

Proposed Target Area: The City of Boston Department of Neighborhood Development (DND) is applying as Collaborative Applicant for the entire Boston CoC as a non-rural community. The total number of youth age 10–24 in Boston is 214,024 according to 5-year ACS data (2012–16).

Narrative

Glossary of Acronyms

BCYF - Boston Centers for Youth and Families	BHA - Boston Housing Authority
BOTW - Bridge Over Troubled Waters, the City’s RHY grantee and a CoC Program grantee	
BPHC - Boston Public Health Commission	BYAB - Boston Youth Action Board
BPS - Boston Public Schools, the local education agency	
BYSN - Boston Youth Services Network, an association of 16 youth organizations	
CAS - Coordinated Access System	CE - Coordinated Entry
DCF - Massachusetts Dept of Children & Families	DMH - Massachusetts Dept. of Mental Health
DHCD - Massachusetts Department of Housing and Community Development	
DND - City of Boston Department of Neighborhood Development, also the CoC Lead Agency	
DYS - Massachusetts Dept. of Youth Services	HS - High School
FUP voucher - Family Unification Program voucher	
ICHH - the State’s Interagency Council on Housing and Homelessness	
JRI - Justice Resource Institute	MHSA – Mass. Housing & Shelter Alliance
PH - Permanent Housing	PSI - Pine Street Inn
RHY - Runaway and Homelessness Youth	RRH – Rapid Re-Housing
YYA - Youth and Young Adults, meant to roughly cover the age group 10-24	

Leadership Capacity – 1. The Boston CoC has successfully addressed the systemic challenge of ending homelessness among single adults by developing and implementing the Mayor’s Action Plan to End Veterans and Chronic Homelessness. The Plan helped transform Boston’s network of adult homeless

providers from a fragmented group of independent stakeholders into a coordinated system founded on Housing First principles. The Plan implementation included the following six components and action steps: **Front Door Triage** - A Plan working group of the Boston CoC's emergency shelters and homelessness service providers, including Pine Street Inn (PSI) and Boston Public Health Commission (BPHC), developed a Front Door Triage Assessment Tool, modeled on emergency room triage and providing differential response based on vulnerability and individual need. Trained staff deploy to PSI and BPHC's emergency shelters throughout the city, offering an immediate response to presenting adults, and assessing their vulnerability and needs within 48 hours to calibrate an appropriate intervention. This has resulted in more diversions from shelter and shorter shelter stays. In its first year, the program triaged 2,288 people, diverted 192 individuals from the homelessness system, and matched 1,053 individuals to services in shelter or external placements within 60 days. Only 10% of those diverted or exited to other services returned to shelter within the year. **Coordinated Access System (CAS)** - Together with PSI, Bay Cove Human Services, Justice Resource Institute (JRI), Metro Housing Boston, and other CoC providers, DND developed CAS to integrate HMIS data on adults experiencing chronic homelessness and match these individuals to appropriate housing resources as they become available. CAS includes an inventory of all CoC-controlled project-, tenant- and sponsor-based rental assistance and leasing resources (1,300 units), prioritizes clients based on the level of identified need, and immediately matches service and eligibility requirements. CAS dramatically reduces the paperwork and time (just 10 days) to connect adults experiencing homelessness to a housing resource, while also protecting privacy and choice. Using CAS, the CoC can quickly house individuals experiencing chronic homelessness. **Rapid Re-Housing (RRH)** - Operated by a partnership of homelessness providers that included Bridge Over Troubled Waters (BOTW), PSI, Massachusetts Housing and Shelter Alliance (MHSA), HomeStart, and the BPHC, the CoC significantly expanded RRH programs to reduce shelter stays and quickly divert individuals who are newly homeless. Length of shelter stay data show that most

individuals only require targeted short-term assistance. The system targets RRH to these shelter stayers—who often lack resources, community supports, or personal networks—to prevent them from becoming chronically homeless, returning them to housing as quickly as possible with the amount, type and duration of assistance they need. In the last year, 601 individuals experiencing homelessness were housed through RRH. The City committed \$900,000 in FY17 and \$900,000 in FY18 for RRH, including flexible funds to help individuals return to their families and communities of origins; the CoC applied for an additional \$1.5M in 2016; and the CoC Board reallocated all remaining transitional housing programs (\$2.3M) to fund new RRH. The CoC RRH Working Group directs T.A. resources to ensure a high-functioning RRH system and uses national and HMIS data to inform the program model and approach, such as refinements to Front Door Triage and coordination of income maximization supports in RRH programs at Project Place, PSI, BPHC and St. Francis House. ***Permanent Supportive Housing (PSH)*** - Insufficient PSH inventory created a bottleneck that left individuals experiencing homelessness languishing in shelters. Through an MOU with the Boston Housing Authority (BHA) and coordination with Medicaid and elder service providers such as Program for the All-Inclusive Care for the Elderly, Senior Care Options, and Pay For Success, the CoC added 95 units of new PSH for chronically homeless elders, and the BHA committed an additional 270 units between 2018 and 2020 for chronically homeless individuals and homeless Veterans who qualify for SAMHSA services. These collaborations have contributed greatly to the CoC's reductions in veteran and chronic homelessness. ***Ending Veteran Homelessness*** - The CoC created a Veterans Leadership Team (Vets Team) and a companion Veterans Working Group (Vets WG). The Vets WG includes staff from the VA, the VA Medical Center, BHA, MA Department of Mental Health (DMH), street outreach, emergency shelters, and the SSVF program. The Vets WG meets weekly and develops a housing and service plan for every sheltered and unsheltered veteran experiencing homelessness in Boston using a “by-name list.” The Vets Team meets monthly and convenes decision-makers from these same agencies with authority to work through eligibility, privacy,

and communication barriers, and to advocate for needed resources and flexibility. The Vets WG has also hosted three Housing “Surges” that create a one-stop for veterans to access housing and services. The CoC pre-negotiates agreements with housing and service providers to lower barriers and streamline eligibility requirements. 88 veterans have used the Surges alone to secure an appropriate housing resource. Since 2014, 899 total veterans have exited homelessness and secured housing and supports, the number of veterans experiencing homelessness on a single night has declined 44%, and chronic homelessness among veterans has reduced to zero. *Chronically Homeless Initiative, including Chronic Elderly Adults* - A Chronic Homelessness Working Group (CH WG), with a special focus on individuals experiencing chronic homelessness who are elderly (50+) and composed of staff from 14 agencies, including BPHC, PSI, Bay Cove Human Services, DMH, and BHA, meets weekly and works off a by-name list of chronically homeless individuals living on the streets or in shelter to plan transitions for these individuals to housing. A companion Chronic Homelessness Leadership Team of agency decision-makers meets monthly to overcome policy and regulatory barriers and prioritize and target resources. The CH WG has hosted three Housing Surges, one focused exclusively on elderly individuals experiencing chronic homelessness. The latter included a new collaboration between the City and State that created a public housing voucher super-priority for elders experiencing chronic homelessness and then integrated specialized care services to create new PSH opportunities. Since January 2016, 478 chronically homeless individuals have been housed, representing over 3,300 years of homelessness ended.

2a-2d. The City of Boston DND, a local government agency and the CoC lead agency, will be the lead agency for the YHDP. Laila Bernstein, Deputy Director, Supportive Housing Division is acting as the lead staff for the YHDP, and in January 2018 the CoC hired a team of consultants (Matthew Aronson, Jamila Bradley, Alice Colegrove, Lauren Leonardis, and Ayala Livny) to lead planning and implementation of a strategic plan to prevent and end youth homelessness. The City has dedicated over

2 FTE to the YHDP planning process: 40 hrs/wk to lead the project between Laila and Matt (consulting team lead), 27 hrs/wk in support from the rest of the consulting team, and 20 hrs/wk from additional DND staff.

2c. DND has experience in several initiatives designed to prevent and end homelessness among unaccompanied youth and young adults. Examples include: 1) embedding a consulting team with extensive national, local, and lived experience with youth homelessness to lead a 12-month effort to develop and implement a plan to prevent and end youth homelessness; 2) funding and supporting the Boston Youth Action Board (BYAB), now in its second year as full partners in the work to end youth homelessness in the City; 3) coordinating partners, including Boston Centers for Youth and Families (BCYF), local RHY provider Bridge Over Troubled Waters (BOTW), and BPHC's Violence Intervention and Prevention team, to engage youth at risk or experiencing homelessness with juvenile detention histories to divert them from arrest to community programs, housing, education, and employment; 4) funding the JRI Youth Housing Stabilization Program (using our ESG funds) to secure appropriate and stable housing for up to 12 LGBTQ youth experiencing homelessness using state and privately-funded rental assistance; 5) funding a RRH project (using CoC competition funds) for up to 40 young adults annually through a partnership between JRI Housing and BOTW in which young adults experiencing homelessness receive housing search support, rental assistance, and intensive case management; 6) leading the design of a youth-inclusive Coordinated Entry (CE) system together with the CoC CE Steering Committee; 7) participating in the 2017 and 2018 Massachusetts Youth Counts.

3. The CoC has a multi-level structure to support the work of planning and implementing a coordinated community approach to prevent and end youth homelessness. The City hired a consulting team with extensive national, local, and lived experience to develop frameworks, provide systems analysis, and facilitate both one-on-one and group processes. The City has fully funded the BYAB and executed a partnership agreement that ensures BYAB members partner on plan design, review, and decision-

making. The City has convened a youth homelessness leadership committee (the “YHDP team”) to oversee plan development and implementation. Membership includes YYA, a diverse array of providers, state and local officials, funders, business leaders, advocates, educators, and special population experts (approx. 35 members). The YHDP team reports directly to the CoC Governance Board. Additionally, several committees report to the YHDP team and include even broader stakeholder participation: 1) Data, Modeling, and Metrics - identifies best available cross-sectional data, uses best available data and assumptions to model a path to zero, and defines performance measures; 2) Prevention and Intervention - identifies currently used strategies across housing, education and employment, health and well-being, and permanent connections, investigates best practices and promising strategies, including those designed for special subpopulations, and determines the array of strategies necessary to meet the identified needs of YYA in Boston; 3) Community Engagement - ensures authentic youth partnership, identifies new partnerships, builds strong relationships with community stakeholders, and develops strategies to incorporate members of the public into our work; and 4) Funding - mobilizes and focuses local philanthropic efforts to support the planning process and the final plan’s resource requests. Each committee will maintain 8–10 members, including YYA and provider and public agency staff with relevant expertise.

4. The BYAB is an independent and authentic youth voice for the CoC’s development of a plan to prevent and end youth homelessness. The CoC and BYAB have come together because they believe that each has unique and valuable expertise to offer, and that there should be nothing decided about YYA homelessness without the direct and authentic involvement of YYA who have experienced it. The BYAB is in its second year and is fully funded by the CoC, which provides stipends for the participation of up to 20 YYA (\$10 for BYAB-specific meetings and \$20 for meetings with external partners and events). The BYAB meets twice a month, once with members only and once with City staff and contractors. BYAB members also hold positions on the YHDP Team and each YHDP committee. In

service of transparent, equitable collaboration, the BYAB and CoC have a formal partnership agreement that requires, among other things, BYAB participation and decision-making authority in the design and implementation of the coordinated community plan. The agreement also formalizes that the CoC will be familiar with the BYAB-created “Truths” and “Values” documents, and honor the BYAB’s requests around language, transparency, and respect for privacy. BYAB members are also involved in planning the Massachusetts Youth Count, are actively engaged in local advocacy, and provide training to local stakeholders in authentic youth partnership and adultism. The BYAB has been active in YHDP planning, providing input on the vision and goals, validating the list of stakeholders, contributing to the System Map, and identifying new interventions that the City needs to pursue.

5. In 2015 the Boston CoC recruited BOTW, the City’s only RHY provider, to join the Boston CoC Governance Board. Since then, the CoC has recruited other youth providers, such as JRI, that have become active CoC members. The Boston CoC recently identified 20 additional providers serving YYA experiencing homelessness, including Home for Little Wanderers, Roca, and providers connected to the child welfare and justice sectors, that are not active participants in the CoC. The CoC invited them to a kick-off meeting with City and State partners announcing the CoC’s intention to launch a 12-month planning process to address the growing crisis of youth homelessness and apply for the YHDP, and asked for their participation on the YHDP Team and in longer-term planning efforts. The consulting team interviewed and surveyed staff from each organization to learn about their relationships with other local stakeholders, including the CoC; their perceptions of the current youth homelessness response system; and their priorities for improving the system moving forward. The CoC will use an analysis of their feedback to deepen these new relationships (e.g., through one-on-one outreach), formalize their participation in the CoC, expand their commitment, ensure productive partnership in developing a plan to end youth homelessness, and reach out to the new partners that they identified. The CoC will embed this engagement into the 12-month planning process, offer a myriad of commitment opportunities for

potential partnership, and conduct interviews with the newly identified partners and offer additional invitations to participate.

6. The Boston CoC realizes that success will depend on helping partners not currently working on youth homelessness see themselves in our coordinated community response. We have identified Boston Public Schools (LEA) and the State Department of Children and Families (DCF, the PCWA) as the most critical to engage. We have secured their representation on the YHDP Team, and will use data to create shared values by connecting homelessness to their performance measures, such as successful transition from foster care and graduation rates, to deepen their engagement. Additionally, the Boston CoC is recruiting representatives from the MA Depts of Mental and Public Health, the Private Industry Council (WIOA) that operates innovative programming for disconnected youth, and the Boston Youth Services Network (BYSN), an association of 16 youth organizations serving but not dedicated to YYA experiencing homelessness. Finally, the CoC has identified members of the religious community for participation in YHDP leadership activities, including Rev. Crawford Harvie from the Arlington Street Church, and other non-homelessness-identified YYA groups, including the Mayor's Youth Council and the BYSN youth board, with which the BYAB may create new partnerships and broaden participation to a wider variety of YYA from all over the city. The CoC plans to invite these stakeholders to participate in our planning process as committee members, incorporate their data and performance outcomes into our presentations, and use our consulting team to conduct individual interviews. The CoC is dedicated to helping all YYA-serving organizations see themselves in the work of ending YYA homelessness.

Current Resource Capacity – 1. See the attached Resource Capacity Chart.

Community Need – 1. Yes. Between January and March 2018, the consulting team and DND conducted a needs assessment of the system serving YYA experiencing homelessness and housing instability.

2a. The methodologies for the most recent needs assessment included: 1) Quantitative analysis of individual and aggregated State, City, and provider-level datasets; 2) Qualitative analysis of stakeholder data, including interviews and survey responses; 3) A SWOT analysis using the results from the qualitative and quantitative data analyses and the results of a system-wide resource mapping initiative; 4) Qualitative feedback from the BYAB. The quantitative data analysis included data from the following sources: HUD PIT; HIC; 2017 Boston HMIS data for unaccompanied 13–24-year-old individuals; RHY provider data; Boston CoC data from the May 2017 MA statewide youth count; Suffolk County data from the Voices of Youth Count study; Boston Public Schools (BPS); MA Department of Children and Families (DCF)'s Boston regional office; and Boston-specific data from the MA Department of Public Health (DPH) Bureau of Substance Addiction Services. The qualitative data included the following sources: a broad-reaching stakeholder survey and individual phone interviews with stakeholders including but not limited to BPS, the local child welfare office, and numerous providers; stakeholder meetings; and BYAB meetings and focus groups. The consulting team conducted a comprehensive resource availability analysis verifying target, type, capacity, and location of services.

2b. The consulting team led the needs assessment in partnership with DND and the YHDP team, which included but was not limited to the BYAB, BPS, the local child welfare office, and numerous providers. It originated from the CoC (DND), but brought on multiple partners and attempted to set a useful baseline across all four youth outcomes (housing stability, permanent connections, education and employment, and social and emotional wellbeing) so that it would speak to the priorities of a broad array of collaborating stakeholders (e.g., YYA, schools, PCWAs, Justice, Employment, CBOs, etc.). The consulting team compiled the data and provided the draft analysis, while partners supplied their system data, critical data interpretation, leads for additional data, and analysis feedback.

2c. The assessment covers the entire Boston CoC, all service providers for YYA experiencing homelessness, crisis residential programs, and medium- to long-term housing, as well as non-dedicated resources such as afterschool programs, education, health and legal services.

2d. The analysis covered a broad definition of YYA experiencing homelessness or housing instability ages 13–24. YYA are in households where no members are over the age of 24, including pregnant and parenting youth. The assessment included special populations such as LGBTQ YYA, YYA of color, individuals under 18, YYA involved in child welfare and juvenile justice, YYA with substance use disorders, and pregnant and parenting youth.

2e. Key findings included: There are 363 YYA experiencing homelessness on the streets or in shelters in Boston on a given night, with an estimated 2000 over the course of the year and significantly higher incidences of homelessness among black and LGBTQ YYA. But there are only 121 dedicated beds for YYA, including 52 ES beds, 12 TH beds, 40 RRH beds, and 17 PSH beds at any given time. YYA can also access any of the CoC’s 7,682 ES, TH, SH, RRH, and PSH beds for adult individuals, but few of the programs have any training or experience in successfully supporting YYA. The average age of the first homelessness experience for YYA is under the age of 18, even though the age at first identification with a census survey or program is over 18. Boston has a robust YYA-service ecosystem that is larger than average for a city our size, even if it lacks sufficient YYA-dedicated beds. But community stakeholders agree that there is little coordination and little shared vision for ending youth homelessness. Quantitative and qualitative data support there is a need and readiness for a community effort to coordinate the system under a shared vision, goal, and set of objectives. Additionally, we identified a need to improve outreach and counting methodology for the under-18 population.

3. In the 2017 PIT count on January 25, the Boston CoC reported the following: 3a. 183 unaccompanied youth in the 2017 PIT sheltered count. 3b. 173 parenting youth in the 2017 PIT sheltered count. 3c. 7

unaccompanied youth identified in the 2017 unsheltered PIT count. 3d. 0 parenting youth identified in the 2017 unsheltered PIT count.

3e. 3e1. No. 3e2. Yes. 3e3. Yes. 3e4. Boston integrated counting strategies designed to find, accurately identify, and engage YYA into its 2017 PIT count activities, including: 1) embedding YYA outreach workers on all teams on the night of the count; 2) working with the BYAB to identify popular locations of unsheltered YYA; and 3) working with street outreach and public safety to identify and count YYA in encampments. The CoC also conducted a Youth Homelessness and Housing Survey, in coordination with the MA Commission on Unaccompanied Homeless Youth, as a part of a statewide youth count from May 1–14, 2017. Boston participated in a statewide conference to share best practices and develop a methodology to comprehensively survey unaccompanied youth homelessness in the city. BYAB members presented at the conference and worked in partnership with City and state staff on implementation. During the count, YYA completed surveys themselves, rather than having surveys administered interview-style, to overcome potential reluctance to answer sensitive questions. Trained staff and peers were on hand to answer questions. The survey was available in Spanish and English, including online versions in both languages. YYA peer leaders and advocates reviewed and revised the survey design so that questions used inclusive and affirming language and were not stigmatizing. The Boston CoC worked with YYA-serving providers throughout the City to identify YYA in residential, shelter, DV, and service programs, and disconnected YYA through street outreach and peer networks. Trained YYA peers helped with implementation, especially street and shelter outreach.

3e5. Data collected during the January PIT count focused on the HUD required elements; however, the May count provided the opportunity to survey and document a broader array of experiences. The survey included 30 questions that asked about a variety of experiences and personal characteristics. For example, there were 17 housing categories that included HUD PIT locations and those considered couch surfing or unstably housed. It asked about past experiences of homelessness and housing instability as

well as the age of the first homelessness experience. It also asked about services accessed in the city, unfulfilled needs, and experience with foster care and juvenile justice. Insights include that most experiences of homelessness occurred before the age of 18, even though most YYA were first identified when they were over 18—i.e., we are not successfully identifying minors experiencing homelessness, and we need early intervention strategies to work with minors before and during their first experience—and that there was an increase in the number of YYA reporting that their homelessness was the result of parental or guardian drug use and parental or guardian death. Data collected during the May 2017 Youth Homelessness and Housing Survey has informed our committee co-chair outreach, now including providers working with minors and on issues of substance use, and will continue to inform our efforts as we develop a coordinated plan to prevent and end youth homelessness.

3f. BPS reported 3,222 students experiencing homelessness during SY16-17 in the Department of Education’s EdFacts system: **12 unaccompanied youth**, 2,518 in shelters, 460 doubled-up, fewer than 10 unsheltered, 93 in hotels or motels, and 130 awaiting foster care placement.

