



Request for Proposal

Education and Occupational Training and Employment Services

Safe and Successful Youth Initiative (SSYI)
Office of Violence Prevention (OVP)
Lifecourse Health Unit (LCU)

03/3/2026

RFP Timeline

Tuesday, March 3, 2026	RFP Legal Notice publication in The Boston Globe
Tuesday, March 3, 2026	RFP available online at https://www.boston.gov/bid-listings RFP will also be disseminated via e-mail to relevant networks
Friday, March 6, 2026	Questions due in writing by 5:00 PM EST via email to: RFR@bphc.org Subject – [Vendor Name] Safe and Successful Youth Initiative Questions
Wednesday, March 11, 2026	Responses to questions available for viewing on https://www.boston.gov/bid-listings by 4:00 PM (Filter by department: Boston Public Health Commission)
Wednesday, March 18, 2026	RFP due by 11:59 PM EST Submit via email to RFR@bphc.org Subject line – [Vendor Name] Safe and Successful Youth Initiative Proposal NO EXCEPTIONS TO THIS DEADLINE
Tuesday, March 31, 2026	Notification of Decision: BPHC has the discretion to extend this date without providing notice to the proposers.

Overview

The Boston Public Health Commission (BPHC) is the local public health department for the City of Boston. BPHC’s mission is to work in partnership with communities to protect and promote the health and well-being of all Boston residents, especially those impacted by racism and systemic inequities.

BPHC is issuing a Request for Proposal (RFP) to seek qualified services providers with demonstrated experience delivering Education Services, and/or Occupational Training and Employment Services to young people and adults who are at elevated risk of involvement in firearm related community violence, as defined by the Safe and Successful Youth Initiative (SSYI) eligibility criteria (see Appendix).

As part of BPHC’s commitment to advancing equity in procurement, BPHC strongly encourages applications from businesses and organizations that have been historically underrepresented in public contracting, including Minority-owned Business Enterprises (MBE), Women-owned Business Enterprises (WBE), Veteran-owned Business Enterprises (VBE), Service-disabled Veteran-owned Business Enterprises (SDVOBE), Disability-owned Business Enterprise (DOBE), Lesbian Gay Bisexual Transgender Business Enterprises (LGBTBE), and Boston-based and community-rooted organizations.

Compliance with the City of Boston’s Living Wage Ordinance: All service contracts issued by BPHC are subject to the City of Boston’s Living Wage Ordinance. This ordinance requires that employees working on substantial city contracts receive an hourly wage that ensures a family of four can live at or above the federal poverty level. This wage amount, called the living wage, is recalculated annually. For additional information, refer to [Living Wage Division](#).

System for Award Management: The Boston Public Health Commission (BPHC) is prohibited from contracting with or making subawards under covered transactions to parties that are suspended or debarred, or whose principals are suspended or debarred by the federal government. BPHC will ensure compliance with the code of federal regulation via confirmation

from the Federal System for Award Management (SAM). The System for Award Management (SAM) catalogs vendors registered with the US Federal Government and identifies those who may be subject to any active exclusions, disqualifications, or are otherwise ineligible to receive funds.

General Information

In collaboration with the **Boston Police Department (BPD)**, the Lifecourse Health Unit (LCU)'s Safe and Successful Youth Initiative (SSYI) which operates out of the BPHC's Office of Violence Prevention (OVP) seeks qualified vendors with demonstrated capacity to engage and support young people and adults (ages 17-24) who are identified as being at elevated risk of firearm related community violence.

The Safe and Successful Youth Initiative (SSYI), formally known as Partnerships Advancing Communities Together (PACT), was established in 2010 in response to increased rates of youth and community violence. SSYI is a comprehensive violence prevention and intervention strategy funded by the Executive Office of Health and Human Services (EOHHS). The program addresses gaps in service for young people and young adults who meet state defined eligibility criteria and are considered at heightened risk of serious violence (see Appendix, SSYI Eligible Individual).

Grounded in both public health and public safety approaches, SSYI provides voluntary services to 275 verified individuals by the BPD as most likely to be perpetrators or victims of shooting or stabbing violence in Boston. Services include outreach, inreach, intensive case management, behavioral health services, education services, and employment services. The program seeks to increase safety, stability, opportunity, and long-term well-being by connecting participants to meaningful supports and pathways.

