



Salt Lake Valley Coalition to End
Homelessness (SLVCEH)
Youth Homelessness Demonstration
Program (YHDP)
Request for Proposals

Submit to:

Completed applications must be submitted electronically
by 3 p.m., Tuesday, April 30, 2024

[Smartsheet Submission Form](#)

(<https://app.smartsheet.com/b/form/2b778ace0201436399fe323f6a9a3b0d>)

No late submissions will be considered

Proposal Contact:

Tarra McFadden

Office of Homelessness and Criminal Justice Reform
Salt Lake County 2001 South State Street, Suite N4-930

Salt Lake City, Utah 84114-4575

Phone: 385-468-7143

Email: tmcfadden@slco.org

Date Issued: March 25, 2024 | Proposal Deadline: April 30, 2024 at 3pm MST

This NOFO document is available electronically on Salt Lake County CoC website at

<https://endutahomelessness.org/salt-lake-valley/client-focused-core-function-group/yeh-task-group/>

Table of Contents

- Background 3
- YHDP Shared Vision..... 3
- Notice of Funding Availability Description..... 4
- Match Requirement..... 5
- Additional Reporting and Evaluation Requirements 5
- Youth Collaboration 5
- Eligible Localities 6
- Proposal Requirements..... 6
 - Proposal Components..... 6
- PROPOSAL SELECTION PROCESS 11
- APPENDIX A: PROJECT DESCRIPTIONS 12
- APPENDIX B: ELEMENTS OF HOUSING MODELS 15
- APPENDIX C: CASE MANAGEMENT STANDARDS FOR ALL PROJECTS 16
- APPENDIX D: YHDP FLEXIBILITIES..... 20
- APPENDIX E: SAMPLE YOUTH LETTER OF SUPPORT 22
- APPENDIX F: REQUIREMENTS AND SCORING FACTORS FOR YHDP GRANT APPLICATIONS 23
- APPENDIX G: KEY PRINCIPLES AND TERMS..... 24

Background

In 2019, Salt Lake County Youth Services created and formed the Youth Action Board (YAB) which is a youth-driven Board, unified in preventing and ending youth homelessness. The YAB's mission is to advocate, empower, and elevate youth voices within the Salt Lake Valley Coalition to End Homelessness (SLVCEH) and Salt Lake County (SLCo), with an emphasis on bringing about change and creating avenues for partnership and collaboration. In support of its mission, the YAB's purpose is to provide youth perspective, voice, and expertise to the Salt Lake Valley Coalition to End Homelessness and extended SLCo community. The Youth Action Board provides youth perspective and expertise to SLCo Youth Services to promote continuous quality improvement.

As a Youth Action Board, we have recognized there is a significant population of youth that continues to be at-risk of or experiencing homelessness. The needs of youth experiencing homelessness and unstably housed youth are diverse and complex; we must be able to wrap housing, healthcare, employment, education, and other supportive services fully around every youth in need and support them in reaching self-sufficiency, stability, and empowerment.

In September 2023, SLVCEH was awarded 2.76 million dollars, a transformative demonstration grant by the U.S. Department of Housing and Urban Development (HUD) called the Youth Homelessness Demonstration Program (YHDP), a multiyear effort that will help our community build a system intended to end youth homelessness. This work so far has resulted in the development of the Coordinated Community Plan (CCP) to Prevent and End Youth Homelessness, which provides a roadmap for achieving the goals set by HUD, United States Interagency Council on Homelessness (USICH), and its community partners.

The SLVCEH is in the process of developing a CCP to prevent and end youth homelessness by creating a cohesive system of care that seeks to:

- Identify all unaccompanied single and parenting youth experiencing homelessness.
- Use prevention/diversion strategies and provide immediate access to low-barrier crisis housing/services to any single and parenting youth who needs and chooses it.
- Act urgently to assist single and parenting youth to move into housing options with appropriate services and supports.
- Put resources, plans, and system capacity in place to continue to prevent and quickly end future experiences of homelessness among single and parenting youth.

These projects will build upon the current systems and initiatives in place across the region, such as the Coordinated Entry System, local learning collaboratives, and target identified gaps throughout the SLVCEH. Implementation of these YHDP funded projects will support the community's system-wide goals for achieving and ultimately prevent and end youth homelessness. Projects will be developed through this request for proposals and selection process, in which providers and partners will propose specific, innovative projects for YHDP funding.

YHDP Shared Vision

In collaboration with our community, our vision is to prevent and end youth experiencing homelessness, by housing that is supportive and equitable, creating pathways of employment education and leadership

to ensure youth experiencing homelessness is rare, brief, and non-recurring. With an emphasis of recognizing systematic failure for youth identifying as BIPOC and LGBTQIA2S+. Once SLVCEH with SLCo YAB achieves this vision, we will continue to update and improve the homeless prevention and response system in collaboration with our youth partners based on feedback from youth participants and providers, data, and emerging best practices to meet the evolving needs of youth.

Notice of Funding Availability Description

Salt Lake Valley Coalition to End Homelessness (SLVCEH) is seeking proposals from nonprofit service providers and governmental agencies to implement projects to serve unaccompanied homeless youth, age 25 and younger in support of SLCo CCP to Prevent and End Youth Homelessness, under the Youth Homelessness Demonstration Program (YHDP), funded by the US Department of Housing and Urban Development (HUD).

Applications shall only be considered from project applicants in good standing with the state and federal government, which means that the applicant does not have any open monitoring or audit findings, history of slow expenditure of grant funds, outstanding obligation to the government that is in arrears or for which a payment schedule has not been agreed upon, or history of serving ineligible program participants, expending funds on ineligible costs, or failing to expend funds within statutorily established timeframes.

SLVCEH is seeking applicants from eligible organizations to implement four (4) different project types approved by local YHDP leadership to address a critical resource need to address youth homelessness in Salt Lake County.