3g. Many factors contribute to youth homelessness in Boston. Our needs analysis and provider feedback identified the following as having the most significant impact: High-cost market: Boston is an extremely high-cost housing market (ranked 4th in the U.S. among major metropolitan areas for 1- and 2-bedroom rentals) with high income inequality and poverty rates (ranked 7th by the Brookings Institute). Our data suggest that the resulting upward pressure on family poverty and housing instability are strongly correlated with youth homelessness (e.g., 43% of youth a recent State count survey indicated that they had a parent who had experienced homelessness). Without family support or generational wealth, there is an acute lack of low-cost private market housing accessible to YYA, and waiting lists for subsidized housing are prohibitively long. Foster care and justice system involvement: Our data show that system-involved YYA, especially YYA of color, are particularly at risk of homelessness, suggesting that more deliberate, resourced, and coordinated early risk identification and transition planning is greatly needed.

Substance use: Provider observations support data that show an increase in homelessness as a result of parental addiction or death. YYA also report substance use as a coping mechanism to deal with the stress of homelessness, that drugs and alcohol are readily available on the streets, and that there is a “catch-22” of using substances to cope with the stress of homelessness and substance use making it more difficult to exit homelessness. Inequity and rejection: Boston is a progressive liberal city, *and*, LGBTQ YYA and YYA of color are vastly overrepresented among YYA experiencing homelessness. An estimated 50% of identified YYA experiencing homelessness are black, but only 23% of Boston’s population is black. 25%-29% of YYA experiencing homelessness in Boston identify as LGBTQ compared to an estimated 4.9% of Boston’s population. We need to address racial inequity and the toxic environment experienced by LGBTQ YYA if we are going to end YYA homelessness. Regional hub: YYA transience and the lack of easily accessible services in nearby cities and towns exacerbates the pressure on Boston’s system. Boston is the largest city in New England, known for high-quality care and services in education, medical and social needs, and readily accessible by transportation. 65% of YYA who are currently experiencing homelessness or precariously housed in Boston reported in the State count that their community of origin was somewhere other than Boston.

Capacity for Innovation – 1. Under the Mayor’s Action Plan to End Veterans and Chronic Homelessness, the Boston CoC instituted system-wide changes founded on Housing First principles—immediate access to permanent housing; low-barrier, streamlined entry; services available but voluntary—that have required emergency shelters, outreach workers, housing navigators, stabilization service, and housing providers to operate differently. These changes include: **Front Door Triage** - Trained staff deployed at adult emergency shelters focus on assessing the need and vulnerability of adults experiencing homelessness within 48 hours and calibrating a response—rapid rehousing; diversion; or, if needed, PSH. The immediate result has been more diversions from shelter and shortened shelter stays. **CAS** - This technology matches service and eligibility requirements to available CoC-

controlled housing in seconds. Providers have had to relinquish control over housing placements, as housing options are assigned based on priority and need through a centralized system. **RRH** - Individuals experiencing homelessness are assisted in returning to housing as quickly as possible with the amount, type and duration of assistance needed. In addition to requesting new RRH funding in 2016, the CoC re-allocated \$2.3M from TH to RRH and PSH, challenging providers to reorient from the compliance-based, phased TH model of “housing readiness” to a Housing First approach where individuals are offered an RRH intervention regardless of income or other perceived barriers. The City has also invested \$900,000 per year in local funding since 2016 to increase RRH placements and allow more flexibility than CoC RRH funds. Through these efforts, 899 Veterans and 478 individuals experiencing chronic homelessness have been housed, and the experience directly paved the way for 40 units of RRH for YYA and more YYA providers adopting housing first principles.

2. Lowering Barriers and Housing First Principles: Just a few years ago, BOTW, the local RHY and CoC-YYA provider, operated a single daytime drop-in option among its many programs. The Transitional Day Program (TDP) offered intensive clinical and supportive services that may be valuable to high-needs YYA, but BOTW requires YYA participating in the TDP to have a specific plan to exit from homelessness that includes employment, housing, and behavioral health goals, and to work towards those goals with staff members. The counseling team at BOTW realized that their high-needs YYA were not engaging in the TDP’s clinical and supportive services, and that they needed a lower-barrier entry point. In response, BOTW redesigned its 4th floor counseling center to include a larger drop-in center separate from its TDP. The Drop-In Center provides YYA with a welcoming, comfortable space for daily survival services (showers, laundry, breakfast, and lunch), while also giving YYA frequent lower-barrier opportunities to engage with counseling staff. The biggest challenge to implementation has been that no new staff were added for the expanded program; each 4th floor counselor participates in a rotation of coverage, limiting their ability to see clients individually.

However, the counseling team rallied and the new Drop-In Center has ultimately been successful; more high-needs YYA participate in the TDP services that meet their needs. What's even more critical is that BOTW also applied for and now operates a housing first-based RRH program with 40 YYA beds. It has even begun to successfully enroll YYA from the new Drop-In Center directly into RRH. Combined, the Drop-In-Center and RRH programs have opened a new pathway to engage and help house YYA who may not have been reached through high-barrier programs.

3. CoC - RRH: Youth Housing Pathways Program (YHPP): BOTW and JRI partner on a FY 2016 CoC-funded RRH program that serves 40 YYA experiencing homelessness according to housing first principles. JRI provides expertise in cultural competency relevant to LGBTQ populations and trauma-informed services, and provides housing search, leasing support, and stabilization services to all participants. A BOTW case manager provides developmentally appropriate and individualized services, and coordinates community supports, including mental health and substance use services. YYA lead the design of their service plan using a strengths-based approach with a focus on maintaining their tenancy, developing life skills, continuing their education, and securing employment. The program coordinates with education and employment supports, including a dedicated part-time JRI vocational case manager, BOTW's Job Readiness and Career Development Program and alternative education classes, and More Than Words, a work program for YYA who are system-involved or experiencing homelessness. ***PSH Initiative for LGBTQ Young Adults:*** MHSA operates a PSH pilot for unaccompanied 18–24-year-olds experiencing homelessness who identify as LGBTQ. It partners with JRI's Youth Housing and Stabilization program and AIDS Action Committee of Massachusetts to support 12 PSH units in Boston. The initiative combines the strengths of a Housing First model with trained and culturally competent case managers who support the needs of LGBTQ young adults, giving them an opportunity to improve their health and lives as tenants, rather than as clients of a prescribed system of care. LGBTQ young adults live in leased, independent apartments or shared living arrangements.

4. The YHDP Team and BYAB identified and prioritized a number of interventions not currently operating in the CoC. The most consistently exciting model has been host homes and shared housing—specifically for unaccompanied LGBTQ YYA and YYA of color completing high school or HS equivalency, to build long-term and authentic relationships with caring adults to support educational and employment goals and transition successfully into adulthood. The program would facilitate youth-driven matches, sometimes with extended family or friends, and would involve structured host recruitment (through affinity or community networks); host screening (background check, interviews, references); and host training and support. The host home model is a new concept for Boston and we don't yet have the community relationships or the provider comfort with supporting host families to begin implementation. Also, to better identify YYA under 18 and prevent YYA homelessness, our CoC would like to implement a model for universal in-school screening combined with single point of contact case management that has been pioneered in Australia and Canada. The Upstream Project model promises greater identification of low-risk and high-risk YYA with a high level of success in diverting identified YYA from the homelessness system. Evidence suggests a significant increase in attendance and graduation rates, and schools take a leading role in ending youth homelessness while integrating into the community of homelessness service providers. Barriers include building trust with BPS and individual headmasters to counteract currently low levels of collaboration with the CoC; our country's unique information security environment (FERPA and HIPAA) that inspires fear among educators concerning in-school screening and information sharing; and fundraising to support the case management, tool adaptation, and evaluation necessary to implement with fidelity while respecting local context and building knowledge.

5. The Boston CoC and YYA-serving providers are looking forward to expanding their efforts to test new approaches and models to achieve better outcomes for YYA experiencing or at risk of experiencing homelessness. This is best evidenced by a few current examples: 1) The Boston CoC has hired a team of

consultants, including two who are YYA and former YAB members, to redesign the city's response to homelessness among YYA. Together we have formed a new collaborative relationship and shared ownership committee structure with community stakeholders, implemented new prioritization protocols in the CE system, created a comprehensive status report on YYA homelessness using data from multiple stakeholders, including BPS, and are working with the Federal Regional Interagency Council on Homelessness, Liberty Mutual, and Funders Together to End Homelessness to grow and focus philanthropic support for our efforts in completely new way; 2) The Home for Little Wanderers, in partnership with a non-profit housing developer and a local housing authority, recently opened an innovative program for YYA experiencing and at of homelessness. Somerville Village provides 15 YYA the opportunity to pursue post-secondary education by providing housing, therapeutic, emotional, and educational supports through life coaching staff. The program is funded by sponsor-based vouchers, with support from the non-profit housing developer, private fundraising and state child welfare contract revenues. 3) Youth Harbors provides the Boston CoC with a direct connection to working innovatively with schools by supporting unaccompanied 18–21-year-old students on their path to high school graduation. Case managers trained in cultural competence relevant to LGBTQ unaccompanied youth and trauma-informed services, and who have specific knowledge of issues related to youth aging out of state custody, are embedded at two Boston high schools, creating an easy access point for unaccompanied youth to get help with housing and services to stay in school. YouthHarbors has served more than 694 youth since 2009, 377 of whom received the full suite of case management services, rental assistance, and life skills development coaching. 93% of youth receiving case management services gained stable housing by the end of the year and 97% graduated or were on track to graduate high school; 4) DCF and the MA Department of Housing and Community Development (DHCD) have helped the Boston CoC to expand longer-term term housing options for YYA by setting aside five Family Unification Program (FUP) vouchers for YYA in Boston. DCF Adolescent Outreach Program

(AOP) case managers provide developmentally appropriate services and support with budgeting, home management, and connection to community supports, education, and employment. DHCD, under its Moving to Work Agreement with HUD, extended FUP vouchers to 3 years, a policy that has been institutionalized and since adopted into law by the federal government (475(5)(H) of the Social Security Act). Similarly for YYA over 21 who continue to need housing assistance and support, DCF and DHCD have created a program (Youth Transitioning to Success Program) extending rental assistance and case management until age 23 for youth who are in school or vocational training.

Collaboration – 1. The Mayor’s Task Force on Individual Homelessness, including providers, the business community, foundations and philanthropic organizations, experts in innovation and analytics, subject matter experts from City staff, and clients of the City’s homeless services, published “Boston’s Way Home: An Action Plan to End Veteran and Chronic Homelessness” in 2015. It includes unaccompanied YYA as a priority population, and outlined the following objectives to “*engage and divert unaccompanied [YYA] from homelessness, particularly LGBTQ [YYA] of color at greatest risk of adult homelessness: 1) analyze effective interventions; 2) develop an engagement and diversion strategy specific to unaccompanied [YYA]; 3) develop engagement with systems upstream to divert at-risk [YYA] from the streets and emergency shelters; and 4) develop strategies to increase and encourage connectivity (family, community, education, employment) and pathways to permanence.*” The Boston CoC convened a YYA-specific team in 2016 to add further detail to the YYA-specific portion of the plan and apply for the first round of the YHDP. This team included our YYA providers (BOTW, Home for Little Wanderers, and JRI/Youth Harbors), YYA with lived experience, youth advocates, State and City agencies, and other homelessness providers. They formalized the Boston CoC Youth Homelessness Leadership Team and BYAB, as well as the goal and objectives for a comprehensive youth homelessness response system. The goal is “to prevent and end homelessness among [YYA] throughout the City of Boston.” The objectives are to: 1) Make YYA homelessness rare, brief, and non-recurring; 2)

Support YYA who are especially vulnerable to becoming homeless, such as pregnant and parenting teens, LGBTQ YYA, foster care– or justice–connected YYA, immigrants, and victims of sex trafficking; 3) Transform from a group of independent programs to an integrated system that is YYA-centered, not program-centered, and has a “No Wrong Door” approach; and 4) Employ evidence-based methodologies to improve and ensure positive outcomes for YYA experiencing homelessness or at risk, such as low-barrier programs and services that provide immediate access; are trauma-informed, person-centered, and developmentally appropriate; and incorporate positive youth development. A 12-month, 4-phase process was added to the City’s plan in January 2018 to develop concrete resource and funding requests by fall 2018. To get there, the process has included additional data systems analysis, broadening the tent of stakeholders to over 100 participants across the following committees using the frameworks included in the YHDP NOFA: 1) Executive; 2) Data, Modeling, and Metrics; 3) Prevention and Intervention; 4) Community Engagement; and 5) Funding; all detailed further under Leadership Capacity. The Boston CoC, led by DND, has led our strategy development, but the plan utilizes a shared-ownership model that includes all the stakeholders mentioned above (and others) as partners in the process and signatories to our plan.

2. See the **Stakeholder Chart**. The Boston CoC has brought in key stakeholders to prevent and end youth homelessness, building upon the strong partnerships already active in the CoC.

3. Yes, the Coordinated Entry process incorporates youth.

3a. As part of its CE System, the Boston CoC has implemented “Front Door Triage” for all populations, including YYA, which incorporates specific questions to identify and prioritize YYA. The system is also designed to immediately divert YYA who present at adult-oriented shelters to more appropriate resources, such as to BOTW, or early access to RRH.

3b. Boston’s CE prioritizes YYA in one of two ways: 1) CE prioritizes all pregnant and parenting YYA for state resources according to the State’s legal right to immediate access to housing for families; 2) CE

prioritizes YYA using a simple age determination, where YYA are offered resources before older adults within each category of risk and the qualification barrier for each category is lower, based largely on cumulative length of time homeless over the previous 3 years (i.e., to be prioritized for existing RRH programs, YYA only need 30+ cumulative days homeless over the past 3 years, while adults over 25 need 270+ days; and a YYA with 30+ days always has priority over adults over 25 with 270+ days). There is also a specific YYA preference built into the RRH Written Standards that allows YYA to be assessed earlier in their shelter stay than the older adult population. Based on the results of that assessment, YYA are referred to either a YYA-specific or adult RRH resource, depending on program capacity and YYA choice.

3c. CE offers YYA prioritized for resources a choice of all CoC- and ESG-funded resources for which they are eligible, providing them with the appropriate information to make the best choice available to them. This includes a CoC-funded 40-bed RRH project targeted to YYA operated by BOTW, and an ESG-funded Youth Housing and Stabilization program for LGBTQ youth, as well as all non-YYA-dedicated CoC, ESG and City-funded RRH.

3d. YYA currently have access to a number of non-CoC resources, such as an LGBTQ PSH project supported by MHSA and various other state and federally-funded resources, including HOPWA projects. The Youth Homelessness Leadership Team and BYAB envision a system in which all resources are coordinated and connected through CE in a way that is fair and effective.

4. All state agencies with discharge planning responsibilities operating in the Boston CoC, including DCF (child welfare), Departments of Correction (DOC - adult justice) and Youth Services (DYS - juvenile justice), DMH, and DPH, are members of the Massachusetts Interagency Council on Housing and Homelessness (MA ICHH), which implements the Massachusetts plan to end homelessness. Discharge planning by these state agencies is mandated and monitored by the ICHH Executive Director, who coordinates efforts with the Boston CoC. These discharge policies are as follows: 1) DCF is

responsible for ensuring that youth transitioning from foster care are not routinely discharged into homelessness. DCF uses a Preparing Adolescents for Young Adulthood (PAYA) Life Skills curriculum to prepare youth for self-sufficiency. DCF also provides a written Notice of Intent to Discharge to each foster care youth age 18 and older, and establishes a transition plan with each youth. The plan identifies available resources, necessary steps to meet targeted goals, individuals responsible to assist the youth, and the appropriate discharge housing arrangement (e.g., college student housing, family reunification, private independent or co-housing setting); 2) DOC is responsible for ensuring that adults leaving correctional institutions are not discharged into homelessness. All inmates are met with 6 months prior to a confirmed release date to begin developing a comprehensive, multi-disciplinary focused reentry plan. Inmates identified as at risk for homelessness are referred to Housing Search Specialists, a position designed to divert shelter placement upon release, and DOC holds a monthly Institution Reentry Committee meeting among key partners (Treatment, Medical/Mental Health discharge planner, Parole, Probation) to case conference on a safe housing placement and reentry plan. DOC also partners with MassHealth to ensure that individuals have medical coverage upon release so that discharge planners can arrange medical, substance use, and mental health appointments prior to release; 3) All DYS agencies must follow a discharge protocol to prepare youth to successfully transition to the community. Transition planning begins at the time of commitment and includes creation of educational and workforce goals through the Empower Your Future curriculum and services to prepare youth for success at and beyond the point of discharge. In addition, at the time of discharge, DYS agencies must ensure each youth is connected to community supports through use of a Community Services Treatment Plan, and has their basic needs met, including housing—youth must not be discharged into emergency shelters or homelessness; 4) DMH homeless policy states that in no instance shall a person be discharged from an inpatient facility with directions to seek emergency shelter, and that every effort must be made to work with the consumer and area resources to seek adequate, permanent housing, which might include a

consumer's own residence, family reunification, co-housing options, or a DMH community-based housing option. All discharges from DMH facilities are documented in a database to monitor activity and ensure compliance with current laws and regulations; 5) DPH standard contracts for healthcare and substance use facilities include required language that discharging consumers to shelters or places not meant for human habitation is inappropriate, and DPH monitors discharges closely across substance use treatment and residential recovery programs, HIV/AIDS programs, and the publicly funded healthcare system to ensure that persons being discharged from the healthcare system are not discharged into homelessness. DPH monitors discharge practices during site visits and through analysis of discharge and admissions data, billing data, and review of risk management practices.

5. DCF is the PCWA for the State and Boston CoC. DCF's primary role is in preventing homelessness—ensuring YYA ages 14-21 successfully transition to adulthood, with a focus on extending voluntary care to YYA 18 and older who are most at-risk of homelessness. However, DCF also plays an important role when YYA are already experiencing homelessness, including in-reach to shelters if shelter staff identify YYA with former foster care involvement. When YYA under the age of 18 experience homelessness, one of four Boston “area offices” work directly with the minor, one on one, to develop an individual child welfare housing and service plan. This may include the Adolescent Outreach Program, where outreach workers prepare YYA for permanence based on principles of positive youth development and a individualized relational model that accommodates a variety of clinical issues and cognitive functions. Outreach workers offer intensive life skills training, support securing permanency with family and caring adults, and assist with education, job readiness, placement and maintenance, informed decision-making, and money management. When former foster care YYA experience homelessness between 18 and 24, they retain their eligibility for DCF aftercare services. They have access to case counseling and our Housing Stabilization Unit, through which they can connect to the following services: 1) Young Adult Support Payments: Offers stipends for housing and

daily expenses to live independently in a college dorm, apartment with or without roommates, etc., to pursue their education or career goals; 2) FUP Rental Assistance: DCF, in partnership with DHCD, operates a FUP set-aside for YYA that provides 3 years of rental assistance so that youth can work toward their education and career goals and receive support from a DCF outreach worker; 3) DCF Internship Program: Outreach workers match YYA with employers in career-oriented placements with an hourly stipend paid by DCF; 4) Education and Employment Supports: Outreach workers coordinate Educational and Training Vouchers, and state-funded tuition and fee waivers for YYA attending 2- or 4-year colleges. DCF also plays a role in identifying and working with special populations of YYA experiencing homelessness, both YYA under 18 and YYA between 18 and 24. For example, My Life My Choice works with youth who have experienced trafficking, and a collaboration with the DYS (juvenile justice) identifies YYA who are eligible for Chafee and the resources outlined above.

Financial Resources – 1. Boston CoC has committed \$165,000 to support YHDP planning, including a \$130,000 contract for technical assistance consultants and \$35,000 to support the activities of our BYAB. The MA Commission on LGBTQ Youth has committed \$1,000 in unrestricted planning dollars, The Liberty Mutual Foundation has committed \$2,000 in unrestricted planning dollars and \$10,000 to support Youth Count efforts, and United Way of Mass Bay has contributed \$1,000 in unrestricted planning dollars. All funds are currently available (See Funding Commitment Letters for more detail).

2. Boston CoC’s proposed 8-month budget for developing a coordinated community plan includes costs eligible under HUD’s CoC Planning grants and the principles identified in the YHDP NOFA. The budget is only for the development of the plan, not project implementation.

