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This report's cover and design features were collaboratively conceptualized by Youth Action Board members. Images within the cover mosaic were provided by YAB members to represent their understandings of home. Images were contributed by the following individuals, whose names are presented as preferred by the individual:

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We, the members of the NYC Youth Homelessness Demonstration Program Planning Committee, approve Opportunity Starts with a Home, our Coordinated Community Plan to prevent and end youth and young adult homelessness. We are proud of the work we completed together, including the new investments in services and resources for youth and young adults experiencing homelessness, and the tremendous commitments of agencies and organizations across our city. We commit to the implementation of this plan and continuous review and evaluation of our progress. This plan will be a guiding document for our community to reach our collective goal of preventing and ending homelessness for youth and young adults.

This Coordinated Community Plan is issued on behalf of NYC's Youth Homelessness Demonstration Program Planning Committee. It represents the views and work of this collaborative body and not any one organization, agency, or individual.



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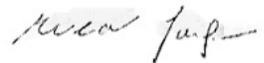
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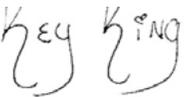
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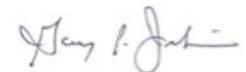
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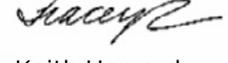


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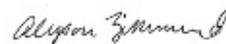
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THE CITY OF NEW YORK
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As part of the Adams Administration, we are all working to build upon what may have been effective, rethink areas that were stalled or ineffective, and breathe fresh energy into what we want to be a whole-of-government, person-centered approach to the issue of youth and young adult homelessness. The result of the beginning of our work in this space is Opportunity Starts with a Home, which lays out our vision and action plan. For the first time, 15 agencies across the city came together in partnership with youth who have lived experience, human service providers, and other community stakeholders to engage in the Youth Homelessness Demonstration Program planning process.

The City committed to more than 40 individual actions in this plan, which span from beginning new programmatic initiatives to improving policies that serve young people the best we can to more intentionally collaborating across agencies and sectors. For example, beginning this year, the City will launch its first Financial Literacy program for youth experiencing homelessness through a partnership between the New York City Department of Consumer and Workforce Protection (DCWP) and the New York City Department of Youth and Community Development (DYCD). Starting this year, the New York City Parks Department (NYC Parks) will reserve 20 percent of its Youth Sustainability Corps slots for youth experiencing homelessness. Additionally, beginning this year, DYCD will fund peer navigators across their eight drop-in centers that will create job pipelines for which the experience of homelessness is a qualification for employment. These multi-agency collaborations, along with many others listed in the plan, will help support young New Yorkers get off the street, access shelter, find the services they need to move into permanent housing, stay stably housed, and engage in rich, fulfilling, and rewarding lives in the city we all love.

Our city's youth and young adults have distinct needs, and we must be innovative and imaginative in ways to address them. We are excited to continue the hard work of implementing this plan and engaging with youth and young people all along the way. Every young person in our city deserves to live in a safe and secure environment, with every opportunity to pursue and achieve their dreams. This plan gets us closer to making that goal a reality.

Sincerely,

A handwritten signature in black ink, appearing to read "Anne Williams-Isom".

Anne Williams-Isom
Deputy Mayor for Health and Human Services

A handwritten signature in black ink, appearing to read "Sheena Wright".

Sheena Wright
Deputy Mayor for Strategic Initiatives



Youth collaboration in the youth homelessness sector of New York City has been an instrumental part of the production of ***Opportunity Starts with a Home: New York City's Plan to Prevent and End Youth Homelessness***, our Coordinated Community Plan (CCP). The New York City Youth Action Board (YAB) played a leadership role in ensuring that this plan is supported by those with lived experience and individual expertise. Throughout the process of developing the CCP, the YAB remained intentional in their role as key collaborators in developing a plan that is intersectional in its approach to meet the needs of youth experiencing homelessness.

The YAB was initially formed in response to the requirements set forth by HUD. However, since that time we have had the honor of stepping into greater roles and collaboration with the YHDP. With our unique expertise in youth homelessness, the YAB worked diligently to ensure that ***Opportunity Starts with a Home*** is in alignment with the specific needs of youth experiencing or at the risk of homelessness. Throughout the production of the CCP the YAB's number one priority was to advocate for the larger youth homelessness community, and we are proud to have created a plan that we can stand by.

We believe the CCP includes both proactive and reactive policies to address and improve the experiences of youth and young adults experiencing homelessness. This is reflected in action steps centered around data, housing vouchers, direct cash transfers, and connections between all of the systems that serve youth experiencing homelessness. We made it our mission to think intersectionally, inclusively, and broadly to stay true to our identity as the YAB. To ensure the CCP is in alignment with YAB core values, three YAB members (including our co-chairs) acted as YHDP leads. The leads were on the YHDP Core Team, Planning Committee, RFP Committee and will be on the Management Team and the Steering Committee during implementation of the CCP. All YAB members participated in prioritizing the objectives, action steps and principles in this CCP, including the requirement that all new YHDP projects will hire at least one person with lived experience of homelessness, and more.

What came out of youth and young adults' collaboration with government and services providers during the YHDP planning process? The YAB uplifted the need to transform the quality of care provided to the youth homeless community while building and sustaining trust between those receiving care and those providing it. We helped develop innovative programs like the Peer Navigator and Direct Cash Transfers (DCT) programs. Through peer navigators, the YAB hopes to directly transform the experience of youth in homelessness programs by providing necessary resources that we have found to not be accessible enough. Meanwhile, Direct Cash Transfers can be transformative in many ways for youth experiencing housing insecurity. We hope DCTs will help youth and young adults in their transition from homelessness to more permanent living situations by filling the gap between income levels and housing costs. The YAB also advocated for funding the Black and Brown LGBTQ+ community by offering our first ever ballroom host home program using the traditional host-home model in a new innovative way.

As the living costs in NYC are unparalleled to most other cities, we found a unique responsibility to

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address this issue in various ways. Lastly, we wanted to ensure provider staff are making a living wage and that young people with lived experience have opportunities to work in those positions. This serves multiple purposes as it creates jobs for youth who have experienced homelessness and also helps to foster an inclusive and safe environment.

Ultimately, we hope the CCP takes micro steps to change the culture of the youth and young adult homelessness systems. We are in communication with the government. We are helping nonprofits better connect with one another. We are shaping the peer movement and we are pioneering DCTs in a way that HUD has, excitingly, considered supporting. Because of our experiences, we show up! True youth collaboration relies on the support of adult allies, and we are beyond excited to have had the opportunity to do so with this project. We will continue to use our platform and outreach to create more healing-centered spaces for us and our peers, to keep us from harm, and to help us recover from what we've been through. We are especially grateful that YHDP has helped and will continue to help sustain youth collaboration in our city. We believe in the vision, and we are here to collaborate and make it happen.

With the deepest love for our community, and on behalf of the Youth Action Board,



Elizabeth Sutter, NYC YAB Co-Chair



Key King, NYC YAB Member



Maddox Guerilla, Former YAB Co-Chair



Shandra Rogers, NYC YAB Member



Lyndon Hernandez, NYC YAB Co-Chair



In 1978, New York became the first state in the nation to pass its own Runaway and Homeless Youth Act, modeled on federal legislation passed in 1974. However, what many people do not know is that the New York State Runaway and Homeless Youth Act (RHYA) is the result of an unusual collaboration among advocates, services providers, the Senate, Assembly, and Division for Youth and Department of Social Services (now the Office of Children and Family Services), who worked together to develop legislation to address the multiple, unique needs of young people experiencing homelessness and those that had run away. That same year, most of those same advocates and service providers, who had been providing supports and services long before a formal system was in place, officially established what is now known as the Coalition for Homeless Youth (CHY).

Since the passing of the RHYA much has happened, both good and bad, across the state and specifically in New York City (NYC). However, one thing that has remained the same is CHY's mission to work together with others to address the needs of youth experiencing homelessness. Our role as one of the many instrumental stakeholders, acting under the leadership of the NYC Youth Action Board (YAB), that produced New York City's Coordinated Community Plan (CCP), titled *Opportunity Starts with a Home: New York City's Plan to End Youth Homelessness*, is the most recent example of our dedication to this mission. The CCP is yet another beautiful example of what can happen when government engages in a truly collaborative process with diverse stakeholders, including directly impacted young people. These youth led the work that resulted in intersectional goals, objectives, and action steps that reflect, and we believe will begin to address the youth homelessness crisis in NYC.