1. Joint Transitional Housing and Rapid Rehousing
2. Rapid Rehousing
3. Permanent Supportive Housing
4. Permanent Housing

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

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

All applicants should ensure their proposed project(s):

1. was developed in partnership with Youth and Young Adults (YYA) in the community;
2. follow the principles of Housing First for youth;
3. incorporate innovative and creative models and strategies;
4. further the goals and objectives of the community plan;
5. contain strategies for measuring effectiveness; and
6. are responsive to the need for communities to work with other youth serving entities to truly understand the needs of all systems and work to fix those gaps.

Once selected as a SLVCEH YHDP funded project, all applicant(s) will be required to fulfill the following:

- Applicants must respond to this Request for Proposal using the provided application format and according to the schedule set forth in this announcement. Entities selected through this process will then submit an application to HUD via the e-SNAPS online grant management system. (Technical assistance will be made available.)
- Enter client data into the Utah Homeless Management Information System (HMIS), participate in the annual homeless counts in the Salt Lake County CoC, participate in the Coordinated Entry System and comply with all other SLVCEH CoC Policies and Procedures (unless there is a YHDP-specific exception).
- Comply with program requirements per the HUD Continuum of Care Rule (unless there is a HUD approved YHDP waiver) and the FY2024 YHDP NOFO. As well as SLVCEH CoC policies unless otherwise noted.
- Have a plan for rapid implementation of the program; the project narrative must document how the project will be ready to begin housing the first program participant within 3 months of the award (HUD requires all YHDP programs to be under grant agreement by September 30, 2024).
- Implement a Housing First model that incorporates Trauma Informed Care (TIC) and Positive Youth Development (PYD) Models of housing and services delivery. See [Appendix C](#) for additional details.
- Grantees will be required to report at a minimum quarterly basis to the SLCo Youth Action Board on youth involvement, program performance and community collaboration and engagement. The report will include an update on how best practices and training have been implemented into the projects with a focus on PYD, TIC and Social/Permanent Connection development. Training needs to follow HUD guidelines. An example of trainings can be found at <https://www.rhyttac.net/fysb-required-training>

Match Requirement

HUD requires all YHDP applicants to contribute a 25% match on all budget items, except leasing. Match is actual cash or in-kind resources (or a combination of the two) contributed to the grant. All costs paid for with matching funds must be for activities that are eligible under the CoC Program, even if the recipient is not receiving CoC Program grant funds for that activity. In-kind match is the value of any real property, equipment, goods, or services contributed to a CoC Program grant that would have been eligible costs under the CoC Program if the recipient/subrecipient was required to pay for such costs with CoC Program grant funds. Match may be from public or private resources.

Additional Reporting and Evaluation Requirements

Applicants are responsible for complying with all HUD Continuum of Care and YHDP reporting requirements. Modified programs specific to SLVCEH YHDP projects are being created within HMIS. Given that this is a demonstration program, projects may be required to track additional information outside of HMIS.

Youth Collaboration

All projects under this RFP are required to include continuous youth collaboration on program design, rules, and policies. Each program will participate in a youth-led Continuing Quality Improvement (CQI) process in which youth can safely contribute ideas and submit grievances with the expectation that the program will be responsive to their input. In addition, all projects are required to enable every youth

program participant to complete an exit survey created by the YHDP Grant Management Team in collaboration with the SLCo Youth Action Board.
Programs must participate in the annual Youth Point in Time Count.

Eligible Localities

Projects must be located within Salt Lake County.

Proposal Requirements

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

Deadline: Proposals must be received by Tuesday, April 30, 2024, at 3:00 pm MST

Submission: Proposals MUST be submitted via the Smartsheets form:
[SmartSheet Submission Form](https://app.smartsheet.com/b/form/2b778ace0201436399fe323f6a9a3b0d)
(<https://app.smartsheet.com/b/form/2b778ace0201436399fe323f6a9a3b0d>)
DO NOT submit proposals by mail, fax or hand delivery.

Proposal Components

1. **Cover Page.** Including organization name, date of submission, and point of contact. (Not included in 15-page limit)
2. **Table of Contents.** (not included in 15-page limit)
3. **Program Description.** Please provide a clear and concise description of your proposed project.
4. **Applicant Experience:**
 - A. **History of Performance and Compliance.** Describe your organization's experience and past performance in providing housing, supportive services, and referral services, especially to unaccompanied youth and pregnant/parenting youth experiencing homelessness.
 - B. **Administrative/Financial Capacity.** Describe your organizational infrastructure and administrative/ financial capacity to effectively utilize federal funds and deliver the services as proposed. Specifically, identify federal grants your agency has had in the past five years and whether the federal agency contracted with has any outstanding findings or concerns with respect to services offered or funds administered. If there are unresolved findings or concerns from a federal agency, please describe.
 - C. **Collaboration and Knowledge of Community Resources.** Demonstrate organizational collaboration with other providers, especially youth-serving providers or agencies within the region of SLCo, as well as knowledge of community partners and resources serving unaccompanied youth and pregnant/parenting youth experiencing homelessness. Please provide evidence in the form of a letter of support or intent outlining specific coordination between your agency and the following youth-serving providers: Juvenile

Justice Services, DCFS, DWS, McKinney Vento, Parenting supports, medical providers. Your letters of support or intent should describe how you are currently working together and how you plan to coordinate if awarded YHDP funding.

