inhibits their ability to be successful in our programs.

PREGNANT AND PARENTING TEENS

Meeting the unique needs of pregnant and parenting youth in our community is critical and happens in a time period that can have lasting affects over the lifespan of both the parent and the child. Young parents and their children are in two critically important developmental periods.

---

[35] http://voicesofyouthcount.org/
[36] See Supporting Partnerships for Anti-Racist Communities (SPARC), Columbus Report, located at http://www.csb.org/news-and-publications/publications.

Young parents in our community often have multiple barriers to stable housing. They report that lack of affordable child-care has impacted their ability to finish high school or get and keep a livable-wage job. Nationally, just 5 percent of young parents receive child care subsidies, even though 63 percent require child care to complete education and employment goals. Young parents' own developmental stage makes them more susceptible to psychological distress and negative social outcomes like homelessness, which during pregnancy and early childhood years can cause secondary harm to the dependent child's development. One way to address the complex needs of pregnant and parenting youth is by offering support in reunifying with their family, when it is safe. Family rejection after the birth of a child makes young parents more likely to have insecure housing. By supporting the entire family, including linkage to family counseling, assistance with applying for TANF benefits and helping broker family living agreements/house roles and rules, young parents can remain in the family home until they have completed their education and are ready to be on their own.

While all at-risk youth can benefit from developing and maintaining permanent, supportive connections, Young parents' receptivity to positive emotions means that supportive, positive adult and peer relationships can promote success in both caring and providing for children. Because the brain's capacity for empathy is still developing, research shows that young parents often require extra support in recognizing the developmental stages and the needs of their child. By partnering with community experts in serving pregnant and parenting teens (The Center for Healthy Families), prenatal care (CelebrateOne) and various home visiting providers we will be able to connect young parents with supports that meet their unique needs. By combining housing crisis response services and pregnant and parenting targeted resources already available in our community we will create more accessible and well-rounded supports that work for every young parent.

Key partners serving this population have participated in the planning and development of this Plan. They identified one gap in our homeless response system, for parenting teens under the age of 18; we currently do not have emergency shelter options when a minor parent identifies they do not have a safe place to sleep. Instead, emergency housing providers screen for immediate rapid resolutions such as family reunification, and when all options for safe shelter have been exhausted, our local child welfare agency, in collaboration with the minor parent, will determine the most suitable alternatives.

For all pregnant and parenting youth, we will continue to explore additional solutions, such as host homes, that provide a supportive environment connected to pre- and post-natal care and family support services to assure young families receive critical and timely assistance.

JUSTICE-INVOLVED YOUTH

A significant number of at-risk youth are involved with the juvenile justice or adult correctional systems. Our Justice Workgroup comprised of multidisciplinary leaders in law enforcement, diversion programs, probation, and after care programs are working on screening and identifying at-risk youth early and linking youth and their families to services to support better

outcomes and ideally preventing justice-involved youth from experiencing housing instability and homelessness.

By using universal screening and partnering with after-care programs that begin working with youth prior to exit, we will seek to support every youth with exiting into stable housing. When youth are not able to identify a safe and stable housing option, youth will be linked with prevention and stabilization assistance before release to an unstable or homeless situation. By ensuring justice-involved youth return to our community with safe and stable housing we can reduce the risk of youth participating in crimes of survival and recidivating.

CHILD WELFARE-INVOLVED YOUTH

Young adults aging out of foster care, or with histories of involvement with foster care, have high risk of homelessness. Our Child Welfare Workgroup focused on the key factors known to put youth at higher risk of homelessness and has identified improvements needed related to coordinating developmentally appropriate services, such as money management, parenting skills, and job placement, that can help youth transition successfully to stable housing.

To support foster care involved youth, we will connect with our local Bridges providers to quickly identify eligible youth and link them with a provider. Bridges is a voluntary program available to young adults who left foster care in Ohio at ages 18, 19, or 20 and who are in school, working, participating in an employment program, or have a medical condition that prevents them from going to school or working. The program provides guidance and support as they transition to adulthood including helping youth find housing that is safe and affordable, whether that means an apartment, low-income housing, a college dorm room, or housing with a supportive adult or other community-based housing. Bridges may also be able to help youth pay for rent, utilities, food, clothing and other personal incidentals.

YOUTH SURVIVORS OF HUMAN TRAFFICKING AND EXPLOITATION

The Modern Slavery Research Project (MSRP) interviewed homeless young people across 13 cities in the U.S. and Canada. Nearly one in five (19.4%) of the 911 interviewed youth were survivors of human trafficking. While the prevalence of youth who have been victimized by human traffickers and are accessing our system is unknown at this time, the MSRP study supports anecdotal information from our needs assessment and the importance of identifying and supporting survivors.

To better meet the needs of youth survivors of human trafficking and prevent youth who are experiencing homelessness from being victimized, we will seek to:

- **Ensure that staff in youth programs receive appropriate initial and ongoing training about issues related to victimization.**

- Focus our efforts on employment and housing opportunities to increase resilience to traffickers.
- Work closely with our anti-trafficking task force to help target locations where youth are being approached by abusers, such as on social media and online job sites, at bus stops/stations, etc.
- Standardize screening protocols for greater access to care, including for boys, LGBTQ youth, and young people aging out of foster care.
- Partner with anti-trafficking programs, trauma-informed counseling, harm reduction training, and victim relocation networks.

NEW AMERICANS

Like many human service organizations in central Ohio we are serving a growing New American population. Many young people experience migration challenges and/or social exclusion that, in turn, jeopardize their successful transition to adulthood. There is an urgent need for government and social services organizations to work together to bridge the gaps and improve conditions for young newcomers, who constitute a major force in central Ohio. Younger New Americans need immediate attention to create a more just and prosperous society. When young New Americans turn to formal support systems, they may prefer to seek assistance from organizations based in their own ethnic community because of cultural and linguistic familiarity.

We will seek to address the unique needs of new American youth who are at-risk of or experience homelessness by:

- Partnering with community-based ethnic organizations (CBEOs) who serve immigrants to support the path to social, cultural, political, and economic integration of newcomers.
- Adopting best practice guidelines for serving New Americans: client-centered models, integrating community members in the decision-making process, using culturally responsive trauma-informed care models, and mobilizing the unrecognized and untapped assets of the community.
- Bridging the gap in the range of services available in local ethnic communities by offering co-located services that address housing issues and link to the homeless crisis response system, when needed.

GOALS AND OBJECTIVES

The Youth Core Team and Youth Action Board identified five overarching goals to organize and drive our work toward achieving our vision, that all youth have a safe place to call home, and our goal, to ensure homelessness among youth is prevented, or otherwise rare, brief and one-time. Our goals align with the Criteria and Benchmarks for Achieving the Goal of Ending Youth Homelessness, as established by the U.S. Interagency Council on Homelessness and reflect overall functions and qualities of an optimized response for youth facing homelessness.

Goal 1: Identify all youth experiencing homelessness and at imminent risk of homelessness.

Goal 2: Prevent homelessness for youth whenever possible.

Goal 3: Provide immediate access to low-barrier shelter and services for all homeless youth who want it.

Goal 4: Connect all youth who are homeless to housing solutions and supportive services that are developmentally appropriate, aligned with evidence-based practices, and of high-quality.

Goal 5: Ensure sufficient resources and capacity to continue to prevent and quickly end future experiences of homelessness among youth.

The following charts outline our objectives, actions, timeframe, and responsible party for actions that will be undertaken over the next few years. Objectives and actions will be updated by the Core Team, YAB, with CSB, and the CoC at least annually.

GOAL 1:
Identify all youth experiencing homelessness and at imminent risk of homelessness.

Objective 1A. All youth who are unsheltered or unsafely housed are identified on an ongoing basis through a universal screening process and coordinated approach used across all street outreach, drop-in centers, shelters, transitional housing, and other homeless assistance providers.

Actions	Timeframe	Responsible Party(ies)
Develop and implement standardized, universal screening tool and process for tracking youth who are unsheltered or unsafely housed building off 100 Day Challenge	Re-launch July 2019	Coordinated Access Workgroup
Train staff in how to screen and identify youth who are homeless or at-risk consistent with Positive Youth Development (PYD, Trauma-Informed Care (TIC), Housing First, and other key principles and approaches	July 2019	Coordinated Access Workgroup Community Shelter Board

Objective 1B. All youth who are homeless, including those who are unsheltered, unsafely housed, or sheltered, are identified in a master Active List that is updated on an ongoing basis.

Actions	Timeframe	Responsible Party(ies)
Develop and implement an ongoing process for combining all data sources to create a comprehensive Active List ("Connector List") of youth who are homeless	September 2019	Data Workgroup Coordinated Access & Rapid Resolution (CARR) Team Community Shelter Board

Objective 1C. All other youth who are at-risk of homelessness are identified on an ongoing basis through a universal screening process and coordinated approach.

Actions	Timeframe	Responsible Party(ies)
Establish readily identifiable access points across Columbus and Franklin County for youth experiencing a housing crisis, beginning with an initial pilot, in conjunction with broader Homelessness Prevention System development and model	Pilot Launch July 2019 Scale up FY2021	Coordinated Access Workgroup Preventing Family Homelessness Collaborative
Establish standardized process to routinely screen for housing needs and identify all youth who are at-risk of homelessness who are engaged *with* or *in the custody* of child welfare, juvenile justice, health care, other residential systems of care	Pilot Launch July 2019 Scale up FY2021	Coordinated Access Workgroup Franklin County Children Services Franklin County Office of Justice Policy and Programs
Establish standardized process for educational systems to routinely screen for housing needs and	Pilot Launch July 2019	Education Workgroup

identify all youth who are at-risk of homelessness, in conjunction with broader Homelessness Prevention System development and model	Scale up FY2021	Coordinated Access Workgroup
Develop and implement an ongoing process for combining all data sources to create a comprehensive Active List ("Connector List") of youth who are at-risk of homelessness	September 2019	Data Workgroup CARR Team
Train access point and other system staff in how to screen and identify youth who are homeless or at-risk consistent with PYD, TIC, HF and other key principles and approaches	June 2019, ongoing	Coordinated Access Workgroup Community Shelter Board
Utilize an approach or tool (e.g., Learning Circle) to spot and address early warning indicators; attendance, behavior, course performance and credit attainment/ train teachers and school personnel how to spot signs of homelessness	Pilot Launch July 2019 Scale up FY2021	Education Workgroup Schools Partnership4Success

GOAL 2:
Prevent homelessness for youth whenever possible.

Objective 2A. Youth who are unstably housed, at-risk of or experiencing homelessness are assisted to connect/reconnect with family as appropriate and desired

Actions	Timeframe	Responsible Party(ies)
Expand family interventions for youth who desire and are able to connect/reconnect with family and friends for temporary or ongoing housing support, including approaches that address family conflict, substance use, and other issues impacting housing	FY2020	Child Welfare Workgroup Housing Workgroup Huckleberry House Crisis Center Franklin County Children Services

Objective 2B. Youth who are unstably housed or at-risk of homelessness are able to readily locate and access community navigation assistance, and relevant health, employment, transportation, legal, education, and other developmentally appropriate resources.

Actions	Timeframe	Responsible Party(ies)
Explore opportunities and determine next steps for web-based and mobile technology for care/service/resource navigation and support that connects youth with needed healthcare, housing, and other community resources (education, employment, benefits, etc.), needed documentation and documentation storage, peer support, and other supports.	June 2019	Healthcare Workgroup CARR Team Nationwide Children's Hospital
Develop and implement marketing materials that broadly promote community navigator tool and housing-related resources, including better communication strategies to make help more visible to youth who are at-risk or homeless, and to the adults in the community who are there to guide young people.	FY2020	Advocacy, Communication, Education (ACE) Workgroup Health Workgroup CARR Team
Develop virtual and in-person care/service coordination and navigator services for youth involving peers/near peers supports	Pilot Launch July 2019 Scale up FY2021	Health Workgroup Youth Action Board CARR Team Nationwide Children's Hospital
Increase awareness and use of Capital University Family and Youth Law Center, including their Family and Youth Law Center for systems-involved youth.	July 2019	ACE Workgroup Capital University Family and Youth Law Center

Objective 2C. Youth who are engaged with or in the custody of the Juvenile Justice system are assisted to identify and secure housing.

Actions	Timeframe	Responsible Party(ies)
Pilot universal homeless risk screening/triage approach with youth participants in the Pathways program	Pilot Launch July 2019 Scale up FY2020	Justice Workgroup Child Welfare Workgroup FC Office of Justice Policy and Programs
Develop tenancy training program with certificate of qualifications for housing to address rental housing screening barriers	September 2019	Justice Workgroup FC Office of Justice Policy and Programs Columbus Metropolitan Housing Authority (CMHA)

Objective 2D. Youth who are engaged with or in the custody of the Child Welfare system are assisted to identify and secure housing.

Actions	Timeframe	Responsible Party(ies)
Pilot universal homeless risk screening/triage approach with youth, building off the pilot targeted homelessness prevention program.	Pilot Launch July 2019 Scale up FY2020	Child Welfare Workgroup FC Children Services
Improve awareness of and access to the Bridges (Post-Emancipation) Program and related supports for youth before and after aging out of foster care by ensuring comprehensive screening for eligibility and linkage to case management and material/financial support provided through Bridges.	FY2020	Child Welfare Workgroup Bridges Program
Improve access to key life skills training for all youth, including those aging out of foster care by linking youth to community-based services, regardless of system involvement, that are low-barrier and available when youth identify the need and desire for services.	FY2020	Child Welfare Workgroup

Objective 2E. Unaccompanied youth or pregnant and parenting youth who are engaged with or have dependent children in the residential care of local healthcare systems are assisted to identify and secure housing.

Actions	Timeframe	Responsible Party(ies)
Pilot universal homeless risk screening/triage approach with youth served by Nationwide Children's Hospital	Pilot Launch July 2019 Scale up FY2021	Health Workgroup Nationwide Children's Hospital

Objective 2F. Youth who are imminently at-risk of homelessness have immediate access to targeted homelessness prevention assistance to avoid literal homelessness and stabilize in housing		
Actions	Timeframe	Responsible Party(ies)
Develop and implement targeted homelessness prevention assistance for youth who are imminently at-risk of homelessness	FY2020	Community Shelter Board Preventing Family Homelessness Collaborative
Develop and implement protocol for immediately connecting at-risk youth to targeted homelessness prevention assistance	FY2020	Coordinated Access Workgroup Community Shelter Board Preventing Family Homelessness Collaborative

Objective 2G. Youth who are at-risk of homelessness are assisted with effective problem-solving and diversion to other community resources to secure and stabilize in housing and avoid need for shelter		
Actions	Timeframe	Responsible Party(ies)
Develop and train all access point providers on effective problem-solving and connection to appropriate crisis and other community services	March 2019 Ongoing	Coordinated Access Workgroup Community Shelter Board
Establish Coordinated Access and Rapid Response (CARR) Team for youth to ensure adequate coverage and efficient, responsive, developmentally appropriate crisis response.	July 2019	Coordinated Access Workgroup Community Shelter Board CARR Team
Improve youth access to rapid resolution and homeless crisis response assistance by establishing trained and certified youth coordinated access specialists and locations that work in tandem with the Homeless Hotline as part of the Coordinated Point of Access	Pilot Launch July 2019 Scale up FY2020	Coordinated Access Workgroup Community Shelter Board
Improve access to key life skills training for all youth, including those aging out of foster care by linking youth to community-based services, regardless of system involvement, that are low-barrier and available when youth identify the need and desire for services.	FY2020	Child Welfare Workgroup

Objective 2H. Landlord partners in the community support youth in resolving their housing issues and achieving successful tenancy		
Actions	Timeframe	Responsible Party(ies)
Recruit, educate, and retain landlords willing to rent to youth with housing access and/or retention barriers	FY2020	Housing Workgroup Community Shelter Board
Expand landlord education regarding restrictions and housing options for justice-involved individuals	September 2019	Justice Workgroup FC Office of Justice Policy and Programs

		CMHA

GOAL 3:
Provide immediate access to low-barrier shelter and services for all youth who are homeless who want it.

Objective 3A. Youth are able to access emergency shelter options immediately when they have no safe, appropriate alternative housing options or resources to secure housing

Actions	Timeframe	Responsible Party(ies)
Develop and implement alternative means for youth to access shelter and services in addition to normal means through the Homeless Hotline (e.g., via web-based app, additional trained/certified system coordinated entry points for youth)	FY2020	Coordinated Access Workgroup Community Shelter Board CARR Team
Establish Coordinated Access and Rapid Response (CARR) Team for youth to ensure adequate coverage and efficient, responsive, developmentally appropriate crisis response.	July 2019	Coordinated Access Workgroup Community Shelter Board CARR Team
Increase and improve emergency shelter options designed for youth (i.e., developmentally appropriate, supportive and affirming for LGBTQ youth, trauma-informed for youth survivors of family violence and survivors of human trafficking, etc.)	FY2020	Youth Action Board Inclusion Workgroup Community Shelter Board
Develop training resources and provide training community access points and other partners concerning when and how youth in need can access shelter and services	FY2020	Coordinated Access Workgroup Community Shelter Board

Objective 3B. Shelter options for youth are low-barrier, developmentally appropriate, trauma informed, safe and affirming, and adhere to Housing First practices

Actions	Timeframe	Responsible Party(ies)
Establish standard curricula and training requirements for homeless crisis response system staff.	FY2019-20	Youth Action Board Inclusion Workgroup Community Shelter Board
Update homeless crisis response system standards for staff training/core competencies and regularly monitor providers for adherence.	FY2019-20	Youth Action Board Inclusion Workgroup Community Shelter Board

GOAL 4:
Connect all youth who are homeless to housing solutions and supportive services that are developmentally appropriate, aligned with evidence-based practices, and of high-quality.

