

3. 2 - BUSINESS RESPONSE

A. Organizational Overview

Legal name: Community Action! of the Franklin, Hampshire, and North Quabbin Regions, Inc.

Federal Employer Identification Number: (FEIN): 04-2384972

Address and Telephone number:

393 Main Street, Greenfield, MA 01301

413-774-2318 (main business number)

413-376-1128 (Executive Director, Clare Higgins)

Other Address: N/A

Board of Directors List: see attached

A listing of the Board of Directors, if any, of the Respondent's organization and of the Respondent's parent organization, if any: see attached

Type of legal entity: 501(c) 3, not for profit

B. Interests

Conflict of Interest Statement: see attached conflict of interest statement and excerpt

Other Current Contracts with the Commonwealth: see attached

Other Relevant Financial, Legal, Contractual or Business Interests: Community Action will provide any other information requested by EOHHS that, in EOHHS' judgment, is relevant to this response.

C. Subcontractors

1. List of Subcontractors:

Berkshire County Regional Housing Authority

DIAL/SELF

2. Responsibilities & Function of Each Subcontractor:

BCRHA - Brad Gordon, Executive Director and Staff Attorney for 22 years - responsible for administering flexible funding in Berkshire County, reporting, supervising accurate data collection

DIAL/SELF - Phil Ringwood, Executive Director for 3 years – responsible for coordinating youth services and administering flexible funds for youth assistance

3. Guarantee of Written Subcontract and other reimbursement Agreements: Community Action certifies through this statement that all subcontracts and other agreements or arrangements for reimbursement will be in writing and will contain terms consistent with all terms and conditions of the Contract.

4. Guarantee that Use of Subcontractors will not Obligate EOHHS with Additional Administrative Burden: Community Action also certifies that subcontracting will not cause any additional administrative burden on EOHHS as a result of the use of multiple entities, and will not relieve the Respondent of any legal obligations under the contract.

D. Contractor Officer

Name(s) and Title(s) of Authorized Contract/Amendment Responsibility:

Clare Higgins, Executive Director

E. Financial Condition

See attached

- Audit
- MA Certificate of Good Standing

F. Required Forms and Certifications

See attached for the following required documents:

Commonwealth of Massachusetts Standard Contract Form and Instructions

Commonwealth of Massachusetts Terms and Conditions

Massachusetts Substitute W-9 form – Request for Taxpayer Identification Number and Certification

Contractor Authorized Signatory Listing

Supplier Diversity Program (SDP) Plan

Authorization for Electronic Funds Payment (EFT)

3.3 – PROGRAMMATIC RESPONSE

A. Organization Description

1. Organization Overview and Mission:

Community Action is the federally designated anti-poverty agency for Franklin and Hampshire Counties. Established in 1965, *Community Action* is dedicated to promoting economic justice and improving the quality of life for people with lower incomes. The agency provides the leadership, advocacy, coordination, and support necessary to successfully manage an array of 40 programs at 39 sites and is a Massachusetts certified Woman-Owned Non-Profit Organization. *Community Action* has a Board made up of equal numbers of members elected from among & by residents of the region with low incomes; appointed by elected officials; and chosen from the private sector. *Community Action* served over 25,000 people in FY 2015 through careful expenditure of \$26 million of revenue, about half of which went directly to vendors on behalf of program participants (e.g. Fuel Assistance, WIC benefits, client assistance).

The Agency’s service area encompasses all of Franklin & Hampshire Counties & part of Hampden & Worcester Counties. Revenue is about 16% state funds (e.g. EEC, Children’s Trust, DPH, UMASS); 37% federal funding through state agencies (e.g. HUD, EOHHS), & almost 25% directly from the federal government (Head Start). We also receive support from private funders (United Way, utility companies, and foundations).

