CoC Youth Work Group

Tuesday, May 14, 2019 at 1pm at HSN

- Introductions
- Updates from YAS: N/A
- Review YHDP Application
- What's next?
    - o Youth Survey Discussion

- Future Meeting/Invites
    - o Tuesday 6/11/2019 at 1pm

CoC FL-507 - Youth Homelessness Demonstration Program Application

We are applying for the entire area of our Continuum of Care (CoC) and are not requesting funding for a rural community.

Leadership Capacity

1. CoC FL-507's Track Record

CoC FL-507's Success in Fighting Homelessness among Veterans: In 2015, CoC FL-507 effectively ended chronic veteran homelessness, conducting outreach campaigns to find, count and interview homeless veterans and connect them to housing/services. Through local government, nonprofit and federal agency collaboration, FL-507 reduced veteran chronic homelessness by 98%, with regional resources leveraging federal funds. V.A. Secretary McDonald called the coordination a national model. FL-507 is working towards USICH certification as effectively ending all veteran homelessness. The region is using the same collaborative approach and leadership to end youth homelessness, family homelessness and chronic homelessness.

Coordinated Actions Around Housing First Model: One reason for Fl-507's success is that community, business and political leadership united efforts around the Housing First model. 100+ Central Florida leaders traveled together to Houston in 2014, and to Salt Lake City in 2016, to learn about best practices to reduce chronic and family homelessness. After seeing the Housing First model, business, faith and civic leaders advocated for federal, state and local policies and investments that used the Housing First approach. The Orlando Economic Partnership (OEP) led 50+ community leaders to Tallahassee to advocate for state legislation to promote rapid rehousing and champion a Medicaid pilot program for people who are chronically homeless. OEP, under the leadership of CEO Tim Guiliani, pushed businesses to become more involved: "Homelessness is a complex issue, and it is a moral imperative that the business community play a role as leaders, conveners, funders and volunteers in addressing challenges" Under the stewardship of the Central Florida Foundation (CFF), a Homeless Impact Fund engaged public and private partners to reduce homelessness. Led by a $6 million investment from Advent Health, other corporations (JP Morgan Chase,

Orlando Magic, Wells Fargo, Westgate Resorts, CNL Bank and Walt Disney World Resorts) made significant investments to coordinate efforts to reduce homelessness.

Housing the First 100: In 2018, the CoC—in collaboration with the Lead Agency, Central Florida Commission on Homelessness (CFCH), CFF and Advent Health—completed a three year pilot, "Housing the First 100," to provide permanent supportive housing (PSH) to persons who are chronically homeless. The pilot, more successful than envisioned, housed 279 men and women. By the end of the three year period, 98% of participants retained housing and 94% maintained/increased income. Rigorous data analysis compared the costs of providing the PSH to costs that would have been incurred by healthcare and criminal justice systems without PSH: average costs were reduced from $31,000 to $18,000 per year. Emergency room costs decreased 60% among participants; there was an 85% decrease in usage of the criminal justice system. Private sector funding for this pilot has been extended through a regional partnership.

Operational Efficiencies: The CoC has made great strides in operational improvements, including implementation of a comprehensive, client-centered, data-driven coordinated entry system (CES). The CES ensures that all people experiencing homelessness are known by name and improves coordination between agencies while effectively target resources, and end use of the "first come, first served" approach. The CoC engages in rigorous monitoring and evaluation as evidenced by the report "Central Florida's Roadmap Home: Strategic Actions to Impact Homelessness 2014-2018" produced by CFCH. CoC FL-507 has implemented strategic enhancements to serve youth experiencing homelessness, including youth-oriented street outreach. Full-time outreach teams (usually one male and one female staff of different ethnicities) travel the tri-county region to areas known for having a presence of youth experiencing homelessness. Outreach team members engage youth by offering food and hygiene supplies. They gather information about needs through casual conversation. After several engagements, the team offers housing resources, medical and employment referrals, adult education services, assistance obtaining identification, and long-distance bus tickets to reunify with family.

Youth Action Board: In 2016, CoC FL-507 established a Youth Action Board (YAB) comprised of youth with lived experience. YAB recruited members through regional focus groups with particular attention to youth in foster care, crisis shelters and LGBTQ+ youth. YAB provides critical guidance to the CoC on connecting to youth and improving services to youth. In 2018, the YAB chose to reorganize as the Youth Action Society (YAS), indicative of youth-led decision making and a growing sense of self-advocacy and empowerment. Youth leaders drafted new organizing documents and recruitment materials. The YAS led the CoC's review of youth interventions in 2018, conducted research and presented their findings to the CoC Youth Homeless Work Group. Youth leaders are currently reviewing the intake process to expand low-barrier CES access points, and exploring how to encourage accountability among youth being served.

2a. CoC's Lead Agency: Homeless Services Network (HSN) is the designated lead agency for CoC FL-507, applicant for the Youth Homelessness Demonstration Program (YHDP), and the proposed YHDP lead agency. A 501(c)3, HSN's mission is to lead a community-wide effort to end homelessness through collaboration, strategy, capacity building and effective stewardship of knowledge and resources.

2b. Staff Leadership: Martha Are joined HSN as Executive Director in 2015. She led the CoC's reorganization, enhancing its ability to achieve Opening Doors and HEARTH Act goals, emphasizing Fair Housing, Equal Access and Housing First. Ms. Are will provide overall leadership and has the authority to make critical decisions for the YHDP.

2c. YHDP Team: The YHDP Team (described in the attachment)

3. CoC FL-507's community-wide structure supports the lead agency, HSN. The CoC's structure supports HSN to implement a community plan to prevent and end youth homelessness. The CoC's Board of Directors includes jurisdictional appointments from all three counties and their largest cities, including a liaison to the county youth shelter. Other members include hospital, business, housing authority, foundation, faith-based, United Way, nonprofit, and public school representatives, two CoC member-elected Directors, and the chair of CFCH, which provides community education, raises public awareness and funds, and

engages leadership in establishing regional priorities. The CoC, led by committees and HSN, has partnered with CFCH to establish regional goals including: ending veteran, individual, family, and youth homelessness; identifying evidence-based practices and needed resources; providing skill building training to providers; and monitoring outcomes to inform practice and track successes. The YHDP Team will be supported by a full-time HSN team member, six full-time interns (youth with lived experience), and the following committees that support the goal of preventing and ending youth homelessness:

Youth Homelessness Work Group – This CoC committee's objective and youth-relevant tasks are to address youth homelessness and engage diverse stakeholders, the full CoC, the CoC Board, the YHDP Team and the Youth Action Society (YAS). It assisted HSN in the submission of the YHDP application, and will continue to collaborate to develop and implement a community-wide youth focused system. This 30-member Work Group's approval will be required for submission of the coordinated plan to HUD.

Youth Action Society (YAS) – Comprised of youth with lived experience, this group will provide input, guidance and feedback to the Youth Homelessness Work Group and has a decision-making role in approving the CoC's coordinated plan before submission to HUD. The YAS's objective, youth-relevant tasks are to advise the development of the region-wide system on elements of the existing system that do and do not work based on their experiences; to improve the CoC's ability to reach homeless youth; and to target resources more effectively. Members speak at public and media events, ensuring youth voice is informing the system response. The Youth Action Society (formerly Youth Action Board) provided insight for this application, the 2016 & 2017 YHDP applications, and the two homeless youth counts. The current YAS CoC Liaison Coordinator is under thirty years old, volunteers with youth and works in a supportive housing program. Selecting a YAS Liaison from a non-youth provider intentionally encourages involved youth to freely express their opinions. She completed her MSW in 2017 from Florida State University.