Objective 4A. Youth are assessed for housing and service needs immediately after engaging with street outreach or entering shelter

Actions	Timeframe	Responsible Party(ies)
Develop and implement system-wide assessment tool and triage/prioritization protocol specifically for youth and youth-dedicated homeless crisis response system interventions, incorporating brief screening/assessment for other critical education, employment, income, health, and developmental needs.	July 2019	Coordinated Access Workgroup Community Shelter Board Youth Action Board
Update local standards related to youth coordinated access processes and regularly monitor providers for adherence.	FY2020 Ongoing	Community Shelter Board
Develop and implement universal, brief screening tool and protocol for identifying critical health, education, employment, legal, transportation, and other needed services.	FY2020	Coordinated Access Workgroup Community Shelter Board

Objective 4B. Youth can access a range of housing and services tailored to their needs to quickly and effectively resolve their homelessness, stabilize in housing, and address other service needs

Actions	Timeframe	Responsible Party(ies)
Explore opportunities and determine next steps for web-based and mobile technology for care/service/resource navigation and support that connects youth with needed healthcare, housing, and other community resources (education, employment, benefits, etc.), needed documentation and documentation storage, peer support, and other supports.	June 2019	Healthcare Workgroup CARR Team Nationwide Children's Hospital
Increase transitional housing options designed for youth (i.e., developmentally appropriate, supportive and affirming for LGBTQ youth, trauma-informed for youth survivors of family violence and survivors of human trafficking, etc.) as funding is available	FY2020	Housing Workgroup Youth Action Board Community Shelter Board
Increase and improve rapid re-housing options designed for youth (i.e., developmentally appropriate, supportive and affirming for LGBTQ youth, trauma-informed for youth survivors of family violence and	FY2020	Housing Workgroup Youth Action Board Community Shelter Board

survivors of human trafficking, etc.) with YHDP and other funding, as available		
Create new flexible (joint) crisis transitional housing & rapid re-housing options designed for youth (i.e., developmentally appropriate, supportive and affirming for LGBTQ youth, trauma-informed for youth survivors of family violence and survivors of human trafficking, etc.) with YHPD and other funding, as available. Allow youth to more readily move forward and backward, if needed, from different options without harmful consequences.	FY2020	Housing Workgroup Youth Action Board Community Shelter Board
Develop and lease up Marsh Brook Place permanent supportive housing for youth (40 units) with YHPD and other funding	July 2020	Community Housing Network Huckleberry House CMHA Community Shelter Board
Increase permanent supportive housing options designed for youth (i.e., developmentally appropriate, supportive and affirming for LGBTQ youth, trauma-informed for youth survivors of family violence and survivors of human trafficking, etc.)	FY2020	Community Shelter Board Youth Action CMHA
Develop additional transitional, permanent, and non-time limited housing options and approaches for youth that are developmentally appropriate, flexible, and allow youth to more readily move forward and backward, if needed, from different options without harmful consequences. Examples: • Shared housing, including communal space, with unrelated individuals or families and on-site support staff • Master-leased permanent housing with month-to-month leases • Supportive Community Housing (i.e. Tiny Home Village) that could be next step after shared or transitional housing • Renovation of abandoned homes/residential spaces by and for youth (including training in skilled trades) • Preferential access to tax credit, CMHA, other subsidized housing • Time-limited subsidy for private market housing with peer and community-based service support	Ongoing	Housing Workgroup Community Shelter Board Youth Action Board

Increase direct client assistance resources (one-time, short & medium-term financial assistance only assistance) for youth who only need financial assistance to resolve their homelessness	Ongoing	Community Shelter Board
Recruit, educate, and retain landlords willing to rent to youth with housing access and/or retention barriers	Ongoing	Housing Workgroup Community Shelter Board Youth RRH Project Provider

Objective 4C. Transitional and permanent housing options for youth are high quality, low-barrier, developmentally appropriate, trauma informed, adhere to Housing First practices, and support youth in achieving four core outcomes: stable housing, permanent connections, education and employment, and well-being.

Actions	Timeframe	Responsible Party(ies)
Establish standard curricula and training requirements for homeless crisis response system staff.	FY2019-20	Youth Action Board Inclusion Workgroup Community Shelter Board
Update homeless crisis response system standards for staff training/core competencies and regularly monitor providers for adherence.	FY2020 Ongoing	Youth Action Board Inclusion Workgroup Community Shelter Board

Objective 4D. Youth have a strong connection with at least one individual who they can reach out to celebrate, de-escalate, and seek guidance.

Actions	Timeframe	Responsible Party(ies)
Develop network of peer/near peer youth and older adult volunteers who are trained and capable of serving as a point of connection and support for youth in need.	FY2020	Youth Action Board Community Shelter Board

Objective 4E. Youth have their critical education needs addressed efficiently and effectively.

Actions	Timeframe	Responsible Party(ies)
Ensure consistent linkage of youth in school with the district homeless liaison to ensure immediate enrollment, transportation and other key educational needs are addressed.	FY2020	Education Workgroup
Develop clear, standardized protocols across school systems that ensure school transcripts are readily accessible for youth experiencing homelessness.	FY2020	Education Workgroup
Establish standard curricula and training requirements for provider staff around the educational rights of youth.	FY2020	Education Workgroup Community Shelter Board

Objective 4F. Youth have their critical healthcare needs addressed efficiently and effectively.

Actions	Timeframe	Responsible Party(ies)

Develop and implement protocols to assure youth have access to healthcare resources where they are at, including making youth friendly medical and behavioral health services available that are best suited to youth needs and are readily accessible.	Pilot Launch July 2019 Scale up FY2021	Healthcare Workgroup Community Shelter Board Youth Action Board Nationwide Children's Hospital
Objective 4G. Youth have their critical employment needs addressed efficiently and effectively.		
Actions	Timeframe	Responsible Party(ies)
Partner with programs such as CCMEP that provide a range of employment-related resources and services; develop and implement standardized means for facilitating access to employment-related supports and services via standardized, system-wide screening and referral protocols.	FY2020	Employment Workgroup Youth Action Board Community Shelter Board Workforce Development Board of Central Ohio

GOAL 5:
There are sufficient resources and capacity to continue to prevent and quickly end future experiences of homelessness among youth.

Objective 5A. The Continuum of Care (CoC) Youth Committee and stakeholders continually re-assess, refine, and collaborate to secure resources to fulfill CCP goals.

Actions	Timeframe	Responsible Party(ies)
Continue leadership and workgroup structures. Develop and implement a shared measurement framework, which evaluates the effectiveness of interventions and allows for course corrections. Convene leaders regularly to examine the shared measurement framework data and course correct and adjust as learning and insights evolve.	Ongoing	CoC Board and Committee CoC Youth Committee Community Shelter Board

Objective 5B. The Youth Action Board (YAB) is sufficiently resourced and supported to provide ongoing, meaningful and direct input on system planning and implementation.

Actions	Timeframe	Responsible Party(ies)
Secure ongoing funding to support the YAB.	FY2020	CoC Youth Committee Community Shelter Board

Objective 5C. Community stakeholders and the community at-large are aware of and responsive to the needs of youth who are at-risk of or experiencing homelessness.

Actions	Timeframe	Responsible Party(ies)
Expand and continually seek to inform and inspire community members to support full and ongoing achievement of CCP goals and objectives.	Ongoing	ACE Workgroup CoC Youth Committee

YOUTH HOMELESSNESS DEMONSTRATION PROGRAM: NEW PROJECTS

Community Shelter Board, on behalf of the Columbus/Franklin County Continuum of Care, was awarded an initial two-year Youth Homelessness Demonstration Program (YHDP) award of $6,073,948 by the U.S. Department of Housing and Urban Development. YHDP funding is renewable annually and may be used for eligible activities under the Continuum of Care Program.

Upon recommendation from the Youth Core Team and Youth Action Board, the Continuum of Care Board (11/7/18) and full Continuum of Care (11/13/18) approved the following allocation of Youth Homelessness Demonstration Program funding for the fiscal year beginning July 1, 2019.

Project Type	YHDP Funding (FY2020)	Expected Match	TOTAL	Estimated Annual # Youth Served
Rapid Re-Housing	$866,467	$216,617	$1,083,084	350
Joint Transitional Housing – Rapid Re-Housing	$1,627,767	$406,942	$2,034,708	139
Permanent Supportive Housing	$318,741	$79,685	$398,426	20
Supportive Services (Coordinated Access & Rapid Resolution Team)	$224,000	$56,000	$280,000	TBD (pending project proposal)
TOTAL:	$3,036,974	$759,244	$3,796,218	TBD

YHDP PROJECT SELECTION

A competitive request for proposals (RFP) for an initial two years of YHDP funding for youth-serving projects was issued by Community Shelter Board on behalf of the CoC, Youth Core Team, and Youth Action Board on January 7, 2019. Applications are due by March 31, 2019. Qualified applicants will be interviewed by a review team consisting of Core Team and YAB members and CSB staff. Review team members were selected to ensure no actual or perceived conflict of interest. The Core Team and YAB will then select the highest rated eligible applicants and projects to recommend to the CoC board and full CoC for final approval in June 2019. YHDP funded projects are planned to start July 2019, pending final HUD approval. See Appendix G for YHDP project application and approval schedule.[37]

---

[37] The YHDP FY2020-2021 request for proposals and related information is located at: http://www.csb.org/how-we-do-it/new-services-for-youth.

For YHDP, youth are defined as individuals up to and including the age of 24 who are either unaccompanied or pregnant and/or parenting. To be eligible for YHDP-funded assistance, youth must be literally homeless or imminently at-risk of literal homelessness within 14 days.

LITERALLY HOMELESS

- In shelter including emergency shelter, transitional housing, or hotel or motel paid by government or charity; OR
- On the street or another place not meant for human habitation (e.g., car, garage, park, abandoned building); OR
- In an institution (e.g., jail, hospital, juvenile detention) that the youth is exiting and where youth was a resident for 90 days or less AND the youth resided in emergency shelter or place not meant for human habitation immediately prior to entering that institution; OR
- Fleeing or attempting to flee domestic violence, dating violence, sexual assault, or stalking and who lack resources and support networks to obtain other permanent housing.

AT-RISK OF LITERAL HOMELESSNESS

- In own housing, but being evicted within 14 days; OR
- In a hotel or motel paid for by the youth, family, or friends and cannot stay for more than 14 days (often due to lack of ability to continue paying); OR
- With family or friends and being asked to leave within 14 days; AND
- Have no safe alternative housing, resources or support networks to maintain or obtain permanent housing.

YHDP PROJECT LIST AND SPECIFICATIONS

The following lists the CoC-approved uses for YHDP funding by project type and includes a brief description of required project activities, features and standards as developed by the Youth Core Team and reflected in the YHDP FY2020-2021 request for proposals. On behalf of the CoC, CSB submitted a request to HUD on December 29, 2018, for waivers related to certain CoC Program assistance limits listed below (see Appendix I YHDP Waivers Requested from HUD).

RAPID RE-HOUSING

PROGRAM DESCRIPTION/ELEMENTS

Rapid re-housing (RRH) provides individualized, time-limited assistance for people experiencing literal homelessness to help them quickly obtain permanent housing and achieve housing stability. RRH assistance for youth also ensures that youth receive assistance forming connections with desired and needed community-based services and supports that

help youth maintain housing, establish healthy permanent connections with peers and supportive adults, and achieve their educational, employment, and health-related goals.

Programs will adhere to the Rapid Re-Housing Program Standards published by the National Alliance to End Homelessness (NAEH). (NOTE: applicants should disregard RRH performance benchmarks included in the NAEH document. CSB will establish a Program Outcomes Plan (POP) that includes applicable performance measures and goals.) Applicants must review and develop RRH for youth in a manner consistent with this RFP and that includes the following core components:

- Housing identification, including individualized housing search and placement assistance;
- Move-in and time-limited rental assistance; and
- Case management and services.

TARGET POPULATION

Literally homeless unaccompanied and pregnant and parenting youth who are unable to successfully exit homelessness on their own or through other assistance within a short period (typically within 5-7 days of *initially* becoming homeless) and who need focused, individualized assistance to quickly secure and stabilize in permanent housing and address other developmental needs.

YHDP-funded RRH will not have sufficient capacity to serve all youth who meet minimum eligibility requirements. RRH programs will target and prioritize assistance for youth according to HUD requirements[38] and CoC-approved coordinated entry practices and prioritization criteria that will be implemented system-wide in July 2019.

TIMEFRAME FOR PARTICIPANTS

Program participants may receive no more than 24 months of rental assistance and may continue to receive supportive services for up to 6 months after rental assistance ends. A waiver extending rental assistance to 36 months has been requested from HUD to better meet the needs of youth participants.

DESIRED/EXPECTED OUTCOMES

Rapid re-housing is expected to decrease the length of time youth spend literally homeless, increase successful housing outcomes, reduce returns to homelessness, and support youth in achieving other key education, employment, income, health and well-being goals.

---

[38] Notice CPD-17-01: Notice Establishing Additional Requirements for a Continuum of Care Centralized or Coordinated Assessment System

ADDITIONAL RRH PROGRAM FEATURES

While the RRH must have all three core components available, a participant is not required to use all of them. In addition to the RRH core components, programs will also include the following features:

Staff will work closely with youth homeless crisis response system partner agencies and CSB to identify, prioritize, and enroll youth who are eligible and a priority for RRH according to youth coordinated access policies and procedures. Staff will engage and assist youth who are literally homeless on-site at emergency shelters, drop-in centers, and in unsheltered locations. Staff will continue to assist youth participants while they remain literally homeless and until they are permanently housed or otherwise are no longer literally homeless. As needed, staff will closely coordinate with street outreach, drop-in center, and shelter providers to ensure continuity of care and non-duplication of services.

With CSB input, programs will develop a brief, standardized assessment tool to use with youth once enrolled in RRH to identify their needs, assets, and preferences related to:

- Immediate basic and other critical support necessary while being re-housed;
- Youth experience in housing and housing barriers;
- Educational aspirations;
- Employment aspirations, current income, and benefits;
- Family connections and other social supports (including other providers);
- Physical, social, and emotional well-being.

All RRH services will be individualized, flexible, youth-driven, and voluntary, with the exception of the HUD requirement that program participants meet with a case manager not less than once per month to help the participant maintain long-term housing stability.

Case managers will have caseloads that allow for individualized assistance and will not exceed 17 active cases at one time.

Case managers will meet youth where they are, including home visits, if the youth so chooses. Case managers will focus on establishing a housing stabilization plan, accessing needed services in the community, and providing referrals, advocacy, assistance with budgeting and household management, and parenting, and other life skills necessary to maintain housing and improve well-being. Services will also support youth to build and rebuild family and community support networks, address youth-identified education, employment/income, and healthcare related goals, and connect to mainstream benefits and community services.

RRH staff will include at least one Housing Specialist who will work closely with CSB's Community Housing Manager to recruit and maintain relationships with a broad array of landlords who are willing to house youth with high barriers (e.g., little to no income, prior evictions, no rental history, criminal record, etc.). RRH staff will collaborate with landlord partners to provide shared housing options for youth who desire and would benefit from shared housing.

RRH PROGRAM FEATURES
RRH staff will facilitate access to limited financial assistance for youth directly and/or through CSB's Direct Client Assistance (DCA) Program. Final decisions around DCA administration and budget will be made during the application review and selection process. Financial assistance can be used for rental arrears, security deposits, utility deposits, time-limited utility assistance, and time-limited rental assistance. The length of participation should generally be 3 to 6 months but may be longer based on the needs of youth participants relative to maintaining housing and achieving other critical developmental goals. Per HUD requirements: • Program participants may only receive tenant-based rental assistance (i.e., youth must hold the lease). • The lease agreement must be for a term of at least one year.

JOINT TRANSITIONAL HOUSING/RAPID RE-HOUSING

PROGRAM DESCRIPTION/ELEMENTS

Joint TH/RRH meets the immediate needs of youth who are literally homeless and need more youth-centered, safe, and low-barrier TH while they are assisted in obtaining permanent housing. Youth staying in the TH component of the program will receive a safe place to stay – crisis housing – and have access to wrap-around supportive services as needed by program participants, as well as access to the RRH component or other permanent housing assistance to help them move to permanent housing as quickly as possible.

There may be individual apartments in the same building or private rooms that offer shared spaces and group services. TH for unaccompanied youth may be a group residential environment accessible 24 hours/day, 7 days/week in a safe and structured setting, with access to a cooking space, laundry, and storage. More independent TH options should be available for pregnant/parenting youth. Where possible, independent housing units will convert to an independent lease between the youth and landlord to minimize disruption, with or without further assistance under the RRH component. Stays in the TH portion of the program will be brief and without housing preconditions, and participants should quickly move to permanent housing with or without RRH assistance.

The RRH component of the program will provide housing identification and placement assistance, access to financial assistance for move-in costs and time-limited rent assistance, and RRH case management and services. RRH will focus on helping youth quickly obtain permanent housing, achieve housing stability, address developmental needs, and form connections with desired and needed community-based services and supports. RRH provides safe and stable housing for youth who are able to maintain housing stability independently and have a lease in their name. The RRH component will provide the same services and supports and include all of the same features of RRH described in the previous section of this RFP and further described in NAEH's Rapid Re-Housing Program Standards. Where the YHDP RFP requirements contained herein and the NAEH standards do not align, applicants should adhere to the YHDP RFP requirements.

Applicants must be able to provide both components to all participants, including the units supported by the TH component and the tenant-based rental assistance and services provided through the RRH component. A program participant may choose to receive only the TH assistance, or the assistance provided through the RRH component.

TARGET POPULATION
Youth who are literally homeless and need more youth-centered, safe, and low-barrier TH while they are assisted in obtaining permanent housing with rapid re-housing assistance.

YHDP-funded joint TH/RRH will not have sufficient capacity to serve all youth who meet minimum eligibility requirements. Joint TH/RRH will target and prioritize assistance for youth according to HUD requirements[39] and CoC approved coordinated entry practices and prioritization criteria that will be implemented system-wide in July 2019.

