

MEMPHIS/SHELBY COUNTY COORDINATED COMMUNITY PLAN

YOUTH HOMELESSNESS DEMONSTRATION PROGRAM



COMMUNITY ALLIANCE
FOR THE HOMELESS
2022

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ABOUT CAFTH

Community Alliance for the Homeless (CAFTH) is a private, nonprofit entity that provides planning, technical assistance, and service coordination to public and private agencies working to end homelessness in Memphis and Shelby County. We link planners, providers, data, and resources to develop an effective and outcomes-driven system for ending homelessness. We are devoted to ending long-term homelessness and ensuring that future homelessness is rare, brief, and one-time. Our guiding principles:



- We believe that housing is a basic human right
- We believe that homelessness is a solvable problem
- We believe that our community is equipped with resources to impact positive change

CAFTH is designated as the lead agency for the Memphis/Shelby County Homeless Consortium, which is the TN-501 Memphis/Shelby County Continuum of Care (CoC). A CoC is a local or regional planning body that is responsible for homeless services and homelessness prevention activities in a certain geographic area.



ACKNOWLEDGEMENTS

We are so grateful to all of the stakeholders that contributed their time and energy to support the creation of Memphis/Shelby County's Coordinated Community Plan to Prevent and End Youth Homelessness. This planning process brought together adult and youth stakeholders to share their ideas, identify gaps in the existing youth homeless response system, and develop youth-centered solutions. We are also grateful for the guidance and support that we received from our TA providers: Michelle Valdez (ICF), Ziggy Keyes (ICF), and Kahlil Barton (True Colors United).

Lastly, this work would not have been possible without the involvement of the Memphis Youth Action Board who participated in every step of the YHDP planning process. Please see the appendix for the entire list of community stakeholders who were instrumental to this process.



YHDP CORE PLANNING TEAM FINAL ZOOM MEETING

INTRODUCTION

Memphis/Shelby County is honored to be selected by the U.S Department of Housing and Urban Development (HUD) to participate in Round 4 and 5 of the Youth Homelessness Demonstration Program (YHDP). The goal of the Youth Homelessness Demonstration Program (YHDP) is to support selected communities in the development and implementation of a coordinated community approach to preventing and ending youth homelessness. Through this grant, Memphis/Shelby County will receive \$3.8 million to design and implement innovative housing programs that meet the unique needs of youth and young adults experiencing homelessness and housing insecurity in our community.

This work is led by the Memphis/Shelby County Continuum of Care (CoC) lead agency, Community Alliance for the Homeless (CAFTH). CAFTH facilitated plan development and implementation, coordinated local stakeholder engagement, and worked with HUD Technical Assistance providers to achieve YHDP core outcomes. This document is the result of a comprehensive planning process that brought together diverse stakeholders from across the system of care to develop a coordinated community response to youth homelessness. It is intended to guide local efforts over the next three years to prevent and end youth homelessness in Memphis/Shelby County. It is aligned with the USICH framework and is informed by the input of youth and adult stakeholders.

MISSION AND VISION STATEMENT

Vision:

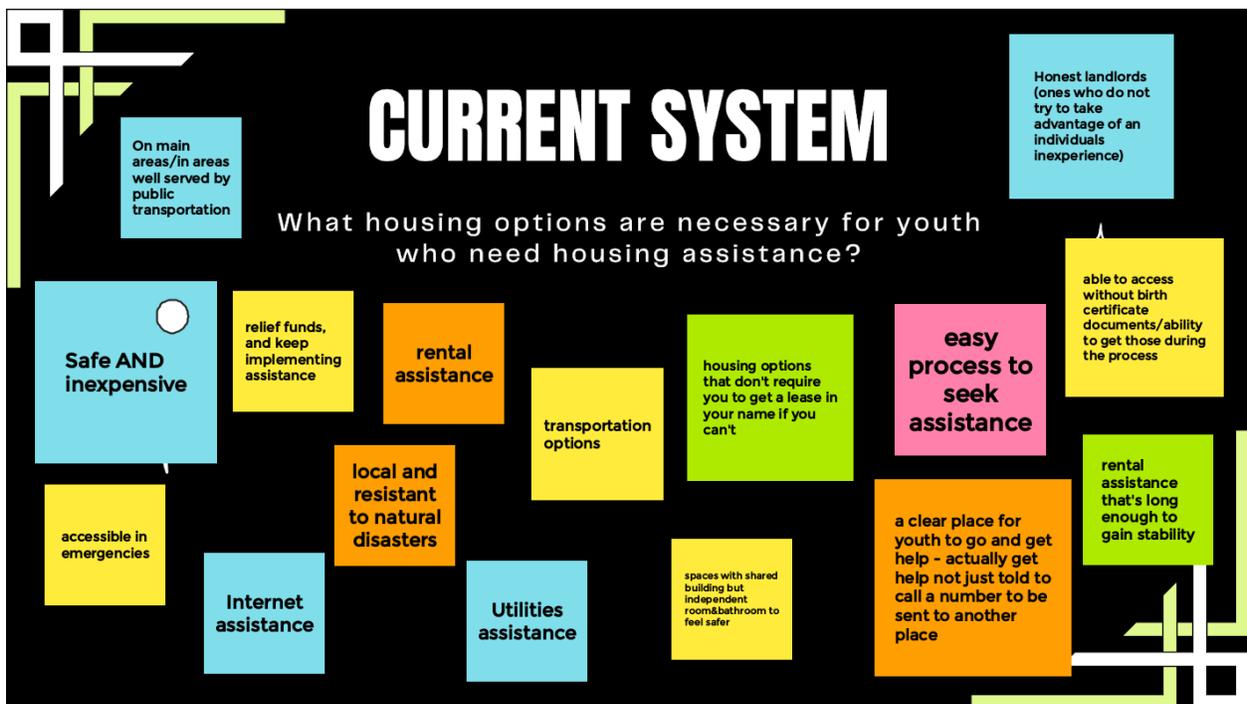
We envision a future where every youth and young adult in our community has access to safe, stable, and affirming housing.

Mission:

We strive to achieve a future without youth homelessness. Guided by youth leadership, we seek to develop a comprehensive network of community services that are culturally affirming, trauma-informed, low-barrier, and accessible to all youth and young adults in our community. Any youth or young adult that experiences homelessness or housing insecurity will be quickly connected to safe, stable, affirming, and permanent housing.

YOUTH COLLABORATION

Inherent to the YHDP process is a commitment to youth collaboration and the belief that the homeless services system cannot be responsive to needs of youth experiencing homelessness without their authentic engagement and leadership. Adult-youth collaboration was essential to our community's planning process, which brought together adult and youth stakeholders to share their ideas and experiences, evaluate the existing youth homeless response system, and develop youth-centered solutions. This work would not have been possible without the involvement of the Memphis Youth Action Board who contributed to the successful YHDP application and participated in every step of the planning process.



JAMBOARD FROM YAB SYSTEM MAPPING EXERCISE



YOUTH ACTION BOARD

MEMPHIS YAB

The Youth Action Board is a coalition of youth committed to elevating youth voice, centering lived experience, expanding youth resources, and fighting to end youth homelessness in Memphis and Shelby County.

Core Values

- We believe that housing is a human right and that everyone deserves a stable and affirming home.
- We believe that everyone deserves an opportunity to be their fullest self.
- We believe that youth leadership is essential.
- We believe that inclusion is a necessity, not a courtesy.
- We believe that those closest to the pain should be the closest to the power.

Mission

The mission of the Youth Action Board (YAB) is to advocate for youth specific services, resources, and housing programs for youth and young adults who are experiencing housing instability or homelessness.

Vision

We strive to educate and mobilize community members to end youth homelessness. We seek to create and connect community resources to build a sustainable network that empowers and uplifts youth experiencing homelessness. We envision a future where everyone has access to safe, stable, and affirming housing.



YAB MEETING

STATEMENT FROM THE YAB

Ending Youth Homelessness is vital for the progression of an equitable society like the one we aspire to build in Memphis, TN. All youth should have the opportunity to contribute to shaping the future of their community. Access to safe, stable, and affirming housing is a human right that should cease to be considered a privilege and dictate the safety of youth and young adults. We as a YAB envision a society where youth and young adults have the capacity to focus on becoming the voices of the future rather than falling victims to a broken system.

VOICES FROM THE YAB

From Imajin Lias:

YOUTH ACTION

A world filled with crime and poverty.
Longing cries of peace of sovereignty
Youthful voices being heard aloud
To only be forgotten and drowned.
No support, no home,
No place to go when they're alone.
Who will fight and stick up for the youth?
Who will extend their hand and speak the truth?
Provide the resources,
Provide the love
Pray for hope to be sent from above.
Plan the future, forget the past
Create the solution that will last.
Remember their hearts,
Listen to their minds.
Today, tomorrow
Until the end of time.

From Vaniel Simmons:

Hello! My name is Vaniel, and I am a current Youth Representative on the Action Board here in Memphis. This project has been super important to me, due to my personal lived experience with housing insecurity throughout much of my life. Since moving to Memphis for college, I struggled to find supportive housing during the school breaks and during the winter and spring months, I worried about sleeping in my car or in an academic building. I thought I knew what resources existed, but when it came to actually finding them, it was so much harder than I thought, and it ended up as a wild goose chase across my school campus and outside organizations across Memphis. I was referred to person after person, having to retell my story and my needs over and over, during finals week, which was an emotionally exhausting process. This was my first time seeking help as a young adult, and I found it so much harder than I expected, and I knew that change needed to happen. Since then, I have been working with the Youth Action Board to identify barriers and help to find solutions for young people facing housing insecurity in Memphis. I hope that in this position and with this consolidated project proposal, we as a community are able to work towards a cohesive and easy to access system that uses trauma-informed methods to really help and create change here. Here is to my hope for a better future, and to the work that we've all put into this project thus far!

From Andrea Olvera:

I am a nonbinary immigrant-queer person of color, and I grew up knowing this country's government system was built to oppress people like me. My education suffered at the hands of socio-economic disparities. My undocumented-immigrant status has stolen the opportunities I was promised this country had to offer. Countless times I have experienced the true nature of what it means to be a person of intersectional identity in this country. Even so, becoming homeless as a young adult evolved my perspective in regards to the inequity our homeless youth continue to face.

There was a point in time where privilege was a concept that only came to mind at the sight of visible wealth or racial inequity. I thought privilege could only mean having white skin, generational wealth, or access to private education. The concept of privilege never came to mind at the thought of someone having clean water to drink, a bathroom/shower to use as frequently as needed, a place to cook a meal, a space to tend to their personal hygiene or even safely exist. By having that and so much more taken from me when I became homeless, I experienced how having the resources to meet basic needs can easily become a privilege. As the Memphis Youth Action Board Chair, I am eager to take part in shaping the homelessness system and continue to fight to end youth homelessness.

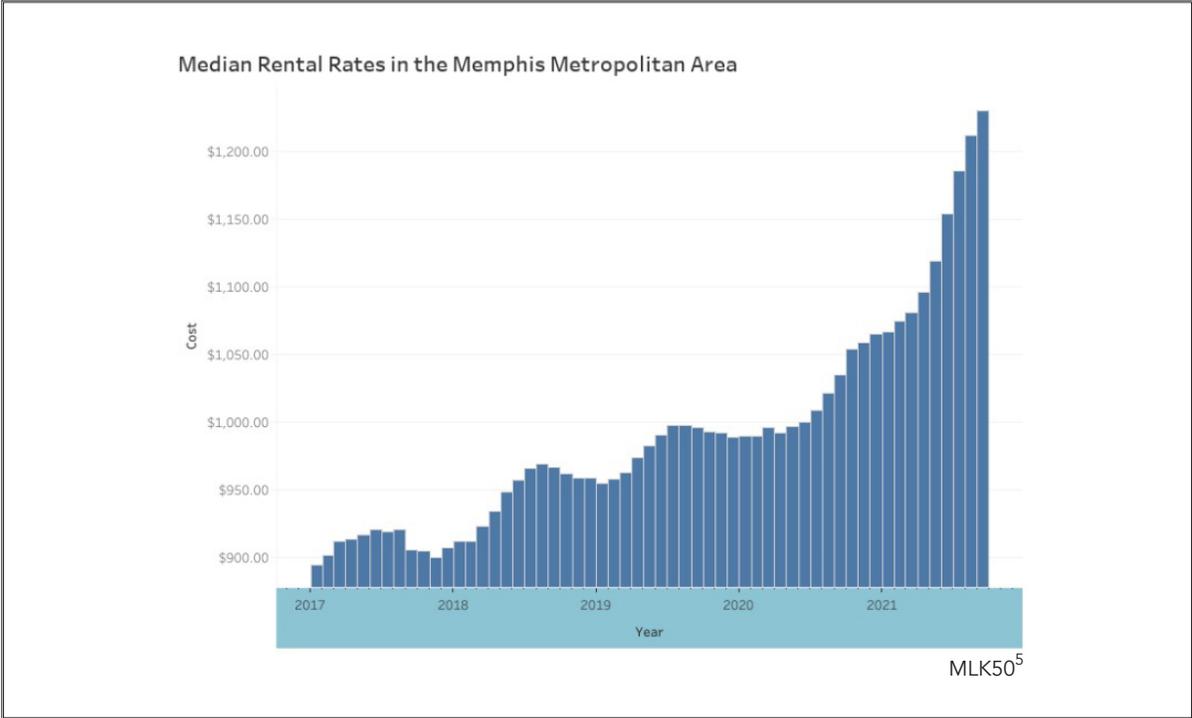


STATEMENT OF NEED

BACKGROUND

Celebrated as the home of the blues and the birthplace of rock and roll, Memphis/ Shelby County faces significant structural challenges: economic and racial inequality.¹ Of surveyed youth providers, 59% ranked the lack of safe, affordable housing and economic inequality as the top factors contributing to youth homelessness in the community. Memphis, TN is ranked as one of the most impoverished metropolitan areas in the U.S with a staggering child poverty rate of 39.6% (29.9% for metro area). **An examination of income disparities by race reveals widespread racial inequality in Memphis/ Shelby County. In the City of Memphis, the child poverty rate for Black/African Americans is 45.6% and nearly 4x higher than the child poverty rate (11.9%) for White/Non-Hispanic youth under 18.** ² Many youth, especially Black/African American youth, are at risk of experiencing homelessness or housing instability due to a lack of financial resources.