Coordinated Entry Committee – This 57-member CoC committee's objective is to ensure a universal process for households experiencing homelessness, including youth individuals and families, to

direct them to the program that best fits their needs. The committee's youth relevant task is to improve the no-wrong-door CES, and to ensure youth voice is included in evaluation and system improvement.

Planning Committee – 57 member CoC committee's objective and youth-relevant task is to develop a comprehensive CoC plan informed by regional priorities and evidence-based best practices, including youth strategies. The Committee ensures the system incorporates the needs and resources available for unique subpopulations including youth, veterans, families, persons who are chronically homeless, or HIV+, and persons for whom English is a second language. CoC Youth Liaison is encouraging YAB participation.

4. CoC FL-507 includes direct youth participation. The CoC consistently includes and prioritizes direct youth participation, both through the YAB and through feedback from other young people with lived experience. The YAB (known as YAS) was formed in 2016 and informs key-decision making across the CoC. Facilitated by the CoC Youth Liaison, the YAB established internal policies including mission/vision, recruitment standards and governance process. Members of the YAB represent all three counties and include youth who identify as LGBTQ+, who have experienced foster care, juvenile justice, substance use disorder and mental health challenges. The current 15-member YAS is recruiting additional members to add perspectives from pregnant/parenting youth and those who have experienced domestic violence, human trafficking and chronic homelessness. Current YAS members participated in the development of and provided approval for our YHDP application. YAS will partner with the YHWG to evaluate how well it is incorporating perspectives and recommendations of youth in all service aspects. YAS will help improve upon the CoC's efforts of finding, counting, assessing, serving, housing, and providing tools for youth to increase self-sufficiency and prepare for adulthood. Several YAS members are currently serving in leadership or staff roles in our system of care. For example, one member is the Continuum of Care Program Coordinator with the Lead Agency and is taking the lead in organizing CoC training and well as developing a platform to incorporate persons with lived experience through a speakers bureau. Another member is employed as the Initiative Support Specialist with Embrace Families, supporting teens and young adults in

Florida's foster care system in overcoming barriers to earning their learner's permits and driver's licenses, and ultimately becoming independent drivers. These opportunities emerged out of the 2017 YHDP application process.

YAB members participated in the 2016 Voice of Youth Count (VOYC) conducted in Orange County, facilitated by Chapin Hall at the University of Chicago. Their involvement in 2016 impacted delivery of the 2017 tri-county Central Florida Youth Count. YAB members informed changes to methods used to improve the quality and quantity of collected data, and caring appropriately for respondents in a trauma-informed and culturally competent manner. Lessons from VOYC informed subsequent PIT Counts and needs assessments. During the 2019 PIT Count, the CoC utilized youth with lived experience and the YAS in planning and youth worked as compensated enumerators on count day. All CoC funded agencies have board members with lived experience relevant to the agency's mission such as experience with homelessness or time in foster care. The CoC board currently includes a member who is a formerly homeless and parenting youth.

Prior to establishing the YAB (a.k.a. the YAS) in 2016, the CoC solicited feedback from youth who had experienced homelessness in seven focus groups across the tri-county service area. Focus group members provided valuable perspectives on foster care, the criminal justice system, human trafficking, domestic violence and substance use services, and on how well homeless services support pregnant/parenting and LGBTQ+ youth. The CoC has already incorporated ideas and feedback from youth: conducting outreach at youth-oriented events, CES HUB (service points where any person experiencing housing instability meet face-to-face with a CES volunteer or staff person who will engage in a conversation about how to end their housing crisis as quickly as possible, and offer targeted community resources as needed) and other locations where youth can be found; offering resources via social media; and peer mentoring in safe environments. Select youth recruited from these focus groups served as founding CoC's YAB members.

5. Demonstration of CoC FL-507's willingness and ability to engage organizations that are not yet engaged. The YHWG has demonstrated a capacity and willingness to outreach and engage new partners,

including public school homeless liaisons, local college/university systems, law enforcement, corrections and other youth provider agencies, all of whom now participate in YHWG meetings. HSN recently began local CoC cohort meetings in the northernmost and southernmost counties to engage a wider cross-section of advocates and providers agencies. CoC monthly meeting attendance doubled over the past three years, now averaging 80 persons with representatives from each HUD stakeholder type. The CoC engaged all HUD funded youth providers and assertively recruited those who do not receive HUD funds; a majority of CoC YHWG participants do not receive funding through the CoC. The CoC's YHWG has focused on engaging youth providers- those offering support services to homeless youth or young adults and those serving all youth such as Boys and Girls Club, Devereux (family preservation) and University of Central Florida, as well as teen parenting/pregnancy centers and businesses offering youth employment opportunities.

CoC FL-507 is working with members such as Coalition for the Homeless of Central Florida (shelter) to explore ways to incorporate designated beds for unaccompanied youth. The CoC is supporting a new host home pilot project, launching in Fall 2019, through a partnership between Valencia College and the Community Resource Network. The CoC will continue to outreach partners who are essential in developing and implementing a coordinated community response to preventing and ending youth homelessness.

Resource Capacity

1. Youth homelessness Crisis Response System Chart Attached.

2. Demonstrate how CoC will obtain additional funding. CoC FL-507 has obtained $158,037 of additional funding other than HUD technical assistance to support the planning process through both cash and in-kind commitments. All support will be made available throughout the 8-month planning process. The Commission on Homelessness has committed $12,500 unrestricted cash; an additional $2,500 cash to the YAS for the planning process. City of Orlando is committing $12,000 in-kind, 25% time of its Senior Advisor on Homelessness and 10% of the Inclusion Diversity & Equity Senior Specialist and $5,000 unrestricted cash. CareerSource Central Florida has committed $49,190 in-kind to fund six youth interns,

who are young people with lived experience of homelessness, for a period of 12 weeks each during the planning process. These interns will be hosted by YHDP participants: the lead agency, HSN; the contracted PCWA lead agency, Embrace Families; and YDHP Team member agency, Covenant House. The Lead Agency, HSN, has committed 10% time of its staff member, the Deputy Director, totaling $10,200 in-kind, who will supervise the full-time Youth Project Planning Coordinator and two project interns. Embrace Families has likewise committed 10% of the time of its Director of Business & Resource Development to supervise two project interns, totaling $4,283 in-kind. Zebra Coalition has committed 20% of the time of its Executive Director, totaling $4,000 in-kind. Community Resource Network has committed in-kind staff resources from Executive Director and Provider Program Director totaling $24,424 in-kind. Second Harvest Food Bank is making an investment of staff time in the planning process and providing culinary training spots for participating youth leaders totalling $32,900 in-kind. Valencia College Campus Dean, Dr. Leonard Bass has committed $1,040 in-kind, of his time.

Community Need

1. A Youth Homelessness Needs Assessment was completed in the past 5 years: YES

2. Describe most recent youth homelessness needs assessment conducted by the CoC. The CoC, with dozens of Central Florida stakeholders and youth leader partners, completed a youth homelessness needs assessment by regularly compiling and analyzing 5 years of data from a variety of needs assessments related to youth experiencing homelessness. The CoC Youth Homelessness Work Group (YHWG) met monthly the past year to analyze current data, evaluate current needs, develop a collaborative framework and explore potential interventions not yet available in FL-507, and finalized the needs assessment in February 2019. The CoC analyzed data from: 1) JP Morgan Chase and the Shimberg Center for Housing Studies report on youth homelessness and education. 2) Barbara Poppe and Associates analysis of Central Florida's effort to move towards a Coordinated and Housing First approach to ending homelessness, including successes and gaps related to youth homelessness. 3) Tri-county youth resource and service analysis

conducted by Zebra Coalition in 2018, funded by a $100,000 grant from Walt Disney World Resorts to CFCH to develop a smartphone app providing a resource map and real-time guidance to youth experiencing homelessness. 4) Central Florida Youth Count (CFYC) data from late 2017. The Youth Count was conducted over a three-day period in Orange, Osceola, and Seminole counties with the assistance of Chapin Hall and in partnership with 45 organizations. Following the Youth Count, CFCH published a report exploring current gaps in services.