TIMEFRAME FOR PARTICIPANTS
The overall length of participation should generally be 9-12 months, but may be longer based on the needs of youth participants relative to maintaining housing and achieving other critical developmental goals.

Program participants may only receive up to 24-months of total assistance across both TH and RRH components and program participants may continue to receive supportive services for up to 6 months after rental assistance ends. A waiver extending rental assistance to 36 months has been requested from HUD to better meet the needs of transition age youth.

DESIRED/EXPECTED OUTCOMES
A joint component project is expected to increase successful access to crisis housing, decrease the length of time youth spend literally homeless, increase successful housing outcomes, reduce returns to homelessness, and support youth in achieving other key education, employment, income, health and well-being goals.

---

[39] Notice CPD-17-01: Notice Establishing Additional Requirements for a Continuum of Care Centralized or Coordinated Assessment System

ADDITIONAL JOINT TH/RRH PROGRAMS FEATURES

Staff will work closely with youth homeless crisis response system partner agencies and CSB to identify, prioritize and enroll youth who are eligible and a priority for joint TH/RRH according to youth coordinated access policies and procedures.

The program will allow youth to readily move from TH to permanent housing via RRH assistance and, when needed, allow youth to move back to TH to support continuity of care while a new permanent housing plan is established. The program will provide enough RRH assistance to ensure that at any given time a program participant may move from TH to permanent housing.

With CSB input, programs will develop a brief, standardized assessment tool to use with youth once enrolled in the joint TH/RRH program to identify their needs, assets, and preferences related to:
- Immediate basic and other critical support necessary while being re-housed;
- Youth experience in housing and housing barriers;
- Educational aspirations;
- Employment aspirations, current income and benefits;
- Family connections and other social supports (including other providers);
- Physical, social and emotional well-being.

Per HUD requirements:
- Program participants may only receive up to 24-months of total assistance across both TH and RRH components and program participants may continue to receive supportive services for up to 6 months after rental assistance ends.
- Program participants in the TH component must have a lease or occupancy agreement for a term of at least one month.
- Program participants in the RRH component may only receive tenant-based rental assistance (i.e., youth must hold the lease) and the lease agreement must be for a term of at least one year.

PERMANENT SUPPORTIVE HOUSING

PROGRAM DESCRIPTION/ELEMENTS

YHDP funding was authorized by the CoC to support rental assistance and supportive services for 20 units of permanent supportive housing for youth called Marsh Brook Place. Community Housing Network is currently developing Marsh Brook Place, which will include a total of 40 units, and will partner with Huckleberry House to provide PSH for 20 literally homeless youth and 20 youth who may be homeless per other HUD homeless definition categories. Marsh

Brook place is slated to open mid-2020. Marsh Brook Place will adhere to the PSH key elements described in Appendix F Program Models Matrix.

TARGET POPULATION
Youth who are disabled and literally homeless who need youth-centered, safe, and low-barrier PSH to successfully obtain and maintain permanent housing.

YHDP-funded PSH will not have sufficient capacity to serve all youth who meet minimum eligibility requirements. PSH will target and prioritize assistance for youth according to HUD requirements[40],[41] and CoC-approved coordinated entry practices and prioritization criteria that will be implemented system-wide in July 2019.

TIMEFRAME FOR PARTICIPANTS
Youth may stay at Marsh Brook Place for as long as they prefer and remain in compliance with standard lease and rental assistance obligations. However, youth will be assessed at least annually for move-on opportunities and interest, or more often based on youth interest in moving to other permanent housing.

DESIRED/EXPECTED OUTCOMES
Permanent supportive housing is expected to decrease the length of time youth spend literally homeless, increase successful housing outcomes, reduce returns to homelessness, and support youth in achieving other key education, employment, income, health, and well-being goals.

COORDINATED ACCESS AND RAPID RESOLUTION TEAM (SUPPORTIVE SERVICES ONLY)

PROGRAM DESCRIPTION/ELEMENTS
The Coordinated Access and Rapid Resolution (CARR) Team is a mobile team of youth specialists who will engage and assist youth who are literally homeless or imminently at-risk of homelessness. The CARR Team will work with youth in a variety of settings, such as community-based access points (e.g., libraries, recreation centers), drop-in centers (e.g., Star House), unsheltered locations, and emergency shelters, as well as remotely via phone, email, text, and social media.

---

[40] Notice CPD-17-01: Notice Establishing Additional Requirements for a Continuum of Care Centralized or Coordinated Assessment System
[41] Notice CPD-16-11: Prioritizing Persons Experiencing Chronic Homelessness and Other Vulnerable Homeless Persons in Permanent Supportive Housing

CORE SERVICES OF CARR TEAM

Screening and rapid resolution assistance
- Work as integral member of Coordinated Point of Access (CPoA), including the Homeless Hotline, to engage, screen, and assist targeted youth who are homeless or imminently at-risk and in need of individualized support. The team will be available via phone, text, and in-person, during hours to be determined in coordination with system administrators. The Team must identify and report common locations for youth experiencing homelessness and provide in-reach to known locations with high youth presence.
- Use a common screening tool to facilitate immediate and coordinated access to prevention, emergency shelter, re-housing assistance, and other needed assistance.
- Provide individualized, strengths-based problem-solving, mediation, family re-unification (when appropriate and safe) and other assistance to quickly prevent loss of housing for youth who are imminently at-risk of homelessness or identify safe alternative housing options to prevent the need for a shelter placement or other literal homeless experience.
- As needed, the Team will provide basic needs (e.g., food, clothing, transportation support, hygiene kits, blankets, etc.) as youth are being connected to services, shelter, and housing solutions.

Assessment and prioritization for youth dedicated interventions, and related tracking
- Conduct youth-specific vulnerability and service needs assessment using standardized system assessment tool with targeted youth to identify their service needs, housing barriers, and preferences.
- Track all literally homeless youth, including those who are assessed and prioritized for transitional and permanent housing interventions, as well as other targeted assistance, as part of coordinated access processes for youth.

Facilitated access to youth dedicated interventions and other resources
- Provide individualized information, referral, and navigational support for targeted high need/high vulnerability youth to access community-based prevention resources, targeted homelessness prevention, emergency shelter, rapid re-housing, transitional housing, family re-unification assistance (when appropriate and safe), host homes, permanent supportive housing, mainstream benefits and cash assistance, and other needed and desired assistance.

<table>
<tr><th colspan="1" style="text-align:center">CORE SERVICES OF CARR TEAM</th></tr>
</table>

In addition to core services, the youth CARR Team will:

- Have sufficient staffing to respond to program participants within 24 hours. Applicants for the CARR Team should propose the number and specific types of staff team members that will be employed for the team based on available YHDP and match funding and after accounting for other necessary program and staffing costs.
- Coordinate closely with outreach teams, emergency shelters, and other community partners.
- Have comprehensive knowledge of the resources available to youth experiencing homelessness or at risk of homelessness and be able to appropriately and effectively match youth to services and programs.
- Provide transportation assistance to youth as needed.
- Facilitate access to limited financial assistance for youth through CSB's Direct Client Assistance (DCA) Program, when youth are not otherwise being assisted by a program capable of facilitating access to DCA. The program will work closely with CSB's DCA Program Manager, execute a DCA Memorandum of Agreement with CSB, and receive DCA training.

TARGET POPULATION

Youth assisted by the team will be literally homeless or imminently at-risk of literal homelessness within 14 days and include those needing more individualized support to successfully navigate community and youth homeless crisis system resources to quickly resolve their crises and address other critical needs.

TIMEFRAME FOR PARTICIPANTS

Program participation is expected to range from days to approximately 6 months, depending on youth needs, with an estimated 1-month average length of participation.

DESIRED/EXPECTED OUTCOMES

The CARR Team is expected to increase successful access to crisis housing, decrease the length of time youth spend literally homeless, increase successful housing outcomes, reduce returns to homelessness, and support youth in achieving other key education, employment, income, health and well-being goals.

YHDP ELIGIBLE ORGANIZATIONS & EXPERIENCE

As stipulated in the YHDP RFP, successful YHDP applicants must be eligible to receive HUD funding and propose and implement programs that meet the requirements stated in the YHDP RFP, including the principles, approaches and goals outlined above and further described in the Coordinated Community Plan. Successful applicants will also propose and implement programs that adhere to CSB's Partner Agency standards, Columbus and Franklin County HEARTH Policies and Procedures, and HUD regulation 24 CFR Part 578.

Applicants must agree to work with CSB to fully develop, implement and continuously improve programs, including developing and maintaining detailed program policies and procedures. Final decisions around program design and staffing configuration must be made in consultation with and be approved by CSB post-award and prior to July 1, 2019. Programs will be evaluated based on performance outcomes and compliance with CSB's Partner Agency Standards. Applicants must be able to meet these standards and work with CSB to achieve set outcomes and ensure compliance with federal rules. Goals and compliance requirements will be included in annual funding contracts.

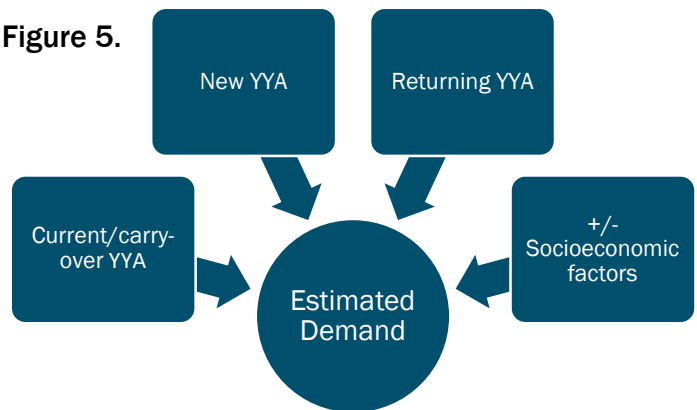# LOOKING FORWARD: MULTI-YEAR PLANNING

The number of YYA experiencing homelessness in Franklin County is impacted by environmental factors, such as the population growth among those living in poverty, as well as system factors, such as system capacity and effectiveness. In order to develop a robust coordinated crisis response system, it is important to understand how this Plan's initiatives and YDHP will reduce the number of YYA experiencing homelessness, and at the same time project what additional system improvements and capacity are needed to completely meet the shelter and re-housing needs of youth facing homelessness in Columbus and Franklin County.

For these reasons, analysis was conducted to model and project future system demand, accounting for new capacity that YHDP funding will provide, as well as the impact of environmental factors on overall system demand and capacity. Modeling data will also be used to inform resource allocation efforts and ensure limited resources are being utilized in the most efficient and effective manner possible, given changing environmental factors.

Multi-year system modeling shows a three-year forecast of system inflow (i.e. people needing services from the crisis response system), utilization (i.e. which crisis response system services people utilize), and outflow (i.e. people leaving the crisis response system). This modeling allows for the projections of system demands based on external forces (i.e., population growth as well as internal system factors that can be improved to more effectively meet system demands (e.g. reduce recidivism, reduce the number of people who exit the system unsuccessfully, homelessness prevention services).

An Excel-based analysis and modeling tool was created to generate estimates based on information described here. This Excel document can also be used to manipulate external and internal variables to show how changes in these factors will influence system demand. *The projections included here were developed using this tool and show estimates based on factors that can and likely will change (e.g. recidivism rates, carry-over rates, population growth).* As such, these estimates should be updated periodically as new data becomes available.
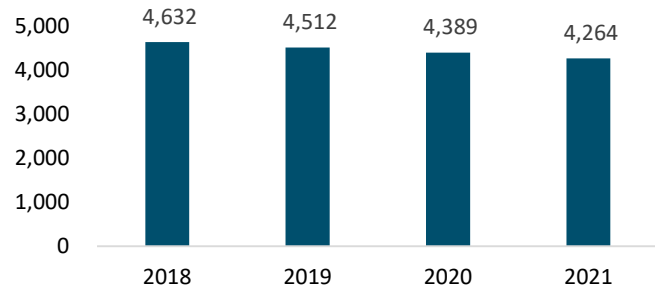

Figure 5.

DEMAND

Demand refers to the number of individuals at-risk of or experiencing literal homelessness within Franklin County. The multi-year modeling tool accounts for factors related to projected changes in returns to homelessness (recidivism), changes in new people entering the crisis response system due to prevention and diversion efforts, and changes in socioeconomic factors. These factors influence the demand on the crisis response system in Franklin County. Using

Figure 6: Total At-risk or Experiencing Homelessness

Year	Value
2018	4,632
2019	4,512
2020	4,389
2021	4,264

2017 data, it is estimated that there are 3,033 YYA who experience homelessness at least one night over the course of a year. Additionally, 153 individuals were not considered literally homeless but were utilizing Permanent Supportive Housing or Rapid Rehousing. A total of 4,632 YYA are estimated to be at-risk of experiencing literal homelessness at some point during the year (this includes the 3,033 and 153 already mentioned). These estimates are expected to change over time due to environmental factors and crisis response system improvements driven by significant new YHDP investments in system capacity.

SYSTEM INFLOW

System inflow projects how YYA at-risk of or experiencing homelessness will enter the system, if at all. System inflow considers demand, the system's capacity to meet the demand, and the number of people who go unserved each year. Projections look at YYA in one of four categories:

- **Carry-over YYA who are active in the crisis response system as of the first day of the year,**
- **Returning YYA who reenter the system from a previous year,**
- **YYA experiencing homelessness for the first time who enter the crisis response system, or**
- **YYA experiencing homelessness for the first time who receive diversion/prevention assistance and do not enter the crisis response system.**

SYSTEM UTILIZATION

System utilization projects how individuals who have entered the crisis response system will utilize it (i.e., which service or combination of services). 2019 system utilization patterns

resemble those of 2017 and 2018, as new YHDP funded interventions starting July 1, 2019, are not projected to be at full capacity until halfway through FY2020. Moving into 2020 and beyond, utilization patterns are projected to change based on system improvements and increased utilization of the service patterns that most effectively meet the needs of the YYA.

SYSTEM OUTFLOW

System outflow estimates show the different outcomes expected for YYA over the course of a year. Projections include YYA served by the crisis response system included in HMIS and who exit the system, those served outside of the crisis response system included in HMIS data (e.g. Star House, Choices) and whose outcome is unknown, and YYA not projected to be served by the crisis response system. With system improvements, the goal is to decrease the number of YYA who experience literal homelessness, decrease the time YYA experience homelessness, increase the number and rate of those who exit successfully and, in turn, decrease non-successful exits, and decrease the number of individuals not served.

MULTI-YEAR PROJECTIONS

Figure 7 provides a three year forecast showing overall distribution of YYA experiencing literal homelessness relative to their interaction with the homeless crisis response system and outcomes. The following categories are captured:

- **Served, Carry-over: individuals served by the crisis response system included in HMIS who are actively receiving crisis response assistance as of the end-of-year and will continue to receive services at the start of the next year, including those active in RRH or PSH at end of year**
- **Served, Successful System Exits: individuals served by the crisis response system included in HMIS and who exit to a permanent housing solution**
- **Served, Unsuccessful System Exits: individuals served by the crisis response system included in HMIS and who exit to homelessness or a non-permanent housing solution**
- **Served, Unknown Exit: individuals served by the crisis response system not included in HMIS (e.g. Star House, Choices, Center for Healthy Families) and who exit to an unknown destination**
- **Not Served: individuals not served by the homeless crisis response system due to limited system capacity**

Additional resources from YHDP are projected to positively affect the crisis response system in the following ways:[42]
- **8 percent reduction in demand from 4,632 in 2018 to 4,264 in 2021 (Figure 10).**
- **Due to increases in the capacity to serve YYA through street outreach and homelessness prevention and diversion, the percentage of YYA who go unserved**
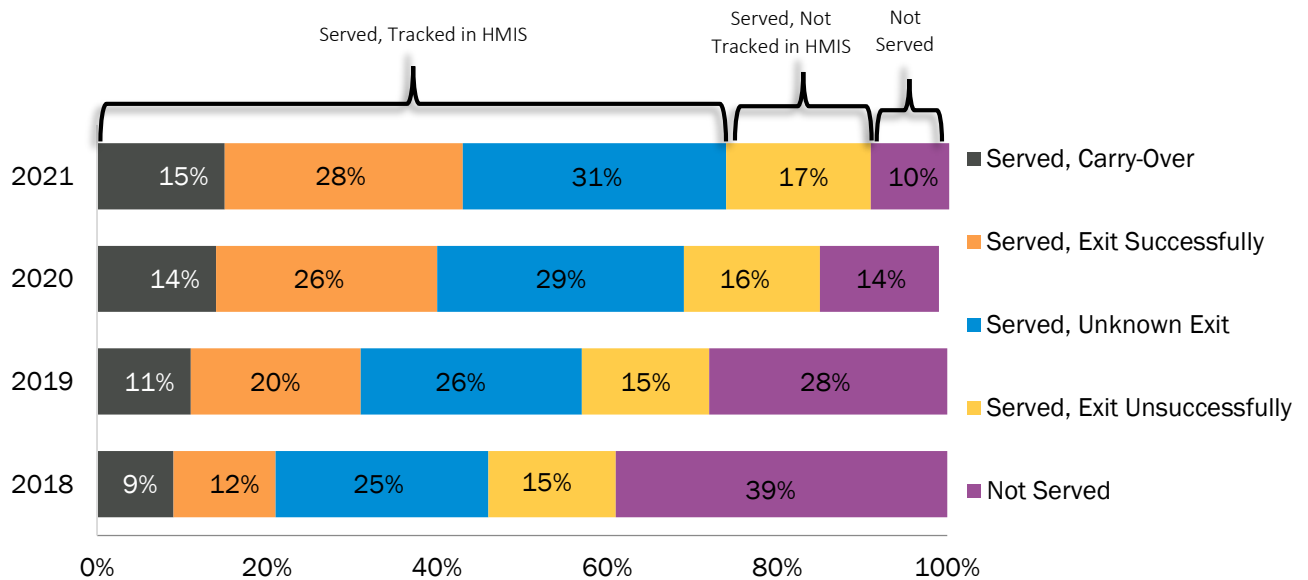
[42] External socioeconomic factors are also at play.

due to limited capacity will decrease from 39 percent in 2018 to 10 percent in 2021 (Figure 7).