5. Plan to Address Housing and Service Needs:

- A.** Explain how the program design will be made accessible and appropriate for unaccompanied youth and pregnant/parenting youth experiencing homelessness;
- B.** Anticipated project outcomes;
- C.** Identify the geographic area your program will serve;
- D.** Describe how the proposed project type will impact service gaps in our community based on the preliminary Needs Assessment data presented by CSH for SLVCEH to enhance the local response to youth experiencing homelessness. Applicants are encouraged to review and utilize CoC data regarding its system gaps: [SLVCEH YEH Needs Assessment Presentation](#).
- E. Linkages to Housing**
 - i. Describe how your project will address the crisis housing needs of participants (if applicable).
 - ii. Describe how your project will assist youth in locating and securing permanent housing.
 - iii. Describe how you will maintain positive working relations with property owners.
 - iv. Describe how your services will support long-term housing stability.
 - v. Provide your plan for aftercare.
- F. Supportive Services**
 - i. Describe the range of supportive services for youth included in the program design, which may include, but are not limited to, independent living skills (such as managing a budget, preparing meals, and understanding tenant rights and responsibilities) and access to education and employment services.
 - ii. Describe the transportation services to be offered to youth to support access to services.
 - iii. Describe how, directly or through linkages, mental health and substance use services will be made available to clients.
 - iv. Please describe how you handle warm handoffs, meaning connecting youth to other service providers. Specifically, how you will minimize retraumatization during that process.
 - v. Describe how your agency will conduct aftercare to ensure that youth, upon successful exit from your program, are supported in their permanent housing.
- G. Mainstream Resources**
 - i. Describe the project's plan to connect and ensure youth access mainstream resources such as; health, social, and employment programs for which they are eligible.
 - ii. This should include a description of how the project will screen for eligibility for mainstream resources, plans to coordinate with mainstream systems and

resources to make referrals, and staff training on mainstream resources for youth.

H. Housing First Approach

- i. Describe how you will use a “Housing First Approach” when offering assistance and providing referrals, without preconditions and barriers to entry such as treatment or service participation requirements.
- ii. Alignment with HUD Principles and Prioritized Elements of the SLVCEH CCP. Identify how this project will align with the HUD principles laid out in the list below and with the shared vision, goals, objectives, and action steps of the CCP to End Youth Homelessness, once available.
- iii. HUD principles that should be addressed by the applicant in this section include: USICH Four Core Outcomes: Program demonstrates a commitment to the principles of the USICH Youth Framework to End Youth Homelessness published in 2016 and to its four core outcomes:
 - 1. Stable housing includes a safe and reliable place to call home;
 - 2. Permanent connections include ongoing attachments to families, communities, schools, and other positive social networks;
 - 3. Education/employment includes high performance in and completion of educational and training activities, especially for younger youth, and starting and maintaining adequate and stable employment, particularly for older youth;
 - 4. Social-emotional well-being includes the development of key competencies, attitudes, and behaviors that equip a young person to succeed across multiple domains of daily life, including school, work, relationships, and community.

B. Clear and Compelling Description of Community/Regional Need & Interest.

- A. Describe the unique needs and challenges of unaccompanied youth and pregnant/parenting youth experiencing homelessness within the proposed geographic area. Describe why your organization is interested in and committed to serving this population. Also, describe how the project is consistent with the vision, goals, and objectives of the Salt Lake Valley Coalition to End Homelessness (SLVCEH) Coordinated Community Plan (CCP) to Prevent and End Youth Homelessness ([DRAFT available here](#)).
- B. Describe how the project will serve vulnerable and often overrepresented youth experiencing homelessness including youth of color; lesbian, gay, bisexual, transgender, questioning, intersex, asexual, and 2 Spirit, (LGBTQIA2S+) youth; pregnant and parenting youth; youth who have had involvement with juvenile justice and/or foster care systems; and victims of sexual trafficking and exploitation. This should include how considerations for populations of focus will be incorporated into the project’s identification methods, infrastructure considerations, housing and/or service-delivery.

C. Staff Training Plan and Implementation of Training Principles

- A. Staff Qualifications and Experience**
 - i. Describe the youth-specific experience of the person on staff who will provide staff supervision and management of project activities. If the staff person does not have youth-specific expertise, please describe what your agency will do to help the staff person gain this expertise.
 - ii. Describe how skills and experience of existing staff will ensure success of the YHDP project, with a particular focus on how they will support youth choice and authentic youth engagement.
 - iii. Identify if existing staff will be assigned to this project or if new staff will be recruited specifically for this project.
 - iv. Give a timeline for when staff will be available to implement project activities.
- B. Describe how program staff are trained in best practices for serving youth, including: Positive Youth Development, Motivational Interviewing, Managing Aggressive Behaviors, Trauma-Informed Care, Power Sharing and Racial and LGBTQIA2S+ Equity. An example of trainings can be found at <https://www.rhyttac.net/fysb-required-training>**
 - i. If staff have not been trained in the above, please indicate that you commit to sending all staff (existing and new) to training sessions and will implement these practices.
- D. Appropriateness of Case Management Approach:** Describe how your staffing and case management plans align with standards outlined in [Appendix C](#).
- E. Authentic Youth Engagement and Youth Voice/Youth Involvement and Leadership**
 - A.** Describe authentic and positive youth involvement in planning and designing the proposed project, as well as the organization’s plan for active involvement and leadership among youth in the project’s implementation, including employment opportunities and youth voice in the staff hiring process.
 - B.** Describe how youth were identified for your YHDP planning process, the number of youth who were engaged and detail their involvement. Please have youth provide a letter of support signing off on your agency application. Sample letter in [Appendix E](#).
 - C.** Describe how youth choice will be implemented in the proposed project. Youth choice is defined in terms of the kind of housing youth need and the extent and nature of support and services they access and promotes alternative options for youth based on their unique needs.
 - D.** In addition to the designing of this project, describe other ways your organization has engaged youth or plans to engage, to support their individual growth, the planning/implementation of projects serving youth, systems change work, or other meaningful examples.
- F. Fair Housing and Agency cultural competence.**
 - A.** Compliance with Fair Housing and Equal Access Requirements. Demonstrate that the program is in compliance with applicable fair housing and civil rights requirements and provides equal access for program participants regardless of sexual orientation or gender identity, in compliance with federal law.

