

Northwest Minnesota CoC

YHDP Coordinated Community Plan to End Youth Homelessness

The Northwest Minnesota Region Includes:

Tribes: Leech Lake Band of Ojibwe

Red Lake Band of Chippewa

White Earth Nation

Counties: Beltrami | Clearwater
Hubbard | Kittson | Lake of the Woods

Mahnomen | Marshall | Norman

Pennington | Polk

Red Lake | Roseau

Final Submission of March 1, 2019

Northwest Minnesota CoC
YHDP Coordinated Community Plan
to End Youth Homelessness

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ACRONYMS USED IN THIS PLAN

2SLGBTQ: *Two-Spirit, Lesbian, Gay, Bi-Sexual, Transgender, Queer *Two-Spirit is the Native American perspective on LGBTQ people.	PSH: Permanent Supportive Housing
CES: Coordinated Entry System	RRH: Rapid Rehousing
CoC: Continuum of Care	Rule 25: County or Tribal Chemical Dependency Assessment to open up access to treatment
GSA: Gay/Straight Alliance	SELF: Support for Emancipation & Living Functionally (Chafee Funds)
HMIS: Homeless Management Information System	SEY/T: Sex Exploited & Trafficked Youth
HUD SSO: Supportive Services Only	STAY: Successful Transitions to Adulthood for Youth (replaced SELF funds, Chafee funds)
HYA: Minnesota Homeless Youth Act	TAY: Transition-Age Youth (Ages 18-24)
ILS: Independent Living Skills	TH: Transitional Housing
LTH: Long-Term Homeless (at least a year or 4 times in 3 years)	UHY: Unaccompanied Homeless Youth, meaning youth on their own without their parents
MDE: Minnesota Dept. of Education	VI-SPDAT: Vulnerability Index Service Prioritization and Decision Assistance Tool
OPH: Other Permanent Housing	YAB: Youth Action Board
PY: Parenting Youth	YHDP: HUD Youth Homelessness Demonstration Project
	YYA: Youth & Young Adults (Generally ages 16-24)

Acknowledgements

Now is the right time to launch planning for a homeless response system to meet the special needs of youth and young adults in Northwest Minnesota. While being homeless anywhere is difficult and dangerous, in Minnesota's Northwest region, it is a life and death issue. There is extreme cold for many months of the year, sometimes with sub-zero temperatures, as well as extreme distances to access services in a region with very limited public transportation. The Northwest CoC thanks its outgoing CoC Coordinator, Carla Solem, who served from 2013 – 2018, for her efforts on behalf of the CoC and her hard work to bring YHDP resources to the Northwest Region's youth and young adults.

Initial thanks (because we need you to stay at the table!) are also offered to the many youth and adults, organizations, tribes, and public agencies involved in our planning process. Our NW CoC lead applicant, Inter-County Community Council based in Oklee, and their Board and Executive Director, Catherine Johnson, deserve very special thanks. For the countless hours in planning sessions, meetings, trips to Washington, D.C., Bemidji, Crookston, McIntosh, and more, thank you to ICCC. Their leadership is a testament to the community action mission to help low-income and vulnerable community members.

Many thanks to the Youth Committee of the Northwest CoC and the 100+ youth and adult regional stakeholders who participated in planning meetings, youth focus groups, resource mapping, system modeling, and discussions. Special thanks to our YAB Leadership Team: Stacy Hans (YAB Lead), Dan McKeon (Evergreen YFS), Maureen Hams (Tri-Valley Opportunity Council), Jordan May (Red Lake Homeless Shelter), Stephanie Mattson (HMIS Lead). We also thank our Youth Circle hosts: Nikki Johnson at Evergreen Youth & Family Services, Lori Wollman and Bonnie Paquin at Inter-County Community Council, Shannon Lee and Shannon Wittner at MAHUBE-OTWA, Kierah Jenson at Northwest Community Action, and Nancy Ramon at Tri-Valley Opportunity Council. Last but not least, we greatly appreciate our Federal TA providers from Abt Associates, Aubrey Sitler and Brooke Spellman, for their facilitation and HUD expertise, Christina Dukes & Kenya Haynes at the National Center for Homeless Education.

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Section 1:

Our Region: Northwest Minnesota

Summary

While the challenges facing youth and their successful transition to adulthood in the region are significant, the YHDP planning process offers an important opportunity to engage in cross systems coordination of resources that can benefit all homeless populations in the region, and particularly youth. The northwest region can draw on the capacities and commitment of individuals serving in schools, community action programs, tribes, and county government who are working hard to create positive outcomes for youth and young adults. There are “pockets” of creative problem-solving, new programs and services initiated by tribes and other service providers, and a strong interest in strategies that “will work” on the part of schools, nonprofits, and local government.

In addition, the State of Minnesota allocates significant resources to housing and homelessness, offering approximately \$2 for every \$1 contributed by the Federal Government, according to the State Office to Prevent and End Homelessness (State Office).

In-Depth Look

The Northwest Minnesota YHDP Region is a vast 12-county area which borders North Dakota to the west and Canada to the north. The area is rich in natural resources, including the Headwaters of the Mississippi River, multiple large lakes, pine forests, prairie, and savannah. The western part of the region is largely agricultural, whereas the central and eastern areas are characterized by forests and lakes. The region includes the Red Lake Reservation and parts of the Leech Lake and White Earth Reservations within its 12 counties of Beltrami, Clearwater, Hubbard, Kittson, Lake of the Woods, Mahnomen, Marshall, Normal, Pennington, Polk, Red Lake, and Roseau.

Northwest Minnesota is home to 171,166 people or 68,091 households. The largest population center is Bemidji, on the southeast edge of the region, with just over 15,000 people. Its home county, Beltrami, has 40,000+ residents. Children, youth and young adults comprise just under **half** of the region’s entire population. Youth ages 17 and under represent 18.3% of the total population, while 18-24-year-olds make up 25% of the population.¹ Approximately 15% of the northwest region’s population is American Indian, which represents the largest percentage of any region of the state. While there are many areas of the region that experience prosperity, there is also great need. Northwest Minnesota historically and currently is characterized by the state’s highest poverty rates and unemployment, lowest median income, and a severe lack of affordable

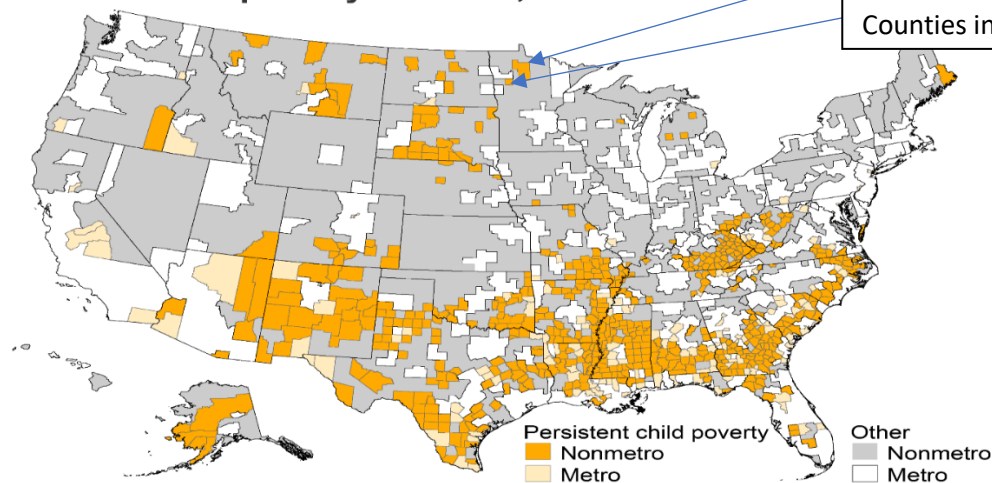
¹ American Community Survey, 2012-16

housing combined with older housing stock. Thirty-five (35) percent of all households earn \$35,000 or less and an additional 15% earn \$35,000 to \$50,000. The social, economic, and health disparities experienced by populations of color, and particularly American Indians, in Minnesota are well documented by the state.

The three largest American Indian Tribes in the state are in northwest Minnesota: Leech Lake, Red Lake, and White Earth. According to the U.S. Census, there are **72,000** American Indians living in Minnesota. Approximately **15%** of the northwest region's population is American Indian. This is the largest percentage of any region of the state. The social, economic, and health disparities experienced by populations of color, and particularly American Indians, in Minnesota are well documented by the state. According to the Wilder Research Center, a disproportionate number of the region's homeless are American Indian.

Beltrami and Mahnomen Counties in NW Minnesota are designated persistent child poverty counties, the only two in the entire state.

Persistent child poverty counties, 2015 edition



Persistent child poverty counties are those where 20 percent or more of county related children under 18 were poor, measured in the 1980, 1990, 2000 censuses, and the 2007-11 American Community Survey.

Note that county boundaries are drawn for the persistent child poverty counties only.

Source: USDA, Economic Research Service using data from U.S. Census Bureau.

Job Market & Youth Unemployment

Stakeholders report there are jobs in the region, but that inadequate education, insufficient job skills and “soft” skills, transportation challenges and lack of child care often create barriers for young people to access employment.

Minnesota's Department of Employment and Economic Development confirms this in a 2017 Economic Profile, noting that: “With 62.5 percent of the population over 16 years of age in the labor force, EDR 2-Headwaters had a much lower labor force participation

rate than the state. In addition, every age group had lower labor force participation rates than those statewide.”

The table below shows that young adults ages 20-24 had an unemployment rate **75% higher** than the state average, while those ages 25-44 had a rate more than **double** the state average.

Exhibit 1-1: EDR 2-Headwaters Employment Characteristics, 2016					
	EDR 2 - Headwaters			Minnesota	
Age Group	Labor Force	Labor Force Partic. Rate	Unemp. Rate	Labor Force Partic. Rate	Unemp. Rate
Total Labor Force	41,261	62.5%	8.3%	69.9%	4.8%
16 to 19 years	2,248	47%	16.7%	52.3%	14.2%
20 to 24 years	5,300	82.2%	14.2%	83.5%	8.1%
25-44 years	15,060	84.5%	9.6%	88.2%	4.4%
45-54 years	8,591	83.5%	5.2%	87.2%	3.4%
55-64 years	7,891	67.1%	4.1%	72.3%	3.6%
65 to 74 years	1,850	21.8%	4.3%	27.1%	3.0%
75 years & over	328	5.1%	2.6%	6%	2.7%
<i>Source: 2012-2016 American Community Survey, 5-Year Estimates</i>					
<i>EDR 2: Beltrami, Clearwater, Hubbard, Lake of the Woods, & Mahnomon</i>					

Housing Market

There is very limited rental housing stock within the region. Only one-quarter of the households in the region (16,600 out of 68,000) are renters, and more than half of them are concentrated in Beltrami (which includes the city of Bemidji) and Polk (which includes the city of East Grand Forks) counties. The rental stock that does exist is aging, and very few new rental properties are being built. Only 190 multi-family units were permitted for construction in 2015 (the most recently available data), all in Beltrami, Pennington and Roseau Counties with none in the other nine counties.²

² 2017 State of the State's Housing: Northwest Region Spotlight, Minnesota Housing Partnership
<https://www.mhponline.org/publications/housing2017#northwest-region>

Despite the deteriorating conditions that sometimes come with aging stock, the constrained supply keeps the rents unaffordable to many households in the region. The average Fair Market Rent (FMR) in the region is \$567 per month for a 1-bedroom and \$728 per month for a 2-bedroom apartment.³ For those rents to be affordable, meaning no more than 30 percent of a household's income is spent on housing, a household would need to earn \$1,889 (\$11 per hour) to afford a 1-bedroom apartment and \$2,426 (\$14 per hour) to afford a 2-bedroom apartment.

Minnesota's minimum wage for small employers was \$7.87/hour for years, and just increased to \$8.04/hour as of Jan. 1, 2019. At \$8.04/hour, working 40 hours per week every week of the year, a minimum wage worker can only afford \$5,017 in rent before s/he is considered rent cost-burdened. According to the Minnesota Housing Partnership, 42 percent of renters in the region are considered rental cost burdened, meaning they pay 30 percent or more of their income for housing. Twenty (20) percent are severely rental cost burdened, meaning they pay 50 percent or more of their income for housing.⁴ When households are rent cost-burdened, they are paying so much for rent that they are unable to afford necessities like food and medicine. The gap between affordability and Fair Market Rents is \$2,879/annually.

Exhibit 1-2: NW Minnesota Housing Market		
Extremely Low-Income (ELI) Households	Units Affordable to Extremely LI HHs	Gap in Units Affordable to ELI Households
5,160 Households	2,527 Units	2633
<i>Source: Minnesota Housing Partnership 2017 County Housing Profiles, using 2016 U.S. Census Small Area Income and Poverty Estimates</i>		

Rural & Frontier Counties

Located 250-400 miles northwest of the Twin Cities, the region includes rural and frontier counties, which cover **14,704 square miles**. The northwest region accounts for just 12 of Minnesota's 87 counties, but it encompasses 18% of the total land area (square miles) in the state. The region spans 150 miles from the eastern to the western edge of the region (Kelliher to East Grand Forks), and nearly 200 miles between Warroad (northern point) and Park Rapids (southern edge). This makes the distance from population centers to market service areas a significant barrier to education, employment, healthcare, and even grocery and clothes shopping.

Population per square mile ranges from just 2.9 in Lake of the Woods County to 23.9 in Pennington County. The population per square mile for the region is **9.4** compared to

³ U.S. Housing and Urban Development FY19 Fair Market Rents (<https://www.huduser.gov>)

⁴ 2017 State of the State's Housing: Northwest Region Spotlight

the State's **69.3** people per square mile, which is indicative of the rural and frontier nature of the majority of the region. Low population density is a barrier to the development of affordable housing and a homeless response system that can meet the individualized needs of youth and young adults across the region. Just one county in the region (Polk) is adjacent to a Metropolitan Statistical Area (Grand Forks, ND).

The vast majority of counties in northwest Minnesota have no public transit. A few cities offer “on demand” or “dial-a-ride” systems, but users report they are unreliable. One day it can take 30 minutes to get to an appointment or work, while the next day it may take 2 hours depending on the number of other stops made. The distance between affordable housing, services, educational options, employment, grocery shopping and home can present significant barriers for people without their own transportation.

In contrast to other rural, agricultural areas of the U.S. that are experiencing urban flight, this rural region is experiencing slight population growth. Since 2010, there has been a 1.2% population increase. However, the growth is not significant enough to change the landscape of service delivery or resources.

Extreme Weather

The climate is literally a life and death issue during the winter months in Minnesota. Local papers in the region have documented the deaths of homeless individuals from the freezing temperatures. The region faces extreme cold in the winter. It is not uncommon to have snow on the ground for 6-7 months of the year. Utility companies designate October 1 through March 31 as the cold weather “no shut off” period, yet snow in April is common and temperatures can easily drop below freezing.

Risk Factors for Youth Homelessness

Multiple data sources and national studies confirm the clear linkage between poverty and homelessness. While Minnesota generally leads the nation in health and economic indicators, this is not true in Northwest Minnesota, which has a cluster of counties that rank poorly on a majority of the 11 indicators of child well-being highlighted by the Minnesota Children's Defense Fund.

Many of Northwest Minnesota's youth and young adults experiencing homelessness have grown up in multi-generational poverty and housing instability with frequent moves between households such as stays with an auntie, a grandmother, and other friends and families. In some counties in the region, there is an increasing immigrant population. Sometimes youth are sponsored by a relative to come to the U.S. and end up homeless when they are suddenly asked for rent or food money.

According to research from Chapin Hall (Voice of Youth Count), the National Network for Youth, and other national organizations, certain subpopulations of youth and young adults are at a higher risk for experiencing homelessness, as follows:

- Youth with less than a high school diploma or GED (346% higher risk)
- Unmarried parenting youth (200% higher risk)
- Low-income youth (youth reporting annual household income of less than \$24,000, 162% higher risk)
- LGBT youth (120% higher risk)
- Black or African American youth (83% higher risk)
- Hispanic, non-white youth (33% higher risk)

The NW MN region's youth and young adult population have high rates of almost all these groups, which suggests the youth in the region are at particularly high risk of homelessness.

High School Graduation Rates: Five counties in the region have high school drop-out rates two to four times higher than the state average of 4.7 percent. Three of the counties in the region have high school graduation rates significantly lower than the state average of 83 percent.

Teen Pregnancy: Seven of 12 counties in the region have teen pregnancy rates above the state average of 5.8 teen births per 1,000 teens. Teen pregnancy and high child poverty rates show a significant correlation in these 7 counties. This correlation between teen pregnancy and child poverty is particularly notable in Beltrami and Mahnomen Counties, which have the region's highest teen pregnancy rates and are **the only two** persistent poverty counties in the entire State. Because national studies consistently document that teen pregnancy is the most significant predictor of lifelong poverty for women, it is considered a risk factor for homelessness for purposes of this YHDP Plan.

Child Poverty Rates: Eight of the region's 12 counties (66%) show child poverty rates that significantly exceed the state average of 13 percent, and some by significant margins. This is a risk factor for youth homelessness because youth in extremely low-income families with multiple siblings are sometimes asked to leave and take care of themselves, even before they have graduated high school or reached their 18th birthday.

Exhibit 1-3: Northwest Minnesota County Indicators on Risk Factors for Homelessness

#	County	Percent of High School Dropouts	Percent of High School Graduates	Teen birth rate per 1000	Child Poverty Rate
	Minnesota	4.7%	82.7%	5.8	13%
1	Beltrami	12%	66%	17.6	24.8%
2	Clearwater	8%	82%	9.7	22.5%
3	Hubbard	11.8%	76%	5.8	20.4%
4	Kittson	3.8%	90%	3.1	14.8%
5	Lake of the Woods	11.8%	88%	N/A	15.9%
6	Mahnomen	20%	50.5%	28.6	29.8%
7	Marshall	1.2%	96.6%	1.9	12.8%
8	Norman	1.3%	93.3%	10.1	18.9%
9	Pennington	3.7%	91.2%	14.7	11.8%
10	Polk	4.4%	89%	7.1	19.9%
11	Red Lake	3.9%	94%	10	11.9%
12	Roseau	5.3%	89.9%	6	11%

Sources:

High school dropout rate and high school graduation rates: 2016-17 [Minnesota Dept. of Education] as reported in MN Children's Defense Fund County Profiles

Child Poverty Rates: 2016 [American Community Survey, 2012-16] – as reported in MN Children's Defense Fund County Profiles

Teen Pregnancy Rates: 2016, [Minnesota Dept. Health], as reported in MN Children's Defense Fund County Profiles

Out-of-Home Placement: The National Network for Youth, Chapin Hall, and other national research institutions, as well as the Minnesota Department of Human Services, document the significant connections between foster care and juvenile justice placements and future youth homelessness. This is particularly of concern for Native American youth as they are significantly overrepresented in out-of-home placements.

Youth in out-of-home placement can change placement settings 20 times or more. The crippling effects of neglect and trauma can be illustrated with the story of a young man served by the region's Runaway Homeless Youth provider. Law enforcement found him outside one December, in a year with early cold and snow. He would have frozen to death if he hadn't been found. This young man had experienced multiple out-of-home placements since he was two years old. He suffered a traumatic brain injury in one placement. When he started to show signs of a serious mental illness in adolescence, his adoptive family didn't know how to deal with his behaviors, and he ended up leaving this home. The young man couch hopped and stayed at times in an appliance box behind a convenience station. When he arrived in Bemidji, it was hard to serve him because none of his family would help him get his birth certificate. He was not born in Minnesota and it took several months to get him identification.

Youth Ages 18 Through 24 Who Exited Foster Care in Northwest

Minnesota: Having prior foster care or juvenile justice placements is a significant risk factor for homelessness according to Minnesota Dept. of Human Services. Minnesota DHS developed the Healthy Transitions to Adulthood and Homeless Prevention Program specifically because of the significantly increased risk of homelessness for youth with foster care history. The region is currently home to **167** youth ages 18-24 who exited foster care.

Exhibit 1-4: Youth Who Exited Foster Care by County						
County	2014	2015	2016	2017	2018	Total
Beltrami	12	14	15	20	23	84
Clearwater	0	0	1	1	0	2
Hubbard	5	3	4	3	2	17
Kittson	1	0	2	1	1	5
Lake of the Woods	0	0	0	0	0	0
Mahnomen	1	1	1	0	1	4
Marshall	0	4	2	0	3	9
Norman	2	0	0	0	0	2
Pennington	0	2	3	1	0	6
Polk	3	5	2	4	5	19
Red Lake	0	0	0	0	0	0
Roseau	0	2	1	1	1	5
Leech Lake	4	3	0	3	4	14
Total	28	34	31	34	40	167

Minnesota Dept. of Human Services, Jan. 2019 – Specific Data Draw from Adolescent Services Dept. for this YHDP Plan.

Census data in the table below documents that all but three of Northwest Minnesota counties show out-of-home care **rates in excess** of the state average for children ages

birth through 17. Notably, Beltrami and Hubbard Counties show rates of **double to nearly 8 times higher** than the State average.

Exhibit 1-5: Children in Out-of-home Care per 1,000 in the Child Population for 2016 (0-17 years old)			
State/County	Child Population Age 0-17	# of Total Children Under 18	% of Children in Care Under 18 per 1,000
Minnesota	1,284,387	14492	11.3
Beltrami	11,516	955	82.9 (*)
Clearwater	2,196	23	10.5
Hubbard	4,392	101	23.0 (*)
Kittson	968	13	13.4 (*)
Lake of the Woods	732	13	17.8 (*)
Mahnomen	1,661	22	13.2 (*)
Marshall	2,177	16	7.3
Norman	1,541	22	14.3 (*)
Pennington	3,318	49	14.8 (*)
Polk	7,421	100	13.5 (*)
Red Lake	1,013	14	13.8 (*)
Roseau	3,892	30	7.7

** denotes rates above state average. [Source: U.S. Census]*

Criminal Justice System Involvement: Relatively high criminal justice involvement of young people or their parents poses a significant risk factor for future homelessness. When asked about their housing needs, young people described a need for housing options for youth who end up with nowhere to go when a parent is incarcerated. According to the Wilder Research Center, American Indians in Minnesota have a 2.1 (males) to 2.6 (females) greater chance of being incarcerated than persons of other races. Wilder also notes that 1 in 6 Minnesota children have an incarcerated parent.

Minnesota has a very high rate of Disproportionate Minority Contact (DMC) with the juvenile and adult justice systems. Not only is there a relationship to intergenerational cycles of incarceration, but multiple national studies on homelessness document the link between juvenile justice placements and future homelessness. According to the Wilder Research Center, which conducts a comprehensive triennial survey on homelessness in Minnesota, in the most recent count, 41% of homeless youth in Greater Minnesota had spent time in a juvenile detention placement.

Section 2:

Statement of Need: Youth & Young Adults Experiencing Homelessness

An estimated 347 youth and young adult (YYA) households experience homelessness within the Northwest Minnesota region each year. An additional 611 YYA are estimated to be at-risk of homelessness, primarily staying in unstable, doubled up and often unsafe situations. More than half (58 percent) of those experiencing and at-risk of homelessness are expected to be homeless on their own, and 42 percent are expected to be parenting youth accompanied by their children.

Exhibit 2-1: Estimated Number of Youth and Youth Adults Experiencing and At-Risk of Homelessness Annually within the NW MN Region

Literally Homeless	Unaccompanied Youth (HHs)	Parenting Youth (HHs)	All YYA (HHs)
Under 18	59	38	166
18-24 years old	143	107	181
Total HHs Experiencing Homelessness	202 58%	145 42%	347 100%
At-risk of Homelessness	Unaccompanied Youth (HHs)	Parenting Youth (HHs)	All YYA (HHs)
Under 18	104	67	292
18-24 years old	252	188	319
Total At-risk of Homelessness	356 58%	255 42%	611 100%

Sources: Estimates of YYA who are literally homeless were derived from 2018 PIT Count, Annual Number of YYA Served in HYA-funded programs, and those counted by school districts in the region. Estimates of those at-risk of homelessness were based on a 1.76 multiplier, which was derived from the proportion of doubled up students compared with literally homeless students

During the YHDP planning process, the NW MN CoC stakeholders frequently noted that existing data on youth and young adult (YYA) homelessness in the region are incomplete. The remote nature of much of the region, the shortage of available assistance, the distance between those services that do exist and the locations where

young people are living, the lack of transportation, and misconceptions about the definition of homelessness all contribute to consistent undercounting of homelessness. However, available data were believed to be enough to estimate the counts of those experiencing and at-risk of homelessness and to provide an initial understanding of needs sufficient to form the basis of the system design, project priorities and overall strategies articulated within this plan.

Stakeholders in the region believe it is unacceptable for young people to experience homelessness. In 2017 and again in October 2018, they affirmed a vision for the future to guide their work:

“An end to homelessness means that the region creates a **systems-level response** that **ensures homelessness is prevented whenever possible** or is **otherwise rare, brief, and non-recurring.**”

The Committee also re-affirmed that its vision includes a commitment to:

“Quickly identify and engage youth at risk of and experiencing homelessness”

- **If youth and young adults are not homeless, the system will create opportunities to:**
 - **Intervene to prevent the loss of housing and divert youth from entering the homeless services system;**
- **If youth and young adults are already homeless, the system will:**
 - **Provide immediate access to shelter and crisis services, without barriers to entry;**
 - **Quickly connect youth to housing assistance and services tailored to their unique needs and strengths; and**
 - **Help youth achieve and maintain stable housing.**

The proposed youth system, described in later sections of this plan, has been developed to respond to the needs of both unaccompanied and parenting youth households, as well as the specific needs of key subgroups, such as minors, young people with tribal heritage, young people identifying as 2SLGBTQ, young people fleeing sexual assault or human trafficking. Since housing, education, employment, family strengthening and other circumstances and opportunities vary, it follows that different subgroup strategies and responses must be tailored accordingly.

Stakeholders’ understanding of each subgroup’s specific needs is discussed later in this section. The stakeholders involved have acknowledged the limitations and have committed to ongoing examination of data to ensure the system is refined as better information is collected over time.

Estimated Number of Young People Experiencing Homelessness within the Region

Estimates of homelessness were derived using available data from the 2018 point-in-time homeless count, numbers of young people assessed through the region's coordinated entry system (the primary means of accessing homeless assistance), numbers served in MN Homeless Youth Act (HYA) grant-funded projects, and numbers of young people experiencing homelessness that were counted by area school districts. The figures represent the minimum level of need in the region, but stakeholders assume the numbers of young people experiencing or at-risk of homelessness will be higher once youth-specific assistance is developed, coordinated entry protocols are developed to make homeless system resources more accessible, and mainstream system partners are more fully engaged to help identify and refer youth and young adults in need.

January 2018 Point-in-Time Count: Point-in-time estimates help ensure the system has sufficient capacity to house or otherwise support all young people experiencing a housing crisis on a given night. Each year, stakeholders in NW MN conduct a count of those experiencing homelessness on a single night in January. There are few formal homeless programs and staying in unsheltered locations is life-threatening at that time of year; therefore, many are assumed to be staying doubled up, sometimes in very unsafe circumstances, or living in fish houses, garages or other places they would be unlikely to be counted. Despite its shortcomings, the annual point-in-time count provides a reference point for the types of households experiencing homelessness. In January 2018, 77 people in youth and young adult households were counted, of whom 38 were unaccompanied youth and 39 were parenting youth and their children.

Coordinated Entry Data: In January 2018, the region implemented “coordinated entry”, an approach designed to ensure all people experiencing homelessness could be assessed using a consistent approach and offered prioritized access to housing assistance based on their needs. Data from the region's coordinated entry system (CES) provides a broader picture of homelessness than point-in-time counts, because it reports on people who were assessed throughout the region during the year.

