

LA Communitywide YHDP Action Plan: Goals, Objectives, & Action Steps

The following proposed goals, objectives, and action steps are intended to build on the project models and deeply embed core values and principles named in this CCP. The initial framework was developed by Subcommittee #3 of the YHDP Planning Working Group (PWG SC3), which reviewed the YHDP Application and findings from focus groups with youth and young adults who have experienced housing instability and houselessness to identify big-picture goals and some objectives and action steps.

This action plan had multiple iterations as stakeholders across the county contributed their best thinking to what the comprehensive work to end youth and young adult housing instability and houselessness must look like across partners and systems, in addition to the projects that are funded by YHDP.

Training needs came many times during planning processes. Action steps related to training show up in multiple goals and objectives. **Action steps that include a training component have been highlighted in this color** to make it easier to identify all relevant action items and develop a training strategy once we shift from YHDP planning into implementation.

GOAL 1: AUTHENTIC YOUTH COLLABORATION & YHDP PRINCIPLES.

Goal Statement: *Ensure that all efforts to prevent and end youth & young adult (YYA) houselessness are youth-centered and embed YHDP principles.*

Objective 1A: Lift up equity throughout all programming, especially for YYA who are:

- LGBTQ+
- Black (and Black & male; and Black & trans)
- Indigenous
- Undocumented
- All YYA of color
- Disabled
- Systems involved (foster care, justice/carceral systems)
- Expectant or parenting, including households with fathers and with trans or non-binary parents

- YYA who have experienced gang violence and/or gun violence
- YYA who have experienced domestic violence (DV) or trafficking

Action Step	Who's Responsible?	Timeline	Which entities raised this?
Develop and implement a strategy to more deeply and consistently support LGBTQ+ YYA in all projects across the youth system. This must include a plan to: • Ensure access to safe, non-gendered places for LGBTQ+ YYA, including those who are exploring their identities. • Ensure access to gender-affirming clothing, easy-to-wear clothing when street-based. • Increase gender-neutral bathroom access across programs			SPA 4 PWG SC 3
Provide staff training, resources, and supports to better advocate for YYA clients within the youth system and across systems			SPA 1
Provide staff in all YCES projects with cultural competency and humility training on diversity, equity, and inclusion in general, and specifically on working with YYA who hold any/all of the identities and experiences named above. (LGBTQ+ equity, neurodiversity, identifying/responding to DV and trafficking were each especially highlighted by SPAs). Ensure ongoing opportunities for coaching/accountability in implementing those trainings and principles. <i>RELATED TO OBJECTIVE 1D</i>			SPAs 4, 6, 7

Objective 1B: Ensure every YYA has access to population-specific services

Action Step	Who's Responsible?	Timeline	Which entities raised this?
Develop a plan to support YYA in finding jobs, especially for YYA with different immigration statuses			SPA 7

Develop more resources for expectant and parenting YYA			SPA 8
Identify ways to provide population-specific / identity-affirming counseling services for YYA not enrolled in YCES programming			SPA 6
Increase YCES project staff knowledge of services available to expectant and parenting YYA, including parenting fathers and households with trans or nonbinary parents.	LAHSA Providers		SPA 2

Objective 1C: Prioritize authentic YYA collaboration by positioning YYA at the center of decision-making

Action Step	Who's Responsible?	Timeline	Which entities raised this?
Finalize updates to HYFLA's governance charter and membership/recruitment strategy	HYFLA TCU TA support LAHSA staff support		
Increase the number of peer support roles and young folks with lived experience working within programs and at the system level (including at LAHSA), and ensure supports and training for people in peer support roles			PWG SC 3
Develop and continually improve training for supervisors of peer workers			PWG SC 3
Identify and increase opportunities for YYA collaboration and leadership across the county, within the SPA, and at the program/agency level			SPA 4
Develop a strategy to identify gaps in geographic equity and make improvements, so that YYA in the various regions across the county and within each SPA are able to access housing crisis services without geography and environmental stressors being a barrier			SPA 8