2a. Specific youth systems, organizations, and agencies developing the needs assessment. Homeless Services Network (Lead Agency) and CFCH originated the needs assessment. The following were intimately involved: CoC's YHWG and YAS; Barbara Poppe and Associates; Chapin Hall, Walt Disney World Corp., JP Morgan Chase with public schools: more than 45 organizations including public systems (foster care, county government, schools), as well as by CoC youth specific providers: Embrace Families, Impower, Boys and Girls Clubs, Zebra Coalition and Covenant House contributed to the effort.

2b. Youth involvement in design and execution. The YAS was specifically consulted in designing and executing the needs assessment. Zebra Coalition, Covenant House, Boys and Girls Clubs, and Embrace Families hosted focus groups for youth feedback, facilitated by neutral parties. Youth with lived experience exclusively executed the CFYC surveys, and were compensated for their efforts. The 2018 Barbara Poppe Report included data collection through focus groups with youth with lived experience. Young people were involved in designing the Youth Count component of the needs assessment, including deciding gathering locations, the size of teams, timing, scope of assessment, the amount and fashion of remuneration. Youth were also involved in the creation of the survey instruments, approach to engagement, and determining the extent of involvement from non-youth. Everything down to the type of pizza bought was youth led.

2c. Scope and geography. The needs assessment covered the entire tri-county region of the CoC and included HMIS data focus group reports from emergency shelter, transitional housing, supportive services, and rapid rehousing participants, and from youth unsheltered, unstably housed or engaged in non-traditional

service locations. Providers, including those working with homeless and non-homeless youth, were also surveyed. The assessments took place in shelters, transitional housing and rapid rehousing projects and on the street. Hot spot locations included non-traditional service locations such as coffee houses, airports, blood/plasma donation centers, and day services (soup kitchens, drop-in centers) that were advertised to youth experiencing homelessness and housing instability in the weeks prior to the assessment. The young people involved in the planning guided decisions about which locations were important to include.

2d. Disparities. Black or African American youth experiencing homelessness and housing instability are overrepresented in all three counties. 47, 27, and 18% of the surveyed youth identified as Black or African American, yet they represent only 23, 14, and 12% of Orange, Osceola, and Seminole counties' overall populations, respectively. Youth in the foster care and justice systems are overrepresented in the tri-county area. 30% of the homeless youth surveyed previously in the foster care system, compared to only 2% of the general youth population. 44% of the youth surveyed had been in juvenile detention, jail, or prison, compared to 15% of non-homeless youth. 16% of youth surveyed had experienced both the foster care and justice systems. About 35% of youth in the tri-county area identified as lesbian, gay, bisexual, transgender, genderqueer, gender nonconforming, non-binary, questioning, asexual, or pansexual (LGBTQQAP), a group known to under self-report. In all three counties, the reported percentage of LGBTQQAP youth was significantly higher than the percentage of youth who identify as lesbian, gay, bisexual or transgender in the general population.

2e. Key findings. The youth homelessness needs assessment has generated several key findings that inform the CoC's system planning to prevent and end youth homelessness. **1)** On a single night in October 2017, the CFYC identified 268 youth experiencing homelessness or housing instability , ages 13 to 24, in Orange, Osceola and Seminole counties; 32 were unsheltered and in need of an immediate housing intervention **2)** 46% of those surveyed were sheltered, and 21% were unsheltered; **3)** 12% were 13 to 17 years old; Black or African American youth were overrepresented in all three counties. 47%, 27%, and 18%

of surveyed youth identified as Black or African American, yet they represented only 23%, 14%, and 12% of Orange, Osceola, and Seminole counties' overall populations, respectively; **4)** Youth in the foster care and justice systems were overrepresented. 30% of the youth surveyed had been in the foster care system, compared to 2% of the general youth population. 44% of the youth surveyed had been in juvenile detention, jail, or prison, compared to 15% of the general youth population. 16% of youth surveyed had experienced both; **5)** 33% of female youth in reported being pregnant or a parent; **6)** Providers in Orange, Seminole and Osceola counties have 104 shelter, transitional living, rapid rehousing and subsidized affordable housing slots available for youth; **7)** Analysis of school data indicated that there were 530 unaccompanied students in the tri-county area during the 2015-16 school year; **8)** About 36 percent of homeless or unstably housed 16 to 24 year-olds were neither attending school nor employed. Their lack of education and employment could be a barrier to finding and maintaining housing, to their wellbeing, and to their ability to participate in the economy (Chrisler et. al, 2017). The report identified a shortage of 14 housing beds for youth under the age of 18 and a shortage of 150 beds for youth 18-24 years old, including shelter, transitional housing, rapid housing, permanent supportive housing, permanent housing and host homes. **9)**The Barbara Poppe Report indicated poor outcomes for youth served in emergency shelter, the CoC recently lost 24 crisis bed due to inadequate funding, and with 3 year look back assessed that significant progress on family reunification services had not been made. **10)** PIT data suggest that while the community has made significant strides in reducing homelessness overall, youth homelessness has remained unchanged. **11)** JP Morgan Chase Report of Homelessness and Education found that approximately one in ten homeless students was unaccompanied, and, thus, particularly vulnerable to victimization and exploitation, and they are at an increased risk of developing physical and mental health problems. The tri-county CoC does not have adequate crisis beds to accommodate these homeless youth. Furthermore, with legal limitations associated with housing minors, most interventions address only 18+ aged youth. The report calls for an increased number of youth-specific emergency shelter programs with flexible shelter stay time periods; host home programs for homeless youth,

where age 18 and older are placed with a volunteer family; and adoption of a successful transitional housing models for youth aging out of foster care. Better coordination needs to be in place between Runaway and Homeless Youth Act program funding and state funds for juvenile justice respite programs. These findings confirm the necessity to increase collaboration and coordination of cross sector services and well as increase targeted interventions that meet the particular needs of Central Florida youth.

3. Demonstrate the CoC's ability to collect and report data for the 2018 PIT count.

3a. Unaccompanied youth identified in the 2018 sheltered PIT count =104.

3b. Parenting and pregnant youth identified in the 2018 sheltered PIT count =56.

3c. Unaccompanied youth identified in the 2018 unsheltered PIT count =6.

3d. Parenting youth identified in the 2018 unsheltered PIT count =0.

3.e.1. YES, our CoC included youth-specific activities within the implementation of the 2018 Point-in-Time Count.

3e2. YES, the CoC integrated strategies targeted to finding and accurately identifying and engaging youth during the 2018 PIT.

3.e.3. YES, the CoC conducted a youth PIT separate from the regular CoC 2018 PIT. This was conducted during fall 2017.

3e4. Methodology used for the separate youth count. CoC FL-507's separate non-extrapolated census youth count utilized focus groups and providers to identify and target known locations where homeless youth gather. The October 2017, 3-day count took special effort to target locations and times when youth were present. To survey youth experiencing homelessness and housing instability, 36 adult leaders provided logical assistance only while 61 compensated (cash stipends) youth enumerators with lived experience engaged in planning for and assessments of youth. "Come and be counted sites," engaged youth who frequent and have built relational rapport with trusted providers such as Zebra Coalition, Covenant House, Frontline Youth, Impower, and Boys and Girls Clubs. The count planning team engaged local school

districts and youth clubs to identify locations where youth blend into scenery (ie. airport terminals, coffee houses, fitness clubs). A survey instrument was developed in consultation with Chapin Hall, local stakeholders and youth advisors, and the count targeted youth ages 12-24. HMIS data was used for unaccompanied youth in emergency shelter and transitional housing. More details are contained above in Section 2 on Community Need, and survey questions not required by HUD, are described below in 3.e.5.