We look forward to continuing our support as the CCP starts to be implemented, and many of issues that CHY and providers have been amplifying for decades, will finally start to be addressed. Through mutually agreed-upon program investments and policies attached to the CCP, NYC will: expand the supports and services for homeless young adults; increase the supply of permanent housing resources; connect youth to permanent housing faster; create new full-time roles for youth who have the lived experience of homelessness; provide community responsive supports for LGBTQIA+ youth; strengthen street outreach and harm reduction supports to youth living on the streets; and hopefully permanently dismantle the system-silos that have historically discouraged successful cross-systems collaboration to adequately meet the needs of youth and young adults experiencing homelessness across NYC.

To all of our non-profit colleagues that supported this work: thank you. To the government partners who dared to push the envelope, even if just a little bit: we appreciate you. To the YAB members that kept us grounded and challenged us to dream throughout this process: our admiration for you is endless. And to all of the youth and young adults across the city who have or are still experiencing homelessness: we see you and we know we still have a lot of work to do.

In solidarity,

A handwritten signature in black ink, appearing to read 'Jamie', written in a cursive style.

Jamie Powlovich, Executive Director

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A Coordinated Community Plan for New York City

The Youth Homelessness Demonstration Program (YHDP) is a federally funded initiative administered by the U.S. Department of Housing and Urban Development (HUD), designed to reduce the number of youth and young adults (YYA) experiencing homelessness. The YHDP supports communities across the United States in the development and implementation of a coordinated community approach to preventing and ending YYA homelessness.

In September 2021, New York City was selected as a YHDP community, and awarded the maximum award for the YHDP at \$15 million. The Department of Youth and Community Development (DYCD) serves as the designated lead agency for the NYC YHDP. DYCD is New York City's designated Youth Bureau and funds a portfolio of services for youth and young adults experiencing homelessness. Its mission is to invest in a network of community-based organizations and programs to alleviate the effects of poverty and to provide opportunities for New Yorkers and communities to flourish. DYCD co-lead the planning process with the Senior Advisor for Youth Homelessness in the Office of the Deputy Mayor for Health and Human Services. DYCD assembled **a Core Team** of local leaders to develop a framework for the planning process and recruited a broadly representative **Planning Committee** to make decisions. **Subject Matter Experts** from across the community offered their insights to ensure a broad and deep set of potential action steps for consideration.

By the spring of 2022, hundreds of stakeholders had engaged in this planning process, representing the NYC Continuum of Care (CoC), the NYC Youth Action Board (YAB), City government agencies, the service provider community, advocates, and a variety of health, workforce, education, philanthropic, and YYA services partners. A full list of Planning Committee members is included in Appendix A.

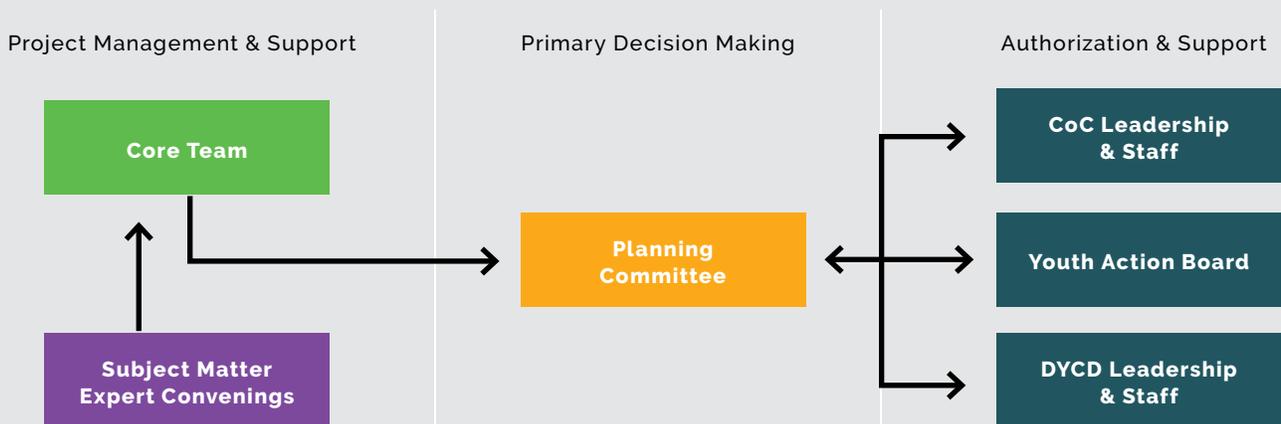
This Coordinated Community Plan (CCP)—referred to as ***Opportunity Starts with a Home: New York City's Plan to Prevent and End Youth Homelessness***—is the result of an eight-month collaborative community planning process. It is grounded in shared-ownership and consensus models of decision-making to intentionally give authority to stakeholders who do not traditionally have power and are most likely to be affected by the group's decisions: YYA with lived experience of homelessness. This CCP was approved by HUD in June 2022.

This document uses the acronym "YYA" to collectively describe "youth" under 18 years old and "young adults" between 18 and 24 years old who are at risk of or experiencing homelessness. It uses "youth homelessness" to describe the phenomenon and "RHY" or "runaway and homeless youth" to describe the specific program administered by DYCD.

**THIS COORDINATED COMMUNITY PLAN IS
THE RESULT OF AN EIGHT-MONTH COLLABORATIVE
COMMUNITY PLANNING PROCESS.**

It is grounded in shared-ownership and consensus models of decision-making to intentionally give authority to stakeholders who do not traditionally have power and are most likely to be affected by the group's decisions: YYA with lived experience of homelessness.

NYC YHDP COMMUNITY PLANNING DECISION-MAKING STRUCTURE



Shared Vision and Guiding Principles for Preventing and Ending YYA Homelessness

To ground the work of the NYC YHDP, the Planning Committee developed a **vision** for our ideal state of New York City. We felt it was important to not only highlight the key outcomes we want every YYA to be able to achieve, but also to emphasize the strong partnership that is needed with YYA and the commitment to equity that is necessary to make a true impact. Our vision is:

WE ENVISION *a city without youth and young adult homelessness, where every young person has safe and permanent housing; strong connections to people and places; and opportunities to enhance their mental and physical well-being, achieve their educational and career goals, and thrive in their communities.*

WE ENVISION *a city where resources for young people are designed with young people and are accessible to all through government and community alignment and collaboration.*

WE ENVISION *a city where opportunity and outcomes are not determined by race, ethnicity, immigration status, disability status, gender identity or expression, sexual orientation, or neighborhood, and we center the voices of those who have been systematically excluded to design a system that works for all.*

The Planning Committee also agreed upon **Guiding Principles** for development and implementation of this CCP. We incorporated these principles into our decision-making structure and will use them as standards by which we will evaluate our process, outputs, and outcomes. These principles are a part of each goal, objective, and action step, even when not explicitly mentioned, and are critical to our plan's successful implementation. We strongly believe that to prevent and end youth homelessness in NYC, efforts must actively apply principles of anti-oppression and anti-racism and are focused on social justice and equity. These efforts must also include cross-systems commitments.

NYC YHDP Guiding Principles

1

Adopt an **anti-oppression, anti-racist, social justice, and equity lens** to understanding and ending YYA homelessness.

2

Authentically engage YYA in all aspects of planning and implementation; YYA are active participants in directing their own lives and shaping and implementing NYC's CCP to prevent and end YYA homelessness.

3

Empower YYA to choose and shape the path out of homelessness that is right for them based upon a meaningful range of options.

4

Utilize both qualitative and quantitative **data to drive decision-making**.

5

Engage YYA in a manner that is productive and constructive. Promote Positive Youth Development (PYD) outcomes for YYA by providing opportunities, fostering positive relationships, and furnishing the support needed to build on their leadership strengths.

6

Incorporate a spectrum of **harm reduction strategies** including safer techniques, managed use, and abstinence to promote the dignity and wellbeing of YYA experiencing homelessness who also engage in potentially harmful behaviors.