However, coordinated entry figures still offer an incomplete picture of youth homelessness because the CES is still new and adoption of the approach has been slow given the lack of housing resources to coordinate and the strongly established informal networks common to rural communities. NW MN CoC members have discussed the importance of adequate funding for CES access sites in order to obtain true counts of homeless people in the region, as well as help people experiencing homelessness access services. When access sites are located outside of the downtown in small cities in the region and when there is not 24/7 capacity to conduct assessments, it is inevitable that undercounts will occur. In addition, households that are diverted or referred to resources that are not accessed through coordinated entry (such as shelter) are not represented in these data unless they were also assessed for other resources.

Nonetheless, CES data provide a much more detailed picture of youth and young adult homelessness than other available sources.

From January through December, 250 youth households (153 unaccompanied youth and 97 parenting youth households) were assessed and prioritized for resources. Youth households comprise a large share of households assessed through the region – unaccompanied youth households represented 39 percent of all single households and parenting youth households represented 43 percent of all family households.

Minors: Only 4 percent of all youth-headed households are headed by a minor (3 percent are unaccompanied minors and 1 percent are minors accompanied by their children). While very few youth households were headed by minors, stakeholders acknowledged that their needs were discreet. They discussed the need for special coordinated entry protocols to conform to state requirements associated with mandated reporting to child welfare, and special housing models that would accommodate leasing to minors, services that might extend longer as minors pursue educational outcomes and foundational goals, and a stronger emphasis on developing youth-led family connections with possible goals related to family reunification.

Exhibit 2-3: Number of Households Assessed through NW MN CoC Coordinated Entry (January – December 2018)

HH Size	Single Adult Households			Family Households			Total HHs
	HoH 25 +	HoH 18 - 24	HoH Under 18	HoH 25+	HoH 18 - 24	HoH Under 18	Total
1	187	121	16	0	0	0	324
2	12	16	0	31	36	3	98
3	-	-	-	27	36	4	67
4	-	-	-	22	12	0	34
5	-	-	-	16	5	0	21
6	-	-	-	15	1	0	16
Total	199	137	16	111	90	7	560
Percent	36%	24%	3%	20%	16%	1%	100%

Unaccompanied Homeless Youth Minnesota Department of

Education Data: Only 25 students experiencing homelessness on their own (without a parent) were counted by school districts within the region during the 2016-2017 school year. These figures include both those homeless in sheltered and unsheltered settings, as well as those placed in hotels or motels and those precariously doubled up with family and friends.

Exhibit 2-4: Unaccompanied Youth (UHY) Experiencing Homelessness (On Their Own)

**According to the U.S. Department of Education Definition of Homeless
2016-2017 School Year - #s reported by county***

County	# All UHY	County	# All UHY	County	# All UHY
Beltrami	16	Lake of the Woods	0	Pennington	0
Clearwater	0	Mahnomen	6	Polk	0
Hubbard	3	Marshall	0	Red Lake	0
Kittson	0	Norman	0	Roseau	0
TOTAL: 25 students					

** A "0" may not be a true 0 due to the MN Department of Education's guideline of suppressing student counts of less than 3 to protect student privacy.*

School districts also report primary nighttime residence of students who are counted as experiencing homelessness (according to the definition used by the U.S. Department of Education). Based on the primary residence data reported for all homeless children and youth in the 2016-17 school year and national-level research findings on the primary nighttime residence breakdown for youth experiencing homelessness in Chapin Hall's Voices of Youth Count National Estimates research brief, the NW MN CoC estimates that 59 percent of students are experiencing homelessness in a doubled up situation.

Exhibit 2-5: Estimated Primary Nighttime Residence Breakdown of Unaccompanied Youth Experiencing Homelessness According to the U.S. Department of Education Definition of Homelessness (2016-2017 School Year)

% Sheltered	% Unsheltered	% Hotel/Motel	% Doubled-Up
33.6%	3.3%	3.6%	59.3%

Education and county stakeholders universally expressed that the numbers reported by school districts for students experiencing homelessness were likely an undercount. Those within schools as well as other regional partners noted that homeless school liaison positions are not funded in most districts, so the role is assigned to other school personnel who do not have adequate time to accurately report data on homelessness. And since most districts lack resources to provide substantive assistance, there is little motivation for students to identify their housing instability or expose sensitive situations at home that might lead to a referral to child welfare agencies. However, these estimates can be used to derive estimates of the proportion of youth and young adults within the region who may be staying in doubled up situations, and therefore may be at-risk of literal homelessness. Using the proportions of data reported in the school district data, regional stakeholders estimated that the number of YYA at-risk of homelessness was 1.76 times the number of youth who experienced literal homelessness during the year.

Regional stakeholders agreed to work closely with education stakeholders to help provide resources and strategies to more fully identify and assist students experiencing significant housing instability or homelessness. Education stakeholders asked for real-time access to information about available resources, guidance on how to refer students to the homeless system, and regular forums to share information and ideas with homeless providers so the homeless system can be improved in order to better respond to students' needs and better support education partners.

Where the Region's Youth & Young Adults Experience Homelessness

Northwest Minnesota's youth and young adults experiencing homelessness tend to be gathered in reservation communities and the region's largest population centers, which are small cities. There are also lower numbers of homeless youth and young adults in other small communities throughout the region. This data tends to align with other charts showing disproportionate rates of teen pregnancy, poverty, and low high school graduation by county presented in Section I: Our Region. The region's "hot spots" include:

- Red Lake Reservation
- White Earth Reservation
- Bemidji (Beltrami County) Note: significant numbers of Leech Lake homeless youth and young adults are served in Bemidji
- Crookston & East Grand Forks (Polk County)
- Park Rapids (Hubbard County)
- Thief River Falls (Pennington County, but also drawing from Red Lake County)

Beltrami County generally shows the most significant numbers of homeless youth and young adults (approximately 60-70%) of any other area in the region because it is home to both the City of Bemidji and the Red Lake Band of Chippewa, which are both communities with significant homelessness. These "hot spot" areas provide an indication of locations where designated projects and staff positions are needed, and the

region also needs “geographical equity” so that youth and young adults experiencing homelessness in smaller communities can readily access services and support.

Characteristics and Needs of Young People Experiencing and At-Risk of Homelessness in the Region

Beyond the numbers, coordinated entry data also help stakeholders understand the needs of those presenting for help. NW MN has adopted the TAY-VI-SPDAT assessment tool to assess the needs of young people under 25 who present to CES. Using that tool, young people were identified as having extremely high needs: 52 percent of unaccompanied youth and 53 percent of parenting youth households received a TAY-SPDAT assessment result at a level that typically indicates a need for permanent supportive housing or other intensive support models. The assessment levels for YYA are fairly consistent with the levels for older adults (52 percent for adults over 24 years and 46 percent for family households headed by an adult over 24 years), suggesting disproportionately high needs for all households experiencing homelessness within the region. The range of scores for unaccompanied minors, unaccompanied young adults, parenting minors and parenting young adults are shown in the table below.

Exhibit 2-6: Assessment Scores for Households Assessed through NW MN CoC Coordinated Entry (January – December 2018)

Coordinated Entry Assessment VI-SPDAT Scores	Unaccompanied Homeless Youth (UHY)			Parenting Youth (PY)		
	All UHY HoHs	HoH 18 - 24	HoH Under 18	All PY HoHs	HoH 18 - 24	HoH 0 -17
0 - 3 (referred to Mainstream Benefits/ Prevention)	5%	7%	6%	4%	4%	0%
4 - 7 (prioritized for TH/RRH)	43%	44%	38%	43%	44%	29%
8 - 11 (prioritized for PSH)	41%	38%	44%	26%	24%	43%
12+ (prioritized for PSH)	11%	12%	13%	27%	27%	29%
	100%	100%	100%	100%	100%	100%
<i>Acronyms: VI-SPDAT – Vulnerability Index-Special Populations; TH-Transitional housing; RRH-Rapid Rehousing; PSH-Permanent Supportive Housing.</i>						

Program data from agencies in the region that serve youth in projects funded with Minnesota Homeless Youth Act (HYA) grants from July 1, 2017-June 30, 2018 provide additional information about the characteristics and needs of young people at-risk of and experiencing homelessness within the region. However, there are only three HYA

grantees in the region (Evergreen, Inter-County Community Council, and Mahube-Otwa), so the numbers of people served (117 homeless YYA and their minor children, representing 64 unique households) do not reflect the total level of need in the NW Minnesota region.

Strikingly, 62 percent of young people served in HYA-funded projects reported a disability of long duration. Mental illness was the most significant presenting disability, impacting 87 percent of those reporting disabilities. This was followed by drug abuse at 28 percent, alcohol abuse at 15 percent, and dual alcohol-drug disorders at 26 percent. Other disabilities reported were development disabilities at 13 percent, physical medical disabilities at 9 percent, and chronic health conditions at 2 percent. The rate reported by HYA-funded projects is slightly higher than the figure indicated by the coordinated entry data, which showed 58 percent of unaccompanied youth and 39 percent of parenting youth head of households were assessed as having a disability of long duration. (Since coordinated entry only reflects needs measured at the time of initial intake, it is not surprisingly they may be lower than the rate observed from programs actively serving the households.)

In addition, almost half of the young people served in HYA-funded projects (47%) had experienced long-term homelessness of a year or at least 4 times in the past 3 years, at the time of seeking the HYA assistance. An additional 16 percent of youth households reported multiple episodes of prior homelessness but did not meet the long-term homeless definition. Approximately 36 percent of young people were experiencing their first episode of homelessness and/or had been homeless for less than a year when they sought HYA assistance, many for very short periods of time.

Housing Needs: The information from coordinated entry and the HYA annual reports are consistent with feedback provided from Youth Action Board (YAB) members and other stakeholders throughout the planning process indicating that many young people face challenges with addiction and mental health, which will need to be addressed as part of the region's efforts to end homelessness – both as part of programming within homeless projects and as part of improving linkages between the homeless and mainstream behavioral health systems. Mental health and addiction issues are also challenges for those YYA at risk of homelessness in the region.

The region's plan to end homelessness will need to include a substantial proportion of permanent supportive housing that can provide housing assistance, wrap-around case management, and linkages to mainstream supportive services to help participants address their underlying disabling conditions. Absent supports for many, their mental health and alcohol-drug use will continue to de-stabilize their housing and risk subsequent episodes of homelessness.

For young people without chronic disabilities, a range of housing will need to be provided to meet crisis housing needs as well as longer-term assistance to help them address the gap between housing costs and their incomes. In focus groups, younger and

older stakeholders emphasized that young people should be involved in determining their housing and support plan and most importantly, that housing assistance should be provided throughout the county so young people can remain in the part of the region they are most comfortable. Some will only need and want short-term assistance to resolve the conflict or crisis that contributed to their homelessness. Others will need short- or medium term-rental assistance to help them stabilize, but they will choose different types of living settings. Thus, the housing that is developed as part of the youth homeless response will need to be flexible, dispersed throughout the 12-county area, and available in multiple configurations (e.g., scattered site apartments, shared housing, housing with a host family). Exhibit 2-7 provides estimates for the proportion of unaccompanied youth and parenting youth expected to need different levels of crisis and longer-term housing assistance.

Exhibit 2-7: Estimated Proportion of Youth and Young Adults Experiencing Homelessness with Various Housing and Support Services Needs

Housing and Support Needs	Unaccompanied Youth	Parenting Youth
Crisis support needs, but minimal long-term housing barriers. Likely to have potential family or community supports that have been disrupted by short-term conflict.	5%	5%
Crisis support needs, with short-term financial needs. Likely to have a prior work history, but poor rental history.	45%	35%
Crisis support needs, with longer-term financial needs. Likely to have no or limited income, poor rental history, and addiction/mental health needs.	40%	25%
Crisis housing needs, with indefinite financial needs. Likely to have no income, documented disabilities, and challenges living independently.	10%	35%

In focus groups conducted as part of the planning process, young people noted that there was a specific need for a shelter for males, 18-24 years old, in Bemidji. They noted that existing shelter options are limited, and those that do exist seem more geared to pregnant women and families with children. Notably, youth in Bemidji, despite the fact that it has the most shelter options for people experiencing homelessness in any county in the region, described the city's need for more and bigger shelters that are sustainable. Youth also mentioned host homes as an option, and they cited a need for ongoing housing subsidies. They knew about the potential for housing vouchers through the housing authority, but noted they needed help filling out complex paperwork for local housing subsidy programs.

Education and Employment Needs: Minnesota HYA grant reports show that 30 percent of households served in HYA-funded projects had no income at the time they initially presented for services. Among the unaccompanied youth with income, the average monthly income was just \$377, which is not enough to afford housing much less food or other basic necessities. Parenting youth had an average monthly income of \$993, which would require the household to spend 73 percent of its income on housing. These data suggest that almost all youth households will need significant rental supports to sustain housing, at least for the short-term. Ultimately, the programs within the youth system intend to collaborate with education and workforce partners to help YYA pursue education and employment that will allow them to afford fair market rents.

Educational attainment is one of the most trustworthy predictors of a person's [employment status](#) and income levels, both in terms of [weekly income](#) and [income over the course of one's lifetime](#), with significant [trickle-down effects](#) for their ability to secure and maintain stable housing. In fact, according to Chapin Hall's [Voices of Youth Count](#), youth without a high school diploma or GED are at a 346% higher risk of experiencing homelessness than their peers who complete high school. Further, [Georgetown University](#) and the [Bureau of Labor Statistics](#) estimate that by 2020, two thirds of more of all jobs in the economy will require some level of post-secondary education and training beyond high school.

Through engagement with local stakeholders and YYA with lived experience, and established bodies of research, we know that YYA experiencing homelessness face challenges in access and successfully completing high school and post-secondary education, including:

- Difficulty accessing education due to long distances across rural and frontier counties to reach population centers, where education, training, and other services often are located;
- Difficulty accessing education due to lack of access to reliable transportation for all YYA and lack of child care for parenting YYA;
- Lack of effective cross-systems collaboration to ensure the identification of YYA at-risk of or experiencing homelessness and their connection to needed supports;
- The short-term nature of many existing housing and other interventions, which may be useful to resolve an immediate crisis but insufficient for providing YYA time to complete education, build income sufficient to afford a unit on their own, or afford reliable transportation, which is essential for work in the NW region;
- Lack of consistent and reliable support from adult allies to assist with high school completion and navigating sometimes complex and often unfamiliar post-secondary education environments; and
- Lack of connection to needed supports for YYA who are awaiting housing placements, increasing the likelihood of these YYA entering or returning to the homeless services systems with increased levels of risk.

With these challenges in mind, it is not surprising, and yet concerning, to note that four of the five counties in NW MN with high school drop-out rates far exceeding the state average are those counties with the highest numbers of students experiencing homelessness in the region. Without access to and support for success in high school and post-secondary education, youth and young adults (YYA) at risk of or experiencing homelessness in Northwest Minnesota will lack the education and job skills needed to secure living-wage jobs and fixed, regular, and adequate housing. Thus all interventions developed as part of this plan will need to help young people assess their educational goals and promote pursuit of educational opportunities.

Young people in focus groups also commented on the need to create more supportive environments in the schools. Some youth noted school climate issues, citing bullying and the need for more 2SLGBTQ welcoming spaces. Other youth requested that schools do a better job recognizing signs of youth mental health challenges and understanding that truancy might be a signal of problems at home (i.e. if a student is staying home to care for younger siblings). Education stakeholders in the region, from early childhood to traditional and non-traditional schools to career and vocational technology are all critical partners. The plan includes strategies to build relationships with education partners throughout the region and to work collaboratively to identify and implement proactive strategies to promote and support educational attainment for young people experiencing homelessness, and to identify ways to support overall student health.

Homeless programs developed for young people through this grant will also need to help young people obtain employment to increase their incomes, sometimes in tandem with education. The region also has strong partnerships with Workforce Innovation and Opportunity Act (WIOA) agencies, many of whom are also the central points of contact for homeless assistance. These programs will be critical in helping to develop effective strategies to increase employment and develop career pathways for young people experiencing homelessness.

Social and Emotional Wellbeing: Young people participating in focus groups, conducted as part of the planning process, identified the following needs and concerns:

- ***Independent Living Skills:*** Youth specifically stated that they wanted welcoming and caring environments and safe adult guidance and support. Many YYA noted that they had not been shown how to take care of an apartment, open a bank account, manage finances, schedule their health appointments, or handle the many other basic independent living skills required to maintain housing. As part of ensuring they could sustain living on their own, they wanted to learn independent living skills and gain financial literacy.
- ***Family and Community Connections:*** Throughout the planning process, young people talked about the importance and challenges of maintaining connections with their families. Some youth noted that even if they had strong relationships with families, their families were not stably housed either. “Many kids have living parents, but neither they or their parents are able to keep a home

and sometimes it's hard for families to ask for help." Other young people talked about the effects of addiction and abuse on their childhoods and sought help establishing healthy boundaries with their own families, while also strengthening connections to others who could provide formal and informal supports. For youth identifying as 2SLGBTQ, family relationships often involved struggles with identify and acceptance, particularly in the most religious and more rural areas of the region. Lack of 2SLGBTQ understanding and acceptance was also noted among tribal youth.

- **Transportation:** A recurring comment was the lack of public transportation and difficulty getting to school, work, and appointments. Money to pay for driver's licenses, and particularly driver's education training, is a frustration for many young people.
- **Mental Health and Addiction Recovery Support:** As reported above, young people in the region report very high rates of mental illness and addiction, often co-occurring. They noted the prevalence of these issues within their families and how the lack of treatment for alcohol and drug addiction had seriously eroded the stability of their families and had contributed to family violence. Youth commented on the need for more services for youth with mental health problems, as well as supports for their family members, and specifically indicated the importance of suicide prevention education. Other stakeholders lamented the lack of accessible, residential treatment for addiction, noting that the limited treatment that does exist either necessitated leaving the 12-county area or required waiting weeks, if not months, from the time of referral. Within the context of discussions about drug use, youth noted they are increasingly affected by sexual exploitation and human trafficking and asked that there be more training and education on this topic.
- **Lack of Social and Recreational Options:** Many youth commented on the lack of social and recreational options available to youth. One young man, who had relocated from California, when asked to describe the differences between the two states, bluntly said "there's nothing here." He noted that even a local university gym, which makes memberships available to the public, has an age requirement of 18.

Specialized Needs of Specific Populations: Each young person experiencing or at-risk of homelessness in the region has their own story, their own strengths, preferences, and needs. Yet the issues identified above are expected to be fairly common and provide a sound basis for planning system-wide strategies. Young people who participated in planning and other key stakeholders also helped identify a number of specialized needs associated with a few select subgroups of youth and young adults. They are expected to want the resources identified above, plus some additional supports.

- **Minors:** Almost half of the households experiencing homelessness in the area are expected to be homeless on their own or with their own children before the age of 18. While they share many of the same needs with their 18 to 24 year-old counterparts, they may need additional supports to transition to adulthood. Housing supports are expected to be more crisis-oriented, provided in conjunction with county or tribal social services departments, or if youth are emancipated, housing assistance is expected to be needed for longer periods with more structured wrap-around supports. Assistance should still be youth-led, with an emphasis on youth choice.
- **Pregnant and Parenting Youth:** During the planning process, stakeholders discussed the additional needs of raising young children as a young parent experiencing homelessness or extreme housing instability. Stakeholders felt the same range of housing options should be offered to pregnant and parenting youth and young adults, but they acknowledged that additional supports would be needed to care for the children and afford larger housing units that could accommodate the parent and children. Case management would need to help families plan for early childhood education and school enrollment for the children, as part of planning for education and employment for the parenting youth. As well, many young people identified that they had children that were not in their custody, and they emphasized their desire to regain custody of their children. Therefore, services for unaccompanied and parenting youth should be designed to support any young person's goals related to family reunification – whether with their own children or their own parents.
- **Victims of Domestic Violence and Sexual Exploitation/Trafficking:** A high proportion (41 percent) of HYA-funded program participants have experienced a history of domestic violence: 28 percent were fleeing domestic violence at the time they received homeless assistance and housing. Six (6) percent reported they had experienced sexual exploitation or trafficking. Based on prior experience serving Sex Trafficked youth, Safe Harbor grantee, Evergreen Youth & Family Services' staff noted the high levels of trauma experienced by this population and the special safety needs trafficked youth can face, which can sometimes result in the need for relocation to another community outside the region. Evergreen YFS receives Safe Harbor funds to house youth fleeing from this experience, and Support Within Reach is the Safe Harbor navigator through MDH. North Homes, Inc., which serves youth in foster care and provides mental health services, is a Safe Harbor Grantee for shelter. While the existing resources help meet the immediate needs of young people who have experienced violence or sexual exploitation, the effects are long-reaching. Housing programs serving youth with these experiences will need to continually support them with trauma-informed care, and they may need longer assistance than other young people.

- ***Youth Identifying as 2SLGBTQ:*** Data from the primary youth-serving shelter in the region reported that 19 percent of young people served during 2018 identified as gay, lesbian, bisexual or questioning. Within that, 2 percent identified themselves as transgender. These rates are likely underreported within the region. Rejection was cited as a reason young people left or were asked to leave their homes, and the reason that some left their communities to seek more supportive environments either within the region or in larger cities outside the region. Trans youth face even more barriers and hostility. Stakeholders have discussed the harmful effects of homelessness and how the absence of social supports affects not only housing, but also school attendance, graduation, mental health, and permanent connections for youth who are 2SLGBTQ. There was strong consensus that 2SLGBTQ youth need clear messaging that they will not be judged for their identity within these homeless programs and that programming will be designed to support the full range of their needs. Further, stakeholders noted the need for ongoing community awareness and education, especially in partnership with schools, to help prevent social alienation and related negative outcomes.
- ***Youth involved with Juvenile justice and foster care systems:*** In recognition that system involvement with foster care and juvenile justice is a strong predictor of future homelessness, stakeholders involved in planning wanted proactive cross-systems strategies to provide additional supports for young people exiting and with histories of involvement in foster care and juvenile justice.

In every regional meeting, stakeholders highlighted the importance of housing models that could provide independence and support for young people transitioning from foster care or unsafe family environments. They acknowledged the need for supports that would allow young people to define and develop healthy family relationships and permanent connections over time, but these stakeholders wanted to ensure that these relationships could be youth-driven and that housing was not contingent upon remaining in unhealthy family environments. Further, youth cautioned that housing models that “feel like foster care” would likely be less attractive for youth with prior involvement with child welfare systems and that the trust with “the system” had often been eroded from years of negative interactions and would need to be rebuilt slowly over time.

Stakeholders from juvenile justice systems reiterated the need for housing and supports that could allow young people discharging from their systems to transition to adulthood in supportive and stable environments, sometimes with intentional separation from family and friends who may contribute to a relapse or recurrence of unsafe or illegal behaviors.

Unmet Needs Throughout the Region

The region is under-resourced to meet the needs of those experiencing homelessness and housing instability. Some areas of the region have general homeless resources, which can be accessed by youth-headed households, but are not specifically designed to meet their needs. Three areas in the region have both general and youth-specific resources.

While the Bemidji regional area has the greatest numbers of homeless youth and young adults in the region, it also has the most youth-specific and general homeless resources in the region. Yet, providers of all types report they are under-resourced relative to need. When agencies run out of housing funds for rental assistance, their lists are simply capped and individuals and families are turned away. This will require special attention to target limited YHDP resources carefully.

The lack of homeless-specific resources for all populations in the region indicates a need to coordinate parallel systems in developing more youth-specific resources. It will benefit the region in the long-term, as well as all individuals and families experiencing homelessness, to look at systems coordination and improvements for all people experiencing homelessness in the region as we target and coordinate resources to address the unique needs of youth and young adults.

Section 3:

Vision | Goals | Objectives | Action Steps

Vision

Throughout regional stakeholder and Youth Committee meetings and youth focus groups, attendees were asked to reflect on the values they felt were most important for the youth homelessness response system under development. Their collective reflections are captured in the following values that the Youth Committee and YAB continue to embed in the youth homelessness system.

System–Accountability
Compassion
Holistic
Sustainable
Safe ^{Stability}
Youth–voice
Culturally–responsive
Individualized
Flexible

Following regional stakeholder meetings and youth focus groups in fall 2018, the NW Minnesota Youth Committee reaffirmed its vision for the youth homelessness system:

“An end to homelessness means that the region creates a **systems-level response** that **ensures homelessness is prevented whenever possible** or is **otherwise rare, brief, and non-recurring.**”

The Committee also re-affirmed that its vision includes a commitment to:

“Quickly identify and engage youth at risk of and experiencing homelessness”

- If youth and young adults are not homeless, the system will create opportunities to:

- **Intervene to prevent the loss of housing and divert youth from entering the homeless services system;**
- **If youth and young adults are already homeless, the system will:**
 - **Provide immediate access to shelter and crisis services, without barriers to entry;**
 - **Quickly connect youth to housing assistance and services tailored to their unique needs and strengths; and**
 - **Help youth achieve and maintain stable housing.**

In its initial review of the Plan's major concepts on October 30th, the Committee reviewed the concrete outcomes and returns on investment it believes its vision of ending youth homelessness will help achieve in the region:

- Prevent homeless youth and young adults from becoming chronically homeless adults - increasingly, research indicates that homeless adults were homeless as children
- Prevent future involvement with the juvenile and adult justice systems and prevent returns to these systems
- Enable law enforcement to direct resources to protect public safety by providing a strong safety net for homeless youth and young adults
- Retain and increase youth and young adult talent and energy in the region's workforce by creating educational and employment pathways and viable housing options for all youth
- Intervene and prevent situations in which youth and young adults are sex trafficked and/or sexually exploited
- Help youth build skills for living wage jobs by graduating from H.S., obtaining GEDs, and supporting their participation in vocational education or college
- Generate a healthy workforce – there is decreasing participation of youth ages 16-21 in the labor force, and Minnesota is experiencing a workforce shortage
- Divert youth from foster care and ensure safe exits from foster care
- Enhance community health by helping youth and young adults access medical and dental care to prevent more costly Emergency Room visits
- Prevent & intervene in substance abuse, which is often a significant contributing factor to homelessness
- Ensure that pregnant and parenting young people have the stability and support needed to raise their children

Goals

These goals, objectives, and action steps are a result of many hours spent by a committed group of people who engaged in visioning, planning, resource mapping, and system modeling. Section VI of this document includes the companion description of the program models and projected inventory of each model that are estimated to effectively address homelessness for youth and young adults in NW MN.

Consistent with its vision, the main goals of this plan are to develop a system that can:

- **Goal 1.** Prevent homelessness for all youth whenever possible.
- **Goal 2.** Develop capacity of the region's providers to quickly identify and engage all youth and young adults experiencing homelessness. Ensure that Native American youth and youth of color are identified as early as possible.
- **Goal 3.** Create a youth-inclusive coordinated entry process to provide youth and young adults at highest risk with swift access to appropriate resources when homeless or at imminent risk.
- **Goal 4.** Collaborate with mainstream partners to ensure regular communication and coordination of resources to meet the needs of youth and young adults experiencing and at imminent risk of homelessness.
- **Goal 5.** Provide a continuum of housing options and other supports to meet each youth's individualized needs for safe and stable living situations and to enable youth to reach their full potential. Ensure that the needs of Native American youth and youth of color are met.
- **Goal 6.** Continually develop and improve the youth homelessness response system so that it has the ongoing resources and capacity to prevent and end homelessness quickly.