Task	Description	Quantity	Budget
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Coordination Activities	Create coordination strategy and structures; recruit, launch, facilitate committees; coordinate stakeholders	1.0 FTE Consultant	\$55,000
Youth Action Board Support	YAB facilitation, 2x monthly full YAB membership meetings w/ stipends, 10x monthly committee participation for 1-3 YAB members w/ stipends, YAB project support, YAB-led youth partnership and adultism training for stakeholders	1.0 FTE Facilitator + .25 FTE stipends and training	\$70,000
Planning Launch and Transition Convening	Design and facilitate a planning launch with 100–150 stakeholders to set planning goals and expectation and begin committee work. Design and facilitate a transition convening after 4 months to begin moving from planning to implementation	.25 FTE Facilitator + YAB stipends + event costs	\$28,500
Public Awareness Campaign	Design and implement awareness campaign regarding YYA homelessness and build strong community partnerships	Consultant	\$20,000
Plan Publication and Promotion	Design and distribute the plan (print and digital media channels). Include	Designer, printing,	\$5,000

	publication event.	event costs	
Total		\$178,000	

Data and Evaluation Capacity – 1. 87% of all types of homeless beds, excluding beds provided by victim service providers, currently participate in HMIS: Beds for Households without Children - 93.93%; ES - 97.49%; TH - 96.90%; Safe Haven - 49.15%; PH - 93.05%; HMIS Beds for Households with Children - 81.24%; ES - 98.95%; TH - 80.70%; SH - N/A ; PH - 65.22%; HMIS Beds for Households with Only Children - N/A - None in CoC.

2. 100% all types of youth beds, excluding beds provided by victim service providers, are covered in HMIS, regardless of funding source.

3. The City of Boston Department of Neighborhood Development (DND) is the CoC Lead, HMIS Lead, and grantee for CDBG, HOME, HOPWA, and ESG. When DND enters into a contract to support any homeless project, regardless of the funding stream and including YYA-dedicated projects, the contract requires the agency to contribute client and program level data into the Boston CoC HMIS Data Warehouse. This cross-program requirement results in a high bed coverage rate, including a 100% coverage rate for YYA-dedicated projects. The CoC also recruits new homeless projects not funded by any of these funding streams, including Rosie’s Place (100% privately funded), by publicly posting announcements on media platforms (including the City Record and local papers) and by inviting the community to open meetings.

4. Boston CoC supports the transition of new homeless projects to HMIS by absorbing costs for software licenses for projects funded by CoC and ESG resources. DND staff provide startup technical resources, initial user training, and individual ongoing outreach and support. They work closely with providers to ensure that they apply for HMIS funds and use them to support full CoC HMIS compliance,

even when they are not receiving CoC funding. The Boston CoC HMIS Data Warehouse also accepts data in CSV format, so that any program can easily contribute their data into HMIS without having to re-enter it manually, reducing transition costs.

5. Yes, the CoC met all HUD data reporting requirements in the past 12 months, including submission of PIT and Housing Inventory data (HIC) in HDX.

6. Yes, the CoC submitted AHAR table shells to HUD and all were accepted.

7. Yes, the Boston CoC gathers data from other sources to augment our HMIS data and provide insight. For example, the CoC collects annual data from BPS, including the number of students experiencing homelessness, their primary nighttime residence, and the number that are unaccompanied. These data come from the BPS database used to upload to EdFacts, and are incorporated in the CoC's Youth System Report. Student housing data helps capture YYA experiencing homelessness that may not show up in HMIS or the PIT, and assess more quickly the effectiveness of our prevention efforts than would be possible with the HMIS and PIT alone.

8. The Boston CoC has implemented the HUD Specified System Performance Measures (SPMs) throughout all of its homelessness assistance programs, including: length of time individuals remain homeless [**target** = persons who exit homelessness to a permanent housing (PH) destination; **universe** = persons who experience homelessness; goal = median length of time of 90 days]; returns to homelessness [**target** = persons who experience a return to homelessness after exiting to PH; **universe** = persons who exit homelessness to PH; goal \leq 10%]; homeless prevention and diversion of precariously housed or at risk individuals [**target** = persons who are supported or self-resolve outside of the homelessness assistance system; **universe** = persons who present for crisis homelessness assistance; goal = 30%]; number of individuals becoming homeless for first time [**target** = persons presenting for homelessness assistance for the first time; **universe** = persons who present for homelessness assistance, goal = annual decrease]; remain in or exits to PH [**target** = persons who remain in or exit to PH;

universe = persons in housing who exit to any destination except Data Not Collected/Deceased; goal > 90%]; stabilization in housing placements [**target** = persons who exit to PH and remain stably housed for 6 months or longer; **universe** = persons who exit to PH; goal = 90%]; and employment and increased income [**target** = program participants who increased their non-employment or employment income; **universe** = program participants; goal = 30%]. The CoC uses this data as a baseline to monitor overall system performance, and incorporated SPM performance into the Project Scoring Tool for all CoC-funded projects as part of the FY 2017 CoC competition. For example, the CoC scored on measures such as ‘exits to PH’ where projects that exceeded a **target of 80%** of their clients exiting to permanent housing, out of a **universe of all clients** exiting the program, scored highest. This SPM data is collected and reports are generated within HMIS. The CoC Leadership Committee reviews relevant SPM reports on a monthly basis.

9. Boston CoC employs a comprehensive monitoring approach for youth providers that includes qualitative and quantitative review throughout the grant year. Critical areas of ongoing monitoring include: 1) initial evaluation of capacity and agency program risk; 2) review of project sponsor policies and procedures; 3) review of HMIS data for quality, program progress, and performance and client outcomes; 4) participation in CoC Work Groups; 5) participation in and interaction with the CE System; and 6) review of financial management and compliance with HUD and City of Boston requirements. In addition, the Boston CoC conducts an on-site visit at least once a year, and programs may be selected for additional monitoring or programmatic support due to: kick-off and launch of new YYA programming; unsatisfactory performance or poor outcomes during the operating year; recent external audit findings; limited program experience; high project complexity; or other extenuating circumstances. During site visits, project files are reviewed to verify the accuracy of information reported in HMIS, participation in CE, and compliance with federal guidelines. The monitor also ensures that the program is achieving, or making diligent efforts to achieve, the goals and outcomes defined in the contract. If the monitor

identifies findings, the CoC provides feedback via specific and detailed recommendations to the program. The CoC then requires the provider to complete a corrective action plan to address the findings. The CoC supports providers by providing individualized technical assistance to address specific areas of concern and improve their performance.

10. Boston CoC HMIS data on length of stay for YYA shows that young people have substantially shorter overall stays in shelter than adult individuals age 25 and over. But data also suggest that despite the short length of stay, their risk for future homelessness and mortality is high relative to older adults. Initially the CE Written Standards required all individuals to have 270+ cumulative nights in shelter over the past 3 years to be eligible for assessment and housing referrals. However, we adjusted the CE policies based on our data so that YYA are eligible for assessment and housing referrals after only 30 cumulative days in shelter over the past 3 years. The Boston CoC CE Steering Committee also reviewed HMIS data about the size of the YYA subpopulation that would be eligible for RRH. Because this subpopulation is small compared to the number of available RRH slots annually, we can confidently prioritize YYA above adult individuals without substantially impacting the available RRH inventory for adult individuals. Additionally, the MA Youth Housing and Homelessness surveys (annual) and Chapin Hall Youth Count data from Suffolk County (2016) have provided the CoC with important information regarding the causes, complexity, and extent of homelessness among YYA in Boston (e.g., average age of first homelessness experience = 17), and has been used in Boston CoC's youth homelessness response system planning. These data informed our decision to reach out to specific providers and state partners to create a Youth Homelessness Leadership Team ("YHDP" team) and to tap YYA leaders in developing a Youth Action Board. Furthermore, these data informed the creation of a System Map and the prioritization of needed housing and service interventions. These data will continue to be used in more focused discussions by committees, such as the Data, Modeling, and Metrics committee and the Prevention and Intervention committee, as they identify risk factors, prevent homelessness "upstream,"

and evaluate innovative housing models, such as LGBTQ-friendly host homes for the 29% of identified YYA, that reflect the needs, networks and resources of Boston YYA.

11. System success will mean moving Boston from a city where multiple programs individually serve YYA at-risk of and experiencing homelessness, to a city with a coordinated, resourced, and data-informed system with common vision and goals. It will mean that homelessness has become rare, brief and nonrecurring for all YYA, with a lens towards equity among populations, such as LGBTQ YYA and YYA of color, that are disproportionately affected; and, that YYA previously at-risk of or formerly experiencing homelessness are regularly connected to the resources and people necessary to achieve their education, employment, health, wellbeing, and permanent connection goals. The Boston CoC will use the following outcomes measures to determine whether homelessness among YYA is rare, brief, and non-recurring: Length of time YYA remain homeless; Number of YYA who return to homelessness; Rates of prevention and diversion of precariously housed or at-risk YYA; Number of YYA becoming homeless for the first time; Successful stable housing placements (including returns to family and community); Increased employment and income. The Boston CoC will use the following outcome measure to determine whether YYA are achieving their education, employment, health, wellbeing, and permanent connection goals: **Education & Employment:** Increased HS graduation rate or equivalent; Increased attendance; Increased job or vocational training rate; Increased employment; Employment retention; Increased monthly income; **Health and Well-being:** Improved life skills; Improved interpersonal skills; Decreased depression and anxiety; Decreased anger, impulsivity; Reduced hospital and emergency clinic stays; **Permanent Connections:** Increased positive family (youth-defined) connections; Positive school-based connections (HS or college); Increased connections with primary health care; Positive out-of-school adult connections (after school program, coach, community leader, neighbor); Involvement in activities.



**Collaboration Agreement between
the Boston Youth Action Board and
the City of Boston's Continuum of Care**

The Boston Youth Action Board (BYAB) and the City of Boston Continuum of Care (Boston CoC) agree to collaborate to strengthen the CoC's planning, coordination and implementation of a comprehensive system response to prevent and end homelessness among youth and young adults (YYA) in Boston.

To achieve this, the BYAB and Boston CoC agree to the following:

- The BYAB will operate as a formal committee within the CoC and provide an authentic voice for YYA to advise the Boston CoC's Youth Homelessness Leadership Team, which is spearheading the development and implementation of a coordinated plan to prevent and end homelessness among YYA.
- The BYAB is composed of YYA who have experienced homelessness.
- The Boston CoC will support the BYAB with stipends for the YYA committing their time to BYAB and CoC meetings, and through the engagement of facilitators experienced in working with YYA who have experienced homelessness, as needed and desired.
- Members of both the Boston CoC and the BYAB will mutually respect the valuable expertise that each person brings to this work.
- The Boston CoC will be familiar with the BYAB's Truths and Values documents, and honor the YAB's requests around language, transparency, and respect for privacy.
- The Boston CoC is committed to ensuring that YYA are involved in decision-making, including having key leadership roles and responsibilities in the development and implementation of a coordinated plan to end homelessness among YYA, and also in facilitating Authentic Youth Engagement Trainings.
- The Boston CoC will provide the BYAB with additional materials and information relevant to the work in a shared electronic folder and make paper copies available when requested.
- The Boston CoC agrees to hold meetings in the BYAB's internal meeting space as requested, or when necessary.
- The Boston CoC will notify the BYAB at least two weeks in advance of any meeting or change in meeting schedule, to the greatest extent possible.
- Up to three representatives from the BYAB are members of the City of Boston CoC's Youth Homelessness Leadership Team and are invited to participate in all Leadership Team meetings.

Collaboration Agreement – Boston Youth Action Board and City of Boston CoC

We sign below agreeing to this Collaboration and affirming that the BYAB has been active in discussions regarding the City of Boston CoC's application for the Youth Homelessness Demonstration Program (YHDP) submission.

YAB Members:

Wayne Barnes
Ominique Garner
Jorge Luis Rivera III
Jovanic Ayala
Oliver Deima
Francisco Melo Lebeste
Skyler Doy
Aronne B. Boregous
Wurts - Wilmer Mats
Jessica Jaquet
Kyle Wammy
Maxwell And B. (B. B. B.)
[Signature]

YAB Facilitators:

Lauren Leonardis:

[Signature]

Jamila Bradley:

[Signature]

Ayala Livny:

[Signature]

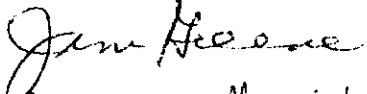
Collaboration Agreement – Boston Youth Action Board and City of Boston CoC

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Department of Neighborhood Development (Lead Agency and Collaborative Applicant for the YHDP):



Laila Bernstein, Deputy Director, Supportive Housing Division



Boston Youth Action Board's Truths

The Boston Youth Action Board (BYAB) is a group of young adults who have experienced or are currently experiencing homelessness. The project is funded by the City of Boston to engage young adults (YAs) experiencing homelessness in providing feedback and education to improve the services and systems designed to support them.

As a part of our mission to educate about the realities of experiencing homelessness, we put together a list of some things we know to be true.

- 1. Everyone Deserves a Home** - It does not matter how we entered homelessness, what we did to survive while experiencing homelessness, or where we came from. Above all else, everyone deserves a home. The "Housing First" model is a model that puts people directly into housing, without other pre-conditions or expectations (such as sobriety or mental health stability). We believe that it is the best model to ending homelessness and making it as brief as possible.
- 2. Homelessness is a Symptom of Oppression** - Oppression is defined as treating people unfairly, especially with overuse of government power. It is not a coincidence that the system favors some people over others. Minority groups make up a disproportionately large percentage of people experiencing homelessness compared to the rest of the population. This is in direct relation to the oppression experienced by these communities and is especially significant for LGBTQ+, Black/POC, and Native Americans.
- 3. Invisible Disabilities are Real** - There is no way to look at a person and determine their abilities. Able-bodiedness does not equate to ability to work.
- 4. All Survival Tactics are Legitimate and Valid** - We do not judge someone based on what they do to get by, whether for income or for maintaining sanity. This includes coping strategies such as substance use or self-harm that may have negative long-term consequences, but serve a purpose in the moment. We recognize that all behaviors are an attempt to cope with the situation, even if we don't agree or wish the person wouldn't do it.
- 5. We Deserve Pleasure** - There is a dignity in pleasure, and we deserve to have fun and enjoy ourselves. Homelessness is stressful enough without being denied pleasure. Self-care is extremely important when experiencing homelessness, and things that may seem frivolous or "a waste of money" are sometimes the things that get us through.
- 6. We Are Entitled to Privacy and Boundaries** - No one is required to explain themselves or explain their choices to someone else. Accessing a service doesn't mean that people are entitled to our story. "No" is a good and valid answer, as is sometimes not being truthful about things. No one is entitled to our truth and we can enforce that boundary however we need to.
- 7. Respect and Trust must be earned** - Simply because someone is in a position of authority does not mean that they deserve our respect and trust. This must be earned.

Boston Youth Action Board Values

Below are the pillars that every organization must comply with in order to partner with the Boston Youth Action Board. These standards are incredibly important in being able to authentically engage with our group.

- **A Safe and Affirming Environment**

- While you are here we ask that you participate in our routines and standard operating procedures alongside us as peers. Our members come from a lot of different backgrounds and have expertise in their lived experiences. You are entering as a guest in their space, and it is important to recognize that working with the YAB is a privilege. Being a part of our culture or participating in our group is not something everyone gets invited to do.

- **Respectful Language**

- The members on the YAB have gone to great lengths to advocate for themselves in terms of how they would like to be referred to. Language is a vital part of showing respect and validating someone's lived experience and an important part of professionalism. Please keep in mind that we may use some words that are not appropriate for you to use.

Here are some Do's and Don't's for language use in the YAB;

- Do say "Substance use, Problematic substance use."
Don't say "Substance Abuse, Substance Misuse, User, Junkie, Addict"
- Do refer to us as "People, Folks, Youth and Young Adults, Students"
Don't call us "kids" or "children"
- Do ask "What are your pronouns?"
Don't assume or guess.
- Do say "People experiencing homelessness"
Don't say "Homeless People, homeless youth"

- **Authentic and Transparent Process**

- Our members are invested in working with you. That means we need to know the purpose of the work we are doing, and where the information that we give you is going. It is also vital for us to fully understand why you have come to us for this particular project, what sorts of information you are looking to gain, and what we are going to be compensated. We ask that you will keep us informed of what has been done with the information and feedback we give you. In addition; our confidentiality needs to be respected.

- **Working with us is not charity**

- We have professionally valuable insight to share, and are here to help you improve your programs and services. We expect to be valued for our insight, resilience, and resourcefulness, not pitied for the situations we are in.

- **We do not have to bleed for you**

- In the YAB's line of work we are often sought in a way that feels tokenizing, decorative, or purely for our "sad stories." We have real advice and experience in homelessness that does NOT require us to re-traumatize ourselves for your benefit. Please do not ask us for specific details of our difficult experiences.

Thank you in advance for your commitment to including and understanding the perspectives of young adults who have experienced homelessness. We look forward to working with you.

**Memorandum of Understanding
between
the Department of Children and Families
and
the City of Boston Continuum of Care**

This Memorandum of Understanding (MOU) is entered into by and between:

The Department of Children and Families (DCF), which is the Public Child Welfare Agency (PCWA) that has care, custody, and responsibility for children in foster care and is responsible for the provision of services and supports to youth who have left foster care after age 18 to 21.

And

The City of Boston's Department of Neighborhood Development is the Collaborative Applicant for Boston's Continuum of Care and as such is the Collaborative Applicant for the Youth Homelessness Demonstration Program as described in the Notice of Funding Availability (NOFA) published by the Department of Housing and Urban Development on January 17, 2018. The NOFA provides the opportunity for funding and technical assistance to support the development of a coordinated community plan to prevent and end youth homelessness.

Purpose: This MOU formalizes the agreement between the City of Boston CoC and DCF to collaborate on the CoC's planning and implementation of a comprehensive community response to prevent and end homelessness among youth and young adults throughout the City of Boston. This MOU further recognizes the shared goal of preventing and reducing homelessness among foster care involved youth and youth and young adults who are at high risk of homelessness, and a commitment to identify strategies and reduce barriers to do so.

Roles: The City of Boston CoC has formed a Youth Homelessness Leadership Team comprised of youth serving public agencies and youth serving providers to spearhead the development and implementation of a coordinated community plan to prevent and end youth homelessness. The City of Boston CoC has also convened a Youth Action Board (YAB) to strengthen the planning, coordination and implementation of a comprehensive community response system for youth and young adults experiencing homelessness in Boston. The City of Boston CoC will work with the Youth Homelessness Leadership Team and YAB on the application process for the Department of Housing and Urban Development's Youth Homelessness Demonstration Program for funding and technical assistance to support this planning and implementation.

DCF has agreed to be a member of the Youth Homelessness Leadership Team and has designated two senior staff to participate in Leadership Team meetings and planning, the Boston Regional Director, and the Director of Adolescent Support Services who directly oversees all programming and support to youth 14 years and older.

This MOU will begin upon the execution by both parties of the MOU and continue until such time as one or both parties choose to terminate, it may be amended at any time with the mutual consent of both parties.