Area	Program	Services	Major Funders
Children, Youth and Family Programs	Parent-Child Development Center	Head Start, Early Head Start, full-day/ full-year early education and care including supportive childcare, home visiting	Office of Head Start Department Of Early Education and Care
	Family Support Programs	Family Resource Center and Family Center (Greenfield), Healthy Families and Parent Child Home,	EOHHS, Children’s Trust, Dept. of Early Education & Care, United Way, CSBG
	Youth Programs	Leadership Development, Employment Readiness, Community Service and Engagement, GLBTQ Youth Support Communities That Care Coalition	WIOA, DPH, United Way, CDBG, CSBG
	WIC	Nutrition and breastfeeding support	DPH, CSBG, United Way
Community Services	Community Services and Asset Development	Food Pantries, Information and Referral, Financial Counseling and Benefit Coordination, Free Tax Assistance, Franklin County Resource Network, Homelessness Prevention, Mediation	CSBG, CDBG, United Way , IRS, DHCD, UMass
	Energy Programs	Fuel Assistance, Weatherization, Electric Efficiency Audits, Heating System Repair	DHCD, DOE, Utility Companies
	Harmon Personnel	Staffing Services Employment Skills Training	Social enterprise

Each of the Agency’s programs benefit from the broad range of services; programs work closely together with shared clients and initiatives; referrals and shared case management happens much more quickly and easily than they would otherwise because of the Agency’s shared infrastructure and collaborative approach. The management of the agency understands and supports best practice in working with lower-income populations through its policies, choice of sites, and

advocacy within larger systems that impact our participants. The Children, Youth, and Family Support programs act as an early identification system for households at risk of homelessness and the Community Services departments provide income supports (e.g. LIHEAP, SNAP) that support household stability. The Agency also participates in county wide or sub-regional coalitions that promote cross-agency collaborations and work to find community solutions to community problems. The Franklin County Resource Network led by Community Action created a Motel Task Force that worked to support families in the Greenfield motels with benefit coordination, nutrition support, as well as activities for children and families. Community Action also participates in regional coalitions working to reduce adolescent substance abuse; including the nationally heralded Communities that Care Coalition.

Community Action is an important resource and partner in the western Massachusetts region in addressing the symptoms of poverty for our most vulnerable residents. The following narrative illustrates a number of areas Community Action delivers on its mission as leader and collaborator. These examples focus mostly on homeless related programming. *Community Action* began providing court-based eviction prevention services at the Western Division Housing Court in December 2009. Housing Court “pre-screens” prospective participants by virtue of their already being in the summary processes.

In FY14 and FY15, *Community Action* sub-contracted with the Berkshire County Regional Housing Authority (BCRHA). BCRHA is a regional housing authority organized in 1980. The mission of BCRHA is to assist extremely low, very low, low, and moderate income Berkshire County households in securing the skills, knowledge, and resources necessary to achieve household and housing stability. For over 25 years, BCRHA has been Berkshire County’s primary provider of homelessness prevention services and programming, including the successful implementation of EOCD’s (DHCD) Housing Services Program, DPW’s (DTA) Housing Search Services Program, DTA’s/DHCD’s Homelessness Intercept Program, and DTA’s Housing Assistance Program. Currently, BCRHA has contracts with Berkshire Community Action Council (BCAC) to provide Housing Search and Case Management Assistance to residents of the EA-funded Berkshire County-based emergency family shelter (Our Friends’ House) and the McKinney and DTA funded singles shelter (Barton’s Crossing). BCRHA, in collaboration with the Housing Court Department, implements the Berkshire County Tenancy Preservation Program (TPP). BCRHA also serves as the initial EA eligibility intake and screening center in Berkshire County. BCRHA has a court-certified mediation program and is a HUD-approved “Housing Counseling Agency.” Both *Community Action* and BCRHA have been actively engaged in building the capacity of their respective CoCs since their inceptions and are active participants in the Western MA Network to End Homelessness.

