

# COORDINATED COMMUNITY PLAN

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Youth Homelessness Demonstration Program

Salt Lake Valley Coalition  
to End Homelessness



# Table of Contents

|  |    |
|--|----|
| Statement from the Youth Action Board.....           | 3  |
| Mission .....  | 4  |
| Vision .....   | 4  |
| Acknowledgments .....                                | 5  |
| Community History with a Youth Homeless System ..... | 7  |
| Other Community Context .....                        | 8  |
| Statement of Need.....                               | 9  |
| Data & Needs Chart .....                             | 15 |
| Special Populations: Impact and Strategies.....      | 21 |
| Guiding Principles and Goals .....                   | 25 |
| Goals, Objective, Action Steps .....                 | 30 |
| YHDP Governance & Partners .....                     | 37 |
| Youth Recruitment and Integration .....              | 40 |
| List of Partners .....                               | 46 |
| New Project List .....                               | 51 |
| Definitions and Acronyms .....                       | 60 |
| Signature Pages.....                                 | 62 |

## Statement from the Youth Action Board

The Salt Lake County (SLCo) Youth Action Board (YAB) began in 2019. Members came together to create the manual and establish the practices that guided the YAB. From 2019 to present, the YAB has regularly engaged in advocacy to increase youth voice with the Salt Lake Valley Coalition to End Homelessness (SLVCEH) which is the Continuum of Care (CoC). In 2022, the President of the YAB became a voting member representing the youth voice on the CoC.

Our CoC receives youth input through the YAB, which is housed within SLCo Youth Services (YS), a CoC member. YAB participates in the CoC through multiple pathways, including Committees, Core Function Groups, and Task Groups. YAB holds 1) Two Steering Committee (SC) general voting seats and youth SC members have personally experienced homelessness and are experienced with LGBTQIA2S+, foster care, behavioral health, education, and juvenile justice issues; 2) Three Rank and Review Committee (RRC) voting seats for policy decisions, particularly on policies that relate to preventing and ending youth homelessness; 3) nonvoting roles in Client Focused Core Function Group's Youth Experiencing Homelessness (YEH) Task Group, co-chaired by the YAB Past President and meets concurrently with YAB; and 4) nonvoting roles in the Client Focused Core Function Group's Lived Experience Task Group to engage and advise on CoC policy and practice.

YAB members also represent youth in the Point in Time (PIT), Coordinated Entry (CE), Crisis Response (CR), Housing, and additional group discussions. The YAB Immediate Past President and President are voting members of the SC and serve as the Client Focused Co-Chair and Youth Lived Expert Advisor, respectively. They participate in discussions involving policy, funding decisions, and CoC actions, and additionally advocate and educate other voting members on the issues facing youth experiencing homelessness. Youth SC members are liaisons between the SC and YAB, conveying information and recommendations between the two groups.

In September of 2023, YAB partnered with our community and were awarded 2.7 million dollars through the Youth Homelessness Demonstration Program (YHDP) Grant. Throughout this process, the YAB has incorporated youth voices into our CoC providing valuable insight and understanding of YEH to our community and how to better serve them. YAB has partnered with youth service providers to create this comprehensive community plan.

In December 2023, YAB, CSH, and Homebase, facilitated intensive Community Focus Groups. These focus groups were designed to assist with identifying the housing, education, employment, and social/emotional well-being needs of special populations within the youth homelessness system. These focus groups centered voices of YEH and community organizations supporting YEH.

In February 2024, YAB wrote a request for proposal (RFP) for YHDP projects which included: the application requirements, evaluation criteria, and other pertinent details. In March 2024, YAB had CSH present and discuss the Youth Needs Assessment with information that was gathered in December from the youth focus groups.

In May of 2024, the YAB finalized all pieces of the Coordinated Community Plan (CCP) and made initial funding decisions regarding YHDP funded projects which would be invited to apply for funding through the HUD application process.

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YAB supports this CCP as it outlines the comprehensive approach and strategies that our community will implement to address youth homelessness effectively. As the YAB moves forward, we will continue to support our community, actively engage on the CoC, provide feedback, training, and support to those funded by YHDP dollars to ensure youth homelessness is rare, brief, and non-recurring.

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## Mission

The Youth Action Board mission is to advocate, empower, and elevate youth voices within the Continuum of Care and Salt Lake County, with an emphasis on bringing about change and creating avenues for partnership and collaboration.

## Vision

In collaboration with our community, our vision is to prevent and end youth homelessness, by housing that is supportive and equitable, creating pathways of employment, education, and leadership to ensure youth experiencing homelessness is rare, brief, and non-recurring. With an emphasis of recognizing systematic failure for youth identifying as BIPOC and LGBTQIA2S+, this system will meet Youth and Young Adults where they are and help them to make lasting and stable connections that guide them to success.

# Acknowledgments

We would like to thank the following individuals for their dedication to ending youth homelessness in Salt Lake County (SLCo).

## YHDP CORE TEAM

### Youth Action Board

- Yixiao Burke, President
- Cameron Thompson, Vice President
- Maygan Martinez, Past President
- Mina Rivera
- AJ Perez
- Natalie Clark

Mina Koplín, Adult Mentor SLCo Youth Services

Jessica Makin, Adult Mentor Utah Office of Substance Use and Mental Health

Tarra McFadden, Adult Mentor SLCo Office of Homelessness and Criminal Justice Reform

Kevin Rushforth, Adult Mentor SLCo Youth Services

## YOUTH EXPERIENCING HOMELESSNESS STEERING COMMITTEE, PARTNERS, COLLABORATORS

Allie Batcho, Volunteers of America, Utah

Anne Clark, Davis School District

Annie Brown, Volunteers of America, Utah

Brooke Page, Community for Supportive Housing

Cara Stephens, Salt Lake County Youth Services

Charly Swett, Salt Lake County

Christine Peasley, Granite School District

Ciarra Johnson, Homebase

Connie Crosby, Canyons School District

Dan Tisdale, Salt Lake County

Dani Nives, Volunteers of America, Utah

Danielle Littman, University of Utah College of Social Work

Eli Curry, Salt Lake County Youth Services

Fredrick Conway, Utah Division of Juvenile Justice and Youth Service

Gabriel Roca, Utah Office of Homeless Services

Gabriel Schuster, CSH

Hailee Hernandez, Utah Office of Substance Use and Mental Health

Harry Schwenke, Utah Division of Juvenile Justice and Youth Service

Holly Chappell, Granite School District

Jamie Nimitz, Volunteers of America, Utah

Jeff Ojeda, Utah State Board of Education

Jen Harmer, Davis School District

Jenica Whitworth, Davis School District-Teen Centers

Jenna Abu-Ramaileh, Volunteers of America, Utah

Jennifer Redd, Utah Division of Child and Family Services  
 Katherine Fife, Salt Lake County Mayor's Administration  
 Kathy Bray, Volunteers of America, Utah  
 Katie Zimmerman, Utah Division of Population Health  
 Kelcy Brock, Utah Office of Substance Use and Mental Health  
 Kevin James, Community for Supportive Housing  
 Krysta Niemczyk, Housing Connect  
 Kyla Clark, Utah Division of Child and Family Services  
 Libby Hughes, Utah Office of Homeless Services data team  
 Liz Santiago-Otero, Utah Domestic Violence Coalition  
 Michelle Nelson, Granite School District  
 Michelle Sanchez, Utah Division of Juvenile Justice and Youth Services  
 Michelle Walton, Utah Office of Homeless Services data team  
 Mike Harman, Salt Lake City School District  
 Peggy Green, Utah Office of Homeless Services  
 Rachel Edwards, Utah Division of Juvenile Justice and Youth Service  
 Rachel Trane, Utah Division of Child and Family Services  
 Sarah Strang, The Road Home  
 Shanin Rapp, Utah Office of Substance Use and Mental Health  
 Sharon Cook, Utah Office of Substance Use and Mental Health  
 Shannalee Otanez, Granite School District  
 Sierra Marsh, Murray City School District  
 Sue Ativalu, Volunteers of America, Utah  
 Tessa Nicolaidis, The Road Home  
 Theo Schwartz, Utah Office of Substance Use and Mental Health  
 Tricia Davis, Utah Office of Homeless Services  
 Uinise Tu'avao, Volunteers of America, Utah  
 Veanna Pau'u, YWCA Utah  
 Zach Bale, Housing Connect

#### **TECHNICAL ASSISTANCE TEAM**

Ciarra Johnson, Homebase / DMA - Diana T. Myers and Associates, Inc.  
 Jzov Najea, True Colors United  
 Piper Ehlen, Homebase  
 Gary Wickersing, The Partnership Center, Ltd.  
 Kenya Haynes, National Center for Homeless Education  
 Erin Collick, U.S. Department of Housing and Urban Development

**SPECIAL THANKS TO AMERICAN EXPRESS CENTURION BANK, SYNCHRONY BANK, COMENITY  
 BANK AND THE UTAH DEPARTMENT OF HEALTH AND HUMAN SERVICES FOR THEIR GENEROUS  
 FINANCIAL SUPPORT.**

# Community History with a Youth Homeless System

Since 2018, the Continuum of Care (CoC) saw a 56% decrease in youth beds, mainly due to CoC member funding losses, while engagement, empowerment, and inclusion of young people with lived experience increased within CoC structure, governance, and policy-making activities.

In 2019, prior to the vast impacts imparted by the pandemic, the Utah Office of Substance Use and Mental Health (OSUMH) engaged a research consultant to complete a needs assessment of the major metropolitan areas of northern Utah, which was not specific to our jurisdiction but included some of our CoC providers: Volunteers of America, Utah (VOA), Journey of Hope, Salt Lake County (SLCo) Youth Services (YS) Milestone Transitional Living Program, and The Road Home. The assessment was based on U.S. Census Bureau data, youth focus groups, and provider feedback.

The Youth Action Board (YAB) partnered with VOA Youth Resource Center (YRC) to complete the CoC Youth Point-in-Time (PIT) Count in January 2023 and 2024 to engage young people experiencing homelessness, who may not otherwise be counted in the traditional PIT Count. YAB lived experience experts have made it clear that young people do not engage with the homeless service system in the same way as other populations and are not accurately represented in traditional PIT counts. Couch surfing is an uncounted example. The patterns of youth experiencing homelessness do not align with other demographic groups experiencing homelessness. Traditional coordinated entry models facilitate one scoring tool for all groups, which leads to youth being compared to chronically homeless adults, families, and other groups with more significant needs on the scoring scale. While youth experiencing homelessness have significant needs for housing and other services, their lower score on Coordinated Entry (CE) tools mean they are not gaining access to necessary services as quickly as needed.

In 2023 the Utah Legislature appropriated \$15 million for Utah Schools to build Teen Centers. The goal of the Teen Centers is to provide basic needs to students who may be experiencing, or at-risk of, homelessness. These Teen Centers often include a food pantry, laundry facilities, showers and toiletry kits, a family advocate worker, connections to other community resources, and space for students to support their mental health needs. Teen Centers are now in many SLCo high schools and preliminary data demonstrates improved graduation rates as at-risk youth are able to improve physical and emotional needs.

McKinney-Vento homelessness data reveals a significant number of children and youth experiencing homelessness or at-risk of homelessness. The data table below reflects information from all schools in the CoC in the 2021-2022 School Year, and demonstrates the need to address homelessness and at-risk situations in order to prevent and end youth

homelessness in SLCo. The data for the CoC reflects a significant number of students who are unaccompanied, living in hotels/motels, and doubled-up. While this data does not control for the age range addressed in YHDP, it does illustrate the significant need in the CoC to address the cause of homelessness and work toward prevention. Also reflected is the race and ethnicity data, which demonstrates the disproportionate numbers for students experiencing and at-risk for homelessness in comparison to the overall population in SLCo.

## Other Community Context

The Salt Lake Valley Coalition to End Homelessness (SLVCEH) is the Salt Lake County, Utah, Continuum of Care (CoC) demonstration community, serving all of the Salt Lake County (SLCo) jurisdiction, including Utah's largest metropolitan area. During January 1, 2020-April 30, 2023, our CoC served 3,331 youth experiencing homelessness, exceeding all combined youth served by CoCs in the rest of Utah. With the Youth Homelessness Demonstration Program (YHDP) funding, our CoC will plan and implement a coordinated approach to prevent and end youth homelessness. The SLCo Office of Homelessness and Criminal Justice Reform (OHCJR) is the Collaborative Applicant for the YHDP. SLCo holds a prestigious Triple-A bond rating, ranking it among the top 1.3% of counties nationwide, and institutes accounting practices for all programs that uphold this rating. The CoC oversees more than \$10.8 million of federal grant funds; monitors, analyzes, and audits all agencies for compliance with Affirmatively Furthering Fair Housing (AFFH); and oversees all proposed YHDP activities to meet the requirements of AFFH.

# Statement of Need

In December 2023, the Corporation for Supportive Housing (CSH), along with the Salt Lake County (SLCo) Youth Action Board (YAB), Salt Lake Valley Coalition to End Homelessness (SLVCEH) Steering Committee, and Homebase, facilitated intensive Community Focus Groups. These focus groups were designed to assist CSH with identifying the housing, education, employment, and social/emotional well-being needs of special needs populations within the youth homelessness system.

Focus groups were developed to center the voices of youth experiencing homelessness (YEH) and community organizations supporting YEH. The focus groups were scheduled during coordinated times that coincided with the availability of YEH. For example, the focus groups at The Road Home were hosted when pregnant and parenting YEH would be at the shelter or when youth in transitional housing would be home.

