

San Francisco
Youth Homelessness Demonstration
Program (YHDP)

Notice of Funding Availability

Reissued: 2/14/2018

SUBMISSION DEADLINE:

Date Issued: 01/12/18
Proposal Deadline: 03/02/18 at 3 PM PST**
(**Deadline revised)
Submit Proposals by email to: Alison.Schlageter@sfgov.org
*No late submissions will be considered

If you have any questions, please contact the NOFA Coordinator:

Ali Schlageter
415.557.6451
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This NOFA document is available electronically on HSH's website
at <http://hsh.sfgov.org/overview/funding-opportunities/>

BACKGROUND

San Francisco has long been a destination for and home to young people seeking community support and stability. Too many young people, however, become homeless or marginally housed, and fail to make successful transitions to adulthood and independence.

San Francisco has devoted significant local resources to providing housing and services to unaccompanied youth experiencing homelessness, and progress is being made, as demonstrated by the recent reduction in the youth Point-In-Time (PIT) count number. Despite those efforts and successes, a significant population of youth continues to be at-risk of or experiencing homelessness. The needs of homeless and unstably housed youth are diverse and complex; we must be able to wrap housing, healthcare, employment, education, and other supportive services fully around every youth in need and support them in reaching self-sufficiency, stability, and empowerment.

In January 2017, San Francisco was awarded a transformative demonstration grant by the U.S. Department of Housing and Urban Development (HUD) called the Youth Homelessness Demonstration Program (YHDP), a multiyear effort that will help our community build a system intended to end youth homelessness. As part of this effort, San Francisco joins nine other communities across the country in creating a local coordinated community response to prevent and end homelessness for unaccompanied youth by 2020.¹ This work so far has resulted in the development of the Coordinated Community Plan to Prevent and End Youth Homelessness, which provides a roadmap for achieving the goals set by HUD, United States Interagency Council on Homelessness (USICH), HSH and its community partners.

During the community planning process, a number of innovative projects were identified as priorities for funding. These projects would build upon the success of existing and piloted San Francisco innovations, and incorporate best practices from other communities, as well as target identified gaps in San Francisco's system of care. Implementation of these projects would support the community's system-wide goals for achieving USICH's core outcomes and would be targeted toward the specific needs of San Francisco's homeless youth and the envisioned system of care. Some of these prioritized program models are in the early stages of development²; others will be further developed through this request for proposals and selection process, in which providers and partners will propose specific, innovative projects for YHDP funding.

¹ <https://www.hudexchange.info/news/youth-homelessness-demonstration-program-community-selection-announcement/>

YHDP SHARED VISION

With shared responsibility in San Francisco, our vision is a city where no youth experience homelessness. To that end we will prevent and end youth homelessness using a coordinated community response that offers low-barrier, flexible housing models and uniquely tailored services ensuring that homelessness is rare, brief, and one-time, while empowering youth to define and achieve their own self-sufficiency through immediate and equal access to the continuum of resources, support, and care.

NOTICE OF FUNDING AVAILABILITY DESCRIPTION

The City and County of San Francisco, Department of Homelessness and Supportive Housing, is seeking proposals from nonprofit service providers and governmental agencies to implement projects to serve unaccompanied homeless youth, age 24 and younger in support of San Francisco's Coordinated Community Plan to Prevent and End Youth Homelessness and the HSH Strategic Framework, under the Youth Homelessness Demonstration Program (YHDP), funded by United States Department of Housing and Urban Development's (HUD).

HSH is seeking applicants from eligible organizations to implement three (3) different project types approved by local YHDP leadership to address a critical resource need to address youth homelessness in San Francisco.

1. Host Home housing model for unaccompanied youth aged 18-24, currently not receiving foster case subsidies, with case management and moving support
2. Low-barrier supportive Permanent Supportive Housing specifically targeting vulnerable populations aged 18-24, including LGBTQ youth, youth of color, and pregnant and parenting youth.
3. Low-barrier supportive Rapid Re-Housing specifically targeting vulnerable populations aged 18-24, including LGBTQ youth, youth of color, and pregnant and parenting youth.

Planning and implementation of Coordinated Entry for unaccompanied youth under the age of 25 is also being funded through YHDP funds, and will be applied for by HSH in their role as Coordinated Entry and ONE System manager, as described in the San Francisco Coordinated Entry Policies and Procedures. Services providers are encouraged to apply to be assessment sites for Coordinated Entry, through RFQ #110, "Providers to Administer San Francisco Coordinated Entry and Related Services".

An applicant may apply in partnership with one or more other organizations. Joint applications should submit an MOU reflecting the role of project partners, and specify funding for each organization in the detailed budget. Collaboration is always encouraged.