2. Lead Entity’s Organization and Project Staff: Key personnel for the project are listed in the chart below:

Consortium & CA Staff/Title	Role/Responsibility/Experience	% to project Indirect cost
Clare Higgins, ED, CA	Member Network leadership Council	Indirect
Laura LaBounty, Fin. Dir.	Fiscal lead, grant mgt. & fiscal reporting,	Indirect
Sara Cummings, Dir. Comm. Services & Asset Dev.(CSAD)	Consortium supervisor, contract negotiation, overall project accountability	In-kind

Janna Tetreault , Asst. Dir. of CSAD	Project supervisor, responsible for day-day functions	In-kind
Consortium Coordinator TBH	Project Coordinator, 5-7 yrs. project coordination, coalition building, systems development, experience w/ homelessness/housing placement	1.0 FTE
Consortium Housing Specialist TBH	Assessment, triage, housing plan, case mgt., TFA, on-going support (up to 6 months), Experience 3-5 years, work w/disenfranchised people, knowledge of area.	1.0 FTE
BCHRA (subcontractor)	TBH, experience coordinating of housing services, assessment and eligibility screening	In-kind
BCHRA Housing Specialist	Assessment, triage, housing plan, case management, TFA, on-going support (up to 6 months)	.20 FTE
DIAL/SELF –Youth (subcontractor):	Phil Ringwood, ED, Supervisor, MS, 16 yrs. exp. in non-profit management and working w/RHY youth	In-Kind
Youth Resources Coordinator TBH	2 yrs. youth experience, 1 year supervisory /administrative experience, knowledge youth services &housing resources/processes. Oversees youth services, data collection, compliance w/TFA procedures, training/to outreach/cm's, participates in Youth Comm.	1.0 FTE
Youth Outreach/Case Managers TBH – 1 per county	Youth outreach, intake/assessment, I&R, crisis intervention, safety/goal planning/achievement, case coordination, link youth to services, drop-in center support, assist w/applications for housing & flexible funds	3.0 FTE
Outreach Worker (Hampshire/Franklin, Berkshire)	TBH, minimum education. - AA, experience with outreach, intake/ assessment, I&R, crisis intervention, safety planning	.50 FTE
CoC Lead	Dave Christopolis- interface with Network, CoC, & Consortium committee & support coordination, CoC leadership for 10 years	In-Kind
Network Coordinator	Pamela Schwartz, Consortium and subcommittee facilitator, past 8 years.	In-Kind
REACH CH coordinator	Dave Modzelewski, facilitates by names list and housing planning with sub-regional provider groups for each CoC, 40 yrs. housing experience with MH and CH	In-Kind

a. Organizational Charts: Attached.

b. Key Personnel Résumés and Experience: Consortium Staff who provide a primary function to the Consortium at a committee, coordinating, supervision or implementation role are highlighted in Bold in the chart above and have resumes attached.

Consortium Lead: Sara Cummings (Consortium Supervisor) Janna Tetreault

Consortium Coordinator: TBH - Operational and administrative responsibilities, and works under the direction of Assistant Director of Community Services & Asset Development to implement and communicate a vision and ensure program compliance and quality services to participants. The Consortium Coordinator will create, assess, and monitor systems and processes to meet contract compliance.

Housing Specialist: Assessment, housing search and placement

Subcontractor Supervisors: resumes available upon request

BCRHA- Brad Gordon, Executive Director/Staff Attorney since 1994 - Supervision of staff Legal, Educational, and Housing Counseling Programs, Community and Court Dispute Resolution Programs, Homelessness Prevention Program, Case management Services

DIAL/SELF - Phil Ringwood, ED 3 years Supervision of staff, youth services

B. Geographic Catchment Area:

The geographic catchment area served by this consortium is aligned with area defined by the federally funded 3-County Rural Continuum of Care (MA-507). This region includes all of Berkshire, Franklin (including North Quabbin) and Hampshire counties - a contiguous rural/semi-rural which include a total of 2,216 square miles encompassing 78 towns and cities (under 40K pop.) with a total population of 360,67. (2010 census) There are 5 cities which include Pittsfield (largest), North Adams, Northampton, Amherst, Easthampton and Greenfield. There are a number of small towns scattered across the region as well as a significant amount of "hilltowns" which are typically the most rural and average 1,000 people or less.