To ensure the needs assessment process was culturally and linguistically appropriate, CSH collaborated with the community throughout the process to ensure interpreters were present at the Youth Resource Center (YRC) and The Road Home.

Each focus group was conducted by CSH, YAB, and/or Homebase, and were, at minimum, 90 minutes in duration. Focus groups were hosted at a variety of locations across the county, including the Salt Lake County Office of Homelessness and Criminal Justice Reform, The Road Home, Volunteers of America's YRC, Bud Bailey Apartments, and Milestone Transitional Living Program. Each focus group used standardized questions for YEH and/or formerly homeless youth. Additionally, provider questions were standardized with minor adjustments to reflect the population of youth the staff served.

## Unaccompanied Youth Experiencing Homelessness

Sheltered YEH in SLCo are primarily served at VOA's YRC, near downtown Salt Lake City with participants including:

- YEH,
- LGBTQIA2S+ YEH, and
- VOA Shelter Staff, VOA RRH/SH Staff

Throughout the focus groups, several key themes emerged as a need for sheltered YEH. Below is a summary of the needs identified by sheltered youth and youth-serving shelter/supportive housing providers.

### **YEH's Barriers to Accessing Housing:**

- Applications for housing require documentation and criteria YEH do not meet. For example, deposits, application fees, furniture (or vouchers "other than LDS").

- Inclusive service providers, there are certain organizations YEH are not comfortable visiting because of locations and/or religious beliefs.

#### **YEH Necessities or “Ideal Living Environments:”**

- In unit laundry
- Opportunity to live independently
- An apartment
- An apartment where my partner is welcome
- An apartment close to work
- A shared apartment
- A studio with in-unit laundry
- Housing that does not require documentation
- A three-bedroom apartment for storage, music equipment (or other hobby spaces), and a bedroom.

#### **YEH's barriers when accessing health care and/or treatment:**

- Lack of gender-affirming care
- “Black clients are dramatically underserved in the community, for example, access to inclusive mental health treatment or things like hair care products” - Service Provider
- Youth aging out of foster care only have insurance coverage until they are 23.
- Assistance with obtaining services for vision and dental.
- Availability of mental health services - long wait list for initial appointments and emergency medication management.

#### **YEH barriers to accessing employment and/or employment resources:**

- Availability of clothes for interviews
- Access to the computer lab
- Intensive assistance with obtaining a job
- Resume development
- Employers that accept populations with special needs.

#### **LGBTQIA2S+**

People who identify as lesbian, gay, bisexual, transgender/trans, queer/questioning, intersex, asexual/ agender, and/or two-spirit (LGBTQIA2S+) statistically have a higher risk of experiencing some form of housing instability, if not literal homelessness. Additionally, the National Network for Youth reported that 40% of youth experiencing homelessness identify as LGBTQIA2S+, despite only representing 9.5% of the general U.S. population. This stark disparity sheds light on one of the many direct contributions to youth homelessness in the United States.

A key takeaway from the LGBTQIA2S+ focus group is the importance of safety and culturally responsive spaces in SLCo. While focus group facilitators utilized a set of questions for each group, two needs stood out most: social/emotional wellbeing and safety.

**Youth identified access barriers to:**

- Proper healthcare referrals, resources, and benefits.
- Resources specific to the population, such as Utah Pride Center, Utah AIDS Foundation, and Transgender Education Advocates of Utah

**Youth identified needing:**

- Service providers who are trained in cultural humility and/or competence.
- Patient advocates who understand the needs of the LGBTQIA2S+ population, especially when admitted to the hospital.
- Resident advocates for YEH that reside at the YRC, Road Home, Milestone Transitional Living Program, and other YEH service organizations.
- Gender-affirming clothing, “something like this will boost confidence for things like housing and job interviews”
- Safe spaces for LGBTQIA2S+ youth in general. Youth in the community often feel “tolerated” until they are not by local business owners.

**Pregnant and Parenting Youth Experiencing Homelessness**

In 2023, there were 92 pregnant and/or parenting youth experiencing homelessness accounted for during SLCo’s Point-in-Time (PIT) count. Evidence finds that bearing a child during a girl’s/woman’s younger years is associated with long-term difficulties for the mother and the child, such as being more likely to be born prematurely, having low birth weights, and a higher risk for infant mortality. SLCo teen birth rate data report 12.6 live births per 1,000 cis-gendered young women aged 15-19, a 3.4 rate increase compared to the State of Utah.

CSH hosted focus groups at the Road Home with pregnant and parenting youth who were primarily English speaking and Spanish speaking only. CSH also met with The Road Home staff including the McKinney-Vento liaison. As SLCo continues to expand its youth-focused approach to homelessness, pregnant and parenting youth identified the following needs.

**Pregnant and Parenting Youth - English Speaking Focus Group**

**Pregnant and Parenting YEH and Staff identified barriers for them to obtain housing.**

- Access to timely pre-tenancy support services like deposits, rental history/landlord mitigation, and fair housing
- Access to vouchers and landlords willing to accept vouchers, “stigma”
- YEH identified barriers to accessing employment and/or employment resources
- Availability of clothes for interviews
- Access to the computer lab

- Intensive assistance with obtaining a job
- Resume development
- Employers that accept populations with special needs

### **Pregnant and Parenting Youth, Spanish Speaking Focus Group**

During the undocumented YEH focus group, CSH leveraged interpreters to assist with overcoming language barriers between facilitators and participants. Like the LGBTQIA2s+ focus group at the YRC, focus group participants who are asylum-seeking, but still undocumented, in SLCo endorsed two essential needs: housing and employment.

#### **YEH's Barriers to Accessing Housing:**

- Accessible housing and childcare to ensure they can work and provide for their families.
- Because they do not have income, they cannot get housing
- Importance of economic stability yet grappled with the reality of the barriers that accompany being undocumented in the U.S.
- Immediate benefits of shared housing, such as “help watching each other’s kids, splitting bills, and just family!”

Participants also stated employment was their most essential need. However, their undocumented status significantly impacts the types of jobs and wage amount they can consider and ultimately take on. Participants reported a lack of integrity in compensation practices due to “working under the table,” often not being unpaid for up to 60 days at a time.

### **Tenants of Supportive Housing**

CSH engaged with tenants of Rapid Rehousing (RRH) and Supportive Housing (SH) programs in SLCo at Bud Bailey Apartments. Tenants are young adults who’ve exited homelessness within the past two (2) years and are navigating their way to self-sufficiency.

Tenants identified two key themes to sustaining their tenancy - safe housing and intentional assistance with helping them transition out of homelessness into stable housing.

#### **RRH and SH tenants identified the following barriers for them to obtain housing.**

- Community prioritization presents as a barrier to housing. For example, if someone is not chronic or unable to prove a chronic homelessness status, then they are not prioritized for certain housing assistance.
- Safe and habitable homes and/or apartments. For example, YEH do not feel like their homes are always “move-in ready.”
- Landlords and property managers are not always consistent with addressing tenant concerns. Tenants are afraid of retaliations when encouraged to contact code enforcement.

- Tenant choice (of housing placement) is limited and sometimes non-existent.

**RRH and SH tenants identified the following barriers to sustaining tenancy.**

- Feelings of loneliness once housed, tenants reported they would benefit from more social support and opportunities to fellowship via recovery-oriented services.
- Assistance with developing life skills like budget management, paying bills, making payment arrangements, communicating their needs to service providers, etc.
- Better understanding of tenants and their needs. Some tenants vocalized wanting more case management, while others encouraged peer or big brother/sister programs to balance power dynamics.
- Access to food and transportation.

While stakeholders commended the community's efforts in responding to adult homelessness, they could not overlook the adult-centric nature of the current coordinated response system. Consequently, youth often find themselves in competition for housing opportunities with adults who have longer histories of homelessness and/or disabling conditions.

Stakeholders have also acknowledged that operating in isolation across systems and delivering services solely at the program level is insufficient to adequately support youth experiencing homelessness during this critical transitional phase of their lives. Robust youth programs and positive cross-system partnerships exist, yet underscored the belief that these efforts fall short of meeting the demands of the youth population.

**Racial Equity Analysis**

CSH sought to apply its Racial Disparities and Disproportionality Index (RDDI) tool to SLCo to identify the existence of disparities in the community's YEH. In doing so, CSH leveraged the community's demographic data to assess overrepresentation of BIPOC youth within the homelessness response system.

As a result of applying the principles of the RDDI Tool, it shows there is an overrepresentation of BIPOC youth in SLCo. The data in this section indicates that within the homelessness response system, certain groups are disproportionately overrepresented compared to other racial groups.

These findings are intended to be used to foster community conversations, leverage the experiences of youth directly impacted by homelessness, and assist with developing systems change recommendations intended to improve intervention design, delivery strategies, and local policies to reduce racial disparities across systems.

Race, ethnicity, and gender-identity continue to have an impact on where youth live, work, and feel safe in communities across the United States. As a result, studies have shown homeless

response systems are disproportionately represented by Black and Brown Americans. Graph 1 (below) reflects three populations in SLCo; the general population, Unaccompanied Youth, and Parenting Youth (including their children).

When reviewing the demographic subgroups, the following key findings are apparent.

- Youth 18 - 24 who identify as Hispanic or Latino represent only 19% of the Salt Lake County population yet 65% of the people in parenting youth homeless households and 32% in unaccompanied populations.
- Youth 18 - 24 who identify as Black, African American, or African only represent 2% of the Salt Lake County population yet 15% of the unaccompanied homeless population and 14% of the parenting population.
- Compared to racial groups White and Asian alone, White, not Hispanic or Latino where no disparities exist.

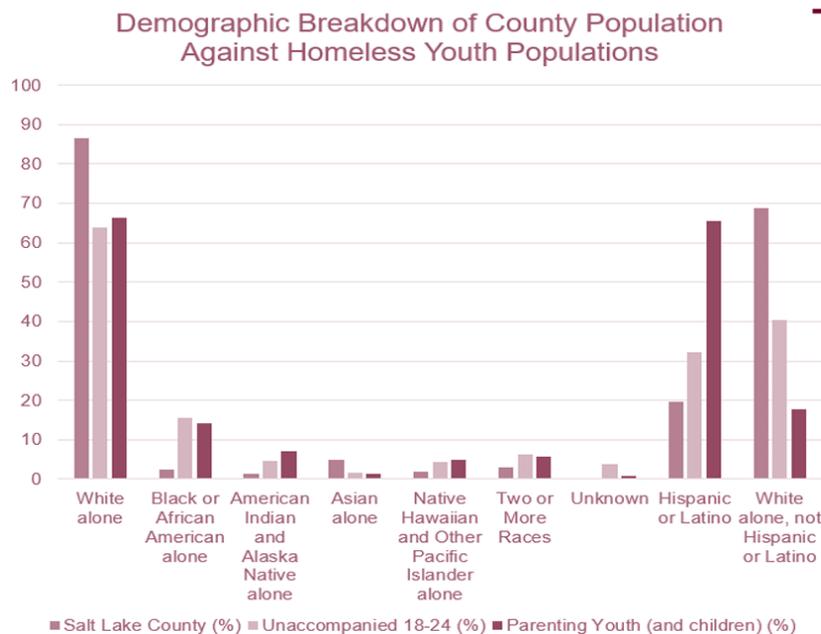


Chart source: Salt Lake Valley Youth Experiencing Homelessness Needs Assessment, CSH, 2024

Gender identity and sexual orientation are recognized as significant factors contributing to YEH. When delivering housing and tenancy support services to this demographic, it is essential to acknowledge the impact of gender identity, sexual orientation, and other barriers to accessing and maintaining housing, which often stem from heteronormative societal norms and behaviors.

The data reveals a broad spectrum of gender identities among Unaccompanied Youth, including Man (boy), Woman (girl), Transgender, and Gender Non-binary, as defined by HUD. According to data sourced from Stella 2.0, approximately 11 percent of Unaccompanied Youth self-identify as Transgender or having multiple gender identities (gender expansive).

In contrast, the percentage of Parenting Youth who identify themselves or their children as Transgender or having multiple genders is significantly lower, accounting for less than 1% of the population. This analysis underscores the importance of understanding and addressing the unique needs and challenges faced by individuals with diverse gender identities within the context of homelessness and housing support services.