For the City of Boston CoC	For Department of Children and Families
Name: <i>Laila Bernstein</i>	Name: Linda S. Spears
Title: <i>Deputy Director Supportive Housing</i>	Title: Commissioner
Signature: <i>Laila Bernstein</i>	Signature: <i>Linda S. Spears</i>

Boston CoC YHDP Team

Rating Factor 1: Leadership Capacity; Question 2: A description of the proposed YHDP Team; Alphabetic order by organization

Name	Organization	Title	Role
Kim Crawford Harvie	Arlington Street Church	Senior Minister	YHDP Planning Team; Community Engagement Committee; Connecting Boston's religious community to the work; Providing convening space at Arlington
Charles Lerner	Boston CASA (Court Appointed Special Advocates)	Executive Director	YHDP Planning Team; Prevention and Intervention Committee; Adjudication expertise
William Morales	Boston Centers for Youth and Families	Commissioner	YHDP Planning Team; Community Engagement Committee; Connecting HHS and community resources to the YHDP process
John Riordan	Boston Children's Hospital	Director of Community Relations and Partnerships	YHDP Planning Team; Prevention and Intervention Committee
Shari Nethersole	Boston Children's Hospital	Executive Director, Community Health	YHDP Planning Team; Community programs and engagement expertise
Annissa Essaibi-George	Boston City Council	Boston City Councilor At-Large	YHDP Planning Team; Coordination with the City Council and local constituents
Kadra Adderly	Boston Department of Neighborhood Development	HMIS Coordinator	YHDP Planning Team; Data Committee; HMIS / coordinates w/ RHY provider
Caroline McCabe	Boston Department of Neighborhood Development	Housing Development Officer for Supportive Housing	YHDP Planning Team; Prevention and Intervention Committee; manages CoC funded RRH for unaccompanied & parenting youth
Katie Cahill-Holloway	Boston Department of Neighborhood Development	Senior Development Officer for Supportive Housing	YHDP Planning Team; Manages CoC portfolio
Laila Bernstein	Boston Department of Neighborhood Development	Deputy Director for Supportive Housing	YHDP Planning Team; YHDP Lead; Executive Committee; Funding Committee; oversees homelessness strategic initiatives
Jim Greene	Boston Department of Neighborhood Development	Assistant Director for Street Homelessness	YHDP Planning Team; Community Engagement Committee; manages street outreach response
Gail Livingston	Boston Housing Authority	Deputy Administrator Housing Programs	YHDP Planning Team; Coordinates w/ CoC on BHA supportive housing programs
Manny Allen	Boston Private Industry Council	Re-Engagement Center Manager	YHDP Planning Team; Education services disconnected youth

Kathy Hamilton	Boston Private Industry Council	Youth Transitions Director	Expertise in education & career pathways disconnected youth
Cameron Mendes-Moreau	Boston Private Industry Council	Opportunity Youth Coordinator	Expertise in education & career pathways disconnected youth
Gerry Thomas	Boston Public Health Commission	Director, Homeless Services Bureau	YHDP Planning Team; CoC coordinated entry steering committee member; manages city-operated emergency shelters
Brian Marques	Boston Public Schools	Director of Opportunity Youth	YHDP Team; Liaise with Boston Public Schools
Stephanie Ford	Boston Youth Action Board	Member	YHDP Planning Team; YAB perspective and member liaison
Elisabeth Jackson	Bridge Over Troubled Waters	Executive Director	YHDP Planning Team; Executive Committee; Expert in RHY programming; RHY provider
Arlene Snyder	Bridge Over Troubled Waters	Director of Program Development	YHDP Planning Team; Prevention and Intervention Committee; CoC coordinated entry steering committee member; Expert in RHY programming; RHY provider
Marty Martinez	City of Boston Health & Human Services Cabinet	Chief	YHDP Executive Committee; HHS office and program coordination, community engagement expertise
Carolyn Edwards	Community Call	Founder and Executive Director	YHDP Planning Team; Educator specializing in Urban Youth populations
Valerie Frias	Greater Boston PFLAG	Executive Director	YHDP Planning Team; Expert in LGBTQ and ally programs and community building
Dave Dorvilier	Justice Resource Institute	Program Director, YouthHarbors	YHDP Planning Team; Expert on in-reach to schools, housing stability
Klare Shaw	Liberty Mutual Foundation	National Director of Programs	YHDP Planning Team; Executive Committee; Funder Committee; building the funder network and creating a platform for a sustainable effort
Kelly Turley	MA Coalition for the Homeless	Associate Director	YHDP Planning Team; Data Committee; Prevention and Intervention Committee; state policy advocacy; member of Massachusetts Commission on Unaccompanied Homeless Youth; Co-Chair for Commission working group on Youth Count
Kitty Zen	MA Commission on Homeless Unaccompanied Youth	Commission Member	YHDP Planning Team; Experienced trainer and advocate in authentic youth engagement and adultism; Experience with coordinated community response development around the country
Corey Prachniak-Rincon	MA Commission on LGBTQ Youth	Director	YHDP Planning Team; State policy advocacy; expert in LGBTQ services

Amy Mullen	MA Department of Children and Families	Housing Services Unit Director	YHDP Planning Team; Child Welfare housing expert
Staverne Miller	MA Department of Children and Families	Boston Regional Director	YHDP Planning Team; Foster Care expert and coordinator of Boston's four local offices.
Sarah Slautterback	MA Department of Elementary and Secondary Education	Homeless Education State Coordinator	YHDP Team; Expert in McKinney Vento and best practices in homelessness education
Gordon Calkins	MA Department of Housing and Community Development	Federal Grants Manager	YHDP Team; Liaison to state- administered housing and CoC resources; leads MA Balance of State CoC
Brian Jenney	MA Department of Public Health, Bureau of Substance Addiction Services, Office of YYA	Director	YHDP Planning Team; YYA Substance use programs expert
Linn Torto	MA Interagency Council on Housing and Homelessness	Executive Director	YHDP Planning Team; Funder Committee; building the connection between the State plan and Boston's plan; connecting regional resources
Caitlin Golden	Massachusetts Housing & Shelter Alliance (MHSA)	Director of Public Policy	YHDP Planning Team; state policy advocate and coordination with State initiatives; Expert on low-threshold housing, services, and housing as a social determinant of health; Expert on PSH for unaccompanied LGBTQ YYA; liaison to unaccompanied adult housing and shelter providers across MA; Leadership development for YYA
Jen Tracey	Mayor's Office of Recovery Services	Director	YHDP Planning Team; YYA Substance use programs expert
Brendan Little	Mayor's Office of Recovery Services	Policy Director	YHDP Planning Team; YYA Substance use programs expert
John O'Connor	O'Connor & Highland	Principal, Realtor	YHDP Planning Team: Connecting religious community; business world expertise and translator; logistics support
Lyndia Downie	Pine Street Inn	President & Executive Director	YHDP Planning Team; Executive Committee; Expert in Front Door Triage
Yotam Zeira	Roca Inc.	Director of External Affairs	YHDP Planning Team; Justice involved YYA and workforce development expertise
Renee Yourk	The Home for Little Wanderers	Director of Business & Strategic Partnerships	YHDP Planning Team; Prevention and Diversion Committee; Expert in TAY and foster care services
Mike Durkin	United Way of Mass Bay	President and Chief Executive Officer.	YHDP Planning Team; Funder Committee; support for programs and sharing cross-program expertise
Khushbu Webber	United Way of Mass Bay	Director of Policy	YHDP Planning Team; Funder Committee; support for programs and sharing cross-program expertise

Sarah Rosenkrantz	Y2Y	Co-Founder	YHDP Planning Team; Prevention and Intervention Committee; Greater Boston perspective; Emergency shelter impact and role in the system
Matthew Aronson	Y5 Consulting	Consultant	YHDP Planning Team; Plan development co-lead with Laila, POC for the Y5, national expert in YYA homelessness
Alice Colegrove	Y5 Consulting	Consultant	YHDP Planning Team; Data, Modeling, and Metrics Committee; Expert in SA programming for young adults
Ayala Livny	Y5 Consulting & Boston Youth Action Board	Consultant & Facilitator	YHDP Planning Team; Prevention and Intervention Committee; Expert and trainer in implementation models for YYA, including Harm Reduction and Trauma Informed Care, among others; Founding facilitator of the BYAB
Jamila Bradley	Y5 Consulting & Boston Youth Action Board	Consultant & Facilitator	YHDP Planning Team; Founding BYAB member and facilitator; social media guru; equity specialist; focus group and facilitation specialist
Lauren Leonardis	Y5 Consulting & Boston Youth Action Board	Consultant & Facilitator	YHDP Planning Team; Founding BYAB member and facilitator; graphic design guru; focus group and facilitation specialist
Katherine Sloss-Hartman	Youth on Fire	Prevention Case Manager	YHDP Planning Team: Front-line YYA specialist.

Boston Current Resource Capacity Chart

Rating Factor 2: Community Resource Capacity, Question 1: Describe the Crisis Response System

Organization	Organization Type	Funding Source	Type of Intervention	Type and Scale of Housing	Type of Service(s) Offered	Youth Focused?	Subpopulations	Methodologies
Bay Cove Human Services, Inc	Private Non-Profit	Other Public or Private (ESG; MassHousing)	Tenancy Preservation Program - Service Intervention	N/A	Tenancy preservation case management for Boston tenants whose lease violation(s) is related to a disability or impairment, this can include youth	No - This Intervention Serves All People Including Youth	Adults or Youth with Disabilities	N/A
Boston Health Care for the Homeless Program	Private Non-Profit	Foundation	Family Team - Service Intervention	N/A	Mental Health or Substance Abuse counseling; STD Testing; Medical Care	Yes - Exclusively Serves Youth	N/A	Trauma Informed Care; Culturally Competent; Individualized, Flexible, Choice-based; Patient/client centered; Harm reduction
Boston Public Schools	Public Agency	Boston Public Schools (HERN)	Homeless Education Resource Network (HERN) Service Intervention	N/A	Food and basic needs support; Assistance accessing health, income benefits; Assistance building community supports; Educational support, high school equivalency, adult basic education	Yes - Exclusively Serves Youth	LGBTQ Youth; Victims of Domestic or Other Violence; Youth under 18	Positive Youth Development; Culturally Competent
Boston Rescue Mission	Private Non-Profit	HUD - CoC Program	Safe and Healthy Shelter	Shelter - 22 beds	Food and basic needs support	No - This Intervention Serves All People Including Youth	N/A	N/A
Boston Rescue Mission	Private Non-Profit	HUD - CoC Program	Life Growth Shelter	Shelter - 36 Beds	Individualized case management, counseling; Mental Health or Substance Abuse counseling; Service coordination (mental health, substance abuse, health); Assistance accessing health, income benefits; Assistance building community supports	No - This Intervention Serves All People Including Youth	Adults or Youth who are Chronically Homeless	N/A
Bridge Over Troubled Waters	Private Non-Profit	Administration for Children & Families - Family & Youth Services Bureau - Runaway and Homeless Youth	Transitional Living Program	Clustered apartments - 7 units	Individualized case management, counseling; Mental Health or Substance Abuse counseling; Housing search; Housing stabilization, after care; Service coordination (mental health, substance abuse, health); Assistance accessing health, income benefits; Assistance building community supports; Adult or peer mentoring; Leadership development; Financial education, money management	Yes - Exclusively Serves Youth	Homeless Youth & Young Adults	Positive Youth Development; Trauma Informed Care; Housing First; Developmentally Appropriate; Low Barrier, Immediately Accessible; Culturally Competent; Individualized, Flexible, Choice-based
Bridge Over Troubled Waters	Private Non-Profit	Administration for Children & Families - Family & Youth Services Bureau - Runaway and Homeless Youth	Maternity Group Home Program	Clustered apartments - 5 units	Individualized case management, counseling; Mental Health or Substance Abuse counseling; Housing search; Housing stabilization, after care; Service coordination (mental health, substance abuse, health); Assistance accessing health, income benefits; Assistance building community supports; Adult or peer mentoring; Leadership development; Financial education, money management	Yes - Exclusively Serves Youth	Homeless Youth & Young Adults	Positive Youth Development; Trauma Informed Care; Housing First; Developmentally Appropriate; Low Barrier, Immediately Accessible; Culturally Competent; Individualized, Flexible, Choice-based
Bridge Over Troubled Waters	Private Non-Profit	HUD - CoC Program	Rapid Rehousing Program	Scattered sites - 40 units	Individualized case management, counseling; Housing search; Housing stabilization, after care; Service coordination (mental health, substance abuse, health); Assistance accessing health, income benefits; Assistance building community supports; Adult or peer mentoring; Leadership development; Behavioral therapy; Financial education, money management; Career and Technical training, Job readiness; Rental Assistance	Yes - Exclusively Serves Youth	Homeless Youth & Young Adults	Positive Youth Development; Trauma Informed Care; Housing First; Developmentally Appropriate; Low Barrier, Immediately Accessible; Culturally Competent; Individualized, Flexible, Choice-based

Bridge Over Troubled Waters	Private Non- Profit	Combination of Foundation, Corporation, Individual; Private funding	Medical & Dental Clinics Services	N/A	Assistance accessing health, income benefits; Assistance building community supports; STD testing; Broad range of health care and dental care services, including HIV testing & counseling, full range of basic dental care, health care education, connection to primary health care, referrals, etc.	Yes - Exclusively Serves Youth	Homeless Youth & Young Adults	Positive Youth Development; Trauma Informed Care; Developmentally Appropriate; Low Barrier, Immediately Accessible; Culturally Competent; Individualized, Flexible, Choice-based
Bridge Over Troubled Waters	Private Non- Profit	Combination of Foundation, Corporation, Individual; Private funding	Emergency Residence	Shelter - 12 beds	Individualized case management, counseling; Mental Health or Substance Abuse counseling; Food and basic needs support; Housing search; Housing stabilization, after care; Service coordination (mental health, substance abuse, health); Assistance accessing health, income benefits; Assistance building community supports; Adult or peer mentoring; Leadership development; financial education, money management	Yes - Exclusively Serves Youth	Homeless Youth & Young Adults	Positive Youth Development; Trauma Informed Care; Housing First; Developmentally Appropriate; Low Barrier, Immediately Accessible; Culturally Competent; Individualized, Flexible, Choice-based
Bridge Over Troubled Waters	Private Non- Profit	Combination of Foundation, Corporation, Individual, and Boston Mayor's Office of Workforce Development	Education & Career Development	N/A	Food and basic needs support; Service coordination (mental health, substance abuse, health); Assistance building community supports; Adult or peer mentoring; Leadership development; Career and Technical training, Job readiness; Educational support, high school equivalency, adult basic education	Yes - Exclusively Serves Youth	Homeless Youth & Young Adults	Positive Youth Development; Trauma Informed Care; Developmentally Appropriate; Low Barrier, Immediately Accessible; Culturally Competent; Individualized, Flexible, Choice-based
Bridge Over Troubled Waters	Private Non- Profit	Department of Public Health - Bureau of Substance Abuse Services	Counseling & Substance Abuse Treatment	N/A	Individualized case management, counseling; Family therapy, engagement and reunification services; Mental Health or Substance Abuse counseling; Food and basic needs support; Housing search; Service coordination (mental health, substance abuse, health); Assistance accessing health, income benefits; Assistance building community supports; Leadership development; STD testing; Behavioral therapy	Yes - Exclusively Serves Youth	Homeless Youth & Young Adults	Positive Youth Development; Trauma Informed Care; Developmentally Appropriate; Low Barrier, Immediately Accessible; Culturally Competent; Individualized, Flexible, Choice-based; Evidence-Based, best practice methodologies.
Bridge Over Troubled Waters	Private Non- Profit	Private funding, partial Department of Children & Families and Department of Public Health funding	Bridge Warming Center	20 shelter beds	Individualized case management, counseling; Food and basic needs support; Seamless access to all Bridge programs.	Yes - Exclusively Serves Youth	Youth including Chronically Homeless Youth	Positive Youth Development; Trauma Informed Care; Developmentally Appropriate; Low Barrier, Immediately Accessible; Culturally Competent; Individualized, Flexible, Choice-based
Bridge Over Troubled Waters	Private Non- Profit	Combination of Foundation, Corporation, Individual; Private funding	Transitional Day Program	N/A	Individualized case management, counseling; Family therapy, engagement and reunification services; Mental Health or Substance Abuse counseling; Food and basic needs support; Housing search; Service coordination (mental health, substance abuse, health); Assistance accessing health, income benefits; Assistance building community supports; Leadership development; STD testing; Financial education, money management	Yes - Exclusively Serves Youth	Youth including Chronically Homeless Youth	Positive Youth Development; Trauma Informed Care; Developmentally Appropriate; Low Barrier, Immediately Accessible; Culturally Competent; Individualized, Flexible, Choice-based
Bridge Over Troubled Waters	Private Non- Profit	Administration for Children & Families - Family & Youth Services Bureau - Runaway and Homeless Youth	Street Outreach Program & Mobile Medical Van	N/A	Individualized case management, counseling; Mental Health or Substance Abuse counseling; Food and basic needs support; Service coordination (mental health, substance abuse, health); Assistance accessing health, income benefits; Assistance building community supports; STD testing	Yes - Exclusively Serves Youth	N/A	Positive Youth Development; Trauma Informed Care; Developmentally Appropriate; Low Barrier, Immediately Accessible; Culturally Competent; Individualized, Flexible, Choice-based

Bridge Over Troubled Waters	Private Non-Profit	Administration for Children & Families - Family & Youth Services Bureau - Runaway and Homeless Youth	Basic Center Program	Shelter - 4 beds	Individualized case management, counseling; Family therapy, engagement and reunification services; Mental Health or Substance Abuse counseling; Food and basic needs support; Service coordination (mental health, substance abuse, health); Assistance accessing health, income benefits; Assistance building community supports; STD testing; Behavioral therapy	Yes - Exclusively Serves Youth	Youth under 18	Positive Youth Development; Trauma Informed Care; Developmentally Appropriate; Low Barrier, Immediately Accessible; Culturally Competent; Focus on Family Reunification and Resiliency; Individualized, Flexible, Choice-based
Brookview House, Inc.	Private Non-Profit	Department of Housing and Community Development - Homeless Families	Brookview Apartments	Apartments - 12 Units	Mental Health or Substance Abuse counseling; Food and basic needs support; Housing search; Housing stabilization, after care; Service coordination (mental health, substance abuse, health); Assistance accessing health, income benefits; Assistance building community supports; Adult or peer mentoring; Leadership development; Financial education, money management; Educational support, high school equivalency, adult basic education	No - This Intervention Serves All People Including Youth	Homeless Families	Positive Youth Development; Trauma Informed Care; Developmentally Appropriate; Low Barrier, Immediately Accessible; Culturally Competent; Individualized, Flexible, Choice-based
Casa Nueva Vida, Inc.	Private Non-Profit	Department of Housing and Community Development - Emergency Solutions Grant Program	Casa Nueva Vida Shelter	Congregate Transitional Family Homeless Shelter - 17 beds	Food and basic needs support; Housing search; Housing stabilization, after care; Service coordination (mental health, substance abuse, health); Assistance accessing health, income benefits; Assistance building community supports; Adult or peer mentoring; Educational support, high school equivalency, adult basic education; ESOL, COMPUTER TRAINING FOR ADULTS AND TEENS	No - This Intervention Serves All People Including Youth	Homeless Families	Culturally Competent
Catholic Charities	Private Non-Profit	Department of Housing and Community Development - Emergency Family Shelter	Nazareth Residence	Congregate Emergency Family Shelter - 9 beds	Individualized case management, counseling; Food and basic needs support; Housing search; Housing stabilization, after care; Service coordination (mental health, substance abuse, health); Assistance accessing health, income benefits	No - This Intervention Serves All People Including Youth	HIV Clients	Individualized, Flexible, Choice-based
Children Services of Roxbury	Private Non-Profit	Department of Children and Families	Life Long Family Connections - Service Intervention	N/A	Individualized case management, counseling; Housing stabilization, after care; Assistance building community supports; Adult or peer mentoring; Build permanent connections, supports	Yes - Exclusively Serves Youth	Current foster care adolescents nearing transition age and after	Positive Youth Development; Developmentally Appropriate; Culturally Competent
Department of Children and Families	Public Agency	Family Unification Program vouchers; Partial Administration for Children and Families funding	FUP - Adolescent Outreach Program	Apartments - 28 Units	Individualized case management, counseling; Housing search; Housing stabilization, after care; Service coordination (mental health, substance abuse, health); Assistance accessing health, income benefits; Assistance building community supports; Adult or peer mentoring; Financial education, money management; Career and Technical training, Job readiness	Yes - Exclusively Serves Youth	Transitional Age Youth	Positive Youth Development; Developmentally Appropriate; Focus on building community of care; permanency
Department of Children and Families	Public Agency	Department of Housing and Community Development - Moving to Work funds through HUD	Youth Transitioning to Success Program	Apartments - 20 Units	Individualized case management, counseling; Housing search; Housing stabilization, after care; Service coordination (mental health, substance abuse, health); Assistance accessing health, income benefits; Assistance building community supports; Adult or peer mentoring; Financial education, money management; Career and Technical training, Job readiness	Yes - Exclusively Serves Youth	Transitional Age Youth	Positive Youth Development; Developmentally Appropriate; Focus on building community of care; permanency
Economic Mobility Pathways	Private Non-Profit	Department of Children and Families	Horizons Shelter	Shared Housing - 10 beds	Individualized case management, counseling; Food and basic needs support; Housing search; Housing stabilization, after care	No - This Intervention Serves All People Including Youth	Victims of Domestic or Other Violence	Mobility Mentoring