7

Believe housing is a cornerstone for meeting a multitude of basic needs necessary for success. Implement **housing first strategies and approaches to ensure all YYA will be offered immediate access to safe, secure, and stable housing with no preconditions**.

8

Prioritize **proactive prevention strategies** that assist YYA to overcome immediate housing issues that could result in becoming homeless, while also helping them develop plans for long-term stability.

9

Provide a **healing centered approach** that supports and treats the whole person, rather than treating individual symptoms or specific behaviors. Trauma is not an individual isolated experience; trauma and healing are experienced collectively.

10

Ensure that goals are **Specific, Measurable, Achievable, Relevant, Time Bound, Inclusive and Equitable** (SMARTIE).

Why is this Coordinated Community Plan Needed in NYC?

Thousands of YYA in NYC everyday experience trauma and lack the stability and support they need to thrive. Experiencing homelessness not only disrupts YYA's positive trajectories into adulthood, but it also increases their risk of adult homelessness, underscoring the importance of tackling youth homelessness to realize an end to homelessness overall.ⁱ

On a single night in 2020, **4,433 unaccompanied and parenting YYA** were counted as experiencing homelessness in the NYC Point in Time (PIT) count.^{ii, iii} In 2021, in NYC's Runaway and Homeless Youth (RHY) programs, a total of **2,544** YYA received services through crisis services programs and **783** received services through transitional independent living programs.^{iv} The Department of Homeless Services (DHS) reported a total of **4,051** unaccompanied or parenting YYA between the ages of 18 and 25 entering either single adult or family shelters in 2021.^v And during the 2019-2020 school year, almost **7,500** unaccompanied YYA experiencing homelessness attended NYC public schools.^{vi, vii}

We also know that not all YYA have the same odds of experiencing housing instability or homelessness, and that not all YYA experiencing homelessness are included in these counts. The COVID-19 pandemic upended service systems and further exacerbated long standing disparities in access to housing, and supportive services for YYA experiencing homelessness. For example:

Younger youths' experiences are likely to be more hidden and episodic—such as couch-surfing and doubling-up—and they are less likely to get included in a PIT count that relies primarily on shelter and street-based counts (there were 39 unaccompanied youth under 18 out of **2,418** total unaccompanied or parenting YYA^{viii}) or the formal homelessness system that focuses on young adults 18 and older (e.g., only 11% of YYA are under 18 in RHY programs^{ix}). Of the unaccompanied youth counted as homeless in the NYC public schools, **51%** were doubled up, **37%** were sheltered, and **12%** were unsheltered.^x

Black and Hispanic/Latinx YYA are disproportionately represented among homeless YYA. Census estimates suggest that less than a third (28%) of young adults ages 18-24 in NYC identify as Black, and just over a third identify as Hispanic/Latino.^{xi, xii} But **59%** of YYA accessing RHY crisis services programs and **61%** of YYA accessing RHY transitional independent living programs in FY21 identified as Black/African American; **33%** and **36%** identified as Hispanic/Latinx respectively.^{xiii} Slightly over half of students in public schools experiencing homelessness (both unaccompanied and accompanied) identified as Hispanic.^{xiv}

LGBTQ+ YYA are also disproportionately represented. **Almost a third** of young people in RHY residential programs in NYC identify their sexual orientation as LGBTQ+, compared to only 4% of the general adult population in NYC,^{xv} and about 19% of high school students in NYC.^{xvi} Approximately 3-5% of young people in RHY residential programs identify as **transgender**, compared to 2% of high school students in NYC. These figures may still represent an underestimate of YYA who identify as LGBTQ+ as they rely on self-report often early in intake processes.

Why is this Coordinated Community Plan Needed in NYC?

YYA experiencing homelessness may also need targeted supportive services to meet their specific needs:

Reflecting NYC's unusual right to shelter, families with children account for a disproportionately high proportion of NYC's homeless population. Consistent with this pattern, almost half (**45%**) of YYA in the 2020 PIT count were **parenting YYA**, accounting for approximately 15% of all families experiencing homelessness in NYC.^{xvii, xviii} In these 2,015 YYA parenting households there were **2,320** children counted as homeless on a single night.^{xix} These families are primarily served through the DHS Families with Children shelter system, which provides individual units and wraparound supports for families experiencing homelessness.

YYA are at significantly increased risk for **sexual exploitation** and **labor trafficking**.^{xx, xxi} National data from 2016 found that **36%** of RHY traded sex for housing or to meet other basic needs, though this is likely an underestimate of the true prevalence.^{xxii, xxiii} In NYC, **281** YYA served by RHY crisis services programs and **82** YYA served by RHY transitional independent living programs in fiscal year 21 self-reported experiencing sexual exploitation.^{xxiv}

Our work was also informed by previous collaborative processes and assessments of our system. Most prominently, in 2018, Chapin Hall at the University of Chicago conducted a Youth Homelessness System Assessment for New York City that summarized the existing City investments, systems, and resources to address youth homelessness, and also identified critical gaps in prevention and early intervention supports, long-term and affordable housing options; mental health services; education and career development supports; and aftercare services and supports.^{xxv}

QUICK FACTS:

4,433 NYC YYA were counted as homeless on a single night count in 2020. Of these, **45%** were parents, accounting for 2,320 children of homeless YYA.

2,544 YYA accessed DYCD RHY crisis services in 2021.

783 YYA accessed DYCD RHY residential services in 2021.

Of YYA accessing RHY residential services, **61%** identify as Black, whereas **29%** of all NYC YYA identify as Black. **36%** identify as Hispanic/Latinx.

Of YYA accessing RHY residential services, almost **one-third** identify as LGBTQ+ compared to 19% of all NYC high school students.

4,051 NYC YYA entered DHS single adult or family shelters in 2021.

Almost **7,500** unaccompanied homeless YYA attended NYC public schools in 2019-20.

Coordinated Goals, Objectives, and Actions to Prevent and End YYA Homelessness

Responding to these needs, the YHDP Planning Committee has prioritized six goals for this CCP. For each of these goals, we have also identified objectives, and concrete actions that the community has committed to exploring and advancing. These are presented in the pages that follow.

We identified, discussed, and negotiated priorities. Decision makers in both government and the broader community worked together to generate the action steps presented below. We met with City agency leadership to determine feasibility and obtain commitments to implement community-selected priorities relevant to each agency.

For each goal, we also present "Spotlight Actions" that advance stable housing, jobs and financial well-being, and new approaches.

KEY TO SPOTLIGHT ACTION ICONS



CREATES STABLE HOUSING



CREATES JOBS AND PROMOTES FINANCIAL WELL-BEING



CREATES A NEW APPROACH TO PROGRAMMING

Coordinated Goals, Objectives, and Actions to Prevent and End YYA Homelessness

NYC AGENCIES COMMITTED TO ACTION IN THE CCP

AGENCY	CURRENT ROLE IN SUPPORTING YYA EXPERIENCING HOMELESSNESS
ACS Administration for Children's Services	Funds services for youth in foster care and transitional services for youth recently exited from foster care.
CIDI Center for Innovation through Data Intelligence	Conducts citywide interagency research to identify areas of service need in the city, reporting directly to the Deputy Mayor for Strategic Initiatives.
CUNY City University of New York	Provides a public education to all students, regardless of means or background through 25 colleges across New York City's five boroughs.
DCWP Department of Consumer and Worker Protection	Protects and enhances the daily economic lives of New Yorkers to create thriving communities.
DHS Department of Homeless Services	Provides temporary, emergency shelter to all New Yorkers in need and aims to help individuals and families transition into permanent housing and self-sufficiency. Administers single adult and family shelters, among other services.
DOE Department of Education	Delivers services and supports, as required by the Federal McKinney-Vento Act, to support the education of students experiencing homelessness.
DOHMH Department of Health and Mental Hygiene	Provides supportive housing for individuals and families that are chronically homeless and have a mental illness and/or a substance use disorder.
DSS Department of Social Services	Comprised of the administrative units of HRA and DHS, in charge of the majority of the city's social services programs.
DYCD Department of Youth and Community Development	Supports youth and their families through a range of youth and community development programs, and administers city, state and federal funds to community-based organizations. Funds RHY programs, including drop-in centers, crisis services programs, and transitional independent living programs.
ENDGBV The Mayor's Office to End Domestic and Gender-Based Violence	Develops policies and programs, provides training and prevention education, conducts research and evaluations, performs community outreach, and operates the New York City Family Justice Centers.
HRA Human Resources Administration	Provides food assistance, temporary cash assistance, anti-eviction legal services, rental assistance (through the City's Homebase prevention program), career services, domestic violence services, and services for people with HIV/AIDS, among others.
HPD Department of Housing Preservation and Development	Responsible for developing and maintaining the city's stock of affordable housing.
OCMH Mayor's Office of Community and Mental Health	Promotes mental health for all New Yorkers.
Parks Department of Parks and Recreation	Steward of more than 30,000 acres of land and NYC's principal provider of recreational and athletic facilities and programs.