## Data & Needs Chart

| <b>Population</b>              | <b>At-risk unaccompanied youth</b>  |
|--------------------------------|---|
| Data                           | Statewide Division of Child and Family Services (DCFS) FY2023 Annual Report; Utah Forum on Transition-age Youth Homelessness 2018; 2010 Aging Out Department of Human Services Report; County Health Rankings & Roadmaps; Utah Homeless Management Information System (UHMS) Data   |
| Estimates                      | <ul style="list-style-type: none"> <li>• 91 youth statewide aged out of foster care in FY2023</li> <li>• 7% of teens and young adults (age 16-19) were neither working nor in school</li> <li>• 33% of Children are Eligible for Free or Reduced Price Lunch</li> </ul>   |
| <b>Needs</b>                   |   |
| Housing                        | Prevention and Diversion services, short- and medium-term Rapid Rehousing, Transitional Housing   |
| Education and Employment       | <ul style="list-style-type: none"> <li>• 74% of youth who aged out of foster care were below the national level of poverty. Employment which pays a living wage is essential. At-risk youth need to be connected to applied technical colleges, community colleges and universities.</li> <li>• Teen Centers, now in many SLCo high schools, lead to improved graduation rates as at-risk youth are able to improve physical and emotional needs.</li> </ul>            |
| Social and Emotional Wellbeing | <ul style="list-style-type: none"> <li>• Community supports and connections for youth aging out of foster care.</li> <li>• Need connections to peer mentors.</li> <li>• Increase Case Management Resources to decrease the number of cases per manager. Have managers remain engaged after youth are released from Foster Care or ensure mentorship or other support staff are available to support a former Foster Care Youth as they move to independence.</li> </ul> |

|   |  |                                     |    |
|---|--|-------------------------------------|----|
|   | <ul style="list-style-type: none"> <li>Support systems should be available until age 24, or at least until age 21.</li> <li>Teen Centers connect at-risk youth to long term supports and increased food security. Teen centers provide access to clean clothes, showers, family advocates, and space for student-regulation of mental health needs.</li> </ul> |                                     |    |
| <b>Race/Ethnicity</b>   |  |                                     |    |
| American Indian   | 3  | Native Hawaiian or Pacific Islander | 0  |
| Asian or Asian American   | 0  | White                               | 45 |
| Black, African American, or African   | 13   | Multiple Races                      | 41 |
| Hispanic/Latina/e/o   | 3  |                                     |    |
| <b>Gender</b>   |  |                                     |    |
| Female  | 60   | Questioning                         | 0  |
| Male  | 42   | Transgender                         | 1  |
| Gender that is not singularly 'Female' or 'Male' (e.g., non-binary, genderfluid, agender, culturally specific gender) |  |                                     | 2  |
| Sexual Identity, Sexual Orientation   | Data Not Available   |                                     |    |

|                   |   |
|-------------------|---|
| <b>Population</b> | <b><u>Unaccompanied youth experiencing homeless</u></b>   |
| Data              | National Center on Homeless Education (NCHE) Homeless Education Data Workbook; 2024 Point-in-Time (PIT) Count; Focus Groups - December 2023; Utah Forum on Transition-age Youth Homelessness 2018 |

|                                     |  |                                     |    |
|-------------------------------------|--|-------------------------------------|----|
| Estimates                           | <ul style="list-style-type: none"> <li>Identified by School Districts: 823</li> <li>FY2023 PIT 106</li> <li>55 in Emergency Shelter (ES)</li> <li>18 in Transitional Housing (TH)</li> <li>33 unsheltered</li> <li>Salt Lake County (SLCo) Division of Youth Services (YS) Basic Center Program (BCP) served 240 unduplicated youth (62 of whom returned for additional services) that were runaway or homeless from October 2021 to September 2023</li> </ul> |                                     |    |
| <b>Needs</b>                        |  |                                     |    |
| Housing                             | <ul style="list-style-type: none"> <li>Additional housing units and vouchers for Rapid Rehousing (RRH) and Permanent Supportive Housing (PSH).</li> <li>Youth Specific Housing and scattered site units.</li> <li>Opportunities to live independently; an apartment where partners are welcome; apartments close to work; opportunities for roommates; in-unit laundry; housing with enough space for sleep, storage, and hobbies.</li> </ul>                  |                                     |    |
| Education and Employment            | <ul style="list-style-type: none"> <li>Clothing for interviews,</li> <li>access to the computer lab,</li> <li>intensive assistance with obtaining a job,</li> <li>resume development,</li> <li>employers that accept populations with special needs.</li> </ul>  |                                     |    |
| Social and Emotional Wellbeing      | <ul style="list-style-type: none"> <li>Gender-affirming care,</li> <li>insurance coverage past 23 for youth aging out of foster care,</li> <li>assistance with obtaining services for vision and dental,</li> <li>access to mental health services without long waitlists</li> </ul>   |                                     |    |
| <b>Race</b>                         |  |                                     |    |
| American Indian                     | 10   | Native Hawaiian or Pacific Islander | 4  |
| Asian or Asian American             | 2  | White                               | 72 |
| Black, African American, or African | 17   | Multiple Races                      | 7  |
| <b>Gender of Youth Parents</b>      |  |                                     |    |
| Female                              | 33   | Questioning                         | 0  |

|   |                    |             |   |
|---|--------------------|-------------|---|
| Male  | 67                 | Transgender | 4 |
| Gender that is not singularly 'Female' or 'Male' (e.g., non-binary, genderfluid, agender, culturally specific gender) |                    |             | 8 |
| Sexual Identity,<br>Sexual Orientation  | Data Not Available |             |   |

| <u>Population</u>              | <u>At-risk pregnant or parenting youth</u>   |
|--------------------------------|--|
| Data                           | Utah Department of Health and Human Services (DHHS); County Health Rankings & Roadmaps   |
| Estimates                      | <ul style="list-style-type: none"> <li>• In 2022 the teen birth rate in Utah was 8.2 per 1,000 females aged 15-19.</li> <li>• Nationwide, half of all teenage mothers/birthing people graduate from high school.</li> </ul>  |
| <b>Needs</b>                   |  |
| Housing                        | <ul style="list-style-type: none"> <li>• Prevention and Diversion services,</li> <li>• short and medium term Rapid Rehousing,</li> <li>• Transitional Housing</li> </ul>   |
| Education and Employment       | <ul style="list-style-type: none"> <li>• Case management <ul style="list-style-type: none"> <li>○ to provide support and counseling;</li> <li>○ assist in creating plans for goals such as finishing high school;</li> <li>○ work to create support networks among a teen's family, friends, and partner;</li> <li>○ or connect teen parents to health care or social services.</li> </ul> </li> <li>• High school completion programs that provide access to education and vocational training and help with child care.</li> </ul> |
| Social and Emotional Wellbeing | <ul style="list-style-type: none"> <li>• Youth require timely education and connections in the following areas: <ul style="list-style-type: none"> <li>○ healthy relationships,</li> <li>○ healthy life skills,</li> <li>○ education and career success,</li> <li>○ adolescent development,</li> <li>○ financial literacy, and</li> <li>○ parent child communication.</li> </ul> </li> </ul>   |

|  |  |
|--|--|
| Data Disaggregated by: Race, Gender, Sexual Identity, Sexual Orientation | Youth of Hispanic or American Indian origin: <ul style="list-style-type: none"> <li>Hispanic teens are over three times more likely to give birth than their white peers;</li> <li>American Indian youth are about two times more likely to give birth compared to white teens.</li> </ul> |
|  | LGBTQIA2S+ youth: Lesbian and bisexual teens have two times the risk of unintended pregnancy compared to their heterosexual peers.   |

|                                |   |                                     |   |
|--------------------------------|---|-------------------------------------|---|
| <b>Population</b>              | <b><u>Pregnant or parenting youth experiencing homelessness</u></b>   |                                     |   |
| Data                           | Focus Groups December 2023  |                                     |   |
| Estimates                      | FY2023 PIT 106; 55 in ES, 18 in TH, 33 unsheltered  |                                     |   |
| <b>Needs</b>                   |   |                                     |   |
| Housing                        | <ul style="list-style-type: none"> <li>Access to timely pre-tenancy support services like deposits, rental history/landlord mitigation, and fair housing.</li> <li>Access to vouchers and landlords willing to accept vouchers.</li> <li>Accessible housing and childcare to ensure they can work and provide for their families.</li> <li>Shared housing could provide childcare and financial benefits while also providing companionship and a chosen family.</li> </ul> |                                     |   |
| Education and Employment       | <ul style="list-style-type: none"> <li>Clothing for interviews, access to the computer lab, intensive assistance with obtaining a job, resume development, employers that accept populations with special needs.</li> <li>Some youth identified immigration status as a barrier to employment which leads to unfair compensation practices like not being paid in a timely manner.</li> </ul>   |                                     |   |
| Social and Emotional Wellbeing | Child care assistance would help lower stress. Safe clean spaces for children.  |                                     |   |
| <b>Race</b>                    |   |                                     |   |
| American Indian                | 2   | Native Hawaiian or Pacific Islander | 0 |

|   |                    |                |   |
|---|--------------------|----------------|---|
| Asian or Asian American   | 0                  | White          | 6 |
| Black, African American, or African   | 1                  | Multiple Races | 0 |
| <b>Gender of Youth Parents</b>  |                    |                |   |
| Female  | 5                  | Questioning    | 0 |
| Male  | 3                  | Transgender    | 0 |
| Gender that is not singularly 'Female' or 'Male' (e.g., non-binary, genderfluid, agender, culturally specific gender) |                    |                | 1 |
| Sexual Identity, Sexual Orientation   | Data Not Available |                |   |

|                                |  |
|--------------------------------|--|
| <b>Population</b>              | <b><u>LGBTQIA2S+ and gender nonconforming youth</u></b>  |
| Data                           | Focus Groups December 2023   |
| Social and Emotional Wellbeing | <ul style="list-style-type: none"> <li>• Service providers who are trained in cultural humility and/or competence.</li> <li>• Patient advocates who understand the needs of the LGBTQIA2S+ population, especially when admitted to the hospital.</li> <li>• Resident advocates for YEH that reside at the Youth Resource Center, Road Home, Milestone Transitional Living Program, and other YEH service organizations.</li> <li>• Gender-affirming clothing, "something like this will boost confidence for things like housing and job interviews."</li> <li>• Safe spaces for LGBTQIA2S+ youth in general.</li> </ul> |

## Special Populations: Impact and Strategies

Members of the Youth Action Board (YAB) have personally experienced homelessness and are experienced with LGBTQIA2S+, foster care, behavioral health, education, and juvenile justice issues. Their input and needs are represented in the Coordinated Community Plan (CCP) and are incorporated into the strategies for peer support groups, safe housing options, specific training for employers and YHDP partners, and marketing community resources.

### LGBTQIA2S+

Data from the The Trevor Project indicates that nearly 30% of youth experiencing homelessness or housing instability identify as LGBTQIA2S+. As part of a 2019 needs assessment conducted in the community, LGBTQIA2S+ youth were overrepresented, based on CoC youth shelter data from VOA YRC, when compared to the general population: 18% of young adults identifying as Lesbian, Gay, Bisexual or Transgender, compared to 3.7% in Utah (UCLA School of Law, Williams Institute. LGBT Demographic Data Interactive; Utah. January 2019). Researchers have long acknowledged physical, behavioral, and mental health disparities negatively affect those with minority sexual or gender identities. Housing and services for this population must include community supports that provide safety and stability.

### Minors

The Salt Lake County (SLCo) Division of Youth Services (DYS) Runaway and Homeless Youth (RHY) Basic Center Program (BCP) consists of the following services: 1) safe and appropriate shelter for youth, 2) individual, family, and group counseling, as appropriate, 3) outreach, 4) working with youth to stay connected with their school and other education services available to them (McKinney-Vento), and 5) ensure the safe return of youth and reunite them with their families. The SLCo DYS-BCP services are firmly grounded in the Harm Reduction, Positive Youth Development, and Trauma Informed Care framework because DYS shares Family and Youth Services Bureau's (FYSB) goal of helping adolescents develop self-assurance and obtain skills that help them create a sustainable life, while in a safe living environment with attachments to caring adults. The center serves youth who are 8 up to 18 years old who reside in SLCo (including all municipalities within). The DYS also serves youth who seek safe shelter from out of the county or state.

DYS outcomes include: meet basic and immediate needs of RHY; food, clothing, and short-term shelter services; referrals for medical assistance; and individual and group counseling. DYS goals are to reunite RHY and families when possible and appropriate and offer after care to maximize the reunification process and minimize future RHY incidents. The SLCo DYS-BCP served 240 unduplicated youth (62 of whom returned for additional services) that were runaway or homeless from October 2021 to September 2023.

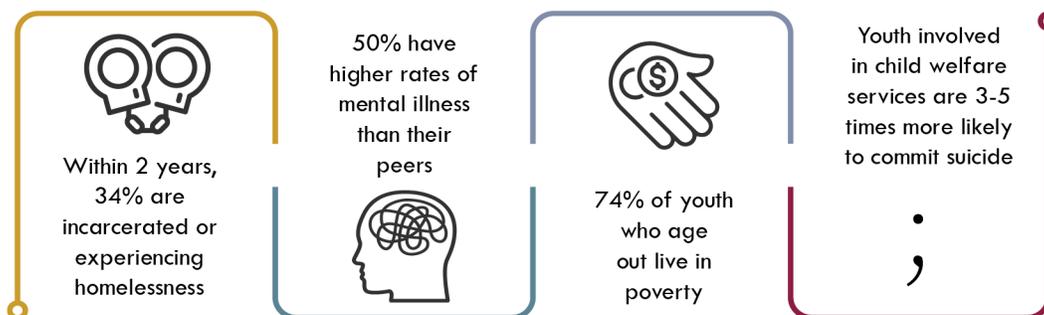
Based on UHMIS data, between October 2021 and March 2024, 80% of the DYS-BCP youth served were 14-17 years of age and 20% of those youth were 10-13 years of age. Of those youth 67.32% identified as heterosexual, while 16.16% of youth identified as non-binary with 14.08% unsure or questioning their sexual orientation. During this time period, 78.30% of the youth identified as White or Caucasian, 10.98% as African American/Black, and 28.73% identified as Hispanic/Latino.