3.e.5. Identify data collected not required by HUD and how used. Non-HUD required data collected included: highest level of education completed, food insecurity, employment status, expanded data on gender identity and sexual orientation, pregnancy, and foster care/prison/jail/juvenile justice history. The expanded elements improved our understanding of youth that may be over represented or for whom special accomodations/services should be considered as part of a multi-system strategy to prevent and end youth homelessness. **1)** Education data informs the education strategy for homeless youth and the CoC engages with Orange County Public Schools and McKinney Vento liaison to explore a pilot expansion of the Australian Geelong Project. The goal is using a multi-pronged assessment in schools to identify youth-at-risk of homelessness and providing targeted prevention supports. **2)** Food insecurity data resulted in the region's largest food bank, Second Harvest, directly funneling food boxes into the CoC's housing programs. Subsequent engagement was the catalyst for their direct participation in the YHDP and commitments in anticipation of continued coordinated planning. **3)** Client survey and program outcome data around CoC rapid rehousing interventions is driving considerations around adapting program specifications tailored for youth (ie, duration & intensity of case management support based on need).

3.e.6. Youth with lived experience were consulted in seven separate focus groups that included the YAB and providers serving youth over and under the age of 18. Focus groups also identified hot spots and recruited youth as compensated enumerators for the three day count. As peers with lived experience, youth enumerators improved our results by discerning which youth were experiencing homelessness and putting those youth at ease with the count process.

3.f. Homeless youth reported to Department of Education. Our local education agencies reported numbers of unaccompanied homeless youth for the most recent year data is available (2017-2018 school year): Orange County - 421 students; Osceola County - 57 students; and Seminole County - 137 students.

3.g. Factors contributing to youth homelessness. The CoC uses qualitative data and quantitative data to identify factors contributing to youth homelessness in our community. Data sources include input from youth with lived experience of homelessness, both through focus groups and the YAB, input from the youth homelessness providers, community stakeholders represented in the CFYC, data compiled from PIT and youth counts, community needs assessments, housing affordability and poverty data. Youth and provider focus groups identified the following factors: **1)** youth are able to obtain employment in Central Florida's hospitality and tourism sector, yet wages are not sufficient for the housing market. The Low Income Housing Coalition recently rated Central Florida as the most burdened national housing market for extremely low income (13 units available for every 100 needed). **2)** Youth identified family dynamics related to conflict, physical and/or sexual abuse, parental substance use, and rejection related to sexual orientation and gender identity as housing instability precursors. **3)** Once homeless, youth are more vulnerable to predator exploitation and are at higher risk for substance use dependency, STDs, pregnancy, depression, HIV infection, and other physical health problems. The CDC state that LGBTQ teens are statistically at higher risk for depression and suicide. **4)** Data from the 2018 PIT Count utilizing the HUD Racial Analysis Tool confirms that Black/African American youth experience homelessness at a much higher rate than their white peers—at 3 times the rate of those living in poverty and 5 times compared with the general population, suggesting that racial disparities are even more pronounced for youth than non-youth populations.

Capacity for Innovation

1. CoC FL-507's track record of innovation. One youth system innovation is the development of a youth specific registry process within CES. This innovation built on other improvements within the CES system, including "Access Points" that support a no-wrong-door approach for youth. Any youth can call 2-

1-1 or access a volunteer-run or professionally staffed hub to receive the CES intake. The CoC's CES prioritizes unaccompanied youth in weekly Registry Meetings, ensuring that youth with the most pressing service needs are prioritized for available housing and services. Prior to this innovation, youth had been merged with the family registry. The CoC was motivated to implement the change in response to Youth Committee youth voices expressing concerns that unique circumstances of unaccompanied youth were not appropriately identified in the discussions around families. Furthermore, youth specific resources are also different from the resources available to families in our CoC. Part of the innovation was using CES to refer to transitional housing (TH) for the first time, in this case specifically for unaccompanied youth.

The primary challenge of the innovation has been a severe lack of youth-specific options for unaccompanied youth, resulting in longer waits for those who do not want to participate in adult projects. Furthermore, with the limited types of youth specific projects, CES does not always feel able to match youth to the best project to meet his/her needs because that project type is not available yet in our region.

The successes of this innovation include more participation by youth providers in the CES process, more youth identified in the registry management/CES referral process, increased CES expertise in identifying persons best matched to TH versus rapid rehousing based on duration and intensity of service needs, and benefits of coordinated entry versus the first come/first serve methods that had been in place for youth TH in the past. In addition, concrete discussions about the needs of specific youth on the registry helped clarify the types of projects still needed to provide a robust crisis response system for our unaccompanied youth.

2. RRH and PSH for Youth. The CoC currently operates Housing First RRH with specific funding for youth under the age of 25 with no housing readiness requirements, maintains client housing choice, uses recovery oriented case managers, and provides client driven support to promote community integration. The project's youth portion is coordinated by Zebra Coalition, a youth provider agency with specialized LGBTQ+ competency. The project, operating for 28 months, has provided a necessary additional

intervention for youth experiencing homelessness. The CoC's experience is that the "typical" supportive housing program is not ideal for youth, as this population needs more services and a higher level of case manager engagement. Currently, our system is reworking how we offer Housing First youth RRH by using longer term rental assistance, roommate sharing, intensive support services and smaller caseloads.

3. Interventions not currently operating in the CoC. The CoC has made strategic steps to increase youth specific services that are informed by youth voice, yet the YHWG recognizes that resources are limited and do not meet the full range of needs. The System Map (included) references current options and those the work group is exploring. In particular, members have expressed interest in building CoC capacity for: **1)** Utilizing youth voice and youth centered design to add 1+ CES HUBs (HUB is a location where youth receive face-to-face, trauma informed support to resolve their housing crisis and provide services referrals) at youth hot-spots facilitating intake of homeless youth. Funding for staffing, training of youth-centric volunteers and office overhead are primary implementation barriers. **2)** Flexible Rapid Rehousing - adult and family RRH national standards are untested on youth-specific populations. Youth experiencing homelessness are often eager to live on their own, away from the confines of a 'system' or unsupportive family, yet unprepared to succeed without any support. Many would benefit from rapid rehousing with individualized, flexible duration and intensity of case management support. The main implementation barrier is funding to increase supply in community; **3)** Host Homes - whether involved in foster care, juvenile detention, or running away from an unsupportive family, many youth seek more freedom as they turn 18, and may benefit from support and guidance of a caring family offering a host home. Such homes would be used based on need and youth expressed interest. The implementation barrier is identifying resources to recruit, screen and monitor host homes; a pilot project is scheduled to launch Fall 2019. **4)** Group Housing: The community has a moderate number of TH/RRH for the post-foster care population, yet few have the added supports for a young person with disabilities to live in a community setting. Such youth may benefit from group living settings with on-site case management supports for longer periods than allowed by a most TH.

Implementation barrier is funding. **5)** Residential Substance Intervention: The FL-507 community lacks an adequate number of free, low-barrier treatment beds for homeless youth with substance use disorders. The CoC will explore a free licensed, six-week residential substance abuse treatment program incorporating conventional therapy supporting overall well-being. The barrier is funding for the program. **6)** Crisis Shelter and Bridge Housing: The CoC recognizes gaps in low-barrier crisis shelter beds/bridge housing, particularly for youth under 18 and wants to add beds to accommodate the needs of homeless youth throughout the tri-county area. Barrier is funding for the program.