- **Increase in the proportion of YYA who exit successfully from 12 percent in 2018 to 28 percent in 2021 (Figure 7).**

Despite these positive changes, Figure 7 shows that the percent of individuals exiting to homelessness or non-permanent solutions increases by 6 percent from 2018 to 2021. This is due to the expected increase in the utilization of homeless crisis response system assistance by youth, and relatively stable rates of individuals who exit successfully. As such, the rate of individuals who exit successfully must progressively increase at the same rate of additional people served to avoid an increase in the percent of youth exiting to homelessness or non-permanent solutions.

Figure 7: Projected Movement (% Literally Homeless or in PSH or RR)

If additional resources from YHDP were not obtained, multi-year modeling of system demand shows an expected increase in YYA at-risk of or experiencing literal homelessness due to population growth, especially for those living in poverty[43]. However, with additional support from YHDP, it is projected that the number of YYA at-risk of or experiencing homelessness will decline by 8 percent, or 368 people, by 2021. (Figure 10). Additionally, projected positive outcomes are not as likely without YHDP funding. Without YHDP resources, 532 more YYA are projected to go unserved in 2021 (Figure 8) and 371 fewer YYA would be expected to exit to permanent housing solutions (Figure 9).

Figure 8: Number of YYA Projected to be Unserved

---

[43] The Mid-Ohio Regional Planning Commission (MORPC) projects annual population increases in Franklin County for the next 10 years, exceeding 1% annually.

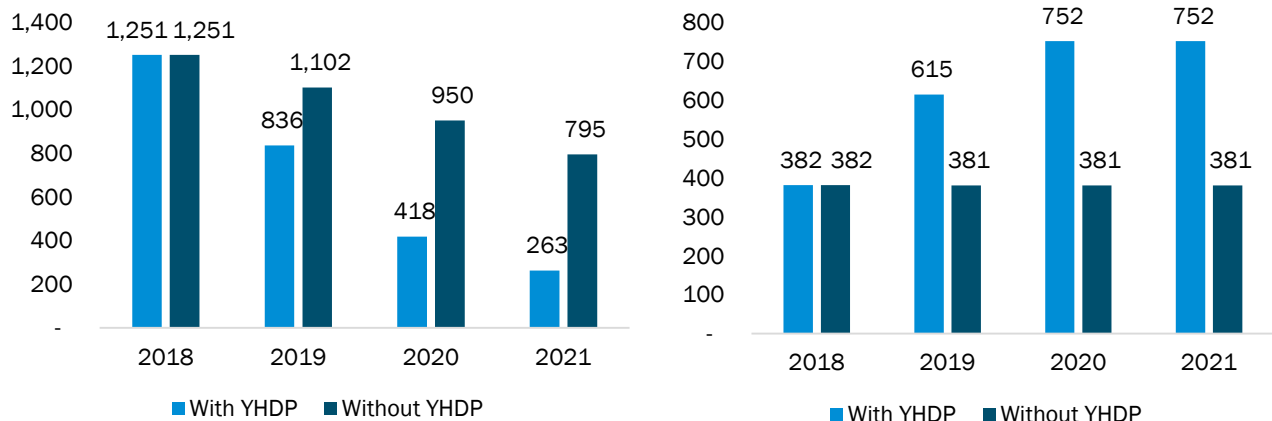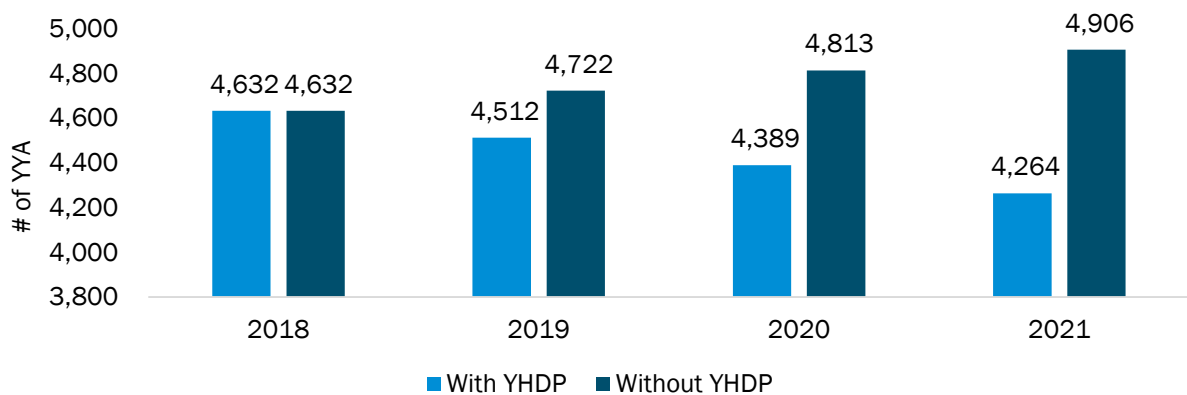## Figure 9: Number of YYA Projected to Exit Homelessness Successfully

Left chart:

Year	With YHDP	Without YHDP
2018	1,251	1,251
2019	836	1,102
2020	418	950
2021	263	795

Right chart:

Year	With YHDP	Without YHDP
2018	382	382
2019	615	381
2020	752	381
2021	752	381

Figure 10: Total YYA At-Risk of or Experiencing Homelessness

Year	With YHDP	Without YHDP
2018	4,632	4,632
2019	4,512	4,722
2020	4,389	4,813
2021	4,264	4,906

CONCLUSION

Multi-year planning incorporates projections of how internal crisis response system improvements, including capacity increases, and external socio-economic factors are projected to change over the next three years and how these changes will affect demand for the crisis response system in Franklin County. These results can be used for capacity planning and resource allocation to most effectively meet the needs of YYA. Multi-year planning is a function of several factors that can and likely will change (e.g. unemployment rates, median rent, recidivism). Thus, it will be critical to update these projections as conditions change and new information becomes available.

CONTINUOUS IMPROVEMENT AND EVALUATION

To help ensure success of the efforts to end youth homelessness as outlined in this Coordinated Community Plan, the Core Team and system partners will implement a Continuous Improvement and Evaluation Measurement Framework.

The Measurement Framework is a collection of measures that quantifies CoC's and system partners' impact and value. When implemented, it produces the data needed to answer the following questions regarding organizational investments:

- **What was done by CoC/the System?**
- **What was done by coordinated plan partners?**
- **How well were services/programs delivered?**
- **How are youth and communities better off because of these efforts?**

It consists of a variety of measures which tell the story of what was done by the CoC and system partners; how well it was done; and how others are better off because of these efforts. The framework allows the CoC and system partners to better understand the effectiveness and impact of their investment and efforts at the program and population level. This framework consists of a set of validated (or researched-informed) performance measures aligned with the coordinated plan's impact strategies which are designed to achieve and sustain an effective end to homelessness among unaccompanied youth and parenting youth. These measures answer critical questions related to both the quantity (effort) and quality (effect) of their work and investments in a relatively timely manner. Results generated from the framework are valuable for continuous improvement, investment, advocacy, and fundraising activities. Figure 11 provides an overview the Coordinated Community Plan Measurement Framework.

This Collective Impact Measurement Framework provides a snapshot of the measurements used for continuous improvement and results-based accountability for the youth homeless system. It was developed to align with the activities and desired results proposed by the workgroup. The workgroups were made up of key partners in the community, goals and action plans were established to achieve and sustain an effective end to homelessness among unaccompanied youth and parenting youth. These goals and action plans informed the theory of change that identified key outcomes and social impacts the partners are aspiring to achieve. The measures selected for the measurement framework align with five goals outlined in the Coordinated Community Plan, USICH Core Outcomes to End Youth Homelessness, HUD's System Performance Measures, and the Results-Based Accountability (RBA) model. This approach to the development of a Collective Impact Measurement Framework ensures measures are verifiable, achievable, and meaningful to all system partners.

Figure 11. Measurement Framework Overview: Direct Impact of the Coordinated Community Plan

MEASUREMENT PROCESS			
QUARTERLY			
What was done (by CSB/System)?	**What was done (by the partners)?**	**How well was it done?**	**Is anyone better off (impact)?**
1. Investments in crisis system response infrastructure enhancements	2. Number of youth on the Active List	4. Length of stay in each service	6. Percentage of youth exiting to appropriate stable housing
	3. Number of youth served in homeless hotline/online application, prevention, street outreach, community navigators, emergency shelter, transitional housing, permanent supportive housing, rapid rehousing, DCA, other permanent housing	5. Length of time from identified as literally homeless to exited to permanent housing/Length of time a person remains homeless	
		7. Percentage of youth diverted from entering emergency crisis homeless system	
ANNUALLY			
What was done (by CSB/System)?	**What was done (by the partners)?**	**How well was it done?**	**Is anyone better off (impact)?**
8. Dollars leveraged for system improvement	9. Number of dollars spent on the services listed in #3.	11. Percentage of youth reporting services were delivered in a culturally responsive and developmentally appropriate manner	15. The percent of youth who remain stably housed/percent of youth who exit homelessness to permanent housing and DO NOT return to homelessness
	10. Number of near-peer partners working with youth	12. Cost per successful outcome	16. Percentage of youth who report

		13. Percentage of unstably-housed youth who are linked to prevention and housing placement	increased physical, behavioral, and mental health
			17. Percentage of youth who experience completion of education and employment goals
		14. Staff retention	18. Percentage of youth who experience income growth
			19. Reunification of families (i.e. parenting youth regaining custody of their children)

EXTERNAL EVALUATION			
What was done (by CSB/System)?	**What was done (by the partners)?**	**How well was it done?**	**Is anyone better off (impact)?**
20. Number of partners convened/engaged in coordinated plan and/or efforts aligned to Coordinated Plan	23. Number of landlords providing leases to youth	24. Length of time to be linked to services	
21. Number of provider cultural competency/trauma informed trainings and initiatives initiated		25. Percent of youth served who receive an eviction within one year.	
22. Number of youth linked to other community services (mental health, health, education, employment, mentorship, life skills etc.)		26. # of shelters/housing units that meet quality standards	

Generally, data will be gathered and reviewed through three different processes.

- **QUARTERLY EVALUATION:** Specific data that are in HMIS will be analyzed quarterly by CSB and reviewed to determine if any specific actions needs to be taken to course correct.

- **ANNUAL EVALUATION:** At least on an annual basis, CSB will prepare and the CoC will review these measures and explore potential course corrections.

- **EXTERNAL EVALUATION:** Several measures are not a requirement of HUD and their measurement is dependent on available resources to engage an external evaluator.

THE MEASUREMENT FRAMEWORK DEVELOPMENT

This Collective Impact Measurement Framework was developed to align with the activities and desired results proposed by the workgroup. The workgroups were made up of key partners in the community, goals and action plans were established to achieve and sustain an effective end to homelessness among unaccompanied youth and parenting youth. These goals and action plans informed the theory of change that identified key outcomes and social impacts the partners are aspiring to achieve. The measures selected for the measurement framework align with these key outcomes, USICH Core Outcomes to End Youth Homelessness, HUD's System Performance Measures, and the Results-Based Accountability (RBA) model. This approach to the development of a Collective Impact Measurement Framework ensures measures are verifiable, achievable, and meaningful to all system partners.

HOW THE MEASUREMENT FRAMEWORK WORKS BEST

The Measurement Framework is designed to integrate with Collective Impact and Results-Based Accountability thinking. When implemented, the following guidelines should be followed to ensure proper data collection for effective decision making.

- Everyone commits to measuring a set of measures *based on the intended outcomes of their particular program*.

- Partners are required to report at least one "what was done" measure. Ideally, these numbers will be tracked at the individual level (e.g. provided services to 500 individuals).

- The partners should select at least one "How well did we do it?" and "Is anyone better off?" measure, though not all programs will be able to choose an "Is anyone better off?" measure.

- All data should be tracked at an individual level. Data should be tracked for as many individuals as possible and not just a subsample.

- All measures should be compared by youth age, race, SOGIE data (sexual orientation, gender identity and gender expression) and other special population demographics to ensure no inequities exist in the system. All "how well it was done" and "is anyone better off" measures should be analyzed by pathway and program model.

- All percentages are reported as a numerator and denominator, so data can be rolled up with other partner data.

- Ideally, all data should be entered into a shared database and aggregated data are made available to all stakeholders.

- The partners and stakeholders meet quarterly to celebrate successes and identify ways to overcome current challenges.

MEASUREMENT FRAMEWORK DETAILS

How much was done (by CSB/System)?

Framework Measures	How It is Measured	How Measures Link to HUD Measures, USICH Outcomes, and CCP Goals
1. Investments in crisis system response infrastructure enhancements	The resources allocated to enhance the infrastructure of the youth homelessness system (e.g. technology, collaboration structures, reporting systems etc.)	Goal 5: Sufficient resources and capacity
9. Dollars leveraged for system improvement	A sum of non-grant dollars leveraged to improve the youth homelessness system	Goal 5: Sufficient resources and capacity
21. Number of partners convened/engaged in coordinated plan and/or efforts aligned to Coordinated Plan	A count of the number of coordinated plan and other community partners who attended meetings and are engaged in the Plan or efforts that align to the Plan	Goal 5: Sufficient resources and capacity
22. Number of provider cultural competency/trauma informed trainings and initiatives initiated	A count of the number of cultural competency/trauma informed trainings and initiatives facilitated by the system by type (e.g. training on a cultural competence EBP, information dissemination on new-hire screening practices etc.)	Goal 4: Developmentally appropriate, high quality practices.
23. Number of youth linked to other community services (mental health, health, education, employment, mentorship, life skills etc.)	A count of the number of youth linked to other community services (outside the homeless crisis response) by service type (e.g. life skills, education, health/mental health, food access, job training)	Goal 4: Developmentally appropriate, high quality practices.

How much was done (by System Partners)?

Framework Measures	How It is Measured	How Measures Link to HUD Measures, USICH Outcomes, and CCP Goals

2. Number of youth on the Active List	A count of the unduplicated youth on Active List	Goal 1: Identify all youth
3. Number of unduplicated youth served in the following areas: Housing hotline/online application, prevention, street outreach, community navigators, emergency shelter, transitional housing, permanent supportive housing, rapid rehousing, DCA, other permanent housing	A count of unduplicated youth served by individual services pathway (e.g. # in prevention; # in street outreach; # in emergency shelter)	Goal 2: Prevent Goal 3: Access to Low-Barrier Shelter and Services
9. The dollars spent/ cost of each of the services listed in #3	A sum of the dollars spent on each of the services listed in #3.	Goal 5: Sufficient resources and capacity
10. Number of near-peer partners working with youth	A count of the number of near-peer staff	Goal 4: Developmentally appropriate, high quality practices
23. Number of landlords providing leases to youth	A count of the number of landlords providing leases to Youth in the programs/strategies of the Coordinated Plan	Goal 2: Prevent Goal 3: Access to Low-Barrier Shelter and Services Goal 5: Sufficient resources and capacity

How well was it done?		
Framework Measures	**How It is Measured**	**How Measures Link to HUD Measures, USICH Outcomes, and CCP Goals**
4. Length of stay in each service	The count of the number of days a youth spends in each of the crisis response housing system services.	Goal 3: Access to low-barrier shelter
5. Length of time from identified as literally homeless to exited to permanent housing. / Length of time a person remains homeless	The count of the number of days between initial identification of being literally homeless to being excited to permanent housing.	Goal 4: Developmentally appropriate, high quality practices Stable Housing
6. Percentage of youth exiting to appropriate stable housing	A count of the number of youth who exit a program to a stable housing situation divided by total number of youth who exited the program.	Goal 4: Developmentally appropriate, high quality practices Stable Housing

7. Percentage of youth diverted from entering the emergency crisis homeless system	A count of the number of youth who called the homeless hotline/ placed on the Active List as immediately at-risk of homelessness and they do not enter the crisis response system.	Goal 2: Prevent Stable Housing
11. Percentage of youth reporting services were delivered in a culturally responsive and developmentally appropriate manner	A count of the number of youth who reported services were delivered in an appropriate way (score of 4 or 5 on Youth Experience Scale) divided by total number of youth who completed the Youth Experience Scale survey.	Goal 4: Developmentally appropriate, high quality practices
12. Cost per successful outcome	The total cost for a program divided by the number of people who achieved a successful outcome. **For all outcomes, report the total number of people who began the program, the total number of people who achieved the desired outcome and the total number of people who were assessed for that outcome. (e.g. 100 youth enrolled in the like skills training, 80 reported improved like skills, 90 youth completed the life skills survey).	Goal 5: Sufficient resources and capacity
13. Percentage of unstably housed youth who are linked to prevention and housing placement	A count of the number of unstably housed youth who are linked to prevention and housing placement divided by the total number of unstably housed youth served.	Goal 2: Prevent Stable Housing
14. Staff retention	The number of staff retained divided by total number of staff employed in the same timeframe.	Goal 5: Sufficient resources and capacity
24. Length of time to be linked to services	The count of the number of days from when a youth is referred to a service and enters that service.	Goal 2: Prevent Goal 3: Access to low-barrier shelter Goal 4: Developmentally appropriate, high quality practices
26. Percent of youth exited who do not receive an eviction within one year of exit	A count of the number of youth existed from the program who did not have an eviction within one year	Goal 2: Prevent Stable Housing

	of exit/total number of youth who exited.	
25. Number of shelters/housing units that meet quality standards	A count of the number of shelters/housing units that meet quality standards	Goal 2: Prevent Stable Housing

Is anyone or anything better off?		
Framework Measures	**How It is Measured**	**How Measures Link to HUD Measures, USICH Outcomes, and CCP Goals**
6. Percentage of youth exiting to appropriate stable housing	A count of the number of youth who exit a program to a stable housing situation divided by total number of youth who exited the program.	Goal 4: Developmentally appropriate, high quality practices Stable Housing
13. The percent of youth who remain stably housed/percent of youth who exit homelessness to permanent housing destinations and DO NOT return to homelessness	A count of the number of youth who exited homelessness to permanent housing and DID NOT return to homelessness within 12 months divided by total number of youth who exited homelessness to permanent housing.	Goal 2: Prevent Stable Housing
14. Percent of youth who report increased physical and mental health	A count of the number of youth who achieve their well-being goal divided by number of youth with a well-being goal	Goal 4: Developmentally appropriate, high quality practices Well-being
15. Percentage of youth who experience completion of education and employment goals	A count of the number of youth who achieve their employment or education goal divided by number of youth with an employment or education goal.	Goal 4: Developmentally appropriate, high quality practices Education and Employment
16. Percentage of youth who experience income growth	A count of the number of youth who experienced increased income after enrolling in the program divided by number of youth who enrolled in the program.	Goal 4: Developmentally appropriate, high quality practices Education and Employment
26. Reunification of families (i.e. parenting youth regaining custody of their children/ accompanied youth reunification with family)	A count of the number of youth who desired to be reunified with their family and achieved this goal divided by the number of youth who wanted to be reunited with their family.	Goal 4: Developmentally appropriate, high quality practices Permanent Connections

INTEGRATING THIS MEASUREMENT FRAMEWORK
INTO EXISTING DATA COLLECTION EFFORTS

YOUTH EXPERIENCE

Many partners have a satisfaction survey in place, each measuring constructs that may apply to this framework. However, words and responses scales vary from program to program, making it impossible to aggregate across the system. Therefore, it is necessary to streamline a core set of experience survey questions that directly align to the measurement framework. This will allow the Plan partners to assess youths' perceptions of the quality and effectiveness of services.