Goal 1: Proactive Prevention

New York City will disrupt pathways to homelessness and promote thriving by proactively identifying young people at risk of homelessness and housing instability; responding to their needs with readily accessible and culturally competent resources; supporting their agency and respecting their autonomy; and engaging families and connected community members.

WHY IS THIS GOAL IMPORTANT?

YYA who have been involved in other public systems—including foster care and juvenile justice—are at an increased risk for experiencing homelessness. Nationally, **29%** of YYA experiencing homelessness had previous **foster care** experience, but YYA with access to a subsidized housing program were 64% less likely to report later homeless service use.^{xxvi} In NYC, among young adults who aged out of foster care in 2021, **12%** (62 YA) entered public housing, **9%** (49 YA) received supportive housing, **2%** (9 YA) received a housing subsidy while **29%** (157 YA) received ACS-funded care until an alternative housing option becomes available.^{xxvii} Yet there is evidence that about 10% of older YYA who aged out of ACS foster care between 2011 and 2013 experienced homelessness within three years.^{xxviii} What is more, YYA who exit the **juvenile justice system** also face housing uncertainty; their criminal record may also limit their access to subsidized housing options

(e.g., public housing, section 8 housing vouchers). Estimates from NYC in 2015 suggest that among YYA who were involved in both foster care and justice systems, **57%** had a jail stay within 6 years of exiting foster care, **16%** had a stay in a family shelter, and **11%** had a stay in a single adult shelter.^{xxix} Providing additional access to housing and support resources for YYA transitioning out of public systems can help reduce exits into homelessness.

Additionally, **family conflict** is a main driver of homelessness, and the most cited factor contributing to homelessness for YYA entering DYCD residential programs. **68%** of YYA receiving RHY services in New York State reported needing conflict resolution with families.^{xxx} Family strengthening programs are not a viable approach to prevention for all YYA, but they are an important prevention tool to have in a community.

SPOTLIGHT ACTION



Action 1.2.1: The community will fund the development of a mobile platform designed with YYA to connect YYA at risk of homelessness with services.

Goal 1: Proactive Prevention

(continued)

GOAL 1 OBJECTIVES AND ACTIONS

<p>OBJECTIVE 1.1: Improve capacity of public systems to assess for risk of homelessness and connect YYA with relevant services.</p>	<p>Action 1.1.1: ACS will conduct a systematic review of all City policies, services, agency capacity and resources relevant to providing long term housing stability for all YYA with a history of ACS involvement and juvenile justice systems, with particular attention to those who are Black and Latinx, older (age 23-26), LGBTQIA+, or parenting.</p> <p>Action 1.1.2: DOE will train social workers to assess for housing instability and connect students with supports.</p>
<p>OBJECTIVE 1.2: Make it easier for YYA at risk of homelessness to find and take advantage of resources.</p>	<p>Action 1.2.1: The community will fund the development of a mobile platform designed with YYA to connect YYA at risk of homelessness with services.</p> <p>Action 1.2.2: DYCD will design and implement a multimedia public awareness campaign on youth homelessness and existing services.</p> <p>Action 1.2.3: ACS will strengthen family services and resources to mitigate risk of youth having to leave homes of their family.</p> <p>Action 1.2.4: HRA will compile and document Homebase prevention services for YYA in DYCD drop-in centers.</p> <p>Action 1.2.5: DYCD will equip 311 with more detailed drop-in center information to offer to YYA who call for assistance.</p> <p>Action 1.2.6: Unity Project NYC will support LGBTQ+ family acceptance programming including education workshops, parent support groups, role model stories and social marketing campaigns.</p>
<p>OBJECTIVE 1.3: Increase availability and accessibility of low-barrier safe spaces for YYA in crisis.</p>	<p>Action 1.3.1: DOHMH will work with DYCD and community-based organizations to increase awareness and accessibility of Crisis Respite/Residence Centers to support YYA experiencing mental or emotional health crises, including family conflict.</p>

Goal 2: Safe and Stable Housing

New York City will rapidly link youth and young adults with safe, welcoming youth and young adult-designated housing options that are accessible without barriers while protecting client choice and honoring and enhancing existing community support networks that lead to long-term stability and permanency.

WHY IS THIS GOAL IMPORTANT?

According to NYC's 2021 Housing Inventory Count, which compiles resources across agencies, NYC had a total of 975 beds specifically for YYA experiencing homelessness in emergency and transitional housing programs. Additionally, NYC has 910 units in permanent supportive (716) and rapid rehousing (194).^{xxxii} Housing supports are also available through subsidized housing programs, including CityFHEPS; Pathway Home; Special One Time Assistance; Enhanced One-Shot Deals; Emergency Housing Vouchers; Housing Choice Vouchers; Family Unification Program; affordable housing; and supportive housing (NYC 15/15, NY/NY III, etc.). However, the need for housing among YYA far exceeds the supply of housing and crisis services programs and transitional independent living programs, which comprise most of the emergency and transitional housing specifically allocated for YYA, are time limited.

Among YYA who exited RHY residential programs in 2021, 36% went to another RHY program, shelter, or other temporary housing situation; only 4% exited to permanent housing programs or apartments (both subsidized and unsubsidized).^{xxxii}

There are too few YYA-oriented permanent housing resources to help YYA achieve safe and stable housing. Existing supportive housing, housing voucher, and rapid rehousing programs typically take several months to years for young people to access and gain actual housing through after first experiencing homelessness. This underscores the need for more housing navigation, additional housing resources, and more flexible, quickly deployable resources to enable cost-efficient housing options that enable YYA's ability to choose the right program and set of services that will best meet their needs.

SPOTLIGHT ACTION



Action 2.1.2: Using YHDP funding, the Hetrick-Martin Institute will provide host homes and supportive services primarily for YYA LGBTQ+ members of the NYC ballroom community.



Action 2.4.5: Using YHDP funding, Sheltering Arms, Good Shepherd Services and HeartShare St. Vincent's Services will develop new Rapid Rehousing programs including aftercare and life skills services to prevent future homelessness.

Goal 2: Safe and Stable Housing

(continued)

GOAL 2 OBJECTIVES AND ACTIONS

<p>OBJECTIVE 2.1: Increase and enhance crisis shelter and temporary housing options for YYA.</p>	<p>Action 2.1.1: DYCD will explore the feasibility of a transitional independent living program for YYA living with severe and persistent mental illness, including needed partnerships from additional City agencies.</p> <p>Action 2.1.2: Using YHDP funding, the Hetrick-Martin Institute will provide host homes and supportive services primarily for YYA LGBTQ+ members of the NYC ballroom community.</p> <p>Action 2.1.3: DYCD will conduct an updated youth homelessness system assessment in collaboration with community stakeholders and YYA.</p> <p>Action 2.1.4: DHS will create new shelters for LGBTQ people.</p> <p>Action 2.1.5: DYCD will review stakeholder feedback and examine program services for opportunities to improve engagement and access throughout the 24-hour day, including adjusting DYCD's monitoring strategy as needed.</p> <p>Action 2.1.6: DHS will create a memo outlining the policy for siblings to be housed together and will provide a copy to DYCD and RHY programs.</p>
<p>OBJECTIVE 2.2: Enhance mental health services for YYA in shelter and housing programs.</p>	<p>Action 2.2.1: The community will include mental health staff in new YHDP funded housing interventions.</p>
<p>OBJECTIVE 2.3: Better connect YYA with permanent housing.</p>	<p>Action 2.3.1: Funding will be maintained for sixteen full time Housing Navigator positions across all eight YYA drop-in centers.</p> <p>Action 2.3.2: HPD will create a procedure manual and train agencies to connect YYA to housing vouchers such as Section 8, Housing Choice, Family Unification Program and Family Youth Independence.</p> <p>Action 2.3.3: CoC CAPS (NYC Coordinated Entry) Committee, HRA, and DYCD will improve training and access to CAPS for YYA providers, including transitional housing providers.</p>
<p>OBJECTIVE 2.4: Increase permanent and affordable housing resources for YYA</p>	<p>Action 2.4.1: HPD will apply for FUP vouchers when HUD makes them available.</p> <p>Action 2.4.2: Philanthropy will explore the creation of a guarantor program for YYA.</p> <p>Action 2.4.3: HPD will provide technical assistance to providers around housing development process to increase volume of YYA project proposals for capital funding.</p> <p>Action 2.4.4: Philanthropy will fund The Coalition for Homeless Youth (CHY), a local member-based organization working on behalf of providers and YYA, to create a robust citywide training for housing and peer navigators.</p> <p>Action 2.4.5: Using YHDP funding, Sheltering Arms, Good Shepherd Services and HeartShare St. Vincent's Services will develop new Rapid Rehousing programs including aftercare and life skills services to prevent future homelessness.</p>