Despite its unique position as “North America’s Distribution Center,” Memphis/Shelby County’s labor market predominantly consists of low-wage manufacturing jobs that offer minimal opportunities for advancement for individuals without college degrees.³ As housing costs continue to rapidly outpace local wages, Memphis/Shelby County is facing a severe affordable housing crisis. **A full-time worker earning minimum wage would have to work 97 hours a week to afford a two-bedroom apartment at the Fair Market Rent in Shelby County.** ⁴ From September 2020 to September 2021, the median apartment rent in Memphis/Shelby County rose by 19%, creating additional financial strain on low to median income households in the community. ⁵



YYAs face considerable barriers to securing housing independently due to a lack of affordable housing units available in the community. The housing units that are available to YYA are often in substandard and dangerous conditions. Even with vouchers, housing providers struggle to find available housing units for youth in the local rental market. Local stakeholders report that few landlords in the community are willing to rent to YYA who often lack strong credit, stable employment, and a clean rental history. The lack of affordable housing options has worsened in the post COVID-19 housing market, where demand for rental units is high and landlords are able to add more preconditions.⁷ Many landlords who were previously willing to work with voucher recipients or clients with credit or background restrictions are no longer willing to accept these tenants.

The Youth Homelessness Demonstration Program is an exciting and much needed opportunity for Memphis/Shelby County, where the need for housing far exceeds the amount of housing resources available within the homeless services system. In 2021, there were 287 youth identified as literally homeless in Shelby County's Homeless Management Information System (HMIS). Currently, the community has a total of 17 youth-specific housing units. The following statement of need highlights the significant gaps identified through the YHDP planning process and describes the experiences of YYA in the current homeless response system.

In 2021 there were 287 youth identified as literally homeless in Shelby County's Homeless Management Information System (HMIS).

COMMUNITY DATA ON YOUTH EXPERIENCING HOMELESSNESS IN MEMPHIS/SHELBY COUNTY

Literally Homeless

The CoC utilizes local data captured in HMIS to understand trends and evaluate system responses to addressing YYA homelessness. The chart below displays a summary of youth identified as literally homeless in our community as collected through the Memphis/Shelby County Homeless Management Information System (HMIS).

(See data table on next page)

Population	2020	2021	Prevalence of Population (2021)	Percent Change 2020-2021
All Youth				
All Youth	188	287	100%	+53%
Household Composition				
Unaccompanied Youth	118	163	57%	+38%
Pregnant or Parenting Youth	70	124	43%	+77%
Race				
Black, African-American, African	170	269	94%	+58%
White	17	15	5%	-12%
Mixed Race	1	2	1%	+100%
Data Not Collected		1	0%	N/A
Gender Identity				
Female	141	215	75%	+52%
Male	30	43	15%	+43%
Transgender	14	26	9%	+86%
Gender other than singularly female or male	3	3	1%	0%
Ethnicity				
Hispanic, Latina(o)(x)	4	7	2%	+75%
Non-Hispanic, Non-Latina(o)(x)	184	280	98%	+52%
Age				
18	0	8	3%	+800%
19	8	26	9%	+225%
20	24	25	9%	+4%
21	39	56	20%	+44%
22	33	57	20%	+73%
23	46	64	22%	+39%
24	38	51	18%	+34%
Foster Care History*				
Yes	11	49		
No	84	192		

HMIS DATA 2020-2021

Key Takeaways, Demographics/Characteristics in 2021:

- A total of 7 literally homeless youth identified as Latinx/Hispanic.
- 94% of homeless YYA identified as Black, African-American, or African.
- 75% of homeless YYA identified as female, 15% identified as male, 9% identified as transgender, and 1% identified as a gender other than singularly male or female.
- Pregnant/parenting youth represented 43% of the total youth homeless population.

Such findings illustrate the need to expand youth-specific housing options, establish community prevention efforts to reduce the amount of Black/African American YYA falling into homelessness, develop housing and supportive services for pregnant/parenting youth, and increase outreach to the Latinx community to identify and engage more youth experiencing homelessness and housing insecurity.

Population	Data Source(s)	Estimates of Number of Youth
<i>At-risk unaccompanied youth*</i>	DCS, Memphis-Shelby County Schools, Juvenile Court	See below
<i>Unaccompanied youth experiencing homeless*</i>	HMIS	287
<i>At-risk pregnant or parenting youth*</i>	Partner Data	303
<i>Pregnant or parenting youth experiencing homeless*</i>	HMIS	124

COMMUNITY DATA ON YOUTH AT-RISK OF HOMELESSNESS IN MEMPHIS/SHELBY COUNTY

AT-RISK YOUTH/YOUNG ADULTS

It is important to note that the HMIS data only represents youth who present for services through the local homeless response system and meet the HUD definition of literally homeless. This automatically excludes youth who are at-risk of becoming homeless, living in unsafe or unstable housing situations (couch-surfing, hotels/motels, doubled-up with friends/family), or who don't feel comfortable accessing services through shelters or homeless organizations.

HMIS data also fails to include minors (under 18) experiencing homelessness. Unaccompanied youth under 18 face considerable challenges to seeking assistance under Tennessee state law, which requires parental consent or involvement of the child welfare system for a minor to access shelter or housing services. CAFTH collected data from system providers such as Memphis-Shelby County Schools, the Juvenile Court, and Tennessee Department of Children's Services (DCS) to determine the number of youth under 18 who are at-risk or experiencing homelessness in Memphis/Shelby County.

Our community recognizes the need to expand our data collection efforts to include minors and youth at-risk of homelessness.

PREGNANT/PARENTING YYA AT-RISK OF HOMELESSNESS

CAFTH utilized data from the Families Coordinated Entry Lead, Metropolitan Inter-Faith Association (MIFA) to determine the number of pregnant and parenting YYA at-risk of homelessness. MIFA's emergency services include emergency rent or shelter assistance, mortgage and utility assistance, food pantry vouchers, and Rapid Re-housing. These services are only offered to families that meet HUD's definition of literally homeless, preventing families at-risk of homelessness from accessing services.

In 2021, a total of 869 youth ages 18 - 24 were turned away from MIFA's emergency services. Of these youth, 303 were considered not homeless according to HUD's definition of literally homeless, 220 were turned away because they were not responsive via phone call or text, and 103 needed additional documentation.

YOUTH AGES 13 - 17 AT-RISK OF HOMELESSNESS

Tennessee Department of Children's Services (DCS)
Shelby County consistently has the highest number of children in DCS state custody of any other adjudication in Tennessee. In fiscal year 2020 - 2021, Shelby County had a total of 1,830 youth in state custody. Nearly 38% of those cases involved youth ages 13 -

17. Nearly 86% of youth in state custody in Shelby County were considered dependent/neglect cases.⁸

DCS utilizes the Child and Adolescent Needs and Strengths (CANS) assessment to monitor risk of homelessness for youth currently in state custody. Youth are assessed based on risk factors that include: prior DCS custody, prior congregate care placements, runaway behavior, substance use, developmental factors/needs, school achievement, psychosis, trauma, supervision needs, and involvement with care. Results for 363 youth in state custody in Shelby County, ages 13-17, who completed a CANS assessment in FY 2019 - 2020 indicate: 53% are demonstrating moderate to high risk of homelessness.

Shelby County has more children in juvenile justice and DCS custody than any other adjudication in Tennessee.

Juvenile Justice Data

Shelby County has more children in juvenile justice custody than any other adjudication in Tennessee with an average of 145 cases per month in FY 2020 - 2021.⁹ The Juvenile Court of Memphis and Shelby County saw an average of 700 juvenile cases classified as “unruly and runaway” between 2016 - 2020.¹⁰

Memphis-Shelby County Schools

Memphis-Shelby County Schools reported a total of 1,594 students in the 2019-2020 school year that met the McKinney-Vento Education definition of homeless. Memphis-Shelby County Schools reported 120 unaccompanied homeless youth enrolled in the district in the 2019 - 2020 school year. Of these youth, 3.23% were experiencing literal homelessness and 92.74% were at-risk of homelessness (doubled-up).

GENERAL NEEDS OF YOUTH AND YOUNG ADULTS

CAFTH conducted a series of listening sessions with community stakeholders, providers, and Youth Action Board members to identify the needs and barriers of various subpopulations of YYAs at-risk of or experiencing homelessness in Memphis/Shelby County. The section below is reflective of themes identified amongst all subpopulations of YYA experiencing homelessness in the community.

STABLE HOUSING NEEDS

Youth and adult stakeholders identified a need for more youth-specific housing options in the community that provide YYA the time, services, and support they need to achieve housing stability and avoid future episodes of homelessness. The overwhelming consensus amongst youth in the community was that the current system is confusing and difficult to access. Youth described negative experiences of trying to navigate a crisis response system that is neither low-barrier nor trauma-informed.

Some youth shared experiences of feeling that the adult caseworkers assisting them with intake made them feel ashamed for being homeless and like they constantly had to “prove” that they really were homeless. Many housing programs for youth in the community have strict eligibility requirements that make it difficult for youth to get help. Different program policies and poor interagency communication often leads youth to be referred to multiple different agencies just to be told that they don’t meet the exact qualifications.

“When I reached out for help, I was met with a lot of unhelpfulness and was sent on a wild goose chase, being referred to other people over and over for almost an entire month.”
 -YAB Member

Both youth and adult stakeholders described the system as emotionally draining for YYA in crisis. One YAB member described their experience: **“At a certain point you kind of just want to give up - I tried to get housing, I tried to get funding for housing, and at this point I feel like I have exhausted all of my internal resources. I don’t have any more energy to give.** So it’s like, ‘ok I guess I’m sleeping in my car cause at this point.’ I’m shifting into survival mode and I don’t have the mental energy to keep reaching out. Or I don’t have the mental energy to continue the conversation we’re trying to have or to keep checking in with you cause I’ve switched off. I’m just trying to survive and minimize what I’m trying to do. I give up and I no longer have the energy to give to this conversation and I’m focused on survival.”

The table below describes the housing needs of YYA as identified by youth and adult stakeholders:

Housing and Support Needs of Youth and Young Adults Experiencing Homelessness
Clear places for youth to receive assistance that are low-barrier and trauma-informed
Safe emergency housing
Low-barrier housing that is safe and open to undocumented individuals and youth with criminal records
Access to utility and rental arrears, credit repair
More youth-specific housing options and services to increase youth choice
Housing options that provide longer assistance and support
Onsite and scattered site housing options
More assistance when navigating the crisis response system
Housing options that don’t require youth to get a lease independently

Strategies to address identified needs:

- Develop access points that are low-barrier, trauma-informed, and include youth-navigation specific to YYA needs.
- Increase individualized and client-driven supportive services available to youth in crisis.
- Increase youth-specific housing options to include Joint TH-RRH, PSH, and Host Homes.
- Ensure that all YHDP project staff are trained in cultural humility, trauma-informed care, positive-youth development, client choice, progressive engagement, and other best practices.
- Extend the length of rental assistance and case management services available to YYA.

EDUCATION

National studies of youth homelessness, underscore the connection between educational attainment and youth homelessness. Chapin Hall found that youth with less than a high school diploma or GED had a 346% higher risk of experiencing homelessness than their peers who completed high school.

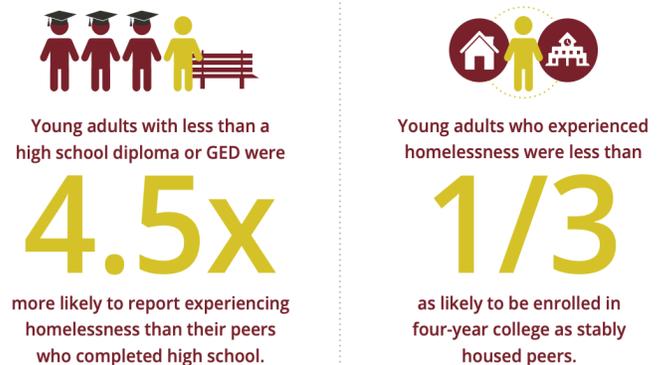


Figure 4: Chapin Hall VoYC¹¹

Youth and adult stakeholders identified the importance of supporting the educational goals of YYA experiencing homelessness and housing insecurity in Memphis/Shelby County by promoting connections to a wide variety of educational programs including GED/HS diploma programs, higher education programs, and trade school options. The table below identifies the education needs of YYA identified by community stakeholders:

Education Needs of Youth and Young Adults At-Risk of and Experiencing Homelessness
Connections to a wide variety of educational programs including GED/HS diploma, post-secondary education, and trade school options
Assistance in pursuing post-secondary options including assistance with the school search, application process, and scholarship/aid process
Increased on-campus supports for youth and young adults in school (K-12 and post-secondary)
Financial resources to support youth in accessing their education goals
Access to free/low cost, reliable Wifi and technology

Strategies to address identified needs:

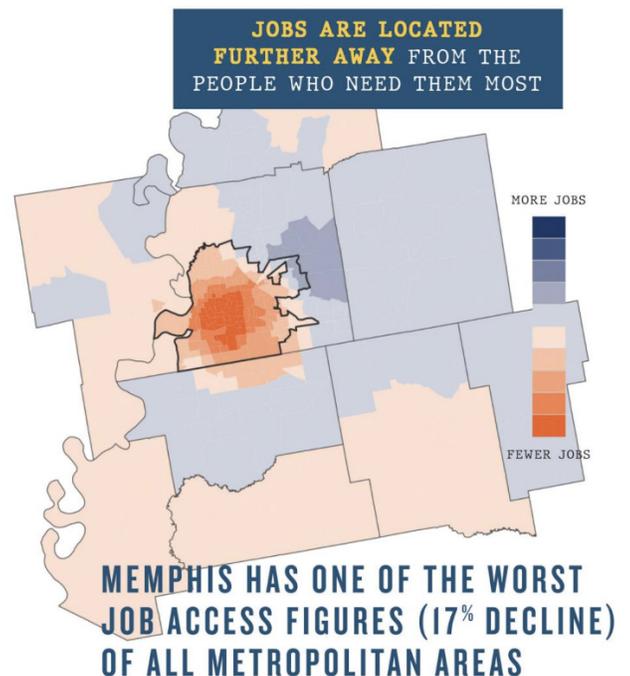
- Connect YYA to a wide variety of educational programs including GED/HS diploma, post-secondary education, and trade school options.
- Strengthen partnerships with Memphis-Shelby County Schools and local colleges and universities.
- Advise local colleges and universities on federal laws and regulations regarding homeless students.
- Establish community partnerships to increase access to programs that provide guidance in pursuing post-secondary options.
- Increase awareness of student homelessness and the financial resources available to students.

