BUILDING CHANGES
END HOMELESSNESS TOGETHER

Priority Action Steps to Prevent and End Youth/Young Adult Homelessness

An Implementation Plan

Acknowledgments

This implementation plan was supported with resources from the Raikes Foundation, and developed by Building Changes in coordination with United Way of King County. The development of the plan was guided by a Youth/Young Adult Homelessness Funders Group and Task Force, under the governance of the Committee to End Homelessness in King County (CEHKC). See Appendices for a list of members of the Funders Group and Task Force.

A wide range of stakeholders participated in the development of the strategies included in this plan, including youth/young adults experiencing homelessness. We are grateful to all those who contributed.

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COMMITTEE TO END HOMELESSNESS KING COUNTY

RAIKES FOUNDATION

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United Way of King County

Endorsed by:

√ Interagency Council, CEHKC	DATE: 4/2/2012
√ Governing Board, CEHKC	DATE: 4/25/2012
√ Youth/Young Adult Homelessness Task Force, CEHKC	DATE: 4/27/2012
√ Youth/Young Adult Homelessness Funders Group	DATE: 4/27/2012

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Section 1—Introduction

An estimated 5,000–10,000 youth/young adults experience homelessness during the course of each year in King County. On any given night, approximately 1,000 youth/young adults are homeless. As is ubiquitous with homeless data, these numbers must be accompanied with the caveat that they are estimates, and that we do not know the full extent of youth/young adults experiencing homelessness.

This is a social problem that well-intentioned stakeholders throughout King County have identified and tried to address for years. Funders, providers, advocates, and youth/young adults have developed and implemented plans and programs to address homelessness. Although each planning effort gathered data and recommendations from multiple stakeholders for system improvements and investments, they were only partially implemented.[1]

Providers and programs throughout King County serve a great number of homeless youth/young adults and have supported thousands of youth in their development toward adulthood. Yet, youth/young adults continue to become homeless, and it is believed that many ultimately become homeless adults or part of homeless families. This is not necessarily the failure of the homeless response system. Other systems that come into contact with youth/young adults who may be at risk of becoming homeless—such as child welfare, juvenile justice, and schools—have culpability, too.

Yet, significantly, the homeless response system is still not able to answer key questions about youth/young adult homelessness, including:

- **What's the need?** How many youth/young adults are homeless?
- **What works to address it?** Which housing or service interventions are most effective at ending homelessness for youth/young adults of diverse needs and circumstances?
- **Are we making progress?** As a community, are we reducing the number of youth/young adults who become homeless, the length of time they are homeless, and reducing return episodes of homelessness?

This plan provides a blueprint for answering these questions, and a step toward developing a data-driven system for ending youth/young adult homelessness. We are now at the cusp of being able to tangibly define the scale of this problem, and how we can best address it.

1 See Appendices for a summary of strategies recommended in recent King County homeless youth/young adult plans.

Scope of this Plan

In 2011, a broad community effort was embarked upon to improve the system serving youth/young adults who become homeless. Private funders, led by the Raikes Foundation, United Way of King County, and the Medina Foundation, identified three priority strategies, and a task force was formed under the auspices of the Committee to End Homelessness (CEH) in King County to develop an action plan for implementation of the strategies. This work was supported by the Raikes Foundation and led by Building Changes.

An extensive community process was conducted, involving more than 100 stakeholders, including 30 homeless youth/young adults. This process was guided by two groups—the Youth/Young Adult Homelessness Funders Group and the Youth/Young Adult Homelessness Task Force.[2] In addition, Building Changes convened advisory workgroups to refine three priority strategies.

Priority Strategies

These efforts, and this report, focus on three priority strategies:

Coordinated Engagement	• Systematically assess needs and match youth/young adults with effective service and housing interventions
Prevention	• Preserve family connections when safe and appropriate • Engage runaway youth/young adults before they become street-involved
Data Engagement	• Improve data collection and reporting • Match services to clients' needs • Support continuous improvement • Assess community progress

These strategies, when implemented, will make a significant difference in our ability to prevent youth/young adults from becoming homeless and serve them effectively when they do become homeless. Significantly, implementation of these priorities will also provide us with the answers to the questions posed above—what's the need? What works to address it? Are we making progress?

The answers to these questions will provide King County with a structure for planning and developing a comprehensive system for addressing youth/young adult homelessness.

What this Plan Does Not Address

This is not a comprehensive plan for addressing youth/young adult homelessness in King County. This planning effort did not set out to complete such a plan. Instead, the intent was to set an implementation plan for the three priority strategies.

This is not a needs assessment. It does not signify a new attempt to quantify the number of youth/young adults experiencing homelessness, nor does it attempt to describe the variances in need by region, race/ethnicity, sexual orientation, or otherwise.

However, these strategies will provide us with the data to accurately project need and a comprehensive plan. In addition, the Youth/Young Adult Task Force approved in concept a system-wide services model, which was proposed by Auburn Youth Resources, Cocoon House, Friends of Youth, and YouthCare.[3] This model can serve as a framework for the development of the comprehensive plan. The plan must be data-driven, utilizing the information gathered upon implementation of the three priority strategies to recommend:

- The scale of housing and services interventions to meet need.

2 See Appendices for lists of members of these committees and their charters.

3 See Appendices for overview of this model.

- The types of housing and services interventions that are most effective.
- The variances in interventions required to address needs of youth/young adults in each region of the county.
- The variances in interventions required to address needs of youth/young adults, including LGBTQ (lesbian, gay, bisexual, transgender, questioning) youth, youth of color, immigrant/refugee youth, youth exiting the child welfare system, and youth exiting the juvenile justice system.
- Strategies for integrating service delivery and data collection across systems, including mental health, chemical dependency, juvenile justice, schools, and child welfare.

While we do not yet have this comprehensive data or plan, it is quite clear that youth/young adults continue to languish in homelessness. It is imperative that programs be supported, and that we expand housing and services to meet current need. It is also urgent that we integrate services and housing at a systems and provider level, so that youth/young adults have access to the full range of interventions that they need. Funders and providers must continue to work together to support youth/young adults to get into stable homes, giving them the foundation to develop into stable adults.

Alignment with Other Homeless Planning

This plan reaffirms and builds upon the goals of King County's Ten-Year Plan to End Homelessness, as well as multiple local-, state-, federal-, and community-planning processes.

While the focus of this initiative is on bringing about county-wide system changes for addressing youth/young adult homelessness, it is understood that this will be achieved only in concert with a variety of initiatives. Currently, our community is also working to:

- Implement an extensive realignment of approaches to ending family homelessness.
- Increase affordable housing opportunities for households experiencing homelessness through ongoing production of housing units and increased access to existing rental units, while maximizing the use of rental subsidies.
- Examine the effectiveness of housing interventions for homeless youth/young adults.
- Determine an appropriate response to ensure that youth exiting the foster care system find stable housing.
- Develop a vision for coordinating resource delivery to anyone experiencing homelessness.
- Fully implement and utilize the Homeless Management and Information System (Safe Harbors).
- Build the public and political will to end homelessness, including advocacy efforts.

Momentum

Funders and providers have worked collaboratively and iteratively over these past six months to develop and propose a more effective, coordinated regional response to youth/young adult homelessness. As a result, there is significant momentum in place to implement the three priority strategies. Providers have already begun taking the initiative to improve service coordination. Funders are meeting regularly to improve their coordination as well. All involved feel an urgency to implement the systems enhancements outlined in this plan.

In addition, there is national focus on the work we are doing in King County. Even though we are currently only in the planning stage, national leaders such as the National

Alliance to End Homelessness (NAEH) are eagerly monitoring our progress. NAEH supports the strategies we are developing, primarily because they have the potential to provide King County—as well as the homeless research field—with data about the housing and services interventions that are most effective in ending youth/young adult homelessness. There is currently very limited data about the scope of youth/young adult homelessness, the typology of youth who become homeless, and the interventions that effectively address youth homelessness. Therefore, it is likely that implementation of these strategies will provide us with an opportunity to increase our community's competitiveness for local, state, federal, and philanthropic funding.

Section 2—Vision for Future System

Youth/young adults throughout King County, like anywhere, are imaginative, curious, bright, and optimistic. They have ideas and solutions and answers. During the course of meeting with youth/young adults living on the streets, in shelters, or temporarily with friends, it became clear that they had thought a lot about how we—funders, providers, parents, teachers, and youth/young adults themselves—could collectively develop a solution for ending youth/young adult homelessness.

These youth/young adults clearly articulated, through very personal reflections of their own experiences, that the current system of youth/young adult housing and services was not working as effectively as the providers, planners, and funders had hoped, despite good intentions. They described a patchwork of housing and services programs that they found through their own initiative and through word of mouth. They related stories of trauma and loss of family bonds that were raw and often unresolved. They described the fits and starts of their journeys and how providers helped them along the way. They expressed frustration with how hard it was to find services, with the length of waiting lists, and with providers that seemed to not be working together. Significantly, youth/young adults also identified leadership opportunities for themselves in being part of the solution.

The vision that they identified included:

- Availability of supports for families—parents, youth, and young adults—before the crisis, to prevent the breakup of the family unit.
- A network of providers offering coordinated services that are accessible equally throughout the county.
- A transparent system that puts information in the hands of youth/young adults, such as menus of available services and "user reviews" to inform their decisions.
- A system that supports youth/young adults to build personal accountability and to develop skills that will support their growth and self-sufficiency.
- Involving youth/young adults in the solutions, through mentorship and employment opportunities.

This vision, provided by youth/young adults experiencing homelessness now in various parts of King County, has informed the development of a proposed new approach to ending youth/young adult homelessness in our communities. Providers and funders, as described in the previous section, have collaborated on a planning process that has resulted in the development of strategies that support the vision articulated by homeless youth/young adults.

The three short-term priorities for investment described in the next section make significant enhancements to the existing services system. However, they will be effective only if the capacity of the housing and services can meet need, which it currently cannot. More housing and services programs are needed, particularly in areas with minimal resources and growing need. However, by implementing these system enhancement strategies, youth/young adults and their families will begin to notice a very different community response when they experience a crisis or become homeless.

1. Coordinated Engagement

Equal access to appropriate types of housing and services from multiple points throughout the county *(Coordinated Engagement strategy).* This could be achieved by developing common, consistent tools and processes for assessing and referring youth/young adults seeking housing. This model would emphasize diverting youth from entering the system and provide youth/young adults with increased access to the services they need to quickly bounce back after experiencing a crisis or short bout of homelessness. There is currently not enough housing and services to meet need. Additional capacity will need to be developed for the success of this strategy.

2. Prevention

2A. Targeted prevention services for families that are experiencing crises to prevent youth/young adults leaving the home and becoming homeless *(Prevention—Family Connections strategy).* This could be achieved by providing outreach and education to families and caring adults about services available to them, and increasing services that counsel youth/young adults and families toward a goal of strengthening family connections, when that is an appropriate and safe option. This strategy would provide families with tools to stabilize and could effectively divert many youth/young adults from ever entering the homeless system. This strategy would require new programming and integration of service delivery with existing family reunification, preservation, and crisis coordination programs.