All applicants should ensure that their proposed project(s):

1. incorporate innovative and creative models and strategies;
2. further the goals and objectives of the community plan;
3. contain strategies for measuring effectiveness;
4. actively incorporate youth voice; and
5. are responsive to wider community priorities for integrated care.

See Appendix A for detailed information for each project category

If selected, each project would be awarded for a minimum of two (2) years with the potential for future annual renewal through the HUD Continuum of Care Program competition.

The San Francisco YHDP project applicant(s) will be required to fulfill the following:

1. Submit an innovative project application to HUD via e-snaps, that achieves the goals and objectives defined by the Coordinated Community Plan and approved by the YHDP Lead, Youth Policy and Advisory Committee, and review and rank panel.
2. Comply with program requirements as per the San Francisco Continuum of Care Policies and Procedures, HUD Continuum of Care Program Interim Rule, FY2016 YHDP NOFA and any HUD-approved waivers. All projects must agree to participate in San Francisco Coordinated Entry.
3. Comply with all HUD Continuum of Care and YHDP program reporting and evaluation requirements.

Project-Type Funding Available-*Amount may be adjusted to maximize project budgets

- Planning and Implementation of Coordinated Entry - \$275,000 annually (applied for by HSH)
- Host Home Model - \$350,000 annually (staff and moving costs)
- Low-Barrier Permanent Supportive Housing, including Housing Specifically Targeting Vulnerable Populations - \$200,000- \$500,000 annually (staff, moving costs, rental subsidies, and leasing costs)
- Low-Barrier Rapid Re-Housing, including Housing Specifically Targeting Vulnerable Populations - \$200,000 - \$500,000 annually (staff, moving costs, rental subsidies)

1. PROPOSAL REQUIREMENTS

The proposal must address the following in no more than 15 pages (single-spaced, ragged right margin, serif font, 1" margins):

- A. Cover Page.** Including organization name, date of submission, and point of contact. (Not included in 15-page limit)
- B. Table of Contents.** (not included in 15-page limit)
- C. Interest.** Describe the special needs and challenges presented by homelessness for unaccompanied youth, and explain why your organization is interested in and committed to serving this population. Interest should link the project activities to the mission and vision of the applicant organization and should include how the applicant will ensure that the project is consistent with the vision, goals, and objectives of the San Francisco Coordinated Community Plan to Prevent and End Youth Homelessness.
- D. Organizational Experience.** This section shall address:
- **History of Performance and Compliance.** Describe your organization's experience and past performance in providing housing, supportive services, and referral services, especially to unaccompanied youth experiencing homelessness. Include in this description your organizational infrastructure and administrative/ financial capacity to effectively utilize federal funds and deliver the services as proposed.
 - **Collaboration and Knowledge of Community Resources.** Demonstrate organizational collaboration with other providers or agencies in the San Francisco Bay Area, as well as knowledge of community partners and resources serving unaccompanied youth experiencing homelessness.
 - **Staff Qualifications and Experience.** Describe the experience of the person on staff who will provide staff supervision and management of project activities. Describe how skills and experience of existing staff will ensure success of the YHDP project, with a particular focus on how they will support youth choice and authentic youth engagement. Identify if existing staff will be assigned to this project or if staff will be recruited specifically for this project. Give a timeline for when staff will be available to implement project activities.
 - **Compliance with Fair Housing and Equal Access Requirements.** Demonstrate that the program is in compliance with applicable fair housing and civil rights requirements and provides equal access for program participants regardless of sexual orientation or gender identify, in compliance with federal law.
- E. Program Description.** This section shall address:
- **Program Design.** Establish the population to be served by this project, including a clear definition of eligibility for project applicants. Describe how the housing and supportive services that will be provided through the project, including the type, scale, and location of supportive services and the mode of transportation to those services. Explain how the program design will be made accessible and appropriate for unaccompanied youth

experiencing homelessness. Describe any linkages to other services or agencies that will support program implementation and service delivery.