Build the leadership capacity of a cohort of youth and young adults in significant paid positions to guide and co-design system transformation		September & on-going	HJC (Building Towards Youth-Led Housing Justice effort)
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Objective 1D: Ensure new and existing programs and staff embed core principles, including:

- Authentic Youth Collaboration and Youth Choice
- Racial & LGBTQ+ Equity
- Housing First
- Trauma-Informed Practices
- Positive Youth Development
- Harm Reduction

Action Step	Who's Responsible?	Timeline	Which entities raised this?
Continue building out a core training curriculum and ongoing coaching / processing / learning communities approach to ensure new and existing projects, including any new staff who join as roles turn over, are equipped to embed the principles listed in this objective. Ensure ongoing opportunities for coaching/accountability in implementing those trainings and principles. In addition to the core principles named above, these should cover: ● cultural humility ● neurodiversity ● understanding where YYA are coming from and what challenges they are dealing with <i>RELATED TO OBJECTIVE 1A</i>	LAHSA Abt/TCU TA		SPAs 2, 4, 8
Support agencies/programs in revisiting policies and procedures to ensure they support the principles listed in this objective (e.g., trans YYAs' chosen names should be the only name they are required to use in practice and in front of others. Programs should never require people to sue their dead names just because they are their legal name.)	Abt TA can support this		SPA 4

Ensure the system-and program-level staffing structures both support staff self-care			SPA 4
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GOAL 2: YYA-SPECIFIC ACCESS & ENGAGEMENT.

Goal Statement: *Ensure every YYA who needs resources and services can access the system quickly and with no barriers.*

Objective 2A: Reduce the number of days YYA spend unsheltered/on the streets.

Action Step	Who's Responsible?	Timeline	Which entities raised this?
Expand YYA Access Points . Review the effectiveness of the access points that exist already.			SPA 6
Develop a strategy to expand and improve YYA-specific outreach , including countywide coverage (using YHDP funding or other funding sources)			PWG SC 3
Develop a strategy (using YHDP funding or other funding sources) to improve and expand peer navigation			PWG SC 3
Develop a strategy (using YHDP or other funding sources) to ensure YYA have access to crisis responses that aren't police			SPAs 2, 3, 4

Objective 2B: Improve coordination, communication, and strategy at this front end of the system (i.e., access and outreach)

Action Step	Who's Responsible?	Timeline	Which entities raised this?
Develop and implement a strategy to improve marketing and advertisement of the system/resources (including for people without reliable phones, transportation, or internet)	YCES staff at LAHSA and in each SPA		SPA 5

Develop flow charts for who handles what so YYA know who to go to			SPA 1
Develop more meet-and-greet events for TAY to build community so living together is easier and more exciting			SPA 8
Develop a clear, consistent plan and method for tracking of contacts with individuals and parts of the geography covered by outreach			
Identify ways to build better partnerships with other systems and resources to connect YYA who come to access points but aren't "in" the system to available resources and services, including but not limited to education, employment, mental health, and substance use supports (See <i>OBJECTIVE 8A</i> for more details on cross-system collaboration)			PWG SC 3

GOAL 3: YYA-SPECIFIC PREVENTION, DIVERSION, & HOUSING PROBLEM-SOLVING

Goal Statement: *Ensure that prevention, diversion, and housing problem-solving are YYA-specific and easily & quickly accessible*

Objective 3A: Connect YYA eligible for prevention, diversion, and housing problem-solving supports and resources quickly

Action Step	Who's Responsible?	Timeline	Which entities raised this?
Shorten turnaround time for receiving Problem Solving Assistance Funds (PSAF), and ensure problem-solving services and approaches are youth-driven and youth-specific			PWG SC 3
Create one-pager or fact sheet for landlords explaining what is required for financial assistance (proof of ownership, social security number, etc.)	LAHSA	TBD	SPA 6
Identify ways to create or provide youth-specific substance use and mental health services to bolster diversion and prevention efforts.			PWG SC 3