The Memphis metropolitan area has the highest national percentage (21.6%) of disconnected individuals between the ages of 16-24 who are neither working or in school.¹²

EMPLOYMENT

Youth and adult stakeholders consistently identified the importance of connecting YYA to jobs that provide livable wages and opportunities for advancement.

YYA without a high school or college diploma face considerable challenges to securing employment outside of Memphis/Shelby County's low wage labor market.¹³ The local job market predominantly consists of manufacturing jobs that lack livable wages and opportunities for advancement.¹⁴ Furthermore, many jobs are inaccessible to youth relying on public transportation due to their location and hours of operation. Adult and youth stakeholders identified the lack of reliable public transportation as a significant barrier for youth and young adults to access employment. As one YAB member stated: "Without a car, Memphis is hard." Additionally, youth and adult stakeholders advocated for mentorship programs and paid positions that allow youth with lived experience to mentor and support youth currently experiencing homelessness.



MLK 50th - Poverty Report¹⁵

Youth and adult stakeholders identified the following employment needs:

Employment Needs of Youth and Young Adults Experiencing Homelessness
Transportation assistance
Workforce development training and preparation - job search, interview prep, resume building
Flexible employment options open to undocumented YYA and individuals with criminal records
Access to jobs that provide livable wages and opportunities for advancement
Broad options for job training - traditional and non-traditional routes
Opportunities for youth to seek employment in the homeless services system

Strategies to address identified needs:

- Establish partnerships to improve transportation access.
- Support youth leadership and increase positions for youth with lived experience within the homeless response system.
- Establish community partnerships to increase access to workforce development training including career exploration, job search, interview prep, resume building, etc.
- Develop partnerships with local employers willing to provide opportunities for youth to earn livable wages.

SOCIAL & EMOTIONAL WELL-BEING NEEDS

Youth and adult stakeholders identified the need for a homeless response system that is better equipped to assist youth in crisis. Many YYA accessing the system have experienced high levels of trauma and rejection. As one caseworker explained, *“At the point that a youth is homeless, they have gone through some traumatic, life-altering experiences.”* Stakeholders identified the need for all projects to be grounded in principles of trauma-informed care and positive youth development. YAB members advocated for the homeless response system to include more case workers and project staff who can connect to the experiences and identities of youth seeking services.

The community identified a need for robust wrap-around services that are individualized and client-driven. Youth stakeholders advocated for programming that offers free/low-cost physical and mental healthcare to YYA experiencing housing instability or homelessness. One YAB member stated: *“We don’t have nearly enough mental health resources as we should.”*

Youth collaborators also advocated for programming that supports social and community integration including support groups, peer-led social spaces, and family reunification when safe and appropriate. Both youth and adult stakeholders identified a need for programming that includes instruction and guidance on budgeting, healthy relationships, sex ed, and other necessary life skills to prepare YYA to live independently.

Youth and adult stakeholders identified the following needs:

Social & Emotional Well-Being Needs of Youth Experiencing Homelessness
More trauma-informed crisis response services for youth
Case management grounded in principles of positive youth development and trauma-informed care
Social & community integration - support groups and peer-led social spaces
Opportunities for youth with lived experience to serve as mentors to youth currently in housing programs
Life skills curriculum - budget, time management, finances, independent living, healthy relationships, sex ed, etc.
Access to free/low-cost mental and physical healthcare

Strategies to address identified needs:

- Increase wrap-around services that are individualized, client-driven, and support social & community integration.
- Ensure that all YHDP project staff are trained in cultural humility, trauma-informed care, positive-youth development, client choice, progressive engagement, and other best practices.
- Support youth leadership and increase paid positions for youth with lived experience in the homeless response system.
- Establish community partnerships to increase YYA access to free or low cost mental and physical healthcare.
- Require housing providers to offer life skills curriculum that includes instruction on topics such as budget/financial management, independent living, conflict resolution, time management, healthy relationships, sex ed, etc. internally or through community partnerships.

SPECIAL POPULATIONS

Our community recognizes that some special populations of YYA are disproportionately impacted by homelessness and face unique barriers to accessing and navigating the

homeless response system in Memphis/Shelby County. Special populations of YYA disproportionately impacted by homelessness in our community include: pregnant/parenting youth, LGBTQ+ youth, victims of violence, minors, youth involved in the foster care system/child welfare, and youth involved in the juvenile justice system. Informed by input collected through a series of focus groups with adult and youth stakeholders, this section identifies tailored intervention strategies necessary to assist these special populations of YYA in securing permanent housing and avoiding future episodes of homelessness. The prevalence of the risk factors and barriers faced by these special populations must be considered when developing community-wide prevention and response efforts.

In 2021, pregnant/parenting YYA made up 43% of all homeless youth in Memphis/Shelby County.

A. Pregnant/Parenting Youth and Young Adults

National data indicates that pregnant/parenting youth are 3x more likely to experience homelessness than their non-parenting peers.¹⁶ In 2021, pregnant/parenting YYA made up 43% of all homeless youth in Memphis/Shelby County. Input from community stakeholders highlighted the need for youth-specific housing options designed to serve pregnant and parenting youth who face unique challenges to securing housing, employment, education, and childcare.

The design of the local Families Coordinated Entry System (CES) requires every household with children to access housing services through the lead Families Coordinated Entry provider, MIFA. Analysis of turnaway data illustrates that many pregnant and parenting YYA are being turned away from services through the Families CES because they are not meeting the HUD definition of literal homelessness. In 2021, a total of 869 youth ages 18 - 24 were turned away from MIFA's emergency services. The existing supportive services and housing assistance currently offered through the Families CES lack the extended rental assistance and intensive case management that many pregnant/parenting YYA need in order to gain stability and successfully exit housing programs. One family provider explained that without more time to work with youth: *"We are setting them up for failure because they might not be able to maintain this [housing unit] once the rental assistance is up."*

Adult and youth stakeholders also advocated for more life skills training for pregnant and parenting YYA experiencing homelessness to provide guidance on key topics such as parenting, healthy relationships, budgeting, and financial management.

"If I was to have more support when transitioning into adulthood and figuring out how to pay rent and take care of a child, write a check, and all those things, it would make life so much easier having that guidance and knowing that someone cares and I'm not out here having to just learn from youtube."

- YAB Member

Focus groups identified the following needs for pregnant/parenting YYA:

Housing	-Youth-specific housing options that serve pregnant/parenting YYA -Housing options that provide longer assistance and support
Education	-Childcare -Assistance in pursuing educational goals
Employment	-Connection to quality jobs that account for the needs of working single parents and provide opportunities for advancement -Transportation
Social/Emotional Well-Being	-Life skills curriculum: parenting, budget, credit, sex ed, healthy relationships, etc. -Support groups for parenting youth -Supplies and household items

Strategies to address identified needs:

- Designate a portion of Joint TH-RRH units for pregnant/parenting YYA.
- Develop youth specific access points that can serve pregnant/parenting YYA.
- Require housing providers to offer life skills curriculum that includes instruction on topics such as budget/financial management, independent living, conflict resolution, time management, healthy relationships, sex ed, etc. internally or through community partnerships.
- Establish community partnerships to increase access to programs that provide guidance in pursuing post-secondary options.
- Develop partnerships with local employers willing to provide opportunities for parenting youth to earn livable wages.
- Strengthen partnerships with mainstream child care programs.
- Assist with accessing federal support programs such as WIC, TANF, Head Start, etc.

B. LGBTQ+ AND GENDER NON-CONFORMING YOUTH/ YOUNG ADULTS

While the community’s Homeless Management Information System (HMIS) does not currently collect data related to sexual orientation of clients, we know that LGBTQ+ youth are disproportionately at risk of experiencing homelessness. **National data illustrates that LGBTQ+ young people are 120% more likely to experience homelessness than their non-LGBTQ+ peers.**¹⁷ In 2021, 26 transgender youth were identified as literally homeless in Memphis/Shelby County. Youth and adult stakeholders identified LGBTQ+ discrimination as a leading cause of youth homelessness in the community with many LGBTQ+ youth experiencing familial & social rejection, violence, housing discrimination, and workplace harassment. Such interpersonal and structural discrimination is bolstered by state law in Tennessee. The Human Rights Campaign’s 2020 State Equality Index on State Legislation Affecting the LGBTQ Community ranked Tennessee in the lowest category for state equality due to its anti-LGBTQ+ laws and lack of nondiscrimination protections in employment, housing, and public accommodations.¹⁸

Focus groups conducted with YAB/youth stakeholders identified the following needs:

Housing	-Safe and affirming housing options -Access to homelessness prevention services such as a relief fund for LGBTQ+ YYA -Greater housing protections for LGBTQ+ individuals -Safe emergency shelter options for LGBTQ+ victims of violence
Education	-Financial resources to access education goals -Increased on-campus supports for LGBTQ+ youth in schools (K-12 and post-secondary) -Access to free/low cost, reliable Wifi and technology
Employment	-Connections to affirming employers that pay livable wages -Employment readiness and training programs
Social/Emotional Well-being	-Access to free/affordable mental health, physical healthcare, and gender affirming services -Family mediation and reunification when possible -Legal supports -Access to harm reduction services -Peer led support groups and social spaces

Strategies to address identified needs:

- Increase individualized & client-driven supportive-services available to youth in crisis including prevention assistance.
- Continue training with traditionally adult serving shelter and supportive housing programs to improve capacity and service delivery for LGBTQ+ youth.
- Establish community partnerships to increase YYA access to affirming, free or low cost mental and physical healthcare.
- Empower and employ LGTBQ+ YYA with lived experience to serve as mentors and develop peer-led social support groups.
- Increase programming to promote social and community integration including LBGTO+ support groups, peer-led social spaces, and family reunification when safe and appropriate.
- Establish community partnerships to increase access to affirming employers and workforce development training including career exploration, job search, interview prep, resume building, etc.
- Increase awareness of PowerOn and other tech access programs.
- Expand data collection capacity to include optional questions related to sexual orientation and gender identity to be obtained in a respectful, safe, and non-invasive manner.
- Establish Host homes/kinship to provide alternative options for temporary housing.
- Ensure that all YHDP project staff are trained in cultural humility, trauma-informed care, positive-youth development, client choice, progressive engagement, and other best practices.

C. YOUTH/YOUNG ADULT VICTIMS OF VIOLENCE

YYA who are victims of violence (including domestic violence, sexual assault, and trafficking) face a higher risk of experiencing housing instability and homelessness. A total of 671 YYA ages 13 - 24 presented for crime victim services at Shelby County Crime Victims & Rape Crisis Center in 2021. Input from adult and youth stakeholders indicates a need for housing options for YYA victims of violence that are trauma-informed and provide survivors with the time and support to gain stability.

The table below identifies needs specific to youth and young adults who are victims of violence:

Housing	-Safe, low-barrier housing -Emergency housing options for non-DV victims of violence and survivors with criminal records -Extended housing supports -Trauma-informed intervention services that don't require police involvement or proof of victimization
Education	-Community education on violence and violence prevention
Employment	-Flexible employment options open to individuals with criminal records
Social/Emotional Well-Being	-Trauma-informed care and case management -Crisis intervention and de-escalation practices that don't require police involvement -Access to substance abuse treatment -Access to mental health care services

Strategies to address identified need:

- Develop scattered site Joint TH-RRH program to provide survivors the time and support to gain stability and access to safe, secure, and confidential units.
- Ensure that all YHDP project staff are trained in cultural humility, trauma-informed care, positive-youth development, client choice, progressive engagement, and other best practices.
- Train all service providers on best practices for serving survivors of human trafficking, sexual exploitation, and domestic violence.
- Expand partnerships with victim service providers.
- Establish community partnerships to increase access to free or low cost mental and physical healthcare, including substance abuse treatment.
- Develop community partnerships to support community education on violence and violence prevention.

D. MINORS AND FOSTER CARE-INVOLVED YOUTH/YOUNG ADULTS

Findings from Chapin Hall’s Voices of Youth Count survey indicated that across the United States, 1 in 30 youth under the age of 18 experience homelessness annually.¹⁹ Unaccompanied youth under 18 face considerable challenges to seeking assistance in Tennessee, which requires parental consent or involvement of the child welfare system for a minor to access shelter or housing services.