2B. Education, outreach, and immediate response when youth/young adults leave home so they know where to turn to find help and a safe place to stay *(Prevention—Early Intervention for Runaways strategy).* This strategy provides youth/young adults with information about where to turn when in trouble, and alerts providers to respond within 45 minutes. This strategy would keep youth/young adults safe by keeping them off streets and diverting them toward family or caring adults or toward short-term shelters or other appropriate interventions. This strategy would require expanded programming and also integration with family reunification, preservation, and crisis coordination programs.

3. Data Coordination

A coordinated system for assessing community progress toward the goal of ending youth/young adult homelessness while supporting providers to coordinate services, measure outcomes, make adjustments, and improve service delivery *(Data-Coordination strategy).* This could be achieved by integrating data outcome reporting processes for multiple funding streams using a single database. Safe Harbors would be utilized to centralize information about clients and programs, allowing for coordinated engagement of youth/young adults.

These strategies have the potential to provide significant impact by:

- Diverting youth/young adults from becoming homeless.
- Decreasing the length of time youth/young adults are homeless.
- Decreasing the chance that they will return to homelessness.

As emphasized in the Introduction to this report, these strategies will not independently end youth/young adult homelessness. They will need to be complemented with investments in housing and services programs in order to be effective. For example, a new coordinated engagement system can effectively provide equal access to housing and services programs for youth/young adults regionwide. However, if there are not enough housing units/beds or services "slots" available to meet the need, all these youth/young adults get is equal access to a waiting list.

Regardless, these action steps will provide us with important information (see Figure 1) that will support the development of a Comprehensive Plan:

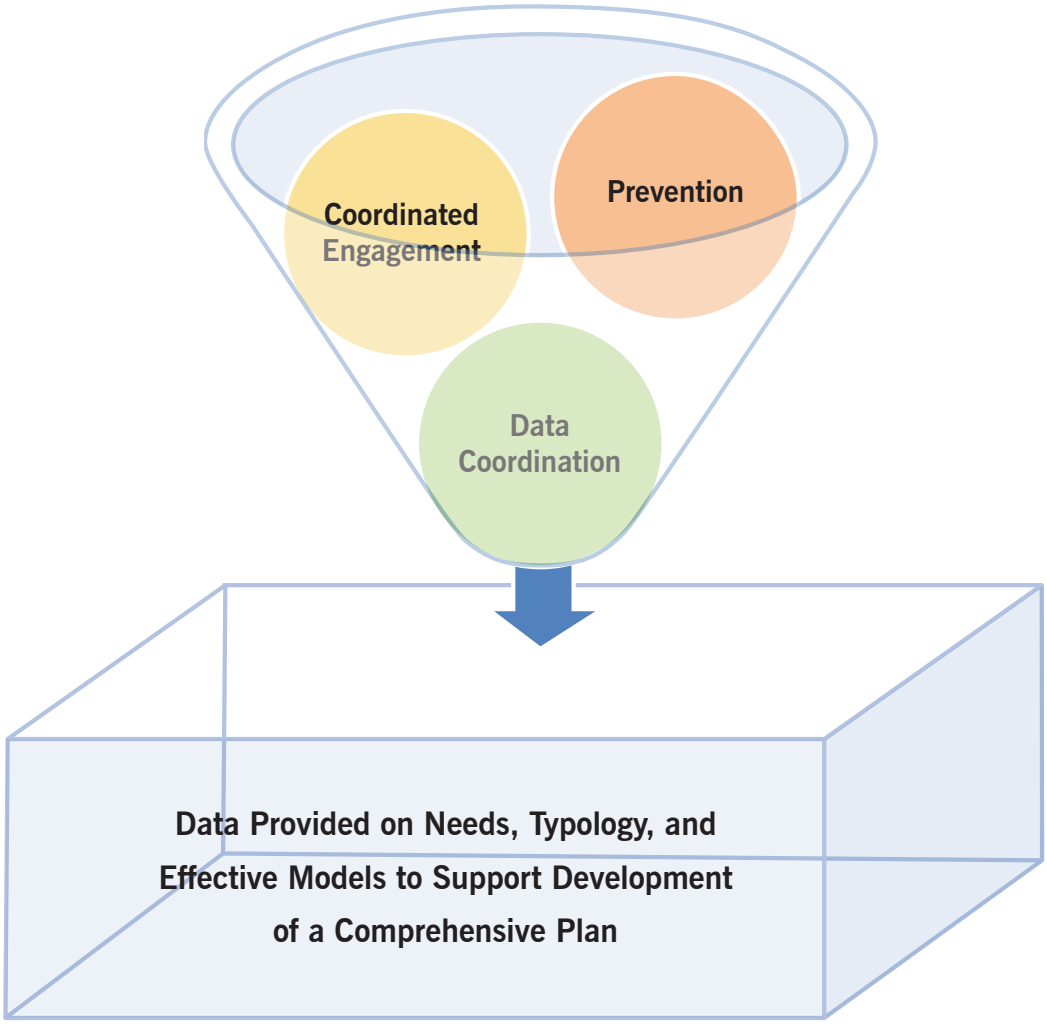

Figure 1. Priority Action Steps Lead to Comprehensive Plan

The priority action steps will provide the system with:

- Data about the true scale of need.
- Accurate reporting on youth/young adults' utilization of housing and services.
- Evaluative data about the effectiveness of current interventions.
- Feedback from youth/young adult clients to assure quality of programming.
- Costs of delivering specific housing and services interventions.
- How current funding is or is not aligned toward effective interventions.
- The amount of funding required.

The following sections describe the three priority strategies in detail, including action steps for implementation.

Section 3—Summary of Priority Strategies and Costs

Coordinated Engagement Strategy

A strategy has been identified for more efficiently utilizing existing housing and services by "centralizing" intake, assessment, and referral decisions. In this new system, youth/young adults will be assessed using a standardized tool at points throughout the county. Youth/young adults will either be diverted from entry to services or assessed for immediate and longer-term needs and referred to programs that are designed to meet those needs.

Current System of Coordination

Currently, youth/young adults seek and receive services and housing in an unequal, inconsistent way (see Figure 2). For example, a young adult who is engaged in services by an outreach worker in Auburn receives a different "menu" of housing and services interventions than a young adult who enters a shelter in Bellevue. There is no process to provide equal access to resources throughout the county, or to match youth/young adults to programs that have proven effectiveness with similar youth/young adults. This isn't fair to youth/young adults, and it is not efficient for providers or funders.

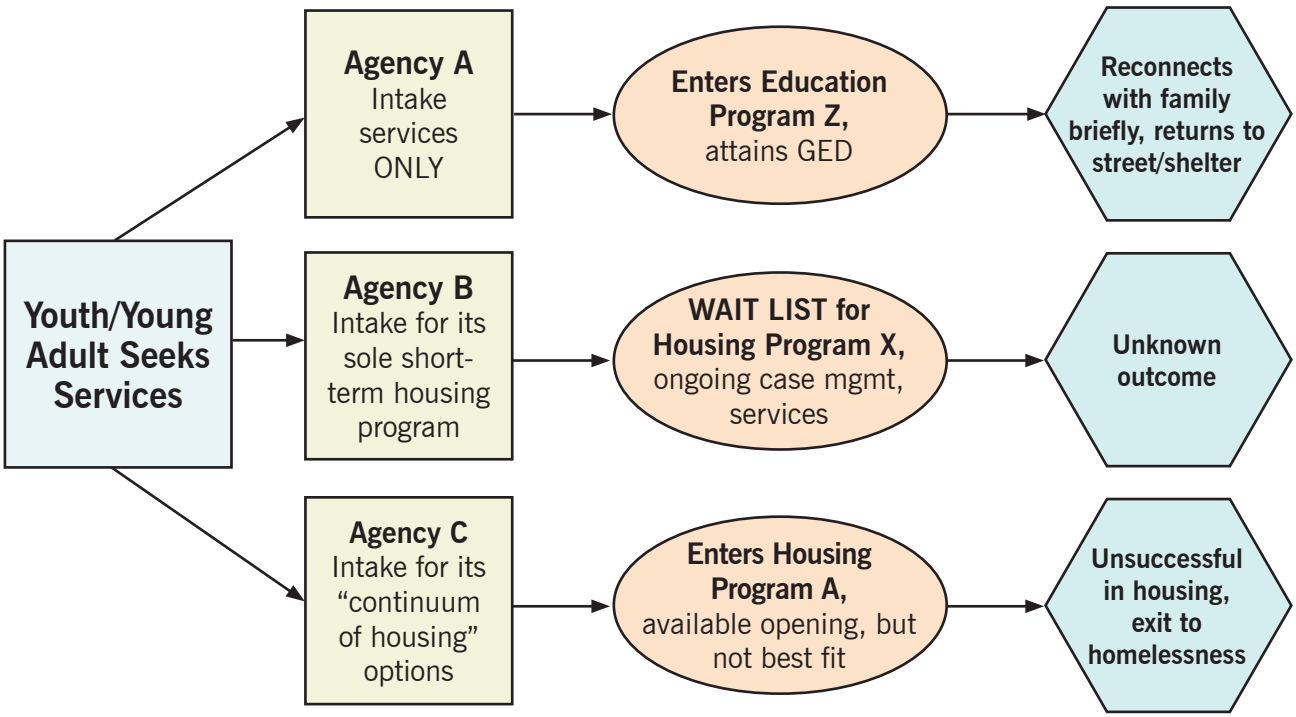

Figure 2. Current System for Accessing Youth Housing and Services

Recommended Coordinated Engagement System

A Coordinated Engagement system is proposed in which youth (under 18 years old) and young adults (up to 25 years old) can be quickly engaged and assessed in order to divert entry to homeless services when other safe options are available or provide the youth/young adult with appropriate levels of housing, employment, or education services. This system can be effective only if there are enough housing and services to serve all youth/young adults in need. While there is an understanding that there are not currently enough resources to meet need, the development and implementation of this model will provide us with tangible data about the type of housing and services the system needs to add or expand.

Values Guiding a Coordinated Engagement System for Youth/Young Adults

The advisory workgroup and Youth/Young Adult Homelessness Task Force developed the following values for its coordinated engagement system:

- Equal access for youth/young adults to housing and services regardless of which door they come through.
- Strengths of providers are maximized, thereby strengthening the system.
- Formation of strong relationships with youth/young adults.
- Focused on improving experience for youth/young adults.
- Inclusion of youth/young adults is part of designing, providing feedback, and implementing system.
- Privacy for youth/young adults through client consent agreements and funder/provider agreements.
- Culturally appropriate and accessible, efficient, and respectful processes.
- Connect to mainstream services.
- Allow for choice (youth and agency) and fluidity, but with realistic parameters and expectations.

For those needing housing or services, a two-tiered assessment and referral process will match youth/young adults quickly to the programs that have demonstrated success with clients with similar presenting issues and needs.