## Pregnant and Parenting

The 2023 PIT identified 18 parenting youth experiencing sheltered homelessness and 4 parenting youth experiencing unsheltered homelessness. Parenting youth interviewed in the focus groups held in December of 2023 identified the need for immediate access to safe housing, health care that is trauma-informed, and feeling of safety. Strategies to serve this population include creating safe RRH options and offering Trauma Informed Care training to employers and YHDP partners.

## Foster Care / State's Custody

In 2023, 91 young adults “aged out” of the State of Utah's Division of Child and Family Services (DCFS), as documented in the DCFS Annual Report FY2023. The majority of these young adults live in the Salt Lake Region, which is part of the Salt Lake Valley Coalition to End Homelessness (SLVCEH). The Utah Department of Health and Human Services (DHHS) reports that teenage youth in foster care who cannot safely return to their family are often given a permanency goal of Individualized Permanence with transition to adult living (TAL) services. Many youth in foster care have significant challenges from living chaotic lives filled with instability, trauma and loss. If these youth “age out” of foster care at age 18 or upon graduation from high school without the benefit of a legal permanent family to help them transition into adulthood, their chances for success are compromised.



The National Youth in Transition Database (NYTD) collects information on youth in foster care, including sex, race, ethnicity, date of birth, and foster care status. It also collects information about the outcomes of those youth who have aged out of foster care. Youth aging

out of foster care are at higher risk than those in the general population for experiencing homelessness, poverty which is impacted by employment opportunities due to lower rates of high school diplomas/GED and minimal numbers of young adults receiving vocation or higher education, incarceration, and pregnancy.

NYTD provides an outcome data snapshot for Utah fiscal year 2018-2023. In this report, 86 youth (19 years old) participated in a survey that addressed education, employment, housing, incarceration, health insurance and parenting. Thirty-two (32) of the young adults were in foster care and 54 were not in care. The results of those young adults not in care are as follows:

- Education
  - 72% had high school diploma/GED
  - None of these young adults reported they were enrolled in higher education or had a vocational certificate.
  - According to the Utah State Board of Education for 2021, Utah's High School graduation rate was 88.1%.
- Employment
  - 52% reported they were employed full-time
  - 17% reported they were employed part-time
  - As per the latest insights provided by the Federal Reserve Bank of New York, individuals within the age range of 22 to 27 and possessing a high school diploma are reported to earn a median annual income of \$30,000 when employed full-time.
  - The Indigent Defense Act is codified at Title 78B, Chapter 22 of the Utah Code. Under UtahCode Section 78B-22-202, an individual is considered indigent for the purpose of appointing counsel if the individual has an income level at or below 150% of the United States poverty level as defined by the most recent poverty income guidelines published by the United States Department of Health and Human Services. The rate for 1 person in 2024 is \$22,590.00.
- Housing
  - 26% reported they had experienced homelessness in the past 2 years
  - 6% reported public housing assistance
  - According to the United States Census Bureau more than half (56%) of young adults ages 18 to 24 lived in their parents home in 2022.
- Incarceration
  - 13% reported they had been incarcerated in the past 2 years
  - According to Utah Department of Corrections Inmate Population Profile June 16, 2023
  - In 2023, among the 5,665 male individuals incarcerated in Utah, 23 fell within the 18-19 age bracket, constituting 0.4% of the total male incarcerated population. Similarly, among the 462 female individuals incarcerated in the same period, only

one belonged to the 18-19 age group, representing 0.2% of the total female incarcerated population in Utah.

- Health Insurance
  - 72% reported they were on Medicaid
  - 28% Other insurance Coverage
  - The state of Utah provides Medicaid for all youth that have aged out of foster care until the age of 26.
- Parenting
  - 7% reported they had a child

## Justice Involved

Utah's Division of Juvenile Justice and Youth Services (DJJYS) works with youth and young adults in secure care and community placements to ensure their safe transition to stable housing upon release from DJJYS custody. DJJYS staff members consistently participate in the Youth Experiencing Homelessness (YEH) Task Group to share current resources for youth leaving custody. Resources include transitional living programs, access to higher education, and access to DJJYS support services after the youth is terminated. A key change within the last 3 years is the addition of aftercare support for former DJJYS involved youth up to age 25. DJJYS works to ensure youth exit into stable housing and supportive services. We also know that there is a strong correlation between youth homelessness and former state's custody, which is a data point tracked in UHMIS. The YAB coordinates with DJJYS consistently in order to share their lived experience, help prevent youth from entering homelessness after leaving state's custody, and offering support and access to services if they do.

Youth involved with the justice system face an increased likelihood of homelessness, as their juvenile records can hinder access to housing and disrupt key elements like education and employment, which are crucial for fostering self-sufficiency. Direct Cash Assistance and RRH have been proven as supportive innovations for those experiencing housing instability.

## Victims of sexual trafficking and exploitation

Research shared by the FYSB indicates that runaway and homeless youth face a disproportionately high risk of falling victim to trafficking. Two distinct studies revealed that nearly all trafficked youth surveyed had experienced homelessness or significant housing instability, with exploitation often occurring during periods of homelessness. Youth who have experienced foster care or other forms of child welfare intervention appear to face an especially heightened risk of trafficking.

To best serve this population the YAB requires that all YHDP funded agencies utilize harm reduction and Trauma-informed Care principles in their program development. In addition, all

funded programs will complete assessments with UHMIS to assess trafficking risks. UHMIS intake asks three baseline questions to screen for young victims of trafficking under commercial sexual exploitation and commercial labor exploitation. They are as follows: 1) Ever received anything in exchange for sex (e.g., money, food, drugs, shelter)? 2) Ever afraid to quit/leave work due to threats of violence to yourself, family, or friends?; and 3) Ever promised work where work or payment was different than you expect? If the answer is “yes”, more specific questions will be asked to ensure quality data and support for the youth by the provider. Community level training will be held to ensure that implementation across SLCo is aligned.

In 2023, The Trafficking in Persons program at the Refugee and Immigration Center through the Asian Association of Utah (RICAA), provided basic needs (food, clothing, and hygiene) and medical care to 942 survivors of trafficking individuals. RICAA is our community's primary referral source that provides services, support, and training for those in our community.

## Guiding Principles and Goals

The Youth Action Board (YAB) has taken the lead on setting guiding principles and goals for the work to prevent and end youth homelessness. Starting in 2019 the YAB, with the support of Older Adult Partners (OAP), developed their mission and values with solid practices emerging in 2021. The YAB created specific guidelines for their work within the Salt Lake Valley Coalition to End Homelessness (SLVCEH) and this work focuses on elevating the lived expertise of youth, prioritizes trauma-informed care, and supports the housing first model. Prior to applying for YHDP, the YAB members informed the creation and work of the Youth Experiencing Homelessness (YEH) Task Group within the SLVCEH. The YEH Task Group gathered feedback and information from community stakeholders, service providers, and youth with lived expertise in order to inform the guiding principles to support YEH in SLCo.

## Proposed Core Outcomes

The SLVCEH YHDP team’s seven-month planning process uncovered strengths and gaps of the youth-serving system. The YHDP Core Team prioritized goals and project priorities by utilizing the United States Interagency Council on Homelessness (USICH) Youth Framework to End Youth Homelessness which includes the following four core outcomes:

1. Stable housing includes a safe place to call home;
2. Permanent connections includes ongoing attachments to families, communities, schools and other positive social networks;

3. Education/employment includes high performance in and completion of educational and training activities, especially for younger youth and starting and maintaining adequate and stable employment, particularly for older youth;
4. Social-emotional 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.

## HUD Guiding Principles

Additionally, the YHDP Core Team ensured that each goal aligns with HUD's guiding principles of Equity, Positive Youth Development, Trauma-Informed Care, Family Engagement, Housing First, Youth Choice, Individualized Client-Driven Supports, Social and Community Integration, and Coordinated Entry. Projects will be prioritized with these guiding principles in mind.

## Strategic Plan & Equity Statement

The SLVCEH Strategic Plan outlines the Foundational and Systemic Pillars which guide decision making.

- The Foundational Pillars are:
  - Equity: Strategies to lead with equity and address disparities among those experiencing homelessness.
  - Data: Strategies to base decision and action in research and data.
  - Collaboration: Strategies to end siloed conversations and information.
- The Solution pillars are:
  - System Effectiveness: Strategies to improve the effectiveness of our homeless response system to meet the needs of those in crisis.
  - Housing and Services: Strategies to increase supply and access to safe and affordable housing opportunities with tailored support services.
  - Prevention: Strategies to reduce first time episodes of homelessness and returns to homelessness.

## Positive Youth Development

All projects will adhere to and implement the principles of Positive Youth Development (PYD). SLVCEH recognizes the importance of meaningful youth-adult partnerships in which youth feel respected, valued, and trusted. This is important to prevent and end youth

homelessness. When youth are supported on their chosen pathway, and in their development, they become contributing members of society. This will be integrated in all programs with the additional recognition that youth have the inherent ability to lead, learn, make decisions, and should be supported both personally and professionally to implement their ideas in their lives and communities.

## Trauma-Informed Care

The Continuum of Care (CoC) and all projects will recognize that the experience of homelessness and housing instability is often traumatic, regardless of the quality of/extent of resources. To address the effects of trauma from both disclosed and undisclosed experiences, all projects will provide trauma-informed care to youth engaged in youth dedicated programs, and all staff will be provided with trauma-informed supervision.

## Family Engagement

All programs will provide services directly, or in collaboration, with existing community partners for the development and strengthening of ongoing attachments to biological, chosen family, and/or other positive social relationships. This will be done at the discretion of youth, as they are being supported to self-identify their own family and healthy boundaries, understanding they are the experts in their own lives and can define their own family.

## Housing First

The CoC wants YEH to be rare, brief and non-recurring. To meet this goal we first need to understand the gaps. With a scarcity of emergency shelter beds throughout SLCo, all YEH and housing instability should be able to access all other housing options swiftly and receive assistance without preconditions and barriers to entry. All programs will adhere to the Housing First principles, because removing barriers increases access to safe and stable housing. This allows youth to be supported to maintain housing stability and move towards permanency.

## Harm Reduction

Harm reduction is a practical approach with concepts designed to mitigate the adverse effects linked with drug use and other high risk behavior. It recognizes the rights of individuals and is related to Youth Choice and Individualized Client-Driven Supports.

## Youth Choice

All programs will promote youth choice in terms of the kind of housing youth state they need/want and the extent and nature of supports and services they access and promote

alternative options for youth based on their unique needs/wants. As autonomous youth, program participants will have the ability to develop their individual service plans.

## **Individualized Client-Driven Supports**

With the understanding that youth are the experts in their own lives, all programs will provide supports that are individualized and driven by the clients identified goals/needs. All programs will support youth on their chosen pathway while incorporating their needs, being respectful of individuals' rights to self-determination, and voluntary. This approach allows youth to make choices/decisions in a controlled environment, where they have the support of staff if assistance is needed. This supports learning and self-sufficiency as they move into adulthood.

## **Social and Community Integration**

All programs will offer meaningful opportunities for community involvement, engagement, and leadership for YEH, including access to community-based activities, neighborhood events, and volunteer opportunities. This is grounded in the CoC's desire to support youth personally and professionally as they transition into adulthood. All programs will value youth's expertise, autonomy, and journey towards self-sufficiency as they integrate meaningfully into their community. The purpose of these types of connections is for YEH to feel connected and supported by healthy individuals as they transition out of programs.

## **Coordinated Entry**

All programs will be required to utilize the CoC's Coordinated Entry (CE) System to link all YEH to housing/services solutions that are tailored to their needs. The Coordinated Entry Committee includes lived expert, marginalized, and front-line worker voices. That committee oversees and evaluates our CoC CE policies and prioritization process. The CoC is committed to continuous improvement of the CE system and working to ensure equitable outcomes for those served through homeless resources.

## **Unsheltered Homelessness**

All programs will actively participate in and support the Youth Point-in-Time (PIT) Count to address unsheltered homelessness for youth, to contribute valuable information and insights to accurately assess the scope and scale of youth experiencing homelessness in our community. In addition to participating in the count, programs will go further by offering supplementary information, vital services, and educational resources aimed at ensuring that YEH have unfettered access to essential support systems. This comprehensive approach will empower these young individuals to address their immediate basic needs while also providing

them with the necessary tools and knowledge to navigate their journey towards stability and self-sufficiency.

## Educational Partnerships

All programs will support education in terms of the education youth state they need/want. All school districts within the CoC jurisdiction have identified McKinney-Vento liaisons, who engage with students and families experiencing homelessness. All programs will work with youth and the education providers through 1) Collaboration to ensure all students and families experiencing homelessness can be engaged in providing and maintaining educational opportunities for their students 2) Providers will facilitate enrollment to provide support in completing high school; 3) Local Educational Agencies (LEA) and providers will collaborate to ensure students experiencing homelessness can earn their diploma or pursue other educational opportunities during the time they experience housing instability.

## Goals, Objective, Action Steps

In March of 2024, the Youth Action Board (YAB) led a two-day community discussion with stakeholders, partners and collaborators in the community. The YAB refined the drafts that were produced during the event.