Foster care involvement is a major risk factor for youth homelessness. **The National Foster Youth Institute reported that annually 20% of youth with experience in the foster care system fall into homelessness at the age of 18 due to a lack of social, familial, and financial support.**²⁰ Youth aging out of the foster care system at 18 in Tennessee have the option to enroll in Extended Federally Funded Foster Care (EFFC), which provides education and training vouchers (up to \$5,000 a year). Vouchers can be used for post-secondary education, placement support in approved housing or an independent living allowance, independent living wrap services, and access to life skills classes and leadership opportunities. Currently, EFFC does not offer sufficient tuition assistance and living allowances for YYA to secure stable housing on their own. Community input from stakeholders indicates a need for greater collaboration with cross-system partners including the school system and child welfare to expand housing options and services for unaccompanied minors experiencing homelessness and housing insecurity.

The table below identifies needs specific to minors and foster-involved youth:

Housing	<ul style="list-style-type: none"> -Emergency housing options for youth ages 13-17 that do not involve DCS custody - Housing options for youth aging out of foster care with wraparound supportive services -Greater housing supports for YYA in EFFC
Education	<ul style="list-style-type: none"> -Connections to a wide variety of educational programs including GED/HS diploma, post-secondary education, and trade school options -Increased on-campus supports for YYA in school (K-12 and post-secondary) -Increased educational supports for youth in EFFC
Employment	<ul style="list-style-type: none"> -Connections to affirming employers that pay livable wages -Employment readiness and training programs
Social/Emotional Well-Being	<ul style="list-style-type: none"> -Life skills curriculum - budget, time management, finances, independent living, healthy relationships, sex ed, etc. -Social & community integration -Trauma-informed care and case management -Access to free and affirming mental health care services -Access to household supplies and furniture when aging out of foster care

Strategies to address identified needs:

- Strengthen community partnerships with local systems (schools, child welfare, juvenile justice) to expand identification capabilities and support for minors at risk of or experiencing homelessness.
- Increase support for family reunification when safe and appropriate.
- Increase housing options for minors through Host Homes Program.
- Develop partnerships with post-secondary institutions to expand educational support for youth enrolled in EFFC.
- Enhance data collection capabilities between DCS and CoC providers to identify necessary preventions and gaps in services and include minors and youth at-risk of homelessness.
- Coordinate care between DCS, community partners, and youth providers to ensure that no young person is exiting state care into homelessness or housing instability.

E. JUSTICE INVOLVED YOUTH

Juvenile justice involvement and youth homelessness are closely intertwined. Youth experiencing housing instability, familial hardship, or homelessness are at a higher risk of becoming involved in the justice system. As one community stakeholder explained: ***“Justice involvement is often tied to the existing instability at home.”*** Furthermore, youth with experiences of juvenile detention, jail, or prison face a higher risk of entering homelessness. Some youth are released from detention to find that they are no longer able to live with their family due to restrictions imposed by landlords or public housing authorities. Other youth face homelessness upon release due to familial rejection or conflict.²¹ Community stakeholders explained that this issue is exacerbated by a lack of robust discharge planning in Memphis/Shelby County. One stakeholder explained: *“There’s a disconnect when they’re actually leaving juvenile court because we’re not actually talking to anyone at that particular time. We only get them when we get them [they present for services].”* Input from community stakeholders indicates a need for stronger partnerships between the homeless services system, education, child welfare, and the juvenile justice system to provide discharge services and ensure that youth exiting juvenile detention have access to safe, stable housing.

“There’s a disconnect when they’re actually leaving juvenile court because we’re not actually talking to anyone at that particular time. We only get them when we get them [they present for housing services].”

-Community Stakeholder

The table below identifies needs specific to justice involved:

Housing	<ul style="list-style-type: none"> -Services to prevent youth experiencing homelessness from entering the juvenile justice system -Discharge services to assist youth exiting the juvenile justice system to secure stable housing and/or reunite with family when safe and appropriate -Low-barrier housing options available to YYA with criminal records
Education	<ul style="list-style-type: none"> -Connections to a wide variety of educational programs including GED/HS diploma, post-secondary education, and trade school options. -Learning supports to prevent educational delays due to justice involvement
Employment	<ul style="list-style-type: none"> -Connections to affirming employers willing to hire YYA with criminal backgrounds -Employment readiness and training programs
Social/Emotional Well-Being	<ul style="list-style-type: none"> -Life skills curriculum - budget, time management, finances, independent living, healthy relationships, sex ed, etc. -Social and community integration -Trauma-informed care and case management -Access to legal supports

Strategies to address identified needs:

- Increase support for family reunification when safe and appropriate.
- Enhance data collection capabilities between the justice system and homeless services system to identify necessary preventions and gaps in services.
- Coordinate care between DCS, juvenile justice, community partners, and youth providers to establish comprehensive discharge planning practices to ensure that no young person is exiting state custody into homelessness or housing instability.
- Expand availability of comprehensive, trauma-informed housing navigation and housing programs that are responsive to the unique needs of youth with histories of involvement in justice and child welfare systems.
- Identify opportunities for more upstream planning diversion services.
- Address barriers related to criminal records and connect young people to necessary legal services and financial support.
- Provide connections between the justice system and available community support to ensure appropriate interventions to prevent unnecessary detention of homeless youth.



GOALS, OBJECTIVES, & ACTION STEPS

GUIDING PRINCIPLES AND USICH CORE OUTCOMES

The Memphis/Shelby County Continuum of Care YHDP Core Planning Team has incorporated the following key principles to guide and measure local efforts to prevent and end youth homelessness. These principles are present throughout the goals, objectives, and actions steps, as well as the new projects.

USICH Youth Framework and Four Core Outcomes

The community is committed to implementing the principles of the USICH Youth Framework to End Youth Homelessness and its four core outcomes:

1. Stable housing: A safe and reliable place to call home.
2. Permanent connections: Ongoing attachments to families, communities, schools, and other positive social networks.
3. Education/employment: 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: 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.

Special Populations

Our community recognizes that some special populations of YYA are disproportionately impacted by homelessness and face unique barriers to accessing and navigating the homeless response system in Memphis/Shelby County. Special populations of YYA disproportionately impacted by homelessness in our community include:

- Pregnant/Parenting Youth
- LGBTQ+ and Gender Non-conforming Youth
- Victims of Violence (Domestic Violence, Sexual Assault, Trafficking)
- Minors (Youth under the age of 18)
- Youth Involved in the Foster Care System/Child Welfare
- Youth Involved in the Juvenile Justice System

The Statement of Need section details the specific barriers faced by these special populations and identifies necessary intervention strategies.

Equity

Our community recognizes that achieving our collective vision of ending youth homelessness requires addressing the structural inequities that put Black, Indigenous, Hispanic, and LGBTQ+ youth at a disproportionate risk of homelessness. Nationally, studies have found that LGBTQ+ youth of color have the highest risk of experiencing homelessness. Analysis of local data reveals significant racial disparities in rates of poverty and homelessness in Memphis/Shelby County. Our community has committed to collaborating on a system level to initiate supportive services earlier, and to create

more effective pathways before youth exit institutions such as schools, juvenile detention or foster care. Youth and adult stakeholders emphasized the importance of collaborating to ensure equity is tied to all aspects of our community's plan to end homelessness.

Positive Youth Development (PYD) and Trauma-Informed Care

Youth stakeholders identified that Adverse Childhood Experiences (ACES) and trauma are present in many YYA experiencing housing instability and homelessness in Memphis/Shelby County. Our community is committed to incorporating Trauma-Informed Care (TIC) and Positive Youth Development (PYD) into every aspect of system design, programming, policy, and practice to better serve youth in crisis. These best practices build upon each other. Trauma-informed care recognizes the prevalence and significant physical, social, and emotional impact of trauma, and uses this knowledge to develop more responsive-care. Positive youth development emphasizes an asset-based approach to guiding and supporting the psychological, emotional, and social development of YYA. As a community, we commit to uphold the principles of Positive Youth Development and Trauma-Informed Care in our projects and strategies for ending homelessness.

Housing First

Our community values the importance of providing immediate access to housing with no preconditions to ensure that anyone seeking services can receive housing. Our CoC promotes a Housing First framework, encouraging all HUD-funded programs to adhere to Housing First principles and practices. Our community is committed to ensuring that all YYA will be offered immediate access to safe, secure, and stable housing with no preconditions. All YHDP projects will operate under the Housing First model.

Social & Community Integration

Our community recognizes the importance of building a youth homelessness response system that promotes the successful transition to adulthood and the development of positive social supports. We hope to achieve this through an increase in supportive services and community collaboration focused on preparing YYA for the transition to independence. Additionally, all YHDP funded projects will be required to include connections to life skills workshops, education assistance, as well as affirming and stable employment opportunities. Our community is committed to ensuring that YYA leaving the system are stable and ready to continue on their own without returning to homelessness.

Family Engagement

Family support, whether natural or chosen, is an incredibly important part of a young person's security net. Most unaccompanied YYA find themselves without family engagement, leading many to enter into homelessness. This is especially true within the LGBTQ+ community as family rejection is the number one cause of homelessness within that population. As the youth and adult stakeholders on the YHDP Core Planning team worked through the different ways to approach diversion, family engagement was one of the leading opportunities to prevent youth from entering into the system. Our community commits to including family engagement and mediation whenever it is safe and appropriate.

Youth Choice

YHDP presents an exciting opportunity to design programs that center youth choice. Our community recognizes that youth input is invaluable to building systems that are effective and responsive to the needs of YYA. The projects selected by the youth and adult stakeholders all center youth choice and offer a variety of services to ensure that YYA are supported in their choices.

Individualized and Client-Driven Support

Our community is committed to providing YYA with the services that they need to ensure that they do not return to homelessness. Youth stakeholders have explained that a “one size fits all” program will not work to meet the individual needs of YYA seeking services. All YHDP projects will offer individualized and client driven support.

“I just think one of the things that we can’t forget about, which is often overlooked when we are talking about our homeless population, is making sure that this program isn’t just about a roof over their head so we can say we put a roof over their head. It’s going to continue to be a problem if we’re not addressing the things that brought them here to begin with and addressing the barriers to getting and maintaining housing.”

- Youth Provider

Coordinated Entry

Developing a youth-specific coordinated entry system will be vital to the success of ending youth homelessness in Memphis/Shelby County. Our community is committed to designing intake, assessment, and prioritization practices that are tailored to the unique needs of YYA experiencing homelessness. In addition to building the youth CES, the proposed projects will include six navigators who will work to move YYA through the system into permanent housing. This new CES partnered with the proposed navigation team will ensure streamlined intake, quicker access to services, more efficient referrals, and a more appropriate youth centered assessment process. Participation in the CES is a requirement of all YHDP funded projects and agencies.

GOALS, OBJECTIVES, & ACTION STEPS

The community planning process brought together representatives from across the system of care to develop goals and strategies aimed at preventing and ending youth homelessness in our community. The goals outlined below are reflective of the community's comprehensive planning process which centered youth voice and involvement in every step. Guided by our collective mission and vision statement, these goals are intended to serve as an action-oriented, working document to guide the community in its efforts to develop a community-wide approach and commitment to ending youth homelessness.

Goal 1: End Youth Homelessness
 Memphis/Shelby County will develop a comprehensive homeless system that centers equity, youth voice and access for all YYA while maintaining a focus on continuous quality improvement and authentic youth partnership to ensure that there are resources, plans, and system capacity to prevent and quickly end future experiences of homelessness among YYA.

Objective 1.1: Long term sustainability of service provider partnerships and engagement.			
Action Step 1.1.1: Continue to develop official partnerships with community partners including DCS, Memphis Shelby County Schools, Philanthropy, and youth/young adults with lived experience and of different intersectional identities (through ongoing partnership with YAB)			
<ul style="list-style-type: none"> • Require engagement from all YHDP funded agencies in CoC and YHDP committee activities 			
Action Step 1.1.2: Expand data sharing and data collection capabilities through cross partnership agreement			
Partner(s) Responsible: CAFTH; YHDP Funded Projects			
Timeframe: During implementation and throughout the full two years of YHDP			
HUD Key Principles			
Equity <input checked="" type="checkbox"/>	Positive Youth Development	Trauma-Informed Care	Family Engagement
Housing First	Youth Choice <input checked="" type="checkbox"/>	Community Integration	Coordinated Entry <input checked="" type="checkbox"/>

Objective 1.2: Increase funding for new opportunities to support innovation and better access to services for youth.

Action Step 1.2.1: Explore private and non-CoC funding opportunities to implement other projects and innovative pathways outside of the YHDP funding.

Action Step 1.2.2: Bring together private/philanthropic partners to create aligned funding pathways for sustaining and expanding services for youth experiencing homelessness.

Partner(s) Responsible: CAFTH; Private Philanthropic/Business Partners; CoC

Timeframe: Year 2 of YHDP

HUD Key Principles

Equity <input checked="" type="checkbox"/>	Positive Youth Development	Trauma-Informed Care	Family Engagement
Housing First	Youth Choice <input checked="" type="checkbox"/>	Community Integration	Coordinated Entry

Objective 1.3: All system planning will be data-driven, youth-led, and equity-focused.

Action Step 1.3.1: Develop quarterly review of qualitative and quantitative data to assess project outcomes and areas for system-wide improvement and to identify/address racial disparities.