Economic Mobility Pathways	Private Non- Profit	Department of Housing and Community Development EA Family Shelter	Hosmer Co- Shelter	Co-Shelter (shared apartment) - 34 beds	Individualized case management, counseling; Food and basic needs support; Housing search; Housing stabilization, after care; Financial education, money management;	No - This Intervention Serves All People Including Youth	N/A	Mobility Mentoring
Economic Mobility Pathways	Private Non- Profit	Department of Housing and Community Development EA Family Shelter	Striving Towards Economic Progress and Stability (STEPS)	Apartments - 56 Units	Individualized case management, counseling; Housing search; Housing stabilization, after care; Adult or peer mentoring; Financial education, money management; Mobility Mentoring	No - This Intervention Serves All People Including Youth	N/A	Mobility Mentoring
Economic Mobility Pathways	Private Non- Profit	Department of Housing and Community Development - Emergency Assistance Family Shelter	Hastings House	Congregate Shelter - 58 Private Rooms	Individualized case management, counseling; Food and basic needs support; Housing search; Housing stabilization, after care; Assistance building community supports; Adult or peer mentoring; Financial education, money management; Mobility Mentoring	No - This Intervention Serves All People Including Youth	N/A	Mobility Mentoring
Eliot Community Human Services	Private Non- Profit	Substance Abuse and Mental Health Services (PATH, CABHI, GBHI- SSH)	Outreach and Engagement	N/A	Individualized case management, counseling; Service coordination (mental health, substance abuse, health); Assistance accessing health, income benefits	No - This Intervention Serves All People Including Youth	Adults or Youth with Disabilities; Adults or Youth who are Chronically Homeless;	Trauma Informed Care; Culturally Competent; Individualized, Flexible, Choice-based
Hildebrand Family Self-Help	Private Non- Profit	Department of Housing and Community Development - HomeBase	Strathcona House Co- Shelter	Co-Shelter (Private Rooms) - 20 Beds	Individualized case management, counseling; Food and basic needs support; Housing search; Housing stabilization, after care; Assistance accessing health, income benefits; Financial education, money management	No - This Intervention Serves All People Including Youth	Homeless Families	Trauma Informed Care; Housing First
Hildebrand Family Self-Help	Private Non- Profit	Department of Housing and Community Development - HomeBase	Scattered Site - Metro Boston Program	Apartments - 11 Units	Individualized case management, counseling; Food and basic needs support; Housing search; Housing stabilization, after care; Assistance accessing health, income benefits; Financial education, money management	No - This Intervention Serves All People Including Youth	Homeless Families	Trauma Informed Care; Housing First
Hildebrand Family Self-Help	Private Non- Profit	Department of Housing and Community Development - HomeBase	Scattered Site - Boston Program	Apartments - 73 Units	Individualized case management, counseling; Food and basic needs support; Housing search; Housing stabilization, after care; Assistance accessing health, income benefits; Financial education, money management	No - This Intervention Serves All People Including Youth	Homeless Families	Trauma Informed Care; Housing First
Hildebrand Family Self-Help	Private Non- Profit	Department of Housing and Community Development - HomeBase	Columbia House Congregate	Congregate - 7 Beds	Individualized case management, counseling; Food and basic needs support; Housing search; Housing stabilization, after care; Assistance accessing health, income benefits; Financial education, money management	No - This Intervention Serves All People including Youth	Homeless Families	Trauma Informed Care; Housing First
Hildebrand Family Self-Help	Private Non- Profit	Department of Housing and Community Development - HomeBase	Devon House Congregate	Congregate - 9 Beds	Individualized case management, counseling; Food and basic needs support; Housing search; Housing stabilization, after care; Assistance accessing health, income benefits; Financial education, money management	No - This Intervention Serves All People Including Youth	Homeless Families	Trauma Informed Care
Hildebrand Family Self-Help	Private Non- Profit	Department of Housing and Community Development - HomeBase	Bishop Allen House Congregate	Congregate - 7 Beds	Individualized case management, counseling; Food and basic needs support; Housing search; Housing stabilization, after care; Assistance accessing health, income benefits; Financial education, money management	No - This Intervention Serves All People Including Youth	Homeless Families	Trauma Informed Care; Housing First
Hildebrand Family Self-Help	Private Non- Profit	Department of Housing and Community Development - HomeBase	Morse House Congregate	Congregate - 10 beds	Individualized case management, counseling; Food and basic needs support; Housing search; Housing stabilization, after care; Assistance accessing health, income benefits; Financial education, money management	No - This Intervention Serves All People Including Youth	Homeless Families	Trauma Informed Care; Housing First

HomeStart	Private Non- Profit	HUD - ESG	Housing Search Program	N/A	Housing search	No - This Intervention Serves All People Including Youth	Adults or Youth who are Chronically Homeless	Housing First
Justice Resource Institute	Private Non- Profit	Social innovations grant; Private fundraising	Youth Harbors - Public High School InReach Program	N/A	Individualized case management, counseling; Housing search; Service coordination (mental health, substance abuse, health); Assistance accessing health, income benefits; Assistance building community supports; Educational support, high school equivalency, adult basic education	Yes - Exclusively Serves Youth	LGBTQ; Former Foster Care Youth; Youth under 18; Youth who are homeless or at risk of homelessness	Positive Youth Development; Trauma Informed Care; Developmentally Appropriate; Culturally Competent; Individualized, Flexible, Choice-based
Justice Resource Institute	Private Non- Profit	Department of Public Health; Department of Mental Health and Private Fundraising	Boston GLASS - Service Intervention	N/A	Food and basic needs support, Service coordination (mental health, substance abuse, health); Assistance building community supports; Adult or peer mentoring; Career and Technical training, Job readiness; Educational support, high school equivalency, adult basic education	Yes - Exclusively Serves Youth	LGBTQ Youth	Positive Youth Development; Trauma Informed Care; Developmentally Appropriate; Low Barrier, Immediately Accessible; Culturally Competent
Justice Resource Institute	Private Non- Profit	Rental Assistance - MA Housing and Shelter Alliance and Liberty Mutual Foundation; Partial CoC HOPWA Funds	JRI Health Youth Housing Stabilization Program	Shared living (private rooms) - 12 beds	Individualized case management, counseling; Housing search; Housing stabilization, after care	Yes - Exclusively Serves Youth	LGBTQ; Adults or Youth with Disabilities; Pregnant or Parenting Teens or Young Adults; Adults or Youth who are Chronically Homeless; Former Foster Care Youth; Victims of Trafficking	Positive Youth Development; Trauma informed Care; Housing First; Developmentally Appropriate; Low Barrier, Immediately Accessible; Culturally Competent
Massachusetts Housing and Shelter Alliance	Private Non- Profit	Department of Housing and Community Development	Betty's Place	N/A	Individualized case management, counseling; Housing search; Service coordination (mental health, substance abuse, health); Assistance accessing health, income benefits	No - This Intervention Serves All People Including Youth	N/A	Housing First; Low Barrier, Immediately Accessible; Individualized, Flexible, Choice based
Massachusetts Housing and Shelter Alliance	Private Non- Profit	Department of Housing and Community Development	Boston Rescue Mission - Safe and Healthy Program Service Intervention	N/A	Individualized case management, counseling; Housing search	No - This Intervention Serves All People Including Youth	N/A	Low Barrier, Immediately Accessible
Massachusetts Housing and Shelter Alliance	Private Non- Profit	Department of Housing and Community Development	Cardinal Medeiros Transitional Program	SROs (Transitional) - 38 Units	Food and basic needs support; Housing search; Service coordination (mental health, substance abuse, health)	No - This Intervention Serves All People Including Youth	N/A	N/A
Massachusetts Housing and Shelter Alliance	Private Non- Profit	Department of Housing and Community Development	DHCD Housing First	Other - Housing is a mixture of types provided by HomeStart - 24 Units	Individualized case management, counseling; Housing stabilization, after care; Financial education, money management	No - This Intervention Serves All People Including Youth	Adults or Youth who are Chronically Homeless	Trauma Informed Care; Housing First; Low Barrier, Immediately Accessible; Culturally Competent; Individualized, Flexible, Choice-based
Massachusetts Housing and Shelter Alliance	Private Non- Profit	Department of Housing and Community Development - Emergency Solutions Grant	ESG - Rapid Re- Housing	All types of housing - 200 units	Housing search; Housing stabilization, after care	No - This Intervention Serves All People Including Youth	N/A	Housing First; Low Barrier, Immediately Accessible; Individualized, Flexible, Choice based
Massachusetts Housing and Shelter Alliance	Private Non- Profit	HUD - CoC Program	Home & Healthy for Good Boston	35 Units	Individualized case management, counseling; Housing stabilization, after care	No - This Intervention Serves All People Including Youth	Adults and set aside for LGBTQ Youth who are Chronically Homeless	Trauma Informed Care; Housing First; Low Barrier, Immediately Accessible; Culturally Competent; Individualized, Flexible, Choice-based
Massachusetts Housing and Shelter Alliance	Private Non- Profit	HUD - CoC Program	Home Front	SRO - 15 Units	Individualized case management, counseling; Housing stabilization, after care	No - This Intervention Serves All People Including Youth	Adults or Youth who are Chronically Homeless	Trauma Informed Care; Housing First; Low Barrier, Immediately Accessible; Individualized, Flexible, Choice-based
Massachusetts Housing and Shelter Alliance	Private Non- Profit	Foundation	Hospital to Housing	N/A	Individualized case management, counseling; Service coordination (mental health, substance abuse, health)	No - This Intervention Serves All People Including Youth	Adults or Youth who are Chronically Homeless; Adults or youth with significant behavioral health needs	Trauma Informed Care; Housing First; Low Barrier, Immediately Accessible; Individualized, Flexible, Choice-based

Massachusetts Housing and Shelter Alliance	Private Non- Profit	Massachusetts Rental Voucher Program Vouchers; Community Support Program for People Experiencing Chronic Homelessness; Private investors, ANF	Pay for Success	SRO, Dorm, Congregate, Shared or Private Rooms, Apartments, Other - 83	Individualized case management, counseling; Mental Health or Substance Abuse counseling; Housing search; Housing stabilization, after care; Service coordination (mental health, substance abuse, health); Assistance accessing health, income benefits; Assistance building community supports; Financial education, money management; Career and Technical training, Job readiness	No - This Intervention Serves All People Including Youth	Adults or Youth who are Chronically Homeless; Homeless Adults that are High Service Utilizers	Positive Youth Development; Trauma Informed Care; Housing First; Developmentally Appropriate; Low Barrier, Immediately Accessible; Culturally Competent; Individualized, Flexible, Choice-based
Massachusetts Housing and Shelter Alliance	Private Non- Profit	Department of Housing and Community Development	Pilgrim Shelter (124 beds)	N/A	Individualized case management, counseling; Housing search	No - This Intervention Serves All People Including Youth	N/A	Low Barrier, Immediately Accessible
Massachusetts Housing and Shelter Alliance	Private Non- Profit	Department of Housing and Community Development	Pine Street Inn - 4 beds at Shattuck	N/A	Individualized case management, counseling; Housing search; Service coordination (mental health, substance abuse, health)	No - This Intervention Serves All People Including Youth	N/A	Low Barrier, Immediately Accessible; Individualized, Flexible, Choice-based
Massachusetts Housing and Shelter Alliance	Private Non- Profit	HUD - CoC Program	R2F2 Rapid Re- housing	Rapid Re- Housing - 35 Units	Housing search; Housing stabilization, after care	No - This Intervention Serves All People Including Youth	Families	Housing First; Low Barrier, Immediately Accessible; Individualized, Flexible, Choice based
Massachusetts Housing and Shelter Alliance	Private Non- Profit	\$3,800 in private pledge donations.	Speakers' Bureau and Leadership Development Program (LDP)	N/A	Leadership development	Yes - Exclusively Serves Youth	Homeless or formerly homeless young adults	Positive Youth Development
Metropolitan Boston Housing Partnership (MBHP)	Private Non- Profit	HUD - Tenant Based or Project Based Voucher (Section 8)	Youth Transition to Success Program	Rental Voucher Program - 2	N/A	Yes - Exclusively Serves Youth	Former Foster Care Youth	N/A
Metropolitan Boston Housing Partnership (MBHP)	Private Non- Profit	HUD - Tenant Based or Project Based Voucher (Section 8)	FUP - AOP(Family Unification Program - Adolescent Outreach Program)	Rental Voucher Program - 3	N/A	Yes - Exclusively Serves Youth	Former Foster Care Youth	N/A
Metropolitan Boston Housing Partnership (MBHP)	Private Non- Profit	HUD CoC Programs and HOPWA	Rental Assistance	Apartments - 1300 Units	Services provided by partners	No - This Intervention Serves All People Including Youth	LGBTQ; Adults or Youth with Disabilities; Adults or Youth who are Chronically Homeless; Adults or Youth who are Justice Involved	N/A
North Suffolk Mental Health Association	Public Agency	Medicaid	Boston Emergency Services Team - Service Intervention	N/A	Crisis intervention, psychiatric evaluation	No - This Intervention Serves All People Including Youth	Adults or Youth who are Chronically Homeless	Trauma Informed Care; Low Barrier, Immediately Accessible; Culturally Competent
Pine Street Inn	Private Non- Profit	Department of Housing and Community Development - Shelter Line Item; Private funding	Emergency Services - Shelter	590 Shelter Beds	Individualized case management, counseling; Family therapy, engagement and reunification services; Mental Health or Substance Abuse counseling; Food and basic needs support; Housing search; Service coordination (mental health, substance abuse, health); Assistance accessing health, income benefits; Behavioral therapy; Financial education, money management; Career and Technical training, Job readiness; Emergency night time shelter beds	No - This Intervention Serves All People Including Youth	Adults or Youth who are Chronically Homeless; Provides services for active substance users; sex offenders of all levels; former convicts of all crimes thus making adult shelters an unsuitable and inappropriate for youth	Trauma informed Care; Housing First; Developmentally Appropriate; Low Barrier, Immediately Accessible; Culturally Competent; Focus on Family Reunification and Resiliency; Individualized, Flexible, Choice-based
Pine Street Inn	Private Non- Profit	Private Contributions	Emergency Services - Outreach	N/A	Individualized case management, counseling; Food and basic needs support; Service coordination (mental health, substance abuse, health); life safety	No - This Intervention Serves All People Including Youth	Adults or Youth who are Chronically Homeless	Trauma Informed Care; Housing First; Low Barrier, Immediately Accessible; Individualized, Flexible, Choice-based
Private Industry Council (WIB)	Public Agency	Foundation	Re-Engagement Center (partnership with Boston Public Schools)	N/A	Adult or peer mentoring; Educational support, high school equivalency, adult basic education	Yes - Exclusively Serves Youth	Youth who have dropped out of HS	Positive Youth Development; Developmentally Appropriate; Low Barrier, Immediately Accessible

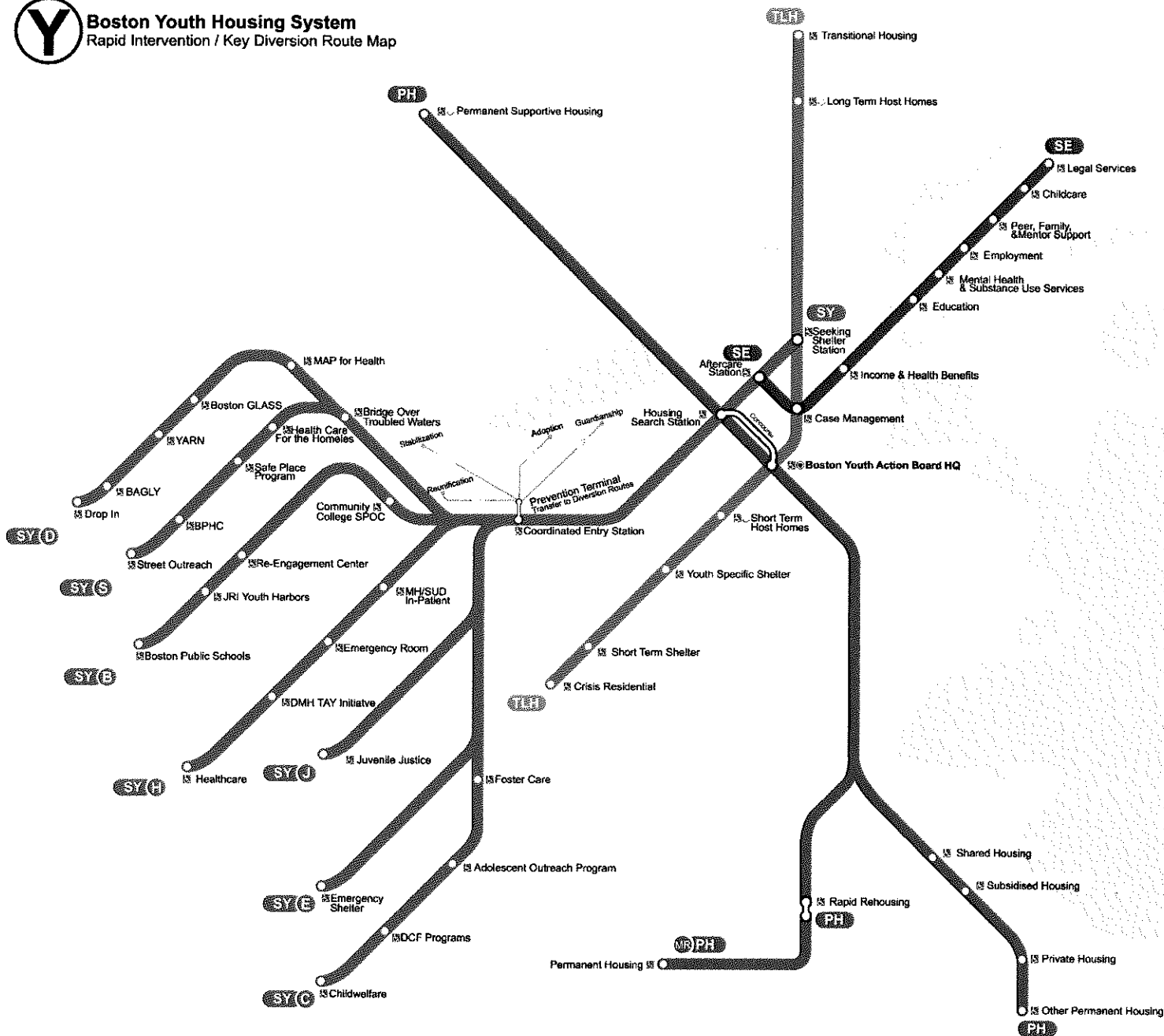
Project Hope	Private Non- Profit	Department of Housing and Community Development - HomeBase	Shelter and Housing Services Departments	Shelter - 11 Beds	Individualized case management, counseling; Food and basic needs support; Housing search; Housing stabilization, after care; Service coordination (mental health, substance abuse, health); Assistance accessing health, income benefits; Assistance building community supports; Leadership development; Financial education, money management; Career and Technical training, Job readiness	No - This Intervention Serves All People Including Youth	Youth under 18	Trauma Informed Care; Developmentally Appropriate; Low Barrier, Immediately Accessible; Culturally Competent; Individualized, Flexible, Choice-based
Roca Inc.	Private Non- Profit	Pay For Success/Social Impact Bond	Service Intervention	N/A	Individualized case management, counseling; Food and basic needs support; Housing search; Service coordination (mental health, substance abuse, health); Assistance accessing health, income benefits; Assistance building community supports; Adult or peer mentoring; Financial education, money management; Career and Technical training, Job readiness; Educational support, high school equivalency, adult basic education; Life Skills, Cognitive Behavioral Treatment Curriculum	Yes - Exclusively Serves Youth	Pregnant or Parenting Teens or Young Adults; Adults or Youth who are Chronically Homeless; Former Foster Care Youth; Victims of Domestic or Other Violence; Adults or Youth who are Justice Involved; Youth under 18	Trauma Informed Care; Developmentally Appropriate; Low Barrier, Immediately Accessible; Individualized, Flexible, Choice based
Rosie's Place	Private Non- Profit	Foundations, corporations, individual gifts and special events	Rosie's Place Shelter	Shelter - 20 beds	Food and basic needs support; Housing search; Housing stabilization, after care; Service coordination (mental health, substance abuse, health); Assistance accessing health, income benefits; Assistance building community supports; Leadership development; Financial education, money management; Educational support, high school equivalency, adult basic education	No - This Intervention Serves All People Including Youth	Women - all ages	N/A
Roxbury Youthworks Inc.	Private Non- Profit	Massachusetts Office of Victim Assistance	Being United In Leading our Destiny (BUILD) - Service Intervention	N/A	Individualized case management, counseling; Food and basic needs support; Assistance accessing health, income benefits; Assistance building community supports; Adult or peer mentoring; Financial education, money management; Educational support, high school equivalency, adult basic education	Yes - Exclusively Serves Youth	LGBTQ; Victims of Trafficking	Positive Youth Development; Trauma informed Care; Developmentally Appropriate; Individualized, Flexible, Choice-based
Samaritans Steps Inc.	Private Non- Profit	Small donations + money from the Executive Director/founder	Invisible Scholar Book Scholarship	N/A	Leadership development; Educational support, high school equivalency, adult basic education	Yes - Exclusively Serves Youth	N/A	Positive Youth Development
Samaritans Steps Inc.	Private Non- Profit	Small donations + money from the Executive Director/founder	Campus initiative	N/A	Food and basic needs support; Assistance building community supports; Adult or peer mentoring; Leadership development; Career and Technical training, Job readiness; book scholarship (invisible Scholar)	Yes - Exclusively Serves Youth	LGBTQ; Pregnant or Parenting Teens or Young Adults; Victims of Domestic or Other Violence; Adults or Youth who are Justice Involved;	Positive Youth Development; Trauma informed Care; Low Barrier, Immediately Accessible; Culturally Competent
St. Francis House	Private Non- Profit	HUD - Tenant Based or Project Based Voucher (Section 8)	Next Step Housing	SROs - 56 Units	Individualized case management, counseling; Mental Health or Substance Abuse counseling; Housing search; Housing stabilization, after care; Service coordination (mental health, substance abuse, health); Assistance accessing health, income benefits; Assistance building community supports; Financial education, money management;	No - This Intervention Serves All People Including Youth	Adults or Youth with Disabilities; Adults or Youth who are Chronically Homeless; Adults or Youth who are Justice Involved	Trauma Informed Care; Culturally Competent; Individualized, Flexible, Choice-based
St. Francis House	Private Non- Profit	Department of Housing and Community Development - HomeBase	Day Shelter Support Services	N/A	Individualized case management, counseling; Mental Health or Substance Abuse counseling; Food and basic needs support; Housing stabilization, after care; Service coordination (mental health, substance abuse, health); Assistance accessing health, income benefits; Assistance building community supports	No - This Intervention Serves All People Including Youth	N/A	Individualized, Flexible, Choice-based