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| <p><b>Goal 1: All youth who experience homelessness have access to a continuum of safe and supportive housing options and any needed wraparound services.</b></p>  |
| <p>Objective 1.a. Advocate that projects which receive tax credits and commit to serve those with the lowest incomes are held accountable.</p> <p>    Action Step 1.a.1.: Develop a written agreement for entities receiving tax credits to set aside units for youth.</p> <p>    Action Step 1.a.2.: Utilize Coordinated Entry (CE) to place youth in tax credit property set asides</p>  |
| <p>Objective 1.b. Increase the Transitional Housing (TH) and Rapid ReHousing (RRH) stock</p> <p>    Action Step 1.b.1: Apply for funding through YHDP (March/April-July) funding by September</p> <p>    Action Step 1.b.2: Apply for funding through the Continuum of Care (CoC) process to increase RRH housing opportunities</p>  |
| <p>Objective 1.c. Increase landlord engagement through education and outreach to ensure the CoC has access to more affordable housing units that will assist them with stabilizing and maintaining permanent housing.</p> <p>    Action Step 1.c.1: Coordinate education for landlords to build partnerships with landlords and property managers who are supportive of housing youth.</p> <p>    Action Step 1.c.2: Coordinate with YHDP funded grantees to increase their marketing to landlords and property owners.</p>                              |
| <p>Objective 1.d. Increase YYA access to all homeless assistance projects, beyond those that are youth dedicated.</p> <p>    Action Step 1.d.1: The CoC will provide training opportunities to all homeless assistance providers to ensure youth receive appropriate services, regardless of where they choose to be enrolled. This will include ongoing training on topics including Housing First, Positive Youth Development; Trauma-Informed Care; family engagement; individualized and client driven support; and social/community integration</p> |
| <p>Partner(s) Responsible: CoC Lead, CoC Board, Youth Action Board, Housing Authorities, Utah Housing Corporation, YHDP Grantees</p>   |

|  |   |
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| Timeframe: Funding by October 2024, other objectives and actions steps by July 2025  |   |
| HUD Key principles   |   |
| Special Populations ☒  | Equity ☒                                  |
| Positive Youth Development & Trauma-Informed Care ☒  | Individualized & Client Driven Supports ☒ |
| Housing First ☒  | Family Engagement ☒                       |
| Unsheltered Homelessness ☒   | Social & Community Integration ☒          |
| Youth Choice ☒   | Coordinated Entry ☒                       |
| <p><b>Goal 2. All youth who experience homelessness have access to client-centered, culturally appropriate, and affordable or free services that support health and wellbeing. All youth are connected to stable, caring, positive individuals who can guide and support them as they transition to adulthood.</b></p>   |   |
| <p>Objective 2.a. All youth and young adults will have access to transportation that is low barrier/accessible and allows them to meaningfully live their lives<br/> Action Step 2.a. 1: Include the assessment of transportation needs in case management standards.<br/> Action Step 2.a. 2: Identify flexible funding for transportation options.</p>   |   |
| <p>Objective 2.b. Build a community network to sustain programming that supports the self-actualization of persons with lived experience.<br/> Action Step 2.b. 1: Identify programs in the community that are currently functioning (Ex: Fit to Recover; 1999 Collective; Tenant Collective at Bud Bailey) and determine ways to sustain those efforts.<br/> Action Step 2.b. 2: Create or leverage consistent provider roles to meet with Youth with lived experience in the community, build trust and offer tools for self-actualization.<br/> Action Step 2.b. 3: Share opportunities for youth to participate in conversations, discussions. Provide employment and/or consulting rate compensation for lived experience consulting.</p> |   |
| <p>Objective 2.c. Providers with clinical services connect with others to ensure service needs are being met</p>   |   |

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| Action Step 2.c. 1: Through year 3 YHDP funds require Memorandum of Understanding (MOU) for service providers to demonstrate adequate clinical services   |   |
| Objective 2.d. Identify opportunities for cross-system's data sharing in order to better understand the number of youth experiencing housing instability and system-level gaps<br>Action Step 2.d. 1: CoC Lead will seek data sharing opportunities to improve data collection for special youth populations, including LGBTQIA2S+, gender non-conforming, youth under age 18, justice-involved and foster-care involved youth, and victims of sexual trafficking and exploitation. |   |
| Partner(s) Responsible: CoC Lead, CoC Board, Youth Action Board   |   |
| Timeframe: July 2025, MOU requirement in RFP by April 2026  |   |
| HUD Key principles  |   |
| Special Populations <input type="checkbox"/>  | Equity <input checked="" type="checkbox"/>                                  |
| Positive Youth Development & Trauma-Informed Care <input checked="" type="checkbox"/>   | Individualized & Client Driven Supports <input checked="" type="checkbox"/> |
| Housing First <input type="checkbox"/>  | Family Engagement <input type="checkbox"/>                                  |
| Unsheltered Homelessness <input type="checkbox"/>   | Social & Community Integration <input checked="" type="checkbox"/>          |
| Youth Choice <input checked="" type="checkbox"/>  | Coordinated Entry <input type="checkbox"/>                                  |
| <b>Goal 3. All youth who experience homelessness have access to a diverse array of options including alternative education and supports that meet their needs and leads to sustainable employment that is meaningful and self-determined.</b>   |   |
| Objective 3.a. Support a variety of education options for youth: High School Diploma/GED, Trade, College/University<br>Action Step 3. a. 1: Support client choice to determine the best educational path.<br>Action Step 3. a. 2: Integrate educational planning in case management conversations to support youth in filling out FAFSA, scholarship applications, access to Job Corp, identifying union training centers, or vocational college/community college.                 |   |

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| Action Step 3.a. 3: Connect youth serving programs with the Department of Workforce Services (DWS) for additional case management and support.   |   |
| Objective 3.b. Connect clients to employment opportunities<br>Action Step 3.b.1: Assist in client driven efforts to apply for local jobs through DWS, Vocational Rehab (VR), and Work Study<br>Action Step 3.b.2: Strengthen relationships with employers and youth serving providers  |   |
| Objective 3.c. Elevate early intervention services<br>Action Step 3. c. 1: Support McKinney-Vento efforts to identify at-risk youth and create a partnership between CoC youth-specific organizations to ensure they are receiving services.<br>Action Step 3. c. 2: Strengthen connections with Boys & Girls clubs<br>Action Step 3. c. 3: Strengthen connections with youth serving partners outside of SLCo |   |
| Partner(s) Responsible: CoC Lead, CoC Board, Youth Action Board, McKinney-Vento Liaisons   |   |
| Timeframe: Objectives and actions steps by October 2025  |   |
| HUD Key principles   |   |
| Special Populations <input checked="" type="checkbox"/>  | Equity <input checked="" type="checkbox"/>                                  |
| Positive Youth Development & Trauma-Informed Care <input checked="" type="checkbox"/>  | Individualized & Client Driven Supports <input checked="" type="checkbox"/> |
| Housing First <input type="checkbox"/>   | Family Engagement <input type="checkbox"/>                                  |
| Unsheltered Homelessness <input type="checkbox"/>  | Social & Community Integration <input checked="" type="checkbox"/>          |
| Youth Choice <input checked="" type="checkbox"/>   | Coordinated Entry <input type="checkbox"/>                                  |
| <b>Goal 4. Drastically reduce the number of youth who experience first-time homelessness or return to homelessness.</b>  |   |

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| <p>Objective 4. a. All programs will assist youth in obtaining and maintaining permanent connections to help them successfully transition out of programs, maintain housing, and continue on their chosen pathway and/or purpose (this might include education, family reunification (chosen), workforce engagement, etc.)</p> <p style="padding-left: 40px;">Action Step 4. a. 1: Create social systems for youth who are moving into housing</p>   |  |
| <p>Objective 4. b. Facilitate system-level conversations with the Division of Child and Family Services (DCFS) and the homeless services system about eliminating barriers for clients navigating systems.</p> <p style="padding-left: 40px;">Action Step 4. b. 1: Ensure that all partners are coordinating around transition planning and after-care services.</p> <p style="padding-left: 40px;">Action Step 4. b. 2: Schedule initial meetings with partners connected with Family Unification Program (FUP) vouchers to discuss challenges from a youth perspective, and create plans to better utilize vouchers.</p> <p style="padding-left: 40px;">Action Step 4. b. 3: Determine additional life skills, tenant rights, or parenting classes that need to be added to transition planning.</p> <p style="padding-left: 40px;">Action Step 4. b. 4: Ensure that all clients exiting DCFS programming are signed up for Family Self Sufficiency.</p> |  |
| <p>Objective 4. c. Pre-stabilization (all youth will have access to mental health (MH) services that are trauma-informed so they can access services in the community that may have MH eligibility requirements)</p> <p style="padding-left: 40px;">Action Step 4. c. 1: All agencies will be trained in harm reduction and the implementation of harm reduction.</p>  |  |
| <p>Objective 4. d. Seek flexible funding to support youth programming and assist with barrier relief</p> <p style="padding-left: 40px;">Action Step 4. d. 1: Barrier relief will pay for application fees, utility payments, rental arrears, and other one-time costs.</p>   |  |
| <p>Partner(s) Responsible: CoC Lead, CoC Board, Youth Action Board, DCFS, YHDP<br/>Funded<br/>Agencies</p>   |  |
| <p>Timeframe: Funding by October 2024, other objectives and actions steps by July 2025</p>   |  |
| <p>HUD Key principles</p>  |  |
| <p>Special Populations ☒</p>   | <p>Equity ☒</p>                                      |
| <p>Positive Youth Development &amp; Trauma-Informed Care ☒</p>   | <p>Individualized &amp; Client Driven Supports ☒</p> |

|   |  |
|---|--|
| Housing First <input checked="" type="checkbox"/>   | Family Engagement <input type="checkbox"/>                         |
| Unsheltered Homelessness <input checked="" type="checkbox"/>  | Social & Community Integration <input checked="" type="checkbox"/> |
| Youth Choice <input checked="" type="checkbox"/>  | Coordinated Entry <input type="checkbox"/>                         |
| <p><b>Goal 5. As a community we acknowledge that demonstrating equity requires providing transformative training to community providers and partners while recognizing the humanity of individuals with lived experience, and offering tools and opportunities to affirm their self-actualization and autonomy.</b></p>   |  |
| <p>Objective 5. a. Conduct an equity assessment for clients and persons with lived experience to give feedback on engagement and care from providers and the system</p> <p style="padding-left: 40px;">Action Step 5. a. 1: Co-create and facilitate equity assessment with people with lived experience and community partners</p> <p style="padding-left: 40px;">Action Step 5. a. 2: Determine the feasibility of adding the equity assessment to existing intake forms</p> <p style="padding-left: 40px;">Action Step 5. a. 3: Require equity assessment to be a part of program design to receive ongoing YHDP funding</p> |  |
| <p>Objective 5. b. Transformative Training to Community Partners &amp; Providers to support BIPOC, LGBTQIA2S+ individuals while supporting their own personal humanity (cultural humility).</p> <p style="padding-left: 40px;">Action Step 5. b. 1: Identify a competent facilitator or organization to guide conversations surrounding: foster care to prison pipeline, foster care to homelessness pipeline, oppressive systemic failures, and racial injustices within the child welfare system</p> <p style="padding-left: 40px;">Action Step 5. b. 2: Schedule trainings for community partners</p>                        |  |
| Partner(s) Responsible: CoC Lead, CoC Board, Youth Action Board, YHDP Funded Agencies   |  |
| Timeframe: Funding by October 2024, other objectives and actions steps by July 2025   |  |
| HUD Key principles  |  |
| Special Populations <input checked="" type="checkbox"/>   | Equity <input checked="" type="checkbox"/>                         |

|   |   |
|---|---|
| Positive Youth Development & Trauma-Informed Care <input checked="" type="checkbox"/>   | Individualized & Client Driven Supports <input type="checkbox"/>            |
| Housing First <input type="checkbox"/>  | Family Engagement <input type="checkbox"/>                                  |
| Unsheltered Homelessness <input type="checkbox"/>   | Social & Community Integration <input checked="" type="checkbox"/>          |
| Youth Choice <input type="checkbox"/>   | Coordinated Entry <input type="checkbox"/>                                  |
| <b>Goal 6. Develop a Continuous Quality Improvement (CQI) process</b>   |   |
| Objective 6. a. The CoC Lead and YAB will collaborate to create a Continuous Quality Improvement (CQI) process<br>Action Step 6. a. 1: Meet with the YAB to develop a CQI process, which will incorporate: evaluation of project-level outcomes, including data quality; and client feedback surveys.<br>Action Step 6.a.2.: Create a survey for youth exiting homeless assistance projects that assesses the project's strengths and gaps. |   |
| Partner(s) Responsible: CoC Lead, CoC Board, Youth Action Board, HMIS Team, Coordinated Entry Lead, YHDP funded grantees  |   |
| Timeframe: October 2025   |   |
| HUD Key principles  |   |
| Special Populations <input type="checkbox"/>  | Equity <input checked="" type="checkbox"/>                                  |
| Positive Youth Development & Trauma-Informed Care <input checked="" type="checkbox"/>   | Individualized & Client Driven Supports <input checked="" type="checkbox"/> |
| Housing First <input checked="" type="checkbox"/>   | Family Engagement <input type="checkbox"/>                                  |
| Unsheltered Homelessness <input checked="" type="checkbox"/>  | Social & Community Integration <input type="checkbox"/>                     |
| Youth Choice <input type="checkbox"/>   | Coordinated Entry <input checked="" type="checkbox"/>                       |