Initial engagement will include a short assessment of immediate housing needs and will be available from multiple agencies, at multiple locations, throughout the county. This initial or "tonight" assessment will be easy to administer by existing, trained personnel at shelters, during street outreach, and by Safe Place workers. Mainstream family and youth/young adult service providers could also administer the initial assessment. Opportunities should be provided for youth/young adults to be a part of this stage of coordinated engagement. This could include mentorship by youth/young adults of newly homeless youth/young adults, or by employing youth/young adults to conduct these initial assessments.

A key focus at this stage will be diversion of the young person away from entry into homeless system housing, if possible. This tonight assessment will include diversion questions, such as "can you stay safely with family or others for a short while," and will include offers of family connection services (through the Family Connection shelter diversion strategy described in the next section and existing family preservation, reunification, and crisis coordination services).

If reunification with family members or diversion from the homeless system is not possible, a *comprehensive assessment* will be conducted with youth/young adults who are experiencing homelessness and are willing to engage in planning their exit from homelessness. Recognizing the importance of the engagement process, youth/young adults should have the opportunity to work with case managers with whom they have built ongoing relationships. However, minimization of the number of service providers or case managers should be a goal of this system.

The comprehensive assessment process will be informed by an inventory of each program's specific requirements, target population, and available beds and services. Diversion of entry into housing and services will be a focus, and youth/young adults will be assessed for eligibility for programs that provide family reunification services (such as existing programs targeting families).

Assessments will be completed by full-time assessors. Research from the National Alliance to End Homelessness[4] and independent research by Building Changes[5] shows that other communities that have implemented coordinated entry models have found this approach to be most effective. This assessor team will require:

- Knowledge of:
  - Crisis intervention.
  - Existing homeless housing service providers in each region of King County.
  - Diverse needs of youth/young adults from different regions of King County.
  - Strength-based assessments and services.
- Experience with:
  - Working with diverse populations (cultural, socio-economic, and persons with cognitive, language, and behavioral health challenges).
  - Serving youth and families experiencing and/or at risk of homelessness, including awareness of the impacts of trauma on families.
- Ability to:
  - Create a system for documenting and evaluating program effectiveness.
  - Partner with a variety of local housing and human service organizations and systems to support youth/young adults to access services focusing on mental health, chemical dependency, education (K–12 and post-secondary), workforce development, and public benefits.
  - Coordinate communications with various stakeholders, including funders, housing and service agencies serving families, database staff, and 2-1-1 staff.
  - Create a transparent process that builds trust and reduces conflicts of interest.

Additionally, research indicates the importance of centralizing assessor staff at a single agency. This agency, and its assessor staff, must be objective and transparent, and continually communicate with providers and funders to build trust. The integrity of the referral process, in particular, must be strong, and conflicts of interest must be addressed and negotiated. A process of reviewing referrals and continually improving the process should be collaborative with other providers. The assessors should be both site-based and rove throughout the community to conduct assessments.

This agency would also provide capacity-building training to other providers throughout the county on the coordinated engagement model, particularly the assessment tools and referral processes. Assessor staff will make referrals to housing and services providers utilizing a centralized database of housing/bed accessibility and services inventory and centralized electronic case management with "real-time" information about availability of housing/services and clients' history in accessing system resources.

Client data collection should be coordinated through the Homeless Management and Information System (Safe Harbors) and

4 NAEH Coordinated Assessment toolkit: http://www.endhomelessness.org/content/article/detail/4514.

5 Building Changes was asked by CEHKC to research coordinated entry models nationally and recommend a vision that simplifies access to services and housing by adults, families, and youth. That report was finalized in April 2012 and is attached as Appendix 9 to this report.

formalized interagency collaboration. Data from the initial assessments will be entered into HMIS by homeless housing and services providers. Data from the comprehensive assessments will be entered into HMIS. Agencies will be able to review client case files across agencies and will meet regularly to review and improve processes and practices.

The model proposed by the Task Force and community members (see Figure 3) largely parallels the model implemented in April 2012 for homeless families. The homeless families coordinated entry system, funded by King County and the Washington Families Fund, and operated by Catholic Community Services, will also provide two tiers of assessment, use of roving and site-based assessors, and client data sharing and coordination. The system-level compatibility of the two models will allow for integration of assessments and referrals. Compatibility with the chronically homeless intake system, Client Care Coordination, will also be important.

The benefits of a unified coordinated entry system in King County are twofold. First, it will promote equal access to housing and services, regardless of which population(s) one fits into and how an individual becomes engaged or enters into the homeless system. Second, people who fit into two or more homeless populations will experience a seamless process of getting matched with the right resources. For example, former foster youth who are pregnant and/or already a parent may be eligible for family programs and young adult programs, and young adults who are chronically homeless may be eligible for young adult programs and those targeted to chronically homeless adults.

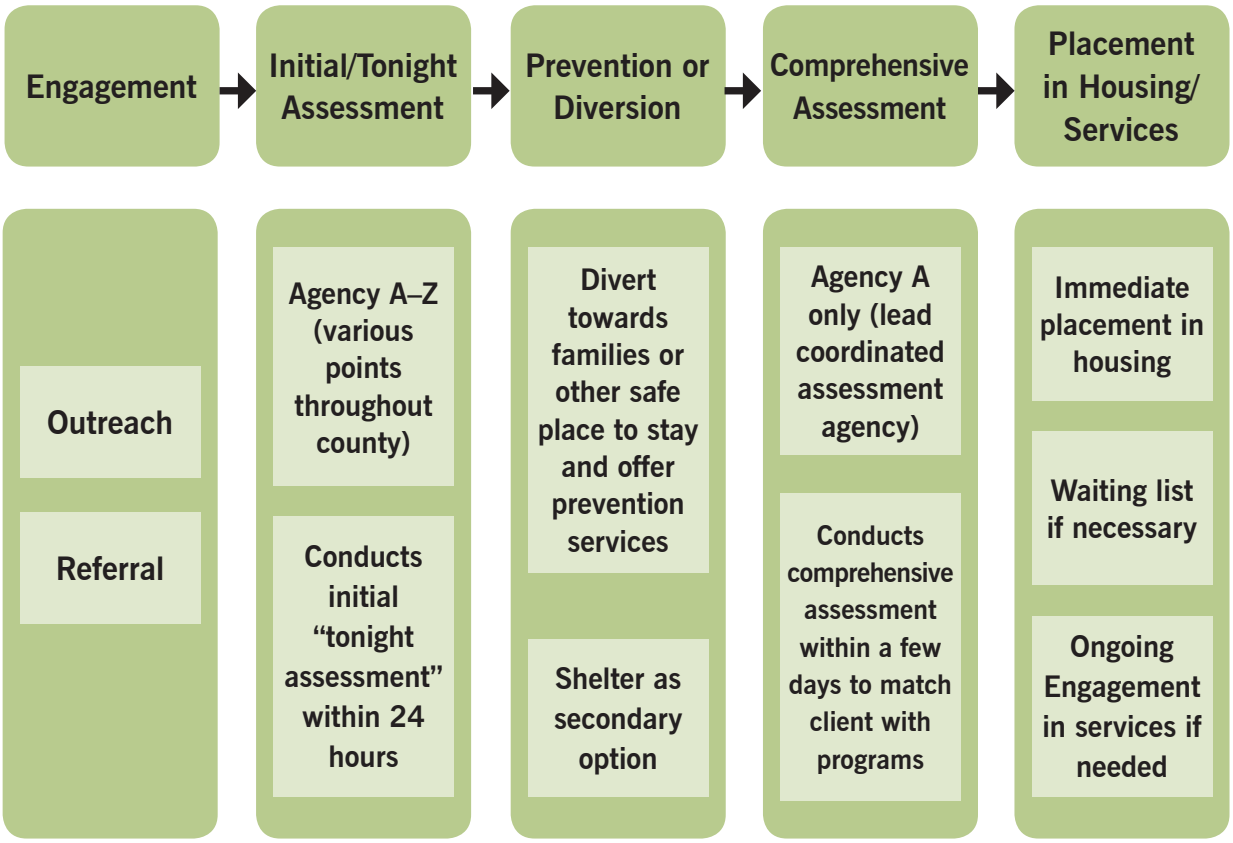

Figure 3. Coordinated Engagement Proposed Model

Finally, systems coordination is increasingly encouraged and required at the federal and state level. The Federal Homeless Assistance and Rapid Transition to Housing (HEARTH) Act requires HUD to measure performance across the homeless system as a whole.[6] In Washington State, the Department of Commerce is requiring all Consolidated Homeless Grant leads and sub-grantees to have a coordinated entry system in place by December 31, 2014.[7]

Anticipated Costs

- Annual cost of operations of approximately $250,000.[8]
  - Staffing (coordination lead, 2–3 assessors, benefits).
  - Capacity building of providers (assessment trainings, communications plan, provider coordination, cross-training with family/adult assessors).
  - Database development, maintenance, training.
  - Evaluation and analysis (evaluation plan, reporting, analysis).
  - Operating costs (rent, facilities).
- Leverage: undetermined, but potentially significant if aligned with families model.

Prevention Strategies

Two prevention strategies have been identified: (A) Family Connection Services, which will divert youth/young adults from entering shelter through consultation and counseling with parents and youth/young adults. (B) Early Intervention and Engagement for Runaways, which will provide runaway youth with a safe place to stay, keeping them off the streets in the short term, while developing a plan for re-engagement with family or other caring adults.

There are few prevention strategies in King County aimed specifically at preventing youth/young adults from becoming homeless, or strategies to divert entry into the homeless and housing services. As a result, there were many strategies considered for prioritization for funding. These strategies included helping runaways to reconnect with families, supporting school districts to connect students and families to resources, improving the process of planning for foster care graduation, and increasing community awareness about safe places for youth to go in crisis. Therefore, while the Task Force recommended Family Connection and Early Identification of Runaways as the two priority prevention programs to fund, they also recommended that three additional prevention approaches be developed and funded in a second phase. These strategies are summarized in Appendix 2, and include:

- Housing preparation, planning, and assistance for high-need foster youth.
- Housing stability services for foster youth (Mockingbird Family Model).
- Early identification and resource referral in schools.

Recommended Prevention Strategies

2A. Family Connection Services

To prevent youth/young adults from becoming homeless, a strategy is proposed that would focus on supporting youth/young

6 Hearth Academy, NAEH, Available online: http://www.slideshare.net/naehomelessness/implications-of-the-hearth-act (Accessed March 2012).

7 Administrative Requirements for Consolidated Homeless Grant, Department of Commerce, December 2011. Available online: http://www.commerce.wa.gov/DesktopModules/CTEDPublications/CTEDPublicationsView.aspx?tabID=0&ItemID=9824&MId=870&wversion=Staging (Accessed February 2012).