Objectives and Action Steps

The objectives and action steps in the chart below meet the specific needs and address special populations of youth:

Populations
Native American youth: All objectives address these youth's needs, specifically 1a1-1a7, 1c1, 1c2, 1c3, 1c4, 1b5, 3b2, 3b3, 3c1, 4c1, 4c3, 6b1, 6e.
Services for young parents: All objectives address these needs, specifically Obj. 2a1, 3b2, 3b3, 4c4 and 5b3
Foster Care Youth: 1a1, 1a2, 1a3, 1a4, 1a5, 1a6, 1a7, 1b4, 5b4
2SLGBTQ Youth: 1b3, 1c1, 1c2, 1c4, 1c5, 2a1, 3b2, 3c1, 3c2, 4b3
Specific Needs
Family reunification: 1a2, 1a4, 1c1, 5a5
Housing stability: 1a3, 1a5, 1c5, 3b2, 3c1, 3c2, 3c3, 4a4, 4c2, 5a3, 5a5
Trauma Informed Care: 1c2, 2a1, 3b2, 4b3, 4c1, 4d2, 5b7
Authentic Youth Engagement: 2a1, 6a1, 6a2, 6c4
Positive Youth Development: 1b3, 2a1, 4a3, 4c1, 5b1, 5b2, 5b5, 5b7, 6c4
Social and emotional needs: 1a4, 3b3, 4a2, 4a3, 4a4, 4b1, 4b3, 4c1, 4d2, 5a5, 5b1, 5b2, 5b5, 5b7

Goal #1: Prevent Homelessness for All Youth Whenever Possible.

The YHDP planning team believes that prevention of homelessness, whenever possible, is the most strategic use of resources in this very under-resourced region of the state. There are three primary strategies to prevent youth homelessness at a more targeted level: 1) coordination of discharge planning from other youth systems; 2) family reunification support and coaching when parent-child conflict and other risk factors exist; and 3) early identification of youth with high risk factors. Other systems include, but are not limited to, county and tribal child welfare agencies, school districts, juvenile justice systems, and alcohol and drug and mental health treatment programs.

Objective 1a. The region's partners collaborate so that discharge planning is coordinated to prevent homelessness for youth and young adults exiting foster care, juvenile justice, mental health treatment programs, and alcohol and drug treatment programs.	
Action	Responsible
1a1. Youth and homeless providers in the region will meet with counties and tribes in their respective services areas to design a discharge process for youth exiting foster care that enables youth to swiftly access housing assistance. By 10/31/19	► County & Tribal Child Welfare Agencies ► YHDP Projects & CoC Homeless Providers
1a2. Explore a joint MOU with partners (foster care, JJ, and treatment programs) to develop a regular follow-up system after youth are discharged to check-in, problem solve, provide support for educational and employment connections, and offer family coaching and reunification support when needed. Annually update and re-commit to this MOU. By 10/31/19	► County & Tribal Child Welfare Agencies ► MN DOC & Local Probation Depts. ► NWMJC & Red River Valley Juv. Ctr. ► Mental Health & Alcohol & Drug TX Programs ► YHDP Projects & CoC Homeless Providers
1a3. Discuss options so the MOU may include a provision to make sure that all youth discharged have a "Plan B" for housing if their primary housing after discharge becomes unsafe or inappropriate. By 10/31/19	Same as above
1a5. Discuss (with partners) including in the MOU a provision to ensure that all youth discharged from child welfare, juvenile justice, and treatment programs understand how to access the community homeless response system. By 10/31/19	Same as above

Objective 1a. The region's partners collaborate so that discharge planning is coordinated to prevent homelessness for youth and young adults exiting foster care, juvenile justice, mental health treatment programs, and alcohol and drug treatment programs.

Action	Responsible
1a6. Homeless providers will meet with each of the counties and tribes in their service area to improve child welfare agencies understanding of and support their ability to follow the MN DHS Bulletin that entitles youth to return to foster care if youth exit the system at age 18. By 10/31/19	<ul style="list-style-type: none"> ▶ YHDP Projects & CoC Homeless Providers ▶ County & Tribal Child Welfare Agencies
1a7. The NW CoC will meet with youth collaboratives, counties and tribes to develop a process to ensure effective transitions from the children's mental health system to the adult mental health system. By 9/30/19	<ul style="list-style-type: none"> ▶ County & Tribal Child Welfare Agencies ▶ NWMHC ▶ Tribal Child MH Programs ▶ Sanford Behavioral Health

Objective 1b. The NW CoC will partner with schools, public child welfare agencies, and children's mental health collaboratives and services to create a coordinated process that can provide early identification youth with high risk factors. High risk factors may include: foster care involvement, juvenile justice system experience, disabilities, truancy, and others identified by the Youth Cte.

Action	Responsible
1b1. Meet with schools to discuss allocating time each August during new school orientation to educate staff and teachers on indicators of homelessness and how to access the local homeless response system. By 3/27/19 with follow up by 4/30/19	<ul style="list-style-type: none"> ▶ YHDP Lead ▶ YHDP Projects & CoC Homeless Providers
1b2. Meet with schools and children's mental health collaboratives to discuss investigating all truancy early to ensure that it is not masking homelessness. By 9/30/19	<ul style="list-style-type: none"> ▶ YHDP Projects & CoC Homeless Providers

Objective 1b. The NW CoC will partner with schools, public child welfare agencies, and children’s mental health collaboratives and services to create a coordinated process that can provide **early identification youth with high risk factors**. High risk factors may include: foster care involvement, juvenile justice system experience, disabilities, truancy, and others identified by the Youth Cte.

Action	Responsible
1b3. Meet with Tribes, the NW Council of Collaboratives and other youth collaboratives to explore training options for all schools and counties to ensure broad-based 2SLGBTQ+ training to address isolation and discrimination, and increase community supports for young people identifying as 2SLGBTQ+. By 4/30/19	<ul style="list-style-type: none"> ▶ YHDP Lead ▶ YHDP Projects & CoC Homeless Providers
1b4. Homeless youth providers will work with counties and tribes to develop a form to request STAY (Successful Transitions to Adulthood for Youth) funding for foster care youth for driver’s education, independent living skills, bikes, and other skill-building and concrete assistance that improves self-sufficiency for youth. By 9/30/19	<ul style="list-style-type: none"> ▶ County & Tribal Child Welfare Agencies ▶ YHDP Projects & CoC Homeless Providers

Objective 1c. There is early identification of and support for families and youth facing significant risk factors. These risk factors include: poverty, domestic violence, parent-child conflict, parent mental health or alcohol/drug issues, gang involvement, justice system involvement, and more.

Action	Responsible
1c1. Jointly explore options and identify resources so that counties, tribes, and schools may provide resources and supports for families, including respite services, to help home feel manageable for parents and youth. By 9/30/19	<ul style="list-style-type: none"> ▶ County & Tribal Child Welfare Agencies ▶ Tribal MH & A&DA Programs ▶ Local MH providers ▶ Evergreen YFS
1c2. Work with counties and tribes to identify and publicize clear referral protocols for YYA (minors and 18-24-year-olds) to access mental health treatment and alcohol and drug treatment services. <i>1c2 Continued</i> Ask partners to provide priority appointments for homeless youth and young adults. By 9/30/19	<ul style="list-style-type: none"> ▶ County & Tribal Child Welfare Agencies ▶ Tribal MH & A&DA Programs ▶ NWMHC ▶ Sanford Behavioral Health ▶ Evergreen YFS

Objective 1c. There is early identification of and support for families and youth facing significant risk factors. These risk factors include: poverty, domestic violence, parent-child conflict, parent mental health or alcohol/drug issues, gang involvement, justice system involvement, and more.	
Action	Responsible
1c3. Outreach and invite schools, counties, and tribes to engage in collaborative case management with homeless youth providers for children in families experiencing significant risk factors. Jointly develop a process for collaborative case management that includes a shared release of information. By 9/30/19	<ul style="list-style-type: none"> ▶ County & Tribal Child Welfare Agencies ▶ Schools ▶ YHDP Projects & CoC Homeless Providers
1c4. Explore options with Request that county and tribal child welfare to enable early intervention family reunification support, coaching, and education for all families at risk. Homeless providers will refer to available family reunification services, as well as Functional Family Therapy and other more intensive services when needed. By 9/30/19	<ul style="list-style-type: none"> ▶ County & Tribal Child Welfare Agencies ▶ NWMHC ▶ Tribal Child MH Programs ▶ Sanford Behavioral Health ▶ Evergreen YFS
1c5. Explore (voluntary) Delegations of Parental Authority with a basic living stipend funded through Minnesota HYA or HUD. Use this tool in family crisis/ conflict situations when a youth is at risk of running or being kicked out	<ul style="list-style-type: none"> ▶ Anishinabe Legal Services ▶ NW MN Legal Services ▶ County & Tribal Child Welfare ▶ YHDP Projects

Goal #2: Develop capacity of the region’s providers to quickly identify and engage all youth and young adults experiencing homelessness. Ensure that Native American youth and youth of color are identified as early as possible.

NW CoC members and partner agencies will coordinate with providers to identify and engage youth at risk of and experiencing homelessness. In the NW Region, Native American youth are at extremely high risk for homelessness, and it is critically important that the system can identify Native youth experiencing homelessness early. Building the capacity of the region’s youth-specific, homeless-specific, and other providers is essential. To ensure the youth homeless system is well advertised, the system will be listed in all Coordinated Entry publications for the NW Minnesota CoC Region, including the www.homelesstohoused website, and websites of NW CoC YHDP providers.

Objective 2a. Community partners will be able to effectively identify and serve young people experiencing or at-risk of homelessness.	
Action	Responsible
2a1. Provide annual training and periodic training updates to build the capacity of youth systems, community partners, Youth Action Board Members, and youth providers in the region to effectively identify and serve youth. Train on principles and approaches (culturally-responsive services, how to establish rapport, build trust, provide safe and welcoming environments, positive youth development, developing permanent connections, needs of young parents, sexual orientation, sexual exploitation, suicide prevention, legal rights of youth to housing, medical care, education, and more) By 8/31/19	<ul style="list-style-type: none"> ▶ Youth Cte. ▶ YHDP Lead ▶ MN DHS/HYA – Andrea Simonett
2a2. Establish protocols for electronic and telephone access to Coordinated Entry from community partners who identify homeless youth. By 7/31/19	<ul style="list-style-type: none"> ▶ Tribal and County Child Welfare Agencies ▶ Schools ▶ Youth Outreach Workers
Objective 2b. The region will have an online resource directory that is easy to use via phone or computer that describes youth-specific and mainstream homeless services in the region and how to access them.	
Action	Responsible
2b1. Explore and decide among options for an electronic resource directory. Determine if Minnesota Housing funding can pay for this. Explore the Youth Services Network online directory in the Twin Cities. By 7/31/19	<ul style="list-style-type: none"> ▶ Youth Cte. & YAB ▶ NW CoC CES Cte.
2b2. Explore text-based access to the region's CES. Meet with Charles Obije, former CoC Coordinator for St. Louis County. By 7/31/19	<ul style="list-style-type: none"> ▶ Youth Cte. & YAB ▶ NW CoC CES Cte.
2b3. Expand youth access points for homeless services via funded youth navigator positions. By 9/30/19	<ul style="list-style-type: none"> ▶ Youth Cte. & YAB ▶ NW CoC CES Cte.

Goal #3: Create a youth-inclusive coordinated entry process to provide youth and young adults at highest risk with swift access to appropriate resources.

The NW CoC realizes the need to improve the effectiveness of its Coordinated Entry System for all populations, and specifically for youth. The large geographical area and

chronic under-resourcing of homeless providers in the region create current gaps in access points given the limited number of shelters and small homeless programs. It is critical to expand access point capacity for youth and refine the system so that it works well for youth. One Youth Committee member emphasized the importance of ensuring that the CES is known throughout the region and the importance of strong outreach to community partners and mainstream systems to understand CES.

Objective 3a. The region will have a coordinated entry system (or process in the existing CES) for young people that is accessible/mobile, youth-friendly, respectful for youth choice, and timely.	
Action	Responsible
3a1. Organize a retreat to assess the current CES and determine steps necessary to make the current CES highly functional, accessible and youth-friendly. This may require TA from Abt Associates or another state level consultant. By 7/31/19	<ul style="list-style-type: none"> ▶YHDP TA Providers ▶NW CoC Coordinator ▶CoC Members ▶CES Access Points
3a2. Evaluate Transition-Age-Youth VI-SPDAT effectiveness (ensure tools appropriately assess issues for needs related to sexual assault, domestic violence, high school education/GED status, and current chemical use). By 7/31/19	<ul style="list-style-type: none"> ▶Facilitation by Brooke/Aubrey from Abt Associates? ▶CES Cte.
3a3. Explore options to minimize barriers to youth VI-SPDAT assessments, such as youth discomfort with sharing highly sensitive information with adults. By 7/31/19	<ul style="list-style-type: none"> ▶Youth Cte. ▶YAB ▶CES Cte.
3a4. Explore options and develop capacity for social work and nursing interns to do outreach and complete Youth/TAY VI-SPDATs. Make mobile CES available. Explore whether youth homeless providers can host social work and nursing interns, with on-site social worker/LSW or Head Start or a county/tribal public health nurse as supervisors. By 7/31/19	<ul style="list-style-type: none"> ▶ CoC Members ▶ CES Access Sites in Region ▶NW CoC Coordinator
3a5. Set a priority to fund youth access points in the region and encourage providers to develop CES outreach strategies in the project application RFP. By 4/9/19	<ul style="list-style-type: none"> ▶CES Cte. ▶NW CoC
3a6. Identify youth points of contact (office-based, field-based, online, phone options) within each subregion/primary community (max. 30 min. drive). Identify specially trained youth assessors OR train all CE assessors on effective strategies to guide engagement, assessment and youth-specific housing and service referrals. By 9/30/19	<ul style="list-style-type: none"> ▶ Youth Cte. & YAB

Objective 3b. Young people will be diverted from entering the homeless services system whenever safe and possible. Otherwise, young people will have immediate access to shelter and crisis services, without barriers to entry.	
Action Step	Responsible
3b1. Create options to use youth navigators/outreach workers to provide problem-solving support and/or targeted prevention funding to keep YYA from losing existing housing. By 9/30/19	<ul style="list-style-type: none"> ▶ Youth Cte. & YAB ▶ YHDP Project Providers
3b2. Explore options for Legal Guardianship with a Sibling, Relative or Family Friend supported by a basic living stipend funded through Minnesota HYA or HUD. Use this tool in family crisis/ conflict situations when a youth is at risk of running or being kicked out.	<ul style="list-style-type: none"> ▶ Anishinabe Legal Services ▶ NW MN Legal Services ▶ YHDP Project Providers
3b3. Homeless service provider staff will coordinate appointments and transportation for young people to access county social services, tribal emergency assistance, public health, treatment providers, Head Start, and other community services to explore all available resources that can support each young person's housing stability and well-being. Immediately.	<ul style="list-style-type: none"> ▶ YHDP Project Providers
Objective 3c. Young people will have timely access to housing services (beyond emergency shelter or crisis housing).	
Action Step	Responsible
3c1. Explore host homes, shared housing, group living options for youth, and other housing models that will work given the limited affordable housing in the region's cities, small towns, and reservation communities. Explore options to provide basic living stipends for these options if YHDP funds are not an option after the demonstration project ends. By 5/31/19	<ul style="list-style-type: none"> ▶ Project Host ▶ NW CoC Coordinator ▶ Youth Committee ▶ YAB
3c2. Explore foster care group homes with independent living skills support, employment services, etc. Combine county/tribal foster care funds with homeless youth provider housing funds to cover rental assistance and staffing costs. This is a more cost-effective alternative to a congregate, licensed DHS Children's Residential Facility. By 5/31/19	<ul style="list-style-type: none"> ▶ YAB ▶ Schools ▶ NW Council of Collaboratives ▶ Evergreen YFS (training venue)
3c3. Request support from Northwest Minnesota Legal Services and Anishinabe Legal Services to develop comprehensive landlord/tenant education strategy that equips both landlords and young people to address rights and responsibilities. By 7/31/19	<ul style="list-style-type: none"> ▶ Schools ▶ NW Council of Collaboratives ▶ Evergreen YFS (training venue)

Goal #4: Collaborate with mainstream partners to ensure regular communication and coordination of resources to meet the needs of youth and young adults experiencing and at imminent risk of homelessness.

The NW CoC recognizes that mainstream benefits are far in excess of homeless specific resources in the region. Leveraging YHDP and mainstream resources will maximize the services and supports available to homeless youth and young adults. Coordination with mainstream partners requires ongoing, regular communication and collaboration. All partners in the region need to actively devote time to this process. This is a strategy that can benefit all homeless populations in the region, particularly youth, as regional stakeholders and homeless providers develop creative ways to collaborate and share information on services and resources.

Objective 4a. The Region's Stakeholders will create effective partnerships to strengthen connections to mainstream system supports for YYA to ensure that young people and their families have resources needed for long-term success.	
Action	Responsible
4a1. Homeless providers will help all YYA register for Section 8 Housing at intake. Ongoing	<ul style="list-style-type: none"> ▶ NW CoC ▶ Youth Cte ▶ Evergreen YFS ▶ School Partners
4a2. Homeless providers will assist all YYA to complete a combined application for mainstream benefits, including MA. Ongoing	▶ Homeless providers
4a3. All youth will be assisted with contact information for their medical, dental, mental health, and alcohol and drug treatment providers (as applicable). Ongoing	▶ Homeless providers
4a4. All youth will design a transportation plan to meet their individual needs. Ongoing	<ul style="list-style-type: none"> ▶ Youth Cte. ▶ YHDP Lead ▶ NW CoC Coordinator ▶ Regional Homeless Ctes. and Tribal Collaborative

Objective 4b. There will be strong partnerships and collaboration to maximize resources to build schools' capacity so that every school in the region can effectively identify and serve homeless students and rapidly retrain new staff.

Action	Responsible
4b1. Engage NCHE and MDE to collaborate with schools to develop a process for free initial and ongoing training for schools to identify and refer homeless students. Ask that each school's website links to CES access points and resources. By 8/31/19	<ul style="list-style-type: none"> ▶ Project applicants ▶ Case Manager ▶ YAB
4b2. Youth providers will identify school homeless liaisons each year, make an initial "warm" connection and will connect minimally once a month. By 9/30/19	<ul style="list-style-type: none"> ▶ Homeless youth providers
4b3. Ask the NW Council of Collaboratives and other Youth Collaboratives in the region to share models and options with schools of ways to provide supports for young people identifying as 2SLGBTQ+. Ask that schools and youth providers consider sending staff to training annually on creating safe, inclusive, welcoming environments for youth. Provide information and support so that all high school staff understand how to refer young people and families to coordinated entry access points for more formal assistance. By 4/30/19	<ul style="list-style-type: none"> ▶ HRA's ▶ HRDC ▶ CoC Agencies/Members ▶ Subregional Homeless Ctex. & Tribal Collaborative ▶ YAB

Objective 4c. Ensure CoC Members, Tribes, Counties and Mainstream providers, Schools & Other Stakeholders have capacity and knowledge to support the future system

Action	Responsible
4c1. Coordinate CoC-wide culturally-specific training on effective mainstream and tribal partnerships to improve communication and capacity for effective wrap-around services for YYA. By 8/31/19	<ul style="list-style-type: none"> ▶ Tribal Collaborative ▶ NW CoC & YHDP Projects
4c2. Engage regional stakeholders at least annually to ensure that they understand the youth homelessness coordinated community response system and encourage them to implement policies and procedures and dedicate resources to prevent and end YYA homelessness. By 8/31 of each year	<ul style="list-style-type: none"> ▶ Subregional Homeless Ctes. & Tribal Collaborative ▶ YHDP Projects
4c3. Homeless providers will coordinate annual meetings at the county and tribal levels (for their respective service areas) between social services (including income maintenance, public health, juvenile justice, and mental health and chemical dependency) and homeless service providers to improve referrals and wrap-around supports for youth. By 10/31/19	<ul style="list-style-type: none"> ▶ YHDP Projects & CoC Homeless Providers ▶ Leech Lake, Red Lake, and White Earth Tribes

Objective 4c. Ensure CoC Members, Tribes, Counties and Mainstream providers, Schools & Other Stakeholders have capacity and knowledge to support the future system	
Action Step	Responsible
4c4. The region's stakeholders will develop a process for regular coordination among homeless service providers, public health, schools, reproductive health providers, and others to identify pregnant and parenting young people so that all young people know how to access the local homeless response system and have access to the supports available from public health and other health providers. By 7/31/19	<ul style="list-style-type: none"> ▶ YHDP Projects ▶ Schools ▶ Public Health ▶ Head Start Programs ▶ County & Tribal PCWAs ▶ Partners in the region
4c5. Maximize training information and ensure that it is widely disseminated in the region. Ongoing	▶ NW CoC
Objective 4d. The region's mainstream and homeless youth providers will maximize capacity to leverage scarce resources for homeless YYA.	
Action Step	Responsible
4d1. Homeless providers will create transparency in resource mapping and funding by sharing information. Ongoing, to be reported annually.	<ul style="list-style-type: none"> ▶ NW CoC ▶ YHDP Projects ▶ Homeless Providers
4d2. CoC leadership will encourage applications for additional Housing Support providers, Project for Assistance in Transition from Homelessness (PATH) funding, Homeless Youth Act (HYA), Healthy Transitions to Adulthood (HTA) Funding, Housing Supports for Adults with Serious Mental Illness (HSASMI) funding and encourage partnerships to make this funding available to all areas of the region. Ongoing	<ul style="list-style-type: none"> ▶ NW CoC Board & Membership ▶ NW CoC Coordinator
Objective 4e. The region's YHDP stakeholders will function as advocates for related needs that impact youth homelessness and resources.	
Action Step	Responsible
4e1. The NW CoC will engage partners to develop and communicate housing development goals to expand affordable housing stock appropriate for youth and young adult populations to Minnesota Housing, housing developers, and economic development organizations in the region and state. Ongoing and by 9/30/19 annually	<ul style="list-style-type: none"> ▶ NW CoC Exec. Cte. & Membership ▶ NW CoC Membership
4e2. NW CoC members will participate in advocacy events, including letter sign-ons and Homeless Day on the Hill to advocate for resources needed to prevent and end youth homelessness. Ongoing	▶ NW CoC Membership
4e3. Advocate for counties to pool resources for subregional level landlord risk mitigation funds. By 5/31/19	▶ Subregional FHPAP Homeless Ctes. & Tribal Collaborative

Goal #5: Provide a continuum of housing options and other supports to meet each youth’s individualized needs for safe and stable living situations and to enable youth to reach their full potential. Ensure that the needs of Native American youth and youth of color are met.

Due to lack of housing and significant gaps in affordable housing in the region, creative and flexible approaches are essential. This is particularly true on area reservations where housing is even more limited. The YHDP needs to develop approaches that promote equity so that Native American youth are well served through this Plan. There also needs to be geographical equity so that the region’s largest concentrations of YYA experiencing homelessness receive needed resources, while also ensuring that smaller communities in the region have access to resources for their YYA as well.

Objective 5a. The region will have a continuum of outreach, navigation, case management, and housing services available to meet individualized youth needs.	
Action	Responsible
5a1. Explore options to fund youth outreach specialists/navigators to support school personnel to identify school-age youth experiencing homelessness and assist with assessment. By 4/9/19	<ul style="list-style-type: none"> ▶ MN Dept. Education ▶ State Office to Prevent & End Homelessness ▶ National Center for Homeless Education ▶ Youth Circles Adult Allies/Homeless Youth Providers ▶ YAB (student speakers)
5a2. Explore project models that use YHDP funds for SSO only projects and match these with “balance of region” funds for housing stipends. By 4/9/19	▶ NW Youth Cte. & YAB
5a3. Create a range of TH-RRH, RRH, and PSH project models as options that can help YYA transition to permanent housing. By 5/31/19	<ul style="list-style-type: none"> ▶ NW Youth Cte. & YAB ▶ YHDP Projects
5a4. Explore the Northwestern Mental Health Center SAMSHA grant model for electronic data sharing and determine if it can help with youth record-sharing. By 7/31/19	▶ CoC Data Cte.
5a5. Work with Northwest MN Legal Services and Anishinabe Legal Services to educate homeless youth providers on legal guardianship options with sibling, relatives, or family friends. By 8/31/19, explore host home stipends to support these living arrangements. By 4/9/19	<ul style="list-style-type: none"> ▶ Anishinabe Legal Services ▶ NW MN Legal Services ▶ YHDP Project Providers

Objective 5b. Homeless providers in the region will have the capacity to provide youth focused, trauma-informed services to young people that maximizes youth social and emotional well-being and educational and employment opportunities.	
Action	Responsible
5b1. Homeless providers will connect all youth with WIOA services that can support educational completion, training and employment for self-sufficiency. Ongoing	<ul style="list-style-type: none"> ▶ YHDP Project Providers ▶ NW WIOA Providers
5b2. All youth will have an educational plan that includes high school completion or obtaining a GED and higher education planning, exploration, and goals. Ongoing	<ul style="list-style-type: none"> ▶ YHDP Project Providers
5b3. Homeless providers will connect pregnant and parenting youth to Early Head Start, Head Start, other early childhood education, and public health resources including WIC, MAC, and home visiting programs. Ongoing	<ul style="list-style-type: none"> ▶ YHDP Project Providers
5b4. Foster care youth will be informed about STAY and HTA resources in the region, as well as ETVs, and their rights to return to care after age 18. Ongoing	<ul style="list-style-type: none"> ▶ YHDP Project Providers
5b5. Conduct annual or bi-annual independent living skills training for YYA providers in the region. Offer training at 3 locations in the region to improve accessibility. By 8/31/19	<ul style="list-style-type: none"> ▶ Evergreen YFS ▶ YHDP Project Providers ▶ MN DHS/Adolescent Services & HTA Staff
5b6. Annually assess training needs and support YHDP providers in making training available to YHDP project staff. By 9/30 of each year, ongoing.	<ul style="list-style-type: none"> ▶ PCWAs ▶ Youth Cte. ▶ YHDP Providers ▶ MN DHS/Andrea Simonett ▶ School Social Workers ▶ Legal Services
5b7. Develop a request list for topics for the Evergreen Conference and create an expectation that homeless service providers in the region will attend the conference to continue to build /develop youth-specific service capacity in the region. By 9/30/19	<ul style="list-style-type: none"> ▶ Youth Cte. ▶ YHDP Providers

Goal #6: Continually develop and improve the youth homelessness response system so that it has the ongoing resources and capacity to prevent and end homelessness quickly.

Multiple components of the Plan will need to be continually developed and refined with a focus on funding those components that achieve outcomes for youth. The Plan needs to be evaluated and checked against benchmarks and progress markers regularly. There needs to be ongoing attention to the resources and capacity needed to ensure that the goals of the Plan can continue into the future.

Objective 6a. Maintain a Youth Action Board and subregional Youth Circles who participate in planning, implementation, and system evaluation so these functions are shaped by youth voice and experience.	
Action Step	Responsible
6a1. Allocate and develop resources so that the region can develop/build out youth circles and YAB structure, governance, and decision-making processes. Provide budget and support for Adult Allies. By 7/31/19	<ul style="list-style-type: none"> ▶ NW CoC Coordinator ▶ Youth Committee ▶ YHDP Project Partners ▶ Youth Circles ▶ YAB
6a2. Train Youth Circle and YAB participants on leadership, meeting facilitation, and content to empower them to lead and substantively contribute to the youth system planning. By 8/31/19	<ul style="list-style-type: none"> ▶ NW CoC Coordinator
Objective 6b. Scarce YHDP project resources will be prioritized for those young people most vulnerable to homelessness. These subpopulations include: Native American youth, pregnant and parenting youth, youth exiting foster care or juvenile justice systems, LGTBT youth, and sex trafficked youth.	
Action Step	Responsible
6b1. The YHDP annual Project RFP will include points for applicants who demonstrate that youth subpopulations at highest risk will receive full access to prevention and housing services. Initially by 5/23/19	<ul style="list-style-type: none"> ▶ NW CoC Coordinator ▶ YHDP Lead ▶ Youth Cte. & YAB

Objective 6c. Utilize data to drive planning and regularly evaluate the youth homeless response system so the system is responsive to youth needs and effectively achieves outcomes.	
Action Step	Responsible
6c1. There will be an annual performance review for YHDP projects. By 6/30/19 of each year	<ul style="list-style-type: none"> ▶ NW CoC Coordinator ▶ YHDP Lead ▶ YAB ▶ Youth Cte. ▶ NW CoC
6c2. Technical assistance will be provided to underperforming projects. Ongoing	<ul style="list-style-type: none"> ▶ Youth Cte. & YAB ▶ YHDP Lead ▶ NW CoC Coordinator (support)
6c3. Project ranking/scoring will take prior performance (and efforts to improve in the event of under-performance) into account. June-August each year	<ul style="list-style-type: none"> ▶ Youth Cte. & YAB ▶ YHDP Lead ▶ NW CoC Coordinator (support)
6c4. Develop youth-led continuous improvement process for youth-serving projects. Assess effectiveness, accessibility, cultural/racial/SOGI disparities. By March 30, 2020.	<ul style="list-style-type: none"> ▶ YAB ▶ Youth Cte. ▶ YHDP Lead ▶ NW CoC Coordinator (support)
6c5. Set up all new youth projects in HMIS and train/monitor projects for timely and complete data. Minimize discretionary data collection. 9/30/19	<ul style="list-style-type: none"> ▶ Institute for Community Alliances ▶ YHDP Project Providers ▶ NW CoC Data Cte.
6c6. Support development of HMIS data collection and reporting by allocating 2% of each YHDP project request to HMIS. By 5/23/19	<ul style="list-style-type: none"> ▶ Youth Cte. & YAB
Objective 6d. The Youth Cte. will annually evaluate the needed infrastructure to support the vision/values/goals/objectives/and action steps in the YHDP Plan.	
Action step(s) intentionally <u>not</u> included for Objective 6d.	
Objective 6e. There will be support and technical assistance to build the capacity of all providers, including culturally-specific providers, to meet HUD requirements and successfully submit project applications and maintain compliance with HUD guidelines and regulations.	
Action step(s) intentionally <u>not</u> included for Objective 6e.	