# YHDP Governance & Partners

## Core Team

### Youth Action Board

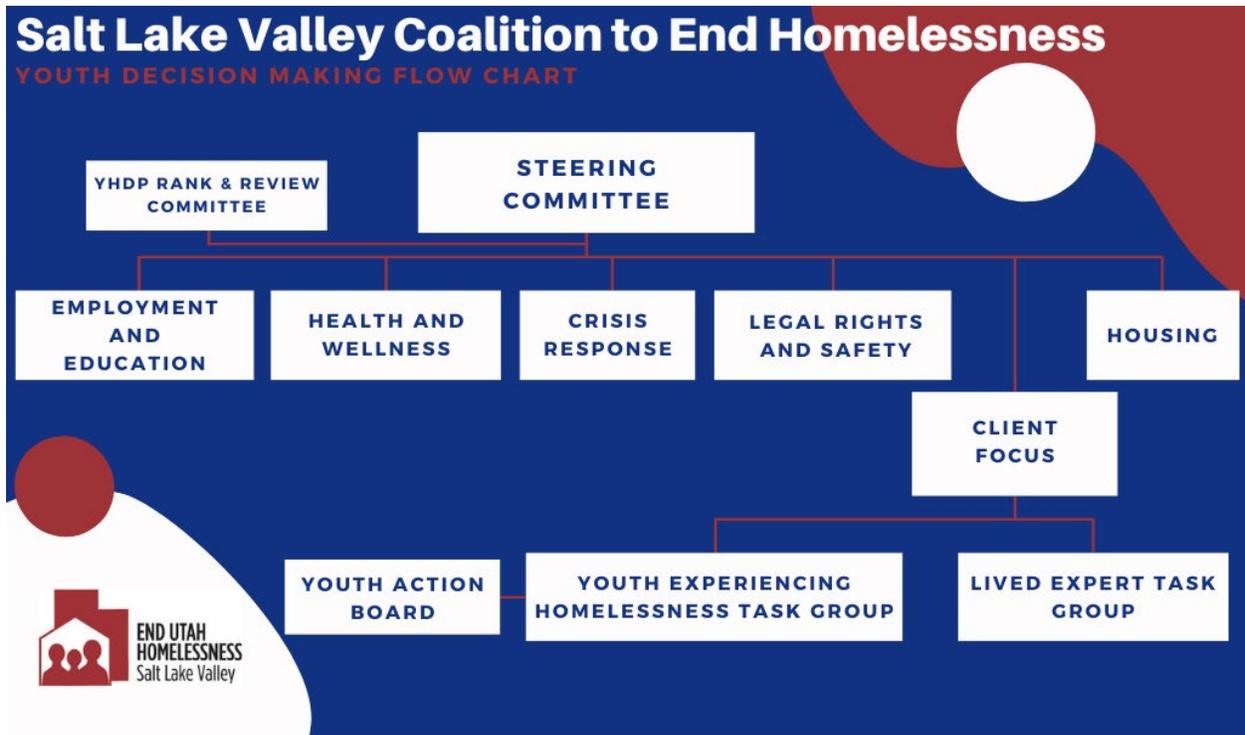
- Yixiao Burke, President
- Cameron Thompson, Vice President
- Maygan Martinez, Past President
- Mina Rivera
- AJ Perez
- Natalie Clark

Mina Koplin, Adult Mentor SLCO Youth Services

Jessica Makin, Adult Mentor Utah Department of Health and Human Services

Kevin Rushforth, Adult Mentor SLCO Youth Services

Tarra McFadden, Adult Mentor SLCO Office of Homelessness and Criminal Justice Reform



## YHDP Governance Structure

| Roles/responsibilities/decisions             | Responsible Party   | Description of Process  |
|--|---|---|
| Writing the Coordinated Community Plan (CCP) | Continuum of Care (CoC) Lead, Youth Action Board (YAB), YAB Support team (Older Adult Mentors - OAP), Youth Experiencing Homelessness (YEH) Core Function Executive Committee, YHDP Core Team | There will be 3 stakeholder sessions, focus groups of providers and lived experts, and a Youth centered needs assessment. The CoC Lead and YAB members will take the information gathered to write the CCP.   |
| Reviewing and approving CCP                  | CoC Lead, YAB and CoC Steering Committee  | The CoC Lead and YAB Leadership will present the CCP to the YAB Membership for review and approval. The CCP will be available for public review and presented to the CoC Steering Committee.  |
| CCP New Project Lists                        | CoC Lead, YAB, YHDP Core Team and Stakeholders  | The new projects will be determined using feedback from the stakeholder sessions and needs assessment. Through the development of the Request for Proposal (RFP), the CoC Lead and YAB will develop a project list that will be presented to the Rank and Review Committee. The project list will then be presented to non-conflicted YHDP Core Team members for review and approval. The CCP will be available for public review and presented to the CoC Steering Committee. The stakeholder groups and the CoC Governing Board will be presented with the project list once the RFP is released. |
| Application/Request for Proposals (RFP)      | CoC Lead, YAB and YHDP Core Team  | The CoC Lead and YAB will create the application/RFP using input from YAB and stakeholder groups and needs assessment. The application/RFP will be presented to YAB for review and  |

| Roles/responsibilities/decisions       | Responsible Party                | Description of Process  |
|--|----------------------------------|---|
|  |                                  | approval. The approved version will be presented to non-conflicted YHDP Core Team members for review and approval. Once approved it will be shared with all stakeholder groups.   |
| Reviewing and ranking the applications | CoC Lead, YAB and YHDP Core Team | The CoC Lead will organize applications for YAB and non-conflicted YHDP Core Team members to review and prioritize. All applicants will be notified if they were approved or rejected and will have the opportunity to appeal decisions. All appeals will be reviewed by YAB and non-conflicted YHDP Core Team members.   |
| Continuous Quality Improvement (CQI)   | CoC Lead, YAB and YHDP Core Team | YAB will work with Utah Homeless Management Information System (UHMIS) to review data from UHMIS and Coordinated Entry (CE). They will also create a monitoring tool that will be shared with all YHDP grantees. Additionally, they will create a survey tool that can be utilized to have conversations with program participants. The data gathered will be shared with the YHDP Core Team to make recommendations. Once approved, those recommendations will be sent to the YHDP grantees. |
| Compensation structure for YAB         | CoC Lead, YAB and YHDP Core Team | YHDP and CoC Planning Grant funds are utilized to pay wages for the YAB, in addition to any other youth who participate in feedback. The wage range remains the same at \$15 to \$19.18 per hour, depending on the role responsibilities. When possible, project implementation follow-up will occur during YEH Task Group or YAB meetings to ensure respect for the  |

| Roles/responsibilities/decisions     | Responsible Party                | Description of Process  |
|--------------------------------------|----------------------------------|---|
|                                      |                                  | YAB's time and energy. If additional funding is needed, resources will be obtained from local partners or State and Local funds.  |
| Project implementation /ongoing work | CoC Lead, YAB and YHDP Core Team | As part of project implementation the YAB will develop an exit survey for clients served by YHDP funded programs. Site visits will be conducted throughout the operating period and quarterly updates will be required from YHDP funded programs in YAB Meetings. YAB will be evaluating client satisfaction and youth integration in program decisions. YAB will continue consulting on PIT and outreach and data collection related to YEH. |

## Youth Recruitment and Integration

### Youth Actively Involved in New Project Design and Implementation

Our community is invested in peer-led trauma informed housing and delivery models, which include staff with lived experience working in our youth programs. When designing and implementing a new project, we consider youth, the Youth Action Board (YAB), and valued Continuum of Care (CoC) partner inputs. Youth provide feedback on new and existing youth programs and policies, including Coordinated Entry (CE), to inform and implement program changes. The YAB accurately represents the diversity of our community's at-risk youth and youth experiencing homelessness and they provide ideas and approaches, which are a product of diverse backgrounds. Moreover, CoC members actively advocate, engage, recruit, prioritize, employ, and promote youth with lived experience.

### YAB Recruitment

The purpose of the YAB, founded in 2019, is to have youth advocates from the community bring youth perspectives and expertise to the Salt Lake County (SLCo) Youth Services (YS) and community partners to promote continuous quality improvement. The leadership of the YAB influences the larger Salt Lake Valley Coalition to End Homelessness (SLVCEH) and is

necessary to support services for Youth Experiencing Homelessness (YEH) at the county level. The CoC is committed to the longevity of the YAB and will support the process continuously.

SLCo YAB is a youth-driven Board, unified in preventing and ending youth homelessness. The YAB mission is to advocate, empower, and elevate youth voices within the SLVCEH and SLCo, with an emphasis on bringing about change and creating avenues for partnership and collaboration. In support of its mission, the YAB purpose is to provide youth perspective, voice, and expertise to the SLVCEH and extended SLCo community. The YAB provides youth perspective and expertise to SLCo YS to promote continuous quality improvement (CQI).

Authentic youth collaboration is defined in our community as young people who are respected and valued for their unique perspective, experience, skills and are integrated into the decision making process. This type of collaboration goes beyond simply giving young people a seat at the table and not having tokenistic youth engagement; it requires a genuine commitment to create an opportunity for youth to lead and take ownership of their experiences. Authentic youth collaboration in our community is a meaningful and equitable partnership between young people and adults working together to create a positive change in their community. It involves a process of engaging youth in decision-making, planning, and implementation of projects that impact their lives and the lives of those around them. It requires adults to learn from, and be led by, young people. Authentic youth collaboration is about empowering young people to be the change in their communities and creating a more just and equitable society for all.

The YAB is composed of five to seven (5-7) members. Each member is approved by sitting members and must be between the ages of 16-24 years of age. Members shall broadly represent the YS and community partners, and reflect the diverse geography, economy, culture, gender, philosophy, and community of the Division and community partners.

- The YAB will provide an application to the requesting/recommended individual.
- Members are required to make a one (1) year commitment.
- Each member can serve up to four (4) terms, one (1) year in each position.
- Each member who commits to the board will be hired on as a Paid Peer Mentor with the wage starting at \$15/hour.

YAB members advise YS, SLVCEH, and community partners on matters relating to programs, policies, and provide input on how to better help the youth. YAB members possess the knowledge to make informed decisions specific to their life experiences.

- Each member is to attend Service Projects and Activities to their availability.
- In total, each member can only miss two (2) meetings, one excused and one unexcused.
- Mandatory participation is expected for Holiday Celebrations. Plan on committing four (4) hours a month minimum.

It is expected that each member is participating to their full extent at all times:

- YAB President
  - Reviews all external communication
  - Disseminates all pertinent information to voting members
  - Creates meeting agendas
  - Serves, attends, advocates as the Lived Youth Expert Advisor (voting member) on the SLVCEH
- YAB Vice President
  - Recruitment of new members
  - Taking notes for meeting
  - Supporting the President
  - Drafting letters of support
  - Standing in YAB President duties as needed
  - Ensures all agendas, minutes, formal communication, policy recommendations, and any additional documents as needed are saved on the Youth Services' Intranet (SharePoint)

The YAB provides youth with opportunities to be involved in community service and service learning activities. Over 100 YEH participate annually. All participating youth receive education on how to become a YAB member, which provides ongoing referrals for the YAB, fosters the Peer Mentor role, and promotes long-term youth engagement. Additionally, the YAB President and Vice President are elected by YAB from YAB members. YAB President must first serve 1 year as Vice President and then serve 1 term as Past President. All YAB members agree to a minimum 1-year commitment.

If a member of the council partakes in any form of illegal activity they will be removed from the council. If a member acts in an inappropriate behavior they will be removed from the council. If a member does not follow rules and regulations they will be open to termination.

Our Youth Homelessness Demonstration Program (YHDP) activities will support the development of greater access and availability to youth employment by building a pipeline of youth opportunities, particularly service learning and community service opportunities for skill development that leads to employment internally with CoC members or externally through the networks developed through these opportunities, to further sustain long-term youth engagement. The YAB has existed since 2019 and consistent recruitment activities have been solidified and embedded into the process of their work.

The YAB fosters ongoing coordination with the Division of Child and Family Services (DCFS), the Division of Juvenile Justice and Youth Services (DJJYS), and higher education institutions in order to connect with youth and build relationships. Both DCFS and DJJYS have coordinators who facilitate the support and transition of young people exiting these systems, both at the state and local level. The YAB engages these coordinators through the YEH Task

Group and the associated Steering Committee, which occur at least monthly. The goal of all systems, including DCFS and DJJYS, is to ensure youth exit into stable housing and supportive services. We also know that there is a strong correlation between youth homelessness and former state's custody, which is a data point tracked in Utah's HMIS. The YAB coordinates with DCFS and DJJYS consistently in order to share their lived experience, help prevent youth from entering homelessness after leaving state's custody, and offering support and access to services if they do.

## Authentic Youth Collaboration

Authentic youth collaboration is defined in our community as young people who are respected and valued for their unique ideas, perspectives, and experiences, and are integrated into the decision-making process, which requires 1) A meaningful and equitable partnership between young people and adults, working together to create a positive change in their community; 2) A genuine commitment to engaging youth in decision-making, planning, and implementation of projects that impact youth lives; 3) The empowerment of young people to be a catalyst for change in their community; and 4) Adults who embrace the expertise of youth lived experts and support the creation of youth leadership opportunities.