St. Francis House	Private Non- Profit	Combination of HUD CoC Program, SNAP, other public and private funding	Moving Ahead Program	Transitional Housing - 13 Units	Individualized case management, counseling; Food and basic needs support; Service coordination (mental health, substance abuse, health); Assistance building community supports; Financial education, money management; Career and Technical training, Job readiness; transitional housing, stinends, t-nasses	No - This Intervention Serves All People Including Youth	N/A	N/A
The Home for Little Wanderers	Private Non- Profit	Department of Children and Families and private funding	Young Adult Resource Network (YARN) and Safe Spaces	N/A	Food and basic needs support; Assistance building community supports; Adult or peer mentoring; Career and Technical training, Job readiness; Educational support, high school equivalency, adult basic education; Skills building, music studio, gym	Yes - Exclusively Serves Youth	LGBTQ; Former Foster Care Youth; and foster care involved	Positive Youth Development; Trauma Informed Care; Developmentally Appropriate; Low Barrier, immediately Accessible; Culturally Competent
The Home for Little Wanderers	Private Non- Profit	Department of Children and Families	Academic Support for College and Life Program	Dorm - 8 rooms	Individualized case management, counseling; Mental Health or Substance Abuse counseling; Service coordination (mental health, substance abuse, health); Educational support, high school equivalency, adult basic education	Yes - Exclusively Serves Youth	Former Foster Care Youth	Positive Youth Development; Trauma Informed Care; Developmentally Appropriate; Culturally Competent; Focus on Family Reunification and Resiliency
Vinfen	Private Non- Profit	Department of Mental Health	Transitional Age Youth	Congregate - 5 Units	Individualized case management, counseling; Mental Health or Substance Abuse counseling; Food and basic needs support; Service coordination (mental health, substance abuse, health); Assistance accessing health, income benefits; Assistance building community supports; Financial education, money management; Career and Technical training, Job readiness	Yes - Exclusively Serves Youth	Youth with Disabilities	Positive Youth Development; Developmentally Appropriate; Culturally Competent; Individualized, Flexible, Choice-based
YMCA of Greater Boston	Private Non- Profit	Department of Housing and Community Development - Massachusetts Rental Voucher Program	Families in Transition	Congregate Shelter - 32 Units	Individualized case management, counseling; Food and basic needs support; Housing search; Housing stabilization, after care; Service coordination (mental health, substance abuse, health); Assistance accessing health, income benefits; Financial education, money management; Career and Technical training, Job readiness	No - This Intervention Serves All People Including Youth	Homeless	Developmentally Appropriate; Culturally Competent; Focus on Family Reunification and Resiliency
YouthBuild Boston Inc.	Private Non- Profit	Other Public or Private (please specify e.g., Title 1, City, etc.)	Building Trades Exploration YouthBuild :Boston	N/A	Vocational and Educational program	Yes - Exclusively Serves Youth	N/A	N/A



Boston Youth Housing System

Rapid Intervention / Key Diversion Route Map



Legend

- PH** PERMANENT HOUSING LINE
- TLH** TIME LIMITED HOUSING LINE
- MR** MARKET RATE HOUSING LINE
- SE** SERVICES LINE
- SY** SYSTEMS LINE and branches
- DI** DROP IN
- ST** STREET OUTREACH
- HC** HEALTHCARE
- BPS** BOSTON PUBLIC SCHOOLS
- J** JUSTICE
- ES** EMERGENCY SHELTER
- CH** CHILDWELFARE
- RTS** Rapid Intervention Transfer Station
- KDR** KEY DIVERSION ROUTES
- AS** Accessible Station
As BYHS stations are accessible
- UC** Under Construction
- CC&T** Customer Communications & Travel Info:
Contact the CoC Youth Leadership Team
- BYHS TP** BYHS Transit Police:
Boston Youth Action Board
- PH&S** Principles for Housing and Service delivery:
PYD; Trauma Informed; Culturally Competent;
Youth Centered; Strengths-Based

Designed by Lauren Leonardis based on Boston's MBTA Transit system map, on behalf of The City of Boston's Youth Homelessness consulting team. 2018

Not to scale

Boston Stakeholder Chart

Rating Factor 5: Collaboration, Question 2: A demonstration of how the CoC is working with stakeholders

Type of Stakeholder	Name of Stakeholder	CoC Member?	Describe Collaboration	Formal Agreement?	Demonstration Participation
CoC/ESG Homeless Program; and Local Government Agency	City of Boston Department of Neighborhood Development	Y	Boston CoC Lead Agency and Collaborative applicant, responsible for overall CoC Coordination, CoC lead agency since 1996; Other Boston agencies sit on Youth Homelessness Leadership Team (Boston Public Health Commission); Boston Center for Recovery Services part of Boston CoC Board	Formal Partnership Agreement	Lead Agency; strategic planning lead facilitator; collaborative applicant; project monitoring and oversight; HMIS administrator; manage coordinated entry; Chair Executive and Data, Modeling, and Metrics Committees; Membership on all other YHDP committees; Committed \$165,000 funds for consultant TA and to support the participation of the BYAB; lead coordinated entry effort
Child Welfare Agency	Department of Children and Families	Y	Member of the Youth Homelessness Leadership Team since its start Fall 2016, responsible for child welfare policy and programming for the State of MA	MOU	Agency staff and providers will act as points for coordinated entry; data sharing; identification of youth at risk or homeless; assist with development of standard assessment for risk & protective factors
Youth-led Advisory Board	Boston Youth Action Board (BYAB)	Y	Launched in Fall 2016; responsible for providing strategic input on planning; members sit on Youth Homelessness Leadership Team; provide training to community stakeholders in authentic youth engagement and adulthood	Formal Partnership Agreement	Support housing/PIT count; train CoC and youth providers on youth leadership; advise housing and service program design and approaches; identification of barriers; Members sit on all YHDP committees (Executive; Funder; Data, Modeling, and Metrics; Prevention and Intervention; and Community Engagement)
Local Education Agency	Boston Public Schools	Y	Homelessness Leadership Team since its start Fall 2016, had seat on the CoC Board since 2012, oversees the Dept of Education McKinney Vento staff and provides support and programming to homeless and at-risk youth	MOU	Data sharing; help identify at risk and homeless youth in schools; provide transportation; tutoring, physical and mental health supports; act as point for coordinated entry and assist with development of standard assessment for risk & protective factors
RHY Program; and CoC/ESG Homeless Program	Bridge Over Troubled Waters	Y	Sits on Boston CoC Governance Board since 2014, now also sits on Youth Homelessness Leadership Team since its start Fall 2016, Major provider of housing and services for homeless and at-risk youth for over 40 years, recipient of CoC Program funding including RRH, in addition to RHY-funded Basic Center, Transitional Living, and Maternity Group Home Programs; The only RHY provider for the Boston area	MOU	Provide housing, drop in center, TL, TH for pregnant and parenting teens; street outreach; assist with PIT; act as point for coordinated entry; assist with development of standard assessment of risk & protective factors; train in PYD and trauma-informed care; Will continue to support the BYAB by providing meeting space and staff support; Member on multiple YHDP Committees as well as co-chairing committees
Local Advocacy, Research, Philanthropic Orgs	United Way of Mass Bay	Y	Member of the Youth Homelessness Leadership Team since its start Fall 2016, Sits on the Mayor's task Force to End Veterans and Chronic Homelessness since 2014. Recipient of funding from the MA Commission for unaccompanied youth in 2015 and funds a variety of programs for at-risk youth	N	TBD; potential support for needs assessment and implementation of evaluation
Local Advocacy, Research, Philanthropic Organizations; and Non-Profit Youth Organizations	Massachusetts Coalition for the Homeless	Y	Homelessness Leadership Team since its start Fall 2016, Sits on the MA Commission on unaccompanied youth, Responsible for developing legislative priorities for homeless and at-risk youth	N	Legislative advocacy on barriers identified by Youth Homelessness Leadership Team and YAB
WIOA Boards and Employment Agencies	Private Industry Council	Y	Member of the Youth Homelessness Leadership Team since its start Fall 2016	N	In-reach to high school youth; job training, readiness; internships; job access
Local Advocacy, Research, Philanthropic Organizations	Massachusetts Housing & Shelter Alliance (MHSA)	Y	Member of Boston CoC; sits on the CoC Leadership Council; administers CoC funds for permanent supportive housing and rapid re-housing for families; sits on the City's Veterans Leadership Team, Coordinated Access Leadership Team, Coordinated Access Working Group, Chronic Leadership Team, and Chronic Working Group; administers state funds	MOU	State advocacy on issues related to youth and young adult homelessness; permanent supportive housing beds for LGBTQ unaccompanied young adults; liaison to unaccompanied homeless adult housing and shelter providers; continued participation in the City's Leadership Team to End Homelessness Among Youth and Young Adults

			for a permanent supportive housing program for LGBTQ unaccompanied young adults (including in Boston)		
CoC/ESG Homeless Program; and Non-Profit Youth Organizations	Justice Resource Institute	Y	Member of Boston CoC; sits on Youth Homelessness Leadership Team since its start Fall 2016, with Bridge Over Troubled Waters, responsible for a CoC RRH grant for homeless youth	N	RRH; case management and stabilization services; in-reach program at Boston Public Schools; engagement and diversion program for justice involved youth; assist with development of standard assessment of risk & protective factors; act as point for coordinated entry
Non-Profit Youth Organizations	Homes for Little Wanderers	Y	Member of the Youth Homelessness Leadership Team since its start Fall 2016, responsible for housing and programming for TAY	N	Transitional housing for TAY; case management and aftercare; community college pilot for homeless young adults; assist with development of standard assessment of risk & protective factors; therapeutic family services; foster care; adoption
Health and Mental Health Agency	Department of Public Health	Y	Member of the Youth Homelessness Leadership Team since its start Fall 2016	N	Provide support services; coordinate discharge planning; point for coordinated entry
Health and Mental Health Agency	Department of Mental Health/Massachusetts Mental Health Center	Y	Member of the Youth Homelessness Leadership Team since its start Fall 2016, partner with the CoC on the initiative to end chronic homelessness	N	Services for TAY; Adolescent youth; act as a point for coordinated entry
State Government Agency	MA Commission on LGBTQ Youth	Y	Homelessness Leadership Team since its start Fall 2016, responsible for developing statewide policies and programs to support LGBTQ youth facing homelessness	N	Assistance with needs assessment; connection to state initiative, programming serving LGBTQ youth; provide \$1,000 of unrestricted funding to the planning effort.
State Government Agency	Department of Housing and Community Development (DHCD)	Y	Sits on Boston CoC Governance Board since 2014; now also sits on Youth Homelessness Leadership Team since its start Fall 2016, responsible for the family Emergency Shelter system in MA and oversees affordable housing development for MA	N	State and federal rental assistance and public housing
Affordable Housing Developer	Metropolitan Boston Housing Partnership	Y	Sits on the CoC Governance Board since 2013, Member of Boston CoC, responsible for the administration of CoC rental assistance through a contract with the CoC, manages state awarded Section for the Boston metro region and a variety of homeless and prevention programs	N	Provide FUP; HOPWA; Boston CoC; state and federal rental assistance
Public Housing Authorities	Boston Public Housing Authority	Y	Sits on Boston CoC Governance Board, partner in the CoC plan to end veterans and chronic homelessness	MOU	Provide state and federal public housing rental assistance and units
Juvenile and Adult Corrections	Boston Police Department	Y	Member of Boston CoC; sits on Mayor's Council to End Homelessness; sits on CoC Street Outreach working group.	N	Act as point of contact for entry for homeless youth on the streets
Faith-Based Institutions	Arlington Street Church	Y	A long history of providing drop in and outreach services, particularly to the LGBTQ community	N	Provide a convening space and a platform for reaching the religious community of Boston more broadly
Community Colleges and Universities	Emerson College	N	Collaborates with the BYAB in support of their public awareness campaign. Continues to house the BYAB visual arts project, including a community-wide	N	Will generally support the BYAB in their efforts during the Demonstration and provide space for their public awareness and artwork installations
Community Development Corporation	Dudley Street Neighborhood Initiative	Y	Since 2015, member of Homeless Youth work group which focuses on providing services to homeless youth in Boston Public Schools, responsible for youth programing in the Dudley Street neighborhood.	MOU	Provide education and support services to homeless and at-risk youth in neighborhood schools
Non-Profit Youth Organizations	Greater Boston PFLAG	Y	For 40 years, GBPFLAG has been working with at risk youth and young adult populations around education, advocacy and support; not only immediate needs but with homelessness prevention strategies and family supports	N	Participate on YHDP planning working groups, including a leadership role in working groups addressing prevention and LGBTQ YYA at risk and experiencing homelessness; Support the implementation of YHDP homelessness prevention strategies; Provide LGBTQ cultural competency training to system stakeholders; Provide LGBTQ cultural competency assessments and feedback to youth serving programs; Provide a liaison role with the schools
Non-Profit Youth Organizations	AIDS Action Committee / Youth on Fire	Y	Member of the Youth Homelessness Leadership Team, Provides direct service to homeless youth.	N	Will provide front line service expertise to planning committees, support for the growth of the BYAB, and insight into the changing experiences of YYA experiencing homelessness in Boston
Health and Mental Health Agencies	Boston Children's Hospital	N	Coordinates community engagement efforts at the intersection of children's health and homelessness	N	Helping plan the launch event and serving as a member on YHDP committees; connecting the work on homelessness with physical

(Nonprofit Hospital)					health and the significant hospital community in Boston, providing years of community engagement experience to the YHDP Team
CoC/ESG Homelessness Program	Pine Street Inn	Y	One of the largest ESG emergency shelter providers as well as a provider of CoC PSH; Collaborate with city and state housing and shelter partners; work in coordination with youth organizations; member of Boston C of C and state ICHH	MOU	Provide emergency shelter solutions for YYA, participate on multiple YHDP committees, operate and refine coordinated entry for YYA, coordinate a broad array of services from shelter to permanent supportive housing
Non-Profit Youth Organizations	Community Call	Y	Member of the Youth Homelessness Leadership Team since its start Fall 2016	N	Participate in planning team committees and coordinate program resources with the CoC's response to youth homelessness developed through the YHDP
Local Advocacy, Research, and Philanthropic Organization	Liberty Mutual Foundation	N	Collaborates on city-wide youth homelessness convenings, one of the City's largest funder of youth homelessness programs and initiatives, lead of the RampUp and Eugene Johnson project youth homelessness efforts	Formal Partnership Agreement	Fund a portion of the planning effort, serve on the executive and funding committees, lead the development of an effort to coordinate the local philanthropic effort to support a sustainable coordinated community response
Local Government Agency	Boston Public Health Commission	Y	The country's oldest health department is an independent public agency providing a wide range of health services and programs governed by a seven-member board of health appointed by the Mayor of Boston. Operates some of the largest emergency shelters in Boston and is a long standing CoC member. Operates two in-school health programs that provides access to the school system and to connected minors who are experiencing crises.	Formal Partnership Agreement	Provide emergency shelter solutions for YYA, participate on multiple YHDP committees, operate and refine coordinated entry for YYA,
Non-Profit Youth Organizations	Y2Y Harvard Square	N	Provides emergency shelter to youth 18-24 in an innovative and affirming space located in Harvard Square. Boston YYA cross the river daily to utilize this space, making Y2Y an essential partner in both addressing homelessness in Boston among YYA, and in developing a regional perspective on a challenge that does not respect city geography	N	Sit on the YHDP prevention and intervention committee, and provide data and insight on cross-border YYA homelessness

CoC Homeless Program Agreement

At the April 5th meeting of the Boston Continuum of Care Coordinated Entry Steering Committee, the provider members of the committee and the City of Boston Department of Neighborhood Development entered into the following Collaboration Agreement:

Collaboration Agreement Between Provider Members off the Boston Continuum of Care and the City of Boston, Department of Neighborhood Development

This Agreement is entered into by and between:

Provider Members of the Boston Continuum of Care (CoC Providers) , whose membership includes representatives from CoC, ESG and RHY Funded Programs;

AND

The City of Boston, Acting by and through its Department of Neighborhood Development (DND), as Lead Agency for developing a coordinated community plan to prevent and end youth homelessness.

Whereas DND, working in conjunction with the community, will submit an application under U.S. Department of Housing and Urban Development's 2017 Youth Homeless Demonstration Program Notice of Funding Availability;

AND

Whereas, the City of Boston has formed a Youth Homelessness Leadership Team comprised of youth serving public agencies, youth serving providers, and youth and young adults with lived experience of homelessness, to spearhead the development and implementation of a coordinated community plan to prevent and end youth homelessness.

AND

Whereas, the undersigned CoC Providers are invited to participate in the development and implementation of a Coordinated Community Plan to Prevent and End Youth Homelessness in the City of Boston.

We, as CoC Providers, hereby enter into this Collaboration Agreement in support of the development and implementation of a coordinated community plan to prevent and end youth homelessness in the City of Boston.

Signed this 5th day of April, 2018.

Authorized Representative for City of Boston:

Laila Bernstein
Laila Bernstein, Deputy Director, Supportive Housing Division
Department of Neighborhood Development

Provider Members of the Boston CoC

Jim Simon LINE STREET
Arlene Smyke BRIDGES OVER
TRUMBLED WATERS
Doug M. Boston Public Health Comm
Paul M. MHSA
Laura Fitzgerald St. Francis House
Kelly Mulligan HomeStart

[Signature] NECHV

CoC Homeless Program Agreement

The Coordinated Entry Steering Committee includes the following provider organizations:

Bridge Over Troubled Waters (CoC and RHY Provider)
Boston Public Health Commission (CoC and HOPWA Provider)
HomeStart (CoC, ESG and HOPWA Provider)
Massachusetts Housing and Shelter Alliance (CoC and ESG Provider)
Metro Boston Housing (CoC Provider)
New England Center and Home for Veterans (CoC, ESG and SSVF Provider)
Pine Street Inn (CoC and ESG Provider)
Project Hope (CoC and ESG Provider)
St. Francis House (CoC Provider)

**Collaborative Agreement
Between
Pine Street Inn
and
the City of Boston Continuum of Care**



This Agreement is entered into by and between:

Pine Street Inn (Pine Street), a CoC and ESG Program provider for the City of Boston, provides street outreach, emergency services, supportive housing, job training and connections to employment for all populations experiencing homelessness, including young adults.