- **Supportive Services.** Described the range of supportive services for youth, which may include, but are not limited to, independent living skills (such as managing a budget, preparing meals, and understanding tenant rights and responsibilities) and access to education and employment services, that will be included in the program design. Describe how, directly or through linkages, mental health and substance abuse services will be made available to clients.
- **Mainstream Resources.** Describe the project's plan to connect youth to mainstream resources, such as health, social, and employment programs for which they are eligible. This should include a description of how the project will screen for eligibility for mainstream resources, plans to coordinate with mainstream systems and resources to make referrals, and staff training on mainstream resources for youth.
- **Youth Involvement and Leadership.** Describe youth involvement in planning and designing the proposed project, as well as the organization's plan for active involvement and leadership among youth in the project's implementation, including employment opportunities and youth voice in the staff hiring process.
- **Populations of Focus.** Describe how the project will serve vulnerable and often overrepresented youth experiencing homelessness in San Francisco, including youth of color, lesbian, gay, bisexual, transgender, and questioning (LGBTQ) youth; pregnant and parenting youth; youth who have had involvement with juvenile justice and foster care systems; and victims of sexual trafficking and exploitation. This should include how considerations for populations of focus will be incorporated into the project's identification methods, infrastructure considerations, housing and/or service-delivery.
- **Cultural Competency.** Describe your organization's methods of ensuring cultural competence at all levels of the organization. Address experience serving with cultural sensitivity people who are racially, ethnically and religiously diverse; who speak languages other than English; who have a range of physical and mental disabilities; who are lesbian, gay, bisexual or transgender; and who are extremely low-income. Describe the diversity of your board and staff, your organization's non-discrimination policies, and how you ensure that your staff meets the needs of clients with sensitivity toward clients' varied cultural and life experiences.
- **Housing First Approach.** Describe how you will use a "Housing First approach" in which assistance is offered and referrals made, including access to intensive, youth-focused case management and services, without preconditions and barriers to entry such as treatment or service participation requirements.

F. Alignment with HUD Principles and Prioritized Elements of San Francisco's Coordinated Community Plan. Identify how this project will align with the HUD principles laid out in the

YHDP NOFA and with the shared vision, goals, objectives, and action steps of the San Francisco Coordinated Community Plan to End Youth Homelessness. HUD principles that should be addressed by the applicant in this section include:

1. **USICH Four Core Outcomes.** Program demonstrates a commitment to the principles of the USICH Youth Framework to End Youth Homelessness published in 2012 and to its four core outcomes:
 - **Stable housing** includes a safe and reliable place to call home;
 - **Permanent connections** includes ongoing attachments to families, communities, schools, and other positive social networks;
 - **Education/employment** includes high performance in and completion of educational and training activities, especially for younger youth, and starting and maintaining adequate and stable employment, particularly for older youth;
 - **Social-emotional well-being** includes the development of key competencies, attitudes, and behaviors that equip a young person to succeed across multiple domains of daily life, including school, work, relationships, and community.
2. **Permanent Connection and Family Engagement.** Program employs permanent connection and family engagement strategies and provides services designed to strengthen, stabilize, and/or reunify families. Potential services include family counseling, conflict resolution, parenting supports, relative or kinship caregiver resources, targeted substance abuse and mental health treatment, etc.
3. **Youth Choice.** Program promotes youth choice in terms of the kind of housing youth need and the extent and nature of supports and services they access, and promotes presenting alternative options for youth who avoid programs with barriers like sobriety or abstinence.
4. **Positive Youth Development and Trauma Informed Care.** Projects must incorporate Positive Youth Development (PYD) and Trauma Informed Care (TIC) models of housing and service delivery.
5. **Social and Community Integration.** Project promotes meaningful opportunities for community involvement, engagement and leadership for youth.

Applicants should also identify and discuss the prioritized innovative project elements established in the Coordinated Community Plan that will be incorporated into the project, as well as any innovative project elements not listed in the Coordinated Community Plan. [See Appendix B for Prioritized Elements for Housing Models and Appendix C for information on the Youth Coordinated Entry System from San Francisco's Coordinated Community Plan to Prevent and End Youth Homelessness].

G. Implementation Plan. This section shall address:

- **Timeline.** Include a timeline for project implementation including the hiring of staff, proposed project start date, project evaluation, and benchmarks for project outcomes. Proposed process measures can be included as well as outcome measurements. Note: HUD expects to make award decisions by September 30, 2018, and projects will likely start a few months after that.
- **HUD Timeliness Standards:** If this project is dependent on securing a facility, or is dependent on a construction timeline, please explain how the project will secure proof of site control, match, environmental review, and the documentation of financial feasibility within 12 months of the announcement of the award.
- **Access.** The plan should ensure that the project is incorporated into San Francisco's Coordinated Entry System. All applicants should ensure that the project or system is well advertised so that its availability is known to unaccompanied youth experiencing homelessness.
- **Staff Training.** Describe any training or staff development activities that would be conducted as part of this project, and how this training will ensure that staff are ready to meet the needs of unaccompanied youth experiencing homelessness.
- **Budget.** Provide a clear budget for the project that supports the housing, services, and staff proposed. Costs should be reasonable, justified, and competitive. The budget must demonstrate the project is cost effective, with costs not deviating substantially from the norm in that locale for the type of structure or kind of activity.
- **Match.** Describe the resources in support of this project, either from in-kind and/or external resources, which will cover the required 25% match.

e-snaps Project Application:

HUD requires that all applicants for YHDP funds submit an application through the web-based e-snaps system. **Selected projects will be required to enter their applications into e-snaps after the competitive proposal and selection process is complete.**

2. SUBMISSION REQUIREMENTS

Format: Please limit your written proposal to no more than fifteen (15) single spaced pages. Attachments are not counted towards page limit.