- Co-develop with YAB and providers

Action Step 1.3.2: Conduct an annual gaps analysis of the youth homelessness housing/services system

Action Step 1.3.3: Develop data collection standards and metrics for all funded projects

Partner(s) Responsible: CAFTH/HMIS team; YAB; YHDP-funded projects; CQI workgroup

Timeframe: Develop in summer 2022; begin sharing quarterly dashboards by early 2023

HUD Key Principles

Equity <input checked="" type="checkbox"/>	Positive Youth Development	Trauma-Informed Care	Family Engagement
Housing First	Youth Choice	Community Integration	Coordinated Entry <input checked="" type="checkbox"/>

Goal 2: Improved Identification and System Access

Youth and young adults have access to a broad spectrum of services and opportunities through a coordinated system that is well-known, effective, caring, and prioritizes choice.

Objective 2.1: Youth in crisis have a variety of ways to access and be connected to the services and support they need that are well-known and accessible.

Action Step 2.1.1: Defining the role and requirement of youth-specific access points

Action Step 2.1.2: Develop 3-5 access points that are low-barrier and specific to YYA needs.

Partner(s) Responsible: YHDP Planning and Implementation Team; YAB; CAFTH

Timeframe: Spring/Summer 2022

HUD Key Principles

Equity	Positive Youth Development	Trauma-Informed Care <input checked="" type="checkbox"/>	Family Engagement
Housing First <input checked="" type="checkbox"/>	Youth Choice <input checked="" type="checkbox"/>	Community Integration	Coordinated Entry <input checked="" type="checkbox"/>

Objective 2.2: Youth are quickly connected to housing solutions and services to resolve their homelessness as quickly as possible, including diversion and housing problem solving to prevent entrance into the homeless services system when safe and appropriate.

Action Step 2.2.1: Develop a youth-specific coordinated entry system

Action Step 2.2.2: Implement a youth navigator program with the capacity to support YYA as they navigate the system from front door access to stable housing while incorporating youth choice.

Partner(s) Responsible: CAFTH/CES Team; YYA Navigation project grantee

Timeframe: Year 1 of YHDP

HUD Key Principles

Equity	Positive Youth Development	Trauma-Informed Care <input checked="" type="checkbox"/>	Family Engagement <input checked="" type="checkbox"/>
Housing First <input checked="" type="checkbox"/>	Youth Choice <input checked="" type="checkbox"/>	Community Integration	Coordinated Entry <input checked="" type="checkbox"/>

Goal 3: Safe and Stable Housing

Youth and Young Adults have access to safe, stable, affirming, and permanent housing options with no preconditions that are paired with individualized and client-driven support and services.

Objective 3.1: Develop a system of accountability to ensure that all YYA housing programs are low-barrier, trauma-informed, and affirming.

Action Step 3.1.1: Develop community metrics of success that include other measures outside of the traditional HUD outcomes.

Action Step 3.1.2: Develop a Continuous Quality Improvement (CQI) committee that collects and analyzes qualitative information from YHDP funded projects to ensure feedback and input from YYA participants are incorporated into the design and implementation.

Partner(s) Responsible: CAFTH; YHDP Planning and Implementation Team; CQI Committee; YAB

Timeframe: First year of YHDP

HUD Key Principles

Equity ☒	Positive Youth Development ☒	Trauma-Informed Care	Family Engagement
Housing First ☒	Youth Choice ☒	Community Integration ☒	Coordinated Entry

(Objective 3.2 on next page)

Objective 3.2: Increase the supply of housing to ensure a wide array of flexible, youth-specific housing options that are permanent, low-barrier, and non-time limited that meet YYA needs.

Action Step 3.2.1: Increase Permanent Supportive Housing (PSH) for YYA with higher service needs, particularly those with mental health, developmental needs, and substance use disorders

- Support 10 units using YHDP funds

Action Step 3.2.2: Develop additional Transitional Housing (TH) to Rapid Rehousing (RRH) projects for immediate access to crisis/bridge (transitional) housing connected to RRH (when needed), using housing first principles.

- Support additional joint TH-RRH units using YHDP funds
- Prioritize some units for pregnant/parenting youth/young adults
- Expand case management and rental assistance
- Work with regional partners to develop innovative housing models that target vulnerable populations and leverage community resources

Partner(s) Responsible: CAFTH; YHDP funded projects

Timeframe: First 6 months of YHDP

HUD Key Principles

Equity ☒	Positive Youth Development ☒	Trauma-Informed Care ☒	Family Engagement
Housing First ☒	Youth Choice ☒	Community Integration	Coordinated Entry ☒

(Objective 3.3 on next page)

Objective 3.3: Improve access and successful connection to affordable and safe housing resources in the community.

Action Step 3.3.1: Implement a landlord liaison program that partners with and educates landlords to increase the availability of housing units for YYA

- Embed this strategy within a comprehensive YYA coordinated entry strategy and coordinate across programs as a system-wide effort

Person Responsible: Landlord Committee; CAFTH; YHDP-funded projects

Timeframe: Year one of YHDP

HUD Key Principles

Equity <input checked="" type="checkbox"/>	Positive Youth Development	Trauma-Informed Care	Family Engagement
Housing First	Youth Choice <input checked="" type="checkbox"/>	Community Integration	Coordinated Entry <input checked="" type="checkbox"/>

Goal 4: Access to Wrap-around Services and Supports

Youth have access to a comprehensive network of community services of their choice that are culturally affirming, trauma-informed, low-barrier, and accessible to all youth and young adults in the community.

Objective 4.1: Youth are provided with the services they need to ensure that they do not return to homelessness.

Action Step 4.1.1 - YHDP-funded housing programs and partners will have the supportive services in place to assist youth with social and emotional wellbeing, healthcare, employment, and education, including programming or connections that support youth with the acquisition of skills, competencies, and self-efficacy needed for independent living.

Action Step 4.1.2: YHDP-funded programs will incorporate positive youth development and trauma-informed care training for staff to provide effective, individualized, and YYA-driven support.

Partner(s) Responsible: YHDP funded project partners; CAFTH; CQI committee

Timeframe: First 6 months of YHDP implementation

HUD Key Principles

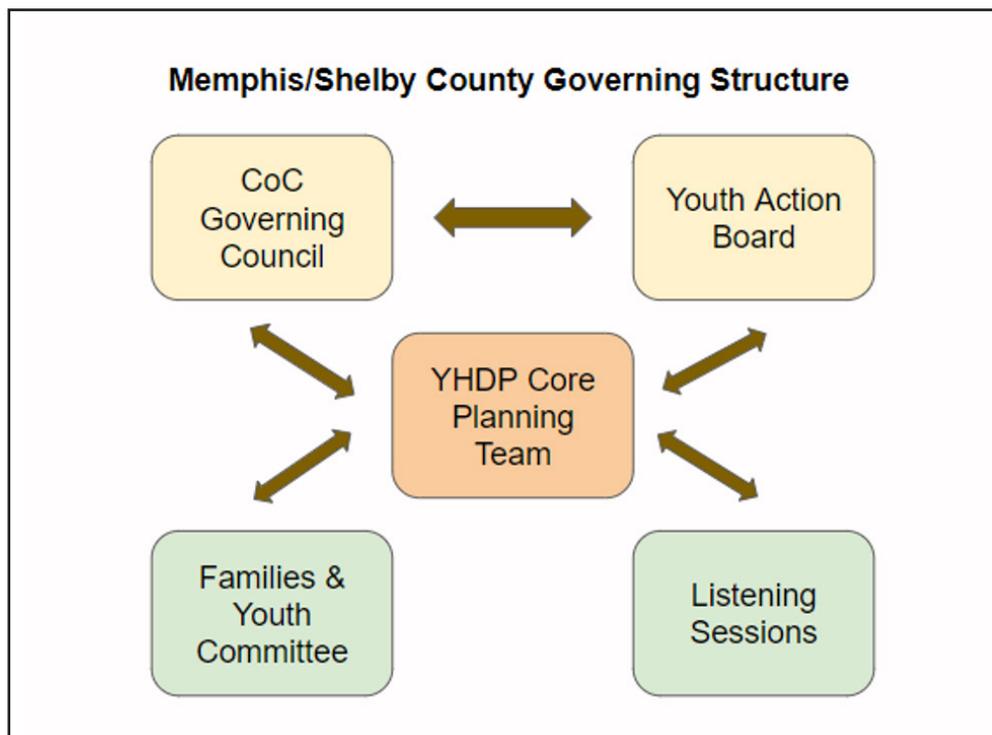
Equity	Positive Youth Development <input checked="" type="checkbox"/>	Trauma-Informed Care <input checked="" type="checkbox"/>	Family Engagement <input checked="" type="checkbox"/>
Housing First	Youth Choice <input checked="" type="checkbox"/>	Community Integration <input checked="" type="checkbox"/>	Coordinated Entry



GOVERNANCE & PARTNERS

GOVERNANCE STRUCTURE

The community created a local governing structure to support the development and approval of the YHDP plan. The Memphis/Shelby County YHDP governing structure is illustrated below. The YHDP Core Planning Team, the Families & Youth committee, and Listening Session participants represent the Key Stakeholders for YHDP. The CoC Governing Council and the Youth Action Board represent the decision-making bodies for YHDP. The decision-making process between the two bodies is consensus-based, with each body having one collective vote on the final YHDP plan and all project applications. A complete list of partners and YHDP Core Planning team members can be found in Appendix II & III.



KEY STAKEHOLDERS

YHDP Core Planning Team

The YHDP Core Planning Team represents a group of key community stakeholders who are responsible for the development of the YHDP Coordinated Community Plan (CCP) and ensuring that it includes all required elements and aligns with system needs and agreed vision. The YHDP Core Planning Team formed in November of 2021 and met weekly through April 2022. The Core Planning Team includes representation from the Youth Action Board, OUTMemphis, Shelby County Schools, and other key stakeholders. (See appendix for full list of members). Three members of the Governing Council and five members of the Youth Action Board also serve on the YHDP Core Planning Team.

Core Planning Team responsibilities included:

- Determining YHDP leadership and governance structure.
- Developing framework for planning process - ensuring an inclusive and collaborative process.
- Engaging stakeholders and collecting community input.
- Mapping the existing youth homelessness system to identify and prioritize gaps.
- Conducting system modeling exercises to identify funding priorities based on estimated annual inflow of YYA, availability of resources, and existing pathways.
- Consolidating and synthesizing ideas and recommendations from community members to develop strategies to prevent and end youth homelessness in Memphis/Shelby County.

Families & Youth Committee

The Families & Youth Committee is a formal committee of the CoC that serves to advocate for resources and services for families and unaccompanied youth ages 18-24 who are facing housing instability or homelessness. The group brings together stakeholders from a wide array of partner systems including housing, education, workforce development, mental health, and juvenile justice. During initial YHDP planning, the Families & Youth Committee served as the YHDP Community Support Team, meeting monthly to review and provide input on YHDP planning activities.

Listening Sessions

CoC staff utilized community surveys, listening sessions, and focus groups to collect community input on the needs of YYA experiencing homelessness and housing instability in Memphis/Shelby County. CoC staff conducted a series of listening sessions with community experts whose programming focused on the needs of YYA subpopulations experiencing homelessness at a disproportionately higher rate than their peers. The listening sessions included input from organizations working specifically with: YYA who are pregnant/parenting, LGBTQ+, impacted by HIV, unaccompanied, minors, are involved with child welfare/foster care/juvenile justice system, or are victims of violence. Community partners shared critical feedback on system gaps and recommended strategies with the YHDP Core Planning Team.

DECISION-MAKING BODIES

Youth Action Board (YAB): The Youth Action Board is a coalition of youth committed to elevating youth voice, centering lived experience, expanding youth resources, and fighting to end youth homelessness in Memphis and Shelby County. The mission of the Youth Action Board (YAB) is to advocate for youth specific services, resources, and housing programs for YYA who are experiencing housing instability or homelessness. The YAB participates in planning and program design, offers input and expertise throughout the YHDP planning process, and generates ideas for system innovation. YAB members

are represented on both the CoC Governing Council and the YHDP Core Planning Team. The Youth Action Board approves the YHDP Coordinated Community Plan and all project applications.

CoC Governing Council (GC): Serves as the decision-making body for the Memphis/Shelby County Homeless Consortium (TN-501). The Governing Council determines the general policies and guidance of the affairs of the Consortium. The Council approves and oversees all CoC activities, including YHDP efforts. Elected Governing Council members include government officials, individuals with lived experience of homelessness, system partners, providers, and YAB members. The CoC Governing Council approves the YHDP plan and all project applications. Three Governing Council members also served on the YHDP Core Planning Team.

Rank and Review Subcommittee: The Rank and Review committee will review all applications for the local YHDP competition and select projects to be funded. Members of the Rank and Review committee serve on the CoC Governing Council and many have been involved in the YHDP planning process. Rank and Review committee members can include City and State Government representatives, YAB members, provider representatives, and other community members who are familiar with the requirements of the YHDP grant. No member of the Rank and Review committee will be employed, volunteer for, or be a member of the Board of an agency submitting a funding request.

YHDP PROJECT REVIEW PROCESS

The local Request for Proposals (RFP) process will begin after HUD has approved the Memphis/Shelby County CCP. The process includes a letter of intent, application, review of the applications and project selection. All applications will be reviewed by the Rank and Review committee. Each Rank and Review committee member will independently score each application based upon a previously determined scoring criteria. The Rank and Review committee then presents their findings to the CoC Staff and the YAB. Once the final selections have been made, the full Governing Council will approve the recommendation of the Rank and Review committee. Selected providers will finalize their contracts with HUD by September 30th, 2022.