Section 4:

Guiding Values and Subpopulation Strategies

Guiding Values & Principles

Based on feedback given during regional stakeholder planning sessions, youth focus groups, and Youth Committee meetings, it is clear that the community highly values services that are accessible to youth throughout the region, as well as youth voice in system planning and program implementation. The northwest region is committed to developing an effective youth homeless response system that adheres to these values. While many of these principles are embedded in the proposed strategies and program models, they are described more explicitly here.

The overall vision for the youth system is described in Section 6, and this vision is also operationalized in the goals, objectives and action steps in that section. The importance of accessibility and individualized service plans is described in Section 1: “The NW Region” and Section 2: “Needs of Youth and Young Adults Experiencing Homelessness.” Because there are so many resource gaps in the region (as described in Section 5), and because of the significant needs of homeless youth described in Section 2, it is important that YHDP projects embrace a holistic approach to addressing multiple aspects of youth’s lives that will promote housing stability, help youth move forward on education and employment, ensure permanent connections to a caring adults, and meet youth’s needs for social and emotional well-being.

Guiding Values for the System

Sections 1 and 2 describe the tremendous distances between housing and services and the extremely limited transportation options in the region. The following system values are designed to maximize YYA access to housing services and mainstream resources in this under-resourced region.

- **Equity in allocating resources - Target Resources to those at highest risk of homelessness.** In the NW region, populations with significant risk factors include: Native American youth, youth exiting foster care and juvenile justice placements, youth struggling with mental health and alcohol and drug issues, and pregnant and parenting youth. Among all of these factors, the disproportionate representation of Native American youth among all homeless youth is the primary equity issue in the region.
- **“No wrong door” philosophy:** YYA should be effectively served and/or referred, regardless of their first access point into the northwest region’s homeless response system. Continuing to improve the implementation of this philosophy will involve significant outreach and awareness to build the knowledge base of stakeholders across systems throughout the region about how to access the homeless response system.

- **Prevention and early intervention priority:** The system and all partners need to reach youth at risk of homelessness and families in crisis as a way to minimize further trauma. This is particularly important given the limited resources in this region and the fact that it is less resource-intensive to prevent homelessness than to re-house youth and young adults once homeless.
- **Cross-system collaboration and resource maximization:** The system should maximize all available resources to support youth and young adults in achieving stability. Partners should utilize cross-systems resource pooling and case conferencing whenever possible to benefit young people experiencing homelessness or housing instability. The system should build capacity to bring together homeless service and assistance providers, schools/education, child welfare, and juvenile justice for every youth who is involved with these systems or needs the support of these systems. The system should bring county and tribal public health and HeadStart partners to the table for pregnant and parenting youth for resource pooling and case conferencing.
- **Long-term focus:** It is important in coordinating services and systems to look beyond immediate and permanent homeless assistance and housing resources to include education, vocational training, mental health, substance abuse, and other resources that will minimize risk factors and promote long-term housing stability for youth and young adults.

Guiding Values for Youth Program Models & Services

The NW MN CoC adheres to a number of core philosophies and frameworks on the program level, including Housing First, trauma-informed care, and Positive Youth Development, among others. Many of the goals, objectives and action steps laid out in Section VI reinforce our dedication to these premises and are intended to ensure that they are implemented in a youth-specific way across our system. These philosophies are also reinforced in the program models the NW MN system plans to implement. Here, we name and affirm the guiding principles that undergird our community's plan to end youth homelessness.

- **Housing First:** Services emphasize immediate support and assistance whenever possible with no preconditions to receive assistance or housing
- **Trauma-Informed Care:** Services are trauma-informed and inclusive of multiple forms of trauma, including historical trauma experienced by American Indians, sexual exploitation/trafficking, and adverse childhood experiences. The focus should be on helping understand these experiences, be proactive in implementing program training and de-escalation strategies that emphasize participation, and supporting staff efforts to effectively serve youth and young adults who may have trauma-related emotional or behavioral issues.
- **Positive Youth Development:** Programs and project culture will embrace Positive Youth Development concepts, viewing youth as essential community

members with resources and assets to share and communicating positive messages about youth and young adults' physical, emotional, and sexual development. Programs are also expected to include goals and support for youth to establish and maintain **permanent connections with safe adults and community-level supports**.

- **Comprehensive:** Programs will provide comprehensive services to youth experiencing homelessness, meaning that they will facilitate planning to ensure social-emotional wellbeing, housing and financial stability, etc.
- **Youth-friendly:** All programs and program-level staff are expected to uphold
- **Youth choice & youth voice:** We reaffirm that youth choice is imperative both in individuals' service planning and in program decision-making and daily operations.
- **Timely:** Programs will be responsive to youth when they present for services.
- **Transportation planning:** Because the NW MN region is vast and rural, transportation is imperative anyone's ability to access education, employment, medical appointments, and other activities of daily living, such as grocery shopping. To support youth in being able to participate fully in society and meet their own social-emotional needs, all programs (including housing navigation) will include transportation planning in their individualized service planning processes.
- **Family reunification:** When appropriate, and always with youth consent, programs will strive to facilitate family reunification. This may also include that programs will encourage YYA to seek or maintain relationships with siblings and extended family in situations in which parental rights may have been terminated or when parents are no longer alive.
- **Flexibility with staffing:** To prioritize youths' schedules and availability for meetings, programs will ensure they staff up in a way that ensures staff flexibility to meet with youth
- **Coordination with cross-system partners:** Education, child welfare, substance use educators/counselors, mental health treatment/counseling
- Programs will financially compensate youth to serve in **peer support and peer navigation** roles.

USICH Core Outcomes

The NW MN CoC is also dedicated to building a system that achieves the core outcomes laid out by the U.S. Interagency Council on Homelessness (USICH).

Stable Housing	Goals 1, 2, & 4 ensure that the NW MN community and all youth-serving projects prioritize stable housing through cross-system prevention efforts and comprehensive service and housing connections focused on facilitating long-term housing stability for youth.
Permanent Connections	Goals 1, 4, & 5 ensure that the NW MN community and all youth-serving projects support youth in developing permanent connections

	with safe adults (including family, when appropriate) and with other community spaces.
Education & Employment	Goals 1 & 4 ensure that the NW MN community and all youth-serving projects connect youth with education and employment opportunities consistent with their skills and desired paths, as they work toward housing and financial stability.
Social-Emotional Wellbeing	Goals 1, 4, & 5 ensure the NW MN community and all youth-serving projects support youth's social-emotional wellbeing and development through direct services and connections to other community resources at all possible phases of contact with the homeless services system.

Project Principles

All projects funded must embrace the following outcomes and strategies:

Strategies for Special Populations
Minors
<ul style="list-style-type: none"> ▶ Ensure that youth can maintain connections to siblings, extended family, and other family of their choice ▶ Promote housing options that address emotional support and supervision needs (i.e., stipend stays with adult siblings, host homes, and supervised/staffed group living options, such as a leased apartment with individual bedrooms and a case manager) ▶ Maintain focus on completing educational goals ▶ Ensure that individualized service plans address recreational and socialization needs, peer relationships, and connections to safe adults ▶ Coordinate discharge planning with child welfare and juvenile justice facilities to ensure that youth are not discharged to homelessness and that youth know the contacts if they become homeless shortly after discharge ▶ Prominently advertise the National Runaway Safeline (1-800-RUNAWAY) hotline available for call, online message, email or text for help finding services, housing, and reconnecting with family
2SLGBTQ
<ul style="list-style-type: none"> ▶ Ensure housing options that do not require gender conformity (e.g., not just a shared housing option for same-sex YYA) ▶ Promote school training and awareness of the needs of 2SLGBTQ youth and ask that they initiate school climate policies around respect and anti-bullying ▶ Connect YYA to family counseling/support resources that are 2SLGBTQ culturally competent and can address safety needs while helping to promote family connectedness where safe and appropriate ▶ Require that YHDP projects commit to not making YYA referrals to Ex-Gay Counseling or Ministries
Pregnant and Parenting Youth
<ul style="list-style-type: none"> ▶ Support YA who have had their minor children removed to take the steps needed to regain custody

- ▶ Connect all pregnant participants with “birth to 3” services through Early Head Start
- ▶ Connect all pregnant/parenting participants with Early Head Start and Head Start
- ▶ Coordinate access to parenting support and classes
- ▶ Work with participants to develop a parenting budget that reflects realistic costs for diapers, wipes, formula, childcare, and other needs
- ▶ Ensure that all young parents are connected to WIC, SNAP, MAC, MFIP, county childcare subsidies, and other food and income resources for which they are eligible

Youth in & Exiting Foster Care

- ▶ Support youth in maintaining connections and/or reconnecting with siblings, biological parents (when safe and appropriate), extended family, and other family of their choice
- ▶ Use youth-centered collaborative case management practices with social workers, housing case managers, and foster parents
- ▶ Access County and Tribal STAY funds to support independent living skills (ILS) for youth and both ILS and apartment set-up needs for YA
- ▶ Encourage county and tribal child welfare agencies to allow youth to return to care after exiting
- ▶ Encourage county and tribal child welfare agencies to support supervised independent living options for youth ages 18+ that include multiple options, such as: living with an older sibling, host homes, and supervised group living options

Victims of Sex Trafficking and Exploitation

- ▶ Connect youth to regional Minnesota Department of Human Services (M-DHS) Safe Harbor housing providers. When possible, use collaborative case management between a local housing provider and a Safe Harbor-funded agency that may be geographically distant from the YYA’s home community to provide flexible, local services to trafficking victims in the location of their choice
- ▶ Help promote relocation options to access safe housing when safety needs require this
- ▶ Collaborate with M-DHS Safe Harbor Program Officer to ensure that funds can be shared within the region and not just used in specific communities in which grantees are physically located
- ▶ Connect youth to Support Within Reach, MDH state-funded services for emotional support, counseling, legal assistance, and more

Continuous Quality Improvement Plan (CQI)

As a Demonstration Project, CoC members and partners, including the Youth Action Board, are excited to learn what works and what needs to be adjusted. The CoC is exploring ways to keep the Youth Action Board and subregional Youth Circles in place once the Demonstration Grant ends to continue to receive strong youth feedback on projects.

The CoC, Youth Committee and Youth Action Board will encourage adjustments to projects and make funding changes based on these learnings and more formal,

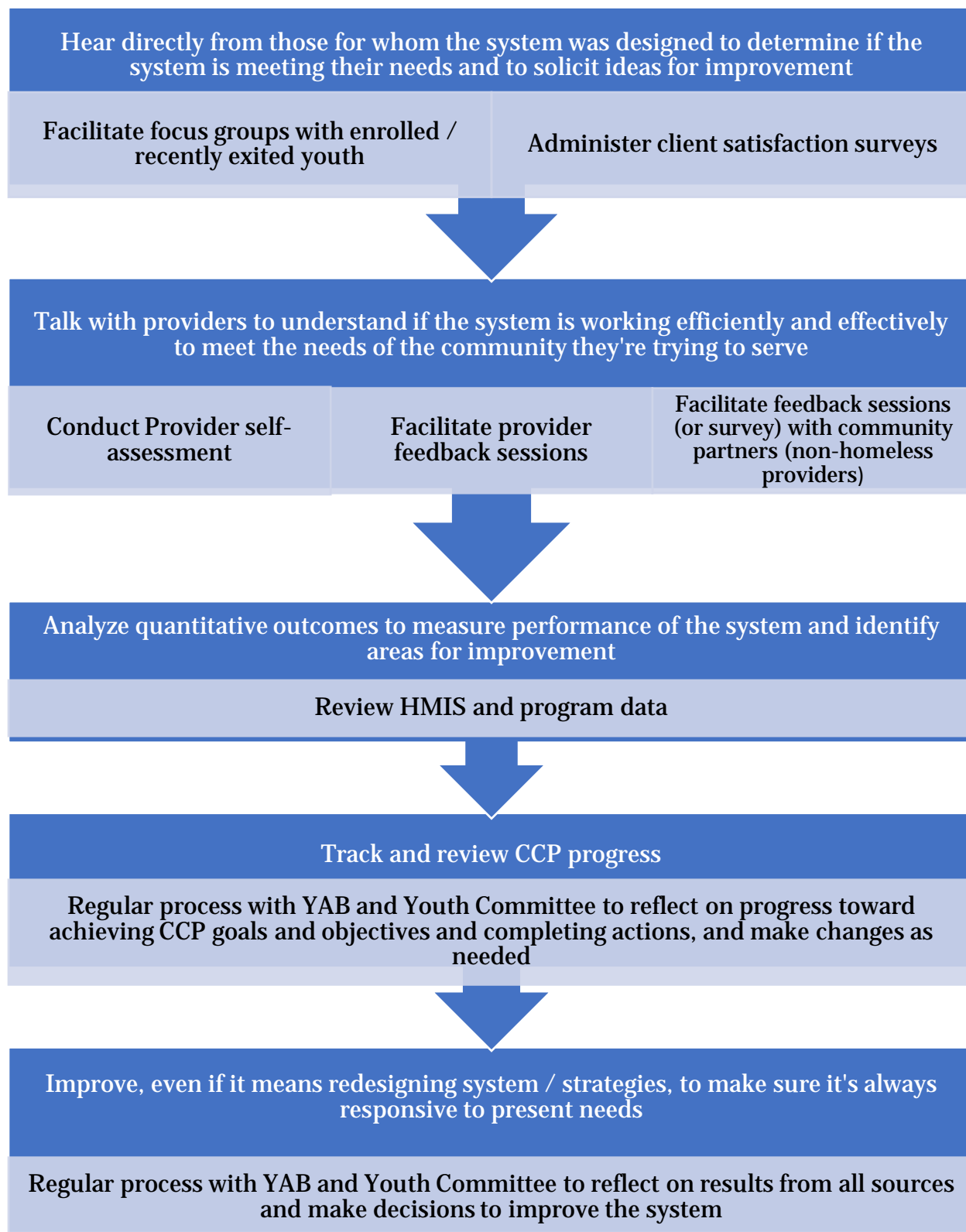
evaluative analysis of project use and outcomes. All three groups have reviewed this YHDP plan, even though the Youth Committee and YAB have a more detailed level of involvement. All three groups are committed to continuous quality improvement (CQI), with an emphasis on youth participant feedback.

CQI needs to be embedded in the CoC process. Each committee of the CoC has a strong role to play in CQI. CES and data collection, employment and income, and performance and evaluative committees will each develop a format to review specific plan components. In the first year, project progress will be analyzed and reviewed quarterly. Both quantitative and qualitative data will be used in this process.

Our high-level approach to CQI will follow these steps:

- **Plan:** Finalize and submit the Plan by Feb. 28, 2019. Continue to work with regional stakeholders on cross-systems collaboration and refining the plan through the spring and summer. Inform stakeholders that their input will be sought on an ongoing basis.
- **Implement:** Select providers based on responses to criteria shared at the Bidder's Conference coming up on April 9th. Decisions will be made following a YHDP ranking and Scoring meeting on May 23rd. Projects will begin implementation after HUD awards, and no later than Oct. 1, 2019.
- **Reflect:** Review HMIS and CES data quarterly in the first year and semi-annually in year 2. Conduct project site visits. Invite projects to share what they believe is working well and what needs adjusting.
- **Adjust:** Using youth feedback, HMIS data, and CES data, determine what is working as intended and what needs adjusting. Engage in ongoing dialogue with projects to explain and be transparent requested adjustments to projects. Invite project staff to share what they've learned during project implementation and about any changes they recommend.

Specifically, we plan to use the five main strategies and their related sub-strategies outlined below to ensure we continually assess the full range of system's implementation and progress.



The relationship to goals and objectives is shown in a table on the next page.

Full Description of Continuous Quality Improvement Methods							
Facilitate focus groups with enrolled / recently exited youth	Administer client satisfaction surveys	Provider self-assessment	Facilitate provider feedback sessions	Facilitate feedback sessions with community partners	Review HMIS and program data	Regularly review progress on CCP goals, objectives, and actions and make changes.	Regularly analyze results and make system improvements
Goal 1. Prevent Homelessness for all youth whenever possible							
Obj. 1a. The region's partners collaborate so that discharge planning is coordinated to prevent homeless for YYA exiting foster care, juvenile justice, mental health, and alcohol and drug TX.							
X	X	X	X	X	X	X	X
Obj. 1b. The NW CoC will partner with schools, PWCAs, and children's mental health collaboratives to create a coordinated process that can provide early identification of youth with high risk factors.							
		X	X	X		X	X
Obj. 1c. There is early identification of and support for families and youth facing significant risk factors.							
X	X	X	X	X		X	X
Goal 2. Develop capacity of the region's providers to quickly identify and engage all YYA experiencing homelessness							
Obj. 2a. Community partners will be able to effectively identify and serve young people experiencing or at risk of homelessness.							
X	X	X	X	X		X	X
Obj. 2b. The region will have an online resource directory that is easy to use via phone or computer that describes youth-specific and mainstream homeless services in the region.							
X	X	X	X	X		X	X
Goal 3. Create a youth-inclusive coordinated entry process to provide YYA at highest risk with swift access to appropriate resources when homeless or at imminent risk							
Obj. 3a. The region will have a CES (or process in the existing CES) for young people that is accessible, mobile, youth-friendly, respectful of youth choice and timely.							
X	X	X	X	X	X	X	X

Facilitate focus groups with enrolled / recently exited youth	Administer client satisfaction surveys	Provider self-assessment	Facilitate provider feedback sessions	Facilitate feedback sessions with community partners	Review HMIS and program data	Regularly review progress on CCP goals, objectives, and actions and make changes.	Regularly analyze results and make system improvements
Obj. 3b. Young people will be diverted from entering the homeless services system whenever safe and possible. Otherwise, young people will have immediate access to shelter and crisis services, without barriers to entry.							
X	X	X	X	X	X	X	X
Obj. 3c. Young people will have timely access to housing services (beyond emergency shelter or crisis housing).							
X	X	X	X	X	X	X	X
Goal 4. Collaborate with mainstream partners to ensure regular communication and coordination of resources to meet the needs of YYA experiencing and at imminent risk of homelessness							
Obj. 4a. The region's stakeholders will create effective partnerships to strengthen connections to mainstream supports for YYA to ensure that young people and their families have resources needed for long-term success.							
X	X	X	X	X		X	X
Obj. 4b. There will be strong partnerships and collaboration to maximize resources to build schools' capacity so that every school in the region can effectively identify and serve homeless students and rapidly retrain new staff.							
		X	X	X		X	X
Obj. 4c. Ensure CoC members, Tribes, Counties, and Mainstream providers, Schools and other stakeholders have the capacity and knowledge to support the future system.							
		X	X	X		X	X
Obj. 4d. The region's mainstream and homeless youth providers will maximize capacity to leverage scarce resources for homeless YYA.							
		X	X	X		X	X
Obj. 4.e. The region's YHDP stakeholders will function as advocates for related needs that impact youth homelessness and resources.							
		X	X	X		X	X

Facilitate focus groups with enrolled / recently exited youth	Administer client satisfaction surveys	Provider self-assessment	Facilitate provider feedback sessions	Facilitate feedback sessions with community partners	Review HMIS and program data	Regularly review progress on CCP goals, objectives, and actions and make changes.	Regularly analyze results and make system improvements
Goal 5. Provide a continuum of options to meet each YYA's individualized needs for safe and stable living situations and to enable youth to reach their full potential.							
Obj. 5a. The region will have a continuum of outreach, navigation, case management, and housing services.							
X	X	X	X	X	X	X	X
Obj. 5b. Homeless providers will have capacity to provide youth-focused, trauma-informed services to maximize each youth's social and emotional well-being and educational and employment opportunities.							
X	X	X	X	X	X	X	X
Goal 6. Continually develop and improve the youth homelessness response system so that it has ongoing resources and capacity to prevent and end homelessness quickly							
Obj. 6a. Maintain a Youth Action Board and subregional Youth Circles who participate in planning, implementation, and system evaluation so these functions are shaped by youth voice and experience							
		X	X		X	X	X
Obj. 6b. Scarce YHDP project resources will be prioritized for those young people most vulnerable to homelessness.							
X	X	X	X		X	X	X
Obj. 6c. Utilize data to drive planning and regularly evaluate the youth homeless response system.							
		X	X		X	X	X
Obj. 6d. The Youth Cte. will annually evaluate the infrastructure needed to support the Plan's vision, values, goals, objectives, & actions.							
						X	X
Obj. 6e. There will be support and technical assistance to build the capacity of all providers, including culturally-specific providers, to meet HUD requirements and successfully submit project applications and maintain compliance with HUD guidelines and regulations.							
		X	X			X	X

Section 5:

Resources & Gaps in the Homeless Response System

Regional Disparities in Homeless Populations

As described in the Need Statement in Section 2, there are significant disparities in both **populations** of homeless youth and young adults and **resources** and services to assist, house, and shelter them among the many counties and tribes in Northwest Minnesota.

While the Bemidji regional area shows the greatest numbers of homeless YYA in the region, it also has the most youth-specific and homeless-specific resources in the region. Yet both mainstream homeless service providers and youth homeless providers report being tapped out. Some agencies run out of housing funds for rental assistance early in the month, and then their list is simply capped and individuals and families are turned away.

As the resource map compiled from regional stakeholder planning sessions shows (see Appendix C), in many subregions of Northwest Minnesota, **there are almost no services for youth and young adults, or other homeless populations, of any kind.**

Lack of Emergency Shelter

Only two counties in the region (Beltrami and Polk) have congregate emergency shelters for individuals and families experiencing homelessness. When looking at the region's map, this means that there are hundreds of miles with no emergency shelters.

Minnesota's State ESG administrator, the DHS Office of Economic Opportunity, reports that 62 of Minnesota's 87 counties have no congregate shelter facilities. Hotel/Motel Vouchers are often the only option in these counties, and those funds are extremely limited. This lack of emergency shelter is a major challenge to the region's ability to rapidly shelter and care for YYA to minimize the trauma experienced while homeless and help them develop a path to stability. It is one of the most common frustrations expressed by some school homeless liaisons in the region.

This section includes a description of homeless prevention and assistance resources that have been identified to date in the region. They are also depicted on a map in Appendix C, to illustrate the disparity of access within the region and the long distances required to reach the limited resources that do exist. The list will be refined as better information is collected over time. Ultimately, the inventory will be compared with the projected

system inventory needs (see Section VI.) to set priorities for future investment by subregion.

One area of focus for continued planning and resource mapping will be to assess locations of housing units and beds relative to an assessment of locations where homeless youth and young adults are found in the region. A special priority is to map resources by county and tribal areas.

Homeless System Housing Inventory: Bed counts by category and population

The inventory below was identified through stakeholder interviews and the Housing Inventory Count (HIC). Units were cross-checked with the HMIS local system administrator at the Institute for Community Alliances-Minnesota Project.

Housing inventory is categorized by project type, and units are broken into the following target populations, which they are either dedicated to or are specifically funded to serve. These include:

- Youth-dedicated units: units that are reserved for unaccompanied youth and young adults under 25.
- Single adult units: units that can house any single adult, including youth and young adults under 25.
- Family units: units for households with children, including parenting youth under 25 and their children.

The NW CoC total system capacity includes:

Project Type	Total Units	Youth-Dedicated Units	Single Adult Units	Family Units
Emergency Shelter - ES	108	10	70	28
Transitional Housing - TH	107	41	22	44
Rapid Rehousing - RRH	19	2	7	10
Permanent Supportive Housing - PSH	129	4	74	51
Other Permanent Housing - OPH	165	0	78	87

Four homeless providers in the region have youth-specific units and capacity. Project types include Emergency Shelter, Rapid Rehousing, Transitional Housing, and PSH. One of these organizations is the region's runaway and homeless youth provider, Evergreen Youth & Family Services of Bemidji, which started in 1977 as a youth-specific Shelter for minors. Evergreen has traditionally received Federal Runaway and Homeless Youth Act Funds, and today combines them with state and HUD funds to serve youth and young adults. A second organization is the Leech Lake Tribe's Homeless Assistance Program, which has State of Minnesota Homeless Youth Act Funds. Leech Lake also formerly received a Federal Pilot grant administered through the State Office of Economic Opportunity for Support Services for Runaway and Homeless Youth.

The other two organizations are community action programs, which have traditionally operated mainstream homeless assistance programs. These two agencies are Inter-County Community Council (ICCC) and MAHUBE-OTWA Community Action Partnership. Notably, both agencies also operate Head Start Programs which serve low-income and homeless pregnant and parenting young adults. Both ICCC & MAHUBE-OTWA have worked to upgrade staff skills to serve youth, and they welcome additional training and support.

One of the challenges when mainstream programs, whether tribal or nonprofit, initiate youth-specific services is the need to build capacity to deliver effective youth services, such as positive youth development and trauma-informed care, and in a manner that supports youth-led service delivery. Often, when staff turnover occurs, others on staff lack the experience and training needed and there is a steep learning curve for new staff. The NW YHDP plan includes goals, objectives, and actions to build a robust training and peer support program to ensure that staff at youth-specific as well as general homeless and mainstream agencies have capacity to effectively serve young people.

Existing Program Models

Emergency Shelter – There are only 10 youth-dedicated beds in the Northwest Region, all of which are located in Bemidji and are targeted to young people under age 18. While the Evergreen Shelter is listed with 10 youth beds, the Shelter is not currently able to dedicate all 10 to runaway and homeless youth because it is not fully funded to do and because it is also used by counties and tribes in emergency child welfare situations.

In the Bemidji area, the People's Church, which formerly offered shelter, is no longer taking in the significant numbers of young adults it formerly sheltered. The People's Church has changed its primary focus to elders and those with chronic medical needs.

Like most rural counties, few communities in the region have congregate shelter facilities, and instead use hotel/motel voucher options for emergency shelter. Even these are very limited and communities can often provide only a night or two of motel support. Creative options are needed for minors and young adults who may not be allowed to stay in a motel. Across the board, more supportive shelter options are needed to offer immediate crisis housing for those who need several weeks to identify permanent housing options.

Transitional Housing – The majority of transitional housing in the region is scattered site, although there is a small 5-unit transitional housing project in Bemidji, operated by Evergreen YFS, which can be used to house those who prefer and need more structured on-site living options. Youth and adult stakeholders have noted that it would be very helpful for more youth to have access to a “transitional living home” where they live with other youth and could have adult support and independent living skills assistance available. Group foster homes for teens and young adults have been one proposed option to meet this need.