## Youth and Young Adult Integration

Youth have been integrated into the process from the beginning of this work. Prior to being awarded YHDP, the YAB consistently engaged with young people at the Volunteers of America, Utah (VOA) Youth Resource Center (YRC), Shelter Care in SLCo, and the Juvenile Receiving Center (JRC). The YAB gathered feedback from these groups of youth and incorporated that into their advocacy in the SLVCEH. Feedback from the 2021 YHDP application noted a need for more leadership and integrated processes within the YAB and in partnership with the SLVCEH. With the power of this information, the YAB advocated for a policy change that would create a voting position on the SLVCEH board. This policy change took place in 2023 and has continued with the addition of a youth with lived experience in homelessness required to be represented in the Lived Experience Task Group within the SLVCEH.

After being awarded YHDP, the YAB guided the process of a comprehensive Youth Experiencing Homelessness Needs Assessment, in partnership with the Corporation of Supportive Housing (CSH). While this Needs Assessment process was initiated prior to the application and award of YHDP, the implementation did not begin until November 2023. The Needs Assessment process included data collection, resource mapping, stakeholder and service provider feedback, focus groups with staff members, and focus groups with youth with lived experience in homelessness. These focus groups incorporated young people at the YRC and youth who were currently housed or receiving supportive services. Priority was

placed on ensuring groups reflected the current demographics of our YEH community, including age, race and ethnicity, disability, and pregnant/ parenting status. The YAB facilitated these groups, in partnership with Older Adult Partners (OAP), throughout the Needs Assessment process. The OAP provided support during the groups and time to discuss and process the information after the groups. The youth who participated in these focus groups were compensated for their time.

Feedback from these focus groups informed the next steps for project implementation by the YAB. Based on the information gathered from the youth with lived experience with homelessness, the lived experience of the YAB, and data collected during the Needs Assessment, the YAB guided the process to create projects that would make progress to prevent and end youth homelessness. In-person planning for these projects took place in March 2024, with the assistance of the YHDP Technical Assistance (TA) providers, community stakeholders, services providers, and OAP. The YAB facilitated the in-person meetings with the assistance of the TA providers and OAP. Based on the feedback gathered in the Needs Assessment focus groups, small groups worked together to discuss the most needed programs for YEH in the SLVCEH. The YAB provided oversight to these small groups and coordinated a discussion with the full group to discuss the feedback. The YAB then utilized this feedback to make decisions and recommendations for projects to be included in the Request for Proposal (RFP). SLCo staff and OAP worked with the YAB to write the RFP, facilitate open meetings for Q&A from potential applicants, and answer any follow-up questions until the RFP applications were due in April.

In May 2024 the YAB gathered with the TA providers, OAP, and SLCo staff to review, score, and rank the RFP applications. The YAB guided the process and engaged in significant discussion about the needs of the community and YEH before deciding on two projects to fund for YHDP. The next phase of the process will be the implementation of the chosen projects in SLCo. The YAB will coordinate with the selected provider to answer any questions they may have about the next steps of the project, including any required HUD deadlines. CQI will occur twice per year with site visits from the YAB. Additionally, the service provider will update the YAB quarterly either at YAB or YEH task group meetings, and the YAB will continue to support the providers in the Youth PIT Count in January of each year. The YAB will facilitate or coordinate training with the selected providers throughout the YHDP process.

## **YAB or Youth Initiatives**

PIT Work Group assists with the annual CoC PIT counts, which include unaccompanied and parenting youth, among other subpopulations. For the past two years, the YAB has partnered with CoC member VOA YRC, to complete a youth-specific PIT count. The VOA YRC is the only youth-specific shelter in SLCo. This required the YAB leadership to attend PIT Work Group meetings and collaborate with VOA YRC administration to plan the youth count at the

VOA YRC youth shelter, including the plan for food and activities for YEH. YAB members helped create flyers to notify youth experiencing homelessness of the date and time of the count. They also collected donations and delivered them to the VOA YRC on the day of the event. YAB also produced a youth-specific PIT count training video, as an online education resource. YAB participated in the 2023 and 2024 youth PIT count and implemented their plan by leading youth activities at the VOA YRC, including serving dinner, connecting, playing games, and teaching those they encountered about the YAB. The YAB has improved the PIT and Housing Inventory Count for youth who enter the homelessness system.

## YAB Compensation

Our CoC considers the expertise of young people with lived experience to be invaluable. To genuinely value their time and contributions, YAB members earn an hourly wage and are paid bimonthly through YHDP funds. Board member wages range from \$15 to \$19.18 per hour, depending on the role responsibilities. Wages directly compensate YAB members for speaking engagements, training, evaluation and feedback, and leadership activities. YAB members have presented at national trainings, to local elected officials, and to community members. In 2023 a YAB member participated in a Transition-Age Youth Policy Summit hosted by the State of Utah, which included a keynote from YouthMOVE on the importance of authentic youth engagement. In 2024, YAB leadership and former YAB leaders were Policy Presenters at the Transition-Age Youth Policy Summit and discussed changes to the SLVCEH procedures to ensure youth with lived experience had voting power in leadership. From the group of YAB and experienced lived experts, YS hires for full-time entry level YS positions with benefits.

The YAB has taken the lead on project selection, completed the first week of May 2024, and will move forward with the implementation process as awards are carried out in FFY25. YHDP and Planning Grant funds are utilized to pay wages for the YAB, in addition to any other youth who participate in feedback. The wage range remains the same at \$15 to \$19.18 per hour, depending on the role responsibilities. When possible, project implementation follow-up will occur during YEH Task Group or YAB meetings to ensure respect for the YAB's time and energy.

## List of Partners

The partners below have been an active part of our YHDP initiative and planning process and will be involved in implementing the goals and action steps of the plan.

| Partner                       | Partners Name and Role  | Involvement   |
|-------------------------------|---|---|
| Youth Action Board (YAB)      | Salt Lake County (SLCo) YAB (YHDP Core Team)  | <p>2 YAB members and 2 adult mentors have up to 10 hours/week dedicated to YHDP. This includes writing the Coordinated Community Plan (CCP), creating a ranking and review process for applicants and creating and implementing a Continuous Quality Improvement (CQI) process for all YHDP recipients.</p> <p>In addition, all other members will be engaged in reviewing and prioritizing all applications. They will also be creating and implementing a CQI Process.</p>      |
| Public Child Welfare Agencies | Division of Child and Family Services (DCFS)<br>Numerous Children and Youth Services Agencies | <p>Working on the YHDP Core Team which includes providing feedback for the CCP and supporting project implementation. Assisting with creation and implementation of strategies regarding foster youth/child welfare.</p> <p>Additionally, numerous Children and Youth Service agencies have been attending stakeholder sessions and working with the CoC Lead to move identified strategies forward like, case conferencing with other youth-serving systems and applying for</p> |

| Partner  | Partners Name and Role  | Involvement  |
|--|---|--|
|  |   | Fostering Youth to Independence Vouchers.  |
| Continuum of Care and Emergency Solutions Grant Program Recipients | Salt Lake Valley Coalition to End Homelessness (SLVCEH)   | Working on the YHDP Core Team which includes writing the CCP, creating a ranking and review process for applicants and ensuring project implementation. Assisting with creation and implementation of strategies that will end youth homelessness and assisting with coordination between the Core Team and Continuum of Care (CoC) Board. |
| Local and State Government   | SLCo, Office of Homeless Services (OHS), State of Utah Department of Health and Human Services (DHHS) | Working on the YHDP Core Team which includes writing the CCP, creating a ranking and review process for applicants and ensuring project implementation. Assisting with coordination between the Core Team, CoC Board and state government.   |

| Partner  | Partners Name and Role   | Involvement   |
|--|--|---|
| Health, Mental Health and Substance Abuse Agencies | DHHS<br>Odyssey House<br>Project Reality<br>Intermountain Health<br>Primary Children's Hospital<br>Huntsman Mental Health Institute<br>Next Level Recovery<br>Clinical Consultants | Working on the YHDP Core Team which includes writing the CCP, creating a ranking and review process for applicants and ensuring project implementation. Additionally, numerous mental health, health and substance abuse agencies have been attending stakeholder sessions and working with the CoC Lead to move identified strategies forward. Assisting with creation and implementation of strategies regarding health, mental health and substance abuse. |
| Juvenile and Adult Corrections and Probation       | Division of Juvenile Justice Youth Services (DJJYS)  | Working on the YHDP Core Team which includes providing feedback for the CCP and the ranking and review process for applicants and supporting project implementation. Assisting with creation and implementation of strategies regarding juvenile justice. Attending stakeholder sessions and providing feedback to the CoC youth Lead to move identified strategies forward.  |
| Public Housing Authority                           | Salt Lake Housing Authority  | Working on the YHDP Core Team which includes feedback for the CCP and ensuring project implementation. Assisting with creation and implementation of strategies around affordable housing development.  |

| Partner   | Partners Name and Role  | Involvement   |
|---|---|---|
| Local and State Educational Agencies                  | Utah State Board of Education (USBE) and Local McKinney-Vento Liaisons. | Working on the YHDP Core Team which includes feedback for the CCP, creating a ranking and review process for applicants and ensuring project implementation. Assisting with creation and implementation of strategies regarding K-12 education. |
| Institutions of Higher Education                      | University of Utah, Salt Lake Community College                         | Working on the YHDP Core Team which includes feedback on the CCP and supporting project implementation. Assisting with creation and implementation of strategies regarding higher education.  |
| Local Youth and Parenting Youth Serving Organizations | Volunteers of America, Utah (VOA)<br>The Road Home<br>YWCA              | Working on the YHDP Core Team which includes feedback for the CCP and project implementation. Assisting with creation and implementation of strategies around advocacy, housing, and support to youth experiencing homelessness.                |
| Continuum of Care Board and CoC Lead                  | SLVCEH Board  | The Board will designate a lead staff to implement YHDP and advocate for strategic planning around youth homelessness and youth systems change throughout the CoC region.   |

| Partner   | Partners Name and Role    | Involvement   |
|---|---------------------------|---|
| Organizations that serve culturally specific (Black, Latino, Indigenous, people with disabilities, LGBTQIA2S+, etc) communities | Asian Association of Utah | Organization has been engaged throughout the YHDP process through attendance at stakeholder sessions. Additionally, they support youth survivors of trafficking and refugee populations. They have shared information and advocated for those subpopulations in stakeholder sessions. |

## New Project List

In March of 2024, the Youth Action Board (YAB) led a two-day community discussion with stakeholders, partners and collaborators in the community. The YAB refined the drafts that were produced during the event and used it to inform the Request for Proposal (RFP) released in April of 2024 and the following New Project List.

Projects must be mindful of any special populations (e.g. LGBTQIA2S+, gender non-conforming, youth under 18, justice-involved and foster care-involved youth, as well as youth who have experienced sexual trafficking and exploitation) knows they can access and receive services. Additionally, all projects will be in alignment with the United States Interagency Council on Homelessness (USICH) core outcomes and HUD's guiding principles.

| <b>Coaching, Systems Navigation, Outreach Response, Support Services</b> |   |
|--|---|
| <b>Project Type</b>  | <b>Supportive Services Only (SSO)</b>   |
| <b>Summary of Project and Supportive Services Description</b>            | <p>(a) Services may be provided through coaching, peer support, outreach, systems navigators and/or a team-based approach, providing a primary point of contact for youth, supporting youth to navigate the homelessness system, and coordinating services as needed.</p> <p>(b) A system that supports and advocates for/with youth as they navigate through systems (housing, education, child welfare, juvenile justice, mental health, etc) within the county(ies). This includes establishing and implementing a long-term housing stabilization plan; building or rebuilding a family (biological or chosen; if desired); and community support networks.</p> <p>(c) Flexible funds available to provide youth, including but not limited to those pursuing education (postsecondary, GED, technical school - their chosen education pathway) and/or job training/workforce development with support. Note: find full list of YHDP flexibilities in Appendix D.</p> |

|  |  |
|--|--|
| Project Requirements                                 | Proposed project adheres to the Housing First model. Proposed projects will be targeting geographic areas of need. Proposed projects will have supportive services to meet each resident's individual needs. This will be provided either through YHDP grant or connection to other services. Proposed projects will assist youth from Coordinated Entry (CE) and/or community/agency referrals.   |
| HUD Homeless Categories                              | Category 1, 2, & 4   |
| Special YHDP Activities and Innovation Opportunities | Ensure quick identification of youth at-risk of or experiencing homelessness that would not generally present through the traditional homeless service entry points. Schools, mainstream service providers (e.g., health care, SNAPs, workforce programs, Head Start), law enforcement, and foster care and juvenile justice systems will work with the system navigator to connect youth to the coordinated entry system and/or prevention/diversion resources. |
| Target Population and number served:                 | Youth 24 and under, 50 served  |
| Target number of units                               | Serve approximately 50 clients who may be sheltered in Emergency Shelter (ES) or Transitional Housing (TH), Unsheltered, or At-Risk  |
| Staffing   | 1 case manager for 15 clients (source: Homeless System Response: Case Management Ratios)   |
| Projected Cost                                       | 3 FTE and will cost \$56,000 per FTE, Total budget \$168,000 per year  |

## Coordinated Entry

|  |  |
|--|--|
| Project Type   | Supportive Services Only - Coordinated Entry   |
| Summary of Project and Supportive Services Description | The Coordinated Entry (CE) system is a no-wrong door system that identifies, diverts, assesses, prioritizes, and provides referrals to households experiencing homelessness in the CoC. All ESG/CoC-funded projects are required to enroll project participants using the CE prioritized housing list. |

|                                      |  |
|--------------------------------------|--|
| Project Requirements                 | Only the CoC's CE Lead Agency is eligible to apply.                                    |
| HUD Homeless Categories              | Category 1 & 2, 4  |
| Target Population and number served: | Youth 18-24, approximately 135 youth per year  |
| Target number of units               | N/A  |
| Staffing                             | 3 FTE: 1: CE Manager, 2: System Navigators   |
| Projected Cost                       | 3 FTE, CE Manager @ \$79,000, System Navigators @ \$52,500 per FTE<br>Total: \$184,000 |