4. Biggest areas of risk our region faces youth experiencing homelessness include that too many youth, a disproportionate number compared to other regions, are LGBTQ and becoming homeless after family rejection. Once homeless, they and other youth are put at greater risk by a lack of diverse housing options. This gap includes inadequate shelter space, leaving our community unable to ensure shelter for every unsheltered youth, increasing the odds of youth engaging in high-risk behaviors in order to survive. A limited number of housing options also leads to challenges meeting all youth where they are and providing the right services and housing at the right time. One of the small projects available is RRH with youth-centered services. Unfortunately, our region has been identified as having the worst housing market in the nation for extremely low income households, with only 13 units available for every 100 households. This regional housing shortage creates greater risks for youth who aren't able to find units they can afford once RRH financial assistance stops, and creates a generally poor environment for many housing options. YHDP will increase capacity for serving youth and fully integrating the needs of youth into the entire system: support a youth driven planning process; explore ways to support youth facing family rejection without resulting in homelessness; explore incentives for landlords to rent to homeless youth; assist youth to increase their income; experiment with innovative housing options; and support adult homeless programs to become more youth centric, thus creating more housing options. Work with adult homeless programs would include

advances in cultural competency for youth in almost all areas - from intake questions and process to living quarter design to components of housing plans to housing placement.

5. Willingness to learn from failures. The CoC is committed to centering youth voice in its plan to end youth homelessness. Efforts to create an engaged youth advisory board struggled as the CoC explored ways to reach out to and sustain participation from community youth, including homeless youth who have not been participants of our region's funded projects. For example, one set of youth assisting with the 2017 PIT count received gift cards to a store more than 8 miles from where they resided. Other failures included not establishing safe ground rules for meetings with both youth and providers. In that case, a YAS member gave feedback about a specific agency. Provider staff challenged the youth the next time s/he showed up at the agency, threatening the intended safe, trusting meeting space. The YHWG quickly implemented youth informed meeting ground rules. In both of these failures, youth felt disrespected. While recent efforts have been more youth focused, our CoC recognizes we must remain diligent and intentional. In 2018 the Youth Action Society (YAS) appeared to gain new momentum with a rush of energy and effort. After several months the elected Chair and driving force needed to step down for self-care. This right and smart choice left a leadership vacuum creating new relational tensions. YAS was unprepared and not sufficiently supported to navigate the transition. Lack of a shared governance structure threatened to derail positive momentum. Now a sub-committee of the YHWG provides more robust support for the YAS and its individual members.

6. CoC has assessed the homeless response system for disparities finding significant racial disparities for youth experiencing homelessness. Youth exiting foster care and LGBTQ+ youth also have statistically significant disparities (detailed in Community Need section 2d & 3g). CoC will continue to address by: **1)** educating CoC partners and community leaders around data showing the connection between homelessness and racism. CoC hosted a racial equity training with the Center for Social Innovation. As a result, Lead Agency (HSN) had a consultant to look at internal policies/procedures and begin a generative conversation with staff about workplace and homeless services racial equity. The CoC continues its analysis

of data looking at length of homelessness and housing placement rates/retention by race and ethnicity. The CoC Planning Cmte asked HSN to develop a survey to distribute to CoC agencies to assess racial diversity among staff and board and policies/procedures promoting race equity. **2)** The CoC has worked diligently over two years to train and increase awareness of sexual orientation non-discrimination and gender identity inclusion. A CoC policy and implementation plan was adopted in 2017 that included a training partnership with Southern Legal Counsel and the Zebra Coalition (ZC). Subsequently, One Orlando Alliance(OOA), an LGBTQ+ advocacy group formed after the Pulse tragedy, with Central Florida Foundation and CoC is assertively guiding conversations with service providers about lowering barriers and creating safe inclusive spaces for LGBTQ+ individuals. OOA, Bliss Cares, Equality Florida, ZC and HSN recently hosted a symposium to raise awareness about the challenges of LGBTQ+ homeless youth. In May 2019 a CoC training for 100+ CoC members will deepen this community's adoption of concrete practices for LGBTQ+ inclusion in housing and services. CoC is building productive collaborations that will increase the leverage of future resources. **3)** HSN's robust housing location and retention efforts continue to advocate for hard to house program participants within a challenging housing market--working to build relationships with landlords (LL), mediate LL and client disputes, provide LL training and advocate regarding fair housing; use master leasing as a mitigation strategy for individuals with significant access barriers; and ensure prompt rehousing. These types of services seek to mitigate housing discrimination.

7. Innovative methodology where youth stakeholders were key actor. YAS members are actively involved in the creation of a youth resource phone app, called "TAP" (Take Action Positively). This collaborative community innovation included youth voice from start to finish. TAP specifically navigates homeless youth to appropriate resources. The app includes a real time GPS mapping tool so youth can locate resources, along with detailed information about resources such as food, clothing, housing, drop-in centers, wifi, showers and laundry facilities, mental health, case management, counseling, etc. TAP is funded by

Walt Disney world Resorts

~~Disney World Corp.,~~ developed collaboratively with youth agencies and a youth focus groups meeting

regularly over a six month implementation period. TAP will launch ~~August~~ 2019.

Sept

Collaboration

1. **Written plan to prevent and end homelessness.** Yes, the CoC adopted written goals and

strategies to end youth homelessness. The Youth Action Society(YAS) and Youth Homelessness Work

Group (YHWG) developed the Shared Framework to End Youth Homelessness in Central Florida aligns

mission/vision/values for a collaborative effort. Goals were set for 2018/2019 to build tangible momentum

towards generating resources, collaboration, and necessary necessary momentum to end youth homelessness:

1) Support youth voice and increase engagement in the YAS; **2)** Support CoC in incorporating youth best

practices into the January 2019 Point-in-Time count; **3)** Solicit safe, anonymous feedback from youth

currently receiving services; **4)** Engage existing non-youth shelter providers around youth-specific

policies/practice; **5)** Collaborate on a youth project submission to CoC NOFA & 2018 YHDP NOFA; **6)**

Develop data sharing agreements between providers and systems (schools, HSN, DCF, EF); **7)** Invite cross-

sector stakeholders to participate in YHWG; **8)** Map out strategy for filling gaps to Central Florida's system

of care for unaccompanied youth.

In addition to these youth specific goals, the CoC has also implemented overall system-wide

strategies to prevent and end homelessness including: Housing First in connection to PSH and RRH; use of

the CES to target resources to households and individual based on vulnerability; low/no barrier housing and

shelter; evidence-based best practice trainings including motivational interviewing, peer mentoring and

trauma-informed care; increased access to mainstream services, employment and job training; development

of a landlord support team that recruits landlords to participate in CoC-funded and coordinated PSH and

RRH projects.

2. **CoC Stakeholder Collaboration.** Demonstrated in the Chart submitted.

3. **Our Coordinated Entry Process incorporates youth.**

3a. Access Points: The CoC's access points are currently designed for all persons presenting for assistance, but are designed specifically to help enhance youth access. Access Points, HUBs and 2-1-1 calls are all points of entry into the CES easily accessible to youth. HUBs are service points where persons experiencing housing instability meet face to face with a CES volunteer or staff person who will engage in a conversation about how to end their housing crisis as quickly as possible, complete the CES intake, and offer appropriate community resources as needed. One HUB is specifically located at a youth friendly and highly frequented service site to enhance access for youth. The CoC is exploring opening new CES HUBs at homeless youth hot spots frequented by youth experiencing homelessness.