Eliminating redundant questions from existing surveys and replacing them with standardized core questions will ensure youth experience across all partners can be rolled up into the measurement framework. This survey should be implemented at the time the youth exits services and/or annually for youth served long-term.

CLIENT/YOUTH TRACKING

It is assumed that partners have youth level tracking systems in place to monitor services received, outcomes and demographics. For this measurement framework to be successful, youth-level data will need to be systematically tracked in a way that allows for aggregation across the partners. The measurement strategy in the above framework identifies which measures should be included in the youth records and how those measures are to be calculated. It is recommended that all youth records are reviewed and modified to capture these measurement framework data.

DEMOGRAPHICS

Measuring equity is important, therefore sufficient demographic data must be captured at every level to ensure equity in services. It is recommended that demographic questions, including questions pertaining to sexual orientation and gender identity, be added to data collection efforts across the system so that they can be linked.

APPENDIX A: MEMBERS OF COC

ORGANIZATIONAL MEMBERS OF THE COLUMBUS AND FRANKLIN COUNTY CONTINUUM OF CARE

For a current roster of CoC members, visit www.columbusfranklincountycoc.org

ORGANIZATIONAL MEMBERS

Of the Columbus and Franklin County Continuum of Care

Member Type	Organization
Non-profit Homeless Assistance Providers (rotating consideration; publicly and privately funded)	Community Shelter Board (HUD Emergency Solutions Grants (ESG) Program sub-recipient) Community Housing Network
Youth Homeless Organizations (rotating consideration)	Huckleberry House (HHS Runaway and Homeless Youth Program funded provider)
Victim Service Providers (rotating consideration)	The Center for Family Safety and Healing
Faith-based Organizations (rotating consideration)	Church and Community Development for All People
Local Governments	Columbus City Council Columbus Mayor's Office City of Columbus Franklin County
Street Outreach (rotating consideration)	Capital Crossroads and Discovery SID
Businesses (rotating consideration)	The Columbus Foundation CSB Board Member CSB Board Member CSB Board Member
Advocates and Other Homeless Subpopulation Advocates (rotating consideration)	Columbus Coalition for the Homeless Corporation for Supportive Housing Legal Aid Society of Columbus Youth Action Board
Agencies that Serve Survivors of Human Trafficking (rotating consideration)	Freedom a la Cart
Public Housing Authority/Landlords	Columbus Metropolitan Housing Authority Community Housing Network
School Administrators/Homeless Liaisons	Columbus Public Schools – Project Connect

Employment Services (rotating consideration)	Workforce Development Board of Central Ohio
Social Service Providers	Franklin County Children Services and Committee to Address Youth Experiencing Homelessness
	Franklin County Department of Job and Family Services
	Franklin County Office on Aging
	Franklin County Board of Developmental Disabilities
	United Way of Central Ohio
Mental Health and Substance Abuse Service Organizations	ADAMH Board
	Twin Valley Behavioral Healthcare
Hospitals (rotating consideration)	OhioHealth
Universities	Columbus State Community College
Affordable Housing Developers	Affordable Housing Trust Corporation
	Ohio Capital Corporation for Housing
Law Enforcement	Columbus Police Department
Local Jail	Franklin County Jail
Veterans Organizations	Veterans Administration
	Veterans Service Commission
Homeless or Formerly Homeless Persons (rotating consideration)	Citizens Advisory Council

More than 265 stakeholders participated in the development of this Plan, representing the following organizations:

Academy for Urban Scholars
ADP
Affordable Housing Alliance of Central Ohio
Affordable Housing Trust of Columbus & Franklin County
Alcohol, Drug and Mental Health Board of Franklin County
Battelle for Kids
Bhutanese Nepali Community of Columbus
Bishop Hartley High School
Boys & Girls Clubs of Columbus
BRAVO
BridgenGaps LLC
Buckeye Ranch
Capital University Law School
Celebrate One
Center for Family Safety & Healing
Children's Defense Fund of Ohio
CHOICES
Church & Community Development for All People
Citizen's Advisory Council
City of Columbus
City of Columbus - Attorney's Office
City of Columbus - City Council
City of Columbus - Department of Development
City of Columbus - Department of Development
City of Columbus - Department of Education
City of Columbus - Office of the Mayor
City of Columbus - Recreation & Parks
Clean Turn
Coalition on Homelessness and Housing in Central Ohio
Columbus Apartment Association
Columbus City Schools
Columbus Metropolitan Housing Authority
Columbus Partnership
Columbus Public Health
Columbus State Community College
Columbus Urban League
Columbus Women's Commission
Community Housing Network
Community Properties of Ohio

Community Shelter Board
Concord Counseling
Corporation for Supportive Housing
COVA
CSB Board of Trustees
Directions For Youth & Families
Dominican Sisters of Peace
Downtown Columbus Special Improvement Districts
ECDI
Educational Service Center of Central Ohio
EmpowerBus
Equality Ohio
Equitas Health
Ethiopian Tewahedo Social Services
Experience Columbus
Focus Schools Columbus
Foster Action Ohio
Franklin County - Court of Common Pleas
Franklin County - Economic Development & Planning Department
Franklin County - Office of Justice Policy & Programs / Department of Homeland Security & Justice Programs
Franklin County Board of Commissioners
Franklin County Board of Developmental Disabilities
Franklin County Children Services
Franklin County Department of Job & Family Services
Franklin County Public Health
Franklin County Reentry Coalition / Office of Justice Policy & Programs
Franklin County Sheriff's Office
Freedom a la Cart
FutureReady Columbus
Goodwill Columbus
HandsOn Central Ohio
Healthcare Collaborative
Hexion
Homeless Families Foundation
Huckleberry House
Human Service Chamber of Franklin County
ICF
IMPACT Community Action
Legal Aid Society of Columbus

Local Matters
Lutheran Social Services of Central Ohio
Maryhaven
Mason Run High School
Measurement Resources Company
MHM Global
Mount Carmel Health System
Multi-Ethnic Advocates for Cultural Competency
National Church Residences
National Youth Advocate Program
National Youth Forum
Nationwide Children's Hospital
Nationwide Children's Hospital - Center for Innovation in Pediatric Practice
Nationwide Children's Hospital - Community Wellness
Nationwide Children's Hospital - Ohio Better Birth Outcomes
Neighborhood Bridges
Netcare Access
NISRE
Non Profit Evolution
ODJFS/Office of Families and Children
Ohio Association of Child Care Agencies
Ohio Attorney General
Ohio Capital Corporation for Housing
Ohio Department of Education
Ohio Department of Education - Head Start Collaboration
Ohio Department of Education - Office of Child Nutrition
Ohio Department of Health
Ohio Means Jobs Columbus-Franklin County

Ohio Mental Health & Addiction Services
Ohio Network for Children's Advocacy Center
Ohio Poverty Law Center
Ohio State Legal Services Association
OhioHealth
Prevent Family Homelessness
PrimaryOne Health
Serve Center
Somali Community Association of Ohio
South-Western City Schools
Southeast Inc.
SPEAK Project Ohio
St. Stephens Community House
Star House
Starfish Alliance
The Center for Healthy Families
The Columbus Foundation
The Graham Family of Schools
The Ohio State University
The Salvation Army in Central Ohio
Thomas B Fordham Institute
True Colors Fund
U.S. Department of Veterans Affairs
United Way of Central Ohio
Veritas Community Church
Veteran Service Commission
Volunteers of America of Greater Ohio
Workforce Development Board of Central Ohio
YMCA of Central Ohio
YWCA Columbus
Zion Equip

APPENDIX C: NEEDS ASSESSMENT DATA SOURCES

Data sources used for the 2018 Needs Assessment of Youth At-Risk of and Experiencing Homelessness included the following:

FRANKLIN COUNTY HMIS

Characteristics of YYA who engaged in Columbus's Homeless Crisis Response System in CY2017 were analyzed to more accurately describe and compare the characteristics of YYA who sought services in 2017. Trends in demographic, health, behavioral, and housing characteristics were analyzed to better understand the characteristics of youth using crisis services.

SECONDARY DATA SOURCES

Other data sources were gathered from local and national sources to better understand and estimate the number of YYA experiencing, or at-risk of experiencing, homelessness in Franklin County, as well as the characteristics of these individuals. Below is a list and brief description of the secondary data sources used:

- Morton et al. (2018)[44] conducted research to understand the prevalence of youth experiencing homelessness nationwide. This research, in addition to other sources, was used to inform the prevalence of youth homelessness and you at-risk of experiencing homelessness in Franklin County.
- Local data from Franklin County Juvenile Justice Center and Franklin County Children Services were gathered to understand the number of youth exiting these systems each year, as these populations are at a heightened risk for experiencing homelessness.
- Research conducted by Morton et al. (2018)[45] and Durso and Gates (2012)[46] was utilized to estimate the prevalence of LGBTQ+ YYA experiencing homelessness
- Data from the Center for Healthy Families were utilized to estimate the number of parenting and pregnant youth under 18 in need of housing in Franklin County as the current homelessness system does not accommodate this population and, thus, cannot inform the prevalence of homelessness among this population.
- Data from a Star House Survey, a local drop-in center for YYA, was utilized to estimate the prevalence of YYA experiencing homelessness or at-risk of experiencing homelessness, as well as to understand the characteristics of these individuals. The sample of this survey is limited to only youth who seek services from Star House

---

[44] Morton, M.H., Dworsky, A., Matjasko, J.L., Curry, S.R., Schlueter, D., Chávez, R. & Farrell, A.F. (2018). Prevalence and correlates of youth homelessness in the United States. Journal of Adolescent Health.
[45] Morton, M.H., Dworsky, A., Matjasko, J.L., Curry, S.R., Schlueter, D., Chávez, R. & Farrell, A.F. (2018). Prevalence and correlates of youth homelessness in the United States. Journal of Adolescent Health.
[46] Durso, L.E., & Gates, G.J. (2012). Serving Our Youth: Findings from a National Survey of Service Providers Working with Lesbian, Gay, Bisexual, and Transgender Youth who are Homeless or At Risk of Becoming Homeless. Los Angeles: The Williams Institute with True Colors Fund and The Palette Fund.

which limits individuals who cannot access these services due to barriers such as a lack of transportation. It is not known, therefore, how well the Needs Assessment results generalize to the entire population of YYA experiencing homelessness in Franklin County, especially those who do not seek services. However, it is reasonable to infer that the results describe the experiences of service-seeking youth as well as any other local data available.
  o United States Census Bureau data[47] were gathered to estimate the number of YYA in Franklin County and the prevalence of poverty among these individuals.

YOUTH FOCUS GROUPS

Twelve focus groups of YYA were conducted in August and September 2018. Youth voluntarily participated in groups of up to 8 to discuss their experiences and the experiences of other youth they know who have been literally homeless or at-risk of homelessness. In sum, 75 youth participated. Focus groups were held at shelters, service centers for homeless youth, transitional living housing, the Franklin County Juvenile Detention Center, and third-party sites such as libraries. Specific focus groups and/or one-on-one interviews were held with victims of human trafficking, youth involved in the Juvenile Justice system (and two focus groups with those presently in Juvenile Detention), LGBTQ+ youth, pregnant and parenting youth, minors connected through street outreach, and young adults formerly involved in Child Welfare, among others. Adult community members participated in an interview to speak to the unique needs of youth homelessness for New Americans. YYA received a $25 cash incentive for their participation in a 1.5-hour focus group. Results were themed and examined by subpopulation, when appropriate.

STAKEHOLDER SURVEY

Columbus/Franklin County stakeholders in youth homelessness completed a stakeholder survey designed to assess their perceptions of the current effectiveness of Columbus's Homeless Crisis Response System for youth. In addition, they reported the strengths of the system, opportunities, needed services and programs, resources needed and resources that should be scaled, and special services and unique needs of subpopulations (e.g., pregnant and parenting youth, racial and ethnic minorities, LGBTQ+). More than 100 local stakeholders completed the survey in August 2018.

---

[47] ACS Table B17001 5-year estimates

APPENDIX D: METHODOLOGY TO DERIVE ANNUAL ESTIMATES OF YOUTH EXPERIENCING AND AT-RISK OF EXPERIENCING LITERAL HOMELESSNESS

Table 1. Annual Estimates of YYA Experiencing Literal Homelessness Served in 2017

	Under 18		Over 18		Total
Known Baseline Methods Population is those known to be literally homeless because they touched the formal homeless system in 2017.					
Source	Pregnant/ Parenting	Unaccompanied	Pregnant/ Parenting	Unaccompanied	
HMIS	4	402	268	644	1,318
Center for Healthy Families	36				36
Star House*	0	24	78	247	349
My Place			7	21	28
Choices			41	10	51
Total YYA	**40**	**426**	**394**	**922**	**1,782**

Notes:
*Data represents 36% of the total 996 youth served at Star House in 2017 for the following reasons: Based on a sample of Star House participants surveyed, 88% were literally homeless (876 youth) and 41% (359) of those literally homeless (876) did not seek shelter services and would not have been represented in HMIS.

YOUTH AND YOUNG ADULTS EXPERIENCING HOMELESSNESS AND NOT USING THE CRISIS RESPONSE SYSTEM

YYA have unique needs when experiencing homelessness and many are known to not access crisis response services. However, it is critical to the success of Franklin County's youth response that at all YYA experiencing homelessness are identified to ensure an improved youth crisis response system meets the system demands. Because these YYA have not sought services during their experience with homelessness, enumerating the true magnitude of YYA who experience literal homelessness for at least one night in a year must be estimated.

Two separate estimates of the total number of YYA experiencing homelessness were derived combining local and national data. Franklin County is fortunate to leverage a local survey conducted in March 2018 at Star House, a drop-in center for youth located in Columbus, Ohio. Star House conducted a survey with 91 youth who accessed their services. Of the 91 youth, 80 (88%) had been literally homeless[48] at some point in the six months prior to survey administration. Forty-one percent of those who experienced literal homelessness did not receive services from Franklin County's crisis response system (i.e.,

---

[48] Literally homeless was defined as living in a shelter, car, abandoned building, an indoor public place, homeless camp, outside not in a homeless camp, hotel/motel, or at Star House.

a shelter), indicating that there are many Franklin County YYA experiencing homelessness who are not utilizing services and thus not captured in system utilization counts.

Franklin County's YHDP Core Team reviewed the Star House survey methodology and inferred the results to be the best local representation of Franklin County youth experiencing homelessness. Therefore, actual utilization estimates were adjusted to account for the assumption that 41 percent of YYA experiencing homelessness did not seek services and are not accounted for in system utilization counts. Therefore, Available Annual Data (totaling 1,782 YYA and comprising HMIS and other sources) were inflated by 41 percent to calculate the Annual Adjusted Estimate based on Local Data, which is believed to be a more realistic count of YYA experiencing literal homelessness at least one time in a year. In total, 3,033 YYA are estimated to experience literal homelessness.

Although the Annual Adjusted Estimate Based on Local Data is believed to be a more appropriate estimate than the known Available Annual Data, the estimates are still likely to underestimate the true magnitude of literal homelessness among YYA. The sample of youth who visit Star House are more likely to access crisis response services compared to individuals not visiting Star House, meaning the percentage of youth in the population who do not access services is likely even higher. Also, Star House serves a limited number of youth in need of services due to its centralized location and practical constraints, such as transportation for youth living in the East and West sides of Franklin County.