## Direct Cash Assistance

|  |   |
|--|---|
| Project Type   | Supportive Services Only (SSO)  |
| Summary of Project and Supportive Services Description | Cash payments made directly to youth and young adults to ensure that do not experience homelessness/housing instability and/or continue on their chosen educational or employment pathway |
| Project Requirements                                   | This will not be YHDP funded, but the Core Team will work to find alternative funding to pilot this within the region.  |
| HUD Homeless Categories                                | Category 1 & 2, 4   |
| Target Population and number served:                   | Youth aged 24 and under.  |
| Target number of units                                 | Serve approximately 150 clients who may be sheltered in ES or TH, Unsheltered, or At Risk   |
| Staffing   | 1 case manager for 15 clients (source: Homeless System Response: Case Management Ratios)  |

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| Projected Cost   | Partial basic income of \$500 per month per individual , similar to the Stockton Economic Empowerment Demonstration (SEED) program   |
| <b>Diversion</b>                                       |  |
| Project Type   | Supportive Services Only (SSO)   |
| Summary of Project and Supportive Services Description | This program will assist youth at imminent risk of homelessness with financial support and wraparound services. Youth remain connected to support systems, stabilize, and maintain current housing or connect to safe and supportive housing options.  |
| Project Requirements                                   | Proposed project adheres to the Housing First model. Proposed projects will be targeting geographic areas of need. Proposed projects will have supportive services to meet each resident's individual needs. Applicants will need to identify the staffing model for the delivery of diversion services. Staffing models may include coordinated entry workers, diversion specialists, shelter and street outreach workers, and/or system partners such as school liaisons or child welfare specialists. |
| HUD Homeless Categories                                | Category 1, 2, & 4   |
| Target Population and number served:                   | Youth 18-24, 147 youth served  |
| Target number of units                                 | 147  |
| Staffing   | 1 case manager for 15 clients (source: Homeless System Response: Case Management Ratios)   |
| Projected Cost   | Prevention/Diversion: Operating Cost per unit per year \$13,605<br>Total Cost: \$2,000,000   |
| <b>Joint Transitional Housing/ Rapid Rehousing</b>     |  |
| Project Type   | Joint Transitional Housing - Rapid Rehousing (TH-RRH)  |

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| Summary of Project and Supportive Services Description | Interventions of this type are designed to allow for immediate emergency housing of youth while permanent RRH solutions are obtained. With the absence of sufficient (geographically limited) emergency shelter in the CoC, the joint TH-RRH programming is an excellent model to quickly provide crisis housing as needed (through TH) while youth are being connected with appropriate permanent housing solutions.   |
| Project Requirements                                   | <p>Proposed project adheres to the Housing First model.</p> <p>Proposed projects will be targeting geographic areas of need.</p> <p>Proposed projects will have supportive services to meet each individual's needs. This will be provided either through YHDP grant or connection to other services.</p> <p>Proposed project provides enough rapid re-housing assistance to ensure that at any given time a program participant may move from transitional housing to permanent housing. (This is generally described as having twice as many RRH units available than TH crisis beds.)</p> <p>Projects may serve persons for up to 24 months total in each project component.</p> <p>Projects can utilize TH as crisis intervention, in cases of emergency (e.g. safety, lack of emergency shelter resources, etc.), but should otherwise follow the Written Standards for filling units. When TH is used as emergency housing, youth must be assessed and added to the CES within 24 hours following enrollment.</p> <p>Proposed projects will house 100% of youth through CE for RRH.</p> |
| HUD Homeless Categories                                | Category 1, 2, & 4  |
| Special YHDP Activities and Innovation Opportunities   | <p>A joint TH-RRH project could provide support to youth in higher education for gap housing (over winter and/or summer break) and/or year-round housing services.</p> <p>RRH portion could be in the youth's own apartment or shared housing.</p>  |
| Target Population and number served:                   | Youth 18-24, 285  |

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| Target number of units                                 | 50 TH units, 253 RRH units  |
| Staffing   | 1 case manager for 15 clients (source: Homeless System Response: Case Management Ratios); 19 CM   |
| Projected Cost   | RRH: Operating Cost per unit per year \$12,766; Supportive Services per unit \$7,507<br>TH: Operating Cost per unit per year \$3,149; Supportive Services per unit \$16,160<br>Total Cost:\$5,729,605 (RRH: \$4,764,155 and TH: \$965,450)  |
| <b>Permanent Supportive Housing</b>                    |   |
| Project Type   | Permanent Supportive Housing (PSH)  |
| Summary of Project and Supportive Services Description | PSH programs provide non-time limited housing assistance and supportive services for youth ages 18-24 with disabilities.  |
| Project Requirements                                   | Proposed projects adhere to the Housing First model.<br>Proposed projects will offer supportive services to meet each resident's individual needs. This will be provided either through YHDP grant or connection to other services.<br>Proposed projects will be targeting geographic areas of need.<br>Proposed projects will house 100% of youth through Coordinated Entry. |
| HUD Homeless Categories                                | Category 1, 2, & 4  |
| Special YHDP Activities and Innovation Opportunities   | Housing could be in the youth's own apartment or shared housing. If applying for a multi-unit facility, please incorporate how the agency will create community for the youth and young adults in the program   |
| Target Population and number served:                   | Youth age 18-24 with disabilities. Note: youth do not age out at 24. 118 youth to be served   |
| Target number of units                                 | 118 units total for PSH   |

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| Staffing   | Scattered Site 1 case manager for 12 clients (source: Homeless System Response: Case Management Ratios), 10 CM   |
| Projected Cost   | PSH: Operating Cost per unit per year \$12,637; Supportive Services per unit \$8,000<br>Total Cost: \$2,435,166  |
| <b>Permanent Housing</b>                               |  |
| Project Type   | Permanent Housing (PSH)  |
| Summary of Project and Supportive Services Description | PSH program that provides case management to FUP and FYI eligible youth aged 18-24. The project will be in collaboration with Housing Authorities within Salt Lake County and the Department of Child and Family Services.   |
| Project Requirements                                   | Proposed projects adhere to the Housing First model. Proposed projects will offer supportive services to meet each resident's individual needs. This will be provided either through YHDP grant or connection to other services. Proposed projects will be targeting geographic areas of need. |
| HUD Homeless Categories                                | Category 1, 2, & 4   |
| Special YHDP Activities and Innovation Opportunities   | Housing could be in the youth's own apartment.   |
| Target Population and number served:                   | Youth age 18-24 who are FUP and FYI eligible. Note: youth do not age out at 24. 79 youth served  |
| Target number of units                                 | 79 units total for PH  |
| Staffing   | 1 case manager for 25 clients, 4 CM  |
| Projected Cost   | PSH: Operating Cost per unit per year \$12,637; Supportive Services per unit \$3,000<br>Total Cost: \$1,235,323  |

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| <b>Prevention</b>   |  |
| Project Type  | Homelessness Prevention (HP); HP is targeted to people at risk of homelessness. Not eligible for direct YHDP/CoC funding, but is an eligible project under the Emergency Solutions Grant.  |
| Summary of Project and Supportive Services Description        | HP activities are designed to prevent an individual or family from moving into an emergency shelter or living in a public or private place not meant for human habitation.   |
| Project Requirements  | Proposed projects adhere to the Housing First model.<br><br>Proposed projects will offer supportive services to meet each resident's individual needs.<br><br>Proposed projects will be targeting geographic areas of need.                          |
| HUD Homeless Categories                                       | Category 2,3 & 4   |
| Target Population and number served:                          | Youth aged 24 and under, 50 youth served   |
| Target number of units  | Serve approximately 50 clients who may be sheltered in ES or TH, Unsheltered, or At Risk   |
| Staffing  | 1 case manager for 15 clients (source: Homeless System Response: Case Management Ratios), 3.3 CM needed  |
| Projected Cost  | Prevention/Diversion: Operating Cost per unit per year \$13,605<br>Total Cost: \$2,000,000   |
| <b>Rapid Rehousing, including Longer Term Rapid Rehousing</b> |  |
| Project Type  | Joint Transitional Housing - Rapid Rehousing (TH-RRH)  |
| Summary of Project and Supportive Services Description        | Programs assist youth experiencing homelessness to find a rental unit and execute a lease between the youth and landlord; financial assistance for rent and utilities; and housing stability services, which may include services such as education, |

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|  | employment, health/mental health services and life skills classes, etc.   |
| Project Requirements                                 | Proposed project adheres to the Housing First model.<br>Proposed projects will have supportive services to meet each resident's individual needs. This will be provided either through YHDP grant or connection to other services.<br>Proposed projects will be targeting geographic areas of need.<br>Proposed projects will house 100% of youth through Coordinated Entry (CE). |
| HUD Homeless Categories                              | Category 1, 2, & 4  |
| Special YHDP Activities and Innovation Opportunities | RRH assistance may be provided for up to 36 months.<br>Housing could be in the youth's own apartment or shared housing.<br>Collaborative program with SLCo TLP.   |
| Target Population and number served:                 | Youth 18-24, 253 youth served   |
| Target number of units                               | 253 for RRH   |
| Staffing   | 1 case manager for 15-20 clients (source: Homeless System Response: Case Management Ratios), 13-16 CM   |
| Projected Cost                                       | RRH: Operating Cost per unit per year \$12,766; Supportive Services per unit \$7,507<br>Total Cost: \$5,129,069   |

## Definitions and Acronyms

ACF - Administration for Children and Families  
 AHAR - Annual Homeless Assessment Report  
 APR - Annual Performance Report  
 BIPOC - Black, Indigenous, and People of Color  
 BOS - Balance of State Continuum of Care  
 CE - Coordinated Entry  
 CoC - Continuum of Care  
 CCP - Coordinated Community Plan  
 CPD - Community Planning and Development (Department within HUD)  
 CQI - Continuous Quality Improvement  
 CSH - Corporation for Supportive Housing  
 DCFS - Division of Child and Family Services  
 DHHS - Department of Health and Human Services  
 DJJYS/JJYS - Division of Juvenile Justice and Youth Services  
 DWS - Department of Workforce Services  
 FY/FFY - Foster Youth/Former Foster Youth  
 FTE - Full-Time Employee  
 FUP - Family Unification Program  
 FYI - Foster Youth to Independence  
 HCV - Housing Choice Vouchers  
 HHS - US Department of Health and Human Services  
 HMIS - Homeless Management Information System  
 HOP - Homeless Outreach Program  
 HUD - US Department Of Housing and Urban Development  
 JRC - Juvenile Receiving Center  
 LDS - The Church of Jesus Christ of Latter-Day Saints  
 LGBTQIA2S+ - lesbian, gay, bisexual, transgender/trans, queer/questioning, intersex, asexual/ agender, and/or two-spirit  
 LHC - Local Homeless Council  
 MGH - Maternity Group Home  
 MOU - Memorandum of Understanding  
 MTL - Mountainland Continuum of Care  
 NOFO - Notice of Funding Opportunity  
 OAP - Older Adult Partner  
 OHCJR - Salt Lake County Office of Homelessness and Criminal Justice Reform  
 OHS - Office of Homeless Services (Utah)  
 OSUMH - Utah Office of Substance Use and Mental Health  
 PBV - Project Based Voucher  
 PCWA - Public Child Welfare Agencies  
 PDP - Prevention Demonstration Project

PHA - Public Housing Authority  
 PIH - Public and Indian housing (Office within HUD)  
 PIT - Point in Time count  
 PLE - Person with Lived Experience  
 PYD - Positive Youth Development  
 RA - Rental Assistance  
 RDDI - Racial Disparities and Disproportionality Index  
 RFP - Request for Proposal  
 RHY - Runaway Homeless Youth  
 RICAA - Refugee and Immigration Center through the Asian Association of Utah  
 RRC - Rank and Review Committee  
 RRH - Rapid Re-Housing  
 SLCo - Salt Lake County  
 SLVCEH - Salt Lake Valley Coalition to End Homelessness  
 SSO - Supportive Services Only  
 TA - Technical Assistance  
 TAY - Transition-Age Youth  
 TBRA - Tenant Based Rental Assistance  
 TG - Task Group  
 TIC - Trauma-Informed Care  
 TLP - Transitional Living Program  
 TRH - The Road Home  
 UHMIS - Utah's Homeless Management Information System  
 USICH - United States Interagency Council on Homelessness  
 VI-SPDAT - Vulnerability Index - Service Prioritization Decision Assistance Tool  
 VOA - Volunteers of America, Utah  
 YAB - Youth Action Board  
 YEH - Youth Experiencing Homelessness, includes youth and young adults  
 YHDP - Youth Homelessness Demonstration Program  
 Youth - includes youth and young adults up to age 25  
 YRC - Youth Resource Center (at Volunteers of America, Utah)  
 YS - Youth Services (within Salt Lake County)

# Signature Pages

# Youth Action Board Letter of Support

# CoC Letter of Support

# Public Child Welfare Agency Letter of Support

# Juvenile Justice Services Letter of Support

# RHY Provider Letter of Support