And

The City of Boston Continuum of Care (CoC), the Collaborative Applicant for the City of Boston's application for the Youth Homelessness Demonstration Program and the Lead Agency for developing a coordinated community plan to prevent and end youth homelessness.

Building upon Pine Street's active leadership and participation in the City of Boston's CoC, this agreement formalizes the intention of the City of Boston CoC and Pine Street to collaborate on the CoC's planning and implementation of a coordinated community response to prevent and end homelessness among youth and young adults throughout the City of Boston.

As a long standing and nationally recognized CoC and ESG program provider, among other things, Pine Street can offer unique expertise in the design and development of a coordinated system that includes a broad array of housing and services, from crisis solutions to permanent supportive housing, that will help to provide young people with the resources that will meet their needs.

The City of Boston CoC has formed a Youth Homelessness Leadership Team comprised of youth serving public agencies, youth serving providers, and youth and young adults with lived experience of homelessness to spearhead the development and implementation of a coordinated community plan to prevent and end youth homelessness. The City of Boston CoC has also convened a Youth Action Board (YAB) to strengthen the planning, coordination and implementation of a coordinated community response system for youth and young adults who experience homelessness in Boston. The City of Boston CoC will be staffing the Youth Homelessness Leadership Team and will support the efforts of the YAB, and is applying for the Department of Housing and Urban Development's FY 2017 Youth Homelessness Demonstration Program (YHDP) for funding and technical assistance to support this planning and implementation.

Pine Street has agreed to be a member of the Youth Homelessness Leadership Team and has designated its President and Executive Director to participate in Leadership Team meetings and planning, and to play an active role in the YHDP application.

This MOU will begin April 12, 2018 and continue until such time as one or both parties choose to terminate it and may be amended at any time with the mutual consent of both parties.

For the City of Boston CoC	For Pine Street Inn
Name: <i>Laila Bernstein</i>	Name: Lyndia Downie
Title: <i>Deputy Director, Supportive Housing</i>	Title: President and Executive Director
Signature: <i>Laila Bernstein</i>	Signature: <i>Lyndia Downie</i>



**Collaborative Agreement between the Massachusetts Housing and Shelter Alliance, Inc.
and the City of Boston Continuum of Care**

This Agreement is entered into by and between:

The Massachusetts Housing and Shelter Alliance, Inc. (MHSA), a nonprofit, public policy advocacy organization dedicated to ending homelessness

And

The City of Boston Continuum of Care (CoC), the Collaborative Applicant for the City of Boston's application for the Youth Homelessness Demonstration Program and the Lead Agency for developing a coordinated community plan to prevent and end youth homelessness.

Building upon MHSA's active leadership and participation in the City of Boston's CoC, this agreement formalizes the intention of the City of Boston CoC and MHSA to collaborate on the CoC's planning and implementation of a coordinated community response to prevent and end homelessness among youth and young adults throughout the City of Boston.

MHSA is a leading advocate for innovative solutions to homelessness that prioritize access to housing and appropriate support services. MHSA draws on the expertise of its network of nearly 100 community-based agencies across the Commonwealth to advocate for the strategic use of public and private funding based on data analysis and proven best practices. MHSA has long been an active member of the City of Boston CoC, serving on the CoC Leadership Council; administering CoC funds for permanent supportive housing and rapid re-housing for families; and sitting on the City's Veterans Leadership Team, Coordinated Access Leadership Team, Coordinated Access Working Group, Chronic Leadership Team, and Chronic Working Group. MHSA is actively involved in efforts to end homelessness among youth and young adults at both the state and local levels, including serving on the Massachusetts Commission on Unaccompanied Homeless Youth. MHSA also administers state funds for a permanent supportive housing program for LGBTQ unaccompanied young adults, including units in the City of Boston.

The City of Boston CoC has formed a Youth Homelessness Leadership Team comprised of youth serving public agencies, youth serving providers, and youth and young adults with lived experience of homelessness to spearhead the development and implementation of a coordinated community plan to prevent and end youth homelessness. The City of Boston CoC has also convened a Youth Action Board (YAB) to strengthen the planning, coordination and implementation of a coordinated community response system for youth and young adults who experience homelessness in Boston. The City of Boston CoC will be staffing the Youth Homelessness Leadership Team and will support the efforts of the YAB, and is applying for the Department of Housing and Urban Development's FY 2017 Youth Homelessness Demonstration Program (YHDP) for funding and technical assistance to support this planning and implementation.

MHSA has agreed to be a member of the Youth Homelessness Leadership Team and has designated its Director of Public Policy to participate in Leadership Team meetings and planning, and to play an active role in the YHDP application.



This MOU will begin April 10, 2018, and continue until such time as one or both parties choose to terminate it and may be amended at any time with the mutual consent of both parties.

For the City of Boston CoC	For MHSA
Name: <i>Laila Bernstein</i>	Name: Joe Finn
Title: <i>Deputy Director Supportive Housing</i>	Title: President & Executive Director
Signature: <i>Laila Bernstein</i>	Signature: <i>Joe Finn</i>



CITY OF BOSTON • MASSACHUSETTS

OFFICE OF THE MAYOR
MARTIN J. WALSH

April 4, 2018

Norman Suchar
Director
Office of Special Needs Assistance Programs
U. S. Department of Housing and Urban Development
451 7th Street S.W.
Washington, DC 20410

Re: FY17 Youth Homelessness Demonstration Program

Dear Mr. Suchar:

I am proud to support the Community Selection application presented here by my Department of Neighborhood Development as the Collaborative Applicant on behalf of the Continuum of Care for Boston.

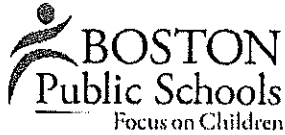
No youth or young adult in the United States should ever experience homelessness. My administration has made preventing and ending youth homelessness in Boston a priority by leading expansive and inclusive efforts to develop and implement a coordinated community response. We have invested over \$160,000 in system-change technical assistance, we support an amazing Youth Action Board, and we collaborate deeply and regularly with our Public Child Welfare Agency. We have engaged new partners across multiple sectors, and eliminated barriers to sharing policy and data among our partners, grounded in principles of positive youth development as a foundation for stable adulthood.

Having transformed Boston's network of adult homeless providers from a fragmented group of independent stakeholders into a coordinated system founded on Housing First principles, we effectively ended chronic homelessness among veterans. This provides a firm foundation for effective intervention for the benefit of our youth. We would appreciate your most thoughtful consideration for moving forward with a Project Selection grant.

Sincerely,

Martin J. Walsh
Mayor of Boston

BOSTON CITY HALL • ONE CITY HALL SQUARE • BOSTON • MASSACHUSETTS • 02201
617-635-4000 • www.boston.gov



Office of the Superintendent

Tommy Chang, Ed.D., Superintendent
2300 Washington Street, 5th Floor
Roxbury, Massachusetts 02111 617-635-9050

superintendent@bostonpublicschools.org
bostonpublicschools.org

March 27, 2018

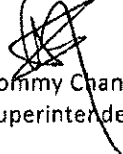
Department of Housing and Urban Development; Community Planning and Development
451 7th Street S.W.
Washington, DC 20410

To whom it may concern;

As the local education agency, Boston Public Schools (BPS) is committed to the enhancement of Boston's Continuum of Care (CoC) program and supports the collaborative application for the FY17 Youth Homelessness Demonstration Program led by the Boston Department of Neighborhood Development. Through a multi-level structure of stakeholders, Boston will implement a coordinated community approach to prevent and end youth homelessness.

We appreciate this opportunity to strengthen the Boston CoC's programs to prevent and end youth homelessness and thank you for consideration of our application.

Sincerely,



Tommy Chang, Ed.D.
Superintendent, Boston Public Schools



Memorandum of Understanding between
the Boston Public Schools and
the City of Boston Continuum of Care

This Memorandum of Understanding (MOU) is entered into by and between:

The Boston Public Schools (BPS), the Local Education Agency for the City of Boston is responsible for coordinating needed educational supports like tutoring, after-school activities, and transportation for unaccompanied youth and young adults identified as homeless and attending BPS.

And

The City of Boston's Department of Neighborhood Development is the Collaborative Applicant for Boston's Continuum of Care and as such is the Collaborative Applicant for the Youth Homelessness Demonstration Program as described in the Notice of Funding Availability (NOFA) published by the Department of Housing and Urban Development on January 17, 2018. The NOFA provides the opportunity for funding and technical assistance to support the development of a coordinated community plan to prevent and end youth homelessness.

Purpose: This MOU formalizes the agreement between the City of Boston CoC and BPS to collaborate on the CoC's planning and implementation of a comprehensive community response to prevent and end homelessness among youth and young adults throughout the City of Boston. This MOU further recognizes the shared goal of preventing and reducing homelessness among unaccompanied youth and young adults in the Boston schools by keeping them in school with stable housing, and the mutual commitment to identify strategies and reduce barriers to doing so.

Roles: The City of Boston CoC has formed a Youth Homelessness Leadership Team comprised of youth serving public agencies and youth serving providers to spearhead the development and implementation of a coordinated community plan to prevent and end youth homelessness.

The City of Boston has also convened a Youth Action Board (YAB) to strengthen the planning, coordination and implementation of a comprehensive community response for youth and young adults experiencing homelessness in Boston. The City of Boston CoC will staff the Youth Homelessness Leadership Team and support the efforts of the YAB, and is applying for the Department of Housing and Urban Development's Youth Homelessness Demonstration Program (YHDP) for funding and technical assistance to support this planning and implementation.

BPS has agreed to be a member of the Youth Homelessness Leadership Team and has designated a staff member to participate in Leadership Team meetings and planning.

This MOU will begin April 6, 2017 and continue until such time as one or both parties choose to terminate it and may be amended at any time with the mutual consent of both parties.

For the City of Boston CoC	For the Boston Public Schools
Name: <i>Laila Bernstein</i>	Name: Amalio Nieves
Title: <i>Deputy Director Supportive Housing</i>	Title: Assistant Superintendent
Signature: <i>Laila Bernstein</i>	Signature: <i>Amalio Nieves</i>

**Collaborative Agreement
Between
Bridge Over Troubled Waters
and
the City of Boston Continuum of Care**



This Agreement is entered into by and between:

Bridge Over Troubled Waters, the Runaway and Homeless Youth (RHY) provider for the City of Boston, operates all four RHY Act grants for Street Outreach, its Basic Center, a Transitional Living Program, and Single Parent House residence; along with a comprehensive array of programs, including mental health and substance abuse counseling, basic needs and emergency services, education and training programs for homeless and at risk youth and young adults.

And

The City of Boston Continuum of Care (CoC), the Collaborative Applicant for the City of Boston's application for the Youth Homelessness Demonstration Program and the Lead Agency for developing a coordinated community plan to prevent and end youth homelessness.

Building upon BOTW's active leadership and participation in the City of Boston's CoC, this agreement formalizes the intention of the City of Boston CoC and BOTW to collaborate on the CoC's planning and implementation of a coordinated community response to prevent and end homelessness among youth and young adults throughout the City of Boston.

As the RHY provider, among other things, BOTW can offer unique expertise in the design and development of a coordinated entry system, such as assistance with the development of youth-appropriate screening and assessment tools and related staff training, and the development of a referral process, particularly around matching youth needs and strengths to appropriate housing and services.

The City of Boston CoC has formed a Youth Homelessness Leadership Team comprised of youth serving public agencies, youth serving providers, and youth and young adults with lived experience of homelessness to spearhead the development and implementation of a coordinated community plan to prevent and end youth homelessness. The City of Boston CoC has also convened a Youth Action Board (YAB) to strengthen the planning, coordination and implementation of a coordinated community response system for youth and young adults who experience homelessness in Boston. The City of Boston CoC will be staffing the Youth Homelessness Leadership Team and will support the efforts of the YAB, and is applying for the Department of Housing and Urban Development's FY 2017 Youth Homelessness Demonstration Program (YHDP) for funding and technical assistance to support this planning and implementation.

BOTW has agreed to be a member of the Youth Homelessness Leadership Team and has designated its Director of Program Development to participate in Leadership Team meetings and planning, and to play an active role in the YHDP application.

This MOU will begin April 4 2018 and continue until such time as one or both parties choose to terminate it and may be amended at any time with the mutual consent of both parties.

For the City of Boston CoC	For Bridge Over Troubled Waters
Name: <i>Laila Bernstein</i>	Name: <i>Elisabeth Jackson</i>
Title: <i>Deputy Director</i>	Title: <i>Executive Director</i>
Signature: <i>Laila Bernstein</i>	Signature: <i>Elisabeth Jackson</i>



CITY OF BOSTON • MASSACHUSETTS
DEPARTMENT OF NEIGHBORHOOD DEVELOPMENT
MARTIN J. WALSH, MAYOR

Funding Letter of Commitment

April 12, 2018

U.S. Department of Housing and Urban Development
Office of Special Needs Assistance Programs
451 7th Street SW
Washington, DC 20410

RE: Boston CoC's Youth Homelessness Demonstration Program

To Whom It May Concern,

As the local government agency and the lead agency for Boston's Continuum of Care program, I am pleased to support this grant application for the FY 2017 Youth Homelessness Demonstration Program with a commitment of \$130,000 of funds to support the planning and process for this program. The \$130,000 is already available, made in anticipation of this grant opportunity, and supporting a team of youth homelessness experts hired through December 31, 2018. The funding is flexible and will allow the team to facilitate the development and implementation of a coordinated community response to end youth homelessness.

We appreciate this opportunity to strengthen the Boston CoC's programs to prevent and end youth homelessness and thank you for consideration of our application.

Sincerely,

Laila Bernstein

Deputy Director, Supportive Housing Division, Department of Neighborhood Development





CITY OF BOSTON • MASSACHUSETTS
DEPARTMENT OF NEIGHBORHOOD DEVELOPMENT
MARTIN J. WALSH, MAYOR

Funding Letter of Commitment

April 12, 2018

U.S. Department of Housing and Urban Development
Office of Special Needs Assistance Programs
451 7th Street SW
Washington, DC 20410

RE: Boston CoC's Youth Homelessness Demonstration Program

To Whom It May Concern,

As the local government agency and the lead agency for Boston's Continuum of Care program, I am pleased to support this grant application for the FY 2017 Youth Homelessness Demonstration Program with a commitment of \$35,000 of funds to support the planning and process for this program. The \$35,000 is already available, made in anticipation of this grant opportunity, and will support the facilitation, stipends, meeting logistics, and training expenses of the Boston Youth Action Board through December 31, 2018. The funding is flexible and will allow Board members to participate in all YHDP committee planning meetings and to conduct various awareness and data gathering campaigns in the community.

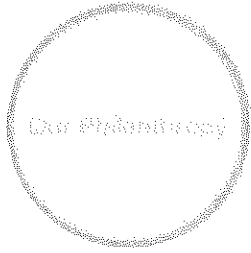
We appreciate this opportunity to strengthen the Boston CoC's programs to prevent and end youth homelessness and thank you for consideration of our application.

Sincerely,

Laila Bernstein

Deputy Director, Supportive Housing Division, Department of Neighborhood Development





April 11, 2018

Funding Letter of Commitment

U.S. Department of Housing and Urban Development
Office of Special Needs Assistance Programs
451 7th Street SW
Washington, DC 20141

Re: Boston CoC's Youth Homelessness Demonstration Program

To Whom It May Concern,

Liberty Mutual Insurance, a prominent national corporation with Boston roots is making a significant investment to end youth homelessness in the city. In 2017 and 2018, we've supported the programs and services of 26 nonprofits (24 Local, 2 National) totaling \$2,382,000 that are working on a variety of solutions for youth who are unstably housed. This week we have contributed unrestricted funds of \$2,000 towards the launch of the Youth Homelessness Demonstration Program planning for the city, and another \$10,000 to increase the number of youth surveyors in the city's youth point-in-time count. We have been very excited to work collaboratively with Sheila Dillon, Laila Bernstein and the team from the City of Boston's Department of Neighborhood Development (DND). As shown in this submission, its efforts continue to be effective as it plans, reaches out, and develops a path forward directly informed by feedback from the Continuum of Care (CoC) partners and the young people of the City. We stand ready to make a more impactful contribution should there be gaps in the city's needs once the Youth Homelessness Demonstration Program is underway.

This is an important opportunity to help Boston's CoC programs build upon the work to date in diminishing youth homelessness. We hope you will give this proposal serious consideration.

Sincerely,



Melissa M. MacDonnell
President, Liberty Mutual Foundation

About Liberty Mutual Insurance

In business since 1912, and headquartered in Boston, Mass., today we are a leading global insurer with operations in 30 countries and economies around the world. We are the fourth largest property and casualty insurer in the U.S. based on 2016 direct written premium data as reported by the National Association of Insurance Commissioners. We also rank 75th on the Fortune 100 list of largest corporations in the U.S. based on 2016 revenue. As of December 31, 2017, we had \$39.4 billion in annual consolidated revenue. We employ more than 50,000 people in over 800 offices throughout the world. We offer a wide range of insurance products and services, including personal automobile, homeowners, commercial multi-peril, property, general liability, commercial automobile, surety, workers compensation, specialty lines, and reinsurance. www.libertymutualinsurance.com.



goodtoknow

175 Berkeley Street, Boston, MA 02116



THE COMMONWEALTH OF MASSACHUSETTS COMMISSION ON LGBTQ YOUTH

Alexander A. Nally
Chair

Sasha Goodfriend
Vice Chair

Corey Prachniak-Rincón
Director

Funding Letter of Commitment

April 12, 2018

U.S. Department of Housing and Urban Development Office of
Special Needs Assistance Programs
451 7th StreetSW
Washington, DC 20410

RE: Boston CoC's Youth Homelessness Demonstration Program

To Whom It May Concern,

As the Director of the Massachusetts Commission on LGBTQ Youth, I am pleased to support this grant application for the FY 2017 Youth Homelessness Demonstration Program with a commitment of \$1,000 of funds to support the City's planning process. We are particularly excited that Boston has asked us to be a partner in this effort, and look forward to providing our expertise and network to support the work to address homelessness among LGBTQ. The \$1,000 will be available as of April 12 and may be used for any activity critical to the completion of Boston's coordinated community plan to prevent and end youth homelessness.

We appreciate this opportunity to strengthen the Boston CoC's programs to prevent and end youth homelessness and thank you for consideration of our application.

Sincerely,

Corey Prachniak-Rincón
Director

Massachusetts Commission on LGBTQ Youth
Pronouns: They / Them / Theirs
Phone: (617) 285-2624
Email: corey.prachniak-rincon@state.ma.us

UNITE TO CREATE
POSITIVE LASTING CHANGE



**United Way
of Massachusetts Bay
and Merrimack Valley**

Funding Letter of Commitment

April 13, 2018

U.S. Department of Housing and Urban Development Office of Special Needs
Assistance Programs
451 7th Street SW
Washington, DC 20410

RE: Boston CoC's Youth Homelessness Demonstration Program

To Whom It May Concern,

On behalf of the United Way Massachusetts Bay and Merrimack Valley, I am pleased to support this grant application for the FY 2017 Youth Homelessness Demonstration Program with a commitment of \$1,000 of funds to support the City's planning process. We are particularly excited that Boston has asked us to be a partner in this effort, and look forward to providing our expertise and network to support the work to address homelessness among youth and young adults. The \$1,000 will be available as of April 12 and may be used for any activity critical to the completion of Boston's coordinated community plan to prevent and end youth homelessness.

We appreciate this opportunity to strengthen the Boston CoC's programs to prevent and end youth homelessness and thank you for consideration of our application.