The economic geography of the region has change significantly over the past few decades from large manufacturers such as General Electric or Sprague Electric, and major mill complexes, to a service based industry. The region has few nationally based employers and is primarily comprised of social service, education, health care, government/municipal employers, or small businesses with 50 or fewer employees. Travel is difficult for those without vehicles. The region's public transportation system is operated by three different regional transportation authorities (Pioneer Valley, Franklin, and Berkshire). While cross-county transportation linkages are coordinated north to south and east to west along the I-91 corridor (Franklin, Hampshire, Hampden) and across North, South, and Central Berkshire County, trips from city/town centers take upwards of 1-2.5 hrs. each way to move from communities that are no more than 20-30 minutes by car. This makes access to jobs, childcare, higher education/community colleges and service amenities to low income, vulnerable households, including families, and young adults. The complexity increases when one lives in the hilltowns, and during evenings and weekends when transportation is either absence or runs only twice a day, further limiting access to jobs/classes, other than from the larger towns or for 2nd and 3rd shift jobs.

Three years ago, through a community process, the region's three Continua of Care reorganized themselves down to two CoC's, that were more aligned with the economic, geographical and service conditions of the region. This created a Springfield/Hampden County with a focus on an urban agenda and a larger, geographically dispersed rural/semi-rural region, with multiple service clusters (*Hampshire*: Northampton, Amherst, Hilltowns; *Franklin*: Greenfield/Montague, Athol/Orange, West County, and *Berkshire*: North Adams, Pittsfield, and Lee/Great Barrington). This has allowed our 3 County region to realign our priorities and define our regional strategy to address homelessness.

This region poses logistical challenges to service delivery. There are fewer points of access to service types (e.g. one shelter in the major town/city in the county), infrequent office hours at satellite offices (e.g. 1 day/wk. rather than 5 days), or long distances to be travelled to resources. Providers and advocates have worked hard over the last ten years to build cross-county/town collaborations. As a result, we have developed a strong culture of collaboration and strategic partnerships, using a system of rotating meetings that target integration, rather than competitive or siloed practices through the Network, CoC's and this new Consortium/Youth model. This funding opportunity offers a capacity building opportunity to integrate our up-stream services, create common policies and practices, data integration capacity, and more fully define the population most at risk of homelessness so we can fulfill our goal of ending homelessness.

C. Consortium Network: Over the last six years we have developed regional, and sub-regional coordinating capacity through the Regional Network, redefinition of the two CoC's and a system of subcommittees and workgroups based on activity needs, population type, and sub-population or regional service needs. Through a practice of regular and rotating meetings, we have a highly developed cross-sector network of participants who examine systems and develop strategies and practices to **balance the needs of local and regional issues identified across communities.**