Rapid Rehousing – Rapid re-housing (RRH) can provide time-limited rental assistance and wrap-around services to households that need additional support to stabilize in permanent housing following a period of homelessness. The region only has 2 RRH units (annualized subsidies) that are specifically funded for youth-headed households, and only 20 RRH general homeless units. Most of these are funded to provide short-term assistance, which can be useful to resolve a crisis but does not provide sufficient time for youth to complete education, build income sufficient to afford a unit on their own, save up for a vehicle (which is essential to get to work in the NW region), or experience and recover from mistakes which may result in loss of housing. General RRH units provide limited case management, but do not have youth-specific services or the depth of services which CES assessment results show are needed for many of the Northwest Region’s youth-headed households. CES assessment results show high mental health and other needs among a significant number of YYAs.

Permanent Supportive Housing – Permanent Supportive Housing units have been an excellent housing option for young people experiencing homelessness in Northwest Minnesota. Due to low incomes and mental health and substance use/dependency barriers, these units, along with case management and other supportive services, have helped stabilize many singles and families, including young families, who would otherwise find themselves homeless again. Many youth and young adults in the NW region meet PSH requirements for homelessness and having a disability. However, the current supply is limited to 11 PSH units specifically for youth-headed households (4 for unaccompanied youth and 7 for young families) and only 118 PSH units for single adults and families. With very limited turnover annually, this stock is not able to accommodate all of the young people identified who need PSH each year.

Other Permanent Housing – The Northwest Region offers 165 other subsidized permanent housing beds targeted to single adults and families experiencing homelessness, including dedicated State Housing Trust Fund units, Housing Matters’ Housing Supports-funded units in Bemidji, and other more permanent options. Housing Supports (formerly GRH or Group Residential Housing) is an entitlement program that has potential for expansion to other parts of the region. However, the program requires significant training to manage well and eligibility for young adults needs to be further analyzed. Stakeholders have identified exploring expansion of this model as a goal within the plan.

Prevention and Supportive Services Only (SSO) (see Appendix E) –

There are approximately 5 projects in the Region with prevention and SSO services. Some of these have dedicated youth services and some of the services are available to single adults and families with adults 25+. Evergreen (under contract to Bi-County Community Action Program for State Family Homeless Prevention and Assistance Program Funds) operates youth homeless prevention services. MAHUBE-OTWA and the White Earth Homeless Program also operate FHPAP-funded youth prevention services. Red Lake and White Earth Nation Tribal Colleges administer prevention funds from the Minnesota Office of Higher Education that are flexible and designed to equalize access to college for students experiencing homelessness. These funds may be a source for the Leech Lake Tribal College in the future. Northwestern Mental Health Center in the western half of the region provides both prevention and SSO services. Evergreen runs a Youth Drop-in Center that is open to youth up through age 24, offering showers, laundry, hot meals, food bags, hygiene items, computer access and outreach and support.

Section 6:

Homeless Response System Models and Program Models

Based on an assessment of needs and initial discussions with stakeholders and young people throughout the region, the NW MN Youth Committee has begun to articulate a vision for a comprehensive system to prevent and end youth homelessness. The strategies outlined in Section V will help shape a more comprehensive approach to youth homelessness, but additional projects and resources are also needed to ensure a robust response.

Scaling projects and locations need to be analyzed further due to limited YHDP funds available on an ongoing basis in the region (approximately \$684,000). The Northwest CoC needs to take time to prioritize and analyze these needs by county and tribal areas. Numbers of YYA are projected to increase as outreach, school identification, and other early intervention strategies yield results.

Primary Youth Homeless System Program Models

The initial ideas about the array of program models that are needed to ensure a comprehensive youth homelessness response system are below. More detail about each of these program models is provided in Appendix G.

“Front Porch” Homeless System Access	
Program Model	Description
Field-based Youth Navigators/Assessors, Electronic Access, Potential Crisis Hotline (physical offices only in primary access points within the region)	<ul style="list-style-type: none">▶ Information on available crisis, long-term and mainstream resources relevant to young people experiencing or at-risk of homelessness▶ Explore options to expand youth access and assessments in the region so that there is geographical equity▶ Family Reunification Support, education, formal counseling
Drop-In Center (standalone or co-located, in key hot spots within the region)	<ul style="list-style-type: none">▶ Basic needs – food, showers, laundry▶ Access to CES▶ Linkage to diversion assistance or shelter
Diversion/Targeted Prevention	<ul style="list-style-type: none">▶ Targeted prevention assistance to resolve crises that can prevent youth from entering shelter▶ Case management▶ Family Reunification Support, education, formal counseling

Crisis Housing	
Program Model	Description
Crisis Housing	<ul style="list-style-type: none"> ▶ Brief housing support offered in multiple housing settings, such as congregate shelter, motel/hotel vouchers, host homes, and shared leased apartments (housing options may vary based on the county in which program is offered; aim to provide crisis housing within county of choice) ▶ Case management provided for housing planning, independent living skills, education, employment, permanent connections, and other needs ▶ Family Reunification Support, education, formal counseling ▶ Guidance on voluntary Delegations of Parental Authority and legal guardianship transfers for minors
Transitional and Permanent Housing	
Site-based Independent Living with on-site Support (only available within higher need areas within the region)	<ul style="list-style-type: none"> ▶ Residential housing for youth who want to live with other young people until they complete high school or for older youth, who prefer a “college dorm” type setting ▶ Adult on-site (“House parents”) for supervision and support ▶ Case management provided for housing planning, independent living skills, education, employment, permanent connections, and other needs ▶ Educational support/assistance ▶ Family Reunification Support, education, formal counseling ▶ Planned transition to permanent housing (with or without subsidy depending on YYA need)
Rapid Rehousing	<ul style="list-style-type: none"> ▶ Short or medium-term housing subsidy (shallow or deep) for use in permanent housing, such as clustered or scattered site apartments, with or without a roommate ▶ Housing counseling/navigation help ▶ Case management provided for housing planning, independent living skills, education, employment, family reunification, permanent connections, and other needs
Permanent Supportive Housing	<ul style="list-style-type: none"> ▶ Non-time limited housing subsidy for use in permanent housing, such as clustered or scattered site apartments, with or without a roommate ▶ Intensive case management provided for housing planning, independent living skills, education, employment, family reunification, permanent connections, and other needs ▶ Service coordination ▶ SOAR assistance ▶ Housing Supports (formerly Group Residential Housing or GRH) models and options

Infrastructure Development	
Well-trained youth allies/youth-specific service providers	<ul style="list-style-type: none"> ▶ Create a youth training curriculum/standards for youth providers in the region (Trauma-Informed Care, Positive Youth Development, Housing First) to ensure the capacity of project staff in the region to carry out the principles and practice outlined in the Plan in project implementation ▶ Create semi-annual refresher training opportunities
Landlord Development, Education and Support	<ul style="list-style-type: none"> ▶ Recruitment and retention support Centralized risk mitigation fund ▶ Training/Education (Minnesota Leases, Fair Housing, etc.) ▶ Identify lease options to support shared housing
HMIS	<ul style="list-style-type: none"> ▶ Dedicate 2% of all project grants to support HMIS hosting and administration ▶ Training for projects in HMIS data points for YHDP

Assumptions about Service Strategies

The Youth Committee reviewed the coordinated entry data for **Unaccompanied Youth and Pregnant and Parenting Youth** and developed assumptions about the types of assistance that would be needed for cohorts of young people with different needs (as assessed through CES with the TAY-SPDAT). The following tables describe the package of assistance envisioned for each cohort group. While assistance would be individualized for youth households in practice, the cohort assumptions are used to determine the relative amount of each program type needed within the system, such that adequate resources would be available to meet needs throughout the year.

Unaccompanied Youth and Young Adult Households		
Cohort groups	Projected assistance strategies for each cohort (sequential assistance)	% of UY estimated
UY with crisis needs, but minimal long-term housing barriers	Drop-in/Youth navigator support, with diversion or emergency shelter	5%
UY with prior work history, but poor rental history	Drop-in/Youth navigator support, immediate placement in emergency shelter, followed by housing placement, rental assistance and case management	45%
UY with no or limited income, poor rental history, and addiction/mental health needs	Drop-in/Youth navigator support, immediate placement in emergency shelter, followed by housing placement, rental assistance, case management, and referral to ACT services (where available) or MH services for more intensive support	40%

UY with no income, documented disabilities, and challenges living independently	Drop-in/Youth navigator support, immediate placement in emergency shelter, followed by permanent supportive housing and referral to ACT services for more intensive support	10%
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Notes: Percentage estimates are based on the proportion of UY with these needs identified in the 2018 CE data. Potential strategies are based on feedback from young people and homeless/mainstream stakeholders.

Parenting Youth (PY) and Young Adult Households		
Cohort groups	Projected assistance strategies for each cohort (sequential assistance)	% of PY expected to have these needs
PY with crisis needs, but minimal long-term housing barriers	Drop-in/Youth navigator support, with crisis housing	5%
PY with prior work history, but poor rental history	Drop-in/Youth navigator support, with crisis housing (respite center, host homes), followed by transitional housing	35%
PY with no or limited income, poor rental history, and addiction/mental health needs	Drop-in/Youth navigator support, with crisis housing (respite center, host homes), followed by transitional housing	25%
PY with no income, documented disabilities, and challenges living independently	Drop-in/Youth navigator support, with crisis housing, followed by permanent supportive housing and referral to ACT (where available) or MH services for more intensive support	35%

Notes: Percentage estimates are based on the proportion of UY with these needs identified in the 2018 CE data. Potential strategies are based on feedback from young people and homeless/mainstream stakeholders.

Youth Homelessness System Projections

The size of the response system needed in the region to respond to youth homelessness can be projected based on current inflow and estimates of unmet need. The homeless

youth system projected in this section is based on serving 347 youth and young adult households annually, which represents an annualized estimate of the number of youth-headed households that are expected to present to the coordinated entry system (detailed in Section 2).

The table below lists the inventory of each program model that is projected to be needed to serve those currently identified by the CES with the package of assistance projected above. In the coming months, the Youth Committee will estimate the number of people who are not currently being identified by the coordinated entry system and will revise these projections to reflect the full level of estimated need, as well as inventory estimates for each subregion and household type.

Appendix F provides more detail about the average length of assistance that is expected to be provided of each program type for each cohort group. The appendix also includes estimates for the four primary youth household types.

Project Types	Projections
Diversion Assistance	31 slots
Crisis Housing	22 rooms
Site-based Independent Living with on-site supports	85 units
RRH: Rental Assistance + Case Management	180 slots (subsidies)
Permanent Supportive Housing	58 units (new units required per year)

Section 7:

It Takes a Village: Plan Partners and Process

State of Minnesota Plan to Prevent and End Homelessness

The NW Minnesota YHDP initial application design and the coordinated community plan have been developed in the context of Minnesota's statewide effort to prevent and end homelessness, which calls for preventing and ending homelessness among youth by the end of 2020. The statewide, multi-sector effort is guided by *Heading Home Together: Minnesota's 2018 – 2020 Action Plan to Prevent and End Homelessness*, a plan derived from the criteria and benchmarks established for ending homelessness for four key populations by the U. S. Interagency Council on Homelessness and from the System Performance Measures established by HUD. As a founding partner of *Heading Home Together*, this effort is also supported by the Minnesota Interagency Council on Homelessness, the body established by the State of Minnesota to drive progress to prevent and end homelessness. The Minnesota Interagency Council on Homelessness consists of the leaders of 11 State agencies, the Chair of the Metropolitan Council, and the Governor's office, and is co-chaired by Housing Commissioner Jennifer Leimaile Ho and Human Services Commissioner Tony Lourey.

NW Minnesota CoC YHDP Initiative

In winter and spring of 2016, in preparation for submission of a Youth Homelessness Demonstration Project (YHDP) application, the Northwest Minnesota CoC began the process of engaging youth and adult stakeholders whose participation was essential for an effective coordinated homeless system response. The region's first application in 2017 was not funded.

These stakeholders regrouped and prepared for the 2018 submission. In December 2017, the CoC voted to establish a Youth Committee to shepherd the development of the 2018 application process. The Youth Committee began meeting in spring 2018. HUD awarded the Northwest Minnesota CoC a \$1.4 million YHDP grant in July 2018.

When the grant was announced in July 2018, a leadership team quickly formed. The Youth Action Board lead attended the SAMSHA grantee meeting and orientation in Washington, D.C., along with NW MN CoC Collaborative Applicant's Executive Director, the Red Lake Children & Family Services Director, and the Runaway and Homeless Youth Act Provider agency's Executive Director. This initial team formed the nucleus of the YHDP Leadership Team, which is charged with managing the process of developing the coordinated community plan, establishing the governance structure, and other YHDP-specific logistics. Following the forum, additional team members were added to expand the group's representation. The current YHDP leadership team includes:

- Collaborative Applicant: Catherine Johnson, Executive Director of Inter-County Community Council
- Youth Committee Chair/RHYA Representative: Dan McKeon, Executive Director of Evergreen Youth & Family Services
- Youth Action Board (YAB): Stacy Hans, Youth Representative
- Tribal Representatives: Jordan May, Director of Red Lake Homeless Shelter and Cheri Goodwin, Director of Red Lake Children & Family Services, and Ben Bement of the White Earth Band of Ojibwe
- ICA/HMIS Local System Administrator: Steph Mattson
- NW MN CoC Coordinator: Becky Schueller (former CoC Coordinator, Carla Solem, left this position in September 2018)

This team works closely with its TA Providers: Brooke Spellman & Aubrey Sitler, Abt Associates; Dee Balliet, True Colors Fund; Terrance Walker, National Youth Forum; Christina Dukes and Kenya Haynes, National Center for Homeless Education; and Meradith Alspaugh, The Partnership Center.

In August and September 2018, the CoC's Youth Committee was expanded to encompass additional stakeholders needed to effectively implement and manage a comprehensive cross-systems approach to planning. (The current governance model and decision-making structure is described in Section 4 of this document, and the membership of key groups is listed in Appendix B.)

Since August, extensive planning has been underway to kick off the expanded CoC Youth Committee, define the YAB structure and formation of Youth Circles, affirm the vision and articulate values of the future youth homelessness system, facilitate youth focus groups and stakeholder regional planning meetings to understand needs and map resources, model system pathways and discuss assumptions of service delivery, and engage other stakeholders through presentations to and meetings with the Northwest Council of Collaboratives, Region 1 and Region 2 County Social Services Supervisors, and White Earth Tribal Stakeholders. In total, the YHDP plan involved nearly 150 youth and adult stakeholders over a six-and-a-half-month period between July 2018 and February of 2019.

Youth Involvement in the Development of the Plan

While the formation of a YAB is still in process, a Youth Action Board lead member, Stacy Hans, was identified early in the process. Stacy attended the SAMHSA YHDP orientation meeting in Washington, DC in August. Stacy attends Youth Committee meetings, participates in YHDP weekly Leadership Team meetings and YAB monthly meetings, assists with youth focus groups and Youth Circles recruitment, and developed and distributed flyers to tribes and schools in the region for the initial YAB call. There

are three additional YAB members (see attached Appendix). All four YAB members have lived experience of homelessness. Two are Native American, one is Hispanic, and one is Caucasian. All YAB members approved the final plan submission.

Forty-three youth participated in six youth focus groups organized between Oct. 8 and January 3rd. Two were Go To Meeting events and the other three were hosted by programs serving high risk youth: a YouthBuild Program, the Park Rapids Area Learning Center, the Mahnomen Area Learning Center, and the Northwest Indian Community Development Center. Two meetings of the Park Rapids ALC Youth Circle have occurred. Other Youth Circles are still in the development process. These events were used to solicit input for the plan and to recruit young people to be involved in ongoing youth collaboration activities.

Efforts have also been made to cultivate adult allies to support youth collaboration throughout the region. The CoC Coordinator convened identified allies on October 22nd to orient Adult Allies to their roles and provide suggestions and support for recruiting youth.

Roles for Youth Collaboration

The Youth Committee, YAB lead, and youth focus group participants continue to discuss multiple roles for young people to collaborate in the development of an effective response to youth homelessness. A value raised was finding a way to embed Youth Collaboration into the work of the CoC and its member agencies, and not just the YHDP planning process.

- Youth Voice, Youth Decision-Making, & Equal Governance Partner
 - Significant efforts placed into youth focus groups and YAB recruitment
 - Governance structure developed in which YAB is co-equal with Youth Committee
 - Youth are decision-makers regarding final plan approval and project selection
- Plan Development, Review, and Approval
 - Youth have been included in the Coordinated Community Plan (CCP) development process through focus groups and Youth Committee meetings
 - Youth circle and YAB members review changes to the CCP
 - The CCP must be approved through formal sign-off by the YAB Lead (Stacy Hans)
- Project Request Review and Approval
 - The YAB will review project requests and make comments.

- The YAB will participate in project ranking and scoring to determine final selection and project funding.
- Continuous Quality Improvement for Projects (Ongoing)
 - There will be a Youth Voice to give feedback on project implementation.
 - Providers in the region will have access to youth for project input.

43 Youth Participated in 6 Youth Focus Group Meetings Between October 2018 and January 2019 (virtual and in person)

To ensure the needs and ideas of young people were represented in the plan, the CoC Coordinator and YAB Lead hosted six focus groups with young people throughout the region. During the meetings youth were invited to join the YAB and Youth Circles:

- Oct. 8 – Bemidji with YAB Lead, Stacy Hans - 7 attendees (3 youth and 5 adults)
- Oct. 15 – Northwest Indian CDC – 12 attendees (7 youth and 5 adults)
- Nov. 1 – YouthBuild/BI-CAP – with YAB lead, Stacy Hans, 6 attendees (5 youth and 1 adult)
- Nov. 7 – Park Rapids Alternative Learning Center (15 youth and 4 adults)
- Nov. 7 – Badger Youth Circle (2 Youth and 2 adults)
- Jan. 3 – Mahnomen Youth Circle/Mahnomen Area Learning Center (13 youth and 2 adults)

NW Regional Youth Homelessness Planning Meetings: Oct. 1-3, 2018

Meetings were held in 5 different cities spanning the NW region. 72 unduplicated participants attended the meetings (numbers based on signed attendance rosters).

City/Location	Attendees
Badger/Northwest Community Action Agency	9
Mahnomen/White Earth Tribal College	10
Thief River Falls/Tri-Valley Opportunity Council/Transportation Building	11
Crookston/Tri-Valley Opportunity Council Office	15
Bemidji/Northwest Minnesota Foundation	27

Participants represented:

- Tribes: Leech Lake, Red Lake, and White Earth
- Counties: Beltrami, Clearwater, Hubbard, Kittson, Lake of the Woods, Mahnomen, Marshall, Norman, Pennington, Polk, Red Lake, and Roseau. Becker and Cass Counties, which are not in the NW region, which serve youth who access services in the Northwest Region, were also represented.

Sectors represented:

- Local Business Owners
- Community Action Programs
- County HRA
- County Social Services/Child Welfare
- County Commissioners
- County Probation (adult)
- County Soil & Water Conservation District
- Domestic Violence Providers
- Early Childhood Mental Health
- Foster Parents
- Head Start & Early Head Start
- Health and Behavioral Health
- Housing Developers/Impact 2020
- Housing & Homeless Services Providers
- Homeless Shelters
- Indian Health Service
- Juvenile Detention Center Staff
- Juvenile Probation Staff
- Landlords
- Law Enforcement
- Legal Services
- Mental Health Centers
- Minnesota Dept. of Corrections
- Minnesota Dept. of Education
- Minnesota Dept. of Human Services
- Minnesota State Office to Prevent and End Homelessness
- Behavioral Health Programs
- Nameless Coalition for the Homeless
- Regional Development Commission
- Runaway and Homeless Youth Provider
- School District Staff – homeless liaisons,
- principals, school social workers,
- superintendents, and Indian education
- staff
- Philanthropy/Northwest Minnesota
- Foundation
- Public Health
- Tribal homeless Shelter
- Tribal Homeless Program
- Tribal Substance Abuse Prevention
- Tribal Boys & Girls Club
- United Way of the Bemidji Area
- YouthBuild
- Youth Employment/Rural Minnesota CEP
- Youth Intervention Programs Provider

Who was not adequately represented? Opportunities for Further Outreach

At the conclusion of the initial planning process in November, the Youth Committee asked the question, “Who was not adequately represented?” In most instances, sectors were at least partially represented, but the Youth Committee members acknowledged that more people need to be involved from each part of the region, including tribal representatives, to ensure the CoC’s plans reflect needs and opportunities throughout

the expansive, diverse region. The Committee identified the following groups to proactively engage for involvement in planning and implementation:

- Young people with lived experience
- Higher Education
- School Homeless Liaisons
- Law enforcement
- Emergency Medical Technicians
- County Income Maintenance Units
- Independent Living Skills Staff
- Juvenile Justice/Jails/Corrections
- Substance Abuse Providers
- Mental Health
- Judges/County Attorneys/Legal Services
- City Staff

The business community was notably missing from these discussions. A business community stakeholder who engaged in the process in early October and returned for the final Plan Review meeting on Feb. 21st is interested in meeting with NW YHDP Lead/CoC Coordinator to bring business stakeholders together to explore ways they can support the Plan.

White Earth Nation Stakeholders Meeting – January 15, 2019

White Earth Human Services, which is the umbrella for White Earth Child Welfare and the White Earth Homeless Program requested a meeting on-site at the White Earth Tribal College for tribal stakeholders. The following departments and representatives attended:

- Boys & Girls Club
- Mahnomen School Homeless Liaison
- White Earth Human Services Director & Assistant Director
- White Earth Reservation Business Council – Advisor & District 1 Representative
- White Earth Tribal Court
- White Earth Child Welfare
- White Earth Behavioral Health
- White Earth Mental Health
- White Earth Tribal College
- White Earth Substance Abuse

White Earth requested a second meeting at the end of February 2019 to discuss potential program models in more depth.

Two-Day Youth Collaboration Training -- Jan. 11 (McIntosh) & 12th (Bemidji)

This two-day training focused on shared decision-making and how to create an environment and structure to support this given the “automatic imbalance” of power between youth and older adults. There were 24 participants in attendance on January 11th representing:

- Cass Lake Indian Health Service
- Inter-County Community Council Homeless Program
- Inter-County Community Council WIOA/Youth Employment Program
- Kittson County Board of Commissioners
- MAHUBE-OTWA Community Action Partnership – Park Rapids Youth Circle
- MAHUBE-OTWA Community Action Partnership – Mahnomen Youth Circle
- Norman County Schools
- Northwest Community Action
- Northwest Indian Community Development Center
- Northwest Minnesota CoC
- Northwest Minnesota Legal Services (East Grand Forks Office)
- Northwestern Mental Health Center
- Polk County Public Health
- Red Lake Schools
- State of Minnesota Homeless Youth Act
- State of Minnesota Safe Harbor Act (sex trafficked youth)
- Tri-Valley Opportunity Council
- Trinity Lutheran Church
- Youth Action Board for NW Minnesota YHDP

On January 12th, the training provided youth with background to understand the youth homelessness systems and “strategic storytelling” for an upcoming Youth Action Board visit to the Capitol in St. Paul to represent Northwest Minnesota at Homeless Day on the Hill. Seven youth attended and six adults, representing:

- Beltrami County Commissioners (former commissioner)
- Inter-County Community Council Homeless Program
- Inter-County Community Council WIOA/Youth Employment Program
- Northwest Indian Community Development Center
- Northwestern Minnesota Juvenile Center (former Superintendent)
- Northwest Minnesota Continuum of Care
- Northwest Minnesota Youth Action Board
- Park Rapids ALC Youth Circle
- Tri-Valley Opportunity Council

Other Stakeholder Engagement Activities & Meetings

- A December 2018 Conference Call with Northwest Minnesota Legal Services regarding landlord/tenant training and youth legal rights.
- A January 16th 2019 Conference Call with mainstream homeless providers and youth service organizations regarding Healthy Transitional to Adulthood and Homeless Prevention Funding through Minnesota Dept. of Human Services for youth in foster care and youth who have exited foster care or other county-approved out-of-home placements.
- On January 18th, the Region 2 County Social Services supervisors met with the NW YHDP lead for a Q&A discussion and presentation of the plan. Supervisors represented Beltrami, Clearwater, and Hubbard Counties.
- On February 5th, a Regional Educational Stakeholders call occurred with K-12, career and technical education and early childhood providers. National Center for Homeless Education TA providers Kenya Haynes and Christina Dukes convened the call and invitations were issued by the NW YHDP lead. Approximately 13 stakeholders participated in the call, including the Minnesota Dept. of Education’s Homeless Liaison Lead staff, Roberto Reyes, and State Office to Prevent and End Homeless Contact Eric Grumdahl.
- On February 6th, a NW YHDP team of eight individuals, including two YAB members, the RHY provider in the region from Evergreen YFS, three MAHUBE-OTWA staff, a White Earth representative, and a Tri-Valley Opportunity Council staff member attended, along with the NW Region’s YHDP lead, Becky Schueller, and TA providers Aubrey Sitler and Brooke Spellman from Abt Associates. The focus of the all-day retreat was refining the plan and setting priorities for Goals/Objectives/Action Steps.
- On February 13th, the Region 1 County Social Services supervisors similarly met with the NW YHDP lead for a Q&A discussion of the plan. Supervisors represented

Kittson, Marshall, Norman, Pennington, Polk, and Red Lake Counties. A clear desire to have homeless providers outreach counties directly to be involved in collaborative discussions for child protection and adult services was indicated. Counties also want a discharge planning process that can effectively transition youth who want to leave care at 18 to stable housing.

Additional Upcoming Meetings are currently scheduled with:

- White Earth Stakeholders – Feb. 27, 2019 in Mahnomen. The White Earth Tribe invited the NW YHDP lead to return to discuss housing models and options.
- Educational Stakeholders All-day meeting in the region – March 27, 2019.

Meetings Planned but not yet scheduled:

- Business Community Stakeholders – an invitation will be issued by Nancy Kuhta of TJ Maxx in Bemidji.
- Juvenile Justice Stakeholders – an invitation for meetings throughout the region will be co-issued by Kate Erickson, Minnesota Dept. of Corrections Housing Coordinator | Community Based Services

Section 8:

Governance Structure

The mission of the NW Minnesota Continuum of Care (CoC) is to lead, develop and implement strategies and resources to prevent and end homelessness. To advance its efforts to help young people experiencing homelessness, the Continuum has established specific committees to engage key stakeholders to design and implement a response to prevent and end youth homelessness. This section of the plan describes the governance structure that has been established for the Continuum's youth homeless planning efforts, as well as its decision-making process.

Northwest Minnesota CoC Membership

The NW Minnesota CoC is a membership group composed of homeless service providers, housing providers, tribal human services and homeless programs, local housing authorities, mental health providers, county social services, and other regional and state entities. Inter-County Community Council, Inc., in Oklee, MN serves as the CoC's collaborative applicant. The CoC currently has one contracted staff member, a .50 FTE CoC Coordinator. It plans to expand staff capacity to manage youth-specific efforts as additional planning funds are secured.