Deadline: Proposals should be received by February 21, 3:00 PT

Submission: Proposals MUST be submitted by email to Alison.Schlageter@sfgov.org. DO NOT submit proposals by mail, fax or hand delivery. The email subject for proposals should be clearly labeled with the name of the project being applied for. Address submissions to Alison Schlageter, Youth Program Manager of the San Francisco

Department of Homelessness and Supportive Housing.

3. EVALUATION PROCESS

The YHDP Rank and Review Committee and Youth Policy and Advisory Committee will evaluate proposals utilizing the YHDP Project Scoring Tool [*See Appendix D*].

All applicants will be informed via writing if their project was accepted or rejected as part of the San Francisco YHDP. All project applications are pending approval from HUD and may be amended per feedback from HUD.

If you have any questions, please contact Alison Schlageter at Alison.Schlageter@sfgov.org.

4. NOFA TIMELINE

January 12, 2018:	RFP Released
January 19:	Bidder's Conference (1pm at 170 Otis Street, San Francisco)
February 21:	Proposals due
September 30:	HUD deadline to commit all YHDP funds

Appendix A: Project Categories for Proposal

1) PLANNING AND IMPLEMENTATION OF COORDINATED ENTRY - COORDINATION

PROGRAM ELEMENTS	MEETING THE NEED	TARGET POPULATION	AGENCY	OUTCOMES	OPPORTUNITIES FOR INNOVATION	COST
<ul style="list-style-type: none"> • Coordinated Entry Staff (1.5) • Facilitation of Community Planning Process • Involvement of youth in the planning and implementation of CES (2 hired youth) 	<ul style="list-style-type: none"> • Implementing CES will allow us to identify all youth experiencing homelessness and housing instability. This is an essential step for us to resource accurately and meet our vision to end youth homelessness in San Francisco. CES will streamline our ability to link youth to the services and housing that they need. CES will also contribute data to our overall picture of youth homelessness and the reductions that we are able to make over time. 	<ul style="list-style-type: none"> • To serve all youth experiencing homelessness or at risk of homelessness under the age of 25 	<ul style="list-style-type: none"> • To be determined by the RFP process, and will be a non-profit provider or government agency with capacity and experience to collect data and operate intake, assessment, and referral processes. 	<ul style="list-style-type: none"> • Identification and assessment of 100% of youth experiencing homelessness and housing instability and linkage to a housing solution. 	<ul style="list-style-type: none"> • San Francisco currently does not have a CES for youth. This project will allow us to create and implement a system that will identify, assess, and streamline housing solution interventions in an effective and innovative way while incorporating the youth voice throughout the process. 	<p>\$275,000 annually HSH Staff</p>

2) HOST HOME MODEL - HOUSING

PROGRAM ELEMENTS	MEETING THE NEED	TARGET POPULATION	AGENCY	OUTCOMES	OPPORTUNITIES FOR INNOVATION	COST
<ul style="list-style-type: none"> • Connecting youth experiencing homelessness to safe and stable housing in the community • Assistance available for between 3 and 24 months • Linking community members with available residential space to youth who need housing • Case management • Moving support 	<ul style="list-style-type: none"> • Host homes will provide a new housing intervention to help house the approximately 1,300 youth experiencing homelessness in San Francisco, utilizing existing housing stock and community integration to house more of our City's youth. This intervention provides a non-institutional, community-based housing option for youth and will increase our very limited supply of housing for pregnant and parenting youth. 	<ul style="list-style-type: none"> • Youth experiencing homelessness age 18-24 • Prioritization for most vulnerable youth (ex: LGBTQ, CSEC, African American, Latinx, parenting TAY, justice-and former foster-involved youth) 	<ul style="list-style-type: none"> • To be determined by the RFP process, and will be a non-profit with experience providing case management, moving support, and with a demonstrated capacity for community collaboration and connections 	<ul style="list-style-type: none"> • 90% of participants remain stably housed during the program • 85% of program participants exit to permanent housing destinations 	<ul style="list-style-type: none"> • The Host Home model for non-foster care youth will be a new housing intervention in San Francisco. This intervention will allow our system to work in new and creative ways, with local residents helping to strengthen our partnership with the community and achieve our goal of preventing and ending youth homelessness. The Host Home model will also be built upon youth engagement 	<p>\$350,000 annually Staff Moving Costs</p>

					<p>and youth-driven choice, and due to its flexible design can be prioritized for additional vulnerable youth populations over time.</p>	
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3) LOW-BARRIER PERMANENT SUPPORTIVE HOUSING, INCLUDING HOUSING TARGETING VULNERABLE POPULATIONS - HOUSING