3b. Factors Used to Prioritize Youth: In August 2016 the CoC adopted the Youth SPDAT as the regional common assessment tool to increase CES's incorporation of youth-centered processes. In March 2018, the CoC initiated a youth-specific by-name registry, separating youth from the other registries. Youth are prioritized for services based on the duration of homelessness; vulnerability to victimization including physical assault, trafficking or sex work; significant health or behavioral health challenges or functional impairments which require a substantial level of support in order to maintain housing; high utilization of crisis or emergency services, including emergency rooms, jails, and psychiatric facilities to meet basic needs; being unsheltered, gender idenity and sexual orientation, vulnerability to illness or death, and risk of continued homelessness. The CES prioritizes clients (unaccompanied youth, families, and individuals) in weekly Registry Meetings.

3c. CoC and ESG funded resources available to youth through CES: Chronically homeless youth are eligible for all projects for chronically homeless households, including but not limited to the CoC funded PSH projects. Homeless youth are eligible for participation in CoC funded RRH projects, youth-centric provider, Zebra Coalition provides supportive services. Parenting youth are eligible for participation in all CoC and ESG funded family RRH projects (PSH if chronic) as well as ESG emergency shelters.

3d. Other youth homelessness and at-risk providers/stakeholders integrated in CES: Youth providers including LGBTQ+ providers, youth only ES, youth only transitional housing, youth targeted street outreach, youth drop-in centers, the child welfare agency (Embrace Families), schools and universities all participate in the CoC's "no-wrong-door" approach to CES, and provide HMIS entry, assessments and immediate housing crisis mediation. Youth who are HIV+ are eligible for all HOPWA and Ryan White services provided in the CoC region. In addition, the CoC has a new HOPWA grant that targets HIV+ homeless persons who are not yet chronic but are still in need of permanent supportive housing. Youth under the age of 25 are eligible and assertively identified for this new project.

4. CoC working with institutions to ensure proper discharge. CoC is working with institutions to ensure they comply with Florida Office on Homelessness policies and procedures for discharging or transferring persons who are homeless from state support and state regulated entities (Statute 420.622 (g)).

Child welfare/Foster care: The PCWA, Embrace Families (EF) is an active member of the CoC. Without ceasing to promote reunification or adoption, transition planning for children in foster care begins at age 16. Youth engage in planning for a successful transition with their team through EF, the child welfare lead agency. The team engages in frequent housing, education and career planning meetings. The efforts of these youth-driven meetings are reported to the judge overseeing the youth's case. If housing remains unclear as a youth moves closer to their 18th birthday, EF engages their Housing Specialist to pursue, based on the youth's unique needs, transitional housing for young adults who turned 18 while in foster care, licensed group homes, or private sector housing with partner landlords.

Justice: Similar discharge process elements run throughout our 3 county system. In Orange County, residentially committed youth participate in monthly treatment team meetings, including release planning. In the 60 days before release, the youth, program staff and Juvenile Probation Officers hold a transition conference to discuss release needs. If the individual is 18+, will be on supervision and is homeless, the justice system staff assist with placement with a family member or responsible adult. When that is not

possible, the Dept. of Juvenile Justice (DJJ) contracts for transitional living with Daniel Memorial in Jacksonville to place youth up to age 21. If no other options can be identified, the homeless system steps with referral to Salvation Army or Covenant House. Youth released from the Juvenile Assessment Center are always released to a responsible adult. DJJ's Probation Office works with known homeless youth to assist with placement, which may include shelter while meeting each youth's specific needs. Chief Judge Lauten is actively engaged in the CoC's efforts to end homelessness and assists with system and structural changes needed to improve outcomes.

Mental/physical health institutions: CoC providers recognize that the current discharge strategy for health institutions, emphasizing release to responsible adults and other sources of appropriate care, but also including referrals to local youth and adult shelters and street outreach teams, is inadequate. To that end the CoC Shelter Committee, including youth specific shelter, took the lead to gather health system administrators from Advent Health, Orlando Health, Central Florida Behavioral and Aspire Health Partners towards the goal of creating community-wide standards of practice regarding discharge of persons who are experiencing a housing crisis. CoC goals for the planning process include identifying the number of youth being referred to shelter and comparing with the number of youth showing up at youth and adult shelters as a result of those referrals. The Youth Action Society will identify other goals for and during the process. In addition, CoC representatives will continue to participate in the community's performance driven Post-Acute Care Steering Committee--which works to drive down readmissions.

5. Role of PCWAs in serving under 18 and youth over 18 with prior child welfare involvement. The Florida Department of Children and Families (DCF) contracts with nonprofit agencies around the state to manage child welfare in specific regions. This community-based model lends itself to localized decision making and development of resources that maximize outcomes for children and families involved with child welfare. In Central Florida, the system of care is managed by Embrace Families (EF), responsible for meeting the needs of any child who has been adjudicated dependent (i.e., removed from their homes due to

abuse, neglect or abandonment) or is determined to be at-risk of formal placement, including those who may also be homeless. EF intersects with homelessness services in several ways. First, the agency runs one of the area's largest rapid re-housing programs for families, accepting referrals through the CES, referred from both the foster care system and the community at-large. Second, the agency offers diversion services for families with children deemed to be high-risk, which frequently includes securing sustainable housing. Third, if a child must enter foster care and homelessness is an outstanding issue on the case, dependency case managers will support parents in obtaining stable housing in anticipation of reunification. While in foster care, children may be placed by EF with a relative, in a licensed foster home or in residential group home while family reunification is explored. EF secures placement for these children, even if they run away from the system and return. For those youth who have turned 18 while in care and become homeless, EF provides supports including Extended Foster Care (at the youth's choice) or through aftercare supports, i.e. with the Housing Specialist. EF also oversees diversion case management, providing supports for families in order to prevent the necessity of formal foster care placement.

Youth Collaboration

1. Mission and Vision of the YAS. The mission of the YAS (aka Youth Action Board) is to "Build a stronger and safer community by working with providers to address how our cities can fit the needs of homeless youth." YAS' vision is that every youth experiencing housing instability should have the opportunity to access the appropriate and unique resources needed in order to successfully prevent and/or transition out of homelessness.

2. Structure and Work of the YAS:

2a. The Youth Action Board was founded on November 2, 2016. YAB members created the blueprint for the organization including the group's mission, vision and values. In 2018, the YAB reorganized to become the Youth Action Society of Central Florida. Youth members designed a new structure and

documents to guide the future work of the YAS including Rules and Regulations, Expectations of Members, Member Application, Termination Policy and Photo Release.

2b. The YAS currently has 15 members.

2c. The YAS has met 28 times over the past 12 months, and has a regular monthly meeting.

2d. YAS Member Recruitment. Provider organizations and advocates associated with the CoC Youth Homelessness Work Group (YHWG) were asked to suggest participants for the original YAB. Additionally, youth focus groups and PIT counts have been used to cultivate interest in YAS. Additional strategies for recruiting new members include engaging university partners, word of mouth, and member-created marketing materials.

2e. The Decision Making Structure. The YAS has an elected Chair and two co-Chairs. Decisions are made by consensus of the membership present at the meetings. The YAS is discussing transitioning to a decentralized leadership structure, consisting of the following coordination teams: CoC Work Group Team, Community Outreach Team, Recruitment and Retention Team, Business and FinanceTeam, and Communication Team. These youth-led coordination teams work independently and as necessary bring recommendations to the full YAS to be voted on by the membership.

2f. YAS members are also CoC members and have full membership rights in the CoC. YAS has had representation at each YHWG meeting over the past year. YAS members were included as enumerators in the PIT Count. YAS members have regularly attended monthly CoC member meetings. Four YAS members have been engaged in work beyond youth homelessness through employment and leadership development with CoC partner agencies. YAS members will be included in project evaluation and project selection in the 2019 NOFA.