CONTINUOUS QUALITY IMPROVEMENT

The Memphis/Shelby County CoC is committed to ongoing evaluation to ensure continuous improvement throughout all YHDP-funded projects. The Memphis/Shelby County CoC will create a Continuous Quality Improvement (CQI) committee that will assist in monitoring the community's progress towards reaching our Goals & Objectives. The CQI committee will convene in Summer of 2022 and will include membership from the Youth Action Board and YHDP Core Planning Team.

The CQI committee will be responsible for the following:

- Collecting and analyzing data from YHDP funded projects to ensure feedback and input from participants are incorporated into design and implementation.
- Assisting with the development of community metrics of success that include other measures outside of the traditional HUD outcomes.
- Supporting accountability efforts to ensure that all YYA housing programs are low-barrier, equity focused, trauma-informed, affirming, and adhere to Housing First principles.
- Reviewing progress towards the Memphis/Shelby County Goals, Objectives, and Action Steps.
- Evaluating quarterly reviews of qualitative and quantitative data to assess project outcomes and areas for system-wide improvement.
- Reviewing the annual gaps analysis of the youth homelessness services system to identify and address racial disparities.



Memphis/Shelby County
Coordinated Community Plan



NEW PROJECTS

YHDP FUNDED PROJECTS

All new projects to be funded will address the following YHDP principles:

- Special Populations
- Equity
- Positive Youth Development
- Trauma-Informed Care
- Family Engagement
- Housing First
- Unsheltered Homelessness
- Youth Choice
- Individualized and Client-Driven Supports
- Social and Community Integration
- Coordinated Entry

Additionally, all new projects will also address the following USICH Outcomes

- Stable Housing
- Permanent Connections
- Education/Employment
- Social-Emotional Well-Being

Planning Grant	
<p>Total YHDP Planning Budget</p> <p>\$217,997 (plus 25% match) = \$272,496</p>	<p>Planning grant funds will be used to support the planning and implementation of the CCP, including project management, YHDP Liaison position, Youth Action Board, and authentic youth engagement in the planning, implementation, and CQI process.</p> <p>Initial Planning Grant: \$105,800</p> <p>Additional Planning Grant: \$112,197</p> <p>Match: \$54,499</p> <p>Planning Total: \$272,496</p>

Project 1: HMIS

Project Summary/Core Elements of the Project	This project will allow an expansion of HMIS to include YHDP programs.
Target Population	N/A (this will support all YYA data collection/reporting)
Projected Number of Youth to be Served (annual)	N/A
Services Description	<ul style="list-style-type: none"> • Expand HMIS to incorporate new YHDP programs and community partners delivering services to YYA. • Enhance the CoC's ability to track and report on data points related to YYA specifically. • Provide HMIS technical assistance and support to new providers, projects and reach CQI goals on data quality.
Desired Outcomes	<ul style="list-style-type: none"> • Improve data collection on outflow, length of time waiting for services, pending, and exits for youth population. • Increase and improve participation in HMIS. • Increase tracking for measurements of success or weakness, to ensure CQI goals are reached.
Innovative Strategies to be built into Implementation	This expansion will support the CQI goals on data quality, racial equity, and will help identify and address system disparities.
Is the project anticipated to be funded with YHDP funds?	Yes, HMIS

<p>Will the project seek any CoC program flexibilities through the waiver notification or approval process? (See Appendix A of the YHDP NOFO for more details)</p>	<p>N/A</p>
<p>Is the project still feasible, if waivers are applied for but not granted? (If applicable)</p>	<p>N/A</p>
<p>1-Year Budget: \$60,000 (plus 25% match) = \$75,000</p> <p>YHDP Funds Total for 2-Years: \$120,000</p>	<p>Budget includes one youth system specific FTE on the HMIS team to manage data collection, reporting, and training.</p> <p>Staff salary & benefits, software: \$60,000</p> <p>Match: \$15,000</p> <p>Annual HMIS Total: \$75,000</p>

<p style="text-align: center;">Project 2: CE – SSO</p>	
<p>Project Summary/Core Elements of the Project</p>	<p>This project will allow for system-level CE work. In addition to the development of a new YYA focused coordinated entry system, there will be a new position added to the CES team. The Youth Coordinated Entry System Manager will strengthen the operation of the entire youth coordinated entry system from identification to housing by supporting the new YYA System Navigators. The staff member will also ensure all providers are using best practices, marketing the youth CE system, and engaging youth action boards in work to build, implement, and regularly evaluate the system.</p>
<p>Target Population</p>	<p>Category 1, 2, and 4</p>

Projected Number of Youth to be Served (annual)	N/A
Supportive Services Description	<p>The Youth Coordinated Entry System Manager will:</p> <ul style="list-style-type: none"> • Direct the development of youth-specific and youth-appropriate coordinated entry system. • Direct and support the System Navigation team. • Facilitate youth-specific case conferencing. • Build relationships with system partners (i.e. child welfare, juvenile justice, education) to improve coordination and access to resources across systems. • Provide training, coaching, and support to youth projects to ensure projects have capacity to adhere to YHDP principles, best practices, and YHDP goals. • Lead youth-specific CE marketing and engagement. • Lead system-focused youth leadership development and engagement.
Desired Outcomes	<ul style="list-style-type: none"> • Improve identification of youth who are homeless. • Improve cross system partnership and collaboration. • Increase the ease of navigation through the system for YYA and referring providers. • Increase awareness of coordinated entry system and the number of partners participating. • Decrease the number of YYA turned away from services.
Innovative Strategies to be built into Implementation	<p>Cross system partnerships and agencies working together to ensure streamlined access to services for youth has been a big challenge in Memphis/Shelby County. The strategy to have this staff member overseeing the Youth Navigation Team located at the lead agency will ensure collaborative efforts are happening on the system level.</p>
Is the project anticipated to be funded with YHDP funds?	Yes, SSO-CE

<p>Will the project seek any CoC program flexibilities through the waiver notification or approval process?</p> <p>(See Appendix A of the YHDP NOFO for more details)</p>	<p>N/A</p>
<p>Is the project still feasible, if waivers are applied for but not granted?</p> <p>(If applicable)</p>	<p>N/A</p>
<p>1-Year Budget: \$70,000 (plus 25% match) = \$87,500</p> <p>YHDP Funds Total for 2-Years: \$140,000</p>	<p>Budget includes one youth specific FTE on the CES team and software costs.</p> <p>Staff salary and benefits, software: \$70,000</p> <p>Match: \$17,500</p> <p>Annual SSO-CES Total: \$87,500</p>

Project 3: Youth Navigation

<p>Project Summary/Core Elements of the Project</p>	<p>This project will allow for five Cross System Navigators spread across the CoC and one Housing Navigator based at the Lead Agency. The team will work together with the Youth Coordinated Entry System Manager to identify youth, divert youth if possible, and if not, connect youth to CES and other housing options and other non-housing resources and benefits.</p> <p>The System Navigator team will partner directly with Case Managers to provide youth advocacy, referrals, and connection to education or employment within the community. Youth choice will continue to be centered around housing placement and the Team will work to identify available housing units with Case Managers.</p> <p>The System Navigator team will be trained to include positive youth development, trauma informed care, youth collaboration, and equity, as well as family and community engagement in their work. Young people will participate in choosing programs and resources that will prepare them for self-sufficiency.</p> <p>The System Navigator team will work with all youth serving organizations, institutions and partners to ensure streamlined access to services and housing. The team will be a vital piece in the coordinated entry process and will be required to participate in case conferencing and have an extensive understanding of all system resources and options available to youth.</p> <p>Additionally, the Housing Navigator will work with the System Navigator team, the CoC Landlord committee, and other Housing Navigators to allow sharing of resources and an increase in landlord networking. The Youth Housing Navigator will be a community expert in leasing rental units, understanding lease requirements, landlord training, and development of good tenant/landlord practices.</p>
<p>Target Population</p>	<p>Category 1, 2 and 4, and all special populations.</p>
<p>Projected Number of Youth to be Served (annual)</p>	<p>250</p>

<p>Supportive Services Description</p>	<p>The System Navigator team and Housing Navigator will:</p> <ul style="list-style-type: none"> ● Provide youth centered system navigation based on the individual needs of the YYA. ● Work with youth in a variety of settings, such as community-based access points, drop-in centers, unsheltered locations, and emergency shelters, as well as remotely via phone, email, text, and social media. ● Assist with diversion when possible and utilize flexible funds to remove barriers to quickly move YYA through the system. ● Provide assistance on program eligibility and innovative solutions for YYA to decide next steps. ● Support youth in staying stabilized in housing, including through limited emergency housing financial assistance, mediation, and referrals. ● Participate in youth-specific case conferencing to offer communication between agencies. ● Build relationships with system partners (i.e. child welfare, juvenile justice, education) to improve coordination and access to resources across systems. ● Recruit and integrate landlords into the system as partners.
<p>Desired Outcomes</p>	<ul style="list-style-type: none"> ● Expand YYA confidence in the system and in their own resource knowledge. ● Improve identification of YYA who are homeless. ● Improve cross system partnership and collaboration. ● Increase the ease of navigation through the system for YYA and referring providers. ● Increase awareness of coordinated entry system and the number of partners participating. ● Increase the number of YYA placements into housing. ● Decrease the number of YYA turned away from services.

<p>Innovative Strategies to be built into Implementation</p>	<p>Cross system partnerships and agencies working together to ensure streamlined access to services for youth has been a big challenge in Memphis/Shelby County. The System Navigators team will be housed at local agencies to ensure Navigators are spread across multiple access points. Navigators will work directly with DCS, the Juvenile justice System, and Memphis-Shelby County Schools, as well as local youth serving nonprofits. The strategy to have a staff member dedicated to uniting the System Navigators team located at the lead agency will ensure collaborative efforts are happening on all levels.</p> <p>Navigators will also work with YYA to strengthen connections with their support network (i.e. family and friends) and consider those connections as potential housing options when safe and appropriate for diversion.</p> <p>Regular case conferencing will be an integral part of collaboration with partner agencies to ensure success of cross system navigation.</p> <p>In addition to recruiting new landlords to become partners, innovative landlord engagement strategies include adding the Housing Navigator, who can act as the liaison between YYA referred to housing through Coordinated Entry, the agency identified to provide the housing assistance, and the landlord.</p> <p>System navigators will work with all service providers to support the housing work that is part of the case management plan developed by a young person.</p>
<p>Is the project anticipated to be funded with YHDP funds?</p>	<p>Yes- SSO- Navigation</p>
<p>Will the project seek any CoC program flexibilities through the waiver notification or approval process? (See Appendix A of the YHDP NOFO for more details)</p>	<p>Yes, we will seek to use allowable flexibilities when necessary to assist program participants to obtain and maintain housing, such as:</p> <ul style="list-style-type: none"> • Flexibility with funds to help with housing and utility deposits, arrears, damages, or legal fees associated with past living situations. • Support with housing start up supplies including cleaning supplies, furniture, toiletries, etc. • Assistance with removing barriers to employment including cell phone and internet services, as well as transportation assistance and costs associated with personal vehicles.

<p>Is the project still feasible, if waivers are applied for but not granted?</p> <p>(If applicable)</p>	<p>Yes, the project will still be feasible, however if the waivers are not granted we would need to seek other sources to ensure the benefits the flexible funds would provide are available, as they are a critical component to project success.</p>
<p>1-Year Budget: \$480,975 (plus 25% match)= \$601,218</p> <p>YHDP Funds Total for 2-Years: \$961,950</p>	<p>Budget includes five additional youth specific FTEs on the system navigation team, a housing navigator, program costs, training, and flexible funds.</p> <p>Staff salary and benefits, training: \$340,500</p> <p>Flexible funds: \$110,475</p> <p>Program Costs: \$30,000</p> <p>Match: \$120,243</p> <p>Annual SSO-Navigation Total: \$601,218</p>

<p style="text-align: center;">Project 4: Host Homes</p>	
<p>Project Summary/Core Elements of the Project</p>	<p>This project will allow for the creation of a Host Home program, which will be a brand-new resource for Memphis/Shelby County. The Host Home program will provide an alternative crisis housing option for youth in need of short-term assistance. This will be a home-based option for youth unable or unwilling to access traditional shelter. Youth seeking host homes who identify as transgender, are pregnant and parenting or exiting foster care, will be prioritized for placement.</p> <p>The funds provided will allow the project to hire a staff member to organize the program, recruit and train community members, and facilitate matches with youth in need of placement.</p> <p>Additionally, funds will be used to provide stipends to host families and supportive services, including peer support, to youth.</p>

Target Population	Category 1, 2, and 4 with special populations possibly including: <ul style="list-style-type: none"> ● Pregnant and Parenting ● Transgender ● Exiting foster care
Projected Number of Youth to be Served (annual)	10-15
Supportive Services Description	The Host Home Project will include: <ul style="list-style-type: none"> ● Peer led support group for program participants. ● Connection to system navigators or other programs for determining external resources and next steps. ● Recruitment, training, and vetting of host home families. ● Mediation support with host home families and YYA, and if necessary, act as an advocate for YYA. ● A damage fund for host home families, with required waiver from HUD. ● Specific assistance for special populations including youth and young adults who identify as LGBTQ and victims of domestic violence and sexual assault and trafficking. ● Support for youth leadership and participation in Youth Action Boards.
Desired Outcomes	<ul style="list-style-type: none"> ● Increase crisis housing solutions. ● Increase community awareness and involvement in housing system for youth. ● Increase number of partners, community members and housing providers trained in trauma informed care, positive youth development, cultural competency, harm reduction, etc. ● Increase options for YYA experiencing housing instability and homelessness, especially YYA finishing high school or who fall into a special population category. ● Increase peer support system for YYA to assist in achieving education, employment, income, health, and well-being goals.