Goal 3: Learning, Access to Income and Careers

New York City will create a robust infrastructure that generates a range of opportunities and supports for learning, access to income, and careers that are impactful and meaningful to youth and young adults.

WHY IS THIS GOAL IMPORTANT?

YYA experiencing homelessness face several barriers in accessing high-quality education, and they do not perform as well as their stably housed peers in terms of academic proficiency, are more likely to be chronically absent from school, and are less likely to graduate.^{xxxiii} According to the most comprehensive national study of YYA homelessness, the lack of a high school diploma, a proxy for educational attainment, increases the risk of future homelessness by **346%**.^{xxxiv} Among YYA participating in NYC RHY crisis services or transitional independent living programs in 2021, the vast majority (**over 80%**) had **not completed education beyond high school**. A recently published longitudinal study corroborates our understanding of the importance of education, finding that education in adolescence is the strongest predictor of both future homelessness and food insecurity.^{xxxv}

YYA report that service providers prioritize short-term, low-wage employment opportunities over pursuit of educational opportunities for career advancement.^{xxxvi} Yet access to stable income and employment is crucial for preventing and ending youth homelessness: national data indicate that YYA with a household income less than \$24,000 a year were 2.6 times more likely to experience homelessness.^{xxxvii} Over **117,000** New Yorkers between the ages of 16 and 24 were out of work and out of school in 2018, before the pandemic, according to a 2022 report by the Disconnected Youth Task Force.^{xxxviii} Three quarters of those YYA are Black or Latino/a/x, and the report estimates that at least another **325,000** are at risk of being **out of work and out of school**. YYA experiencing homelessness need more affordable and accessible supports for success in the educational and employment pathways they choose to pursue.

SPOTLIGHT ACTION



Action 3.1.1: DYCD and DCWP will partner to create a financial literacy program for YYA through the placement of eight Financial Counselor positions across eight YYA drop-in centers.



Action 3.2.1: DYCD will fund RHY drop-in centers to employ sixteen full time Peer Navigator positions across eight YYA drop-in centers.

Goal 3: Learning, Access to Income and Careers

(continued)

GOAL 3 OBJECTIVES AND ACTIONS

<p>OBJECTIVE 3.1: Increase financial literacy and life skills of YYA.</p>	<p>Action 3.1.1: DYCD and DCWP will partner to create a financial literacy program for YYA through the placement of eight Financial Counselor positions across eight YYA drop-in centers.</p>
<p>OBJECTIVE 3.2: Create jobs and expand workforce development opportunities for YYA.</p>	<p>Action 3.2.1: DYCD will fund RHY drop-in centers to employ sixteen full time Peer Navigator positions across eight YYA drop-in centers.</p> <p>Action 3.2.2: The community will require YHDP new projects to create a peer position using lived experience as a job qualification.</p>
<p>OBJECTIVE 3.3: Support YYA to complete high school or high school equivalency.</p>	<p>Action 3.3.1: DOE will develop school-based distribution hubs for clothing, food, school supplies and personal care items.</p> <p>Action 3.3.2: DOE will provide Students in Temporary housing personnel to be available on site on a regular basis to support student engagement, assist with educational needs and related problem solving, and increasing communication and coordination between schools, families, and provider agencies.</p> <p>Action 3.3.3: DOE will develop training materials and guidance for school-based staff to increase awareness of key supports and referrals to partners.</p> <p>Action 3.3.4: The DOE will support CHY to train YYA Peer Navigators that will conduct educational focused peer-to-peer outreach within the DYCD RHY system to support YYA reengagement and enrollment in the DOE beginning fall 2022.</p>
<p>OBJECTIVE 3.4: Support YYA to get into college and graduate.</p>	<p>Action 3.4.1: CUNY will ensure near-peer advisors serving graduating DOE Classes through programs like College & Career Bridge for All have awareness of specific challenges students experiencing homelessness may face in the college and career planning process and transition.</p> <p>Action 3.4.2: CUNY will coordinate efforts among DYCD, DHS and CUNY to ensure college students experiencing homelessness have access to services.</p> <p>Action 3.4.3: HRA will confirm with New York State that post-secondary education hours meet work requirement for public assistance.</p>

Goal 4: Health and Well-Being

New York City will ensure youth and young adults have immediate access to affirming, individualized, and accessible services that utilize a healing-centered approach for mental, emotional, and physical health that are rooted in culturally responsive and anti-racist practices.

WHY IS THIS GOAL IMPORTANT?

Within RHY programs in New York State, **48%** of YYA reported needing mental health services. Specifically in NYC, RHY providers reported: trauma (**92%**), anxiety (**92%**), depression (**92%**), substance use (**69%**), adjustment disorder (**68%**), and bipolar disorder (**60%**) in some or most YYA they serve.^{xxxix} Stakeholders during our subject matter expert convenings identified a broad range of needs around their behavioral health, the needs of survivors of trafficking, and YYA from historically marginalized communities.

When exiting YYA-specific homeless services, YYA are often left to navigate the service system on their own, and they report distinct challenges in accessing health services, often navigating multiple appointments in different places to address their mental, behavioral, and physical health needs. YYA report being shuffled between multiple service providers, making it difficult to access appropriate, stable care. In NYC, YYA and providers agree that aftercare services following participation in residential programs are essential to support socio-emotional well-being and mental health needs, but existing resources are limited.^{xi}

SPOTLIGHT ACTION



Action 4.2.2: Parks will set aside 20% of Youth Sustainability Corps slots for YYA with lived experience of homelessness.



Action 4.3.3: Using YHDP funding, Good Shepherd Services will implement a new Street Outreach Program.

Goal 4: Health and Well-Being

(continued)

GOAL 4 OBJECTIVES AND ACTIONS

<p>OBJECTIVE 4.1: Increase system capacity to support all YYA facing a range of behavioral health challenges while also experiencing homelessness, including those in need of a high level of clinical care and largely undiagnosed YYA who may need or want non-clinical intervention strategies.</p>	<p>Action 4.1.1: DOHMH will explore creating a connection between the RHY drop-in centers and DOHMH-contracted Family and Youth Peer Support programs that employ Youth Peer Advocates.</p> <p>Action 4.1.2: DOHMH will work on stronger linkages between the RHY drop-in centers and DOHMH-contracted mental health providers so mental health staff currently placed at the drop-in centers can refer YYA with mental health needs to needed services (for example, Adolescent Skills Centers or Care Coordination).</p> <p>Action 4.1.3: DOHMH and OCMH will explore the potential of NYC Well and other external providers to meet the needs of YYA who experience homelessness.</p> <p>Action 4.1.4: DYCD and DOHMH will ensure all RHY residential programs and drop-in centers are trained in harm reduction and overdose prevention, including activities such as staff training to administer naloxone and safe disposal of used needles.</p>
<p>OBJECTIVE 4.2: Ensure that YYA have broad array of options to engage in social activities that help them build relationships, develop skills, relieve stress, contribute to the community, and enjoy themselves.</p>	<p>Action 4.2.1: Parks will market free recreation center memberships to YYA in DYCD drop-in centers.</p> <p>Action 4.2.2: Parks will set aside 20% of Youth Sustainability Corps slots for YYA with lived experience of homelessness.</p> <p>Action 4.2.3: Parks will work with DYCD and its contracted providers to develop programming of interest to YYA with lived experience of homelessness.</p>
<p>OBJECTIVE 4.3: Improve crisis engagement access and increase capacity to ensure that all YYA are met with healing centered, compassionate, and effective support and resources.</p>	<p>Action 4.3.1: DOHMH will educate schools and DOE staff on how to better use Children's Mobile Crisis teams.</p> <p>Action 4.3.2: DOHMH will foster stronger connections between DYCD's drop-in centers and Children's Mobile Crisis teams.</p> <p>Action 4.3.3: Using YHDP funding, Good Shepherd Services will implement a new Street Outreach Program.</p>