Program Structure:

EOHHS funds and operates SSYI across 14 city-sites throughout the Commonwealth. In Boston, BPD serves as the grantee and provides grant oversight. BPD verifies eligibility of individuals for voluntary SSYI funded services in accordance with state criteria.

As the Boston SSYI Lead Agency, BPHC manages and coordinates all SSYI program services, activities, policies, operations, and reporting to EOHHS. BPHC is responsible for participant engagement, enrollment, and intensive case management. Outreach locations include but are not limited to neighborhoods, county jails, and correctional facilities, Department of Youth Services facilities, hospitals, probation office, and court houses.

BPHC is the sole agency responsible for providing intensive and ongoing case management to all SSYI clients. All referrals to contracted SSYI Education and Occupational Training and Employment Service providers will originate from Senior BPHC SSYI Management staff.

Scope of Work

SSYI Contracted Education Services:

SSYI Educational services are defined as services that support participants in but are not limited to:

- High school or alternative high school enrollment and completion
- HiSET or GED preparation and attainment
- Postsecondary preparation and access
- Other individualized educational goals identified in collaboration with participants

Services may include, but are not limited to:

- Special education supports

- Remedial education and tutoring2
- After school and out of school programming
- Individualized learning plans
- Evening classes
- Study skills training
- English for Speakers of Other Languages (ESOL)
- Credit recovery programs
- College application and financial aid assistance
- Connection to scholarships and other funding resources

Education Partner Requirements

Contracted Education Partners must:

- Provide an orientation to each participant prior to enrollment
- Utilize an evidence based or industry standard academic assessment tool to effectively assess the skills and knowledge of each client prior to the start of programming
- Receive approval from the BPHC Director of SSYI prior to client SSYI enrollment for Education plans or Individual Service Plans (ISP) that do not address attainment of a HiSET or GED certification, or a high school diploma
- Maintain an appropriate supervision structure
- Maintain accurate time and attendance records

Educational programming may be offered in classroom-based, hybrid, or virtual formats, led by qualified instructors

Preference will be given to applicants that demonstrate a history of successfully supporting young people at elevated risk of community violence in achieving secondary education credentials.

SSYI Contracted Occupational Training and Employment Services:

Occupational and Employment Service Providers must implement a structured, tiered training and employment model that includes:

- Soft Skill Development: Implement a robust Work Readiness Curriculum (See Appendix) for all clients, subject to review by BPHC and BPD.

The Work Readiness Curriculum shall aim to develop skills and behaviors required to obtain and maintain entry-level employment. Such skills shall include but will not be limited to reliability, adaptability, communication, cooperation, problem-solving and initiative. The Work Readiness Curriculum (when appropriate & client safety is prioritized) must be offered in a classroom or program/training site setting and managed by an instructor with appropriate work readiness experience. The contracted partner must design a protocol and approach for delivering these services to clients unable to participate in programming in a classroom setting and/or program site due to safety or other concerns.

The contracted partner shall ensure clients participating in Subsidized Employment who have not completed the Work Readiness Curriculum attend Work Readiness Curriculum classes while participating in Subsidized Employment and receive at least two hours of work readiness skills training each week.

- Occupational Training: Programs that address skill deficiencies and enhance the employability of clients. Such services may include but shall not be limited to: classes leading to credentials such as driver's permits, First Aid/CPR and industry-recognized certifications.

- Subsidized Employment: Transitional Employment placements designed to help clients gain work readiness, life, and technical skills necessary to successfully obtain and retain Unsubsidized Employment. Services shall also include assistance with determining eligibility for and making connections to Workforce Innovation and Opportunities Act (WIOA) employment and training programs. Subsidized Employment opportunities supported with SSYI funding may be provided for up to 18 months for each client, or an alternative time frame, as approved by BPHC.
- Unsubsidized Employment: Identification of and collaboration with employers willing to consider clients for Unsubsidized Employment; client coaching and assistance with job applications and preparation for job interviews.
- Support for Clients participating in Subsidized and Unsubsidized Employment: Ongoing support and communication with clients and their employers, as appropriate, to assist clients with problem resolution, job retention, and further career planning and skill development needs.

In addition to maintaining a tiered employment model, SSYI Occupational and Employment Service Providers must ensure that:

- An orientation is provided to each client prior to enrollment in Occupational Training and Employment Services, including but not limited to the specifics of each tier (e.g. length of time and expected progression through tiers) and the categories of services provided to clients.
- An appropriate supervision structure for clients is in place as part of its Occupational Training and Employment Services model and accurate time and attendance records are maintained for all clients participating in employment services.
- That, to progress through the tiers, clients meet the Program's preidentified benchmarks required for advancement to the next tier or level, except as otherwise specified by BPHC.
- Its model does not allow individual exceptions to the time limits set forth in this section without prior approval from BPHC.