<p>Innovative Strategies to be built into Implementation</p>	<p>In Memphis/Shelby County, many YYA in crisis are in need of short-term housing. Assistance with safe housing while searching for apartments, waiting to move back into dorms between semesters, or even finishing high school after turning 18 are current gaps in the system. This Host Home model will allow us to circumvent homelessness during these unique situations and provide an emergency housing option not otherwise found in the community.</p> <p>One of the unique and innovative strategies incorporated into this project is the peer led support group included in the supportive services. This required program was added by the Memphis YAB members to ensure a sense of community, support and mentorship between participants.</p> <p>Utilizing the opportunity to create placements across the community will be an important piece of this project. Memphis/Shelby County does not have a reliable public transportation system and youth without vehicles can face additional challenges when trying to commute to work or school. This program will allow for the development of host homes across the community to ensure equity in geographic distribution of housing options and services.</p> <p>Additionally, the requirement of participating in coordinated entry will ensure placement of youth prioritized for this program.</p>
<p>Is the project anticipated to be funded with YHDP funds?</p>	<p>Yes - SSO-Host Homes</p>
<p>Will the project seek any CoC program flexibilities through the waiver notification or approval process?</p> <p>(See Appendix A of the YHDP NOFO for more details)</p>	<p>Yes, we will seek to use allowable flexibilities when necessary to assist program participants to obtain and maintain housing, such as:</p> <ul style="list-style-type: none"> ● Flexibility with funds to help with moving personal items into and out of Host Homes. ● The allowance for funds to be given as stipends to Host Home families to offset the cost of the additional person in their household. <p>Additionally, we will request a waiver to support a damage fund, designated to assist Host Home families with replacing items or offsetting the cost of any damages a YYA might incur while in the program. This flexibility would provide an extra sense of support,</p>

	potentially encouraging more families to participate in the Host Homes Program.
Is the project still feasible, if waivers are applied for but not granted? (If applicable)	Yes, the project will still be feasible, however if the waivers are not granted, we would need to seek other sources to ensure the benefits the waiver would provide are available, as they are a critical component to project success.
1-Year Budget: \$80,000 (plus 25% match)= \$100,000 YHDP Funds Total for 2-Years: \$160,000	Budget includes one FTE to coordinate a host homes program, training and stipends for host families, and supportive services for youth. Staff salary and benefits: \$60,000 Host family stipends and training: \$20,000 Match: \$20,000 Annual SSO-Host Homes Total: \$100,000

Project 5: Joint TH-RRH	
Project Summary/Core Elements of the Project	<p>This project will allow youth to have immediate access to crisis/transitional housing while providing for a planned exit to permanent housing. Participants will have the option to choose transitional (TH) and/or rapid rehousing (RRH) assistance upon entry to the program, and both components must be available for the youth to choose from. With the absence of free, accessible and affirming emergency shelter for most youth in Memphis/Shelby County, the Joint TH-RRH project is an excellent model to quickly provide crisis housing as needed. System Navigators will also assist with connecting youth to programs through coordinated entry while taking into account youth choice and availability of units.</p> <p>The transitional housing piece can be a master lease of scattered site units or a single location owned by the applicant.</p> <p>The rapid rehousing piece will be utilizing scattered site housing where the young person is the leaseholder of a housing unit in the community.</p> <p>Providers will be required to participate in HMIS for referrals and prioritization through the youth coordinated entry system.</p>

Target Population	Category 1, 2 and 4 with prioritization for special populations including but not limited to: <ul style="list-style-type: none"> • Pregnant and Parenting
Projected Number of Youth to be Served (annual)	98
Supportive Services Description	<p>The Joint TH/RRH program will provide:</p> <ul style="list-style-type: none"> • Short and medium-term crisis housing (TH). • Permanent housing assistance (RRH). • Housing outreach with landlord and tenant education and engagement. • Financial education assistance and budgeting. • Case management, which includes ongoing individualized assessment and planning with YYA. • Supplies or connection to supplies to meet basic needs such as food, hygiene, clothing, etc. • Connections to health, mental health, education and employment assistance. • Assistance with strengthening positive connections with family, friends, and community support. • Connections to assistance in addressing or clearing criminal background, support to address transportation needs, budgeting and credit score. • Specific assistance for special populations. • Diversion/rapid resolution/family reunification when possible. • Support for youth leadership and participation in Youth Action Boards.
Desired Outcomes	<ul style="list-style-type: none"> • Decrease length of time youth are literally homeless. • Increase the number of YYA who exit to stable housing. • Decrease the length of wait for housing. • Increase the number of YYA in stable housing for 12 months or more. • Decrease the number of YYA returning to homelessness after 12 months. • Increase support for YYA in developing skills to maintain housing. • Increase the number of partners, community members and housing providers trained in trauma informed care, positive youth development, cultural competency, harm reduction, etc.

<p>Innovative Strategies to be built into Implementation</p>	<p>One innovative aspect of the YHDP Program is that applicants can create programs that are flexible in the length of time needed by each participant, both in the transitional and rapid re-housing parts of the project. Case Managers can utilize the extra time with YYA in TH to strengthen connections with their support network (i.e. family and friends) and consider those connections as potential housing options when safe and appropriate for a rapid exit to family and friends.</p> <p>Applicants also have the opportunity to design programs that highlight youth choice in the type of location for both components, and the services provided to each participant.</p> <p>This project paired with additional support and navigation services, as well as other new YHDP system additions can achieve all USICH core outcomes (stable housing, education/employment, positive connections, well- being).</p>
<p>Is the project anticipated to be funded with YHDP funds?</p>	<p>Yes – PH-RRH (Joint TH/RRH)</p>
<p>Will the project seek any CoC program flexibilities through the waiver notification or approval process?</p> <p>(See Appendix A of the YHDP NOFO for more details)</p>	<p>Yes, we will seek to use allowable flexibilities when necessary to assist program participants to obtain and maintain housing, such as:</p> <ul style="list-style-type: none"> • Flexibility with funds to help with housing and utility deposits, arrears, damages, or legal fees associated with past living situations. • Support with housing start up supplies including cleaning supplies, furniture, toiletries, etc. • Assistance with removing barriers to employment including cell phone and internet services, as well as transportation assistance and costs associated with personal vehicles. <p>In addition to the above, we will request a waiver to allow the option of extending RRH up to 36 months in cases where youth need more time to ensure they are able to sustain their housing at the end of the 36 months.</p> <p>Lastly, we will request a waiver to allow supportive services to continue for up to 24 months after the participant exits a program. This extended support system will act as an additional safety net to help keep youth housed during periods of struggle while trying to achieve independence.</p>

<p>Is the project still feasible, if waivers are applied for but not granted?</p> <p>(If applicable)</p>	<p>Yes, the project will still be feasible, however if the waivers are not granted we would need to seek other sources to ensure the benefits the waiver would provide are available, as they are a critical component to project success.</p> <p>The housing projects (Joint TH/RRH and PSH) in particular would benefit greatly from the waivers because they provide a lot of the flexibility to solve some of the barriers that youth in other grant funded programs are struggling with.</p>
<p>1-Year Budget: \$980,000 (plus 25% match)= \$1,225,000</p> <p>YHDP Funds Total for 2-Years: \$1,960,000</p>	<p>Budget includes funds for Case Managers, supportive services, rental assistance, and program costs for transitional housing and rapid rehousing.</p> <p>YHDP Allocated funds: \$980,000</p> <p>Match: \$245,000</p> <p>Annual Joint TH/RRH Total: \$1,225,000</p>

Project 6: PSH	
<p>Project Summary/Core Elements of the Project</p>	<p>This project combines long term housing assistance with support services and linkage to resources that build life skills to ensure housing stability. Utilizing housing first practices, PSH incorporates youth choice during placement and participation of all program components and services. The level of rental assistance provided will be individualized.</p> <p>Permanent housing units may be provided either through master leased units, scattered site rental units or single site based rental units based on availability and participant choice.</p> <p>PSH providers will also be required to participate in HMIS for referrals and prioritization through the youth coordinated entry system.</p>
<p>Target Population</p>	<p>Category 1, 2, and 4; Specifically, youth with one or more documented disabilities</p>
<p>Projected Number of Youth to be Served (annual)</p>	<p>10</p>

<p>Supportive Services Description</p>	<p>Permanent Supportive Housing will include:</p> <ul style="list-style-type: none"> ● Case management, which includes ongoing individualized assessment and planning with YYA. ● Permanent housing placement. ● Supplies or connection to supplies to meet basic needs such as food, hygiene, clothing, etc. ● Connections to assistance with transportation, education, employment, outpatient health services including behavioral health and substance use treatment services. ● Connections to assistance in addressing or clearing criminal background, support to address transportation needs, budgeting and credit score. ● Assistance with strengthening positive connections with family, friends, and community support. ● Rapid resolution/family reunification when possible. ● Support for youth leadership and participation in Youth Action Boards.
<p>Desired Outcomes</p>	<ul style="list-style-type: none"> ● Decrease length of time youth are literally homeless. ● Increase the number of YYA who exit to stable housing. ● Decrease the length of wait for housing. ● Increase the number of YYA in stable housing for 12 months or more. ● Decrease the number of YYA returning to homelessness after 12 months. ● Increase support for YYA in developing skills to maintain housing. ● Provide long term housing stability for youth who are impacted by severe mental health, substance abuse, disability, and/or trauma who need long term rental assistance with supportive services. ● Increase number of partners, community members and housing providers trained in trauma informed care, positive youth development, cultural competency, harm reduction, etc.
<p>Innovative Strategies to be built into Implementation</p>	<p>Many youth in Memphis/Shelby County living with a disability do not currently qualify for PSH, despite needing the stability that it can provide. The coordinated entry list is filled with adults who have been experiencing homelessness much longer than many of the YYA in need of the program. Available PSH beds are quickly filled with adults determined to be more vulnerable. The units that will be designated for youth through the YHDP funds will ensure that YYA who are in need of this housing option will have a chance for placement, while still prioritizing the most vulnerable among YYA.</p>

	Applicants have the opportunity to design programs that highlight youth choice in the type of location and the services provided to each participant.
Is the project anticipated to be funded with YHDP funds?	Yes - PH - PSH
Will the project seek any CoC program flexibilities through the waiver notification or approval process? (See Appendix A of the YHDP NOFO for more details)	Yes, we will seek to use allowable flexibilities when necessary to assist program participants to obtain and maintain housing, such as: <ul style="list-style-type: none"> • Flexibility with funds to help with housing and utility deposits, arrears, damages, or legal fees associated with past living situations. • Support with housing start up supplies including cleaning supplies, furniture, toiletries, etc. • Assistance with removing barriers to employment including cell phone and internet services, as well as transportation assistance and costs associated with personal vehicles.
Is the project still feasible, if waivers are applied for but not granted? (If applicable)	Yes, the project will still be feasible, however if the waivers are not granted we would need to seek other sources to ensure the benefits the waiver would provide are available, as they are a critical component to project success. The housing projects (Joint TH/RRH and PSH) in particular would benefit greatly from the waivers because they provide the necessary flexibility to solve some of the barriers that youth in other grant funded programs are struggling with.
1-Year Budget: \$130,000 (plus 25% match)= \$162,000 YHDP Funds Total for 2-Years: \$260,000	Budget includes funds for Case managers, supportive services, rental assistance, and program costs for permanent supportive housing. YHDP Allocated funds: \$130,000 Match: \$32,5000 Annual PSH Total: \$162,500

SIGNATURE PAGES

Youth Action Board

March 31, 2022

The Memphis Youth Action Board approves and supports the Memphis Shelby County Coordinated Community Plan to Prevent and End Youth Homeless. The YAB agrees to work collaboratively with stakeholders to achieve the goals and objectives outlined in this plan.

Andrea Olvera

Rachel Bonner

Imajin Lee

Mark

Will

Debra
McIntyre

Kylon

(Signature)

SIGNATURES CONTINUED

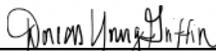
The following signatories and the institutions they represent approve and support the Memphis Coordinated Community Plan to prevent and end youth homelessness. They agree to work collaboratively with stakeholders to achieve the goals and objectives outlined in this plan.