8 Actual costs will need to be determined by funders in coordination with implementer agency. The costs reflected above should be seen as a minimum number, and not necessarily the true costs of what is needed to successfully implement the key priority items.

adults to remain living with or quickly reunify with their families, which could include parents, extended family, or other caring adults. Services would be provided at shelters and through outreach services to youth under 18 and young adults 18–25 at the point of initial assessment (as described in the Coordinated Engagement strategy), with the intention of diverting their entry into homeless programs. This model serves parents and caretakers of youth/young adults who are currently, or may be in the future, at risk of homelessness due to a range of behaviors.

Services for families in crisis are already available in King County. Through coordinated engagement, youth/young adults and families in crisis that intersect with the homeless youth/young adults services system will be referred to these family reunification, preservation, and crisis coordination services. Such services are offered through family and youth services, mental health crisis services, refugee and immigrant services, child welfare services, and juvenile justice services. Implementing this model would complement, not duplicate, these existing programs. While this strategy recommends the development of a program specifically for homeless youth/young adults to be "offered" at the point of engagement with a provider, these services should continue to be made available to youth/young adults and their families while youth/young adults are engaged in services or housing.

This strategy would specifically target youth/young adults and families who are at the breaking point and will give providers a tool to prevent youth/young adults from entering the homeless system. For example, when a parent calls a shelter to say they plan to bring their child in, or when a youth/young adult arrives at the shelter, staff would quickly engage them in a discussion aimed at diverting the youth/young adult from entering the shelter. These services would also be available pre-crisis, to assist parents and youth/young adults to address problematic behaviors as early as possible.

In the model envisioned, parents/caretakers who are concerned about their teen can call and speak with a Masters-level therapist who provides consultation and links to various resources in the community. In addition to the phone consultation, services for parents would include in-home family counseling with a Master's-level therapist, psycho-educational parenting classes for parents, facilitated parent support groups, seminars for parents and teens, targeted outreach to specific communities, and program evaluation.

A local, successful example of this model is operated by Cocoon House (in Everett, WA). Their program is called Project Safe. Cocoon House has been collaborating with King County providers for years. They could be engaged to staff or train the implementation of this strategy in King County. It will be important to stage the introduction of these services into King County and evaluate them, as the effectiveness of Cocoon House's model has been tested only in Snohomish County, which is less urban and less culturally diverse than King County.

This pilot should be hosted by an existing provider from the community who has solid relationships with mainstream youth/young adults as well as family services and homeless youth/young adults housing providers. Existing youth and family services providers are serving homeless youth/young adults and their families, and are providing family preservation and connection services. They have great potential and capacity to develop and implement this strategy quickly. In addition, these services should be adapted for youth/young adults of color and their families in South Seattle. Staff will need cultural and community competencies to develop the services, as well as referral networks and relationships with schools and law enforcement.

Anticipated Costs

- Annual cost of operations of approximately $225,000 at county-wide scale.[9]
  - Staffing and indirect (therapist, clinical supervision, coordination).
  - Capacity building for partner agencies.
  - Training/tools.
  - Evaluation and analysis (evaluation plan, reporting, analysis).
  - Operating costs (rent, facilities).
- Leverage: undetermined.

2B. Early Intervention and Engagement for Runaways

To quickly provide runaway youth under 18 with a safe place to stay, this program keeps them off the streets in the short term, while developing a plan for re-engagement with family or other caring adults or entry into a housing program. This program targets youth in crisis, who have run away or been kicked out of their home, by extending the reach of the youth emergency shelter or youth service agency throughout the community. Through extensive education and marketing, youth know where to turn in crisis.

The key outcome of this program is preventing youth from the dangers of street life by quickly assessing them and helping them find a safe place to stay when they first become homeless. Youth are easily able to access immediate help wherever they are. This strategy involves the whole community to provide safe havens and resources for youth in crisis.

This program would adapt an existing model, Safe Place, which is operated by National Safe Place. It includes the creation of a network of "Safe Place locations"—youth-friendly businesses, transit, schools, fire stations, libraries, YMCAs, and other appropriate public institutions. These locations would display a distinctive yellow and black Safe Place sign, and staff at these locations would be trained to immediately call the local Safe Place lead agency, a youth/young adult homeless services provider.

Through extensive outreach to schools, the program also educates thousands of young people every year about the dangers of running away or trying to resolve difficult, threatening situations on their own. Schools are an important ally for these programs, and providers will need to work with individual districts and schools to build this program. Many providers, especially youth and family services providers, have long-standing formal relationships with schools to build upon. During school programming, youth are educated about the program, told where Safe Places are located in their community, and presented with the local Safe Place phone number. In addition to going to Safe Place locations, youth can text or call that number to ask for assistance.

Staff would respond and arrive wherever the youth was located within 45 minutes and quickly assess his/her needs and provide immediate support. Safe Place staff will then talk with the youth and transport him or her to the host agency for counseling, support, a place to stay, or other resources. Once at the agency, counselors meet with the youth and provide support and resources. They make sure the youth and their families receive the help and professional referrals they need. (Family members or guardians are called to let them know that their youth is safe.) The youth-serving agency helps the youth and the family through a difficult time or crisis situation through counseling and support services.

9 Actual costs will need to be determined by funders in coordination with implementer agency(ies). The costs reflected above should be seen as a minimum number, and not necessarily the true costs of what is needed to successfully implement the key priority items.

In addition to diverting youth from homelessness, reducing shelter stays, and working with youth and families to support family reconciliation, this program, in tandem with the coordinated engagement strategy, would maximize utilization and occupancy of shelters and other programs.

This model is currently in development, led by YouthCare (licensing partner with National Safe Place), Auburn Youth Resources, Friends of Youth, YMCA, King County Metro, and King County and Seattle Public Libraries.

Anticipated Costs:

- Annual cost of operations of approximately $200,000 at county-wide scale.[10]
  - Staffing and indirect (coordination, regional staffing).
  - Capacity building for partner agencies.
  - Transportation costs (to pick up youth).
  - Outreach, marketing, and training to providers, schools, etc.
  - National Safe Place licensing fees and materials.
- Leverage: undetermined.

Data Coordination

A strategy has been identified to improve data coordination among youth/young adult providers and improve our community's ability to assess progress toward a goal of ending youth/young adult homelessness. The data-coordination approach would build on existing data collection and reporting structures, most significantly the Homeless Management and Information System (Safe Harbors).

Current Data Coordination

Currently, data coordination is not effective for providers, youth, or funders.

Providers don't like it because	• Each case manager/ provider must enter data for HMIS and multiple other funders. • Providers spend too much time entering data due to funder requirements.
Youth/Young Adults don't like it because	• They are asked for the same personal information over and over, which can be traumatizing for the youth/young adult. • They aren't directed to programs that are proven to help clients similar to them.
Funders don't like it because	• The data is sent in different directions to various funders, and not analyzed system-wide. • As a system, they can't tell if their money is making a difference.

Ultimately, our current data-coordination systems are not effective because as a community we are not able to answer the three key questions outlined at the beginning of this report:

- **What's the need?** How many youth/young adults are homeless?
- **What works to address it?** Which housing or service interventions are most effective at ending homelessness for youth/young adults of diverse needs and circumstances?
- **Are we making progress?** As a community, are we reducing the number of youth/young adults who become homeless, the length of time they are homeless, and reducing return episodes of homelessness?

10 Actual costs will need to be determined by funders in coordination with implementer agency(ies). This program is partially in place currently in King County. However, funding is not secured beyond 2012. The costs reflected above should be seen as a minimum number, and not necessarily the true costs of what is needed to successfully implement the key priority items.

Recommended Future Data-Coordination System

A strategy has been developed to ensure that our community is collecting and analyzing data that demonstrates whether we are effective and efficient in our efforts to prevent and end youth/young adult homelessness.

The goals of this approach are to:

1. Match services to clients' needs (through standardized assessment, coordinated case management, and frequent analysis at the client level).
2. Support continuous improvement (through evaluation and analysis at the program level).
3. Assess community progress toward shared outcomes (through data sharing and analysis at the systems level).

Figure 4 describes the data-coordination system that is envisioned for King County homeless youth/young adults. While this vision was agreed to during this planning process, much work remains to plan and implement this system. However, during this phase, providers and funders agreed to a set of shared outcomes that would tell our community whether we were meeting our goal of ending youth/young adult homelessness. There is broad agreement that shared outcomes should focus on both housing stability and youth resiliency. These shared outcomes would align with federal funding requirements (HUD homeless programs and HHS Runaway/Homeless Youth Act). They would include the following community-wide measures:

- Prevention of youth/young adult homelessness.
- Reductions in length of stay of homeless youth/young adults in services.
- Reductions in return episodes of homelessness.
- Increased positive employment, education, health and well-being outcomes while in services/housing.

Support Providers to Match Services to Needs	Support Providers and Funders to Make Continuous Improvements	Support All to Assess Community Progress
• Case managers and assessors throughout system enter data into a single database. • Data can be uploaded to HMIS, RHYMIS, and other funder data systems. • Providers "share" data with permission. • Clients aren't asked for personal information over and over. • Services are matched to client need.	• Providers meet with funders to review and interpret outcomes. • Program funding decisions are based on outcomes.	• Funders agree to a common set of outcomes. • As a system, we can see our collective impact.

Figure 4. Data Coordination for Homeless Youth/Young Adults in King County

To effectively implement the proposed coordinated-engagement model, providers will require frequently updated data about clients and a real-time inventory of available resources. Client confidentiality will need to be addressed via consent documentation, and compliance with federal and state laws, including the Washington State Becca Bill and federal HIPAA[11] guidelines, will need to be ensured.

Integrated data outcome reporting processes for multiple funding streams into a single database will support assessment of effectiveness in serving youth/young adults through the new coordinated-engagement system. These would include federal housing and services programs (notably at HUD and HHS), local, state, and private funding sources. Overall, provider data entry and reporting requirements will be minimized, and they will be able to improve the matching of services to need. Funders will have access to reports from a data system that can provide evaluative data about the scope of need and the effectiveness of various interventions.

Incremental steps toward this vision have been taken by providers and funders in the past year. For example, Friends of Youth and YouthCare are investing in integrating their internal databases. The YouthCare project is integrating their data reporting for their various funding sources. Through this database, they will be able to export data to Safe Harbors, which is administered by the City of Seattle. At the public-funder level, the City of Seattle and King County have worked to enhance the Homeless Management and Information System (Safe Harbors) for the homeless families coordinated-entry system. These are leverage points to be built upon during the next phase of planning and will require strong coordination and leadership among funders and providers.

Combined, the improvements to data coordination and coordinated engagement will support CEHKC, funders, and providers to develop their comprehensive strategy to preventing and ending youth/young adult homelessness. Implementation of this strategy will provide the system with important information:

- Data about the true scale of need.
- Accurate reporting on youth/young adults' utilization of housing and services.
- Evaluative data about the effectiveness of current interventions.
- Feedback from youth/young adult clients to assure quality of programming.
- Costs of delivering specific housing and services interventions.
- How current funding is or is not aligned toward effective interventions.
- The amount of funding required.