Partnership:

Contracted Partner agrees to:

- Incorporate robust safety and security protocols and practices at all programming locations.
- Ensure that staff understand the vulnerabilities or triggers that trauma survivors may have, in order for SSYI services to be supportive and avoid retraumatization.
- Promote recovery and resilience by using a trauma-informed approach and creating a place of safety for clients.
- Participate in any trauma-related and other trainings, including trainings on commercial sexual exploitation, as instructed by BPHC or EOHHS.
- Keep information in a confidential manner that is in compliance with State and Federal Statutes and not to share it for any other purpose than advancing the health and well-being of SSYI clients.
- Participate in case conferences with the client and BPHC at the request of SSYI Boston.
- Inform BPHC of any supports or technical assistance needs, including case conferencing, to achieve compliance with the grantor and help ensure success of SSYI clients.
- Accept a standard Case Rate established by BPHC.
- Enter into a \$0 minimum contract with BPHC and accept client referrals on a case-by-case basis.

Critical Incident Reporting:

Contracted partner must:

- Notify BPHC of any Critical Incident involving a client or Program Staff as soon as the contracted partner is aware that a Critical Incident has occurred.
- Inform BPHC within 24 hours of becoming aware of any critical incidents involving SSYI program participants or staff members. A critical incident is defined as a homicide, serious injury, arrest on a serious charge, or employee misconduct that may be related to the SSYI program, its clients, or staff.
- Ensure a Critical Incident report, in a form and format specified by BPHC, is filed no later than 24 hours following notification to BPHC.

When responding to Critical Incidents, the contracted partner must ensure program staff:

- Do not take any action that would compromise an ongoing law enforcement investigation or court proceeding.
- Provides support, as appropriate to program staff who have worked with a client who is involved in a fatality or other serious event and to family members following a fatality or serious event.
- Integrate information learned from Critical Incidents into program development and
- operations.
- Provide BPHC any modifications of policies and procedures as a result of critical incident.

Required Networking Activities:

Partners agree to participate in quarterly review meetings to discuss topics, such as client service goals, programmatic challenges, transition planning and safety issues. In addition to quarterly review meetings, contracted providers, who have clients enrolled in SSYI programming, are required to attend statewide trainings held by EHOSS.

Referral Process and Enrollment:

Contracted SSYI partners are required to adhere to a strict referral process.

- BPHC serves as the sole referral source for SSYI clients to the contracted partner. Only individuals identified and confirmed as meeting specific criteria by the SSYI staff will be considered for enrollment under this contractual agreement. No person should be considered eligible for SSYI programming or support until receiving a referral from Senior BPHC SSYI Management staff.
- Pre-existing clients who are currently being served by the partner program/agency that match the SSYI eligibility criteria may be referred by BPHC for potential enrollment.
- Clients who have been disengaged for more than six months will require the completion of a new SSYI Referral Form (provided by BPHC), SSYI Notice of Authorization (provided by BPHC) and intake form (provided contracted agency).
- Service utilization will be tracked in a log to be submitted to BPHC. All contracted SSYI partners will be responsible for the administrative oversight of services and supervisory duties of enrolled SSYI clients.

Safety Requirements:

It is the role of the awarded grantee to:

- Complete a client intake prior to enrolling client in SSYI services.
- Complete a needs assessment and action plan that articulates client identified goals upon intake.
- Complete a "Safety Assessment" prior to any enrollment and inclusion into any SSYI contracted program.

A “Safety Assessment” is required to be administered prior to any enrollment and inclusion into SSYI contracted programs for safety purposes. Safety assessments must take into consideration certain factors as “Defined and expressed by the client”.

Those examples include:

- Neighborhood safety question and evaluation (including conflicts with the location of the program);
- Concerns relating to Group or Gang affiliations and conflicts;
- Conflicts with other pre-existing program participants that may impact the coexistence or enrollment of the prospective applicant;
- Travel route related to safety;
- GPS bracelet restrictions; and
- Health related safety matters, i.e. medications, disabilities, interpersonal violence injuries, and when possible a “Behavioral Health Assessment” administered by a clinician.