Kimberly Mitchell, Governing Council Chair
Memphis/Shelby County CoC Governing Council

4/08/22

Date



Dorcas Young Griffin, Director, Division of Community Services
Shelby County Government

4/11/2022

Date



Ashley Cash, Director of Housing & Community Development
City of Memphis

4/7/2022

Date



Jennifer S. Nichols, Regional Commissioner
TN Department of Children's Services

4/14/2022

Date



APPENDIX

APPENDIX I: OVERVIEW OF YHDP PLANNING PROCESS AND TIMELINE IN MEMPHIS/SHELBY COUNTY

September 2021

- » YHDP Grant Award

October 2021

- » Community Kick-Off Event
- » Youth and adult stakeholders recruited to participate in planning efforts
- » Youth Action Board switches from monthly to bimonthly meetings

November 2021

- » Convened YHDP Core Planning Team, weekly meetings
- » Developed local YHDP Governing Structure

December 2021

- » YHDP Core Planning Team: Developed collective mission & vision statement; completed
- » Authentic Youth Collaboration training

January 2022

- » Focus Groups conducted with YHDP Core Planning Team, Families & Youth Committee, and community experts for input regarding:
 - Pregnant and Parenting Youth
 - LGBTQ+ and Gender Non-conforming Youth
 - Minors (Youth under 18)
 - Victims of Violence (including survivors of sexual assault, domestic violence, and human trafficking)
 - Youth Involved with Child Welfare
 - Youth Involved in Juvenile Justice

February 2022

- » Reviewed focus group results and developed necessary goals and objectives
- » Conducted System Modeling and Project Pathways Assumptions Exercises

March 2022

- » Conducted YHDP Project Concept and Design Sessions
- » Finalized YHDP-funded project types
- » A request for a Letter of Intent (LOI) was developed by the CoC Staff and was sent out to determine interest in specific projects from community providers

April 2022

- » Finalized Coordinated Community Plan
- » LOIs are due back to the CoC Staff to review and adjust CCP accordingly
- » The CoC Staff will finalize the community plan with all approvals and signatures and submit it to HUD

May 2022

- » The RFP application will be released
- » Agencies will return the applications to the CoC Staff to compile and present to the Rank and Review Committee

June 2022

- » The Rank and Review Committee will review applications and select project awards
- » The funded agencies will be notified of their award
- » All projects will be submitted in e-snaps by June 30

September 2022

- » All projects will be under contract unless otherwise authorized by HUD

October 2022

- » Begin implementation of YHDP funded projects

APPENDIX II: YHDP CORE PLANNING TEAM

Name	Partner Organization
Ceaira Brunson, Julie Sanon	Agape Child & Family Services
Kristian Jones	America Works of Tennessee
Dana Brooks	Catholic Charities of West Tennessee
Chéré Bradshaw, Stephanie Reyes, Andrea Olvera, Hannah McCarty	Community Alliance for the Homeless
Latara Meadows, Dr. Nakeisha Griffin, Kisten Harris	Department of Children’s Services
Jarad Bingham	Dragonfly Collective/Hospitality Hub
Phillis Lewis	Love Doesn’t Hurt
Dr. Karen Ball-Johnson, Rosamond Griffin	Memphis - Shelby County Schools
Andrea Olvera, Jace Jimenez, Imajin Lias, Jada McIntyre, Kylon Smallie, Vaniel Simmons, Asia Williams	Memphis Youth Action Board
Priscilla Blackmon	MIFA
Kiya Black	OUTMemphis
Ricco Mitchell, Darnesha Martin	Promise Development Corporation
Juan Fisher	Project STAND
Rashidah Gardner	Restore Corp

APPENDIX III: COMMUNITY PARTNERS

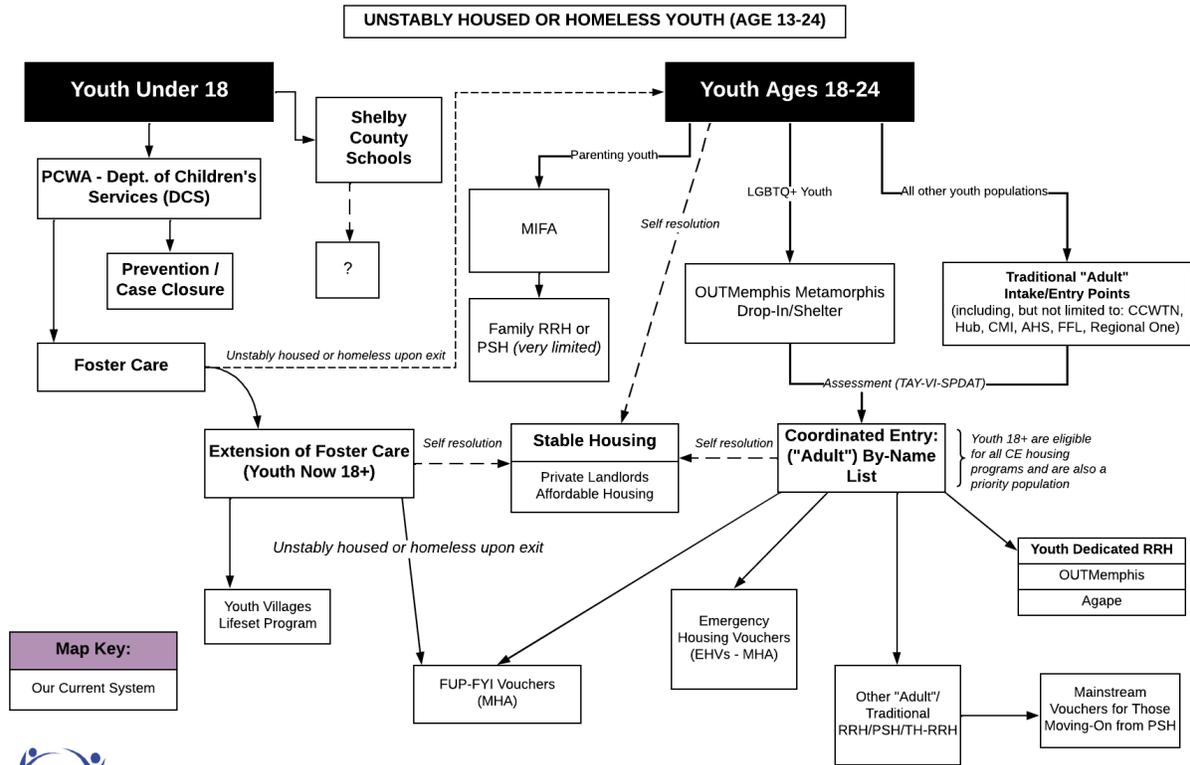
Partner Role	Partner Organization	Involvement
Youth Action Board	Memphis Youth Action Board	The Youth Action Board has been involved in every aspect of YHDP planning including serving on the Governing Council and YHDP Core Planning Team.
Public Child Welfare Agencies	DCS	Serves on the CoC Governing Council and the YHDP Core Planning team. Provided data on numbers of at-risk youth in state custody towards our efforts to define Memphis/Shelby County's need.
	Youth Villages	Participated in listening sessions to share input on the needs of youth and young adults involved in the foster care system.
Continuum of Care and Emergency Solutions Grant Program Recipients	MIFA	Serves on Governing Council and the Families & Youth committee
	CCWTN	Serves on YHDP Core Planning Team and the Families & Youth committee.
	Hospitality Hub	Serves on YHDP Core Planning Team.
	Friends for Life	Serves on the Governing Council. Participated in listening sessions to share input on the needs of YYA impacted by HIV.
	Agape	Serves on the Governing Council. Participated in listening sessions to share input on the needs of YYA impacted by HIV.
Affordable Housing Provider	Promise Development Corporation	Serves on YHDP Core Planning Team and the Families & Youth committee.

Culturally Specific Organization	OUTMemphis	Serves on the Governing Council, YHDP Core Planning Team, and the Families & Youth committee. Provided essential input on the needs of LBGTQ+ YYA.
Local and State Government	City of Memphis	Serves on the Governing Council.
	Shelby County	Serves on the Governing Council.
Runaway and Homeless Youth Program Providers	Girls Group Home	Serves on the Families & Youth committee.
Juvenile and Adult Corrections and Probation	Center for Justice Involved Youth	Participated in listening sessions to share input on the needs of youth and young adults involved in the juvenile justice system.
Public Housing Authorities	Memphis Housing Authority	Serves on the Governing Council.
Early Childhood Development and Child Care Providers	Signal Centers	Serves on the Families & Youth committee.
Local and State Educational Agencies	Memphis-Shelby County Schools	Serves on the Governing Council and the Families & Youth committee. Provided instrumental feedback and data to support efforts to identify the needs of YYA in Memphis/Shelby County.
Institutions of Higher Education	University of Memphis	Serves on the Families & Youth committee.
Non-Profit Youth Organizations	Project STAND	Serves on YHDP Core Planning team.
	Communities in Schools of Memphis	Serves on the Families & Youth committee. Participated in listening sessions to share input on the homelessness and housing insecurity among school-age YYA.
Local Advocacy, Research, and Philanthropic Organizations	HOPE	Serves on the Governing Council and the Families & Youth committee.
	Seeding Success	Participated in listening sessions to share input on homelessness and housing insecurity among school-aged YYA.

Organizations that serve culturally specific (Black, Latinx, Indigenous, people with disabilities, LGBTQ+, etc.) communities	Urban League	Serves on the Families & Youth committee.
	Love Doesn't Hurt	Serves on the Governing Council and the YHDP Core Planning team.
Victim Service Provider	Restore Corp	Serves on YHDP Core Planning Team.
	Shelby County CVRCC	Serves on the Governing Council. Participated in listening sessions to share input on the needs of YYA who are victims of violence.
	Hope House	Participated in listening sessions to share input on the needs of YYA who are victims of violence.
Health, Mental Health, and Substance Abuse Agencies	CMI	Serves on the Families & Youth committee.
	Memphis VA Medical Center	Serves on the Governing Council.
Workforce Development Organization	America Works of Tennessee	Serves on the YHDP Core Planning team and the Families & Youth committee.
Legal Organization	Memphis Area Legal Services	Serves on the Governing Council.
Healthcare Provider	Regional One Health	Serves on the Governing Council.
Local Call Center	Memphis Crisis Center	Provided data on the numbers of YYA seeking housing and utility resources in Memphis/Shelby County.

APPENDIX IV: YOUTH HOMELESSNESS SYSTEM MAP

Memphis Youth System Map - Working Draft 2022



APPENDIX V: KEY TERMS AND ACRONYMS

U.S. Department of Housing and Urban Development (HUD) - Definitions of Homelessness

- Category 1: Literally Homeless - Individuals and families who lack a fixed, regular and adequate nighttime residence.
- Category 2: Imminent Risk of Homelessness - Individuals and families who will imminently lose their primary nighttime residence.
- Category 3: Homeless Under other Federal Statutes - Individuals and families who qualify as homeless under other federal statutes.
- Category 4: Fleeing/Attempting to Flee Domestic Violence - Individuals and families who are fleeing or are attempting their housing or the place they are staying because of domestic violence, dating violence, sexual assault, stalking, or other dangerous or life-threatening conditions.

Continuum of Care

A Continuum of Care (CoC) is a regional or local planning body that coordinates housing and services funding for families and individuals experiencing homelessness.

CoC Components

- A system of outreach, engagement, and assessment for determining the needs and conditions of individuals or families who are homeless, and necessary support to identify, prioritize, and respond to persons who are chronically homeless
- Emergency shelters with appropriate supportive services to help ensure that homeless individuals and families receive adequate emergency shelter and referral to necessary service providers or housing search counselors
- Rapid re-housing to help persons with lower barriers who are homeless successfully move to, and remain in, conventional housing units
- Transitional housing with appropriate supportive services to help homeless individuals and families who need more assistance prepare to make the transition to permanent housing and independent living
- Joint Transitional Housing and Rapid Rehousing, provides a safe place for people to stay – crisis housing – with financial assistance and wrap around supportive services determined by program participants to help them move to permanent housing as quickly as possible with the assistance of rapid rehousing

if needed. Stays in the crisis housing portion of these projects should be brief and without preconditions, and participants should quickly move to permanent housing.

- Permanent housing, or permanent supportive housing, to help meet the long-term needs of homeless individuals and families
- Prevention strategies, which play an integral role in a community's plan to eliminate homelessness by effectively intervening for persons at risk of homelessness or those being discharged from public systems, e.g., corrections, foster care, mental health, and other institutions so that they do not enter the homeless system.

HMIS – Homeless Management Information System

A Homeless Management Information System (HMIS) is a local information technology system used to collect client-level data on the provision of housing and services related to homeless individuals, families and persons at risk of homelessness.

HMIS Lead Agency

Agency, organization or government department designated by the CoC to administer and manage the HMIS. Our local Lead Agency is Community Alliance for the Homeless.

Unaccompanied Youth and Young Adults (YYA)

YHDP addresses homelessness for YYA, ages 24 and younger, who are not accompanied by a parent or caregiver. It includes YYA who are caregivers and parents of young children, YYA who are coupled but not parenting, and those who are surviving by themselves.

Chronic Homeless

A family or unaccompanied person who has a disabling condition and has been continually homeless or unsheltered for at least one year.

Adverse Childhood Experiences (ACEs)

ACEs are traumatic events that occur before a child reaches the age of 18. ACEs include all types of abuse, neglect, and traumatic events.

ACRONYMS

ACES	Adverse Childhood Experiences
CCP	Coordinated Community Plan
CES	Coordinated Entry System
CAFTH	Community Alliance for the Homeless
CQI	Continuous Quality Improvement
CoC	Continuum of Care
DCS	Department of Children’s Services
EFFC	Extended Federally Funded Foster Care
ES	Emergency Shelter
FTE	Full Time Employee
HMIS	Homelessness Management Information System
LGBTQ+	Lesbian, Gay, Bisexual, Transgender, Queer+
PSH	Permanent Supportive Housing
PYD	Positive Youth Development
RFP	Request for Proposals
RHY	Runaway and Homeless Youth
TA	Technical Assistance
TANF	Temporary Assistance for Needy Families
TH-RRH	Joint Transitional Housing and Rapid Rehousing
TIC	Trauma-Informed Care
USICH	United States Interagency Council on Homelessness
YAB	Youth Action Board
YHDP	Youth Homelessness Demonstration Program
YYA	Youth and Young Adults

APPENDIX VI: ENDNOTES

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APPENDIX VII: ARTWORK

- A. *The Sound of Memphis*, Damon Lamar Reed & Pugs Atomz (2016), Cover
- B. *Unknown*, [Tony Diaz](#) (2021), pg. 7
- D. *District 1 Gateway: James Road*, Jeffrey Unthank (2014), pg. 11
- E. *I Am A Man*, Marcellous Lovelace (2014), pg. 29
- F. *DeNeuille Mural Partnership Project*, Valerie Aranda (2014), pg. 42
- G. *Man and Woman Facing Each Other*, Guillaume Alby (2011), pg. 46
- H. *Niyankor*, Thomas Evans (2018), pg. 47
- I. *It's Beautiful Where You Are*, Joseph Boyd (2016), pg. 67
- J. *With Love From Memphis*, Allie Mounce, pg. 80

**Leading effective practices to end homelessness
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