Therefore, estimates of YYA experiencing homelessness were also calculated based on national data. National estimates were derived for Franklin County YYA based on studies conducted by Chapin Hall at the University of Chicago. One study used a nationally representative sample[49] and estimated that three percent of youth under 18 and six percent of young adults 18 to 25 experience homelessness in a 12-month period. United States Census Bureau data[50] for Franklin county were combined with these national estimates to derive the Annual Estimate Based on National Data (Figure 2). Additionally, a Chapin Hall study[51] estimates the number of YYA experiencing homelessness who are also pregnant and parenting; these estimates were used to identify and adjust the count of youth under 18 and young adults 18 to 24 who experience homelessness and are pregnant and parenting (again, see Annual Estimate Based on National Data, Figure 2).
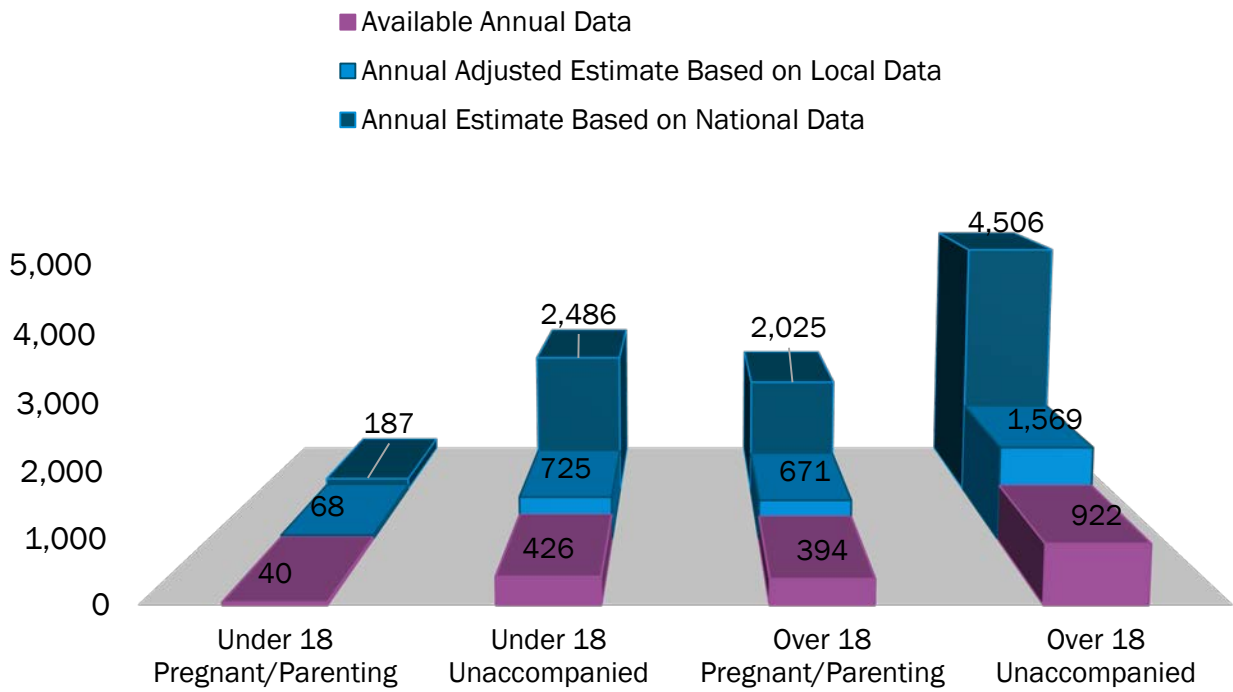
Chapin Hall's national percentages applied locally estimates that that 9,204 Franklin County YYA experience at least one night of literal homelessness every year.

---

[49] Morton, M.H., Dworsky, A., & Samuels, G.M. (2017). Missed opportunities: Youth homelessness in America. National estimates. Chicago, IL: Chapin Hall at the University of Chicago.
[50] ACS Table B17001 5-Year estimates
[51] Dworsky, A., Morton, M. H., Samuels, G. M. (2018). Missed opportunities: Pregnant and parenting youth experiencing homelessness in America. Chicago, IL: Chapin Hall at the University of Chicago.

Figure 2. Preliminary Annual Estimates of Youth and Young Adults Experiencing Literal Homelessness

- Available Annual Data
- Annual Adjusted Estimate Based on Local Data
- Annual Estimate Based on National Data

	Under 18 Pregnant/Parenting	Under 18 Unaccompanied	Over 18 Pregnant/Parenting	Over 18 Unaccompanied
Available Annual Data	40	426	394	922
Annual Adjusted Estimate Based on Local Data	68	725	671	1,569
Annual Estimate Based on National Data	187	2,486	2,025	4,506

YOUTH AND YOUNG ADULTS AT-RISK OF EXPERIENCING HOMELESSNESS

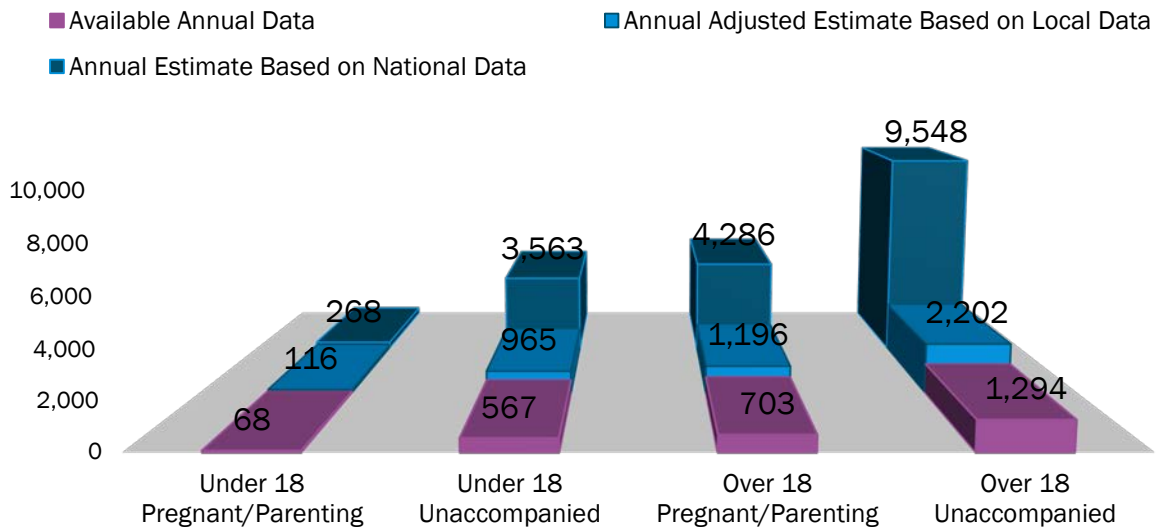|	Known Baseline Methods				
Population is those known to be at-risk of homelessness because they touched the formal homeless system in 2017.					
Source	Under 18 Pregnant/ Parenting	Under 18 Unaccompanied	Over 18 Pregnant/ Parenting	Over 18 Unaccompanied	Total
HMIS	4	402	268	644	1,318
Center for Healthy Families	36				36
Star House Literal Homelessness*	0	24	78	247	349
My Place			7	21	28
Choices			41	10	51
Star House At-Risk		10	28	95	133
Diverted Calls	28	131	281	277	717
Total YYA	68	567	703	1,294	2,632
Notes:					
*Data represents 36% of the total 996 youth served at Star House in 2017 for the following reasons: Based on a sample of Star House participants surveyed, 100% were at risk of experiencing homelessness and 48% (482) of those did not seek shelter services and would not have been represented in HMIS.					

ESTIMATES WITH LOCAL DATA METHODS

Estimates included the Known Baseline plus the number of YYA who were at-risk of experiencing homelessness but never sought formal homelessness services. Based on the all local data found in "Known Baseline Methods", it is estimated that 68% (1,318+36+ 349+28+51=1,782; 1,782/2,632 = 68%) of individuals at risk of experiencing homelessness experience homelessness at some time during a year. Using this ratio, we calculated the total YYA at risk of experiencing homelessness population by using the total Known Baseline and estimates of the number of youth experiencing homelessness based on local data found in Youth Homelessness Estimates document (total = 3,033). In other words, we assumed that the Known Baseline is only 68% (3,033/4,479) of the total youth and young adult homeless population. Each subpopulation was calculated by using the percentage of individuals in each category of the known population and applying the same ratio to the estimated total population of YYA experiencing homelessness (i.e. 3% of 4,479 = 116, the number of youth under 18 pregnant/parenting).

ESTIMATES WITH NATIONAL DATA

The third set of estimates are based on national estimates[1] of YYA at-risk of experiencing literal homelessness. At-risk of homelessness is defined by being kick out of the house, running away, and being homeless in the past 12 months. National estimates were applied to Franklin County census data to arrive at an estimate.

Preliminary Annual Estimates of Youth and Young Adults At-Risk of Experiencing Literal HomelessNess

- ■ Available Annual Data
- ■ Annual Adjusted Estimate Based on Local Data
- ■ Annual Estimate Based on National Data

	Under 18 Pregnant/Parenting	Under 18 Unaccompanied	Over 18 Pregnant/Parenting	Over 18 Unaccompanied
Annual Estimate Based on National Data	268	3,563	4,286	9,548
Annual Adjusted Estimate Based on Local Data	116	965	1,196	2,202
Available Annual Data	68	567	703	1,294

ANNUAL ESTIMATES OF FRANKLIN COUNTY YOUTH AND YOUNG ADULTS LITERALLY HOMELESS AND AT-RISK OF HOMELESSNESS

Current & Future Annual Estimates	LITERALLY HOMELESS In shelter, transitional housing, place not meant for human habitation, unsafe/dangerous living situations		AT-RISK Literally homeless within ≤14 days	
	Unaccompanied Youth	Pregnant/ Parenting Youth	Unaccompanied Youth	Pregnant/ Parenting Youth
Under 18	725	68	965	116
18-24	1,569	671	2,202	1,196
All Youth	3,033		4,479	

*Estimates based on Local Data: 725, Homelessness Prevention based on At-Risk estimate: 965

UNDER 18 UNACCOMPANIED

Program	Ideal % Needing Services	Estimated People Needing Services Annually	Estimated # of Units or Caseload Capacity Needed Point-in-Time	Estimated # of FTE Direct Service Staff Needed Point-in-Time	Current Unit or FTE Point-in-Time Capacity	Estimated Point-in-Time Capacity Gap
Emergency Shelter	98%	711	18	NA	16	2
Street Outreach	40%	290	6	1	TBD	TBD
Permanent Supportive Housing	0%	0	0	NA	0	0
Homelessness Prevention	25%	240	59	2	0	59
Transitional Housing	20%	145	145	NA	17[52]	128
Rapid Rehousing (Med-Long)	0%	0	0	0	0	0
Rapid Rehousing (Short)	0%	0	0	0	0	0
Other Permanent Housing	0%	0	0	NA	0	0
Direct Client Assistance (Light)	0%	0	0	NA	0	0

*Estimates based on Local Data: 671, Homelessness Prevention based on At-Risk estimate: 1,196

---

[52] There are 53 units projected to be available for unaccompanied YYA after accounting for 9 units projected to be available for 18+ Pregnant and Parenting. The 17 units projected to be available for under 18 unaccompanied is based on the proportion of unaccompanied YYA that are under 18, which is 32% (53 * .32 = 17).

18 AND OVER PREGNANT AND PARENTING

Program	Ideal % Needing Services	Estimated People Needing Services Annually	Estimated # of Units or Caseload Capacity Needed Point-in-Time	Estimated # of FTE Direct Service Staff Needed Point-in-Time	Current Unit or FTE Point-in-Time Capacity	Estimated Point-in-Time Capacity Gap
Emergency Shelter	75%	503	57	NA	25	32
Street Outreach	40%	268	25	1.0	TBD	TBD
Permanent Supportive Housing	5%	34	34	NA	16[53]	18
Homelessness Prevention	44%	525	131	4.4	0	131
Transitional Housing	25%	168	168	NA	9[54]	159
Rapid Rehousing (Med-Long)	20%	134	115	6.8	0	115
Rapid Rehousing (Short)	20%	134	37	2.2	0	37
Other Permanent Housing	10%	67	67	NA	0	67
Direct Client Assistance (Light)	10%	67	0.2	NA	0	0.2

[53] Based on current utilization rates: there were 83 PSH occurrences in 2017 among YYA, 15.7% of which were among 18+ Pregnant and Parenting. With an additional 20 PSH units becoming available in 2019, it is estimated that the capacity is 15.7% of 103 (16).

[54] Based on current utilization rates; 15% of Transitional Housing units were utilized by 18+ Pregnant and Parenting YYA in 2017. With a total of 62 units in 2019, 15% of 62 is 9.

18 AND OVER UNACCOMPANIED

Program	Ideal % Needing Services	Estimated People Needing Services Annually	Estimated # of Units or Caseload Capacity Needed Point-in-Time	Estimated # of FTE Direct Service Staff Needed Point-in-Time	Current Unit or FTE Point-in-Time Capacity	Estimated Point-in-Time Capacity Gap
Emergency Shelter	75%	1,177	126	NA	87	39
Street Outreach	40%	628	53	1.8	TBD	TBD
Permanent Supportive Housing	10%	157	157	NA	87[55]	70
Homelessness Prevention	29%	633	156	5.2	0	156
Transitional Housing	15%	235	235	NA	36[56]	199
Rapid Rehousing (Med-Long)	20%	314	258	15.2	0	258
Rapid Rehousing (Short)	20%	314	86	5.1	0	86
Other Permanent Housing	10%	157	157	NA	0	157
Direct Client Assistance (Light)	10%	157	0.4	NA	0	0.4

* Estimates based on Local Data: 1,569, Homelessness Prevention based on At-Risk estimate: 2,202

[55] Based on current utilization rates; 84.5% of PSH units were utilized by 18+ Unaccompanied YYA in 2017). With a total of 103 units in 2019, 84.5% of 103 is 87.

[56] After accounting for the 15% of Transitional Housing units for 18+ Pregnant and Parenting, there are 53 units. The proportion of unaccompanied YYA who are 18+ is 68%, therefore 36 (68%) units are the estimated capacity for 18+ unaccompanied.

UNDER 18 PREGNANT AND PARENTING						
Program	Ideal % Needing Services	Estimated People Needing Services Annually	Estimated # of Units or Caseload Capacity Needed Point-in-Time	Estimated # of FTE Direct Service Staff Needed Point-in-Time	Current Unit or FTE Point-in-Time Capacity	Estimated Point-in-Time Capacity Gap
Emergency Shelter	40%	27	1	NA	0	1
Street Outreach	20%	14	0.3	1	TBD	TBD
Permanent Supportive Housing	0%	0	0	NA	0	0
Homelessness Prevention	41%	48	12	1	0	12
Transitional Housing	40%	27	27	NA	0	27
Rapid Rehousing (Med-Long)	5%	3	3	1	0	3
Rapid Rehousing (Short)	5%	3	1	1	0	1
Other Permanent Housing	0%	0	0	NA	0	0
Direct Client Assistance (Light)	3%	2	.001	NA	0	.001

* Estimates based on Local Data: 68, Homelessness Prevention based on At-Risk estimate: 116

Overview: The program models matrix is intended to be a living document to inform development of the **Coordinated Community Plan (CCP)** to prevent and end youth homelessness and related implementation efforts. It is intended to help funders understand what to fund and providers understand what they are expected to deliver. It also helps ensure we are measuring outcomes of similar programming in a consistent way. The "essential program elements" identified are intended to reflect the ideal program components that should be included, especially for any new programs a provider is designing or a funder is seeking to support.

Overarching Principles and Approaches that apply to all programs: All programs in the crisis response system for youth should adhere to the following principles and approaches identified as central to our community's core approach to preventing and ending homelessness for youth.

- Involve youth with lived experience in program design and continuous improvement efforts.
- Utilize Positive Youth Development (PYD) and Trauma Informed Care (TIC) principles and approaches across all facets of programming.
- Provide family engagement strategies and services, when appropriate, to support family re-unification and/or to strengthen family involvement and support in achieving youth-driven outcomes.
- Adhere to Housing First practices, including facilitating immediate access to housing with no re-housing assistance preconditions.
- Adhere to system-wide coordinated access, assessment, prioritization, and referral protocols, including use of common screening and assessment tools that identify current housing status, housing barriers, prioritization for different homeless crisis response interventions, and other critical needs and services.
- Promote youth choices in the services and housing assistance they receive.
- Ensure individualized and youth-driven supports across all types of program services.
- Support youth with positive and lasting social and community connections. When possible, link youth with trained youth peer support specialists (YPSS), near-peer staff with lived experience who focus on relationship-building and system navigation.

- Coordinate with system partners and other systems to create and maintain a collaborative approach to assisting youth. This includes, but is not limited to, organizations and resources serving minors, youth of color, LGBTQ youth, pregnant and parenting youth, restored-citizens, child welfare-involved youth, and youth who are new Americans.
- Ensure a safe and affirming experience and environment including, but not limited to: allowing young people to self-identify their name, gender, pronouns, and sexual orientation; ensuring public and private spaces (including restrooms) affirm youth and their identity; and other best practice standards relevant to successfully supporting LGBTQ youth. Programs will develop and implement inclusive policies and procedures consistent with HUD requirements and best practices.
- Support youth directly and through partnerships with other system and community providers in making positive and lasting gains related to four core outcomes: stable housing; permanent connections; education/employment; and social-emotional-physical well-being.

All programs funded with YHDP or other Continuum of Care funding will meet and adhere to the below program specifications. ***Programs must specifically involve youth with lived experience in program design and continuous improvement efforts.*** Programs must operate in a manner consistent with CSB's Partner Agency standards, Columbus and Franklin County HEARTH Policies and Procedures, and applicable HUD regulations. All programs within the homeless crisis response system for youth will work with CSB, the CoC's Youth Core Team, and Youth Action Board to fully develop, implement and continuously improve programs, including developing and maintaining detailed system Policies and Procedures that will guide youth programs.

Staff Training: All youth-serving programs will ensure staff have appropriate education, experience, and training necessary to provide high-quality services to YYA. Training should be both upon hire and periodically thereafter. Training should include plans to maintain robust cultural competency in serving youth and specifically knowledge in serving disproportionately affected sub-populations of youth (e.g. LGBTQ, youth of color).

Integral to the success of the Coordinated Community Plan (CCP) is the expectation that youth-serving programs will participate in coordinated, system-wide trainings and technical assistance that support the practices and consistent implementation of system policies and procedures (as referenced above). For all program types, staff should be multi-lingual and/or have access to translation services. Staff must be trained in de-escalation, trauma informed-healing centered engagement, positive youth development, strengths-based practices, and understanding intersectional identities.