Incorporate robust safety and security protocols and practices for all clients at all Program locations. Such protocols and practices shall include but shall not be limited to:

- Safety assessment of clients upon acceptance into the Program and periodically thereafter;
- Implementation of Individual Safety Contracts for all clients;
- Monitoring the proximity of individuals and safely serving individuals who may have conflicts with each other (i.e., rival gangs) in one-on-one program activities;
- Supervision and oversight of clients by contracted partner staff, including by means of video surveillance, as appropriate;
- Program staff members’ responses to clients’ behaviors that violate safety protocols;
- Restrictions on client communications while participating in program activities, such as limited use of cellular phones, as appropriate;
- Interactions with clients residing in locked program locations (i.e., incarcerated clients), where appropriate;
- Incorporation of client Risk Assessments and safety planning protocols into all program activities; and
- Participation of all SSYI Program Staff in safety trainings delivered by EOHHS, BPHC or EOHHS-designated entities.

The contracted partner will ensure that the program policies, procedures, and practices incorporate the policies, procedures, practices, and a code of conduct that are consistent with the recommendations of the Massachusetts Legislative Task Force on the Prevention of Child Sexual Abuse to protect the safety of Program participants and staff.

Cultural Competency

The contracted provided shall ensure that services are developed and implemented in a culturally competent manner and reflect an understanding of individual beliefs, culture, and values.

Program services shall be conducted without unlawful discrimination based on race, color, age, gender, ethnicity, sexual orientation, gender identity or expression, religion, creed, ancestry, national origin, disability, veteran’s status, or background. Programs shall use a Racial Equity Lens when designing, implementing, funding, and evaluating services. Programs that successfully design activities through a Racial Equity Lens do the following:

- Acknowledge racism as a root cause of inequities that lead to individual, family, and community traumatization;
- Use data related to social determinants of health to design programs and reach priority populations;

- Systematically engage individuals and communities of color in the planning, development, leadership, oversight, and quality improvement of services and service delivery;
- Have established partnerships with community-based organizations that enhance their ability to meet the needs of people of color and their families; and
- Address structural racism through policy, hiring, education, training, outreach, and community engagement and mobilization activities.

The contracted partner shall ensure the use of a strengths-based, youth-centered approach when identifying needs, challenges, supports, and appropriate services.

The contracted partner shall ensure communications with clients shall be reflective and sensitive to the clients' linguistic, cultural, and developmental differences.

Data Collection and Measures:

All SSYI awarded grantees are required to maintain, collect and report certain data so that BPHC can meet its obligations to EOHHS and maintain compliance with all applicable state and federal regulatory and other statutory requirements.

Contracted partners must respond to requests for data from BPHC, including number of completed intakes, enrollment, attendance, assessments, progress towards service goals, service volumes and utilizations, quarterly report information and other metrics as defined by BPHC and EOHHS.

The contracted partner must obtain prior written authorization from BPHC for the use of any data pertaining to SSYI for research or any other purpose not specifically related to the performance of contract responsibilities and inform BPHC of any third-party requests for information related to SSYI and shall coordinate with BPHC & EOHHS in providing a response.

Contracted partners will be evaluated based on performance measures and benchmarks for productivity and for quality of services provided. BPHC will be required to report performance on the following performance measures:

Education Outcome Measures:

Performance will be measured by:

- Number of clients enrolled
- Client progress towards achieving service goals
- Number of enrolled clients who attain a HiSET or GED Certification or a High School Diploma

Occupational Training and Employment Services Outcome Measures:

Performance will be measured by:

- Number of clients enrolled in occupational or employment programming
- Client progress towards achieving service goals
- Number of clients who move to a higher tier of employment services
- Number of clients who “completed” employment program
- Number of clients who obtained unsubsidized employment

Quality Improvement:

In addition to the collection of required performance measures, SSYI contracted partners, who have SSYI clients enrolled in programming, will be responsible for participating in person or virtual quarterly site visits, during which BPHC will review service delivery data and ensure that objectives are being met. This regular review of data will alert program management to any shortfalls in enrollment, retention, completion and other potential barriers to client achievement of ISP goals. When challenges and areas for improvement are identified, sites will receive coaching from BPHC to create a

quality improvement plan to identify clear aims for improvement and rapidly test changes to address those concerns. Partners will review performance measures with the goal of improving quality, satisfaction, fidelity, effectiveness and equitable access to program services.