- B. Cultural Competency.** Describe your organization’s methods of ensuring cultural competence at all levels of the organization. Address experience serving people with cultural sensitivity who are racially, ethnically and religiously diverse; who speak languages other than English; who have a range of physical and/or mental disabilities; who identify as LGBTQIA2S+ and who are extremely low-income and/or experiencing homelessness/housing instability.
 - i. Describe the varied backgrounds of your board and staff, your organization’s non-discrimination policies, and how you ensure that your staff meets the needs of clients with sensitivity toward clients’ varied cultural and life experiences.
 - ii. If the applicant and/or any subrecipient partners have created related policies or statements, please also include this document as part of the application.

G. Timeliness

- A. Project Implementation Plan:** Applicants should identify and describe the prioritized innovative project elements established in the CCP that will be incorporated into the project, as well as any innovative project elements not listed in the CCP. [See [Appendix B](#) for Elements of Housing Models]. This section shall address:
 - i. **Timeline.** Include a timeline for project implementation including the hiring of staff and proposed project start date. Note: HUD expects to be under contract with agencies by September 30, 2024.
 - ii. **HUD Timeliness Standard.** If this project is dependent on securing a facility, or is dependent on a construction timeline, please explain how the project will secure proof of site control, match, environmental review, and the documentation of financial feasibility within 6 months of the announcement of the award. Note: YHDP funds cannot be used for site acquisition, rehab or new construction.
 - iii. **Access.** The plan should ensure that the project is incorporated into the Coordinated Entry System. All applicants should ensure that the project is well advertised so that its availability is known to unaccompanied youth and pregnant/parenting youth experiencing homelessness. The project and access to the system should be accessible by people with disabilities. Additionally, the project should be outwardly LGBTQIA2S+ friendly.

H. Financial

A. Budget

- i. Provide a clear budget for the project that supports the housing, services, and staff proposed. Costs should be reasonable, justified, and competitive. The budget must demonstrate the project is cost effective. Download the budget template [here](#).

B. Match

- i. Describe the resources in support of this project, either from in-kind and/or external resources, which will cover the required 25% match. For more information [click here](#).

PROPOSAL SELECTION PROCESS

The YHDP Rank and Review Committee, including members of the Youth Action Board, composed of impartial, subject matter experts, will score the proposals (see application scoring sheet) and evaluate proposals utilizing the YHDP Project Scoring Tool [See [Appendix F](#)]. The Rank and Review Committee reserves the right to negotiate final terms with applicants. All project applicants will be notified of the outcome in writing. All project applications are pending approval from HUD and may be amended per feedback from HUD.

All applicants will be informed via writing if their project was accepted or rejected as part of the SLVCEH Youth Homelessness Demonstration Program. All project applications are pending approval from HUD and may be amended per feedback from HUD.

Timeline:

- YHDP RFP published: March 25, 2024
- YHDP Information Session: April 5, 2024
- YHDP RFP due: Tuesday April 30, 2024
- Tentative Local Award Selection: May 24, 2024
- Tentative HUD submittal by: June 24, 2024

Applications are due by 3pm on April 30, 2024 and should be submitted via the [SmartSheet Submission Form](https://app.smartsheet.com/b/form/2b778ace0201436399fe323f6a9a3b0d) (<https://app.smartsheet.com/b/form/2b778ace0201436399fe323f6a9a3b0d>)

If you have any questions, please contact Tarra McFadden at tmcfadden@slco.org.

Frequently Asked Questions will be posted on the [Youth Experiencing Homelessness](#) website.

APPENDIX A: PROJECT DESCRIPTIONS¹

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

¹ YHDP projects may choose to take advantage of the special YHDP activities described in Appendix D.

Rapid Rehousing, including Longer Term Rapid Rehousing	
Summary	<p>Programs assist youth experiencing homelessness to find a rental unit and execute a lease between the youth and landlord; financial assistance for rent and utilities; and housing stability services, which may include services such as education, employment, health/mental health services and life skills classes, etc.</p> <p>Rapid Rehousing projects funded through YHDP can provide assistance for up to 36 months.</p>
Target Population	Youth 18-24
Project Requirements	<p>Proposed project adheres to the Housing First model.</p> <p>Proposed projects will have supportive services to meet each resident's individual needs. This will be provided either through YHDP grant or connection to other services.</p> <p>Proposed projects will be targeting geographic areas of need.</p> <p>Proposed projects will house 100% of youth through Coordinated Entry.</p>
HUD Homeless Categories & HUD CoC Project Type	<p>Category 1, 2, & 4</p> <p>Rapid Rehousing (RRH)</p>
Innovation Opportunities	<p>RRH assistance may be provided for up to 36 months.</p> <p>Housing could be in the youth's own apartment or shared housing.</p> <p>Collaborative program with SLCo TLP.</p>

Permanent Supportive Housing	
Summary	Permanent supportive housing programs provide non-time limited housing assistance and supportive services for youth ages 18-24 with disabilities.
Target Population	Youth age 18-24 with disabilities. Note: youth do not age out at 24.
Project Requirements	Proposed projects adhere to the Housing First model. Proposed projects will offer supportive services to meet each resident's individual needs. This will be provided either through YHDP grant or connection to other services. Proposed projects will be targeting geographic areas of need. Proposed projects will house 100% of youth through Coordinated Entry.
HUD Homeless Categories & HUD CoC Project Type	Category 1, 2 & 4 Permanent Supportive Housing (PSH)
Innovation Opportunities	Housing could be in the youth's own apartment or shared housing. If applying for a multi-unit facility, please incorporate how the agency will create community for the youth and young adults in the program.

Permanent Housing	
Summary	Permanent housing program that provides case management to FUP and FYI eligible youth aged 18-24. The project will be in collaboration with Housing Authorities within Salt Lake County and the Department of Child and Family Services.
Target Population	Youth age 18-24 who are FUP and FYI eligible. Note: youth do not age out at 24.
Project Requirements	Proposed projects adhere to the Housing First model. Proposed projects will offer supportive services to meet each resident's individual needs. This will be provided either through YHDP grant or connection to other services. Proposed projects will be targeting geographic areas of need.
HUD Homeless Categories & HUD CoC Project Type	Category 1, 2 & 4 Permanent Housing (PH)
Innovation Opportunities	Housing could be in the youth's own apartment.