PROGRAM ELEMENTS	MEETING THE NEED	TARGET POPULATION	AGENCY	OUTCOMES	OPPORTUNITIES FOR INNOVATION	COST
<ul style="list-style-type: none"> • Immediate access to safe and stable housing • Single site or scattered site housing placement • Long-term rental subsidies (no time limit) • Long-term supportive housing units (no time limit) • Case management • Mental health and substance abuse support • Moving support 	<ul style="list-style-type: none"> • Low-barrier housing models will provide critical housing interventions to help house the approximately 1,300 youth experiencing homelessness in San Francisco. This intervention will be targeted to youth with the highest vulnerability and service needs and will increase our very limited supply of housing for pregnant and parenting youth. 	<ul style="list-style-type: none"> • Youth experiencing homelessness • Prioritization for most vulnerable youth (ex: LGBTQ, CSEC, African American, Latinx, parenting TAY, justice- and foster-involved youth) 	<ul style="list-style-type: none"> • To be determined by the RFP process, and will be a non-profit with experience administering supportive housing, particularly for vulnerable youth 	<ul style="list-style-type: none"> • 90% of participants remain stably housed or exit to other independent permanent housing 	<ul style="list-style-type: none"> • This funding will be used to create new housing opportunities that eliminate the barriers to housing that currently exist and to implement new and creative service models that are targeted and specialized for the identified subpopulations of focus. 	<p>\$200,000 - \$500,000 annually</p> <p>Staff Moving Costs Rental Subsidies Leasing Costs</p>

4) LOW-BARRIER RAPID RE-HOUSING, INCLUDING HOUSING TARGETING VULNERABLE POPULATIONS - HOUSING

PROGRAM ELEMENTS	MEETING THE NEED	TARGET POPULATION	AGENCY	OUTCOMES	OPPORTUNITIES FOR INNOVATION	COST
<ul style="list-style-type: none"> • Immediate access to safe and stable housing • Single site or scattered site housing placement • Long-term rental subsidies (up to 24 months) • Short-term flexible funding for housing solutions (one time or 3-24 months) • Case management • Mental health and substance abuse support • Moving support 	<ul style="list-style-type: none"> • Low-barrier housing models will provide critical housing interventions to help house the approximately 1,300 youth experiencing homelessness in San Francisco. This intervention will be targeted to youth with the highest vulnerability and service needs and will increase our very limited supply of housing for pregnant and parenting youth. 	<ul style="list-style-type: none"> • Youth experiencing homelessness • Prioritization for most vulnerable youth (ex: LGBTQ, CSEC, African American, Latinx, parenting TAY, justice- and foster-involved youth) 	<ul style="list-style-type: none"> • To be determined by the RFP process, and will be a non-profit with experience administering supportive housing, particularly for vulnerable youth 	<ul style="list-style-type: none"> • 90% of participants remain stably housed or exit to other independent permanent housing 	<ul style="list-style-type: none"> • This funding will be used to create new housing opportunities that eliminate the barriers to housing that currently exist and to implement new and creative service models that are targeted and specialized for the identified subpopulation s of focus. 	<p>\$200,000 - \$500,000 annually</p> <p>Staff Moving Costs Rental Subsidies</p>

Appendix B: Prioritized Elements for Housing Models

- Shared housing models: Inclusion of pilot programs for roommate matching, host homes, lead roommate model, and peer-led supportive housing that incorporate youth choice that respond to Bay Area housing market constraints
- Serving the most vulnerable youth: Prioritized, low-barrier entry for the most vulnerable youth as identified by the coordinated entry system
- Innovative adoption of Housing First principles: This includes the absence of barriers to entry and service participation requirements, and provision of targeted, intensive supports to ensure housing success
- Transition planning: Immediate/ongoing transition planning from entry through placement; may include housing navigation support and links to adult or other ongoing supportive housing
- Innovation in education and employment: Links to demonstrated, flexible, youth-led and -appropriate education and/or employment support
- Youth-centered case management: Adoption of principles of flexible, youth-centered case management focused on the individualized needs of youth, which may include making connections to schools, caring and trusted adults, health care providers, and youth development organizations.
- Employ Positive Youth Development principles: Use Positive Youth development to build strengths and promote resiliency and to provide services with a focus on skills-building, leadership, and community involvement.
- Trauma-informed care approach: Staff are trained to provide trauma-informed care, including crisis intervention, conflict resolution, counseling services and specialized services for populations of focus that are responsive to their histories of trauma.
- Foster permanent connections: Provide services for the development and strengthening of ongoing attachments to biological and chosen family and other positive social relationships. Services may include reunification, crisis intervention, or family finding services; mentoring programs; and family engagement services, including counseling, mediation services and parental support center.
- Promote social and community integration: Offer meaningful opportunities for community involvement, engagement and leadership for youth, including access to community-based activities, neighborhood events, and volunteer opportunities.
- Immediate and ongoing access to age-appropriate mental-health treatment: Onsite or mobile case management and/or behavioral health treatment and supports, including substance treatment and peer-led supports
- Innovative links to other systems of care: Housing with direct, innovative links from other systems (child welfare, juvenile and adult court, adult probation, educational institutions, healthcare) and targeted services for those subpopulations