BPHC may seek remedies for poor performance on the part of the contracted partner, if the contracted partner fails to perform and/or fails to perform in a manner that is satisfactory to BPHC. BPHC may take one or more of the following actions:

- Require the contracted partner to meet with BPHC or SSYI's contracted technical assistance staff to address performance issues.
- Require the contracted partner to develop and submit a corrective action plan for BPHC's review and approval.
- BPHC will approve, disapprove, or require modifications to the corrective action plan based on its reasonable judgment as to whether the corrective action plan will correct the deficiency. The contracted partner shall promptly and diligently implement the corrective action plan as approved by BPHC. Failure to implement the corrective action plan may subject to termination of the contract;
- Suspend payments to or recover payments from BPHC; or
- Terminate the contract with or without cause as BPHC determines appropriate.

Funder's Role and Responsibility:

BPHC will provide coaching and technical assistance to SSYI service providers through one-on-one consulting and case conferencing to help ensure compliance with the grant award.

The Boston Public Health Commission will:

- Provide holistic, client centered case management services;
- Provide oversight and technical support to all SSYI partners;
- Assure collaboration between funded partners;
- Ensure strong partnerships and facilitate the development of all communication and operation protocols across BPHC, other city agencies, and community funded partners;
- Develop and implement training, technical assistance, and performance management systems;
- Provide collaborative learning opportunities; and
- Ensure active, accurate, and consistent communication between SSYI/BPHC and the grantees.

Minimum Qualifications

Eligible Organizations:

Eligible organization(s) must be able to fulfill the requirements of the scope of work and demonstrate their qualifications as a venter by describing a successful history of engaging and providing trauma informed services (see Appendix, Trauma Informed Approach) to "proven risk" youth ages 17-24 who have been identified as the individuals most likely to be perpetrators or victims of community firearm violence. Examples of participating agencies include, but are not limited to grassroots organizations, social service agencies and faith-based organizations.

Proposal Requirements

Provide a written response to each of the questions to demonstrate the organization's ability to achieve all Grant responsibilities outlined in this RFP. All questions must be answered. If a question is not answered as indicated, justification must be provided. Applications shall not exceed 10 pages, consisting of double-spaced, size 12 point and Times New Roman font. Incomplete applications will not be reviewed.

Education Provider Questions: (Occupational Training and Employment Service Providers skip to next section unless also applying to provide Education Services):

1. Describe your experience and unique qualifications participating in SSYI or providing services to similar clients (see Appendix, SSYI Eligible Individual). (35 points)
 - a. Note relevant experience implementing evidence-based approaches, trauma informed services, safety protocols and other relevant components.
 - b. The contracted partner must design a protocol and approach for delivering services to clients who are unable to participate in programming in a classroom setting due to safety or other concerns. Please describe how your agency will provide educational services as defined in the Scope of Work (Section III) and meet this requirement.
 - c. Please specifically articulate your agency's rules and procedures regarding client safety while engaging in programmatic activities and encounters.
2. Describe the experience of a client as they move through the various components of your program (from referral to program completion). (20 Points)
3. Please attach a copy of the intake form that your program will be utilizing for SSYI clients. Please attach and/ or identify your program's assessment tool(s). Describe how these documents are used to inform client programming. (15 Points)
4. Please list your organization's current service areas and main funding sources. (15 Points)
5. Demonstrate your organization's ability to collect data on: (15 Points)
 - a. Number of clients enrolled
 - b. Client progress towards achieving service goals
 - c. Number of enrolled clients who attain Hi-SET or GED Certification or a High School Diploma
6. Include annual budget for organization. Budget must be included but will not be part of the evaluation process. (0 Points)

Occupational Training and Employment Service Provider Questions: (Education providers skip this section unless also applying to provide Occupational Training and Employee Service):

1. Describe your experience and unique qualifications participating in SSYI or providing services to similar clients (see Appendix, SSYI Eligible Individual). (35 points)
 - a. Note relevant experience implementing evidence-based approaches, trauma informed services, safety protocols and other relevant components.
 - b. The contracted partner must design a protocol and approach for delivering services to clients who are unable to participate in programming in a group setting due to safety or other concerns. Please describe how your agency will provide Occupational and Employment Services as defined in the Scope of Work (Section III) and meet this requirement.
 - c. Please specifically articulate your agency's rules and procedures regarding client safety while engaging in programmatic activities and encounters.
2. Describe the experience of a client as they move through the various components of your program (from referral to program completion). Include a detailed description of your tiered employment model and Work Readiness Curriculum (See Appendix). (20 Points)
3. Please attach a copy of the intake form that your program will be utilizing for SSYI clients. Please attach and/ or identify your program's assessment tool(s). Describe how these documents are used to inform client programming. (15 Points)
4. Please list your organization's current service areas and main funding sources. (15 Points)
5. Demonstrate your organization's ability to collect data on: (15 Points)
 - a. Number of clients enrolled in occupational or employment programming
 - b. Client progress towards achieving service goals