GOAL 4: YYA-SPECIFIC INTERIM HOUSING & SERVICES

Goal Statement: *Ensure immediate access to low-barrier interim housing (including crisis housing) and services to all YYA who want and need them.*

Objective 4A: Increase YYA-specific crisis housing options, as designed and developed by and for young people

Action Step	Who's Responsible?	Timeline	Which entities raised this?
Work with local government to secure abandoned properties that could be bought or rented by agencies serving YYA	Kia Dupclay		SPA 6
Work to have apartments readily available for YYA experiencing homelessness			SPA 3
Support ongoing work and TA that the interim housing division at LAHSA is working on to revisit how crisis housing projects (including shelters and host homes) are implemented for YYA to remove barriers and identify any additional staff training needed to support programs being effective	LAHSA interim housing division Providers Abt TA can help with this		N/A

Objective 4B: Increase housing inventory of YYA-specific non-crisis interim housing with limited barriers and eligibility requirements

Action Step	Who's Responsible?	Timeline	Which entities raised this?
Revisit how interim housing projects (including bridge housing and TH) are implemented for YYA to remove barriers and identify any additional staff training needed to support programs being effective	LAHSA Providers Abt TA can help with this		N/A
Embed employment and education supports within programs			SPA 4
Coordinate across funders to strategize and provide access to flexible	LAHSA		SPA 2

funding sources for TH providers.			
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GOAL 5: YYA-SPECIFIC PERMANENT HOUSING & SERVICES.

Goal Statement: *Ensure geographically equitable access to permanent housing and longer-term services to all YYA who want and need them, supporting the U.S. Interagency Council on Homelessness (USICH) core outcomes of stable housing, permanent connections, education/employment, and improved wellbeing.*

Objective 5A: Build system-wide capacity to ensure long-term housing retention and stability for every young person, and to ensure all YYA across the county have access to permanent housing.

Action Step	Who's Responsible?	Timeline	Which entities raised this?
Revisit Area Median Income (AMI) requirement for YA so they can access PSH projects			SPA 6
Review scopes of required services (SRSs) to revisit what permanent housing projects (including RRH and PSH) are designed to do with and for YYA, and analyze how they are implemented to remove barriers and identify any additional staff training needed to support programs being effective	LAHSA Providers Abt TA		N/A
Develop more meet-and-greet events for TAY to build community so living together is easier and more exciting			SPA 8

Objective 5B: Ensure every YYA has access to services in permanent housing that will support them to thrive.

Action Step	Who's Responsible?	Timeline	Which entities raised this?
Develop better strategies around identifying and offering the services and supports YYA need to find, move into, and retain housing. Embed accountability mechanisms to ensure programs/projects ensure YYA can access those services.			SPA 4 PWG SC3

Embed employment and education supports within programs			SPA 4
Embed mental health supports and services / connections into all programs, including more options for high-need folks			SPA 1, 5

GOAL 6: YCES TRAINING, POLICIES, & OPERATIONS.

Goal Statement: Ensure YCES policies, procedures, approaches, forms, and operations eliminate barriers and promote equitable access to resources.

Objective 6A: Ensure YCES policies and procedures are built by and for youth, young adults, and the providers working directly with them.