3. Youth are Incentivized to Participate in the YAS. The CoC recently received a funding commitment from the CFCH to provide YAS members a stipend for time and travel associated with participation. Additionally, partner organizations have engaged members in paid internships through

CareerSource and Public Allies. As a result of their involvement in YAS, four YAS members recently began employment with the CoC Lead Agency, Catholic Foundation, Winter Park Day Nursery and Embrace Families. CoC is sending two YAS members to the upcoming Point Source Youth Conference.

4. Biggest challenges to integrating youth voice. Members of the YAS have expressed that their main challenges to feeling heard on issues of homelessness are embarrassment, a sense of pride, not knowing whom to talk to, not knowing how to be a self-advocate, not having enough input in the system, and not being listened to. Their participation in the YAS is a way to have a collective voice that provides direct feedback to community partners serving homeless youth. The CoC has scheduled a training for board members with lived experience serving on agency and community boards. The training will educate board members on governance practices and empower them to speak their truth with confidence.

5. Challenges/Barriers to sustaining YAS. A sub-committee of the CoC Youth Homelessness Work Group met with the YAS to discuss how best to fully integrate the YAS into the CoC's decision making structure and to discuss any barriers to participation. The youth stated that challenges to sustained participation include a lack of stability in their personal life, self-motivation, time and transportation, family issues, accountability and peer conflict. YAS members also shared that they feel frustrated when they don't see instant results and changes, which can be a challenge when working on system change efforts.

Data and Evaluation Capacity

1. Percentage homeless beds (excluding DV) participating in HMIS. HIC Submission 2019 = 3,317 HMIS Beds (69.1%) of 4,799 total; ES = 1,034 HMIS Beds (75.5%) of 1,369 total; TH = 358 HMIS Beds (54%) of 662 total; RRH = 836 HMIS Beds (100%) of 836 total; PSH = 687 (44.9%) of 1,530 total.

2. Percentage of all youth beds (excluding DV) in HMIS. 109 youth-dedicated beds in CoC FL-507 (28 ES beds, 57 TH beds, 40 RRH beds, 24 PSH beds) and 100% are in HMIS.

3. CoC recruits homeless projects to HMIS for youth-dedicated projects. The Youth Homelessness Work Group has conducted outreach to ensure all youth dedicated projects are engaged and understand the benefits of using HMIS. 100% of dedicated youth providers are actively engaged and participating in HMIS. Many funders encourage or mandate the use of HMIS.

4. CoC supports the transition of new homeless projects to HMIS. CoC HMIS advisory committee supports agencies using HMIS. User subscriptions are subsidized and structured to promote full participation. Based on the number served, agencies receive up to 3 licenses at no cost. Training and support is all inclusive as part of the HMIS license package. HMIS training curriculum includes: general HMIS training, project specific training, CES, Reports, DQ and project performance support, (technical) training site with documentation on workflows. Agencies transitioning into HMIS receive technical support. Help Desk. Agency support specialists are customer service focused. In the past year, there were over 200 trainings provided. The CoC provided technical support for over 764 tickets with a 99% satisfaction rate.

5. All HUD data reporting requirements. Our CoC successfully met all reporting requirements in the past 12 months with accurate and timely submission of PIT/HIC/AHAR-LSA/SPM.

6. AHAR table shells. HUD is transitioning from the AHAR to the new Longitudinal System Analysis (LSA). CoC has met all the interim steps required for the LSA and submitted the last required AHAR by the established deadline. All 12 table shells were accepted.

7. Gathering youth data from other sources. The CoC gathers youth data from multiple sources: **Education data:** Parents complete surveys to identify housing status including shelter, shared housing, hotel, place not meant for human habitation, race, age, gender. Information is stored (and retrieved) through the Student Management System; **Employment data:** Data, stored in the Bureau of Labor Market Statistics, includes population demographics as well as labor market and economic data such as employment and wages projections and unemployment claims data. **Department of Children and Family:** Data related to youth

applying for benefits & child abuse investigation (housing situation, demographics, #of cases, etc) is stored initially in a system called ACCESS.

8. Performance measures implemented throughout all homelessness assistance programs. The CoC has implemented the use of HUD system performance measures (SPM) in all of its homeless assistance programs: **1)** Length of time persons remain homeless; **2)** Extent to which persons who exit homelessness to permanent housing destinations return to homelessness; **3)** Number of homeless persons; **4)** Jobs and income growth for homeless persons in CoC Program-funded projects; **5)** Number of persons who become homeless for the first time; **6)** Successful housing placement. One aggregate level SPM is shared every month at the CoC membership meeting. SPMs are also discussed at CoC Board meetings and made available on the CoC website. The following details the target data points: Data Quality Element (UDE & Program specific) are captured from the HMIS CoC APR on ES, SO, RRH & PSH with a benchmark less than 5% error rate. Increases in income is captured from the HMIS CoC APR on RRH and PSH Funded Projects. Exits to permanent housing are captured with the HMIS CoC APR on SO, ES, TH, PSH and RRH. Both RRH and PSH have an 85%+ goal. Retention of permanent housing is captured by the HMIS CoC APR and SPM for PSH with an 85%+ goal. Length from project start date to move in is captured by the HMIS CoC APR on PSH and RRH with and goal of less than 30 days. Returns to homelessness are captured using the HMIS CoC APR and SPM report on ES, SO, RRH and PSH with benchmarks varying by project type. RRH and PSH have a 5% maximum benchmark/goal.

Local evaluation/monitoring process. At the project level, CoC and project-specific workgroups set data quality and project performance benchmarks. Performance metrics are incorporated into funding contracts, including a minimum threshold for applicable data point/performance metrics, which will impact ranking for CoC funds. The CoC provides training to help providers understand and monitor performance.

Describe how the CoC monitors the performance of its youth providers. The CoC has implemented continuous monitoring including monthly review of service delivery based on HMIS data,

project performance driven by the HUD Annual Progress Report (APR), review of program and financial data and periodic on-site visits. Desk monitoring occurs on a monthly basis; on-site monitoring occurs annually. Customer satisfaction surveys are also used. To date no youth have completed a survey, so the Youth Actions Society (YAS) will explore how the survey itself or process needs to be improved for youth participation. The CoC provides feedback through written reports; trends in monitoring concerns inform future training opportunities. CoC staff meets with providers who have questions or request additional technical assistance. Technical assistance is given to those with identified areas for improvement.

How youth are involved in monitoring projects. CoC is engaging the YAS in the evaluation of new and renewal projects in the 2019 CoC NOFA competition. Client satisfaction surveys have been utilized to review RRH projects.

9. **Using data to develop a strategy.** The CoC has used quantitative and qualitative data from HMIS, focus groups, YAS feedback and provider input to inform our youth strategy, and publish research from other RRH providers. HMIS data suggests that X% of youth referred into our system are eligible for PSH, most of who have significant homeless chronicity and a documented disability. Data about the over representation of LGBTQ youth led to intensive engagement with LGBTQ service providers, and extensive cultural competency training opportunities for youth and adult service providers. One Orlando Alliance is galvanizing the LGBTQ community to explore housing options for youth experiencing housing crisis due to family rejection. Data also drove intentional engagement of juvenile justice, childcare/early education, and job training partners. For example, Valencia College offers scholarships to homeless students engaged in certification programs connected to higher wage jobs and 4-C child care provider use CES to prioritize children of homeless parenting youth. Data around housing affordability and supply is driving strategies around shared housing and a pilot Host Home project to be initiated in August 2019.