Anticipated Costs

- Annual cost of operations of approximately $275,000 at county-wide scale.[12]
  - Staffing (data manager, data entry, coordination).
  - Per provider fees, such as data mapping, paid to software vendor.
  - Per provider maintenance fees paid to software vendor.
- Leverage: undetermined, but substantial (Safe Harbors, Bill & Melinda Gates Foundation grants to King County).

11 Health Insurance Portability and Accountability Act of 1996 (HIPAA). More information here: http://www.hhs.gov/ocr/privacy/.

12 Actual costs will need to be determined by funders in coordination with implementer agency(ies). The costs reflected above should be seen as a minimum number, and not necessarily the true costs of what is needed to successfully implement the key priority items.

Section 4—Action Plan: Implementation Staging and Structure

The strategies identified in the previous sections have been developed simultaneously and are complementary. Implemented together, they will make a significant impact, effectively changing King County's fragmented collection of homeless youth/young adults programs and services into a coordinated, efficient system for preventing and ending youth/young adult homelessness.

While developing the strategies summarized in the previous section, the Homeless Youth/Young Adult Task Force also advised on an action plan for staging and sequencing the implementation of these strategies. Detailed action steps for each priority strategy are outlined in Appendices 1–3.

The following is a presentation about the planning and implementation structure and leadership required to carry out this plan.

Implementation Structure

Implementation of these strategies on an aggressive timeline will require strong governance, staffing, collaboration and shared accountability within the homelessness system by both funders and providers, as well as with related outside stakeholders. Additionally, providers will need assistance, both technical and financial, to support their ability to implement policy and practice changes.

Collective Impact

Research on the concept of collective impact provides a framework for how the implementation of these short-term priorities and subsequent action steps could be structured. The following information is excerpted from "Collective Impact" by Kania and Mark Kramer (*Stanford Social Innovations Review*, Winter 2011).

An alternative approach is organizing for **collective impact**, the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem. Unlike most collaborations, successful collective impact initiatives typically have five conditions that together produce true alignment and lead to powerful results:

- **A common agenda** that speaks to improving community response to youth/young adult homelessness.
- **Shared measurement systems** that not only track housing stability and resiliency but also link that progress to performance improvements of the systems.
- **Mutually reinforcing activities** not only among providers on the front lines, but also among related coalitions and their decision makers working on everything from family homelessness to juvenile justice.
- **Continuous communication** within and across all levels of the infrastructure and out to the public.
- **Backbone supports** organized in a way that ensures the success of the whole, even when the support functions are spread across several entities.

An implementation structure must be created to support the development of both the short-term priorities and the comprehensive strategy outlined in this report, and King County's homeless services system has much of the infrastructure already in place to support a "collective impact" approach to ending youth/young adult homelessness. CEHKC, its Governing Board and Interagency Council, and the Combined Homeless Funders Group provide leadership for all homeless populations. In addition, the ad hoc Youth/Young Adult Homeless Funders Group and Task Force are providing an important developmental function in launching and guiding the development of a few high-priority, short-term strategies. It will be necessary to continue to convene an advisory group to guide implementation of these priorities, review data about need and effectiveness of interventions, and guide the development of a comprehensive strategy for ending youth/young adult homelessness.

The following functions are envisioned to implement the short-term priorities, conduct long-term planning, and ensure sustained progress toward the goal of ending youth/young adult homelessness.

Guiding and Funding Priority Strategies	**Ensuring Accountability and Assuring Quality**
Longer-Term Planning	**Capacity Building**
Evaluation	**Advocacy**

The following are outcomes to be anticipated and action steps recommended for implementation of the three priority strategies. Further details about the action steps required for each of the three priority strategies are provided in Appendices 1–3.

Phase I: 2012–2013

Outcomes

1. Coordinated Engagement system implemented and aligned with families model.
2. Prevention programs implemented, increased family reunification, shelter diversion.
3. Data Coordination implemented, city producing reports on need, youth providers have real-time case and inventory information.
4. Reductions shown in key outcomes (length of homelessness, shelter diversions, recidivism).
5. Comprehensive youth/young adult plan developed, including realistic estimate of need, data on program effectiveness, and new goals for types of youth/young adult housing production.

Action Steps

- Funding Three Priority Strategies
  - Identify funders and funding amounts for each strategy.
  - Develop funding pooling or alignment process to ensure coordinated funding toward these strategies and shared outcomes.
  - Develop RFPs for short-term priority strategies.
  - Review and select grantees for each priority strategy.
  - Develop and implement coordinated engagement strategy with agency selected as lead implementer and Task Force.

  - City and providers work to launch data platforms required to support coordinated engagement strategy. This includes client case management functions, housing inventory, and program/eligibility information that could be regularly updated by each provider.
  - Prevention strategy lead agencies implement programs and integrate services with other prevention strategies, including family preservation, reunification, and crisis coordination.
  - Support (by staffing meetings, developing communications, etc.) CEHKC, Youth/Young Adult Homeless Funders Group and Task Force as they guide the implementation of these strategies.
- Start Longer-Term Planning
  - Plan the transition of the funding of the coordinated engagement strategy from private funding toward public sources.
- Capacity Building
  - Build the capacity of agencies to successfully implement priority strategies.
- Evaluation
  - Develop and implement evaluation plans for the new strategies.
  - Monitor data, provide analysis and reports, and communicate shared outcomes broadly.
  - Lead efforts with state, county, and private funders to align funding outcomes and share data across programs and systems.
- Advocacy
  - Education/advocacy at federal, state, and local levels to address administrative and legislative barriers to implementation of strategies.
  - Communication to build public and political will to prevent and end youth/young adult homelessness.
  - Coordinate with advocates and allies within related systems, including schools, child welfare, juvenile justice, youth and family services, and community groups.

Phase II: 2013–2014

Outcomes

1. Comprehensive plan and funding plans developed for implementation.
2. Sustainable funding plan for three priority strategies developed.
3. Data-sharing agreements reach across systems.
4. Provider capacity built to support priority strategies.

Action Steps

- Longer-Term Planning
  - Develop comprehensive strategies for ending youth/young adult homelessness, utilizing outcomes from implementation of short-term priorities, which will include:
    * Number of youth/young adults homeless, for how long, and repeated episodes.
    * Effectiveness of current interventions in preventing and reducing homelessness and increasing the resiliency of youth.
    * Costs per intervention.
    * How current funding is or is not aligned with effective interventions.
    * The amount of funding required to meet shared outcomes.
  - Further align funding and processes toward shared goals.

  - Review funding sources and restrictions for programs serving homeless youth/young adults and within other systems to better serve homeless youth and to identify funds that can support the three priority strategies.
  - Ensure integration of youth/young adult homeless services with mainstream services so that:
    * Providers outside the homeless system can appropriately refer homeless youth/young adults.
    * Homeless providers can transition youth/young adults that are no longer appropriately served within the system to free up capacity to serve those most in need.
- Capacity Building
  - Support providers through capacity building on prevention strategies, especially family connections, preservation, and reunification.
  - Support providers through capacity building on data reporting and integrity.
  - Support providers to communicate and continually improve coordinated engagement system.
- Evaluation
  - Lead efforts to align funding outcomes and share data across programs and systems.
  - Monitor data, provide analysis and reports, and communicate shared outcomes broadly.
- Advocacy
  - Education/advocacy at federal, state, and local levels to address administrative and legislative barriers to implementation of strategies.
  - Communications to build public and political will to prevent and end youth/young adult homelessness.
  - Coordinate with advocates and allies within related systems, including schools, child welfare, juvenile justice, youth and family services, and community groups.

Anticipated Costs

- Annual cost of operations of approximately $300,000 at county-wide scale.[13]
  - Staffing (grantmaking, planning, capacity building, advocacy).
  - Evaluation (external or staffing).
- Leverage: undetermined.

13 Actual costs will need to be determined by funders in coordination with implementer agency(ies). The costs reflected above should be seen as a minimum number, and not necessarily the true costs of what is needed to successfully implement the key priority items.

Section 5—Conclusions and Recommendations for Long-Term Planning

Over the course of the past six months, significant progress has been made toward building a stronger, community-level response to youth/young adult homelessness. Funders and providers have worked collaboratively and iteratively to develop and propose a more effective, coordinated regional response to youth/young adult homelessness. As a result, there is significant momentum in place to implement the three priority strategies. Providers have already begun taking the initiative to improve service coordination. Funders are meeting regularly to improve their coordination as well. All involved feel an urgency to make the systems enhancements outlined in this plan because youth/young adults continue to live on our streets or in unsafe or unsanitary conditions.

Much work remains to be done to implement these strategies, and to develop and implement a long-term plan. Discussions are currently underway to determine the implementation structure for these three priorities. As described in Section 4, funders, providers, and CEHKC must commit to engaging in long-term planning as soon as possible, and commit to utilizing the improved data produced by implementing these priority strategies to develop the comprehensive plan. The plan must be data-driven, utilizing the information gathered upon implementation of the three priority strategies to recommend:

- The scale of housing and services interventions to meet need.
- The type of housing and services interventions that are most effective.
- The variances in interventions required to address needs of youth/young adults in each region of the county.
- The variances in interventions required to address needs of youth/young adults, including LGBTQ (lesbian, gay, bisexual, transgender, questioning) youth, youth of color, immigrant/refugee youth, youth exiting the child welfare system, and youth exiting the juvenile justice system.
- Strategies for integrating service delivery and data collection across systems, including mental health, chemical dependency, juvenile justice, schools, and child welfare.

Funders and providers must build on the momentum gained during this planning process to continue to collaborate and make strategic decisions about program funding. Established programs and approaches that are showing promising outcomes and addressing high-need populations or regions should be expanded. Emerging programs and

approaches should be tested with rigorous evaluations that contribute information to the community and to the field at a national level.

With the implementation of these action steps, and subsequent development and implementation of a data-driven comprehensive plan, this community will be more efficiently utilizing its resources to support youth/young adults and their families to stabilize and grow. The promise we will be able to deliver on as a community of providers, advocates, and funders is to, once and for all, end youth/young adult homelessness in King County.

Appendices

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Appendix 1: Coordinated Engagement Strategy Action Steps

Phase I: Planning and Preparation (2012-2013)

Coordinate Engagement Program Development Steps:

- Select a Coordinated Engagement lead agency.
- That agency will hire a Coordinated Engagement Manager, who will guide the implementation of the following action steps in a coordinated fashion with funders and CEHKC.
  - Finalize design of elements of coordinated engagement.
    - Mapping of existing intake/referral process and housing and services inventory (each agency catalogues their services, eligibility criteria, etc.).
    - Establish a uniform screening and assessment tool to gather information about youth/young adults and their housing and service needs.
    - Create and adopt a needs scale or typology.
    - Develop a placement methodology for referrals to most appropriate housing and services provider based on need.
  - Conduct focus groups with youth/young adults to test.
  - Hire and train comprehensive assessors skilled in conducting assessments.
  - Implement training for intake staff (initial assessors) and further capacity building to providers.
  - Cross-train youth/young adult assessors and family assessors.
  - Evaluation elements developed—including length of stay, especially in shelters, new entries in to homelessness, and repeat episodes of homelessness.