Action Step	Who's Responsible?	Timeline	Which entities raised this?
Review and advocate for change to policy that causes parenting youth in YCES housing to lose housing when there is DCFS involvement or when they lose custody	LAHSA YCES and FCES systems and staff	TBD	SPA 6
Develop, implement, and provide ongoing training for staff to be able to identify YYA experiencing houselessness with specific guidance on how to identify a YYA housing status. "If a YYA is experiencing XYZ, they are eligible for XYZ"	LAHSA Abt TA can help with this		SPAs 2, 3
Create YYA-specific decision-making and policy development tables for system-level decisions, and include YYA service providers and YYA in those tables. Continue to rethink the parts of the system that were taken from the adult system with little regard for how the YYA system functions or what YYA want and need. Convene a youth-specific policy table within the CoC to revisit and reimagine how YCES is structured and the policies and procedures that guide it.	LAHSA SPA Leadership Tables		SPA 4 PWG SC 3
Pending forthcoming changes to prioritization and matching processes that are currently underway, identify ways to clarify and improve trainings on PSH Dedicated Plus project eligibility so more YYA can screen into PSH	LAHSA		SPA 4

Set standards and develop a community of practice for YCES partners to: - Set each other up for success/ keep each other accountable - Remind ourselves to have relational and not transactional conversations with YYA - Implement, normalize, and institutionalize warm hand-offs, not blind hand-offs, and follow-up for accountability to every YYA - Process putting training ideas and core values into practice			SPA 7
Work with SPAs to ensure feedback loops and opportunities for LAHSA to be more hands-on and to offer more direction and support when staff/ participants need help	LAHSA SPA Leadership Tables		SPA 7

Objective 6B: Ensure YCES access and assessment processes are equitable and achieve what they intend to achieve.

Action Step	Who's Responsible?	Timeline	Which entities raised this?
Revisit and develop a different YCES triage and assessment tool (i.e., transition away from the Next Step Tool, and focus on ensuring the process truly assesses what YYA want, need, and are eligible for and screens them into those resources). Ensure updated tools identify and address the barriers that current tools pose for identifying and screening in students.		Already underway	SPAs 1, 2, 6 PWG SC3 HEHW
Provide county wide technical assistance and training to YCES sites to support the implementation of tool updates.			HEHW
Create specific access points for victims of domestic violence and trafficking (private locations)			SPA 6
Improve communication with YYA about where they're at in CE process, share resources as well as required next steps			SPA 1

Objective 6C: Ensure that prioritization and matching policies and procedures are equitable and achieve what they intend to achieve.

Action Step	Who's Responsible?	Timeline	Which entities
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			raised this?
Re-envision and create more equitable prioritization and matching guidelines, processes, and roles (especially since the staff positions have high turnover, slowing the process for YYA)			SPA 6 PWG SC3
Add a safety component to YYA matching process to support YYA in creating a safety plan if needed depending on where they choose to live, and, when possible, to avoid locations where YYA and staff are not safe			SPA 6
Improve communication processes between YCES and providers to improve matching status updates and address challenges			SPA 3
Revisit system-level policies and connections to ensure that the housing process is more forgiving and iterative, meaning that sometimes it can take time and multiple moves before someone finds the right fit for themselves. The system should plan for and support this. Work to ensure a cycle of housing rather than a cycle of houselessness.			SPA 4
Connect with real estate professionals to provide tours of facilities to show what they are like so YYA can make more informed decisions			SPA 8

GOAL 7: LOCAL, STATE, & FEDERAL POLICY ADVOCACY & RESOURCE DEVELOPMENT.

Goal Statement: Advocate for funding and policy changes needed to ensure access to and availability of necessary housing and resources to prevent and end youth and young adult houselessness.

Objective 7A: Ensure state and local funding opportunities prioritize available resources for YYA and better support linkages across systems¹

Action Step	Who's Responsible?	Timeline	Which entities raised this?
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¹ For most cross-system collaboration needs, see GOAL 8

Develop housing resources for YYA who score 8 or below on the current assessment		TBD: This may change when scores are removed from interim housing in July	SPA 6
(Uplift) conversations about cruel street-sweeping in LA. Education to the community is important; housekeys not handcuffs, services not sweeps, permanent supportive housing not carceral, demand a plan for houselessness that divests from police and invests in housing, services and resources our communities deserve.			SPA 7
Make Emergency Housing Vouchers available for YYA in each SPA.			PWG SC3
Explore and launch Direct Cash Transfers to provide flexible financial options to support YYA experiencing homelessness.			PWG SC3
Identify funding sources and develop programs specifically designed by and built for BIPOC and LGBTQ+ YYA			SPA 4, 6
Ensure prevention resource eligibility is structured to increase the number of YYA eligible for prevention resources	LAHSA		SPA 2

Objective 7B: Develop consensus locally on the optimal youth homelessness response system, and align available funding streams to continue building out the YYA system.