10. **How youth are brought into improvement. 1)** Youth were involved in planning for the youth specific and annual PIT Counts to more effectively understand the makeup and needs of youth homelessness

in our community; **2)** Youth have provided feedback on their experiences both positive and negative with the homeless response system including coordination entry which informs service design, policy and practice changes; **3)** A former homeless and parenting youth serves on the CoC Board and informs conversation about resource allocation and the gaps for youth, to improve overall quality of the system for youth. In the future, the CoC hopes utilized the YAS in further evaluation of coordinated entry and front end of the system continuum. CoC would like to compensate youth with lived experience participating in annual monitoring of youth providers.

11. CoC's proposed demonstration outcome measures and defined success. 1) Success is the ___ % reduction in the number of youth experiencing homelessness by the end of YHDP grant cycle. HUD's performance measures will be used as the baseline for outcome measures, and will be expand to include youth-specific measures of success. **2)** Also, system flow will be addressed as youth identified and referred to the CES would be placed in permanent housing in an average of 30 days within 18 months of project implementation; 85% of youth placed into permanent housing would remain permanently housed for 2 years. **3)** Additional outcome measures include: elevation of youth voice in decision making; enhanced cross system partnerships; accessing and addressing disparities; increased social-emotional well-being; increase in permanent social network; increased education level, employment, and income; diversion from institutions and decriminalization of youth actions that stem from being trafficked. The CoC may add additional performance measures based on strategies identified during the planning process.

CoC FL-507 YHDP Team

The YHDP Team includes the staff of the Lead Agency, interns that will be hired under the grant (paid members of the Youth Action Society, who are youth with lived experience of homelessness), along with volunteers from the Youth Homelessness Work Group. The volunteers will support the staff and interns in the planning and implementation of the coordinated community approach to prevent and end homelessness. The volunteers will assist the Lead Agency as requested in matters relating to the collection, assembly and review of information during the planning process that will be submitted for review and action to the Youth Homelessness Work Group, the Youth Action Society, and the other related CoC committees as described in the Leadership Capacity section of the Exhibit narrative.

Name	Affiliation	Title	YHDP Role
Dr. Leonard Bass, PhD	Valencia College	Campus Dean	Liaise with college and university systems across Central Florida
Helaine Blum, Esq	Pathlight Home	President/CEO	Expertise for site-based project development
Reginald Collins	Youth Action Society (YAB)	Member	Key input and approval of coordinated community plan and all new project applications
Angela Davies	Community Resource Network	Provider Program Director	Resource for faith-based community collaboration
Todd Dixon	Aspire Health Partners	Dir. of Gov. & Community Relations	Resource for mental health and substance use capacity & gaps

Carole Finley Mason	Wayne Densch Housing	Executive Director	Expertise on permanent supportive housing for youth
George Garcia	Youth Action Society (YAB)	Member	Key input and approval of coordinated community plan and all new project applications
Joel Gray	Osceola County Corrections	Program Specialist	Resource for participation & collaboration with corrections
Alexia Guevara	Youth Acton Society (YAB)	Member	Key input and approval of coordinated community plan and all new project applications
Jeffrey Havey, Esq	Community Legal Services	Chief Program Officer	Resource for legal matters
Rebecca Leininger	Embrace Families	Dir. of Business & Resource Development	Resource regarding child welfare populations & strategies for program development & planning
Jason Lietz	CareerSource Central Florida	Youth Services Manager	Resource for employment opportunities for homeless youth
Felipe Sousa Matos Rodriguez	City of Orlando	Inclusion, Diversity & Equity Senior Specialist	Provides expertise regarding inclusion & racial/gender equity
Tina Morgan	Florida Dep. of Children and Families	Circuit 9 Community Development Administrator	Liaison for the local PCWA & assistance with identifying gaps & opportunities with public systems

Karma Nelson	Youth Action Society (YAB)	Member	Key input and approval of coordinated community plan and all new project applications
Jasmine Persaud	Youth Action Society (YAB)	Member	Key input and approval of coordinated community plan and all new project applications
Lisa Portelli	City of Orlando	Senior Special Assitant to the Mayor on Homelessness	Liaise with & identify opportunities for direct partnership with city/county jurisdictions
Brian Postlewait	Homeless Services Network	Deputy Director	Primary facilitator of CoC related improvement
Kassandra Rivera	Youth Action Society (YAB)	Member	Key input and approval of coordinated community plan and all new project applications
Gabriell Rush	Youth Action Society (YAB)	Member	Key input and approval of coordinated community plan and all new project applications
Maria Shorkey	Covenant House Florida	Chief Operating Officers-Orlando	Resource regarding the overall needs and services for homeless youth
Joy Siater	Youth Action Society (YAB)	Member	Key input and approval of coordinated community plan and

			all new project applications
Alex Smith	Youth Action Society (YAB)	Member	Key input and approval of coordinated community plan and all new project applications
Gretchelle Soto	Youth Action Society (YAB)	Member	Key input and approval of coordinated community plan and all new project applications
Kevin Vando	Youth Action Society (YAB)	Member	Key input and approval of coordinated community plan and all new project applications
Heather Weilke	Zebra Coalition	Executive Director	Expertise on LGBTQ+ youth experiencing homelessness
Dewey Wooden	Orange Blossom Health (FQHC)	Dir. of Behavioral Health	Resource for Outreach & health care services for homeless youth
Donna Wyche	Orange County Government	Manager of Mental Health & Homelessness Issues	Resource for Orange County programs

CoC Youth Work Group

Tuesday, May 14, 2019 at 1pm at HSN

- Introductions: Angela D, Leonard B, Kristy L, Lisa P, Brian P, Rebecca, L, Kerri F, Camille L, Todd C, Erica A,
- Updates from YAS: N/A
    - Camille went over notes from the youth feedback meetings for the YHDP.
- YHDP
    - Brian went over the stakeholder chart, resource capacity, YHDP team, System map and all appendix have been approved
    - Went through narrative, section by section, and work group made a few edits to typos and additions that should be added. Work group gave final approval for Brian P to make final edits and changes and then submit today.
- Future Meeting/Invites
    - Tuesday 6/11/2019 at 1pm

CoC FL-507
Youth Services
SYSTEM MAP
CENTRAL FLORIDA

PREVENTION
YAS involvement

family counseling
childcare
mentorship
effective transition planning
early intervention
education
job training
internships/work experience
connections to training program
access to community resources

YAS

Nothing about us, without us.

Youth Action Society provides the youth voice for continuous insight, guidance, an input to address issues, improvements and opportunities.

YOUTH EXPERIENCING A HOUSING A CRISIS
YAS involvement

Entry Points & Referral Sources
foster care
street outreach
crisis shelter
LGTBQAAP partners
SOAR (disability applications)
psychiatric facility
detention center
drop-in center
referrals
other

Youth are referred or self-initiate contact with partners in the entry system

Continuous prevention efforts to maximize opportunities for housing stability

ASSESSMENT/ COORDINATED ENTRY SYSTEM
YAS involvement

Aspirational youth-centric HUB(s) to be another access point

During engagement, providers work with youth to develop plans, provide access to services, and make referrals to assistance programs

Re-engagement if youth disconnects from housing or services

Needs are continually assessed and assistance provided when youth face new challenges on their way to self-sufficiency and safe and stable housing.

SAFE & STABLE HOUSING
YAS involvement

SERVICES
YAS involvement

life skills and basic needs
case management
substance abuse
education/tutoring/training
motivational interviewing
follow along

Housing First
family reunification
permanent housing
transitional housing
permanent supportive housing
rapid re-housing

host homes(shared housing)
sub-populations group homes
affordable housing
congregrate living

OPPORTUNITIES & ASPIRATIONS

employment
trauma-informed care
positive youth development
mental/physical health
transportation
mentoring/ peer mentoring

Areas that have been identified where limited, insufficient or no assistance currently exist. These areas are critical to enhancing the region's ability to address key homeless issues and setting youth up for the greatest chance for success.