Goal 4: Health and Well-Being

(continued)

GOAL 4 OBJECTIVES AND ACTIONS

<p>OBJECTIVE 4.4: Increase opportunities for YYA survivors of violence and abuse to recover from trauma, build supportive connections, and support their safety and wellbeing, with a focus on survivors' empowerment and self-determination.</p>	<p>Action 4.4.1: RHY providers will facilitate connections to other entities offering mental health support, legal services, financial assistance, and other resources tailored to meet the needs of survivors of abuse.</p> <p>Action 4.4.2: ENDGBV will partner with DYCD to connect RHY providers and their staff to information and resources for survivors, including the City's NYCHope web-based portal, the NYC Family Justice Centers, and other community resources.</p>
<p>OBJECTIVE 4.5: Improve access to existing health related resources that meet a broad array of YYA basic needs, provide ongoing support, and offer training for YYA to lead healthy lives.</p>	<p>Action 4.5.1: DYCD will require RHY programs to have formal connections with nearby health clinics at next contract opportunity.</p> <p>Action 4.5.2: DOHMH will explore work being done by DOHMH, H+H and DOE to facilitate access to mental and physical health services through a variety of settings, including telehealth.</p>

Goal 5: Community Connections

New York City will support youth and young adults in establishing permanent and transformational relationships with people and organizations, and throughout systems, that have ripple effects of stability in the lives of youth and young adults as well as in their communities.

WHY IS THIS GOAL IMPORTANT?

There are limited data on the types of community connections YYA experiencing homelessness in NYC have and need. But research is clear: **strong connections** personally and within the community are important for YYA, and pathways into homelessness often involve family conflict, including family rejection based on sexual orientation, gender identity, and gender expression.^{xii} Throughout the

YHDP process, and in particular, during our Community Connections subject matter expert convenings, YYA with lived experience of homelessness consistently highlighted the significance of relationships with individuals, organizations and YYA-specific groups as critical to their well-being and success. To be most impactful, those connections must affirm YYAs **unique identities, experiences, and cultural backgrounds.**

SPOTLIGHT ACTION



Action 5.1.2: RHY providers will expand opportunities for YYA to participate on boards and advisory councils.

GOAL 5 OBJECTIVES AND ACTIONS

<p>OBJECTIVE 5.1: Increase mentorship and leadership opportunities for YYA with lived experience of homelessness to help YYA develop robust community networks.</p>	<p>Action 5.1.1: DOE will expand and strengthen mentorship initiatives to support students experiencing homelessness.</p> <p>Action 5.1.2: RHY providers will expand opportunities for YYA to participate on boards and advisory councils.</p> <p>Action 5.1.3: CHY instituted a community manager position in 2022 that increases capacity of the Youth Action Board to connect with YYA and provide community education.</p>
<p>OBJECTIVE 5.2: Support chosen families to take care of each other.</p>	<p>Action 5.2.1: Through YHDP RFP, the selected provider Hetrick-Martin Institute will support LGBTQ+ members of the NYC ballroom community who house LGBTQ+ YYA in their homes.</p>

Goal 6: Systems Improvement

New York City will have equitable policies that are responsive to the needs of young people experiencing homelessness and housing instability and emphasize their voice and choice no matter what system they encounter. There will be “no wrong door” when it comes to them accessing services and supports that they need.

WHY IS THIS GOAL IMPORTANT?

Gaps in the system challenge progress toward a truly coordinated and cohesive system for preventing and ending youth homelessness in NYC. The Youth Homelessness System Assessment^{xliii} for NYC emphasized that a comprehensive approach to ending YYA homelessness must extend beyond crisis response, to include **cross-systems prevention** to reduce homelessness inflow and make it rare in the first place; a more effective, efficient, and YYA-centric **crisis response** to make homelessness brief; and **resources and supports** for young people to achieve and sustain safe and stable housing so that homelessness is one-time.

Additionally, the assessment elevated the need for ongoing assessment of the system and a more coordinated, strategic approach to data analysis, outcome measurement, and monitoring progress, including utilizing data to monitor equity in access and outcomes. For homelessness to be rare, brief, and one-time experiences, while honoring YYA choice and individualized and client-driven supports, the system of care needs to be coordinated and in communication about the distinct needs and experiences of YYA.

SPOTLIGHT ACTION



Action 6.4.1: The community will require all new YHDP projects to collect and utilize YYA feedback as part of their evaluation requirements.



Action 6.5.1: CHY will convene a working group meeting in June 2022 with the YAB and DYCD funded Drop-in Centers to develop recommendations about how services targeting LGBTQ+ YYA could be strengthened.

Goal 6: Systems Improvement

(continued)

GOAL 6 OBJECTIVES AND ACTIONS

<p>OBJECTIVE 6.1: Streamline access to resources and services regardless of system of entry.</p>	<p>Action 6.1.1: DHS will allow DYCD RHY drop-in centers to refer directly into DHS shelter beds.</p> <p>Action 6.1.2: DYCD will update and compile written guidance on key interagency policies and contacts and regularly distribute them to providers to streamline coordination with other City and State agencies, including ACS and the Office for People with Developmental Disabilities.</p>
<p>OBJECTIVE 6.2: Improve data, evaluation, and reporting.</p>	<p>Action 6.2.1: HRA will auto-populate RHY shelter stays in NYC coordinated entry system (CAPS) to document homelessness history for YYA.</p> <p>Action 6.2.2: DYCD will update its contract evaluation and monitoring practices by engaging providers and the YAB in reviewing and updating indicators and centralizing the contract evaluation feedback process for providers through an agency-wide mailbox.</p> <p>Action 6.2.3: CIDI will disseminate results from a study utilizing administrative data from multiple agencies (DOE, DHS, ACS, DYCD) to identify student predictors of YYA and family homelessness. CIDI will convene stakeholders to assist in recommending how findings will be applied within an equity framework that leads to appropriate solutions.</p>
<p>OBJECTIVE 6.3: Break down siloes to improve youth homelessness oversight and accountability.</p>	<p>Action 6.3.1: The Adams administration will commit to sustaining a Senior Advisor for Youth Homelessness within City Hall.</p>
<p>OBJECTIVE 6.4: Improve opportunities for provider and YYA feedback on program design and data collection.</p>	<p>Action 6.4.1: The community will require all new YHDP projects to collect and utilize YYA feedback as part of their evaluation requirements.</p> <p>Action 6.4.2: DYCD will collect feedback from providers, participants, the Youth Action Board, and other experts in the field to inform the next round of RFP for RHY services, including the most appropriate metrics to measure outcomes for RHY programs and modeling budget estimates. DYCD will routinely collect feedback from participants to inform service quality.</p>
<p>OBJECTIVE 6.5: Support organizations that work with YYA to be able to support the diverse needs of YYA at risk of or experiencing homelessness.</p>	<p>Action 6.5.1: CHY will convene a working group meeting in June 2022 with the YAB and DYCD funded Drop-in Centers to develop recommendations about how services targeting LGBTQ+ YYA could be strengthened.</p> <p>Action 6.5.2: Philanthropy will explore funding a project to better understand a comprehensive program model and budget to allow 24-hour access and service delivery at drop-in centers.</p>

Goal 6: Systems Improvement

(continued)