Northwest Minnesota CoC Board

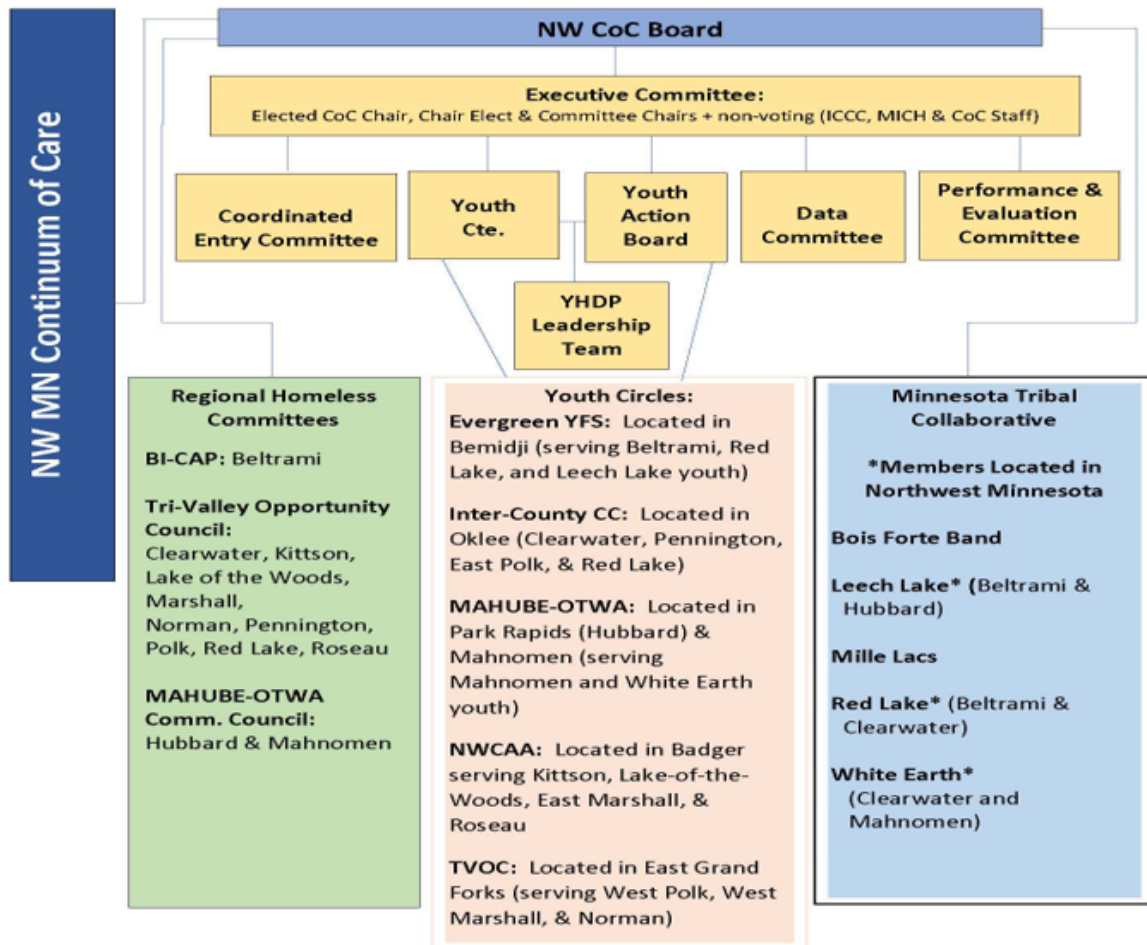
The CoC operates under a Governance Charter, which establishes a Board of Directors to approve Continuum policies and decisions. The CoC Board and full membership meet jointly every other month for full information sharing, but only Board members vote on decisions for the CoC. The Governance Charter provides procedures for:

- Invitation, selection, term and conduct of Continuum of Care board membership and leadership;
- Establishment of committees and the appointment and duties of members;
- Board meeting frequency, reporting and public participation requirements;
- Decision-making protocols, including conflict of interest provisions; and
- Charter review and approval.

Youth Committee

The NW Minnesota CoC formally added a Youth Committee to its structure in late 2017 to focus specifically on developing strategies to address the needs of youth experiencing homelessness in the region. The Youth Committee includes key stakeholders essential to preventing and ending youth homelessness, including 2 liaisons from the Youth Action Board (YAB), Evergreen Youth Services (the Runaway Homeless Youth provider in the region), all of the Community Action agencies within the region (the State Homeless Youth Act grant recipients), tribal representatives, other homeless providers, and stakeholders representing mainstream systems such as county social services, school districts, child welfare, and housing providers. (A complete list of members is included in Appendix B.)

NW Continuum of Care Organizational Structure



The Youth Committee has been the primary hands-on body involved in the planning and coordination of the YHDP plan development and implementation of strategies. The Youth Committee coordinated with the YAB to approve all content for the plan, including the vision for the region's desired youth homeless system, program models, strategies and actions for the plan, and YHDP funding priorities. The Youth Committee also coordinates with the CoC Board to ensure the youth response is aligned with the region's response for other homeless populations, but the CoC has delegated formal authority to the Youth Committee to approve YHDP-specific decisions in direct coordination with the YAB. When approving policies or other decisions, the Youth Committee uses the same decision-making and conflict of interest procedures specified in the CoC Governance Charter by the Board.

Youth Action Board

Authentic collaboration with youth and young adults with lived experience in all facets of homeless system planning, development, and implementation is a central tenet of the YHDP process. Because of the geographic size of the NW MN CoC region, we are taking a subregional approach to this part of the work, utilizing Youth Circles, with different groups of people playing different roles in developing, promoting, and formalizing the spaces and

structures that will facilitate and ensure authentic youth collaboration. Youth Circles are discussed in more detail below.

The Youth Action Board (YAB) is charged with bringing together all of the feedback, knowledge, and experience from their subregional Youth Circles. It is also the formal entity that reviews and signs off on the Coordinated Community Plan and project proposals, and it will continue to provide ongoing review of the CCP's goals, timelines, and implementation after the plan has been finalized and approved.

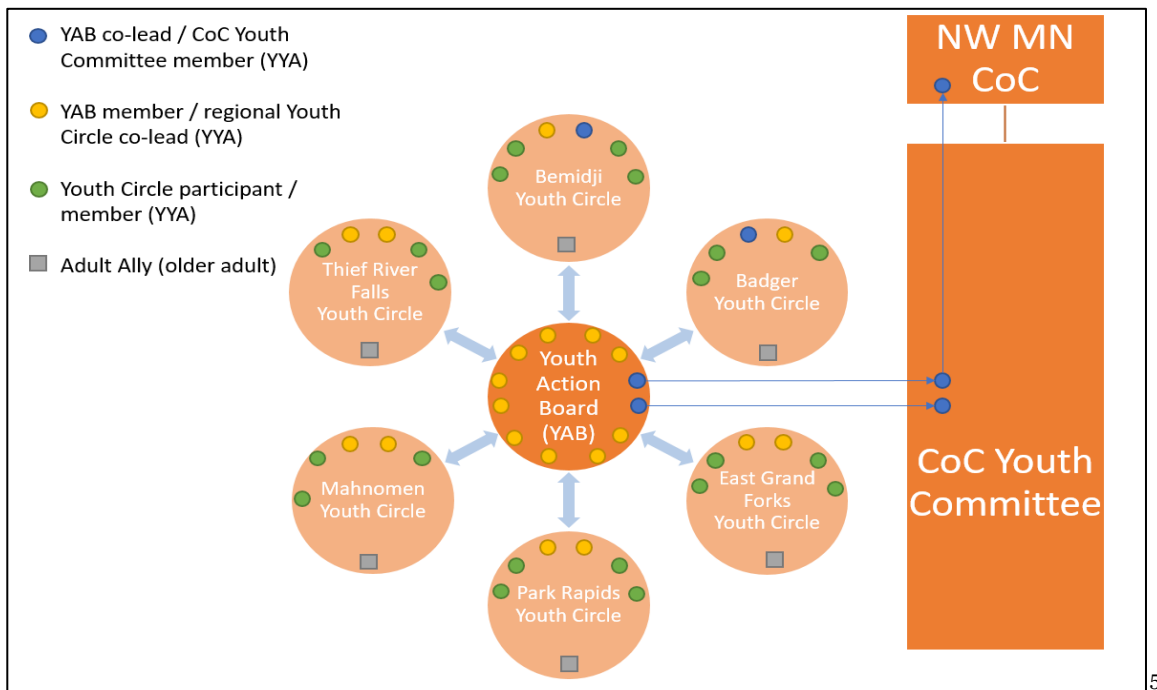
The YAB meets monthly by phone on the first Wednesday of each month. Through a series of sessions during plan development, YAB members were asked to provide information on unmet needs, challenges with the current system, resource gaps, and desired strategies for the region. They were also asked to formally review and provide feedback on the drafts of the plan. Moving forward, the YAB will determine other ways in which it would like to contribute to system design and implementation. When the YAB makes decisions, its members work to achieve consensus on decisions as a mechanism to address concerns and strategically problem-solve. If consensus is not possible, decisions will be made by majority vote, consistent with the procedural rules established in the CoC's governance charter.

The YAB and Youth Committee are parallel entities and full partners in the CoC's governance structure. Two members of the YAB sit on the Youth Committee to formally liaison between the groups, and one of the YAB leads serves on the CoC Board. All YAB members are invited to attend Youth Committee meetings. Due to the size of the region, both in-person and electronic (phone and computer) attendance options are available. To ensure strong coordination, the YAB will have a standing agenda item on the Youth Committee agenda to provide updates, suggestions, issues, and concerns directly to the Youth Committee. Their feedback and ideas may be forwarded on to other CoC committees (Coordinated Entry, Data, Employment & Income, and Performance & Evaluation) and/or to the full CoC Board. The YAB members who liaison between the groups will also provide regular updates about the Youth Committee activity at the monthly YAB meetings.

Since agreement from both the YAB and the Youth Committee is needed for decisions related to YHDP and youth homeless system management, the two groups will work with the CoC Coordinator to determine the best way for information to flow and be discussed so both groups have ample opportunity to inform decisions and to resolve differences that may arise. If the YAB and Youth Committee are not in agreement on an issue or decision, they will attempt to "conference" to find out where there is common ground and where areas of disagreement remain.

While the formation of these groups is still in process, the youth collaboration organizational chart below depicts the region's ***desired youth collaboration structure***. That is, it shows the vision of youth collaboration structure the NW MN CoC is

currently striving to achieve. Each group's role and current status are further elaborated below.



Youth Circles

Youth Circles are the most accessible venues for YYA to participate in the CoC's planning and implementation efforts. YYA who attend at least one Youth Circle meeting are considered members, and there is no set number of members within each circle (as demonstrated in the varying number of "Youth Circle participants/members" in the image above).

Youth Circles are intended to:

- Create an authentic and known mechanism for YYA to get involved in addressing youth homelessness within their subregion, through self-directed activity and to support activities initiated by others in the CoC structure;
- Act as local "feeders" to the Youth Action Board;
- Provide an accessible forum for YYA to offer feedback to homeless service providers and mainstream system agencies on a regular basis for continuous quality improvement.

For example, meetings at YouthBuild, the Park Rapids ALC, the Northwest Indian Community Development Center, and the Mahnomen ALC provided an opportunity to

⁵ Two YAB members will be nominated by the YAB to serve as voting members of the Youth Committee (as denoted by the blue circles in the chart above). For illustrative purposes, the 2 YAB Co-Leads are shown as coming from the Badger and Bemidji Youth Circles, but formal representatives have not yet been selected by the YAB. One of the 2 Youth Committee members will also serve as a voting member on the CoC Board.

recruit youth for the plan review in November and also to draw youth for the trainings in January and February. Moving forward, we envision that the Youth Circles will be the space where focus groups, listening sessions, ideation sessions, and other types of check-ins will occur that focus on what YYA needs, how the system is and isn't serving those needs, and how to create solutions to any gaps that exist.

The ideal vision is for each Youth Circle to nominate two Youth Circle Co-Leads, who would then also serve on the Youth Action Board (YAB), to provide a good cross-section of subregional representation. In reality, not every Youth Circle may have two individuals able and willing to serve on the YAB. Whereas Youth Circle participation is flexible and low barrier, and even one-time participation in a discussion or activity is welcome, any nominated Youth Circle Co-Leads will need to commit to be engaged members of the YAB. Once nominated, the Youth Circle Co-Leads would need to fill out a YAB application. Initially, YHDP leadership (including YAB founders and older adult providers) will approve applications until a core group of six YAB members has been established. In the future, vacant YAB spots will be filled on an ongoing basis, and YAB membership will be decided solely by the current YAB. Each Youth Circle is projected to have one call or meeting per month.

Six Youth Circles cover the 12-county region, based in each of the following cities:

- Bemidji
- Badger
- East Grand Forks
- Park Rapids
- Mahnomen
- Thief River Falls

As noted above, the Youth Circles are still in formation. There have been meetings in Bemidji, Park Rapids and Mahnomen, and there has been participation in plan review and on the YAB from young adults in Badger and Bemidji. The Thief River Falls and East Grand Forks Youth Circles are still in earlier stages of formation and have not yet started convening. The NW MN YHDP team will continue supporting each Youth Circle to conduct outreach to YYA and get their groups going.

Adult Allies

Each of the six Youth Circles has at least one adult ally associated with it who provides logistical, communications, and other administrative support to each Youth Circle. Adult allies work for the following service provider agencies:

- Evergreen Youth & Family Services/Bi-CAP YouthBuild (Bemidji Youth Circle)
- MAHUBE-OTWA Community Action Partnership (Park Rapids & Mahnomen Youth Circles)
- Inter-County Community Council (Thief River Falls Youth Circle)

- Tri-Valley Opportunity Council (East Grand Forks Youth Circle)
- Northwest Community Action Agency

At the February 21st Youth Committee-Youth Action Board meeting for final plan review and approval, Committee members and YAB members stated that the current structure works well. The primary need is for additional Youth Action Board and Youth Circle Members. Participants expressed a concern about the need to monitor the structure as the YAB and Youth Circles grow to determine if it will continue to be the right fit in the future when more youth become involved. A question was raised as to whether the Youth Committee would need to form subcommittees in the future.

Northwest Minnesota CoC Youth Homelessness Demonstration Project Coordinated Community Plan Signatures from Officials



Stacy Hans, Youth Advisory Board Lead

3-1-19

Date



Marcia Otte, Northwest Minnesota Continuum of Care Chair

2/21/19

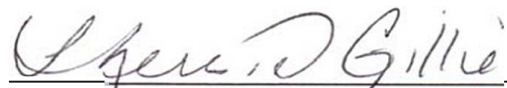
Date



Public Child Welfare Agencies, Chris Kujawa, Marshall County

2-21-19

Date



Local Government/Theresia Gillie, Kittson County Commissioner

2/11/2019

Date

Appendices

Appendix A

Northwest Minnesota Continuum of Care (CoC)

Youth Circles Adult Support Contacts

Youth Action Board Lead: Stacy Hans – nwmnyab@gmail.com

Beltrami

Nikki Johnson

Evergreen Youth & Family Services

610 Patriot Dr., NW

Bemidji, MN 56601

Tel: (218) 441-4580

nhendrikson@evergreenyfs.org

Hubbard

Shannon Wittner

Family Development/Housing Case
Worker

**MAHUBE-OTWA Community Action
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1125 West River Road

PO Box 747

Detroit Lakes, MN 56502-0747

Tel: (218) 732-7204

E: swittner@mahube.org

Mahnomen

Shannon Lee

Family Development/Housing Case
Worker

**MAHUBE-OTWA Community Action
Partnership**

118 W. Madison Ave./PO 76

Mahnomen, MN 56557

Tel: (218) 935-5022

E: slee@mahube.org

Kittson, Lake of the Woods, East

Marshall, & Roseau Counties

Kierah Jenson

Family & Youth Coordinator

Northwest Community Action, Inc.

312 North Main St.

PO Box 67

Badger, MN 56714

Tel: (218) 528-3258

E: kjenson@nwcaa.org

West Polk/West Marshall/& Norman Counties

**Nancy Ramon, Community Assistance
Coordinator**

Tri-Valley Opportunity Council

1424 Central Ave., NE

East Grand Forks, MN 56721

Tel: (218) 773-5326

E: nancy.ramon@tvoc.org

Clearwater, Pennington, East Polk, & Red Lake Counties

Lori Wollman

Family Services Case Manager

Inter-County Community Council

207 Main St.

Oklee, MN 56742

Tel: (218) 796-5144

888-778-4008 toll-free

E: lwollman@intercountycc.org

NW Minnesota CoC: YHDP Coordinated Community Plan

Appendix B: Partners List

Partner's Name & Involvement	
CoC Recipients	
*Indicates Youth Circle Host for their sub-region	
Hyacinth Stiffler	BI-CAP Bemidji (Beltrami County)
Darby Miller, Executive Director	Center for Human Environment in Mahnomen (Group Residential Housing provider for chronic inebriates/dual diagnosis individuals) Attended Regional Stakeholder Session in Mahnomen on Oct. 3 Increasingly serving young adults ages 18-24
*Dan McKeon and Heidi Bruder, Hannah Anderson	Evergreen Youth & Family Services, Inc. (Beltrami County – serving RHY in a multi-county region) Dan is the CoC Youth Committee Chair Hannah attended the Jan. 11 Youth Collaboration Trng.
Tim Flathers	Hubbard County Housing Redevelopment Authority (Hubbard County)
*Catherine Johnson, Bonnie Paquin, Jenny Persons, & Lori Wollman	Inter-County Community Council (Clearwater, Red Lake, Pennington, & East Marshall Counties) Coordinated efforts to fund the YHDP process in the absence of designated state and federal YHDP funds *Thief River Falls Youth Circle Ensured the Jan. 11 & 12 Youth Collab. Trng. Was possible by providing funding and staff support All three attended the Jan. 11 Youth Collaboration Training & Lori and Jenny also attended on Jan. 12th
*Marcia Otte, Sarah Nelson, Shannon Wittner, Shannon Lee	MAHUBE-OTWA Community Council (Hubbard & Mahnomen Counties) *Youth Circles in Park Rapids and Mahnomen Counties *Shannon W. & Shannon Lee attended the Jan. 11 Youth Collaboration Training & Shannon W. also attended the Jan. 12 Training
Sandi Bentley, Judy Duray	Violence Intervention Project, Thief River Falls (Pennington, Marshall Counties)
*Gayle Peterson & Kierah Jenson	Northwest Community Action Agency, Badger (Kittson, Lake of the Woods, and Roseau Counties) *Youth Circle in Badger.
Jordan May, Red Lake Homeless Shelter	NW CoC Member YHDP Leadership Team Member & NW Youth Cte. Member

Partner's Name & Involvement	
	Attended YHDP Regional Stakeholder Session on Oct. 3 (Bemidji)
*Maureen Hams & Lori Anderson	Tri-Valley Opportunity Council (Polk, Norman, and West Marshall Counties) *Youth Circle in East Grand Forks
Youth Action Board & Youth Circles	
Riah Chapman	Attends NW YHDP Leadership Team Calls Participates in Monthly Youth Action Board Calls Attended Jan. 11 th & Jan. 12 th Youth Collaboration Training
Stacy Hans	Northwest Youth Representative to SAMSHA & HUD YHDP Orientation in Washington, DC. Attends NW Youth Cte. Meetings Serves on NW YHDP Leadership Team Serves as NW Youth Action Board Lead Attended Oct. 8 Youth Action Board Kick-Off & Nov. 1 Youth Focus Group at YouthBuild Participated in CCP Review and Approval Participates in Monthly Youth Action Board Calls Attended Jan. 11 th & Jan. 12 th Youth Collaboration Training
Tyrah Green	Participated in CCP Review and Approval Participates in Monthly Youth Action Board Calls Attended Jan. 11 th & Jan. 12 th Youth Collaboration Training
Athena Bratton	New YAB member as of Feb. 2019 Completed YAB application and phone discussion with NW YHDP Lead
Bemidji (Beltrami County) Area youth & young adults	Seven youth participated in the Oct. 15 Youth Action Board Kick-Off at the Northwest Indian Community Development Center
Bemidji (Beltrami County) Area youth & Youth Adults	Five youth participated in the Plan Review Focus Group at YouthBuild/Bi-CAP in Bemidji on Nov. 1 st .
Park Rapids (Hubbard) Area Learning Center – Youth & Young Adults	15 youth participated in the Plan Review Focus Group at the Park Rapids Area Learning Center on Nov. 7 th .
Mahnomen (Mahnomen Area Learning Center)	13 youth and 2 adults participated in the Plan Review Focus Group at the Mahnomen ALC on Jan. 3 rd , 2019.
Public & Tribal Child Welfare Agencies & Local & Tribal Government	
Dave Anderson, Director, Roseau County Social Services	NW Youth Cte. Member NW CoC Member Attended YHDP Regional Stakeholder Session on Oct. 2, 2018 (Badger)
Theresia Gillie, Kittson County Commissioner, &	NW CoC Member NW Youth Cte. Member

Partner's Name & Involvement	
Kathy Johnson, Director, Kittson County Social Services	Attended YHDP Regional Stakeholder Session on Oct. 1, 2018 (Thief River Falls) Kathy attended Feb. 13, 2019 Region 1 Social Services Directors NW YHDP Q&A
Public & Tribal Child Welfare Agencies & Local & Tribal Government	
Ben Bement, White Earth Nation Director of Human Services, Cera Swiftwater, White Earth Indian Child Welfare, Mary Riegert, Assistant Director of Human Services, Bill Crowell, WE Reservation Business Council, Ray Auginash, District 1 Representative to the WE Reservation Business Council, Melissa Keezer & Matt Folstrom, White Earth Homeless Program	NW CoC Member & Youth Cte. Member (multiple staff) Provided Coordinated Community Plan Feedback Youth Cte. Member (multiple staff) Assisted with YHDP Grant Announcement Press Conference 13 Representatives participated in the White Earth YHDP Tribal Stakeholders meeting on January 15, 2019 Staff participated in Regional Stakeholder Meeting on Oct. 3 in Mahnommen White Earth Tribal College hosted Oct. 3 Regional Stakeholder Session Housing Developer for Supportive Housing for Tribal Members Operates Homeless Services Program for White Earth Tribal Members
Cheri Goodwin, Director, Red Lake Band of Chippewa, Family & Children Services	NW Tribal Child Welfare Agency, Representative to SAMSHA & HUD YHDP Orientation in D.C. Partnered to Coordinate Press Conference for YHDP Award Announcement NW Youth Cte. Member NW CoC Member
Ben Bement, Director, & Mary Riegert, Assistant Director, White Earth Human Services (umbrella for White Earth Child Welfare)	NW CoC Member NW Youth Cte. Member Coordinated Jan. 16 th White Earth Tribal Stakeholders Meeting
Jamie Halverson, Director, Clearwater County Dept. Human Services	NW Youth Cte. Member Reviewed County Requests for Child Welfare and Social Services Coordinated space for 2019 Youth Cte. meeting, YHDP Bidder's Conference, & YHDP Ranking & Scoring Mtg. Arranged for CoC YHDP invitation to present to Region 2 Social Services/Child Welfare Supervisors Attended Jan. 18, 2019 Region 2 Social Services Directors NW YHDP Q&A Discussion

Public & Tribal Child Welfare Agencies & Local Government Continued	
Chris Kujava, Director of Social Services, Marshall County	NW CoC Member NW Youth Cte. Member YHDP Regional Stakeholder Session on Oct. 2, 2018 (Crookston) Arranged Feb. 13 th invitation for CoC YHDP presentation to Region 1 Social Services/Child Welfare Supervisors Feb. 13, 2019 Region 1 Social Services Directors NW YHDP Q&A
Kathy Johnson, Kittson County Social Services	Attended YHDP Regional Stakeholder Session on Oct. 2, 2018 (Badger) NW CoC Member NW Youth Cte. Member Feb. 13, 2019 Region 1 Social Services Directors NW YHDP Q&A
Jeff Lind, Director of Social Services, Beltrami County Becky Secore, Director, Beltrami County HHS	NW CoC Member NW Youth Cte. Member Staff attended YHDP Regional Stakeholder Session on Oct. 3, 2018 (Bemidji) Becky attended Jan. 18, 2019 Region 2 Social Services Directors NW YHDP Q&A
Kristi Nelson, Director of Social Services, Red Lake & Norman Counties	NW CoC Member NW Youth Cte. Member Staff Attended YHDP Regional Stakeholder Session on Oct. 2, 2018 (Crookston) Feb. 11, 2019 Discussion with NW Region's YHDP lead Feb. 13, 2019 Region 1 Social Services Directors NW YHDP Q&A
Amy Ballard, Director of Social Services, Lake of the Woods County Social Services	NW Coc Member Staff attended YHDP Regional Stakeholder Session on Oct. 2, 2018 (Badger)
Peter Sedgeman, Director, Polk County Social Services	Feb. 13, 2019 Region 1 Social Services Directors NW YHDP Q&A
Deb Vizecky, Director, Hubbard County Social Services	Jan. 18, 2019 Region 2 Social Services Directors NW YHDP Q&A
Julie Sjostrand (Social Services Supervisor) & Ken Yutrzenka (Director), Pennington County Social Services	NW Youth Cte. Member Staff attended YHDP Regional Stakeholder Sessions on Oct. 2 in Crookston Ken attended the Feb. 13, 2019 Region 1 Social Services Directors NW YHDP Q&A

Partner's Name & Involvement	
Runaway & Homeless Youth Provider	
Dan McKeon, Executive Director, Evergreen Youth & Family Services (Bemidji – Beltrami County)	NW CoC Member (multiple staff) Serves on YHDP Leadership Team Youth Cte. Member & Chair (multiple staff) Represented NW region at SAMSHA orientation in D.C. *Youth Circle Lead for sub-region (Beltrami) Agency provides multiple non-RHY programs: Youth Emergency Shelter (for minors), Employment, Independent Living Skills, Mental Health Counseling, Family Reunification Coaching, Bemidji Youth Advisory Commission Staff participated in the Jan. 11 & 12 Youth Collaboration Training
Disability Service Providers	
NW Indian Community Development Corporation	Hosted Youth Action Board Meeting on Oct. 15 (Bemidji) Soon-to-be SOAR Provider Agency currently provides Employment Services, Re-entry Services, and GED Services to the 16-24 population Attended Jan. 11 & 12 Youth Collaboration Training Host for Feb. 21 st CoC Meeting & Youth Cte. Meeting
Jerome Song, Anishinabe Legal Services	Attended YHDP Regional Stakeholder Session on Oct. 3 (Bemidji) Provides civil legal services to Leech Lake, Red Lake, and White Earth Members SOAR Provider
Northwestern Mental Health Center – Youth housing, mental health, family counseling, youth counseling, and independent living skills	NW CoC Member (multiple staff) Youth Cte. Member (multiple staff) Attended YHDP Regional Stakeholder Session on Oct. 2 (Crookston)
Sanford Behavioral Health – Provides Housing Assistance for those with Mental Illness (HASAMI State Grant)	NW CoC Member Youth Cte. Member Multiple Staff Attended YHDP Regional Stakeholder Session on Oct. 3 (Bemidji)
Early Childhood & Higher Education Stakeholders	
Randi Jenson, NW Community Action Agency Head Start Program	Multiple Head Start Staff Attended YHDP Regional Stakeholder Session on Oct. 2, 2018 (Badger) NWCAA is a NW CoC Member NWCAA is a NW Youth Cte. Member Program Serves Roseau-Kittson-Lake of the Woods-& East Marshall
Sheri Snetsinger, White Earth Tribal College Student Success Program	Hosted Oct. 3 Regional Stakeholder Session Hosted and attended Jan. 15 th White Earth Tribal Stakeholders Mtg.