- Targeted subpopulation housing and services: Housing with targeted community and peer supports for identified subpopulations (LGBTQ, CSEC, African American, Latinx, parenting TAY, justice- and foster-involved youth)
- Innovation in identifying and measuring outcomes: Demonstrated, outcomes-based furtherance of goals and objectives outlined in the community plan
- Creative service models: Service models that create incentives for client participation by acknowledging and supporting youth needs (for example, employment training programs that compensate youth for time spent at case management or mental health appointments as well as for time spent at work)
- Expansion of housing options and supply: Creative engagement with community residents and landlords and increase youth access to housing through new housing models specifically targeted toward youth needs

Appendix C: Youth Coordinated Entry System

The community identified as a top priority a robust Youth Coordinated Entry System that collects comprehensive data and provides access and referral to all elements of the youth homelessness response system from problem solving to crisis response to housing placement. The system will incorporate interventions designed to identify at-risk families and youth, assess for protective factors using culturally competent, youth-targeted tools, and prevent homelessness through family- and youth-focused services. The system will provide low-barrier access points and referrals that are targeted and appropriate for San Francisco's youth subpopulations including pregnant/parenting TAY, LGBTQ youth, African-American and Latinx youth, youth from underserved neighborhoods, CSEC youth, and youth with justice- and foster-system involvement. In addition, the system will provide ongoing evaluation of youth vulnerability in order to accommodate changing housing and service needs as youth age, stabilize, and transition across systems, and coordinate with the entire system of care in order to ensure the full range of developmentally appropriate referral options.

This Youth Coordinated Entry will be part of the HSH ONE System, currently being implemented in phases, which will support coordinated entry for the family, single adult, and youth systems using shared data from the San Francisco systems of care — including HSH-funded participating non-profits including all receiving ESG and CoC funding and government partners including HSH, Human Services Agency, Family and Children Services (the PCWA), Department of Public Health; the school district, foster care, and providers of mainstream benefits — to ensure data sharing and coordination.

All interventions targeted to youth experiencing homelessness, including those not yet in place in the community, will be linked to youth coordinated entry to avoid the re-traumatization that occurs from outreach and assessments that do not provide immediate links to appropriate shelter or services.

Features of San Francisco's Youth Coordinated Entry System

Access

- Access to and coordination with an enhanced youth-targeted emergency response system that includes youth-friendly points of entry (physical, online, telephone) and integration with medical, mobile, and peer outreach teams.
- Targeted outreach to youth of color (especially African/American, Latinx youth), LGBTQ/GNC, justice-involved, and other youth subpopulations across diverse neighborhoods to ensure equity of representation across interventions and access to resources in each neighborhood.

Assessment

- With community input, adoption of a TAY assessment tool to identify individual housing instability and vulnerability within and across systems (child welfare, secondary and

post-secondary schools, juvenile justice, nonprofit services) and appropriate system-wide referral.

- Assessment tools and processes will reflect principles of trauma-informed care and positive youth development.
- Data gathering compatible with the ONE system and provider-level systems that will identify service and housing gaps, vacancies, and programmatic successes system-wide.
- Immediate access to diversion/problem-solving services that include: family engagement, including mediation, parental support centers, reunification services; flexible funding pool designed to divert youth at the point of system entry (funds earmarked for rent, utilities, transportation, school/employment resources); access to supportive services designed to help retain and/or attain independent housing; peer and other community supports targeted toward housing retention.
- Specific coordination with the engagement, data intake, and referral processes of existing systems and interventions in education, child welfare (including the PCWA), healthcare, juvenile and criminal justice, and foster care to prevent discharge from these systems into homelessness.

Referral

- Referral and navigation to housing and services appropriate to level of need and vulnerability, using a system that incorporates youth choice, flexibility, and individualized and client-driven supports into eligibility and access determinations.
- Creation and maintenance of centralized, up-to-date inventory of TAY-specific housing and services as well as of mainstream resources appropriate for youth/TAY referrals.
- Streamlining of eligibility and application processes to ensure immediate, low-barrier access to housing and services.
- Integration of mental-health and substance-abuse crisis services that are specifically tailored for youth and include an emphasis on health rather than law-enforcement response; mobile, wraparound case management services; and low-barrier, youth-specific mental health and detox crisis shelters and facilities.
- Robust housing and services navigation at all phases of system, from entry points through placement and transition to independence.

Appendix D: YHDP Project Scoring Tool

THRESHOLD CRITERIA

(Required but not scored. If “no” for any threshold criteria, the project is ineligible.)