Action Step	Who's Responsible?	Timeline	Which entities raised this?
Complete countywide and SPA-level system models to develop consensus on the system we are trying to build and to identify shared understanding of housing and service gaps	Abt TA can support this	Summer 2022	General
Collaborate with entities responsible for implementing local, state, federal, and private funding to align and coordinate investment planning and continue	Abt TA can support this		SPA 8

building out the YYA system			General
Leverage other state and local funding sources to expand housing options for homeless college students.			HEHW
Maximize opportunities to advocate at the state and federal levels to advance efforts in aligning homeless services across local county and education sectors as well as enhance support for affordable student housing options. Ensure YYA are prepared to be in these conversations and are at the table to make these decisions.			HEHW

Objective 7C: Engage in policy advocacy and identify policies that, if changed would reduce barriers for YYA getting and staying housing, and advocate for those policy changes.

Action Step	Who's Responsible?	Timeline	Which entities raised this?
Decriminalize homelessness in LA			SPA 7
Advocate to remove or change credit and background check policies to obtain housing			SPA 6
Advocate for a change of policy regarding LA Community Development Authority (LACDA) funding that causes YYA with justice system involvement to lose their permanent housing when in jail for 30 days or longer			SPA 6

GOAL 8: IMPROVE COUNTYWIDE AND CROSS-SYSTEM COLLABORATION

Goal Statement: *Work with countywide partners and systems to improve service delivery for YYA connected with other agencies and providers.*

Objective 8A: Improve collaboration between child welfare, justice, mental health, healthcare, public housing, K-12 and higher education, and YCES/homelessness systems.

Action Step	Who's	Timeline	Which entities
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	Responsible?		raised this?
Develop a plan to expand community-wide and cross-system partnerships to reduce barriers to resources and services, as named specifically with each system below. Ensure there is multi- and cross-system work to refrain from siloing cross-system work.			All
Work with the Department of Children and Family Services (DCFS) to: • advocate for better support and communication when working with YYA with closed cases who are trying to get their children back • ensure clients are supported in working through case requirements • support Independent Living Program (ILP) better and shift requirements (increase funding, increase ages served) • increase use of THP-NMD (Transitional Housing Program- Non-Minor Dependents) for young adults in foster care to better-prepare them for independent adulthood and subsequently prevent homelessness upon discharge. • improve knowledge of DCFS among homeless service providers (DCFS 101 training) • improve exit planning and ensure YYA don't exit to homelessness • improve clarity on DCFS's roles and what they can (and can't) do • continue to develop multiagency care teams • spell out roles and partnership structures in MOUs and contracts • streamline referral process from DCFS to CE, cut down on paperwork, not traumatize YYA, be transparent about the process, warm handoffs. • support YYA in understanding housing market and options in LA, including how to access YCES if needed • train staff on YCES			SPA 3, 5, 6, 7, 8 PWG SC3
Work with DCFS and Housing Authorities to improve access to and use of extended 5-year vouchers for former foster youth (FUP/FYI vouchers + FSS = 5 years) to lengthen availability of rental assistance			PWG SC3
• Make better connections to supportive services for YA attending (or applying	Higher education		SPAs 2, 5, 6, 7