Name/Address/ Telephone	SO MB	Yr s	Experience in Commonwealth and with Youth/ Families	P/D/R- H/Y/F	LO S
Leadership Partner Organizations					
Hilltown CDC/3 County CoC 387 Main Road Chesterfield ,MA 413.296.4536	N	36	3 County CoC administrator, housing developer, rural expertise, serving families, youth , vets an individuals	P/D/RR H/F/Y/ Stab	Y
Berkshire County Reginal Housing Authority Fenn St. Pittsfield, MA 413.443.7137	N	31	HCEC, ESG, RAFT, HomeBase, HUD Housing Court, TPP, HIP, EA & SSFV- Housing Search; Foreclosure Prev.	P/D/RR H/F/Y/ Stab	Y
Dial Self 196 Federal St Greenfield 413.774.7054	N	25	Unaccompanied homeless youth, Chair of youth committee	P/D/RR H/F/Y/ Stab	Y
Western Mass Regional Network to End Homelessness	N/A	6	Coordinates service providers across 4 counties, advocacy, planning		Y
Municipalities-Mayors					
City of Northampton , 210 Main St. Northampton, 413. 587.1249; City of Greenfield , 14 Court Sq., Greenfield, 413. 772.1567; City of Pittsfield , 70 Allen St Pittsfield, 499-9367			Network Leadership Council, staff attend Individual, Family, UA Youth committees; CoC Board CPA, provide CDBG funds, advocacy and promotion of Network.	P/D/RR H F/Y	Y
				All	Y
Regional State Agencies					
MA DCF Western Office , 140 High Street, Springfield, 413.452.3350 Berkshire Office Eagle St. Pittsfield 413.236.1800, MA DMH Western Office , 1 Prince St. Northampton, 413.587.6446 MA DPH Western Office , 23 Service Ctr. Rd. Northampton, 413.586.7525, FOR Families , 250 Washington St, Boston, 617.624.6000, MA DHCD 100 Cambridge St, Boston 617.573.1100			Network, CoC, and Coordinated Assessment support, Leadership Council, Veterans Sub-committee	P/D/RRH Y/F	
Service Providers					
ServiceNet, Inc. , (all 3 Counties) 129 King St. Northampton, MA, 413.582.4252	Y	40	ES/TH & PSH families/individual, voc. services; homeless state/fed. contracts (DTA, DHCD/ESG, SAMHSA)	P/D/RR H/F/ I/Y	Y
Berkshire Community Action Council 1531 East St., Pittsfield MA, 413.445.4503	N	50	Berkshire CAP agency; DHCD, Fed., local funds: advocacy, literacy, job skills, mentoring, I&R emergency resources, self-sufficiency individuals/families	P/D/RR H/F/Y Emp.	Y
CHD 332 Birnie Ave, Springfield, MA 413.733.6624	N	35	Homeless services all populations, CoC Board, Network,	P/D/RR H/F/I/Y	Y
Construct 41 Mahaiwe St. Great Barrington, MA 413.528.1985	N	25	CoC grantee, serves homeless individuals, youth, vets and families	P/D/RR H/F/I/Y	Y
Family Life Support Center 395 Old Columbia St Adams, 413.743.7957	N	25	CoC grantee, serves homeless individuals, youth, vets and families	P/D/RR H/F/I/Y	Y
Eliot CHS- PATH 1 Prince St., Northampton,	N	24	Multiple State & Federal Contracts DMH & SAMHSA; C-SPECH HF program & 3 rd	Ind. Youth	Y

413.587.6427			party billing (MassHealth)	RRH	
Mental Health Association , 955 Worthington St. Spfld 413.734.5376	Y	56	Tenancy Preservation Project since 1998; State & Federal contracts.	P/F/I F	Y
Behavioral Health Network, Inc. , 417 Liberty St. Spfld, 413.301.9202	Y	77	MH/SA wraparound services & supports	P/D/Y/	Y
Tapestry Health , 296 Nonotuck St., Florence, 413-586-2016	Y	43	Multiple MDPH & SAMHSA contracts. Reproductive health, harm reduction/SA	P	Y
W. MA Food Bank 97 Hatfield St. 413.247.9738	Y	38	Chair of W.MA Network, SNAP TEFAP, MDAR MEFAP, DTA SNAP	P	Y
Hospitals					
Cooley Dickenson Health Care , 30 Locust Street, 413.582.2035, Mercy Medical Center 27 Carew St., Spfld, 413.748.9000, Baystate Health , 759 Chestnut St. Spfld, 413.794.5890 Berkshire Health Systems 725 North St. Pittsfield, 413.447.2000			Hospital, medical group, VNA, Hospice; homeless prevention at discharge Health Care for the Homeless on site at shelters & for homeless/at-risk Resource Healthcare, free care, referrals, committee participants	P/D Y	
Domestic Violence Providers					
Safe Passage , 43 Center St, Northampton, 413.586.1125	N	38	DV shelter, advocacy, DCF, MOVA, EOPPS	P/D/RR H/Stab.	Y
Elizabeth Freeman Ctr. , 43 Francis Ave, Pittsfield, 413.499.2425	N	36			
Housing Authorities and Organizations					
Franklin County Regional HA & Redevelopment Authority , 42 Canal Rd., Turners Falls, 514.863.978, North Adams HA , 150 Ashland St. North Adams, 413.663.5370 Pittsfield HA , 65 Columbus Av. Pittsfield, 413.443.5936, HAP Housing , 20 Hampton Ct. Northampton, 413.233.1500 Northampton HA , 49 Old South St Northampton, MA 413.584.4030, Berkshire Housing Development Corp. 1 Fenn S Pittsfield, MA 0413.445.7633			526 Section 8 Vouchers 252 State Public Housing units; 113 State MRVP Vouchers 305 Public Housing units. 303 Section 8 Vouchers. 9 MRVP DHCD, HUD, ESG, RAFT, EFSP HomeBase, PH for families, & Pregnant/parenting teens.	P/D/ RRH/ F/ Y Stab	Y All
WIA/Employment/One Stop					
BerkshireWorks , 160 North St., Pittsfield, 413.499.2220 Franklin /Hampshire REB 1 Arch Pl. Greenfield, 413.773.1835 Berkshire REB 66 Allen St Pittsfield 413.442.7177 Frank/Hamp Career Center , Greenfield 413.774.3182			Career Center/American Job Ctr., WIO, workforce dev, training & placement federal WIA funds, youth/adult resources EOHEd, DET, ACLS & EOLWD	P/Y/F/I /Y Stabili- zation	Y
Education					
Berkshire Community College 1350 West St Pittsfield, 413.499.4660, Greenfield Community College , 1 College Dr. Greenfield, 413.775.1000, Northampton Pub. Sch. 212 Main St., Northampton, 413.587.1331; Greenfield Pub. Sch. 141 Davis St., Greenfield, 413.772.1300; N. Adams Pub. Sch. 37 Main St, N. Adams, 413.776.1458, Pittsfield Pub. Sch. 65 Columbus Ave, Pittsfield, 413.443.5936			Participate in Youth Committee; Identify/refer homeless/at-risk youth; collaborate with service coordination, and education continuity and transportation. School retention partners	P/D/Y/ F Y	Y
Courts/Justice/Sheriff' Depts.					