COORDINATED ACCESS & RAPID RESOLUTION SERVICES

Services for youth experiencing a housing crisis, including youth who are at-risk of or who are currently unsheltered or in an unsafe housing situation. Services focus on quickly resolving the crisis by first immediately offering problem-solving assisting to secure safe, stable housing. Depending on need, services directly connect youth to either additional prevention assistance or to shelter and re-housing services. Services are readily accessible, flexible, client-centered, trauma-informed, and strengths-based, with a focus on positive youth development.

Program Type	Description	Essential Elements *(items below are in addition to the overarching principles, approaches and requirements stated above)*
Drop In Center	Provides a point of access where youth who are at-risk or experiencing homelessness can access prevention assistance, crisis housing, and/or other critical services	• Available during key hours (aligned with availability of other services in community) • Well publicized and easily accessible • Provision of food, hygiene products, clothing, shower and laundry are made available • Capacity to provide health services (either directly or through co-location of partner) • Coordination with and ability to immediately connect youth to targeted prevention, rapid resolution, shelter, re-housing, and other critically needed and desired assistance • Connection to and/or co-location of other services (employment, education) • Coordination with Child Welfare & Juvenile Justice systems • Transportation assistance provided • Access to youth development services and activities • Use of youth peer support specialist (YPSS) supports; focus on relationship-building and system navigation • Thoughtful approach to meeting the needs of sub-populations (undocumented, non-English speakers, LGBTQ, survivors of sex trafficking and exploitation). May include special population-specific organizations that serve as population-specific drop in centers.
Crisis Hotline	24-hour hotline that immediately connects youth in crisis to housing and, as needed, other immediate services	• Available 24 hours a day, 7 days a week • Well publicized and readily accessible • Enough capacity to ensure minimal wait times (max 5 min) • Trained in crisis de-escalation, services are trauma informed and culturally competent • Coordination of transportation, as needed to access next-step assistance • Coordination with and ability to immediately connect youth to targeted prevention, rapid resolution, shelter, re-housing, and other critically needed and desired assistance • Coordination with domestic violence and victim services, shelter and other supports
Outreach	Identify, engage and inform about resources for youth	• Available during key hours (to be determined in coordination with system administrators; dependent on resource availability) • Coordination with and ability to immediately connect youth to targeted prevention, rapid resolution, shelter, re-housing, and other critically needed and desired assistance

COORDINATED ACCESS & RAPID RESOLUTION SERVICES

Services for youth experiencing a housing crisis, including youth who are at-risk of or who are currently unsheltered or in an unsafe housing situation. Services focus on quickly resolving the crisis by first immediately offering problem-solving assisting to secure safe, stable housing. Depending on need, services directly connect youth to either additional prevention assistance or to shelter and re-housing services. Services are readily accessible, flexible, client-centered, trauma-informed, and strengths-based, with a focus on positive youth development.

Program Type	Description	Essential Elements *(items below are in addition to the overarching principles, approaches and requirements stated above)*
	experiencing or at risk of homelessness	• Coordination with larger network of outreach teams to ensure geographic coverage • Identify and report hot spots for youth within their geographic region • Provide basic needs to participants (food, clothing, transportation support, hygiene kits, blankets etc.) • Outreach/inreach to known locations with high youth traffic
Targeted Diversion & Prevention	Services designed to prevent loss of permanent housing for highest risk, and when that's not possible, identify safe alternative housing options to prevent the need for a shelter placement while working with youth to regain stability.	• Available via hotline, drop-in center and outreach services • Emphasis on mediation, problem-solving, family re-unification (when appropriate & safe) case conferencing, and connection to services needed to achieve housing and family stability. • Limited case management to develop stabilization plan, using a strengths-based model. • Limited, flexible financial assistance. • Services intensity, frequency, amount adjusts according to risk level and need • Prioritized access to community-based prevention services and financial assistance • Coordination with and ability to immediately connect youth to other critically needed and desired assistance
Coordinated Access and Rapid Resolution Team **(YHDP funded)**	Provides coordinated access to community-based and targeted prevention resources, as well as youth homeless crisis response system interventions that help youth rapidly resolve their housing crisis. Core services include:	Screening and Rapid Resolution Services: • Work as integral member of Coordinated Point of Access (CPoA), including the Homeless Hotline, to engage, screen, and assist youth who are homeless or imminently at-risk • Available during key hours via phone, text, and in-person • Provide active problem-solving, mediation, family re-unification (when appropriate and safe) and other strength-based assistance to quickly prevent loss of housing for youth who are imminently at-risk of homelessness or identify safe alternative housing options to prevent the need for a shelter placement or other literal homeless experience. Assessment and Prioritization: • Conduct youth-specific vulnerability and service needs assessment using standardized tool with high needs/risk youth to identify their service needs, housing barriers, and preferences

COORDINATED ACCESS & RAPID RESOLUTION SERVICES

Services for youth experiencing a housing crisis, including youth who are at-risk of or who are currently unsheltered or in an unsafe housing situation. Services focus on quickly resolving the crisis by first immediately offering problem-solving assisting to secure safe, stable housing. Depending on need, services directly connect youth to either additional prevention assistance or to shelter and re-housing services. Services are readily accessible, flexible, client-centered, trauma-informed, and strengths-based, with a focus on positive youth development.

Program Type	Description	Essential Elements *(items below are in addition to the overarching principles, approaches and requirements stated above)*
	1. Screening and rapid resolution assistance 2. Assessment and prioritization for youth dedicated interventions, and related tracking 3. Facilitated access to youth dedicated interventions and other resources	• Track prioritized youth as part of coordinated access processes Facilitated Access: • Provide individualized information, referral, and navigational support for targeted high need/risk youth to access community-based prevention resources, homelessness prevention, emergency shelter, rapid re-housing, transitional housing/living, family re-unification assistance (when appropriate and safe), host homes, permanent supportive housing, mainstream benefits and cash assistance, and other needed and desired assistance • Arrange or directly provide transportation for youth to facilitate access to needed assistance • Provide targeted outreach and in-reach to known locations with high youth traffic, including individualized support to immediately address basic needs (food, clothing, hygiene kits, blankets etc.).

PREVENTION SERVICES

Services for youth before they require emergency shelter and re-housing services, including youth engaged with or in the custody of Franklin County Children Services, youth temporarily receiving inpatient medical or behavioral healthcare, and youth involved with the criminal justice system. Prevention services seek to help youth avoid literal homelessness and the need for emergency shelter and other crisis housing/services by reducing risk factors and increasing protective factors. When targeted to youth who are most at-risk, prevention assistance specifically focuses on immediate housing crisis resolution and housing stabilization. Prevention services are flexible, client-centered, trauma-informed, developmentally appropriate, and strengths-based with a focus on positive youth development.

Program Type	Description	Essential Elements *(items below are in addition to the overarching principles, approaches and requirements stated above)*
Foster Care-Based Prevention & Supports	Discharge planning and housing support designed to help youth exiting/aging out of foster care from becoming homeless or being discharged to programming within the homeless services system.	• Community case conferencing to help youth build/rebuild connections to family and/or other significant adults. • Next steps planning beginning prior to discharge and allowing sufficient time and support to ensure discharge to stable housing. • Agency offers a variety of programming (ranging from low to high intensity) to support the youth's transition to independence. Housing supports may be provided in partnership with another agency and/or a nonprofit housing provider in the community. • Prioritized and expedited access to housing loss/stabilization services for most at-risk
Juvenile Justice-based Prevention & Supports	Discharge planning and housing support designed to help youth engaged with juvenile justice system from becoming homeless or being discharged to programming within the homeless services system.	• Community case conferencing to help youth build/rebuild connections to family and/or other significant adults. • Next steps planning beginning prior to discharge and allowing sufficient time and support to ensure discharge to stable housing. • Agency offers a variety of programming (ranging from low to high intensity) to support the youth's transition to independence. Housing supports may be provided in partnership with another agency and/or a nonprofit housing provider in the community. • Prioritized and expedited access to housing loss/stabilization services for most at-risk
Secondary Education-based Prevention & Supports	Screening and linkage to housing supports designed to help youth who are attending school from becoming homeless	• Community case conferencing to help students at-risk or in crisis maintain enrollment and attendance to school and connection to significant adults *(that may include teachers).* • School District partnerships to ensure McKinney Vento support youth's individual needs and there is a warm-handoff to a point person accountable for checking in with youth during housing-crisis. Resources may be provided in partnership with another agency and/or a nonprofit housing provider in the community. • Prioritized and expedited access to housing loss/stabilization services for most at-risk

PREVENTION SERVICES

Higher Education-based Prevention & Supports	Screening and linkage to housing supports designed to help youth who are attending a post-secondary institution from becoming homeless	• Community case conferencing to help students at-risk or in crisis maintain enrollment and attendance to school and connection to significant adults *(that may include teachers)*. • Higher education partnerships to ensure student is linked with campus support services and there is an accountable point person checking in with youth during housing-crisis. Resources may be provided in partnership with another agency and/or a nonprofit housing provider in the community. • Prioritized and expedited access to housing loss/stabilization services for most at-risk
Healthcare System-based Prevention & Supports	Discharge planning and housing support designed to help youth engaged with health care (physical and/or behavioral) system from becoming homeless or being discharged to programming within the homeless services system.	• Community case conferencing to help youth build/rebuild connections to family and/or other significant adults. • Next steps planning beginning prior to discharge and allowing sufficient time and support to ensure discharge to stable housing. • Healthcare provider offers a variety of programming (ranging from low to high intensity) to support the youth's transition to independence. Housing supports may be provided in partnership with another agency and/or a nonprofit housing provider in the community. • Prioritized and expedited access to housing loss/stabilization services for most at-risk
Other Community-based Prevention & Supports	Community-based screening and housing support designed to help youth engaged with a community-based access point (social service agency or public entity) from becoming homeless.	• Community case conferencing to support youth with services they need and desire and avoid duplication of services. • Agency offers a variety of programming (ranging from low to high intensity) to support the youth's transition to independence. Housing supports may be provided in partnership with another agency and/or a nonprofit housing provider in the community. • Prioritized and expedited access to housing loss/stabilization services for most at-risk • Include features from community-based Homelessness Prevention System (HPS) under development.

EMERGENCY SHELTER AND OTHER CRISIS HOUSING

Emergency shelter and other crisis housing/services that are immediately accessible, time limited in nature, and a stepping-stone to housing, services, and other supports needed and desired by youth. Youth stay typically less than three months and have access to supportive, holistic, developmentally appropriate services that lead to long-lasting housing stability and connections. These services are flexible, client centered, trauma informed, and strengths based, focusing on positive youth development. They are "low barrier" in that there are no preconditions for accessing, except due to significant and immediate health or safety concerns, and they do not remove youth from programming due to unhealthy or disruptive behaviors. There is recognition that these unhealthy coping mechanisms are temporary in nature, and are a part of the process to achieving lasting stability.

Program Type	Description	Essential Elements *(items below are in addition to the overarching principles, approaches and requirements stated above)*

Emergency Shelter	Meets the immediate needs of youth experiencing a housing crisis. Allows safety and stability needed to determine next steps for ongoing housing stability, including potential rapid resolution with family or friends	• 24-hour residential environment (safe and structured setting, provision of basic needs including meals or cooking space, access to laundry, storage, etc.).
		• A safe and affirming environment where participants will use both public and private spaces (restrooms) that affirm their identity. Where and when accommodations need to be made for individual participants, they are participant-informed and in consideration of best practice standards when working with LGBTQ youth.
		• Use of brief, standardized strengths-based assessment tools to identify youth needs, assets and preferences related to:
		  o Immediate basic and other critical support necessary while in shelter & being re-housed
		  o Youth experience in housing (family history, lessons-learned, current barriers, etc.)
		  o Educational aspirations
		  o Employment aspirations, current income and benefits
		  o Family connections and other social supports (including other providers)
		  o Physical, social and emotional well-being
		• Staff-facilitated and youth-led exploration of rapid resolution options with family/friends, including linkage with family intervention and reunification services.
		• Access to case management/navigational services to include: planning and goal setting; assistance building and rebuilding family and community support networks; assistance addressing education, employment, and healthcare needs; and connection to mainstream benefits and community services, as appropriate and desired, including (but not limited to):
		  o legal services and representation;
		  o physical and behavioral healthcare;
		  o education; and
		  o job training and placement assistance.

EMERGENCY SHELTER AND OTHER CRISIS HOUSING

		• Immediate linkage to re-housing assistance programs that youth desire, are eligible and priority for (Rapid Re-Housing, Transitional Housing, Permanent Supportive Housing, other forms of housing assistance) • Work closely with our community's anti-trafficking task force and partners to help prevent youth experiencing homelessness from being victimized and support those who have been victimized

Host Homes (Crisis Housing)	Meets the immediate needs of youth experiencing a housing crisis. Allows safety and stability needed to determine next steps for ongoing housing stability, including potential rapid resolution with family or friends	• Immediately accessible, in-home placement with a certified host family (compensated or volunteer)
		• A safe and affirming environment where participants will use both public and private spaces (restrooms) that affirm their identity. Where and when accommodations need to be made for individual participants, they are participant-informed and in consideration of best practice standards when working with LGBTQ youth.
		• Initial screening and assessment completed within 24-72 hours.
		• Use of brief, standardized strengths-based assessment tools to identify youth needs, assets and preferences related to:
		    o Immediate basic and other critical support necessary while in shelter & being re-housed
		    o Youth experience in housing (family history, lessons-learned, current barriers, etc.)
		    o Educational aspirations
		    o Employment aspirations, current income and benefits
		    o Family connections and other social supports (including other providers)
		    o Physical, social and emotional well-being
		• Staff-facilitated and youth-led exploration of rapid resolution options with family/friends, including linkage with family intervention and reunification services.
		• Access to case management/navigational services to include: planning and goal setting; assistance building and rebuilding family and community support networks; assistance addressing education, employment, and healthcare needs; and connection to mainstream benefits and community services, as appropriate and desired, including (but not limited to):
		    o legal services and representation;
		    o physical and behavioral healthcare;
		    o education; and
		    o job training and placement assistance.
		• Immediate linkage to re-housing assistance programs that youth desire, are eligible and priority for (Rapid Re-Housing, Transitional Housing, Permanent Supportive Housing, other forms of housing assistance)

TRANSITIONAL & PERMANENT HOUSING

Safe and stable housing, including transitional and permanent housing assistance options, that prepare youth to become an independent leaseholder by age 25 or as soon as they are able. Transitional and permanent housing assistance options are flexible, client-centered, trauma-informed, and strengths-based, focusing on positive youth development. They are "low barrier" in that there are no preconditions for accessing, except due to significant and immediate health or safety concerns, and they do not remove youth from programming or housing due to unhealthy or disruptive behaviors.

Housing programs holistically address the resources needed to create real housing stability. Furniture, appliances, food (including basic pantry staples), linens, window treatments, and other material provision are provided to support housing move-in, normalization, and stabilization. Material assistance is also important to youths' wellbeing and extends beyond having safe housing. A lack of these basic needs has adverse psychological impacts and can reduce the likelihood that new housing will become a 'home' for youth.

Assuring safe and stable housing for youth also requires programs to address the individual competencies and ability to deal effectively with the demands and challenges of everyday life by supporting development of comprehensive life skills and financial literacy. By offering life skills and financial literacy opportunities and in a manner youth want and need, youth gain important skills that help them maintain a state of mental well-being, learn adaptive and positive behaviors for interacting with others, and better manage work and life demands.

Program Type	Description	Essential Elements *(items below are in addition to the overarching principles, approaches and requirements stated above)*

Transitional Host Homes	Provides safe and stable transitional housing for youth who are completing their education and/or entering the workforce	• In-home placement with a certified host family (compensated or volunteer)
		• Initial screening and assessment completed within 24-72 hours.
		• Use of brief, standardized strengths-based assessment tools to identify youth needs, assets and preferences related to:
		   o Immediate basic and other critical support necessary while in shelter & being re-housed
		   o Youth experience in housing (family history, lessons-learned, current barriers, etc.)
		   o Educational aspirations
		   o Employment aspirations, current income and benefits
		   o Family connections and other social supports (including other providers)
		   o Physical, social and emotional well-being
		• Staff-facilitated and youth-led exploration of rapid resolution options with family/friends, including linkage with family intervention and reunification services

		• Access to case management/navigational services to include: planning and goal setting; assistance building and rebuilding family and community support networks; assistance addressing education, employment, and healthcare needs; and connection to mainstream benefits and community services, as appropriate and desired, including (but not limited to):
		   o legal services and representation;
		   o physical and behavioral healthcare;
		   o education; and
		   o job training and placement assistance.
		• Immediate linkage to next-step re-housing assistance programs as needed that youth desire, are eligible and priority for (Rapid Re-Housing, Permanent Supportive Housing, other forms of permanent housing)

Transitional Housing	Provides safe and stable housing for youth who prefer a communal living environment and have other needs best served in a transitional housing setting. A communal environment may be individual apartments in the same building, or private rooms that offer shared spaces and group services.	• 24 hour residential environment (safe and structured setting, provision of cooking space, access to laundry, storage, etc.).
		• Initial screening and assessment completed within 24-72 hours.
		• Use of brief, standardized strengths-based assessment tools to identify youth needs, assets and preferences related to:
		   o Immediate basic and other critical support necessary while in shelter & being re-housed
		   o Youth experience in Housing (family history, lessons-learned, current barriers, etc.)
		   o Educational aspirations
		   o Employment aspirations, current income and benefits
		   o Family connections and other social supports (including other providers)
		   o Physical, social and emotional well-being
		• Staff-facilitated and youth-led exploration of rapid resolution options with family/friends
		• Use of youth peer support specialist (YPSS) supports; focus on relationship-building and system navigation
		• Case management/navigational services to include: planning and goal setting; assistance building and rebuilding family and community support networks; assistance addressing education, employment, and healthcare needs; and connection to mainstream benefits and community services, as appropriate and desired, including (but not limited to):
		   o legal services and representation;
		   o physical and behavioral healthcare;
		   o education; and
		   o job training and placement assistance.
		• Immediate linkage to next-step re-housing assistance programs as needed that youth desire, are eligible and priority for (Rapid Re-Housing, Permanent Supportive Housing, other forms of permanent housing).