APPENDIX B: ELEMENTS OF HOUSING MODELS

- Shared housing models: Inclusion of pilot programs for roommate matching, host homes, and peer-led supportive housing that incorporate youth choice that respond to housing market constraints. Renting rooms in under occupied homes.
- Serving the most vulnerable youth: Prioritized, low-barrier entry for the most vulnerable youth as identified by the coordinated entry system.
- Innovative adoption of Housing First principles: This includes the absence of barriers to entry and service participation requirements, and provision of targeted, intensive supports to ensure housing success.
- Transition planning: Immediate/ongoing transition planning from entry through placement; may include housing navigation support and links to adult or other ongoing supportive housing.
- Innovation in education and employment: Links to demonstrated, flexible, youth-led and -appropriate education and/or employment support.
- Youth-centered case management: Adoption of principles of flexible, youth-centered case management focused on the individualized needs of youth, which may include making connections to schools, caring and trusted adults, health care providers, and youth development organizations.
- Employ Positive Youth Development principles: Use Positive Youth Development to build strengths and promote resiliency and to provide services with a focus on skills-building, leadership, and community involvement.
- Trauma-informed care approach: Staff are trained to provide trauma-informed care, including crisis intervention, conflict resolution, counseling services and specialized services for populations of focus that are responsive to their histories of trauma.
- Foster permanent connections: Provide services for the development and strengthening of ongoing attachments to biological and chosen family and other positive social relationships. Services may include reunification, crisis intervention, or family finding services; mentoring programs; and family engagement services, including counseling, mediation services and parental support center.
- Promote social and community integration: Offer meaningful opportunities for community involvement, engagement and leadership for youth, including access to community-based activities, neighborhood events, and volunteer opportunities.
- Immediate and ongoing access to age-appropriate mental-health treatment: Onsite or mobile case management and/or behavioral health treatment and supports, including substance treatment and peer-led supports.
- Innovative links to other systems of care: Housing with direct, innovative links from other systems (child welfare, juvenile and adult court, adult probation, educational institutions, healthcare) and targeted services for those subpopulations
- Targeted subpopulation housing and services: Housing with targeted community and peer supports for identified subpopulations (LGBTQ, CSEC, African American, Latinx, parenting TAY, justice- and foster-involved youth)
- Innovation in identifying and measuring outcomes: Demonstrated, outcomes-based furtherance of goals and objectives outlined in the community plan.
- Creative service models: Service models that create incentives for client participation by acknowledging and supporting youth needs (for example, employment training programs that compensate youth for time spent at case management or mental health appointments as well as for time spent at work)
- Expansion of housing options and supply: Creative engagement with community residents and landlords and increase youth access to housing through new housing models specifically targeted toward youth needs.

APPENDIX C: CASE MANAGEMENT STANDARDS FOR ALL PROJECTS

Overall Job Description and Duties

Every Case Manager should have a written job description detailing their major responsibilities and required/preferred qualifications. Case Managers should demonstrate an ability to work with diverse populations, presenting with a wide variety of needs. **Typical case management responsibilities, at a minimum, facilitate the following:**

- Development of a **Housing Stability Plan** following HUD guidelines needs to be included for the households. Plans are highly participant-driven without predetermined goals, and should build on each participant's needs, goals, and strengths. The Housing Stability Plan should be reviewed monthly and revised, at a minimum, every 3 months. More frequent revisions will be needed during times of acute crisis.
- Creative problem solving to help households to self-resolve their housing crisis.
- Linkage to community-based services per the Housing Stability Plan.
- Promote access to and effective utilization of mainstream benefits:
 - Transportation assistance
 - Assistance with enrollment in income and non-income benefits
 - Follow-up at least annually to ensure benefits are received and renewed
 - Ensure access to SSI/SSDI technical assistance
- Engage participants from day one to assess housing barriers, develop housing plans, and link households to the right types of assistance to facilitate movement into permanent housing or maintenance of permanent housing. Projects should involve households in decisions about what they need to end their homelessness. This programming and planning should be respectful, incorporate strengths-based approaches and consumer choice.
- Help households address issues that may impede access to housing (such as credit history, arrears, and legal issues).
- Assist households with finding, moving into and maintaining housing. This may include engaging landlords and working closely with landlords to facilitate participant move-in and ongoing success in housing.
- Make appropriate and time-limited services and supports available to families and individuals to allow them to move quickly to permanent housing and/or retain permanent housing.
- Collect required documentation, per funder requirements.
- Provide or assist the household with connections to resources that help them improve their safety and well-being and achieve their long-term goals. This includes providing or ensuring that the household has access to resources including childcare, education, employment and job training, financial literacy, health, legal services, public benefits access, substance use recovery, and transportation, among others (if needed and

appropriate) so that they can sustain permanent housing upon exit. This includes providing advocacy on behalf of households as needed to access necessary services.

- For scattered site projects: assist with housing location, lease negotiation, determining rent reasonableness, and inspection.
- For SSO, ES, and TH projects: Help households identify and select among various permanent housing options based on their unique needs, preferences, and financial resources.