to) community colleges and universities to promote housing stability and post-secondary education access, retention, and persistence, including career technical opportunities. Train staff on YCES.	providers HEHW (Subcommittee 1 on applied learning)		HEHW
Build relationships with and connections to the Department of Mental Health (DMH) to: • improve connections to DMH TAY Navigators • ensure continuity of DMH care / aftercare after leaving homeless system • maximize DMH-funded housing and staffing • ensure better connections to DMH services that YYA want and need • improve clarity on DMH's roles and what they can (and can't) do • continue to develop multiagency care teams • spell out roles and partnership structures in MOUs and contracts • train staff on YCES			SPAs 1, 3, 6, 7, 8
Build relationships with and connections to pre-k and K-12 education providers to: • improve connections to Head Start and Early Head Start • improve clarity on education system's roles and what they can (and can't) do • continue to develop multiagency care teams • spell out roles and partnership structures in MOUs and contracts • train staff on YCES			SPAs 1, 3, 7
Improve connections between homeless system and the Economic and Workforce Development Department (EWDD) to ensure resources are accessible to YYA experiencing houselessness			SPA 4, 7
Partner with legal advocacy organizations to provide education to undocumented YYA.			SPA 2
Work with jails, probation, other carceral systems, hospitals, and mental health hospitals to ensure youth have a housing plan when exited			SPAs 2, 3, 5

Collaborate with elected officials in local government to advocate for improvements to the YYA service network and ensure they understand YYA houselessness issues.			SPA 7
Continued building relationships and connections with healthcare providers who partner with organizations addressing the needs of the youth/tay.			
Develop a strategy to eliminate police harassment and eliminate criminalization of houselessness			SPAs 3, 4
Improve coordination with Long Beach CoC			SPA 8
Build relationships between YCES providers and local tribal council (Antelope Valley). Seek to understand how to better partner with indigenous communities and unlearn colonialism			SPAs 1, 3, 4
Develop strategy (including training and accountability plans) to ensure staff across systems have access to training and align practices (e.g. Housing First; youth choice) that are co-designed by young people. This includes: • DMH • DCFS • education partners	HJC Cross-System Partners		SPA 2, 7 HJC (Building Towards Youth-Led Housing Justice effort)
Roadmap existing resources in each SPA, and neighboring SPAs/ CoCs (e.g., Long Beach) to tighten the safety net of what is available			SPA 8

Objective 8B: Improve collaboration across the Youth, Family and Single Individual systems (i.e., YCES, FCES, and CES) for smooth transition when eligible

Action Step	Who's Responsible?	Timeline	Which entities raised this?
Develop accountability mechanisms across YCES, FCES, and CES systems for more follow-up and to ensure houseless YYA don't fall through the homeless system's cracks			SPA 1

Ensure young adults nearing 25 are supported and provided with any needed supports for transition into the adult system			SPA 8 HEHW
Review			Feedback

GOAL 9: CONTINUOUS QUALITY IMPROVEMENT (CQI)

Goal Statement: Monitor ongoing implementation and effectiveness of projects and systems-change efforts to prevent and end youth and young adult houselessness.

Objective 9A: Ensure continuous quality improvement at the project level throughout the YCES within and across each SPA

Action Step	Who's Responsible?	Timeline	Which entities raised this?
Develop a CQI strategy to ensure YHDP-funded projects align with the community's vision for these project as named in the CCP, with RFP / application requirements, and with the community's core values and principles.	LAHSA Abt TA		
Design youth-led accountability structure for monitoring how all projects and programs are implemented in the youth system			HJC

Objective 9B: Ensure continuous quality improvement at the system level throughout the CoC and county

Action Step	Who's Responsible?	Timeline	Which entities raised this?
Review all youth-dedicated projects' spending across the system, and identify a strategy to ensure all resources are maximized and spent down in accordance with young people's needs and projects' eligible activities and funding levels.	Abt TA LAHSA		
Design youth-led accountability structure for monitoring how the youth system is designed and implemented, ensuring that it aligns with core system values	HJC		HJC

April 2022

YHDP Action Plan