Employment & Training Providers	
BI-CAP/YouthBuild – Construction Training & Education Program	NW CoC Member (BI-CAP) Attended YHDP Regional Stakeholder Session on Oct. 3 (Bemidji) Brought youth to attend Youth Action Board Meeting in Bemidji on Oct. 15
Evergreen YFS – Youth Employment Program	Provides youth employment services
Chris Walters, Rural MN Community Employment Program – serving Beltrami, Cass, Clearwater, Hubbard, and Lake of the Woods,	Attended YHDP Regional Stakeholder Session on Oct. 3 (Bemidji)
Jenny Persons, Inter-County Community Council (WIOA and youth employment services provided in Kittson, Roseau, Marshall, Pennington, Red Lake, Polk and Norma)	Multiple staff attended YHDP Regional Stakeholder Session on Oct. 1 (Thief River Falls) Provides WIOA youth employment services & youth housing NW CoC Lead Applicant NW CoC Member (multiple staff attend meetings) Youth Cte. Member (multiple staff attend meetings) Serves on the YHDP leadership team Attended Jan. 11 & 12 Youth Collaboration Training
Kristine Anderson Northwest Private Industry Council	NW Youth Cte. Member WIOA services for: Kittson, Roseau, Marshall, Pennington, Red Lake, Polk and Norman.
Homeless Advocates	
Reed Olson, Beltrami County Commissioner & Nameless Coalition for the Homeless	Attended YHDP Regional Stakeholder Session on Oct. 3 (Bemidji) Provides leadership to the Nameless Coalition for the Homeless Founding Board Member for the Wolfe Center (seasonal shelter for chronic inebriates)
Care & Share Crookston	NW CoC Member Attended YHDP Regional Stakeholder Session on Oct. 2 (Crookston)
Jordan May, Red Lake Homeless Shelter	NW CoC Member NW Youth Cte. Member Attended YHDP Regional Stakeholder Session on Oct. 3 (Bemidji)

Homeless Advocates	
People's Church	Attended YHDP Regional Stakeholder Session on Oct. 3 (Bemidji) Serves as de factor Homeless Shelter
Village of Hope	NW CoC Member Partner to the Beltrami Homework Starts with Home Project Provides parent education to young homeless parents Provides Ruby Payne "Getting Ahead" Groups to Young Parents
Sandi Bentley, Violence Intervention Project	NW CoC Member Attended YHDP Regional Stakeholder Session on Oct. 1 (Thief River Falls) VIP provides education on crime victimization in the schools in frontier and rural counties
Matt Folstrom, White Earth Homeless Program	NW CoC Member Youth Cte. Member Attended YHDP Regional Stakeholder Session on Oct. 3 (Mahnomen) Partnered to Coordinate Press Conference for YHDP Award Announcement
The Wolfe Center – Provides overnight emergency shelter for chronic inebriates	Attended YHDP Regional Stakeholder Session on Oct. 3 (Bemidji)
Housing Developers	
Tim Flathers, Executive Director, Headwaters Regional Development Corporation	NW CoC Member Attended YHDP Regional Planning Session on Oct. 3 (Bemidji) Partnered to bring Homework Starts with Home (Minnesota State Funded Program to house families with school-age children and unaccompanied youth)) to Beltrami County Developer of Conifer Estates Project with Red Lake, Leech Lake, and White Earth Tribes
Housing Developers Continued	
BI-CAP	Developer of Black Mallard Meadows, a subdivision with 22 homes (home ownership project, affordable and workforce housing for families) Service Provider for Conifer Estates, serving families from the Red Lake, Leech Lake, and White Earth Tribes
MAHUBE-OTWA Community Action	Planning team member and Service provider for a 12-unit PSH townhomes development serving families (both young families 18-24 and older).
Tri-Valley Opportunity Council	Developer of Agassiz Townhomes, a 30-unit development to provide affordable, low-income workforce housing. 4 LTH units included.

Rob Maher, Impact 2020 (Housing Development)/Northwest Minnesota Foundation	<p>Attended YHDP Regional Planning Sessions on Oct. 2 (Badger) and Oct. 3 (Bemidji)</p> <p>Oversees NMF Housing Planning Grants in the region</p> <p>Convenes Housing Developers in the 12-county region</p>
Homeless Assistance & Housing Service Providers	
BI-CAP (CAP Agency in Beltrami County)	<p>NW CoC Member</p> <p>Hosted Oct. 3 YHDP Regional Stakeholder Session</p> <p>Hosted youth session on Oct. 15 at YouthBuild (Bemidji)</p>
Care & Share (Crookston – Polk County)	<p>NW CoC Member</p> <p>Staff attended YHDP Regional Stakeholder Session on Oct. 2 in Crookston</p>
Inter-County Community Council (CAP Agency)	<p>NW CoC Lead Applicant</p> <p>Represented NW Region at SAMSHA YHDP orientation</p> <p>Leadership Team for YHDP</p> <p>NW CoC Member (multiple staff)</p> <p>Youth Cte. Member (multiple staff)</p> <p>Hosted YHDP Regional Stakeholder Session on Oct. 1</p> <p>Hosting YHDP Youth Circle for their sub-region (Red Lake, Pennington, & East Polk)</p>
MAHUBE-OTWA (CAP Agency)	<p>NW CoC Member</p> <p>Youth Cte. Member (multiple staff)</p> <p>Attended YHDP Regional Stakeholder Session on Oct. 3 (Mahnomen)</p> <p>Hosting 2 YHDP Youth Circles for their sub-regions (Hubbard & Mahnomen)</p>
Northwest Community Action (CAP)	<p>NW CoC Member (multiple staff)</p> <p>Youth Cte. Member (multiple staff)</p> <p>Hosted and attended YHDP Regional Stakeholder Session on Oct. 2 (Badger)</p> <p>Hosting YHDP Youth Circle for their sub-region (Kittson, Lake of the Woods, East Marshall, Roseau)</p>
Tri-Valley Opportunity Council (CAP)	<p>NW CoC Member (multiple staff)</p> <p>Youth Cte. Member (multiple staff)</p> <p>Hosted and attended YHDP Regional Stakeholder Session on Oct. 2 (Crookston)</p> <p>Hosting YHDP Youth Circle for their sub-region (West Polk, Norman, West Marshall)</p>
Juvenile Justice & Corrections	
Kate Erickson, Minnesota Dept. of Corrections (State) – Housing Lead	<p>NW CoC Member</p> <p>Youth Cte. Member</p> <p>Outreaches other corrections officers/probation/juvenile justice staff in the region</p> <p>Will assist with bringing together a juvenile justice/young adult corrections agents panel with the NW CoC in winter/spring 2019</p>

Drew Gauwitz, Northwest Minn. Juvenile Center (Bemidji-serving Beltrami, Cass, Clearwater, Hubbard, Kittson, Lake of the Woods, Pennington, and Roseau)	Attended YHDP Regional Stakeholder Session on Oct. 3 (Bemidji)
Kyle Allen, Red River Valley Juvenile Center (Crookston-serving Norman, Polk, & Red Lake Counties)	Multiple Staff Attended YHDP Regional Stakeholder Session on Oct. 2 (Crookston)
Andrew Larson, Director, Jessica Hajicek, Tri-County Probation (Crookston – serving Norman, Polk, and Red Lake)	Multiple Staff Attended YHDP Regional Stakeholder Session on Oct. 2 (Crookston)
Trish Hansen, Minnesota Dept. Corrections (Beltrami County)	Multiple Staff Attended YHDP Regional Stakeholder Session on Oct. 3 (Bemidji)
Landlords	
Reed Olson, Beltrami County Commissioner & Nameless Coalition for the Homeless	Attended YHDP Regional Stakeholder Session on Oct. 3 (Bemidji) Provide leadership for the Nameless Coalition for the Homeless The Wolfe Center (overnight shelter for chronic inebriates)– Board Member
Law Enforcement & Courts	
Chief Mike Mastin, Bemidji Police Department (Beltrami County)	Attended YHDP Regional Stakeholder Session on Oct. 3 in Bemidji
Lori Thompson, White Earth Tribal Court Administrator	Attended White Earth YHDP Tribal Stakeholder Session on Jan. 15, 2019
Legal Services	
Jerome Song, Anishinabe Legal Services	Attended YHDP Regional Stakeholder Session on Oct. 3 (Bemidji) Provides civil legal services to Leech Lake, Red Lake, and White Earth Members SOAR Provider
Anne Hoefgen, Executive Director, NW Minnesota Legal Services	NW CoC Member Youth Cte. Member Participated in Oct. 30 Coordinated Community Plan Review Will provide free legal services to Youth & Young Adults Participated in Conference Call on Landlord/Tenant Training and Youth Legal Rights
Legal Services	
Karyn Novak, Staff Attorney, NW Minn. Legal Services East Grand Forks Office	Attended Jan. 11, 2019 Youth Collaboration Training
Private Youth-Serving Organizations	
Cate Belleveau, Leech Lake Boys & Girls Club (Leech Lake Tribe)	Attended YHDP Regional Stakeholder Session on Oct. 3 (Bemidji)

Terri Darco (White Earth Boys & Girls Club)	Attended White Earth YHDP Stakeholder Session on Jan. 3, 2019
Steve Hanson, Timber Bay House, Faith-Based Youth Activity Provider (Bemidji – Beltrami County)	Attended Youth Action Board Calls/brought youth on Oct. 8 & Oct. 15 (Bemidji)
Northwest Community Action (CAP) – Little Brothers/Little Sisters Youth Intervention Program	NW CoC Member (multiple staff) Youth Cte. Member (multiple staff) Hosted and attended YHDP Regional Stakeholder Session on Oct. 2 (Badger) Hosting YHDP Youth Circle for their sub-region
Alex Wang, Northwest Indian Community Development Center	Hosted Oct. 15 Youth Focus Group NW Minn. SOAR Provider Provides GED program targeted to Native Youth Attended Jan. 11 & 12 Youth Collaboration Training Will host Feb. 21 CoC Meeting & Youth Cte. Meeting
Madeline Waage, Little Brothers/Little Sisters, a program of NWCAA – serving Roseau-Kittson-Lake of the Woods-East Marshall	NW CoC Member (NWCAA) Youth Cte. Member (NWCAA) Attended YHDP Regional Stakeholder Session on Oct. 2 (Badger)
Schools	
Rhoda Anderson- Habedank, Homeless Liaison/Social Worker/Norman East Schools	Attended Jan. 11, 2019 Youth Collaboration Training and expressed interest in helping coordinate Education Stakeholder Meetings in the region
Jeff Bisek, Superintendent, Mahnomen Public Schools	NW CoC Member NW Youth Cte. Member Multiple staff attended YHDP Regional Stakeholder meeting on Oct. 3 (Mahnomen)
Eric Grumdahl, Minnesota Dept. Education	YHDP Regional Stakeholder Session, Oct. 3, 2018 (Bemidji) Youth Cte. Meeting Phone Calls & attended Oct. 16 meeting in person (10-hour roundtrip commute) Follow-up and technical assistance Coordinating TA calls to NW region with state staff (Housing Supports, Income Maintenance, Dept. of Corrections)

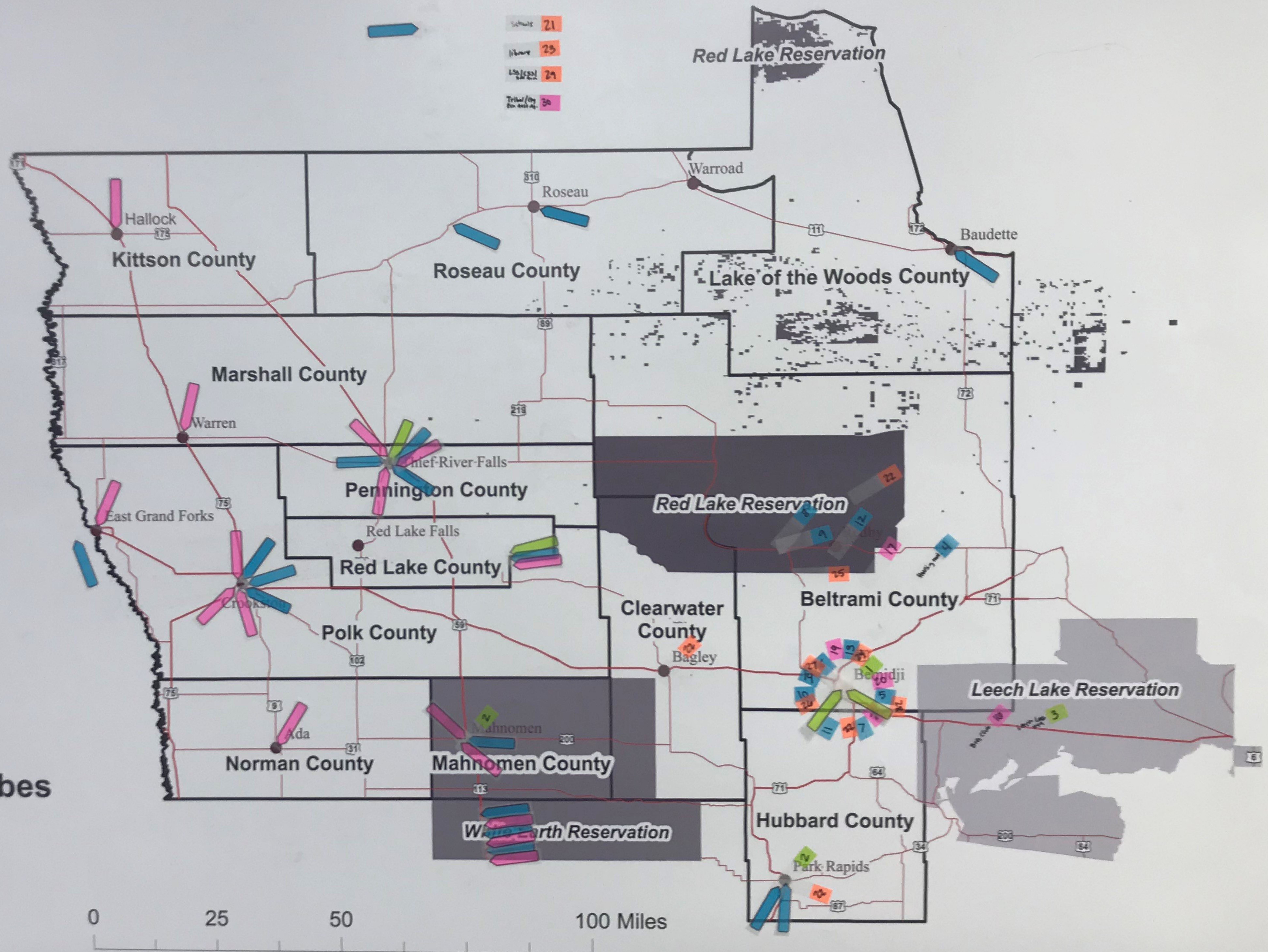
Schools Continued	
Beth Hagen, Homeless Liaison, Red Lake County School District	Attended Jan. 11, 2019 Youth Collaboration Training
Tim Lutz, Superintendent, Bemidji ISD 31 & Alea Stoll, Homeless Liaison	Both Attended YHDP Regional Stakeholder Session, Oct. 3, 2018 (Bemidji) Provided ISD 31 support/school board endorsement for the Beltrami Homework Starts with Home Collaborative to bring housing funding for school-age children and unaccompanied youth to Beltrami County Home School Liaison will refer youth to the Youth Circles & YAB
Dejan Anderson, Waubun High School (serving Becker & Mahnomen students)	YHDP Regional Stakeholder Session, Oct. 3, 2018 (Mahnomen)
Brianna Kirchner, Warren-Alvarado-Oslo Elementary School	YHDP Regional Stakeholder Session, Oct. 2, 2018 (Crookston)
Jim Torkelson, Principal, East Grand Forks Schools	YHDP Regional Stakeholder Session, Oct. 2, 2018 (Crookston)
Stephanie Larson, East Grand Forks Senior High	YHDP Regional Stakeholder Session, Oct. 2, 2018 (Crookston)
Desiree Linden, Mahnomen School	YHDP Regional Stakeholder Session, Oct. 3, 2018 (Mahnomen) and White Earth YHDP Stakeholder Session on Jan. 3, 2019
Behavioral Health & Substance Abuse Services & Prevention & Mental Health	
<u>Addiction</u> Center for Human Environment	NW CoC Member Attended YHDP Regional Stakeholder Session on Oct. 3 (Mahnomen)
Addiction <u>Prevention</u> Janet Oshkinowe White Earth Substance Abuse Prevention	Attended YHDP Regional Stakeholder Session on Oct. 3 (Mahnomen)
Addiction – <u>Substance Abuse</u> Delia Bellanger	Attended White Earth YHDP Stakeholder Session on Jan. 3, 2019

Partner's Name & Involvement	
Behavioral Health & Substance Abuse Services & Prevention & Mental Health	
<u>Mental Health</u> Denise Gudvangen, Stephanie Romska, Sheril Schluchter Northwestern Mental Health Center – Youth housing, mental health, family counseling, youth counseling, and independent living skills	NW CoC Member (multiple staff) Youth Cte. Member (multiple staff) Attended YHDP Regional Stakeholder Session on Oct. 2 (Crookston) Attended Jan. 11 th Youth Collaboration Training
<u>Mental Health</u> Sarah Jasken, White Earth Mental Health	Attended White Earth YHDP Stakeholder Session on Jan. 3, 2019
<u>Behavioral Health</u> Henry Scere Sanford Behavioral Health – Provides Housing Assistance for those with Mental Illness (HASAMI State Grant)	NW CoC Member Youth Cte. Member Multiple Staff Attended YHDP Regional Stakeholder Session on Oct. 3 (Bemidji)
<u>Behavioral Health</u> Carolyn French, White Earth Behavioral Health Oshki Manidoo Treatment Center for Youth, Young Adults, and Chemically Dependent Mothers; MOMS Program (medication assisted treatment)	Attended White Earth YHDP Stakeholder Session on Jan. 3, 2019
Health Care & Public Health	
<u>Health & Behavioral Health</u> Sherri Newago, Indian Health Service, Cass Lake (on the Leech Lake Reservation) & Mary Suagee-Beauduy	Sherri Attended YHDP Regional Stakeholder Session on Oct. 3 (Bemidji) Sherri Currently Operates Suicide Prevention Activities Mary is a Social Worker with Cass Lake ISH. She attended the Jan. 11 Youth Collaboration Training.
<u>Health</u> Jody Flaagan, Quin County Community Health Board/Polk County Public Health	Attended YHDP Regional Stakeholder Session on Oct. 1 (Thief River Falls) Quin provides WIC, Immunizations and Child-N-Teen Check-ups
<u>Health</u> QUIN Roseau, Kittson, Marshall, Pennington and Red Lake	Attended YHDP Regional Stakeholder Session on Oct. 3 (Mahnomen)

Partner's Name & Involvement	
Private Philanthropy	
Karen White, Northwest Minnesota Foundation	Co-hosted and attended YHDP Regional Stakeholder Session on Oct. 3 (Bemidji) Led process to bring Homework Starts with Home (HWSH) to Beltrami County (Minnesota State funded program to house families with school-age children and unaccompanied youth) Will Convene HWSH partners for the next 3 years
Denae Alamano, United Way of Bemidji (serving Beltrami County)	Attended YDHP Regional Planning Session on Oct. 3 (Bemidji)
Public Housing	
HRA of Bemidji	NW CoC Member Attended YHDP Regional Planning Session on Oct. 3
Beltrami HRA	NW CoC Member Attended YHDP Regional Planning Session on Oct. 3
Hubbard County HRA	NW CoC Member Attended YHDP Regional Planning Session on Oct. 3
State Partners	
Dina Chou, Program Officer for Minn. Safe Harbor Housing for Youth, Minn. DHS/OEO	Attended Jan. 11, 2019 Youth Collaboration Training
Andrea Simonett, Minn. DHS/OEO, Homeless Youth Act Program Officer	YHDP Regional Stakeholder Session, Oct. 3, 2018 (Bemidji) HYA Funded the Jan. 11 & 12 Youth Collaboration Trng. Attended Jan. 11, 2019 Youth Collaboration Training Youth Cte. Meeting Phone Calls Provided Follow-up and technical assistance to NW CoC & Youth Cte. Provided HYA statistics for the NW region
Eric Grumdahl, Minnesota Office to Prevent & End Homelessness	YHDP Regional Stakeholder Session, Oct. 3, 2018 (Bemidji) Youth Cte. Meeting Phone Calls & attended Oct. 16 meeting in person (10 hour roundtrip commute) Follow-up and technical assistance to NW CoC & Youth Cte. Coordinating TA calls to NW region with state staff (Housing Supports, Income Maintenance, Dept. of Corrections) Liaison to Minnesota Housing to leverage private resources for YHDP Helped develop Homework Starts with Home Funding RFP

State Partners Continued	
Kim Lemcke, MN DHS Adolescent Services/Healthy Transitions to Adulthood & Homeless Prevention Program Officer	Calls and emails to provide information on new RFP for HTHP funds for current and former Foster Care Youth Provided data on SELF/STAY funds in the region Provided data on youth foster care exits in the region
Joel Salzer, Minnesota Housing	Attended July 3, 2018 YHDP Planning Meeting in Bemidji State funder working to help leverage private resources for YHDP Partnered to develop Homework Starts with Home Funding RFP
Nancy Urbanski, Minnesota Housing	Minn. Representative to the NW CoC Family Homeless Prevention & Assistance Program Program Officer

MN-506: Northwest Minnesota CoC



Appendix D. Projects with Units Dedicated to Youth Experiencing Homelessness

These must use their resources for unaccompanied and/or parenting youth and young adults

Project Type	Organization Name	Project Name	Location	Target Population	Inventory (Total Units)	IND Youth Units	IND Units (General)	FAM Units
ES	Evergreen Youth & Family Services	EYS Homeless Shelter	Beltrami	Youth	10	10	0	0
TH	Evergreen Youth & Family Services	Evergreen HYA Youth TH	Beltrami	PY and YYA	15	5	0	10
TH	Evergreen Youth & Family Services	Scattered Site Transitional Housing	Beltrami	PY and YYA	5	2	0	3
TH	Evergreen Youth & Family Services	Transitional Living Program - RHY	Beltrami	Youth	10	10	0	0
TH	Inter-County Community Council	ICCC HYA	Red Lake, Clearwater, Pennington, E Polk	PY and YYA	11	10	0	1
TH	Leech Lake Tribe	Leech Lake HYA	Leech Lake Reservation	Youth	12	12	0	0
TH	Mahube-Otwa	Transitional Housing and HYA; OEO	Mahnomen, Hubbard	UY; Single adults; and Families w/children	4	2	1	1
RRH	Evergreen Youth & Family Services	Rapid Re-housing FHPAP	Beltrami	Youth	2	2	0	0
PSH	Evergreen Youth & Family Services	Evergreen Youth Supportive Housing	Beltrami	Youth	11	4	0	7

Appendix E. Projects with Units for Families (Adults with Children) and/or Single Adults Experiencing Homelessness

These can serve unaccompanied and/or parenting youth and young adults, but they are not required to target that population.

Project Type	Organization Name	Project Name	Location	Target Population	Inventory (Total Units)	IND Youth Units	IND Units (General)	FAM Units
ES	Care and Share	Care and Share	Polk	Single adults; Families w/children	34	0	31	3
ES	Inter-County Community Council	Motel Vouchers (ESP)	Red Lake, Clearwater, Pennington, E Polk	Single adults; Families w/children	21	0	13	8
ES	MAHUBE-OTWA Community Council	Motel Voucher Stakeholders: ESG	Mahnomen, Hubbard	Single adults; Families w/children	4	0	2	2
ES	NW Coalition for Battered Women HIC: Northwest Coalition for Family Safety	Northwest Coalition for Family Safety	Beltrami	DV	7	0	6	1
ES	Red Lake Tribe	Red Lake Women's Shelter HIC: Equay Wiigamig	Red Lake Reservation	DV	5	0	3	2
ES	Red Lake Tribe HIC org name: Red Lake Homeless Shelter	Red Lake Homeless Shelter	Red Lake Reservation	Single adults; Families w/children	6	0	3	3
ES	Village of Hope	Village of Hope	Beltrami	Families w/children	6	0	0	6

Project Type	Organization Name	Project Name	Location	Target Population	Inventory (Total Units)	IND Youth Units	IND Units (General)	FAM Units
ES	VIP	Violence Intervention Project Shelter	Kittson, Roseau, Marshall, Red Lake, Pennington	DV	3	0	0	3
ES	White Earth Nation	Emergency Shelter Voucher	White Earth Reservation	Awaiting further information	Awaiting further information			
ES	Wolfe Shelter	Wolfe Shelter (Seasonal Shelter)	Beltrami	IND Single adults/chronic inebrates	16	0	16	0
TH	Bi-County CAP	Bi-CAP Transitional Housing	Beltrami	Families w/children	6	0	0	6
TH	Inter-County Community Council	ICCC THP	Red Lake, Clearwater, Pennington, E Polk	Single adults; Families w/children	10	0	8	2
TH	Mahube-Otwa	Cornerstone Transitional Housing	Hubbard	Single adults; Families w/children	8	0	4	4
TH	NW CAP	Transitional Housing	Kittson, Roseau, Lake of the Woods, and E Marshall	Single adults; Families w/children	7	0	4	3
TH	Red Lake Homeless Shelter	Scattered Site Transitional Housing	Red Lake Reservation	Single adults; Families w/children	6	0	1	5
TH	Tri-Valley Opportunity Council	TVOC Transitional Housing	W Marshall, Norman, W Polk	Single adults; Families w/children	5	0	1	4

Project Type	Organization Name	Project Name	Location	Target Population	Inventory (Total Units)	IND Youth Units	IND Units (General)	FAM Units
TH	Violence Intervention Project	Battered Women's TH Program HIC: VIP Transitional Housing	Pennington	DV	3	0	1	2
TH	White Earth Nation	White Earth Homeless Program - Transitional Housing	White Earth Reservation	Single adults; Families w/children	5	0	2	3
TH-RRH	Bi-County CAP	Conifer Estates Transitional Housing	Beltrami	Families w/children	3	0	0	3
RRH	Bi-County CAP	Rapid Rehousing - ESG Short	Beltrami	IND Single adults	4	0	4	0
RRH	Inter-County Community Council	ICCC FHPAP (HIC name: Rapid Re-housing TVOC FHPAP)	Red Lake, Clearwater, Pennington, E Polk	Families w/children	3	0	0	3
RRH	Mahube-Otwa	M-O ESG	Mahnomen, Hubbard	Single adults; Families w/children	2	0	1	1
RRH	SSVF HIC org name: MN Assistance Council for Veterans (MAC-V)	MAC_V SSVF Rapid ReHousing	All	Families w/children	1	0	0	1
RRH	Tri-Valley Opportunity Council	Rapid Re-housing FHPAP	W Marshall, Norman, W Polk	Single adults; Families w/children	2	0	1	1
RRH	Violence Intervention Project	VIP Rapid Re-Housing	?	DV	4	0	0	4
RRH	White Earth Nation	White Earth Homeless Program - FHPAP RRH	White Earth Reservation	IND Single adults	1	0	1	0

Project Type	Organization Name	Project Name	Location	Target Population	Inventory (Total Units)	IND Youth Units	IND Units (General)	FAM Units
PSH	Bi-County CAP	American Indian PSH	Beltrami	Single adults; Families w/children	4	0	2	2
PSH	Bi-County CAP	Bi-County CAP PSH	Beltrami	Single adults; Families w/children	8	0	1	7
PSH	MAHUBE-OTWA Community Council	MHFA Homeless Housing Trust Fund Vouchers (Identified by stakeholders as LTH)	Mahnomen, Hubbard	Single adults; Families w/children	12	0	3	9
PSH	Park Place HIC Org Name: "Center City Housing"	Park Place	Beltrami	IND Single adults	60	0	60	0
PSH	Red Lake Homeless Shelter	MHFA Homeless Housing Trust Fund Vouchers	Red Lake Reservation	Families w/children	5	0	0	5
PSH	Tri-Valley Opportunity Council	Tri-Valley Permanent Supportive Housing	W Marshall, Norman, W Polk	Single adults; Families w/children	10	0	8	2
PSH	White Earth Tribe	White Earth Homeless Program - Dream Catcher	White Earth Reservation	Families w/children	19	0	0	19
OPH	Bi-County CAP	Conifer Estates Permanent Housing & Services	Beltrami	Families w/children	6	0	0	6
OPH	Bi-County CAP	MHFA Homeless Housing Trust Fund Vouchers	Beltrami	Single adults; Families w/children	50	0	20	30
OPH	Center of Human Environment	Center of Human Environment	Mahnomen	IND Single adults	28	0	28	0