Principles of Case Management

- Person-Centered
 - Case Managers practice a person-centered approach that “ensures that the person who has experienced homelessness has a major say in identifying goals and service needs, and that there is shared accountability. The goal of case management is to empower people, draw on their strengths and capabilities, and promote an improved quality of life by facilitating timely access to the necessary supports, thus reducing the risk of homelessness and/or enhancing housing stability.”^[1] Services should be client-directed, highly individualized and tailored to participant’s needs, respectful of individuals’ rights to self-determination, and voluntary. Case Managers should be trained in person-centered case management strategies including Trauma-Informed Care, Motivational Interviewing, and Harm Reduction, among others.
- Housing-Focused
 - Projects should focus on the goal of assisting clients to secure and maintain permanent, stable, affordable housing. For clients not currently in safe, decent, affordable housing, the primary goal is to develop a strategy to assist them in securing housing. For those already housed, the goal is to assure that adequate supportive services are in place so the client can maintain housing.
- Trauma-informed care
 - Trauma-informed care is an organizational structure and framework that involves understanding, recognizing, and responding to the effects of all types of trauma. It emphasizes physical, psychological and emotional safety for both participants and providers, and helps participants rebuild a sense of control and empowerment. Trauma-informed care operates with the following principles:
 - **Consumer empowerment:** Using individuals’ strengths to empower them in the development of their goals;
 - **Choice:** Informing consumers regarding Project and housing options so they can choose the options they prefer;
 - **Collaboration:** Maximizing collaboration among staff, participants and their families in organizational and individual goal planning;

- **Safety:** Developing healthy home settings and activities that ensure consumers’ physical and emotional safety; and
 - **Trustworthiness:** Creating clear expectations with consumers about what proposed Projects entail, who will provide services, and how supports will be provided.
 - In addition to providing trauma-informed care to clients, the CoC believes it is important that staff receive trauma-informed supervision and support. Staff support under YHDP can be budgeted under supervision.
- Progressive engagement
 - Progressive Engagement is an approach to helping households end their homelessness as rapidly as possible, despite barriers, with minimal financial and support resources. More supports are offered to those households who struggle to stabilize and cannot maintain their housing without assistance.
 - Progressive engagement recognizes that there is no way to accurately predict how much help someone may need to end their homelessness and avoid a return to the streets or shelter. While we know that many people can successfully exit homelessness and avoid immediately returning with a small amount of assistance, we also know that there are no dependable predictors to guide the amount of assistance needed. In this approach, participants are initially offered “light-touch” assistance, including help creating a reasonable housing placement/stabilization plan, housing information and search assistance, and limited financial assistance (first month’s rent, security deposit, short-term rental assistance). Progressive engagement may involve more frequent contacts during a participants’ early time in the project. All client check ins should include a discussion of the housing stability plan to review progress, barriers and supports needed.
 - Projects using Progressive Engagement regularly reassess housing barriers and seek to close cases as soon as housing retention barriers are resolved. Projects should strive to provide the minimum level assistance necessary (i.e., lightest possible touch or just enough) for the shortest time possible to achieve housing stability.
- Housing First (as related to case management)
 - Supportive services emphasize housing procurement over therapeutic goals. Participation in services or project compliance is not a condition of staying in the project.
 - Case managers/service coordinators are trained in and actively employ evidence-based practices for client/tenant engagement such as motivational interviewing and client-centered counseling.
 - Services are informed by a harm reduction philosophy that recognizes that drug and alcohol use and addiction are a part of tenants' lives, where tenants are engaged in non-judgmental communication regarding drug and alcohol

use, and where tenants are offered education regarding how to avoid risky behaviors and engage in safer practices.

Frequency The frequency of case management services depends on the unique needs and situation of every project participant. Case Managers should be in direct contact with their clients at least once a month. The frequency of direct contact may increase due to the household's homeless status, acute needs, and overall lack of housing stability. In-person meetings with clients are preferred. The level of Case Management support is to match the needs of the household, addressing factors that can negatively impact housing stability. As such, the intensity of Case Management frequency, duration, and support can and will change over time.

Case management is always offered to anyone enrolled in programming and is strengths-based, trauma-informed, progressive, culturally competent, and client-centered. It is the client's right to choose their level of involvement, and case management is an integral part of establishing stabilization when permitted to be incorporated. Those receiving Rental Assistance and/or Financial Assistance will always be offered case management.

Location/Timing Case management should occur at whatever location works best for the client. While home-based visits are ideal for persons residing in scattered-site housing, case management can also occur in the office or in the community. Case management hours can also be flexed to be able to meet a client before or after "typical" working hours. Case managers that are working evenings and weekends can have a different pay scale than Case managers working "typical" working hours.

- **Caseload** Use the case management guidelines that are found [here](#) on the HUD website to identify appropriate staffing levels.

APPENDIX D: YHDP FLEXIBILITIES

YHDP projects may choose to take advantage of the special YHDP activities and other options listed. The following options would not meet CoC program requirements but may be used to carry out YHDP projects and either require notification or approval from the Dept. of Housing and Urban Development Deputy Assistant Secretary.

- YHDP housing projects may have leases for a minimum term of 1 month under rental assistance budget line items.
- YHDP recipients may use project administrative funds to support costs associated with involving youth with lived experience in project implementation, execution, and improvement.
- YHDP recipients may employ youth who are receiving services, including housing, from the recipient organization. Recipients that utilize this special YHDP activity must maintain documentation that discloses the nature of work that the youth does, and that the youth is not in a position that creates a conflict of interest.
- YHDP recipients may provide moving expenses more than one time to a program participant.
- YHDP recipients may provide payments of up to \$500 per month for families that provide housing under a host home and kinship care model in order to offset the increased costs associated with having youth housed in the unit. (If payments in excess of \$500/month are needed and can be justified, a HUD waiver may be granted to cover up to \$1,000.)
- YHDP grant funds may be used for the following if they are necessary to assist program participants to obtain and maintain housing. Recipients and subrecipients must maintain records establishing how it was determined paying the costs was necessary for the program participant to obtain and retain housing and must also conduct an annual assessment of the needs of the program participants and adjust costs accordingly.
 1. Security deposits for units in an amount not to exceed 2 months of rent;
 2. The costs to pay for any damage to housing due to the action of a program participant, which may be paid while the youth continues to reside in the unit. The total costs paid for damage per program participant may not exceed the cost of two months' rent.
 3. The costs of providing household cleaning supplies to clients.
 4. Housing start-up expenses for program participants, including furniture, pots and pans, linens, toiletries, and other household goods, not to exceed \$300 in value per program participant.
 5. Grantees may provide moving expenses more than one time to a participant.