TRANSITIONAL & PERMANENT HOUSING

Joint Transitional Crisis Housing & Rapid Re-Housing
 	
(YHDP funded)
	Transitional Housing Component:
	
	Meets the immediate needs of youth experiencing a housing crisis. Provides a safe place for youth to stay – crisis housing – with financial assistance and wrap around supportive services determined by program participants to help them move to permanent housing as quickly as possible. Stays in the crisis housing portion of these projects should be brief and without preconditions, and participants should quickly move to permanent housing with or without rapid re-housing assistance.
	
	AND
	
	Rapid Re-housing Component:
	
	Provides housing search/placement, financial assistance for move-in costs and time-
		• Target and prioritize youth with higher needs and who are most vulnerable.
		• Initial screening and assessment completed within 24-72 hours.
		• Use of brief, standardized strengths-based assessment tools to identify youth needs, assets and preferences related to:
		   ○ Immediate basic and other critical support necessary while in shelter & being re-housed
		   ○ Youth experience in Housing (family history, lessons-learned, current barriers, etc.)
		   ○ Educational aspirations
		   ○ Employment aspirations, current income and benefits
		   ○ Family connections and other social supports (including other providers)
		   ○ Physical, social and emotional well-being
		• Transitional component: crisis housing options include both 24-hour residential environment (safe and structured setting, provision of cooking space, access to laundry, storage, etc.) targeted to unaccompanied youth and more independent living options for pregnant/parenting youth. Where possible, independent crisis housing units can convert to an independent lease between the youth and landlord to minimize disruption, with or without further assistance under the rapid re-housing component.
		• Rapid re-housing component: youth holds lease if possible, though in some cases the provider may initially hold lease (pending HUD approved waiver) and transfer to youth once rental history is established. Provision of flexible, needs-based financial assistance (rental arrears, security deposits, utility deposits, utility assistance, short to medium term rental assistance).
		• Broad array of landlord partners, including those willing to house youth with high screening barriers (e.g., little to no income, prior eviction, criminal record)
		• Case management/navigational services to include: planning and goal setting; assistance building and rebuilding family and community support networks; assistance addressing education, employment, and healthcare needs; and connection to mainstream benefits and community services, as appropriate and desired, including (but not limited to):
		   ○ legal services and representation;
		   ○ physical and behavioral healthcare;
		   ○ education; and
		   ○ job training and placement assistance.
		• Individualized housing search and placement assistance, including use of housing specialists to support landlord recruitment and retention and youth matching and placement in units.
		• Services are intensive, flexible, tenant- driven, voluntary, and offered in the participant's housing if they so choose.
		• Rapid re-housing case managers have caseloads that are reasonable and allow for individualized assistance (generally do not exceed 1:17)

	limited rent assistance, housing stabilization and other supportive services that help youth achieve housing stability, address developmental needs, and form connections with desired and needed community-based services and supports.	- Primary focus of services is on tenancy supports that help participants access and remain in housing. - Additional focus of services is to connect participants to or directly provide youth- driven supportive services, including mental health services, substance abuse services, physical health services, benefits assistance, life skills training, employment assistance, etc.
Rapid Re-Housing **(YHDP funded)**	Housing search/placement, financial assistance for move-in costs and time-limited rent assistance, and housing stabilization services that help youth achieve housing stability and form connections with desired and needed community-based services and supports.	- Broad array of landlord partners, including those willing to house youth with high screening barriers (e.g., little to no income, prior eviction, criminal record) - Fidelity to national standards for rapid re-housing (<u>Rapid Re-Housing Performance Benchmarks and Program Standards</u>) - Youth holds lease if possible, though in some cases the provider may initially hold lease (pending HUD approved waiver) and transfer to youth once rental history is established. - Provision of flexible, needs-based financial assistance (rental arrears, security deposits, utility deposits, utility assistance, short to medium term rental assistance). - Use of brief, standardized strengths-based assessment tools to identify youth needs, assets and preferences related to: - Immediate basic and other critical support necessary while in shelter & being re-housed - Youth experience in Housing (family history, lessons-learned, current barriers, etc.) - Educational aspirations - Employment aspirations, current income and benefits - Family connections and other social supports (including other providers) - Physical, social and emotional well-being - Case management/navigational services to include: planning and goal setting; assistance building and rebuilding family and community support networks; assistance addressing education, employment, and healthcare needs; and connection to mainstream benefits and community services, as appropriate and desired, including (but not limited to): - legal services and representation; - physical and behavioral healthcare; - education; and - job training and placement assistance.

		• Individualized housing search and placement assistance, including use of housing specialists to support landlord recruitment and retention and youth matching and placement in units. • Capacity for both single and roommate options. • Services are intensive, flexible, tenant- driven, voluntary, and offered in the participant's housing if they so choose. Case managers have caseloads that are reasonable and allow for individualized assistance (generally do not exceed 1:17). • Primary focus of services is on tenancy supports that help people access and remain in housing. • Additional focus of services is to connect tenants to or directly provide tenant- driven supportive services, including mental health services, substance abuse services, physical health services, benefits assistance, life skills training, employment assistance, etc.
Permanent Supportive Housing **(YHDP funded)**	Long-term subsidy and long-term, wrap- around support services that help youth with intensive service needs obtain and maintain housing stability.	• Single site options with communal features and on-site services; scattered site options with direct or master-lease options for youth with high landlord screening barriers. • Use of brief, standardized strengths-based assessment tools to identify youth needs, assets and preferences related to: o Immediate basic and other critical support necessary while in shelter & being re-housed o Youth experience in Housing (family history, lessons-learned, current barriers, etc.) o Educational aspirations o Employment aspirations, current income and benefits o Family connections and other social supports (including other providers) o Physical, social and emotional well-being • Communal space is available, or youth assisted in accessing youth-led and staff-supported community activities • Case management/navigational services to include: planning and goal setting; assistance building and rebuilding family and community support networks; assistance addressing education, employment, and healthcare needs; and connection to mainstream benefits and community services, as appropriate and desired, including (but not limited to): o legal services and representation; o physical and behavioral healthcare; o education; and o job training and placement assistance. • Services are intensive, flexible, tenant- driven, voluntary, and offered in the participant's housing if they so choose. • Primary focus of services is on tenancy supports that help people access and remain in housing. • Additional focus of services is to connect tenants to or directly provide tenant- driven supportive services, including mental health services, substance abuse services, physical health services,

TRANSITIONAL & PERMANENT HOUSING

		benefits assistance, life skills training, employment assistance, etc. • Annual reassessment using common assessment tool to determine households ready for "move-on" or if/when transition to adult programming is appropriate.
Home with Family/ Reunification	Youth and family continue to receive services and remain connected to care as needed to regain/retain stability.	• Staff-facilitated and youth-led exploration of rapid resolution options with family/friends, including family members who may be birth parents, or kin (grandparents, aunts/uncles, older siblings), or another significant adult known to the youth • Youth/family may receive wraparound services from placing provider to promote stability

APPENDIX G: YHDP PROJECT APPLICATION AND APPROVAL SCHEDULE

Dates	Activities
January 7, 2019	YHDP request for proposals released
January 16, 2019	Bidders' conference (mandatory for prospective applicants)
TBD	Webinar on CCP and Q&A for applicants
February- Mid-March	Upon request: 1 hour of technical assistance available from CSB staff and/or 2 hours of technical assistance available from Youth Action Board members
March 31, 2019	**Completed proposals due to CSB by 5 pm**
April 2019	CSB, Youth Core Team, Youth Action Board, Citizens Advisory Council, and other stakeholders review of proposals and interview qualified applicants
May 2019	Youth Core Team and Youth Action Board development of recommendations for Continuum of Care
May 2019	Continuum of Care review and approval of proposals
May 2019	Applications submitted to HUD
June 2019	HUD funding awards announced
June 30, 2019	FY20-FY21 CSB contracts issued with 7/1/19 effective date, pending completion of HUD contract with CSB

APPENDIX H: YOUTH HOMELESS CRISIS RESPONSE SYSTEM INVENTORY

Lead Agency	Program	Type	Targeted or Dedicated for Youth	Age Range	UY or PPY	Targeted or dedicated for literally homeless	HMIS participating
Star House	Star House	A drop-in center	Dedicated	All	Both	Mix	No
Huckleberry House	YOP Shop	A drop-in center	Dedicated	All	Both	Mix	No
TBD (YHDP project)	Coordinated Access & Rapid Response Team	A: coordinated access/rapid resolution assistance	Dedicated	18-24	Both	Dedicated	Yes
Huckleberry House	Crisis line	A: hotline	Dedicated	All	Both	Mix	No
Netcare Access	Homeless Hotline	A: hotline	Neither	18+	Both	Dedicated	Yes
Maryhaven	Street Outreach	A: street outreach	Neither	18+	Both	Dedicated	Yes
Mount Carmel	Street Outreach	A: street outreach	Neither	18+	Both	Dedicated	No
Southeast	PATH	A: street outreach	Neither	18+	Both		Yes
Capital Crossroads	Street Outreach	A: street outreach	Neither	18+	Both	Dedicated	Yes
Gladden Community House	2nd Stage Diversion	B: one-time	Neither	18+	PPY	Dedicated	Yes
Gladden Community House	Targeted Homelessness Prevention	B: short/med term	Neither	18+	PPY	Dedicated	Yes
Homeless Families Foundation	Targeted HP for Expectant Moms	B: short/med term	Neither	18+	PPY	Dedicated	Yes
TBD (YHDP project)	Joint Transitional Housing/Rapid Re-Housing	C/D: joint transitional hsg/rapid re-hsg	Dedicated	18-24	Both	Dedicated	Yes
Huckleberry House	Shelter	C: emergency shelter	Dedicated	14-17	Both	Dedicated	Yes
YMCA	Van Buren Family Shelter	C: emergency shelter	Neither	18+	PPY	Dedicated	Yes
YWCA	Family Center	C: emergency shelter	Neither	18+	PPY	Dedicated	Yes
Lutheran Social Services	Faith Mission Men's Shelter (Grant)	C: emergency shelter	Neither	18+	UY	Dedicated	Yes
Lutheran Social Services	Faith on 8th	C: emergency shelter	Neither	18+	UY	Dedicated	Yes
Lutheran Social Services	Faith Mission Women's Shelter (Grant)	C: emergency shelter	Neither	18+	Both	Dedicated	Yes
YMCA	Van Buren Women's Shelter	C: emergency shelter	Neither	18+	PPY	Dedicated	Yes
Maryhaven	Engagement Center	C: emergency shelter	Neither	18+	Both	Dedicated	Yes
Volunteers of America	Men's Shelter	C: emergency shelter	Neither	18+	UY	Dedicated	Yes
Southeast	Friends of the Homeless	C: emergency shelter	Neither	18+	UY	Dedicated	Yes
Huckleberry House	Transitional Living Program (HUD)	C: transitional housing	Dedicated	18-24	Both	Dedicated	Yes
Huckleberry House	Transitional Living Program (VOCA)	C: transitional housing	Dedicated	18-24	Both	Mix	Yes
Huckleberry House	Transitional Living Program (HHS-RHY)	C: transitional housing	Dedicated	18-21	Both	Mix	Yes

Lead Agency	Program	Type	Targeted or Dedicated for Youth	Age Range	UY or PPY	Targeted or dedicated for literally homeless	HMIS participating
Huckleberry House	Transitional Liviing Program (ADAMH)	C: transitional housing	Dedicated	18-24	Both	Mix	No
Huckleberry House	Transitional Liviing Program (Private funding)	C: transitional housing	Dedicated	18-24	Both	Mix	No
Buckeye Ranch	My Place	C: transitional housing	Dedicated	16-21	Both	Mix	No
Community Shelter Board	Direct Client Assistance only	D: one-time	Neither	18+	Both	Dedicated	Yes
Huckleberry House	Other permanent housing at Kenmore	D: other permanent housing	Dedicated	18-24	Both	Mix	No
CMHA	Scholar House 3	D: other permanent housing	Dedicated	18-24	Both	Targeted	No
Child & Family Health Collaborative of OH	Ohio Bridges Program	D: other permanent housing	Dedicated	18-21	Both	Mix	No
Community Housing Network	Marshbrook Place	D: permanent supportive housing	Dedicated	18-24	Both	Mix	Yes
Community Housing Network	TRA/SRA PSH for Youth (YHDP FY20 $ only)	D: permanent supportive housing	Dedicated	18-24	Both	Dedicated	Yes
TBD (YHDP project)	Rapid Re-Housing	D: rapid re-housing	Dedicated	18-24	Both	Dedicated	Yes
YMCA	Rapid Re-Housing	D: rapid re-housing	Targeted	18-24	UY	Dedicated	Yes
Homeless Families Foundation	Rapid Re-Housing	D: rapid re-housing	Targeted	18-24	PPY	Dedicated	Yes
Salvation Army	Rapid Re-Housing	D: rapid re-housing	Targeted	18-24	PPY	Dedicated	Yes
Salvation Army	Jobs2Housing	D: rapid re-housing	Targeted	18-24	PPY	Dedicated	Yes
Salvation Army	Jobs2Housing-pregnant women	D: rapid re-housing	Targeted	18-24	PPY	Dedicated	Yes
Volunteers of America	Rapid Re-Housing	D: rapid re-housing	Targeted	18-24	PPY	Dedicated	Yes

UY: Unaccompanied Youth

PPY: Pregnant/Parenting Youth

Program Type:

A = Coordinated point of access to crisis response system (hotline, street outreach, drop-in center, coordinated access/rapid resolution assistance)

B = Targeted prevention for imminetly at-risk of literal homelessness (one-time and short/medium term problem-solving/financial assistance)

C = Temporary housing for homeless (emergency shelter, crisis housing, transitional housing)

December 19, 2018

Jorgelle Lawson
U.S. Department of Housing and Urban Development
Columbus Field Office
200 North High Street, 7th floor
Columbus, OH 43215-2463

Dear Jorgelle,

Community Shelter Board (CSB), as a recipient of the Youth Homelessness Demonstration Program (YHDP) grant, will be submitting project applications to HUD in May 2019, for at least one joint transitional housing (TH)/rapid re-housing (RRH) project and for at least one rapid re-housing project.

To ensure joint TH/RRH and RRH projects are able to meet the needs of youth, we respectfully request the following:

- A waiver of 24 CFR 578.37(a)(1)(ii) that allows only tenant-based rental assistance to be provided for participants in rapid re-housing, to also allow use of sponsor-based rental assistance for participants in rapid re-housing.
- A waiver of 24 CFR 578.51(l) that requires program participants receiving rental assistance to enter into a lease agreement for a term of at least one year, to instead allow program participants receiving rental assistance to enter into a lease agreement for a term of at least one month.

These waivers will allow us to better serve youth participants who require more flexible and progressive options (estimated 25%-30% of youth participants) to more quickly obtain permanent housing. Sponsor-based rental assistance allows youth to develop a positive rental history while being supported to address any tenancy issues, while a month-to-month lease allows permanent housing projects to better serve some youth who need and desire other longer term permanent housing options, including permanent supportive housing, but who would otherwise be obligated to fulfill an initial 12 month lease term.

In addition, we are also seeking the following waivers for joint TH/RRH and RRH projects:
- For joint TH/RRH only: a waiver of applicable regulations that limit the maximum term of joint TH/RRH assistance to 24 months, to instead allow joint TH/RRH assistance for up to 36 months.
- A waiver of 24 CFR part 578.37(a)(1)(ii)(C) that limits the maximum number of months of rental assistance to 24 months, to instead allow rental assistance to be provided for up to 36 months.

- A waiver of 24 CFR 578.53(b)(3) that limits the maximum number of months of supportive services available after assistance ends to 6 months, to instead allow supportive services to be provided up to 12 months after rental assistance ends.

These waivers will allow us to serve youth (estimated 20-25% of youth participants) who need a longer term of rental assistance and/or supportive services. Such changes are necessary to implement rapid re-housing for youth consistent with emerging best practices that can, when needed, afford youth additional time and support to achieve key housing, employment, education and health-related goals. The project outcomes we seek to attain as articulated in our draft Coordinated Community Plan to Prevent and End Youth Homelessness cannot be met without these waivers.

Thank you for your consideration of this request.

Sincerely,

Tom Albanese
Associate Director

Cc: Anthony Forte, HUD
Ebony Rankin, HUD
Lianna Barbu, CSB
Heather Notter, CSB
Aubre Jones, CSB
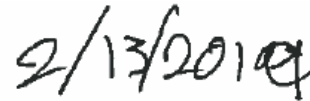
APPENDIX J: PLAN APPROVALS

The *Coordinated Community Plan to Prevent and End Homelessness among Youth* was developed by the Continuum of Care Youth Core Team, Youth Action Board, and Community Shelter Board to address homelessness among unaccompanied, pregnant, and parenting youth under the age of twenty five.

The Coordinated Community Plan describes guiding system principles and the core functions of prevention, shelter and re-housing, and stabilization and connections that comprise an effective, efficient, and developmentally appropriate crisis response system for youth facing homelessness. The plan identifies goals, objectives, and interventions that, if fully funded and implemented, would best address the needs of youth who are imminently at-risk or are experiencing homelessness, including coordinated access and rapid resolution services; prevention services; emergency shelter and crisis housing; and transitional and permanent housing.

The Coordinated Community Plan was approved by the Columbus and Franklin County Continuum of Care on February 4, 2019. We support the Coordinated Community Plan and agree to work collaboratively with our partners to accomplish the goals and objectives outlined in the plan.

Michael Outrich, CoC Representative
Youth Action Board

Date 2/13/2019

Kim Stands, CoC Chair
Department of Development, City of Columbus

Date 2/11/2019

Charles M. Spinning, Executive Director
Franklin County Children Services

Date 2/11/19

Michelle Heritage, Executive Director
Community Shelter Board

Date 2·11·19