Hampshire Sheriff's Dept. , Rocky Hill Rd. Northampton, 413.584.5911; Berkshire Sheriff's Dept. 467 Cheshire RD Pittsfield 413.447.7117, Franklin Sheriff's Dept. 160 Elm St Greenfield, 413.774.4014, Housing Court Western Division , 37 Elm St Springfield 413.748.7838			Coordinated Re-entry Roundtable, Homeless Diversion	P/D/i/Y Y	
Community Legal Aid , 405 Main, Worcester, 855.252.5342			Advocacy, access, Tenancy preservation, foreclosure defense, fair housing	P/D/Y/ F	Y
Homeless Consumers					
Charley Knight, Emily Jarvis			Individuals & UA Youth Sub-comm.	P/Y	Y
Faith Based Organizations					
Friends of Hampshire County Homeless PO Box 60398, Florence, 413.320.1886, Our Lady of Peace , 90 7 th St., Turners Falls, 413.863.2585, 1st Churches , 129 Main St., Northampton, 413.584.9392 Haydenville Congo Church , 143 Main, Haydenville, 413.268.9334, B'nai Israel , 235 Prospect St. Northampton, 413.584.3593			Partner winter shelter w/houses of worship; prev. resources & affordable housing for special pops, Spiritual counseling, supplemental resources for youth/families, Leadership Council. Drop-in centers, 12 step program, food pantry, meal programs,	S, RH, PH, I, Y P/D/RRH/Sta bil.	
Disability Providers					
LifePath, Inc. (Franklin County Home Care) , 330 Montague City Road, Turners Falls, 413.773.5555	N	41	Federal Aging funding elders Franklin County/ No. Quabbin). Service Access Point (EOEA); PCA/AFC/ MassHealth	P/D Elders Dis.	Yes
Human Resources Unlimited , 60 Brookdale Dr. Springfield, 413.756.3370	N	45	DMH clubhouse-adults w/MI; DDS employment & day hab.; MRC employment; HUD PSH	Adults w/ dis.	Y
Elder Services of Berkshire County , 877 South St Pittsfield, 413.499.0524	N	45	Senior services, in home care	Elders Dis.	Y
Veterans Service Orgs.					
VA Central/Western MA	N/A		VASH, CM, general vet assistance	Vets	Y
Central Hampshire Vets , 240 Main, Northampton, 413.587.1299	N/A		Homeless prevention, diversion/ eligibility, & TFA for veterans /families	P/D/RR H	Y
Soldier On , 421 North Main St Leeds, MA 413.582.3059	N	15	CoC grantee, homeless veterans services and housing		
Foundations/ Philanthropists					
People's Bank , 330 Whitney Ave., Holyoke, MA 413.493.8695, Fireman Charitable Found. 800 South St. #610, Waltham, 617.482.5620 United Ways of: Franklin 51 Davis St., Greenfield, 413. 772.2168, Hampshire 77 King St., Northampton, 413.584.3962, Berkshire 200 South St, Pittsfield, 413.442.6948 Pioneer Valley , 1441 Main St. Springfield 413.737.2691, Community Foundation of W. MA , 1500 Main St. Springfield, 413.732.2858, Fireman Charitable Foundation , 800 South St Waltham 617.482.5620 Berkshire Bank , Pittsfield 413.447.1724			Leadership Council Members, Funding for W.MA Network to End Homelessness infrastructure & Secure Jobs Connect, employment Pilot Leadership Council Member Business/Community support development/funding; convenes resources across comm. Sectors; Prevention focused impact grants Historical and current funding for Network, CoC's & homeless/at-risk Services providers upon request/approve	Y All P/Y/F	
Legislators					
Legislators: State House, Boston, MA, multiple phone Sen/Chair Stan Rosenberg Rep. Story, , Rep. Pignatelli, Rep. John Scibak, Rep. Kulik, Rep. Kocot, Rep. Farley-Bouvier, Sen. Lesser			Provide advocacy, funding to address gaps and new pilot projects	All	Y