6. The one-time cost of purchasing a cellular phone and service for program participant use, provided that access to a cellular phone is necessary to obtain or maintain housing and the costs of the phone and services are reasonable per 2 CFR 200.404.
 7. The cost of the internet in a program participant's unit.
 8. Payment of rental arrears consisting of a one-time payment for up to 6 months of rent in arrears, including any late fees on those arrears.
 9. Payment of utility arrears of up to 6 months per service.
 10. Up to three months of utilities for a program participant, based on the utility costs schedule for the unit size and location.
 11. In addition to bus/uber/taxi transportation costs, a recipient may pay gas and mileage costs for a program participant's personal vehicle for trips to and from medical care, employment, childcare, or other eligible services.
 12. Legal fees, including court fees, bail bonds, and required courses and equipment.
 13. Program participant's past driving fines and fees that are blocking a young person from being able to obtain or renew a driver's license and impacting their ability to obtain or maintain housing. Additionally, recipients may pay for program participants costs for insurance and registration for personal vehicles, if the personal vehicle is necessary to reach medical care, employment, childcare, or other services eligible under this section.
- A recipient may provide up to 36 months of Rapid Rehousing rental assistance to a program participant if the recipient demonstrates (1) the method it will use to determine which youth need rental assistance beyond 24 months and (2) the services and resources that will be offered to ensure youth are able to sustain their housing at the end of the 36 months of assistance.
 - YHDP recipients may continue providing supportive services to program participants for up to 24 months after the program participant exits homelessness, transitional housing or after the end of housing assistance if the recipient demonstrates: 1) the proposed length of extended services to be provided; 2) the method it will use to determine whether services are still necessary; and 3) how those services will result in self-sufficiency and ensure stable housing for the YHDP program participant.
 - YHDP recipients may continue providing supportive services to program participants for up to 36 months after the program participant exits homelessness, if the services are in connection with housing assistance, such as the Foster Youth to Independence initiative, or if the recipient can demonstrate that extended supportive services ensures continuity of case workers for program participants.

APPENDIX E: SAMPLE YOUTH LETTER OF SUPPORT

Written by Salt Lake County Youth Action Board (YAB).

Note: this is a sample, and agencies can work with youth they have engaged to change as they see fit.

To Whom It May Concern:

I/we (single or multiple youth) have been working in coordination with (agency) for the last (insert timeframe) on (insert project(s), and support their project (insert proposed project name) for the Youth Homelessness Demonstration Program (YHDP). We will continue to (insert how they will continue to work with the agency) on (projected project if awarded YHDP funds).

I write this letter in support of the YHDP project and confirm that (agency name) has conferred with me regarding this project. If selected for the YHDP project, I will be involved in every step of the implementation and continue to be supported during this process (describe support).

Print Name:

Signature:

Date:

APPENDIX F: REQUIREMENTS AND SCORING FACTORS FOR YHDP GRANT APPLICATIONS

Threshold Factors (all applicants will be required to meet the following):

- Active SAM registration with current information and maintains an active SAM registration annually.
- Valid DUNS/TIN/EIN number in application.
- Financial and management capacity to carry out the project as described, including the capacity to administer federal funds.
 - HUD will not award or disburse funds to applicants that do not have a financial management system that meets Federal standards as described at 2 CFR 200.302. HUD may arrange for a survey of financial management systems for applicants selected for award who have not previously received Federal financial assistance, where HUD Program officials have reason to question whether a financial management system meets Federal standards, or for applicants considered high risk based on past performance of financial management findings.
- No outstanding delinquent federal debts.
- No Debarments and/or Suspensions.

Requirements for all projects selected under this RFP:

- HMIS participation
- Participates in Coordinated Entry
- Follows applicable Written Standards
- Participates in YHDP related training, including the participation of all staff operating YHDP-funded projects

Scored Factors:

1. Applicant experience: up to points 10
2. Plan to address housing and service needs: up to 20 points
3. Clear and compelling description of community/regional need: up to 10 points
4. Staff training plan and implementation of training principles: up to 10 points
5. Appropriateness of case management approach and ratio based on project description: up to 3 points
6. Authentic youth engagement and youth voice:
 - a. Engaging youth in project planning, and continued engagement throughout implementation: up to 15 points
 - b. Examples provided demonstrating meaningful engagement with youth: up to 12 points
7. The ability to serve people from varied backgrounds and agency cultural competence: up to 10 points
8. Timeliness – rapid implementation post award: up to 5 points
9. Financial – Cost-effective, match is met, budget is reasonable: up to 5 points

APPENDIX G: KEY PRINCIPLES AND TERMS

Dynamic Prioritization:

Under this approach, participants are dynamically prioritized, working from most vulnerable, and referred to the best-fit resource currently available within the coordinated entry system.

Central to the concept of Dynamic Prioritization is the operationalization of a Progressive Engagement approach to maximize the impact of available resources and to ensure that no clients are left waiting for a resource that is unavailable, when another resource is available and may meet their needs. At all points in the system, staff will encourage client self-resolution. Interventions will be offered only when an individual is not able to self-resolve. All young adults who are considered for a higher-level housing intervention will be offered rapid re-housing first (with rare exceptions). If a client who is placed into rapid rehousing shows signs of destabilization, the rapid rehousing provider must bring that client's case back to the coordinated entry system for further case conferencing before entering longer-term supportive housing.

Positive Youth Development:

Positive Youth Development is grounded in empowering youth to believe in themselves and their capacity to have a meaningful impact in their communities and relationships. The approach focuses on educating and engaging young people in taking initiative, problem-solving, and demonstrating compassion within productive activities rather than highlighting any maladaptive coping mechanisms, negative behaviors, or pathologies. Programs that incorporate PYD, work to develop youths' confidence, character, connections, competence and caring, leading to youth contributions. In the spectrum of programs and services, the emphasis should be placed on helping youth develop and grow rather than "correct" or "cure".