GOAL 6 OBJECTIVES AND ACTIONS

<p>OBJECTIVE 6.6: Improve connections between all partners, including nonprofits and City agencies.</p>	<p>Action 6.6.1: CoC Youth Committee will improve connections between HUD-funded and non-HUD funded YYA providers by creating meeting spaces for the two to convene.</p> <p>Action 6.6.2: DYCD RHY and Community Connect staff will provide virtual or on-site presentations about available City resources in settings including community organizations, hospitals, mental health clinics, RHY programs, and DHS sites.</p> <p>Action 6.6.3: YYA provider community will partner to ensure their services are widely known to one another and YYA in the community.</p> <p>Action 6.6.4: The CoC will commit to ensuring YYA and YYA-focused organizations are given the opportunity to participate on all CoC committees and workgroups, including the CAPS Committee.</p> <p>Action 6.6.5: CHY will organize providers and when possible, City partners, in coordinated advocacy efforts that benefit YYA experiencing homelessness.</p> <p>Action 6.6.6: DYCD and CHY will start to meet regularly in May 2022 to strengthen their collaboration to better address the needs of the RHY providers.</p>
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YHDP Projects for Preventing and Ending Youth Homelessness

The YHDP grant from HUD provided an opportunity for the Planning Committee to identify and fund new projects that would help carry out its priorities in ending YYA homelessness in NYC. For the HUD YHDP funding, the Planning Committee selected and designed the projects, and YHDP co-leads organized a Request for Proposal (RFP) Development Committee to create project applications for the RFP and a separate RFP Evaluation Committee to score applications and select organizations to operate new YHDP HUD-funded programs. Additionally, the City committed to funding several of the top priorities identified in the planning process. Our philanthropic partner, NYC Fund to End Youth & Family Homelessness, is also committed to

funding innovative initiatives to further strengthen our plan (final details are pending).

As a condition of funding, each awarded project must adhere to the values and principles outlined in this plan. For example, their design and implementation practices must include YYA decision-making and YYA participant choice, be consistent with PYD and trauma informed care principles, incorporate harm reduction and healing centered practices, participate in coordinated entry, prioritize community connections, and both approach their work and evaluate their outcomes through an anti-oppression, anti-racist, social justice, and equity lens.

NYC YHDP FUNDED PROJECTS

PROJECT	DESCRIPTION	FUNDING SOURCE	AMOUNT
Time-Limited Rental Assistance	Providers will offer up to three years of rental assistance and support services for YYA experiencing homelessness, as well as aftercare services after the rental assistance ends. Services include housing navigation and move-in assistance, mental health and wellness supports, financial education, ongoing assessment to support stable housing, and aftercare supports for up to 24 months after rental assistance ends.	HUD NYC YHDP	\$ 5,703,782
Shelter Diversion with Host Homes	Provider will support a host home model and offer support services primarily for YYA experiencing homelessness who are LGBTQ+ members of the NYC ballroom and adjacent communities.	HUD NYC YHDP	\$ 800,000
Street Outreach Program	Provider will conduct outreach to YYA experiencing homelessness through a mobile vehicle. Outreach services will include harm-reduction and crisis support.	HUD NYC YHDP	\$ 800,000
Financial Literacy Program	Place a financial counselor in each of the eight RHY drop-in centers. Using a tailored financial counseling model to meet the unique needs of the 14-24 year-olds, these specially trained financial counselors will meet with youth one-on-one, host clinics, and participate in drop-in center functions and team meetings to increase financial literacy and build life skills that will ensure the financial needs of youth are being met.	NYC DYCD and DCWP	\$ 1,400,000

YHDP Projects for Preventing and Ending Youth Homelessness (continued)

PROJECT	DESCRIPTION	FUNDING SOURCE	AMOUNT
Housing and Peer Navigator Program	Sustain Emergency Housing Voucher (EHV) program Housing Navigators at each of the eight RHY drop-in centers. Fund 16 new Peer Navigators. Peers will have lived experience of homelessness, shadow the Housing Navigators, provide peer-to-peer support, and offer aftercare services to YYA placed in permanent housing.	NYC DYCD and HUD EHV	\$ 2,984,880
YYA Mobile Platform for Services	Connect unaccompanied youth ages 14 - 21 at risk of or currently experiencing housing instability with services through their mobile devices.	NYC DOE	\$ 250,000
Guarantor and Savings Program Planning Grant	Develop a guarantor and savings program for YYA who are able and ready to secure their own housing in the private market but who lack the backup support from family members. Structure program to encourage and enhance savings for YYA. After research and planning, quantify the fiscal need.	NYC Fund to End Youth & Family Homelessness	TBD
YYA Mobile Platform for Services	Connect unaccompanied youth ages 14 - 21 at risk of or currently experiencing housing instability with services through their mobile devices.	NYC Fund to End Youth & Family Homelessness	\$250,000
24-Hour Drop-In Center Model Budget Assessment	Conduct 24-hour drop-in center assessment to: understand what services are needed at what times on what days; the most effective way to ensure YYA can access resources when they need them; and fund needed services that are not currently covered with public funding. The evaluation of this model could inform future publicly funded drop-in center models and budgets.	NYC Fund to End Youth & Family Homelessness	\$300,000
Housing and Peer Navigator Training Institute	Develop training curriculum and training capacity at the Coalition for Homeless Youth so that our new workforce of ~32 navigator positions will conduct their job functions consistently across the five boroughs for YYA. This would ensure equitable access to navigation services no matter which location YYA access.	NYC Fund to End Youth & Family Homelessness	\$193,000

Governance and Continuous Improvement of CCP Implementation

The YHDP Planning Committee is committed to transparency and accountability for the implementation, sustainability, and continuous improvement of the actions and projects identified in Opportunity Starts with a Home (OSH). We are committed to a YYA-led community process for reviewing and adapting this CCP based on changes in our community in our understanding of YYA homelessness.

GOVERNANCE STRUCTURE

We will implement an OSH governance structure that serves three functions:

- (1) support for new projects funded through the YHDP;
- (2) accountability for YHDP actions; and
- (3) evaluation/continuous quality improvement

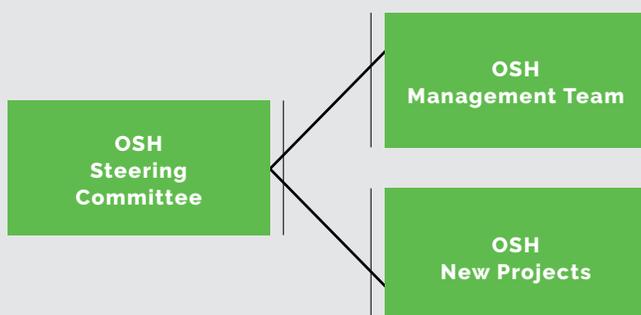
We will stay attuned to ways to expand the goals of this CCP and continue to advocate for investments in services, policies, and resources for YYA experiencing homelessness, such as policies that promote equity for YYA in accessing to new housing resources, rental assistance, and permanent supportive housing, as well as that promote living wages for staff who work with YYA.

Our governance structure is comprised of the OSH Management Team, and the OSH Steering Committee and an OSH New Projects working group.

OSH GOVERNANCE STRUCTURE

- » **The OSH Management Team** will lead the day-to-day implementation. They will coordinate among partners, build community relationships, track implementation progress, and have the authority necessary to make daily decisions about plan implementation. They will work closely with the OSH Steering Committee to review progress and develop recommendations, and present those recommendations, progress updates, and other critical design and implementation decisions to City leadership and other organizational and community leaders.
- » **The OSH Steering Committee** will be led by three Co-Chairs, representing the provider community, the YAB, and City government and will provide regular oversight and guidance to the OSH Management Team. The existing CoC Youth Committee is coalescing around the OSH and existing members will merge into this new committee. The OSH Steering Committee will review progress, upcoming actions, and key decisions and offer feedback using the framework developed during the planning process. Membership must include participants from the YAB, the CoC, YYA providers, the sectors homelessness and housing, child welfare, justice, education, employment, and behavioral health. The membership will strive to include as many representatives from relevant sectors as possible and maintain a racial, ethnic, sexual orientation and gender identity balance that reflects the community to the greatest extent possible.
- » **The OSH New Projects** working group will exist to help onboard nonprofits into the CoC as new grantees and into the OSH governance structure. This group will work closely with our YHDP TA and the OSH Management Team to implement the new projects in adherence with our guiding principles. After the demonstration period, this group will roll into the OSH Steering Committee and other CoC committees as necessary.