Phase II: Implementation of Strategies (2013)

Coordinated Engagement Program Implementation Steps:

- Start with a small number of agencies with initial assessments.
- Include all youth/young adult housing inventories.
- Start with a small number of intakes/assessments and expect longer wait times at first between initial assessments and comprehensive assessment.
- Identify entry points doing assessments now (including non-homeless youth/young adult providers, especially in South Seattle and non-urban locations).

- Identify the next tier of agencies, population, and services to begin initial assessments, and focus on providers/ interventions for those not identifying as homeless.
- Analyze and scale up/down full-time equivalents (FTEs) for comprehensive assessments as needed.
- Refine assessment tools, processes, and coordination methods.
- Evaluation—collect, analyze, and discuss data, and adapt model.

Phase III: Operation and Maintenance (2014–2016)

Coordinate Engagement Program Implementation Steps:

- Analyze and scale up/down FTEs for comprehensive assessments as needed.
- Refine assessment tools, processes, and coordination methods.
- Evaluation—collect, analyze, and discuss data, and adapt model.

Appendix 2: Prevention Strategy Action Steps

Phase I: Planning and Preparation (2012–2013)

Prevention Programs Development Steps:

- Select Prevention Program implementation agencies via RFP.
- That agency will hire Prevention Program Manager, who will guide the implementation of the following action steps in a coordinated fashion with lead funders and CEHKC.
  - For *Early Intervention for Runaways* model:
    * Agency(ies) hire new staff for outreach, education, and response (two new staff, could be at one agency or at two, but must reach throughout the county).
    * Expand Safe Place locations to include providers of mainstream youth and family services throughout the county, with emphasis on areas of high need and limited services knowledge or availability (South Seattle and non-urban areas).
    * Educate community about Safe Places, including at schools and particularly in areas of high need and limited services knowledge or availability (South Seattle and non-urban areas).
    * Train staff on Coordinated Engagement approach and as "initial assessors."
    * Expand service delivery county-wide.
  - For *Family Connection Services* model:
    * Lead agency(ies) collaborate with Cocoon House in developing the first phase of the project.
    * Cocoon House is supported to work with King County providers.
    * Hire staff to provide services.
    * Develop protocol and plan for clinical supervision.
    * Develop capacity-building tools for use in expanding model to more agencies.
    * Train all provider staff about how to engage youth/young adults and parents at shelters or outreach in a discussion about family connection services.
    * Begin providing services to youth/young adults and parents at shelters or outreach.

Phase II: Implementation of Strategies (2013)

Prevention Programs Implementation Steps:

- Expansion of *Early Intervention for Runaways* model:
  - – Ongoing services, education, and marketing.
- Expansion of *Family Connection Services* model:
  - – Ongoing services, expansion to additional system-entry points.
  - – Provide capacity-building services to providers at shelters and outreach at other community locations (at all "initial assessment" locations).

Phase III: Operation and Maintenance (2014–2016)

Prevention Programs Implementation Steps:

- Analyze and scale up/down FTEs for comprehensive assessments as needed.
- Refine assessment tools, processes, and coordination methods.
- Assess resources needed to provide alternative to shelter if full or not appropriate for *Early Intervention for Runaways.*
- Develop the secondary priority approaches and seek funding (listed on the following page)

Youth/Young Adult Homeless Prevention Strategies

	#3 Housing Prep, Planning and Assistance for High-need Foster Youth	#4 Stability for Foster Youth	#5 Early Identification and Resource Referral in Schools
Model Description	• Develop housing plan with families/youth before transition • Target youth most in need/most likely to become homeless • Life skills training to prepare youth for renting and independent living • Housing assistance with tailored supports	• Constellations of families live in close proximity to hub home family (licensed) • Systems navigating • Peer support for children and parents • Impromptu and regularly scheduled social activities • Planned respite nearly 24/7, and crisis respite as needed	• Schools as hub for identification of homeless youth, and referral for services • Navigator at Educational Service Districts or individual districts to improve identification of homeless and at-risk students • Trainings to schools and providers (homeless youth as trainers) • Data tracking across schools and providers
Currently Operational	Similar housing programs exist through Independent Youth Housing and Foster-to-21	This is Mockingbird Family Model; several exist in King County, not currently at scale	McKinney-Vento homeless school liaisons in place in all districts but rarely at scale
Ability to Expand in King County	Yes, but funding for services ongoing will be most difficult. Need to identify assessment to identify high need	Yes, but needs funding to expand to scale. Model is documented and replicable	Yes, model is underway for families. Needs funding to target unaccompanied youth
Demographic Need Addressed	– 17+ – High-needs foster youth	– 12–17 – Foster youth	– 12–19 – Region-wide
Impact (Sample Outcomes)	• Youth at highest risk are provided with supports to prevent homelessness • Skills for self-sufficiency	• Child safety—no abuse or neglect by caregiver • Placement stability—no placements or runaways • Caregiver retention—no lost caregivers year to year • Adult transition support, including “forever family”	• Identification of homeless youth • Connect youth and families to services • Prevent further homelessness • Ensure enrolment in school
Est. # Served/Year	25–30	?	1,000

Appendix 3: Data-Coordination Strategy Action Steps

Phase I: Planning and Preparation (2012–2013)

Data-Coordination Development Steps:

- Determine new data system ownership and fiscal and management responsibilities.
- Agree upon shared community goals and outcomes for new strategies.
- Develop Memorandum of Agreement (MOA) and agreed-upon framework for Information-Sharing Agreements/ Common Consents and Management Processes for the youth/young adult system.
- Develop data reports to track housing and services utilization.
- Develop database infrastructure to support funder reporting requirements, new assessments and referral tools, and processes for coordinated engagement to housing, and services.
- Design intentional methods to acquire youth/young adult input and responses to services received.
- Coordinate data needs for support of evaluation activities.
- Provide extensive training on tools, assessments, consents, and the Coordinated Engagement system intake/ exit processes to ensure data consistency and understanding of data collection protocols.
- Finish build-out of database across agencies including training, equipment and software compatibility, and supports.

Phase II: Implementation of Strategies (2013)

Data-Coordination Implementation Steps:

- Execute MOA, Information-Sharing Agreements, and Common Consents to support implementation of Coordinated Engagement system.
- Convene providers for management meetings and to develop management processes, tools, and report methods to funders, CEHKC, and Task Force.
- Test data tools, assessments and processes, including reviews of training and data system error reports to adjust system functions as needed to eliminate errors and ensure consistency of services and data collection.
- Survey provider staff and youth/ young adult clients to identify level of implementation satisfaction and input on quality and level of burden of data collection methods.
- Provide community-level reports on youth/young adults in services, demographics, and service and housing utilizations for review and improvements.
- Examine data systems budget and resources to determine if program needs additional or fewer resources.

Phase III: Operation and Maintenance (2014–2016)

Data-Coordination Implementation Steps:

- Develop provider management input methods for funders regarding housing and service needs/recommendations to funding strategies and funding processes (RFPs), making them data-driven.
- Develop annual community reporting and raise public awareness based on data reports; begin trending data and outcomes.
- Develop comparative assessments of community-wide outcomes and program outcomes from baseline (2011) to current.
- Implement processes for using community-level data for support of funding opportunities and joint applications.
- Evolve processes for Continuous Process Improvement (CPI) and youth/young adult involvement and input to improve services and understanding of youth/young adult needs.
- Integration of data from other systems.

Appendix 4: Budget Summary[14]

Estimated Funding Summary

Strategy	2012	2013	2014	2015	2016	Totals
Prevention—Family Connection	$150,000	$200,000	$263,580	$263,580	$263,580	$1,140,740
Prevention—Early Intervention Runaways	$183,450	$203,580	$200,000	$200,000	$200,000	$987,030
Coordinated Engagement	$240,600	$243,240	$246,600	$246,600	$246,600	$1,223,640
Data Coordination	$225,000	$250,000	$300,000	$300,000	$300,000	$1,375,000
Implementation Structure	$125,000	$125,000	$125,000	$125,000	$125,000	$625,000
TOTAL	$924,050	$1,021,820	$1,135,180	$1,135,180	$1,135,180	$5,351,410

Notes:

- Actual costs will need to be determined by funders in coordination with implementer agency. The costs reflected should be seen as a minimum number, and not necessarily the true costs of what is needed to successfully implement the key priority items.
- Private funders have committed nearly 2/3 of the funding for the first 3 years to implement these priority action steps (with commitments from United Way, Raikes, Medina). We are expecting these commitments to catalyze a private/public partnership where private funds would primarily pay for implementation of these action steps for the first 3 years with the public sector primarily sustaining these funds after 2014.
- 2012 (year 1) costs reflect start up costs that may actually be incurred in 2013.

14 Actual costs will need to be determined by funders in coordination with implementer agency. The costs reflected should be seen as a minimum number, and not necessarily the true costs of what is needed to successfully implement the key priority items.

Appendix 5: Homeless Youth/Young Adult Service Model

The Youth/Young Adult Task Force approved this services model at its September 2011 meeting.

Puget Sound Runaway and Homeless Youth Collaboration Service Model

Services

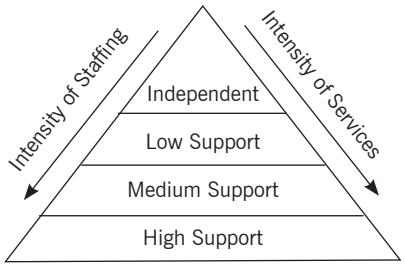
Prevention

- Maintain Intact Families
- Crisis Intervention
- Financial Management and Rental Assistance

Engagement

- Outreach & Case Management
- Drop-in Youth Service Center
- Basic Needs

Housing



Facilities include: group homes, apartments, community living, and others

Services

Intensity of service depends on need

- Education
- Therapeutic Mental Health + Clinical Dependency
- Employment
- Family Reunification/ Permanent Connections
- Health Care
- Life Skills

Outcomes

- Increased placements in safe housing, family reunification when appropriate, and facilitation of permanent connections
- Increased employability and connection to the workforce
- Increased academic success
- Improved healthy relationships
- Improved health and wellbeing

Impacts

- Keeping Youth off the streets
- Preventing youth from entering chronic adult homelessness
- Self sufficient young adults contributing positively to the community

© Puget Sound Runaway and Homeless Youth Collaboration
(Auburn Youth Resources, Cocoon House, Friends of Youth, YouthCare)

Appendix 6: Recommendations from Recent Youth/Young Adult Plans

Recommendations—Services	A Plan to End Young Adult Homelessness in King County (Building Changes, 2008)	United Way of King County: Homeless Youth Initiative (2009)	Investments to Reduce Youth/Young Adult Homelessness in King County (Heliotrope, 2010)
Prevention	Increase access to emergency financial assistance and access to landlord liaison services for young adults.	Runaway youth should have access to family reunification services.	Provide family reconciliation services (similar to Cocoon House).
Outreach/case management	Improve access to information about programs and current availability.	Expand engagement services, especially in South KC.	Expand outreach and case management, especially in East and South KC.
Housing	Establishment of a complete housing continuum for each region. Priorities by region: • East/North County: stable housing, emergency shelter, and drop in center. • Seattle: stable housing (especially for young adults with high-level service needs); interim housing. • South County: stable housing.	Housing at all levels, but particularly for safe, low-barrier shelter with comprehensive assessment services for youth under age 18.	Expand housing, particularly non-time-limited housing for young adults in South KC. Assess need for shelter.
Support services	Access to primary health care, dental care, and mental health and chemical dependency treatment. Additional outreach in South KC.	Access to integrated behavioral health services (recently has funded a best-practice approach to provide supportive services – Groundwork Project).	Expand legal services.
Education and employment training	Increase funds for training with focus on post-secondary credential-building programs.	Services for homeless youth to develop independent living skills.	Expand existing education and employment training programs.