Social Integration/Permanent Connections (included within PYD):

Social integration is the process by which youth experiencing a housing crisis or homelessness are incorporated into social structures such as their community, jobs, and relationships. Developing prosocial support for youth experiencing homelessness can provide protective factors to help reduce problem behaviors, improve mental health, increase links to employment, housing and services, and build healthy coping mechanisms. For youth entering the homeless response system, youth-specific coordinated entry staff and other providers strive to identify early, and build upon, existing prosocial support networks. Each youth exiting our housing programs should have permanent connections: stable, positive relationships with family, friends, and/or others who will be there for the youth when needed.

Trauma-Informed Care:

In addition, every aspect (policies, practices, service delivery, etc.) of the programs should reflect a deep understanding of trauma, including the signs and symptoms, and how a youth's exposure to traumatic stress can influence their cognitive, biological, and emotional functioning as well as impact their relationships and identity development. Service delivery should be shaped to recognize and appreciate each youth's resiliency and strengths, while understanding that change for youth experiencing homelessness might be difficult and not always follow an upward trajectory given the challenges they have faced.

HUD's Core Principles of Housing First for Youth:

- Immediate access to permanent housing with no preconditions: Youth should be provided with access to safe and secure permanent housing that meets their needs as quickly as possible.
- Youth choice and self-determination: Housing First is a person-centered approach that promotes choice

regarding housing and service options, while maintaining high expectations for youth.

- Individualized and youth-driven supports: All youth are different. Once housed, the level of service offered will depend on the unique needs and choices of the youth.
- Persistent engagement: Staff should utilize an assertive style of case management, and continuously attempt to engage youth, even if youth are resistant to services.

Housing First Principles:

Housing First is a programmatic and systems approach that centers on providing homeless people with housing quickly and then providing services as needed using a low barrier approach that emphasizes community integration, stable tenancy, recovery and individual choice.

Low barrier approach to entry:

- Housing First offers individuals and families experiencing homelessness immediate access to permanent supportive housing without unnecessary prerequisites. For example:
 - a. Admission/tenant screening and selection practices do not require abstinence from substances, completion of or compliance with treatment, or participation in services.
 - b. Applicants are not rejected on the basis of poor or lack of credit or income, poor or lack of rental history, minor criminal convictions, or other factors that might indicate a lack of “housing readiness.”
 - c. Blanket exclusionary criteria based on more serious criminal convictions are not applied, though programs may consider such convictions on a case-by-case basis as necessary to ensure the safety of other residents and staff.
 - d. Generally, only those admission criteria that are required by funders are applied, though programs may also consider additional criteria on a case-by-case basis as necessary to ensure the safety of tenants and staff. Application of such additional criteria should be rare, and may include, for example, denial of an applicant who is a high risk registered sex offender by a project serving children, or denial of an applicant who has a history of domestic violence involving a current participant.

Community integration and recovery:

- Housing is integrated into the community and tenants have ample opportunity and are supported to form connections outside of the project.
- Housing is located in neighborhoods that are accessible to community resources and services such as schools, libraries, houses of worship, grocery stores, laundromats, doctors, dentists, parks, and other recreation facilities.
- Efforts are made to make the housing look and feel similar to other types of housing in the community and to avoid distinguishing the housing as a program that serves people with special needs.
- Services are designed to help tenants build supportive relationships, engage in personally meaningful activities, and regain or develop new roles in their families and communities.
- Services are recovery-based and designed to help tenants gain control of their own lives, define their personal values, preferences, and visions for the future, establish meaningful individual short and long-term goals, and build hope that the things they want out of life are attainable. Services are focused on helping tenants achieve the things that are important to them and goals are not driven by staff priorities or selected from a predetermined menu of options.

Separation of housing and services:

- Projects are designed in such a manner that the roles of property management (e.g., housing application, rent collection, repairs, and eviction) and supportive services staff are clearly defined and distinct.
 - a. Property management and support service functions are provided either by separate legal entities or by staff members whose roles do not overlap.
 - b. There are defined processes for communication and coordination across the two functions to support stable tenancy.
 - c. Those processes are designed to protect client confidentiality and share confidential information on a need to know basis only

Lease compliance and housing retention:

- Tenants are expected to comply with a standard lease agreement and are provided with services and supports to help maintain housing and prevent eviction. Visitors are expected to comply with requirements in the lease agreement.
- Leases do not include stipulations beyond those that are customary, legal, and enforceable under Utah law.
- No program rules beyond those that are customary, legal, and enforceable through a lease are applied (e.g., visitor policies should be equivalent to those in other types of permanent, lease-based housing in the community). Housing providers may ask for identification from visitors.
- Services are designed to identify and reduce risks to stable tenancy and to overall health and well-being.
- Retention in housing is contingent only on lease compliance and is not contingent on abstinence from substances or compliance with services, treatment or other clinical requirements. For example:
 - a. Tenants are not terminated involuntarily from housing for refusal to participate in services or for violating program rules that are not stipulated in the lease.
 - b. Transitional housing programs offer participants due process to resolve issues that may result in involuntary discharge (unless immediate risk to health and safety).
 - c. In order to terminate housing, PH providers are required to use the legal court eviction process.

Tenant Choice:

- Efforts are made to maximize tenant choice, including type, frequency, timing, location and intensity of services and whenever possible choice of neighborhoods, apartments, furniture, and décor.
- Staff accepts tenant choices as a matter of fact without judgment and provides services that are non-coercive to help people achieve their personal goals.
- Staff accepts that risk is part of the human experience and helps tenants to understand risks and reduce harm caused to themselves and others by risky behavior.
- Staff understand the clinical and legal limits to choice and intervenes as necessary when someone presents a danger to self or others.
- Staff helps tenants to understand the legal obligations of tenancy and to reduce risk of eviction.
- Projects provide meaningful opportunities for tenant input and involvement when designing programs, planning activities, and determining policies.