Item	Maximum Available Score
CoC Program Requirements: Unless applying for a waiver, applicants must apply for eligible activities.	N/A
Financial and Management Capacity: Project Applicants and subrecipients must demonstrate the financial and management capacity and experience to carry out the project as detailed in the project application and to administer Federal funds. Demonstrating capacity may include a description of the Project Applicant or subrecipient’s experience with similar projects.	N/A
HMIS Implementation (SF’s ONE System): Project has agreed to participate in the HSH-administered HMIS.	N/A
Coordinated Assessment: Projects that have not agreed to participate in Coordinated Assessment, when it is available for the program type, are not eligible for funding.	N/A
Eligible Applicant: Applicant and subrecipient (if any) are eligible (nonprofit organizations, states, local governments, and instrumentalities of state and local governments.)	N/A
Project can meet HUD Timeliness Standards: Project has secured or will secure proof of site control, match, environmental review, and the documentation of financial feasibility within 12 months of the announcement of the award.	N/A
Target Populations: The population to be served must meet YHDP program eligibility requirements (youth aged 24 or younger, including unaccompanied youth or pregnant or parenting youth, experiencing homelessness according to HUD definition), and the project application must clearly establish eligibility of project applicants.	N/A
Amount of Request: HSH retains the right to request that new applicants adjust the amount of their requests.	N/A
Ineligible Activities for New Projects: In order to best optimize the YHDP funds, HSH has determined that new projects shall not request funds for construction, rehabilitation, or acquisition.	N/A
Cost Effective: Project must be cost effective, with costs not deviating substantially from the norm in that locale for the type of structure or kind of activity.	N/A
Coordinated Community Plan and Housing First Compliance: Project is consistent with the San Francisco Coordinated Community Plan to Prevent and End Youth Homelessness.	N/A
Inclusion in Coordinated Community Plan: The project type must be one that is included in the coordinated community plan as a priority.	N/A
Incorporation of Positive Youth Development and Trauma-Informed Care: Projects must incorporate Positive Youth Development (PYD) and Trauma Informed Care (TIC) models of housing and service delivery.	N/A
Equal Access: The project ensures equal access for program participants regardless of sexual orientation or gender identify, in compliance with federal law.	N/A
Fair Housing: The project is in compliance with applicable fair housing and civil rights requirements.	N/A
Social and Community Integration: All projects must offer and promote meaningful opportunities for community involvement, engagement and leadership for youth.	N/A
Youth Voice in Hiring: Project commitment to include youth voice in staff hiring process, e.g. sitting in on interviews and/or reviewing applications.	N/A

SCORED CRITERIA

Item		Maximum Available Score
1	Interest and Organizational Experience	17
1a	Demonstrates an understanding of the special needs and challenges presented by homelessness for unaccompanied youth.	5
1b	Clearly explains why the organization is interested in and committed to serving this population.	2
1c	Organization has well-documented experience and positive past performance in providing housing, supportive services, and/or referral services, especially to unaccompanied youth experiencing homelessness.	5
1d	Demonstrate organizational collaboration with other providers or agencies in the San Francisco Bay Area, as well as knowledge of community partners and resources serving unaccompanied youth experiencing homelessness.	2
1e	Describes the experience of staff who will provide staff supervision and management of project activities, including how skills and experience of existing organization staff will ensure success of the YHDP projects and support youth choice and authentic youth engagement.	3
2	Agency Background/Capacity	20
2a	Agency clearly demonstrates that it has the organizational infrastructure and administrative/ financial capacity to deliver the services as proposed.	10
2b	The budget provided is clear and easy to understand. The budget reflects sound, adequate allocation of resources, matching the program components including staffing costs, operating costs and capital costs (as appropriate). The budget supports the services proposed and is competitive with other proposals. Costs are reasonable, justified, and competitive.	5
2c	Agency shows the ability to leverage other resources in support of this project, either from in-kind and/or external resources, which will cover the required 25% match. The proposal reflects the effective use of organizational resources/ external resources, including leveraged funds, designated exclusively for this program.	5
3	Program Description	13
3a	Program design includes provision of appropriate housing and supportive services, and type, scale, and location of the supportive services fit the needs of the program participants. Program design is fully described, accessible, and appropriate to the project proposed, and type, scale, and location of the program fits the needs of the program participants.	4
3b	Linkages to other services or agencies are described.	4
3c	Program will provide a range of extensive supportive services for youth, which may include independent living skills (such as managing a budget, preparing meals, and understanding tenant rights and responsibilities) and access to education and employment services.	5
4	Mainstream Resources	8
4a	Program has policies and procedures that screen all youth for eligibility for mainstream resources and assist them in accessing mainstream resources, and the specific plan for ensuring youth will be individually assisted to obtain the benefits of the mainstream health, social, and employment programs for which they are eligible to apply meets the needs of the program participants. Youth are assisted to both increase their incomes	3