OSH GOVERNANCE STRUCTURE



Governance and Continuous Improvement of CCP Implementation

(continued)

OSH will only be successful with the support and participation of the YAB and CoC.

- » **The Youth Advisory Board (YAB)** will be part of all OSH governance levels. The YAB will be responsible for reviewing data, feedback, and recommendations. They will be included in all decisions and will be provided with regular opportunities for feedback and can submit unsolicited feedback and plan changes to the OSH Steering Committee for consideration at any time. The YAB commits to recruiting a diverse group of people who represent all the city's communities, including, YYA from all five boroughs, Latinx and Black YYA, LGBTQ YYA, immigrant YYA, minors, YYA who have been involved with systems of care and incarceration, and parenting YYA, among others. In return, the YAB expects the time, training, funding, respect, and resources from the community to be authentic partners in this work.
- » **The CoC Steering Committee** will play an active role in the oversight and implementation of OSH. It will commit to honoring decisions made by the OSH Steering Committee. The CoC will coordinate among existing CoC committees working on policy that will impact this plan, support outcome measurement being carried out by the OSH team and provide holistic support to the OSH-funded projects.

CONTINUOUS QUALITY IMPROVEMENT

Building and maintaining trust is a cornerstone of our improvement strategy. We must lean into the shared ownership-nature of our decision-making framework and regularly interrogate the extent to which we are sharing power, elevating YYA and direct service staff voices, and being transparent with the community. To that end, the OSH Steering Committee will share regular public progress updates. They will provide open and public opportunities for feedback from a broad array of stakeholders and actively recruit participation from community members who do not frequently provide feedback.

CONTINUOUS IMPROVEMENT STRATEGIES
Utilize YAB members as technical assistants in continuous learning and improvement
Use current data to set benchmarks and then adapt them as the system changes
Collect and analyze qualitative data from YYA, providers, funders, and other stakeholders to evaluate progress and the need for change
Host focus groups to obtain and incorporate feedback from YYA currently engaging with system resources
Providing forum opportunities for partners to learn about implementation
Establish a learning community amongst providers implementing plan projects
Regularly update a publicly available dashboard with quantitative data and plan-related performance measures
Participate in national forums and one on one conversations to learn from other YHDP communities

In addition to the roles described above, the OSH Steering Committee may create subcommittees to address recommendations from the OSH Management Team. These may include board members and other people from the community who have subject matter expertise. The OSH governance body may also direct training or technical assistance (through local expertise, independent consultants, or YHDP technical assistance) to plan projects and organizations implementing plan actions that need support.

Endnotes

- ⁱ Chamberline, C., & Johnson, G. (2011). Pathways into adult homelessness. *Journal of Sociology*, 49(1), 60-77. <https://doi.org/10.1177/1440783311422458>
- ⁱⁱ U.S. Department of Housing and Urban Development. (2021). 2020 point-in-time count by CoC. [Data file]. <https://www.hudexchange.info/resource/3031/pit-and-hic-data-since-2007/>
- ⁱⁱⁱ This CCP presents the most recent available at the time of writing; the 2021 PIT count did not include unsheltered counts for subpopulations (including youth) because of changes to counts due to COVID-19 risks.
- ^{iv} Department of Youth and Community Development. (2021). *DYCD Runaway and Homeless Youth Services: LL86 Demographics and Services*. [Data file]. New York City: Department of Youth and Community Development.
- ^v Department of Homeless Services. (2021). *Unaccompanied Youth Served by DHS Shelters*. [Data tables]. New York City: Department of Homeless Services.
- ^{vi} National Center for Homeless Education. (2021). *New York City YHDP Cohort 4: Homeless Education Data Workbook*. [Data file]. New York City: National Center for Homeless Education.
- ^{vii} These data are not disaggregated by age and include students living doubled up who would not meet HUD criteria for homelessness counts based on their living situation.
- ^{viii} CoC_PopSub_CoC_NY-600-2020_NY_2020.pdf (hudexchange.info)
- ^{ix} Department of Youth and Community Development. (2021). *DYCD Runaway and Homeless Youth Services: LL86 Demographics and Services*. [Data file]. New York City: Department of Youth and Community Development.
- ^x National Center for Homeless Education. (2021). *New York City YHDP Cohort 4: Homeless Education Data Workbook*. [Data file]. New York City: National Center for Homeless Education.
- ^{xi} U.S. Census Bureau. (2015). 2015: *ACS 5-year estimates selected population detailed tables*. [Data table]. U.S. Census Bureau. <https://data.census.gov/cedsci/table?t=-01%20-%20All%20available%20basic%20races%20alone%3A400%20-%20Hispanic%20or%20Latino%20%28of%20any%20race%29%3AAge%20and%20Sex&g=1600000US3651000&tid=ACSDT5YSPT2015.B01001>
- ^{xii} The most recent year of census estimates by age, race, and ethnicity in New York City are from 2015.
- ^{xiii} Department of Youth and Community Development. (2021). *DYCD Runaway and Homeless Youth Services: LL86 Demographics and Services*. [Data file]. New York City: Department of Youth and Community Development.
- ^{xiv} Department of Youth and Community Development. (2021). *DYCD Runaway and Homeless Youth Services: LL86 Demographics and Services*. [Data file]. New York City: Department of Youth and Community Development.
- ^{xv} Conron, K., Luhur, Goldberg, S. (2021). *LGBT Adults in Large US Metropolitan Areas*. UCLA School of Law Willimans Institute. <https://williamsinstitute.law.ucla.edu/wp-content/uploads/MSA-LGBT-Ranking-Mar-2021.pdf>
- ^{xvi} NYC Youth Risk Behavior Survey 2019. <https://a816-health.nyc.gov/hdi/epiquery/visualizations?PageType-ps&PopulationSource=YRBS>
- ^{xvii} U.S. Department of Housing and Urban Development. (2021). 2020 point-in-time count by CoC. [Data file]. <https://www.hudexchange.info/resource/3031/pit-and-hic-data-since-2007/>
- ^{xviii} Ibid.
- ^{xix} NYC Department of Youth and Community Development. New York City Youth Count 2020. https://www1.nyc.gov/assets/dycd/downloads/pdf/2020_NYC_Youth_Count_Results.pdf
- ⁱⁱ Please note, data were only available on the number of youth who have experienced sexual exploitation. Data on the number of youth who have experienced labor trafficking are not available for this CCP.
- ^{xxi} National Clearinghouse on Homeless Youth and Families (2020). *The overlap of human trafficking and runaway and homeless youth*. <https://rhyclearinghouse.acf.hhs.gov/blog/2020/07/overlap-human-trafficking-and-runaway-and-homeless-youth>
- ^{xxii} Ibid.
- ^{xxiii} It should be noted that given the high incidence of commercial sexual exploitation among runaway and homeless youth, many programs do screen for trafficking risk or experiences of trafficking, including sexual exploitation. However, this process is lengthy, and requires specific expertise to conduct in order to not retraumatize youth or misidentify youth. Therefore, current estimates on the number of youth who experience commercial sexual exploitation may under-identify the total number of youth impacted.
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- ^{xxvi} Morton, M., Dworsky, A., Samuels, G., & Patel, S. (2018). *Voices of youth count comprehensive report: Youth homelessness in America*. U.S. Department of Housing and Urban Development Office of Policy Development and Research. <https://www.huduser.gov/portal/sites/default/files/pdf/Voices-of-Youth-Report.pdf>
- ^{xxvii} LL145 ACS Report to City Council, 2021; page 11 (posted on ACS website) ReportOnYouthInFC2021.pdf (nyc.gov)
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- ^{xxix} Center for Innovation through Data Intelligence, New York City Office of the Mayor (2015). 5). *Young adult outcomes of foster care, justice, and dually involved youth in New York City*. foster_care_justice_and_dually_involved_report.pdf (nyc.gov)
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- ^{xxxiii} Center for Innovation through Data Intelligence, New York City Office of the Mayor (2015). 5). *Young adult outcomes of foster care, justice, and dually involved youth in New York City*. foster_care_justice_and_dually_involved_report.pdf (nyc.gov)
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- ^{xlii} Ibid.