Recommendations—Systems	A Plan to End Young Adult Homelessness in King County (Building Changes, 2008)	United Way of King County: Homeless Youth Initiative (2009)	Investments to Reduce Youth/Young Adult Homelessness in King County (Heliotrope, 2010)
Working with other systems to prevent youth homelessness: foster care, juvenile justice, school districts	Meet with and develop plan to improve coordination with school districts. Meet with and develop plan to improve coordination and ensure housing placements for youth exiting foster care and criminal justice systems.	Coordinate the prevention of runaways and youth homelessness.	Advocate for policies to proactively house young people who are leaving other systems, such as foster care and juvenile justice.
Better data and homeless point-in-time count	Develop regular mechanism for counting homeless youth/young adults.	United Way working closely with Teen Feed and others on the May 25 count.	
Coordinated system: assessment, outcome planning and tracking	Develop common assessment tool.	Coordinate intervention when youth run away or become homeless.	Establish coordinated outcome planning and track outcomes.
Advocacy	Advocate for extending eligibility of young adults for Medicaid/CHIP coverage up to age 23.		Better connect homeless young adults to more existing adult funding streams and services.

Appendix 7: Youth/Young Adult Homelessness Task Force and Funders Charters

Youth/Young Adult Homelessness Funders Group

Member	Affiliation
David Okimoto (chair), Derek Wentorf and Vince Matulionis	United Way of King County
Tricia Raikes (chair) and Katie Hong	Raikes Family Foundation
Adrienne Quinn (chair)	Medina Foundation
Dannette Smith	City of Seattle
Jackie MacLean	King County
Stephen Norman	King County Housing Authority
Denise Revels Robinson and Rick Butt	Washington State DSHS
Sonya Campion and Don André	Campion Foundation
William Bell and Sandy Hart	Casey Family Programs
Richard Watkins and Paul Cavanaugh	Thomas V. Giddens Jr. Foundation
Jeff Hauser	Raynier Institute & Foundation
Sherri Schultz	Schultz Family Foundation
Ceil Erickson	Seattle Foundation
Tom Tierney	Seattle Housing Authority
Tonya Dressel	Ballmer Foundation
Kollin Min	Bill & Melinda Gates Foundation

Purpose Statement

The Youth/Young Adult Funders Group will guide, oversee, and evaluate recommendations coming from the Youth/Young Adult Task Force. The goal of this group is to ensure that work from the Task Force is evaluated from a funding implementation lens throughout the process.

The process that United Way is leading on behalf of the Committee to End Homelessness will focus on **System Transformation,** or realigning the historic model of homeless service delivery for youth/young adults to one that promotes prevention and rapid re-housing with appropriate levels of services and housing supports needed by the population.

The ultimate goal of this group is to approve and endorse the "Blue Print for Action" to address youth/young adult homelessness in King County.

Roles and Responsibilities

The roles and responsibilities of funders who are members of this group are as follows:

1. Set the direction of the priority areas that the Task Force members will address as they create a "Blueprint for Action" to address youth/young adult homelessness.
2. Commit to attending regular meetings of the Funders Group in order to get updated on the progress of the work (meetings will not be more than 1x/month and more likely once every six weeks until March 2012).
3. Consider taking a more active role in at least one of the priority areas, which would involve additional meetings during this six to seven month period (from September 2011 to March 2012) to be further engaged in the creation of the "Blueprint for Action."
4. Review and evaluate the progress, deliverables, and priority recommendations from the Task Force as they become available.
5. Provide feedback to Task Force members to ensure end product will have the ability to be implemented in the short- and long-term in King County.
6. Commit to making the meetings of this Funders Group a priority.
7. Approve and endorse the "Blueprint for Action" to address youth/young adult homelessness that will come out of the work of the aligned Task Force.
8. Consider aligning existing and investing new resources or using their voice to advocate for others to fund priorities identified in this process.

Date Established/Projected Completion Date

Established: September 2011

Completion: April 2012

Meeting Frequency

The Funders Group will meet no more than 1x/month and more likely once every month through April 2012.

Youth & Young Adult Homelessness Task Force

Member		Affiliation
Jim	Theofelis (co-chair)	Mockingbird Society
Vince	Matulionis (co-chair)	United Way of King County
Eric	Anderson	YouthCare
Jim	Blanchard	Auburn Youth Resources
Bill	Block	Committee to End Homelessness King County
Gretchen	Bruce	Committee to End Homelessness King County
David	Buck	Mockingbird Society
Hazel	Cameron	4C Coalition
Donald	Cameron	4C Coalition
Debbie	Carlsen	LGBTQ Allyship
Donald	Chamberlain	Advisor to Campion Foundation
Sumayya	Diop	YMCA
Edith	Elion	Atlantic Street Center
Megan	Gibbard	Teen Feed
Melinda	Giovengo	YouthCare
Terry	Hayes	City of Seattle, Human Services Department
Jennifer	Hill	King County
Cheryl	Kleiman	Center for Children and Youth Justice
Dinah	Ladd	Seattle Public Schools
Laurie	Lippold	Children's Home Society of Washington
Grace	McClelland	City of Seattle, Human Services Department
Hedda	McLendon	YouthCare
Ariyetta	Nelson	Individual
Cicily	Nortness	Catholic Community Services of Western Washington
Terry	Pottmeyer	Friends of Youth
Karen	Spoelman	King County, Department of Community and Human Services, Mental Health, Chemical Abuse and Dependency Services Division
Casey	Trupin	Columbia Legal Services
Derek	Wentorf	United Way of King County/Friends of Youth
Kristin	Winkel	King County Housing Authority

Purpose/Charter Statement

This Task Force will develop an operating system and recommendations on implementation strategies focused on ending youth/young adult homelessness in King County. The end product will be worked through in conjunction with an aligned and targeted Funders Group for early screening and discussion. Review and feedback will be routed through Interagency Council (IAC) before final approval by the CEH Funders Group.

Tasks/Strategies

The anticipated outcomes/work products arising from this Task Force are:

1. Consensus around an operating system, its components, and areas of focus that are needed to prevent and end youth/young adult homelessness.
2. Identification of areas needed to be developed/improved/altered in the community to have the service delivery system in King County mirror the operating system being recommended.
3. Recommendations regarding what resources need to be invested or reallocated and where the priorities should be within the operating system. Recommendations would include: funding needed; organizational infrastructure to carry out tasks; timeline with which to implement recommendations.

Date Established/Projected Completion Date

Established: July/August 2011

Completion: April 2012

Documentation Expected from the Task Force

- Operating system blueprint.
- Investment strategy aligned with operating system and focused on priority areas.
- Timeline and process for recommended investments.

Meeting Frequency

Meet once to twice a month for 3–4 months. Each meeting will be two hours long.

Recommendations and Reporting

This Task Force will develop an operating system and recommendations on implementation strategies focused on ending youth/young adult homelessness in King County. The end product will be worked through in conjunction with an aligned and targeted funders group for early screening and discussion. Review and feedback will be routed through IAC before final approval by the CEH Funders Group.

Advisory Pool Workgroups:

Workgroups were formed to develop and refine the three priority strategies. Each of these workgroups met at least four times and contributed tremendously to the strategies and action plans included in this report.

Prevention Advisory Pool

Joe	Alonzo	Auburn Youth Resources
Dianne	Boyd	YMCA of Greater Seattle
Bobbe	Bridge	Center for Children, Youth & Justice
Debbie	Carlsen	LGBTQ Allyship
Paul	Cavanaugh	Thomas V. Giddens Jr. Foundation
Rick	Dupree	Rainier Boys and Girls Club
Edith	Elion	Atlantic Street Center
Cassie	Franklin	Cocoon House
Cacey	Hanauer	YMCA of Greater Seattle
Terry	Hayes	City of Seattle, Human Services Department
Jason	Kovacs	Individual
Hedda	McLendon	YouthCare
Dwight	Mizoguchi	City of Seattle
Stephanie	Moyes	King County
Ariyetta	Nelson	Individual
Sukri	Olow	Seattle Housing Authority
Mark	Putnam	Building Changes
Joanne	Scott	City of Seattle
Shawn	Silvy	Friends of Youth
Adam	Strand-Polyak	Individual
Jim	Theofelis	Mockingbird Society
Casey	Trupin	Columbia Legal Services
Kimberlee	Tully	Quill Riders
Derek	Wentorf	United Way of King County/Friends of Youth

Coordinated Engagement Advisory Pool

Kaaren	Andrews	Seattle Public Schools
David	Buck	Mockingbird Society
Dawn	Cherne	Valley Cities Counseling and Consultation
Lori	Cox	King County
Kathy	Elias	Individual
Edith	Elion	Atlantic Street Center
Megan	Gibbard	Teen Feed
Melinda	Giovengo	YouthCare
Jon	Griffus	Friends of Youth
Jeanice	Hardy	YWCA of Seattle - King County - Snohomish County
Terry	Hayes	City of Seattle, Human Services Department
Jennifer	Hill	King County
Katie	Hong	Raikes Foundation
Steve	Ice	Dept. for Health and Human Services (Admin. for Children and Families)
Paul	Johnson	Friends of Youth
Brooke	Knight	YMCA of Greater Seattle
Debbi	Knowles	King County, Department of Community and Human Services
Jason	Kovacs	Individual
Kelli	Larsen	King County, Department of Community and Human Services, Community Services Division, Housing and Community Development
Julie	McFarland	Catholic Community Services of Western Washington
Hedda	McLendon	YouthCare
Dwight	Mizoguchi	City of Seattle
Melissa	Munn	Auburn Youth Resources
Terry	Pottmeyer	Friends of Youth
Karen	Spoelman	King County, Department of Community and Human Services, Mental Health, Chemical Abuse and Dependency Services Division
Marcus	Stubblefield	King County
Susan	Vaughn	Catholic Community Services
Liz	Wall	YouthCare
Richard	Watkins	Thomas V. Giddens Jr. Foundation
Derek	Wentorf	United Way of King County/Friends of Youth
Kristin	Winkel	King County Housing Authority