Item		Maximum Available Score
	and live independently using mainstream housing and service programs in a manner that fits their needs.	
4b	Program coordinates with other programs and systems that interact with youth at risk of and experiencing homelessness to provide wraparound support for youth clients, including, but not limited to, the child welfare system, juvenile and adult corrections and probation, local law enforcement, and schools.	2
4c	Program provides, directly or through linkages, mental health and substance abuse services.	3
5	Youth Involvement and Leadership	10
5a	Program includes active involvement and leadership by youth in the planning and design of the proposed project.	5
5b	Program has a plan to support active involvement and leadership among youth in the project's implementation.	5
6	Populations of Focus	6
6a	Proposed program will serve vulnerable and often overrepresented young people, including lesbian, gay, bisexual, transgender, and questioning (LGBTQ) youth; pregnant and parenting youth; youth who have had involvement with juvenile justice and foster care systems; youth of color; and victims of sexual trafficking and exploitation.	6
7	Cultural Competency	6
7a	Method of service delivery described includes culture-specific/sensitive elements, including elements responsive to the specific needs of lesbian, gay, bisexual, transgender, and questioning (LGBTQ) youth; pregnant and parenting youth; youth involved with juvenile justice and foster care systems; youth of color; and victims of sexual trafficking and exploitation. Program has the most integrated setting appropriate to meet the needs of qualified persons with disabilities. This means that programs or activities must be offered in a setting that enables individuals with disabilities to interact with persons without disabilities to the fullest extent possible.	2
7b	Program shows a commitment to diversity of staff and board and has described its nondiscrimination policies.	2
7c	Program staff are trained in youth-specific language and culture, adultism, and receive training for interacting respectfully and appropriately with youth experiencing homelessness.	2
8	HUD Principles	8
8a	Program demonstrates a commitment to the principles of the USICH Youth Framework to End Youth Homelessness published in 2012 and to its four core outcomes: <ul style="list-style-type: none"> • Stable housing includes a safe and reliable place to call home; • Permanent connections include ongoing attachments to families, communities, schools, and other positive social networks; • Education/employment includes high performance in and completion of educational and training activities, especially for younger youth, and starting and maintaining adequate and stable employment, particularly for older youth; • Social-emotional well-being includes the development of key competencies, attitudes, and behaviors that equip a young person to succeed across multiple domains of daily life, including school, work, relationships, and community. 	4
8b	Program employs permanent connection and family engagement strategies and provides services designed to strengthen, stabilize, and/or reunify families. Potential services include family counseling, conflict resolution, parenting supports, relative or kinship caregiver resources, targeted substance abuse and mental health treatment, etc.	2

Item		Maximum Available Score
8c	Program promotes youth choice in terms of the kind of housing youth need and the extent and nature of supports and services they access, and promotes presenting alternative options for youth who avoid programs with barriers like sobriety or abstinence.	2
9	Innovation and Prioritized Project Elements	21
9a	Program utilizes an innovative model such as shared housing, roommate matching, host homes, lead roommate model, or peer-led supportive housing that incorporate youth choice and responds to Bay Area housing market constraints.	3
9b	Program will provide prioritized, low-barrier entry for the most vulnerable youth as identified by the coordinated entry system. Innovative adoption of Housing First principles, including the absence of barriers to entry and service participation requirements, and provision of targeted, intensive supports to ensure housing success.	3
9c	Clear transition planning and support for youth from entry into program to exit; may include housing navigation support and links to adult or other ongoing supportive housing.	3
9d	Adoption of principles of flexible, youth-centered case management focused on the individualized needs of youth, which may include making connections to schools, caring and trusted adults, health care providers, and youth development organizations. Links to demonstrated, flexible, youth-led and youth-appropriate education and/or employment support.	3
9e	Provides services for the development and strengthening of ongoing attachments to biological (if appropriate) and chosen family and other positive social relationships. Services may include reunification, crisis intervention, or family finding services; mentoring programs; and family engagement services, including counseling, mediation services, and parental support center.	3
9f	Offers meaningful opportunities for community involvement, engagement and leadership for youth, including access to community-based activities, neighborhood events, and volunteer opportunities.	3
9g	Provide directly or through referral access to creative service models that incentivize client participation by acknowledging and supporting youth needs (for example, employment training programs that compensate youth for time spent at case management or mental health appointments as well as for time spent at work).	3
10	Implementation Plan	6
10a	Application includes a reasonable and actionable timeline for project implementation, including the hiring of staff, project evaluation, and benchmarks for project outcomes.	3
10b	Plan describes any training or staff development activities that would be conducted as part of this project, and how this training will ensure that staff are ready to meet the needs of unaccompanied youth experiencing homelessness.	3
Total:		115