Sincerely,

Michael Durkin
President and CEO

CHAIRMAN

Steven D. Krichmar
Krichmar & Associates, LLC

PRESIDENT

Michael K. Durkin
President and CEO
*United Way of Massachusetts Bay
and Merrimack Valley*

OFFICERS

Susan Esper
Immediate Past Chairman
Deloitte & Touche LLP

Kristina Davis
Deloitte & Touche LLP

Lourdes German
*The Civic Innovation Project & Fellow
Lincoln Institute of Land Policy*

Patrick Gilligan
*Blue Cross Blue Shield
of Massachusetts*

Ellen Griggs

Mary Kay Leonard
*Consulting and Interim
Executive Services*

John Mang
Gillette/P&G

Bill Piombino

Dorothy Puhly
Dana-Farber Cancer Institute

Lowell

100 Merrimack Street, Suite 307
Lowell, MA 01852
978.656.5000
Fax: 978.656.5014

*United Way of Greater Seacoast
Pease International Tradeport
112 Corporate Drive, Unit 3
Portsmouth, NH 03801
603.436.5554
Fax: 603.436.6349*

North Shore

248 Cabot Street, Suite 2
Beverly, MA 01915
978.922.3966
Fax: 978.922.0611





The Commonwealth of Massachusetts

Executive Office of Health and Human Services
Department of Youth Services
600 Washington Street, 4th floor
Boston, MA 02111

CHARLES D. BAKER
Governor

KARYN E. POLITO
Lieutenant Governor

MARYLOU SUDDERS
Secretary

PETER J. FORBES
Commissioner

617-727-7575
FAX#: 617-727-0696
www.mass.gov

April 10, 2018

Laila Bernstein
Deputy Director of Supportive Housing
Department Neighborhood Development
26 Court Street
Boston, MA 02108

RE: Youth Homelessness Demonstration Program – FR-6100-N-35

Dear Laila,

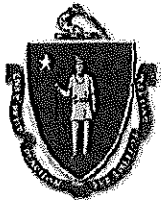
The Massachusetts' Department of Youth Services is pleased to write this letter in support of Boston Continuum of Care (CoC) FY 2017 Youth Homelessness Demonstration Project (YHDP) application. The DYS is responsible for the successful community reintegration, service coordination, case management and supervision of all Youth and Young Adults (YYA) committed to our care and custody. Additionally, the Department continues to serve a population of formerly committed youth and young adults who opt into our Youth Engaged in Services (Y.E.S.) program to voluntarily receive support from the Department beyond their term of commitment and until their 22nd birthday. More than half of the YYA committed to DYS opt into the Y.E.S. program upon discharge. As an agency focused on the successful reintegration of YYA into their home communities, we are eager to work with you to build a community-wide plan to end youth homelessness within your geography. To support your efforts and to collaborate in an effort to end homelessness among young adults, DYS will be active in the planning process and we welcome the opportunity to participate in the Youth Action Boards once established.

We support your application and look forward to contributing to ending homelessness for youth within your continuum.

Sincerely,


Peter J. Forbes
Commissioner

Massachusetts Department of Youth Services



The Commonwealth of Massachusetts
Executive Office of Housing & Economic Development
&
Executive Office of Health and Human Services
One Ashburton Place
Boston, Massachusetts 02108

CHARLES D. BAKER
Governor

JAY ASH
Secretary, EOHED

KARYN E. POLITO
Lieutenant Governor

MARYLOU SUDDERS
SECRETARY

April 10, 2018

Ms. Sheila Dillon
Director
Department of Neighborhood Development
26 Court Street
Boston, MA

Dear Ms. Dillon:

The Interagency Council on Housing and Homelessness and its partner agencies are providing the leadership and commitment to address the issues of homelessness among all of the Commonwealth's vulnerable citizens including unaccompanied homeless youth. With the support and input of MA Unaccompanied Homeless Youth Commission whose membership represents many of the Massachusetts Executive Office of Health and Human Services agencies along with the Department of Housing and Community Development, local municipal governments including the City of Boston, advocates and providers, the Commonwealth will publish the MA State Plan to End Youth Homelessness in April which will provide a comprehensive road map for ending youth homelessness in MA. In addition, Governor Baker has included 2 million in the Administration's budget submission to support the implementation of the youth plan and to develop the infrastructure across the state to address the issue of homelessness among youth and young adults.

The ICHH and the MA Unaccompanied Homeless Youth Commission are pleased to support Boston's efforts to provide services to youth and young adults experiencing housing instability. The partnerships that the City of Boston has developed working with Bridge Over Troubled Waters and many other youth and young adults, and mainstream homeless and housing providers serve as a model for local collaboration. We fully anticipate that The City of Boston will submit an application for EOHHS youth funding once the FY'19 budget process is completed and that funding will serve to leverage federal and local resources in service to youth and young adults who are homeless and at risk of homelessness.

We applaud your work to end homelessness among youth and young adults in the City of Boston and offer our ongoing support.

Sincerely,

Linn Torto, Executive Director
Interagency Council on Housing and Homelessness

Leadership Capacity**Maximum Points: 20**

HUD will award up to 20 points to applicants that demonstrate they have the necessary leadership in place to effectively manage the development of a coordinated community plan to prevent and end youth homelessness. Applicants must:

- 1. Demonstrate that the CoC has addressed a similar systematic challenge related to homelessness. Examples can include the CoC's efforts to prevent and end veteran's homelessness, adoption of a comprehensive coordinated entry processes, and other innovative community-wide and cross-sector initiatives.**
- 2. Identify the proposed YHDP lead agency. The narrative must include:**
 - 2a. The name of the proposed YHDP lead agency**
 - 2b. The type of organization**
 - 2c. The staff member, including the position of the staff member who will lead the YHDP. The lead staff member should have a position with enough authority to make critical decisions**
 - 2d. Whether the lead agency will dedicate a full time position to lead the YHDP**
 - 2e. A description of the experience of the lead agency in any other initiatives designed to prevent and end youth homelessness.**

Also, the applicant must attach a description of the proposed YHDP team, including names, organization affiliation, agency titles, and the roles each person will play.

- 3. Demonstrate how the CoC structure will support the lead agency. The applicant must clearly identify the names of committees (and approximate number of members) within the CoC that will be involved in the planning and implementation of a coordinated community approach to prevent and end youth homelessness, each committee objective(s) and youth relevant task(s).**
- 4. Demonstrate how the CoC includes direct youth participation, either through a Youth Action Board or youth participation in committee meetings or planning and feedback events. The applicant must clearly describe the extent to which the CoC solicits and receives information from youth regarding youth homelessness**
- 5. Demonstrate the CoC's willingness and ability to engage youth providers that are not currently active participants in the CoC. The applicant must clearly describe the CoC's plan to engage participants**
- 6. Demonstrate the CoC plans to engage other entities who are not currently working on youth homelessness that will be essential in developing and implementing a coordinated community approach to preventing and ending youth homelessness.**

Current Resource Capacity**Maximum Points: 5**

HUD will award up to 5 points to applicants based on the extent to which the CoC is currently making progress towards preventing and ending homelessness among unaccompanied and pregnant and parenting youth.

Applicants must attach the following:

1. Describe the crisis response system at the community level using the chart below. The chart should include interventions and mainstream resources serving unaccompanied and pregnant and parenting homeless youth and youth at risk of homelessness that are currently operating in the community. The list of required fields and the descriptions of those fields are below:

Organization	Organization Type	Funding Source(s)	Type of Intervention	Type and Scale of Housing	Type of Service(s) Offered	Youth Focused ?	Subpopulations	Methodologies

Organization. Enter the name of the organization providing the resource.

Organization type. Indicate whether the organization is a public agency, private not for profit organization, or private for profit organization.

Funding Source. Indicate the primary funding source or sources used to sustain the intervention. If the origin of the funding source is federal but the intervention applies through a local competition or organization, list the federal funding source.

Type of intervention. Include any intervention that serves these youth. Below are some examples of interventions that can be included:

Street outreach	Permanent supportive housing
Drop in center	Other permanent housing
Emergency shelter or short term crisis residential program	Employment training
Host home program	Educational Training

Family engagement and reunification interventions	Health, Mental Health, and Substance Abuse agencies
Transitional housing	Legal support
Rapid rehousing	Food and basic needs support
Prevention services	Early Childhood Education and services

Type and scale of housing. If housing is included in the intervention, indicate the number and type of units available to project participants (Barracks, Dormitory, shared or private rooms, Shared housing, Single Room Occupancy (SRO) units, Clustered apartments, Scattered-site apartments (including efficiencies), Single family homes/townhouses/duplexes). If housing is not included, enter **N/A**.

Type of services offered. If services are offered, briefly list the services regularly provided to project participants. Do not include partner organizations that project participants have access to – list those interventions separately. If services are not offered, enter **N/A**.

Youth Focused? Enter **Yes** if the intervention focuses exclusively on youth or has special capacity to serve youth even though it admits persons who are older than 24. Enter **No** if the intervention serves all persons, including youth, and does not have special capacity to serve youth.

Subpopulation. Enter the subpopulations from the list below that are either targeted for the intervention or for which the intervention has special capacity:

LGBTQ youth	Former foster youth
Youth with special needs or disabilities	Victims of trafficking, domestic violence, and other forms of violence and abuse
Pregnant or parenting youth	Justice involved youth
Chronically homeless youth	Minors (under age 18)

Methodologies. Indicate whether the intervention operates according to any or all of the following methodologies and models: Positive Youth Development, Trauma Informed Care, and Housing First. The applicant can include other methodologies and models not listed.

Community Need**Maximum Points: 10**

HUD will award up to 10 points to applicants that can demonstrate high need in the community based on the number and needs of the community's homeless youth. Applicants must:

1. Indicate whether a youth specific homelessness needs assessment was completed within the CoC at any point before the submission of this application. If a youth specific homelessness needs assessment was completed, the Collaborative Applicant must answer Question 2; if a youth specific homelessness needs assessment was not completed, the Collaborative Applicant does not have to answer Question 2

2. Describe the most recent youth homelessness needs assessment conducted by the CoC. The narrative must include the following:

2a. The methodology or methodologies used to conduct the assessment;

2b. From what specific youth systems, organizations, and agencies the needs assessment originated (i.e. CoC providers, school districts, foster care, juvenile justice, etc.), including the name of the lead and partnering agencies or organizations

2c. The scope of the assessment including the geography, types of providers, and types of housing units and services covered within your CoC;

2d. A description of the youth targeted including a typology of youth based on characteristics that the CoC used to define or characterize youth; and

2e. An explanation of the key findings from the youth homelessness needs assessment, including, the number and types of youth appropriate housing units and the number of youth.

3. Demonstrate the CoC's ability to collect and report data on sheltered and unsheltered homeless youth during the 2017 PIT count. The narrative must include the following

3a. Number of unaccompanied youth (24 or younger) identified in the 2017 sheltered PIT count.

3b. Number of parenting and pregnant youth (24 or younger) identified in the 2017 sheltered PIT count.

3c. Number of unaccompanied youth (24 or younger) identified in the 2017 unsheltered PIT count (or in 2016 if there was no unsheltered 2017 count).

3d. Number of parenting youth (24 or younger) identified in the 2017 unsheltered PIT count (or in 2016 if there was no unsheltered 2017 count).

3e. Indicate whether your CoC did the following:

3e1. Conducted a youth-specific PIT count at the same time as the rest of the CoC's 2017 PIT count activities, or included youth-specific activities within the implementation of the CoC's 2017 PIT count;

3e2. Integrated counting strategies targeted to finding and accurately identifying and engaging youth into the CoC's 2017 PIT count activities; or

3e3. Conducted a youth PIT count separate from the regular CoC 2017 PIT count timeline. Answer Yes or No, and if Yes to any of the three questions above, include answers to 3e4 and 3e5; if No, skip Questions 3e4 and 3e5 and go on to Question 3f

3e4. Describe the methodology used for the youth-specific portion of the count, the separate youth count, or the youth-appropriate changes made to the PIT count including survey questions that are not required in HUD's 2017 HIC and PIT Count Notice.

3e5. Identify data collected that were not required by HUD and describe how these additional data were or will be used locally to better understand youth homelessness.

3f. Number of homeless youth reported by the CoC's local education agencies to the state education agency and submitted to the Department of Education's EdFacts system in the most recent complete year for which the data are available

3g. The factors that are currently contributing to youth homelessness in the community, including the methodology used to identify which factors are most prominent. Your response should describe how factors have been identified at the community level and not how individual factors are identified on a case-by-case basis.

Capacity for Innovation

Maximum Points:15

HUD will award up to 15 points to applicants based on the CoC's capacity to engage in the innovative systems change behaviors that will be essential for successfully participating in the Demonstration.

Applicants must:

- 1. Describe an experience where the CoC successfully adopted a new broad reaching methodology or enacted a major system-wide change in behavior.**
- 2. Describe an experience where one or more youth homelessness providers in the community adopted a new innovation or system. Include the motivation for the change, the challenges experienced and whether the adoption was successful.**
- 3. Indicate whether the CoC currently operates any rapid rehousing models for youth or any permanent supportive housing for youth that use a Housing First model. If the CoC has rapid rehousing or permanent supportive housing models for youth, describe the community's experience with the relevant models.**
- 4. Describe interventions that are not currently operating in the CoC that the community wishes to pursue. Include in your response the barriers that currently prevent you from implementing the interventions.**

5. Be willing to question existing models and test new methodologies. Describe your willingness and the willingness of the youth homelessness stakeholder community to engage in new project models and methodologies (i.e., creating new projects during the CoC program competition, creating new youth projects outside of the CoC program using a model currently not eligible in the CoC program).

Applicants must attach a youth system map, a visual representation of the local youth crisis response system, to submit with the application. Applicants are encouraged to be creative and should represent the systems, projects, people, and resources with which youth interact and how youth navigate through the many different spaces within your community, hopefully on their way to safe and stable housing. You may only submit one map that should be on one side of a physical sheet of paper or one digital page. It can be any physical or digital size, but HUD will only consider one page and will not consider multiple maps. Create a map of your system even if your community lacks critical components of a youth system. If you include aspirational elements that have not yet been implemented, clearly mark those parts of your system map that have not yet been developed. The map must include the Youth Action Board.

Collaboration **Maximum Points: 20**

HUD will award 20 points to applicants that can demonstrate strong current community-wide partnerships within the CoC that are working to prevent and end youth homelessness. Applicants must:

1. Describe the CoC's current written plan or strategy to prevent and end youth homelessness (if a part of a plan to prevent and end all forms of homelessness, to get maximum points under this criteria there must be a dedicated section or a set of youth-specific strategies and objectives). The narrative should include the organizations or agencies that helped to develop, signed, or adopted the plan.

2. Demonstrate how the CoC is working with the prepopulated stakeholders indicated in the following chart to prevent and end youth homelessness in the community. *Applicants must complete the table below and submit it as an attachment to the application – the applicant can add as many additional stakeholders as needed. If there are no Runaway and Homeless Youth Providers in the community enter N/A in all fields for that row.*

<i>Type of Stakeholder</i>	<i>Name of Stakeholder</i>	<i>CoC Member?</i>	<i>Describe the Collaboration</i>	<i>Formal Agreement</i>	<i>Demonstration Participation</i>
<i>CoC/ESG Homelessness Program</i>					

<i>Child Welfare Agency</i>					
<i>Youth-Led Advisory Group</i>					
<i>Local Government Agency</i>					
<i>Local Education Agency or State Education Agency</i>					
<i>Runaway and Homeless Youth Program</i>					

Type of stakeholder. In addition to the 6 pre-populated stakeholder types, indicate the type of stakeholder according to the following list:

<i>Privately Funded Homeless Organizations</i>	<i>Local and State Law Enforcement</i>
<i>Public Housing Authorities</i>	<i>Faith-Based institutions</i>
<i>WIOA Boards and Employment Agencies</i>	<i>Landlords</i>
<i>Juvenile and Adult Corrections</i>	<i>Early Childhood Development and Child Care Providers</i>
<i>Nonprofit Youth Organizations</i>	<i>Institutions of Higher Educations</i>
<i>Health, Mental Health, and Substance Abuse Agencies</i>	<i>Community Development Corporations</i>
<i>Affordable Housing Developers</i>	<i>Local Advocacy, Research, and Philanthropic Organizations</i>

Name of Stakeholder. Enter the stakeholder name – i.e. the name of the organization, agency, department, coalition, school, or business, etc.

CoC Member? Enter **Yes** if the stakeholder is a formal member of the CoC. Enter **No** if the stakeholder is not a formal member of the CoC, even if the stakeholder occasionally comes to meetings that are open to the public.

Describe the collaboration. Describe the collaboration or partnership activities that the CoC and the stakeholder are engaged in, including how long the collaboration has existed, and the specific actions for which each partner in the collaboration is responsible.

Formal Agreement. Indicate whether the CoC has a MOU or other type of formal agreement with the listed stakeholder.

Demonstration Participation. Describe the extent to which the partner will participate in the YHPD – e.g. provide housing, conduct or fund needs analysis, strategic planning lead facilitator, provide supportive services, act as an access point for coordinated entry, etc.

3. Indicate whether the Coordinated Entry Process incorporates youth. If the Coordinated Entry Process incorporates youth, the Collaborative Applicant must answer Questions 3a-3d; if the Coordinated Entry Process does not incorporate youth, the Collaborative Applicant does not answer Questions 3a-3d.

3a. Indicate whether there is a separate coordinated entry access for youth or whether access points are designed for all persons presenting for assistance

3b. Describe how youth are prioritized within the coordinated entry process, including factors used to prioritize youth or subpopulations of youth.

3c. Indicate which of the CoC and ESG funded resources are available to youth through the coordinated entry process.

3d. Describe the extent to which all other youth homelessness and at-risk providers and other stakeholders providing services to homeless and at-risk youth (including PCWAs and other mainstream resource providers) are integrated into the coordinated entry process..

4. Describe the system-level discharge strategy for child welfare (foster care), juvenile and adult justice, and institutions of mental and physical health. The narrative can include the CoC's discharge policy and the discharge policy of the four institutions above. If the CoC does not have a discharge policy, describe how the CoC is working at a systems-level to prevent youth from being discharged from these institutions into homelessness.

5. Describe the role of PCWAs in serving homeless children under 18 and in serving homeless youth 18-24..

Financial Resources**Maximum Points:10**

HUD will award 10 points to applicants based on the CoC's ability to appropriately fund the development of a coordinated community plan and operate a system in the CoC's community. Applicants must:

1. Demonstrate how the CoC will obtain additional funding, other than HUD technical assistance (TA), to support the planning process for the Demonstration. The explanation must contain the following:

- **The name and type of stakeholder providing planning funds. (The applicant must attach a letter of commitment from the stakeholder);**
- **Amount of funds available;**
- **Expenditure restrictions; and**
- **Fund availability timeline**

2. Describe the CoC's proposed 6-month budget for developing a coordinated community plan to prevent and end youth homelessness.

Data and Evaluation Capacity**Maximum Points: 20**

HUD will award 20 points to applicants that can demonstrate the existence of a functioning HMIS that facilitates in the collection of information on homelessness using residential and other homeless services and effective performance measures. The applicant must:

1. Indicate the percentage of all types of homeless beds, excluding beds provided by victim service providers, that currently participates in HMIS.

2. Indicate the percentage of all types of youth beds, excluding beds provided by victim service providers, that are covered in HMIS, regardless of funding source.

3. Describe how the CoC actively recruits new homeless projects to HMIS for youth-dedicated projects.

4. Describe how the CoC supports the transition of new homeless projects to HMIS, including financial resources, technical resources, and training.

5. Indicate whether the CoC met all HUD data reporting requirements in the past 12 months, including the submission of PIT and Housing Inventory data into the HDX. If the CoC has not met all data reporting requirements, explain why the CoC was unable to submit data accurately and on time.

6. Indicate whether the CoC submitted AHAR table shells to HUD and if those AHAR table shells were accepted.

7. In addition to gathering youth data in HMIS, indicate whether the CoC gather youth data from other sources (i.e., education, juvenile justice, child welfare, etc.). If the CoC does gather youth data from other sources, please describe the data collected, the system(s) the data are collected from and the system(s) in which the data are stored.

8. Describe the performance measures that the CoC has implemented throughout all of its homelessness assistance programs. The description should include:

- **The target data point and universe group for each measure.**
- **How the data necessary to determine performance are initially collected and reported**
- **The local evaluation/monitoring process.**

9. Describe how the CoC monitors the performance of its youth providers. The description should include:

- **Monitoring criteria**
- **Frequency of monitoring**
- **Process by which the CoC provides feedback regarding monitoring to providers**
- **How the CoC supports providers with identified issues to improve their performance**

10. Demonstrate how the CoC has used data, either data regarding the composition of the local homeless youth population or the effectiveness of various interventions for serving homeless youth, in developing a strategy to prevent and end youth homelessness.

11. If selected as a YHDP community, describe your proposed demonstration outcome measures and how your community would define success.