Data Coordination

Bill	Block	Committee to End Homelessness King County
Gretchen	Bruce	Committee to End Homelessness King County
Debbie	Carlsen	LGBTQ Allyship
Donald	Chamberlain	Advisor to Campion Foundation
Marci	Curtin	City of Seattle, Human Services
Matt	Fox	ROOTS
Jon	Griffus	Friends of Youth
Jeanice	Hardy	YWCA of Seattle—King County—Snohomish County
David	Hendry	Individual
Steve	Ice	U.S. Dept of Health and Human Services, Region 10
Jason	Kovacs	Individual
Kit	Lowrance	YouthCare
Hedda	McLendon	YouthCare
Autumn	Morrison	Auburn Youth Resources
Sola	Plumacher	Safe Harbors Project
Mary	Shaw	United Way of King County
Karen	Spoelman	King County, Department of Community and Human Services, Mental Health, Chemical Abuse and Dependency Services Division
Jamie	Straub	Friends of Youth
Sean	Walsh	YMCA of Greater Seattle
Derek	Wentorf	Friends of Youth

Appendix 8: Youth/Young Adult Focus Group Notes

U-District Youth Council Focus Group (over 18) (December 2011)

Survey Results (Group makeup) (12 participants)

- **Age Range of members (11):** 18–28
- **Gender:** M (9) F (2) T (0)
- **Race:** American Indian/Alaska Native (2), Caucasian/White (3), Asian (2), African American/Black (1), Hispanic (3)
- **Where have you stayed in the past month?** With a friend (4), Shelter (4), Outside/Abandoned Building (5), Transitional living program (1), In my own apartment/house (5), Vehicle (1), With my parents (2), Other: Gassett (1), Other: Occupy (1)
- **How long can you stay at your current residence?** As long as I want (4), I don't know (3)
- **What city did you initially become homeless?** Seattle (5), South Dakota (1), Tacoma (1), Myrtle Beach, SC (1), Los Angeles (1)

  a. Comments: Ran away and came back to locked house.
- **Involvement in the foster care or juvenile justice systems?** No (4), foster care in DC (1), juvenile justice (1)

  b. Comments: Didn't trust CPS, stayed quiet.
- **What services are you currently using?** ROOTS, YouthCare, Teen Feed (3), 45th St. Clinic, Low Income Housing Institute and Sound Mental Health, SYM, UDYC

  c. Comments: I do the work myself, accessing services in U-district.

1. Prevention
   a. What caused you to be homeless; what could have prevented you from being homeless?
      - No support structure at home.
      - Either bad situation w/out change or no alternative.
      - Personal responsibility comes in at 18+.
      - Hard to prevent if the homelessness was sudden, w/out warning.
      - Engagement should be diverse to attract different types of individuals.
2. Coordinated systems
   a. How have you found accessing necessary services; what could be done better?
      - Adult providers should refer youth/young adults to youth services.
      - Providers aren't motivated to coordinate—they compete for resources.

- Do evaluations of programs; publish results for everyone to see.
- Referral structure from service provider to provider.

3. Education
   a. What could schools, adult/community leaders do to prevent youth homelessness?
      - Get info to kids in schools: use youth for those roles.
      - Educate parents/families about recognizing the "falling out."
4. Resources Needed
   a. What resources are still needed?
      - Need a kiosk/guide or phone app.
      - Use youth in call centers as a part of coordinated entry.
      - Employment for youth/young adults.
      - Need alt. housing for those on streets.
5. What roles should there be for homeless youth in systems change?
   a. Youth Council to provide insight to city council, other change agents.
   b. Experience into knowledge into change.

Focus Group at YouthCare (under 18) (February 2012)

Survey Results (Group makeup) (7 total)

- **Age range of group:** 15 (2), 16, 17 (4),
- **Gender:** M (3), F (4), T
- **Race:** Caucasian/white (7), Hispanic (1), American Indian/Alaska Native (1)
- **Where have you stayed in the last month?** Shelter (1), Outside/abandoned building (4), With my friend (3), With my parents (1), With my relative (1)
- **How long can you stay at your current residence?** As long as I want (2), I don't know (2), Less than a month (1), Less than a week (1), Less than a day (1)
- **Where were living when you became homeless?** CA (1), Seattle (1), Bremerton, WA (1) , South Tacoma (1), Kent, WA (1), Snohomish County (1), with my mom in Capitol Hill (1)
- **Where have you accessed services?** Orion center (6), New Horizons (3), PSKS (2), UDYC (1)
- **Have you been in foster care?** No (7)

1. Prevention
   a. What caused you to be homeless?
      i. Mom battled with drugs, involved with drugs personally, not in school, needed to be on my own—might have helped to have been able to stay in CA, gang involved.
      ii. Mom an alcoholic, stepmom passed away with no real access to services, no contacts with families, was staying at Gospel shelter.
      iii. Family stress/instability—Dad an alcoholic, moved here with family, brother into drugs, personally into drugs, involved in juv. & physical abuse.
      iv. Alcoholic families, mental/physical abuse in families.
      v. Abusive mom, unstable family structure.
      vi. Unstable family structure.
      vii. Went to juv. court involved after Dad died...staying with friends now.
   b. What could have prevented you from being homeless?
      i. Nothing—it was a family issue.
      ii. Yea, I'm not sure what could've been done.

iii. Nothing really.

iv. Just need some $ to get back to CA, a way to contact people.

v. I just can't stay with my mom, we know that now.

2. On the street/In transition
   a. Prefer to stay on street vs. staying at friend's house.
   b. Stayed with a friend for a bit, but then got kicked out one night, and had to fend for myself.
   c. Sometimes it's scary, but it's better than living at home.
3. When you first became homeless, where did you go?
   a. Seattle→found a group of kids randomly, and thought they might be street kids, and got connected with them.
   b. Went to Portland from Bremerton, WA and then to Seattle: got stuck here.
   c. Was living with friend for a month, friend kicked me out, stayed with some friends, then living under a bridge.
   d. First was sleeping at bus stops and under bridges.
4. Reunification with parents
   a. What are those situations like?
      i. Connection with mom/family is still a possibility.
      ii. Not a good opportunity/situation.
      iii. Good relations with family (far away)—need $ and resources.
      iv. Don't want to connect with family, I'm fine by myself.
         1. Can't move in with other family.
5. Services—what services do you access? How'd you learn about them?
   a. Access food, job services.
   b. Mostly just figuring it out on my own.
   c. First time at Orion Center/YouthCare.
   d. Come to YouthCare all the time, that and PSKS.
6. Future/GED/Employment?
   a. Want to do something to help people.
      i. Social services.
   b. Get GED and high school class.
   c. Have taken some GED classes/tests, would be interested in finishing that.
   d. GED—Need to take another test.
      i. I'm looking to apply for a job.
      ii. YouthCare/Orion Center—just discovered, right on the street from where we stay, excited to access services here.
7. Community connection/network connections: Did people help you?
   a. Like to be independent, on streets.
   b. When I was in school, would ask people for help, never had time, never helped.
      i. Arrested with possession and got kicked out.
   b. Can do things on my own, can't ask for help, no information to get back.
   c. Keep people at arm's length.
   d. Can't go back home, wouldn't mind living with my dad, but that's not possible until I am no longer a minor.
   e. I like being on my own terms.

Friends of Youth Focus Group (under 18) (February 2012)

Survey Results (Group makeup) (7 total)

- **Age range of group:** 11 (1), 12 (1), 13(2), 15 (1), 16 (1), 17 (1)
- **Gender:** M (2), F (5), T
- **Race:** Caucasian/white (6), Hispanic (1), American Indian/Alaska Native (1), other (1)
- **Where have you stayed in the last month?** Shelter (1), Outside/abandoned building (1), With my friend (2), With my parents (1), With my relative (1), Foster home (4), Shelter (4), In my own apt./ house (1), Transitional living program (1)
- **How long can you stay at your current residence?** As long as I want (0), I don't know (3), Less than a month (3), Less than 2 months (1), Less than a week (0), Less than a day (0)

1. Why are you all here?
   a. Dad addicted to alcohol and using pills/drugs.
      i. Doing stuff he shouldn't have.
      ii. Placed into foster care temporarily because of self-harm.
      iii. Have been staying at friends' places.
      iv. Referred to home by foster placement.
   b. When 3, Dad was on drugs and attempted to shoot someone.
      i. In and out of foster homes (13) since he was 3.
      ii. Went into Spruce Street.
      iii. Been in Youth Haven.
   c. Been on the streets since October—drug issues.
      i. Mother is insane.
      ii. Brother calls.
      iii. Lived under a bridge near REI.
      iv. Likes Youth Haven, has not used since being there.
   d. Came from Ruth Dykeman home when she was removed from home.
      i. Dad took a lot of medication.
   e. Been to 45th St. Clinic, Orion center, Virginia Miller house, Cocoon House, Cedar House.
   f. Everyone under the bridge was either really old or really young because 18–24 can get into shelter.
      i. Young kids need help.
2. Who did you talk to or go to?
   a. School counselorà helped contact CPS→referred by principal.
   b. Friends.
   c. Best friend's mom.
   d. CORS workers engaged→awesome!
      i. YES counselor.
   e. Guardian→had one for 6 yrs.
3. Cell phones/virtual access to resources?
   a. Everyone had.
   b. Look for help on Facebook?
      i. Can connect with family enough.
4. What would have helped to prevent homelessness?
   a. More awareness of drug and alcohol use in parents.
   b. Would rather be somewhere else safe.
   c. Have the life at the house predisposes young people to use.
   d. Needed $ so went and sold at Westlake and was able to meet needs.
   e. Really liked the place→has kept me from using.
   f. I did not have anywhere else to go.
   g. Everyone having sex but not living their young life.

5. Going to school?
   a. Getting transportation to school.
6. How hard or easy is it to find help?
   a. I did not know about this→If people would talk about it at school.
7. Outreach Info—where to leave it?
   a. Signs on billboard, under bridges.
   b. Information on buses.
   c. Malls and bathrooms.
   d. Try to stop prostitution.
      i. Watched show on how prevalent it is in the US.
8. What do you want to do?
   a. Join Marines→stay in military and start family and fight club.
      i. To get there→need school.
   b. Coast Guard→be a mechanic, help build more places like this.
      i. Want to be rich and give $ to kids.
      ii. To get there need good grades, no record.
   c. Work at zoo.
   d. Work at Humane Society and do art.
   e. Want to be famous→work with dolphins, want to go to school.
   f. Body art.

BUILDING CHANGES
END HOMELESSNESS TOGETHER

Appendix 9: Toward Creating a Coordinated Entry System for All Populations in King County

CEHKC asked Building Changes to research coordinated entry models nationally and recommend a vision that simplifies access to services and housing by adults, families, and youth. That report is available at www.buildingchanges.org.

BUILDING CHANGES
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