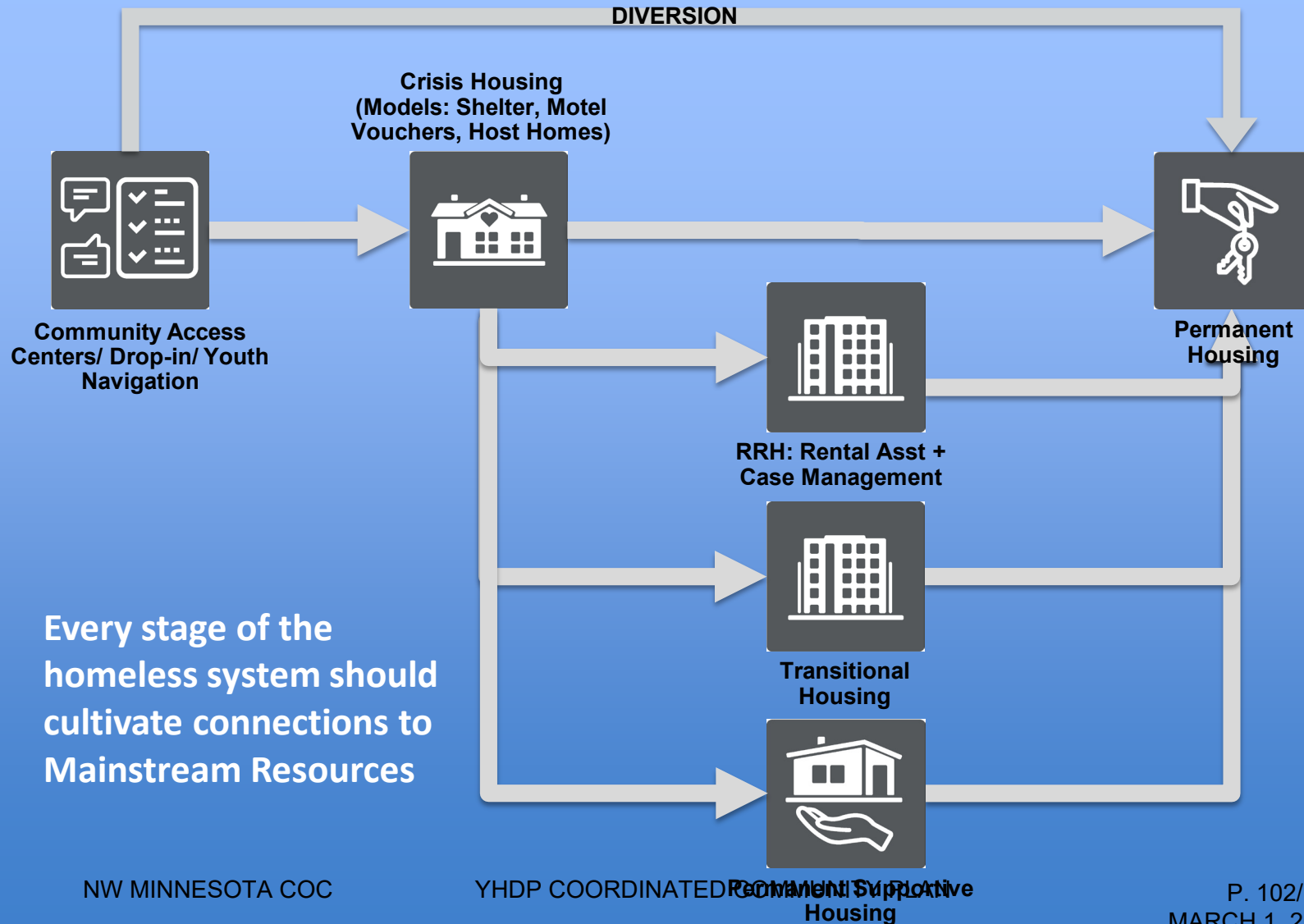
Project Type	Organization Name	Project Name	Location	Target Population	Inventory (Total Units)	IND Youth Units	IND Units (General)	FAM Units
OPH	Housing Matters	Housing Matters Housing Supports	Beltrami	Single adults; Families w/children	37	0	25	12
OPH	Leech Lake - Beltrami County HRA	Conifer Avenue PSH	Red Lake, Clearwater, Mahnomen, E Polk	Single adults; Families w/children	5	0	1	4
OPH	Red Lake Homeless Shelter	Section 811 Designated Homeless	Red Lake Reservation	Single adults; Families w/children	14	0	4	10
OPH	Red Lake Housing	Conifer Avenue PSH	Red Lake Reservation	Families w/children	5	0	0	5
OPH	White Earth Nation	Giwanikimin	White Earth Reservation	Families w/children	20	0	0	20

Appendix F: Homelessness Prevention, Outreach, & Supportive Services Only Projects

- HP = Homelessness Prevention
- SSO = Supportive Services Only

Project Type	Organization Name	Project Name	Location	Target Population	Youth-dedicated?
HP	Bi-County CAP	FHPAP - Homeless Prevention	Beltrami		
HP	Inter-County Community Council	ICCC ESG	Oklee, Thief River Falls		
HP	Mahube-Otwa	M-O HYA Prevention	Mahnomen, Park Rapids		Yes
HP	Mahube-Otwa	M-O ESG Prevention	Mahnomen, Park Rapids		
HP	Mahube-Otwa	M-O FHPAP - Prevention			
HP	Red Lake College	Red Lake College Homeless vouchers	Red Lake Reservation		
HP	White Earth Tribe	White Earth Homeless Program - FHPAP Prevention	White Earth (Becker County)		
SSO	Evergreen Youth & Family Services	Supportive Services	Bemidji		Yes
SSO	Inter-County Community Council	River Pointe Townhomes	Pennington	Families w/children	
SSO	Inter-County Community Council	ICCC LTH	Red Lake, Clearwater, Pennington, E Polk	IND Single adults	
SSO	Inter-County Community Council	Riverside Terrace (LTH)	Pennington	IND Single adults	
SSO/Outreach	Evergreen Youth & Family Services	EYS Drop-in Center	Bemidji		Yes
SSO/Outreach	NWMHC	NWMHC Homeless Intervention	Crookston, E Grand Forks		
SSO/Outreach	NWMHC	NWMHC LTH	Crookston, E Grand Forks		
SSO/Outreach	NWMHC	NWMHC NWA	Crookston		
SSO/Outreach	Schools	Title 1 Homeless Programs	All schools w/Title 1		

NW MN Homelessness System Map



Cohort Groups of Need and Associated Responses for **Unaccompanied Youth**

Potential cohorts	Potential assistance strategies	%
Crisis needs, minimal long-term housing barriers	Drop-in/Youth navigator support, diversion, crisis housing	5%
Prior work history, but poor rental history	Drop-in/Youth navigator support, crisis housing, housing placement, rental assistance+case management	45%
No/limited income, poor rental history, addiction/mental health	Drop-in/Youth navigator support, crisis housing, housing placement, rental assistance+case management, ACT services	40%
No income, documented disability, challenges living independently	Drop-in/Youth navigator support, crisis housing, permanent supportive housing, ACT services	10%

Cohort Groups of Need and Associated Responses for **Parenting Youth**

Potential cohorts	Potential assistance strategies	%
Crisis needs, minimal long-term housing barriers	Drop-in/Youth navigator support, crisis housing	5%
Prior work history, but poor rental history	Drop-in/Youth navigator support, crisis housing (respite center, host homes), transitional housing	35%
No/limited income, poor rental history, addiction/mental health	Drop-in/Youth navigator support, crisis housing (respite center, host homes), transitional housing	25%
No income, documented disability, challenges living independently	Drop-in/Youth navigator support, crisis housing, permanent supportive housing, ACT services	35%

Pathways for Unaccompanied Youth

Cohorts and Associated Service Strategies (Pathways)	Est Need	Project Types				
		Diversion	Crisis Housing	RRH Rental Asst + CM	Perm Supp. Housing	ACT Services
People with Crisis needs, minimal long-term housing barriers	5%	3 mo	1 mo			
People with Prior work history, but poor rental history	45%		1 mo	12 mo		
People with No/limited income, poor rental history, addiction/mental health	40%		1 mo	24 mo		12 mo
People with No income, documented disability, challenges living independently	10%		1 mo		1 unit	12 mo

Pathways for Parenting Youth

Cohorts and Associated Service Strategies (Pathways)	Est Need	Project Types				
		Diversion	Crisis Housing	Transitional Housing	Perm Supp. Housing	ACT Services
People with Crisis needs, minimal long-term housing barriers	5%	3 mo	1 mo			
People with Prior work history, but poor rental history	35%		1 mo	12 mo		
People with No/limited income, poor rental history, addiction/mental health	25%		1 mo	24 mo		
People with No income, documented disability, challenges living independently	35%		1 mo		1 unit	12 mo

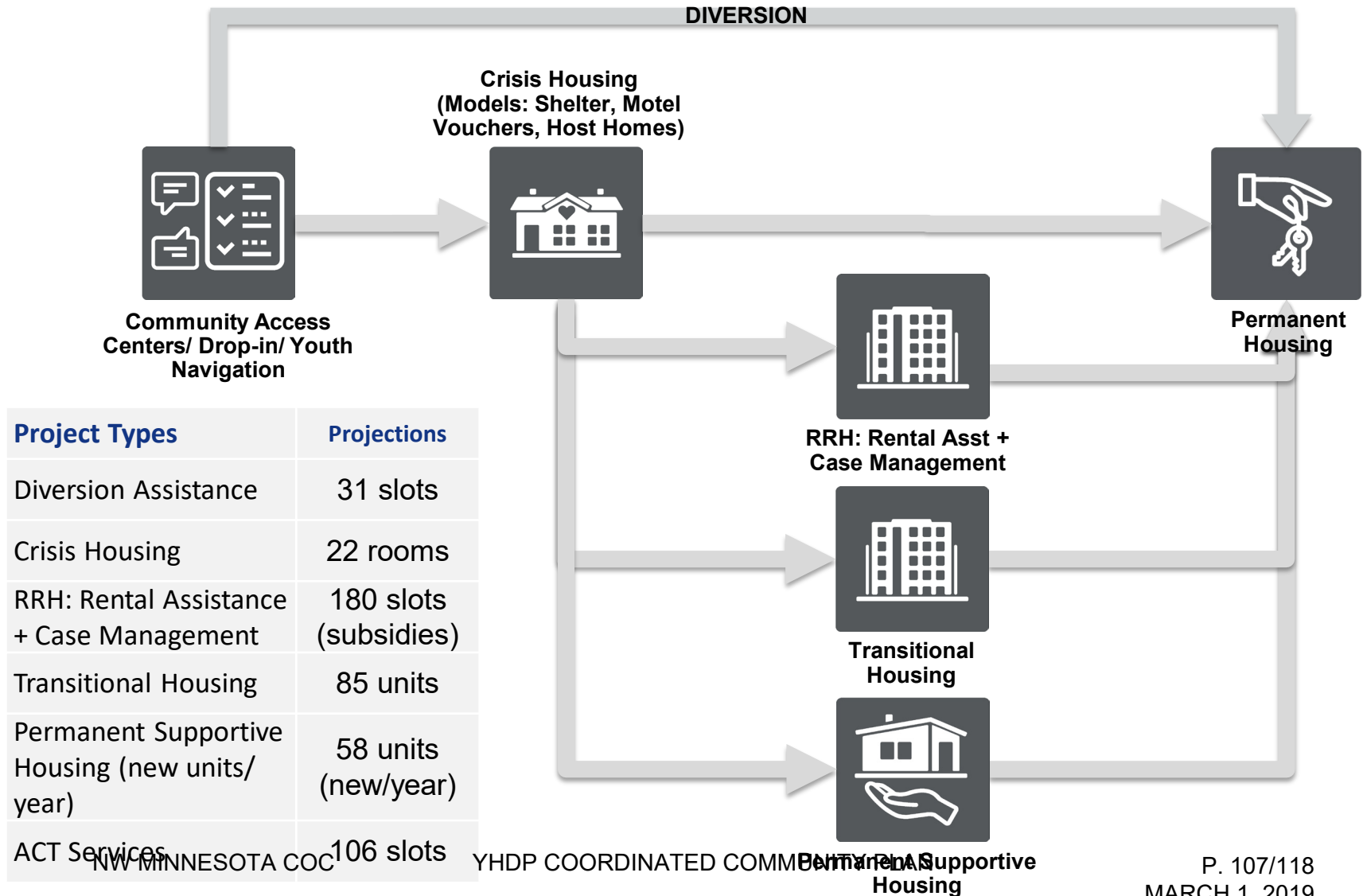
Estimated Households Annually

(based on January-Dec 2018 CE Data)

- Unaccompanied Youth, 18-24 = 137 HH
- Parenting Youth, 18-24 = 95 HH
- Unaccompanied Youth, Minors = 19 HH
- Parenting Youth, Minors = 5 HH

- TOTAL = 256 YYA Households

NW MN Homelessness System Projections



Overview: The program models matrix is intended to be a living document to guide planning and implementation efforts. It is intended to help funders understand what to fund and providers understand what they are expected to deliver. It also helps ensure we are measuring outcomes of similar programming in a consistent way. It is important to note that the “essential program elements” identified are intended to reflect the ideal program components that should be included in the program type, especially for any new programs a provider designs or a funder supports. Some of the elements identified are cost neutral (e.g., use of a common assessment tool, how program vacancies are filled), but it is important to acknowledge that other elements are not. In some cases – particularly on issues impacted by facility size/configuration – existing programs may not be able to incorporate certain program elements at all and the existing program may need to transform into a different program model or risk the loss of funding from formal homeless system funders. In other cases, providers will not be able to adapt programming unless contracts include the necessary resources (e.g., moving from 12- to 24-hour access, reducing case load sizes). Funders and providers will have to work together closely to examine where changes can be implemented immediately and where time, resources, and/or capacity building will be required and where reallocation will be necessary to achieve the desired system.

Mission: "An end to homelessness means that the region creates a systems-level response that ensures homelessness is prevented whenever possible or is otherwise rare, brief, and non-recurring. The response must quickly identify and engage youth at risk of and experiencing homelessness. If not homeless: intervene to prevent the loss of housing and divert youth from entering the homeless services system. If already homeless: Provide immediate access to shelter and crisis services, without barrier to entry; and quickly connect youth to housing assistance and services tailored to their unique needs and strengths; and help youth achieve and maintain stable housing."

Goal 1. Quickly identify and engage youth and families at risk of and experiencing homelessness.
Goal 2. Divert young people from entering the homeless services system or provide immediate access to shelter and crisis services, without barriers to entry.
Goal 3. Utilize and continually improve coordinated entry system to assess and quickly connect youth to housing assistance and services tailored to their unique needs and strengths.
Goal 4. Support creation of long-term housing resources and services to help youth achieve and maintain stable housing.
Goal 5. Develop a systems-level response to ensure that homelessness is prevented whenever possible or is otherwise rare, brief, and non-recurring.
Goal 6. Ensure that the youth homeless response system remains accessible, responsive, efficient, well-managed, and effective on an ongoing basis.

Targeted Population/Age Band: *(Specify population or age definitions, if appropriate for local process.):*

- Age band for “Youth” is under 25, with a particular focus on unaccompanied and parenting youth, 16-24 years old.

I. “FRONT PORCH” SERVICES “Front Porch” services are those provided to people before they reach the front door of the homeless services system (the front door being the shelter system). This may include services to both those already experiencing homeless as well as to those at imminent risk.				
Program Type	Essential Elements	Timeframe	Population	Outputs/ Outcomes Measures
Field-based Youth Navigators/ Advocates	<ul style="list-style-type: none"> Field-based assessment, based in rotating regional access centers but available to be deployed to community locations based on calls to crisis hotline, mobile app/web technology, or referrals from partners Crisis hotline support Screenings for homelessness/housing instability Linkage to Diversion assistance or Shelter Coordinated entry assessments for young people staying in places that don’t have that capacity in-house Case management, culturally responsive (racial, ethnic, LGBTQ diversity) <ul style="list-style-type: none"> Providing a trusted adult ally (with Native cultural connections, as applicable) Assessing needs and preferences Service coordination – linkage to county/tribal social services, mental health, substance abuse, education, employment services (WIOA, supplement support with mobile app?), reunification support, parenting support and child care (for parenting youth), reproductive health services Assistance to obtain an ID 	As needed	Young people experiencing homelessness or significant housing instability	
Drop In Center (standalone or co-located in community settings)	<ul style="list-style-type: none"> Warm welcome Peer support and youth-friendly environment Food, laundry (other low barrier supports like homework help) Screenings for homelessness/housing instability Linkage to Diversion assistance or Shelter Coordinated entry assessments Case management, directly or through linkage with youth navigator (see cm description above) 	As needed	Young people seeking community supports	
Mobile/Web Technology and/or Crisis Hotline	<ul style="list-style-type: none"> Text, phone, or web-based assistance to provide peer support, answer questions and make referrals to homeless and mainstream resources Linkage to Diversion assistance or shelter (ideally with real-time information about shelter availability) Potentially staffed by Youth Navigators (on a rotating basis) 			

I. “FRONT PORCH” SERVICES “Front Porch” services are those provided to people before they reach the front door of the homeless services system (the front door being the shelter system). This may include services to both those already experiencing homeless as well as to those at imminent risk.				
Program Type	Essential Elements	Timeframe	Population	Outputs/ Outcomes Measures
Diversion (Targeted Prevention)	<ul style="list-style-type: none"> ○ Housing counseling (including Landlord/tenant education) and housing search assistance, including assistance with rental arrears, security deposit, first/last month rent (if needed for housing placement) ○ Family mediation and reunification support ○ Short-term financial assistance to help with: <ul style="list-style-type: none"> • Transportation • Assistance to obtain an ID • Assistance with work equipment (e.g., uniforms, work boots), directly or through partnership with WIOA agencies • Emergency Food assistance ○ Case management, directly or through linkage with youth navigator (see cm description above) 	Up to 3 months?	Those living in unstable housing with minimal housing barriers	

II. CRISIS HOUSING/CRISIS SERVICES

Crisis housing/services are intended to be time limited in nature and are designed to be a stepping-stone to stability. They will typically last 1-3 months and provide supportive, holistic, developmentally appropriate services that lead to long-lasting housing stability. These services should be flexible, client centered, trauma informed, and strengths based. They will be “low barrier” in that they will not terminate people from programming due to unhealthy or disruptive behaviors, rather will work on other strategies to ensure others in the program are not adversely impacted.

Program Type	Essential Elements	Timeframe	Population	Outputs/ Outcomes Measures
Emergency Shelter	<ul style="list-style-type: none">○ Immediate access to congregate shelter (private rooms) or motel vouchers○ Case management, culturally responsive (racial, ethnic, LGBTQ diversity)<ul style="list-style-type: none">• Providing a trusted adult (with Native cultural connections, as applicable)• Assessing needs and preferences• Service coordination – linkage to county/tribal social services, mental health, substance abuse, education, employment services (WIOA, supplement support with mobile app?), reproductive health, reunification support, parenting support and child care (for parenting youth)• Assistance obtaining an ID• Access to a computer to facilitate job and housing search• Assistance with work equipment (e.g., uniforms, work boots), directly or through partnership with WIOA agencies○ Transportation○ Financial literacy and life skills○ Life skills○ Housing counseling (including Landlord/tenant education) and housing search assistance, including rental arrears, security deposit, first/last month rent	Ideally housed within 1 month, but could be longer if needed	<p>Congregate shelter: Young people (particularly 16-21) experiencing homelessness who want shelter with on-site services</p> <p>Motel Vouchers: Young people for whom shelter is not viable (particularly ages 21-24) and those experiencing homelessness in areas that are not served by a shelter</p>	

II. CRISIS HOUSING/CRISIS SERVICES

Crisis housing/services are intended to be time limited in nature and are designed to be a stepping-stone to stability. They will typically last 1-3 months and provide supportive, holistic, developmentally appropriate services that lead to long-lasting housing stability. These services should be flexible, client centered, trauma informed, and strengths based. They will be “low barrier” in that they will not terminate people from programming due to unhealthy or disruptive behaviors, rather will work on other strategies to ensure others in the program are not adversely impacted.

Program Type	Essential Elements	Timeframe	Population	Outputs/ Outcomes Measures
Host Homes (Crisis Housing)	<ul style="list-style-type: none">○ Immediate access to private rooms in kinship/friendship or “matched” home○ Case management, culturally responsive (racial, ethnic, LGBTQ diversity)<ul style="list-style-type: none">● Providing a trusted adult (with Native cultural connections, as applicable)● Assessing needs and preferences● Service coordination – linkage to county/tribal social services, mental health, substance abuse, education, employment services (WIOA, supplement support with mobile app?), reproductive health, reunification support, parenting support and child care (for parenting youth)● Assistance obtaining an ID● Access to a computer to facilitate job and housing search● Assistance with work equipment (e.g., uniforms, work boots), directly or through partnership with WIOA agencies○ Transportation○ Financial literacy and life skills○ Housing counseling (including Landlord/tenant education) and housing search assistance, including rental arrears, security deposit, first/last month rent○ Family mediation and reunification support	Ideally housed within 1 month, but could be longer if needed	Young people for whom shelter is not viable (particularly parenting youth) and those experiencing homelessness in areas that are not served by a shelter.	

III. Long-Term Housing Safe and stable housing, ideally in a permanent housing setting, that provides supportive services and housing assistance to support people as they return to independent permanent housing or permanent housing supported by a mainstream system resource.				
Program Type	Essential Elements	Timeframe	Population	Outputs/ Outcomes Measures
Transitional Housing	<ul style="list-style-type: none"> ○ Housing assistance (apartments in project-based, scattered site, or market-rate units) with master leasing of apartments, if needed ○ Case management, culturally responsive (racial, ethnic, LGBTQ diversity) <ul style="list-style-type: none"> • Providing a trusted adult (with Native cultural connections, as applicable) • Assessing needs and preferences • Service coordination – linkage to county/tribal social services, mental health, substance abuse, education, employment services (WIOA, supplement support with mobile app?), reproductive health, reunification support, parenting support and child care (for parenting youth) • Assistance obtaining an ID • Access to a computer to facilitate job and housing search • Assistance with work equipment(e.g., uniforms, work boots), directly or through partnership with WIOA agencies ○ Transportation ○ Financial literacy and life skills ○ Family mediation and reunification support ○ Assistance completing high school, GED, vocational program, or college ○ Housing counseling (inc. Landlord/tenant education) and housing search assistance, including rental arrears, security deposit, first/last month rent 	Typically 12 months, but could be extended to 24+ months (especially for young people pursuing education)	Youth with barriers to housing and interest in shared living and more structured support	

III. Long-Term Housing Safe and stable housing, ideally in a permanent housing setting, that provides supportive services and housing assistance to support people as they return to independent permanent housing or permanent housing supported by a mainstream system resource.				
Program Type	Essential Elements	Timeframe	Population	Outputs/ Outcomes Measures
Rapid Re-Housing	<ul style="list-style-type: none"> ○ Housing counseling (including Landlord/tenant education) and housing search assistance, including rental arrears, security deposit, first/last month rent ○ Time limited rental assistance to ensure housing affordability with co-leasing of apartments (if needed) ○ Case management, culturally responsive (racial, ethnic, LGBTQ diversity) <ul style="list-style-type: none"> ● Providing a trusted adult (with Native cultural connections, as applicable) ● Assessing needs and preferences ● Service coordination – linkage to county/tribal social services, mental health, substance abuse, education, employment services (WIOA, supplement support with mobile app?), reproductive health, reunification support, parenting support and child care (for parenting youth) ● Assistance obtaining an ID ● Access to a computer to facilitate job and housing search ● Assistance with work equipment (e.g., uniforms, work boots), directly or through partnership with WIOA agencies ○ Transportation ○ Financial literacy and life skills ○ Family mediation and reunification support ○ Assistance completing high school, GED, vocational program, or college 	Typically 12 months, but could be extended to 24+ months (especially for young people pursuing education)	Young people (particularly 18-24, but available to youth under 18 if feasible) with barriers to housing and interest in independent housing	

III. Long-Term Housing Safe and stable housing, ideally in a permanent housing setting, that provides supportive services and housing assistance to support people as they return to independent permanent housing or permanent housing supported by a mainstream system resource.				
Program Type	Essential Elements	Timeframe	Population	Outputs/ Outcomes Measures
Permanent Supportive Housing	<ul style="list-style-type: none"> ○ Intensive case management, culturally responsive (racial, ethnic, LGBTQ diversity) <ul style="list-style-type: none"> ○ Providing a trusted adult (with Native cultural connections, as applicable) ○ Assessing needs and preferences ○ Service coordination – linkage to county/tribal social services, mental health, substance abuse, education, employment services (WIOA, supplement support with mobile app?), reproductive health, reunification support, parenting support and child care (for parenting youth) ○ Assistance obtaining an ID ○ SOAR assistance/Benefits enrollment (SNAP, Medicaid, SSI/SSDI, general assistance) ○ Housing counseling (including Landlord/tenant education) and housing search assistance, including assistance with rental arrears, security deposit, first/last month rent (if needed for housing placement) ○ Non-time limited rental assistance to ensure housing affordability with Master leasing (if needed) ○ Food assistance, including nutrition and cooking classes ○ Transportation ○ Financial literacy and life skills 	Non-time limited	Young people, 18-24, with chronic disabling conditions that warrant permanent and intensive supports	

III. Long-Term Housing Safe and stable housing, ideally in a permanent housing setting, that provides supportive services and housing assistance to support people as they return to independent permanent housing or permanent housing supported by a mainstream system resource.				
Program Type	Essential Elements	Timeframe	Population	Outputs/ Outcomes Measures
ACT Wrap-around Services (mainstream system supports)	<ul style="list-style-type: none"> ○ Direct support services to stabilize disabling conditions such as mental health and addiction ○ Personal care assistance (as needed) 	Homeless-facilitated support focused on first year of housing stability, transitioning to housing-based case managers and mainstream service partners (if ongoing ACT assistance can be funded from mainstream sources)	Young people, 18-24, with chronic disabling conditions that warrant permanent and intensive supports	
Targeted Affordable Housing Subsidy	<ul style="list-style-type: none"> ○ Non-time limited rental assistance to ensure housing affordability (Section 8 HCV model) 	Non-time limited	??	

IV. Infrastructure Support				
Program Type	Essential Elements	Timeframe	Population	Outputs/ Outcomes Measures
Landlord Development and Support	<ul style="list-style-type: none"> ○ Landlord recruitment ○ Ongoing discussions with landlord to understand their concerns and develop landlord supports and retention strategies ○ Centralized landlord risk mitigation fund to cover damages that fall outside security deposits (or that occur mid-lease) to mitigate landlord risks and enable tenants to remain in properties when damages occur ○ Landlord/tenant training on topics identified by landlords and tenants ○ Identify shared housing options and lease mechanics to support shared housing 	Ongoing	Landlords providing housing to young people	
HMIS	<ul style="list-style-type: none"> ○ Per CoC policy, 2% of all grant funds should be used to support HMIS hosting, administration, and support 			

Table 1: Projected Youth PIT System Inventory Needs by Project Type

Project Type	Unit of Measure	UY 18-24	PY 18-24	UY < 18	PY < 18	Projected PIT System Inventory Needs	Current System (1/2018)	Difference
Drop-in/ Youth Navigation	PIT caseload	31	8	3	0	42	0	42
Diversion	PIT caseload	2	0	0	0	2	0	2
Crisis Housing: Motel Voucher Model	PIT Capacity	11 - Motels	2 - HH	0	0	13	0	13
Crisis Housing: Respite Center	PIT Capacity	1	6	2	0	9	0	9
Transitional Housing	PIT Capacity	0	80	0	5	85	0	85
RRH	PIT Capacity	172	0	8	0	180	0	180
Permanent Supportive Housing	Annual New Units	14	33	9	2	58**	--	--
ACT Services	PIT caseload	69	33	2	2	106	0	106

** Number of new PSH units that need to be added to the stock each year to accommodate expected inflow.

Other ideas that didn’t fit neatly in the program models chart.

Tiny Houses for All (short and long-term)
Post office for homeless
Cell phones for employment purposes