- c. Number of clients who move to a higher tier of employment services
 - d. Number of clients who “completed” employment program
 - e. Number of clients who obtained unsubsidized employment
 - f. Include annual budget for organization.
6. Budget must be included but will not be part of the evaluation process. (0 Points)

Submission of an application does not guarantee receipt of funding. The contract resulting from this Request for Proposal is formed when BPHC approves and signs the applicable Standard Contract and required forms. Services shall begin on the agreed upon contract start date.

Period of Performance

The contract shall commence upon execution by the parties (Contract Start Date) and end on June 30, 2027, subject to (1) the Grantee’s satisfactory performance, as determined by BPHC, of all duties and obligations under, (2) any termination provisions set forth in the contract including the availability of funding.

The Grant Agreement may be extended through June 30, 2028, in increments determined by BPHC and upon terms agreed to by the parties. BPHC may also extend the contract for any reasonable time period BPHC determines necessary to complete a subsequent procurement.

Funding

Selected organizations/agencies are not guaranteed a minimum of funding per awarded contract.

Contracted partners will receive \$500 per month for each enrolled client of Education or Occupational Training and Employment services. If a contracted partner is approved to provide both Education and Occupational Training & Employment services to a client, the provider will receive \$1,000 per month for the approved client.

Submission Instructions

Submit proposal by Wednesday, March 18, 2026, 11:59 PM EST via email to RFR@bphc.org

Subject line – [Vendor Name] Safe and Successful Youth Initiative Proposal

NO EXCEPTIONS TO THIS DEADLINE

APPENDIX

Client – an Eligible Individual who has completed Intake/enrollment process as described in **Section: Referral Process and Eligibility for SSYI Funding** and who is enrolled in the SSYI Program.

Critical Incident – an incident involving a client, Program staff or both, including but not limited to homicide, serious injury, arrest on a serious charge, or Program employee misconduct. **See Section: Partner**

Enrollment – Client participation in the Program, following completion of the intake process.

Executive Office of Health and Human Services (EOHHS) – The Executive Office of Health and Human Services (EOHHS) is the largest Secretariat in the Executive Branch with 11 agencies (and partner agencies). EOHHS is responsible for coordinating the service delivery and policy development in the Commonwealth's health and human service agencies.

Safe and Successful Youth Initiative (SSYI) – a comprehensive, interagency strategy that connects law enforcement, employment, education, public health and youth development agencies to reduce youth violence in the Commonwealth.

SSYI Eligible Individual - An Eligible Individual is an individual who is 17-24 years old who:

- Is known to law enforcement as meeting at least one of the following criteria:
 - Repeatedly engages in crimes against persons,
 - Repeatedly engages in weapons violence,
 - Is in a leadership role in a gang,
 - Is substantially involved in gang activity or street violence, or
 - Significantly facilitates gang activity or street violence.
- Currently resides in the community, spends a significant amount of time in the community, or is expected to be released into the community.

Transitional (Subsidized) Employment – Client employment placement, for which the employer receives a subsidy from the Program or other external funds to offset some or all the wages and costs of employing the Client. Contracted partners may provide clients with subsidized employment opportunities directly through their own organizations.

Trauma Informed Approach- a multi-level, strengths-based framework that is grounded in an understanding of and responsiveness to the impact of trauma. It emphasizes physical, psychological, spiritual and emotional safety, and creates opportunities for people to heal and thrive. It also recognizes and addresses the impact of racism and other forms of structural violence. (Based on Hopper et al. (2010) *Shelter from the Storm: Trauma-Informed Care in Homelessness Services Settings*)

Unsubsidized Employment – Client employment placement, for which the employer does not receive a subsidy to cover the wages and costs of employing the client.

Work Readiness Curriculum – A curriculum that the contracted partner is required to implement as part of the Occupational Training and Employment Services Program Component.