D. Contract Scope of Services

1. Lead Entity Qualifications: Community Action (CA) will be the Lead Entity for the 3-County Rural CoC Consortium fund. CA is closely aligned with the 3-County and Hampden/Springfield Continua of Care with representatives who sit on the 3-County CoC Board of Directors and on the W. MA Network Leadership Council. Community Action is the federally designated anti-poverty agency for Franklin and Hampshire Counties. Established in 1965, Community Action is dedicated to promoting economic justice and improving the quality of life for people with lower incomes. The agency provides the leadership, advocacy, coordination, and support necessary to successfully manage an array of 40 programs at 39 sites and is a MA-certified Woman-Owned Non-Profit Organization. Community Action served over 25,500 people in FY 2015 and about half of its \$27M budget went directly to vendors on behalf of program participants (e.g. Fuel Assistance, WIC benefits, and client assistance).

Two Continua of Care (3-County Rural and Hampden/Springfield) comprise the W. MA Network to End Homelessness, which was established in 2009 as part of a statewide initiative to create collaborative solutions to end homelessness that reflect the regional geographic, socioeconomic, infrastructure, service resources, transportation, and economic/business conditions. The Network established a housing first approach that prioritizes prevention, diversion, rapid rehousing and stabilization. It is guided by two sub-regional plans to end homelessness (Pioneer Valley, 2009 and Berkshire County, 2010) and a Western MA Opening Doors: An Action Framework to Prevent & End Homelessness, (<http://westernmasshousingfirst.org/wp-content/uploads/2015/06/Western-MA-Opening-Doors-Final-June30-2015.pdf>). The United Way of Pioneer Valley is the Network fiduciary agent. A part-time coordinator, a Leadership Council, Steering Committee, and five subcommittees support Network activities. The Network Steering Committee, CoC leadership and members carefully considered the viability of submitting a single response to this RFR, but settled on two separate, but coordinated responses to this RFR for the following reasons:

- Differences in the continua ESG infrastructure which provides the core structures upon which to expand prevention, diversion and rapid re-housing supports.
- The two continua are developing separate Coordinated Assessment practices due to the extreme differences between urban/rural population needs and services/shelter/housing resources and capacity with different lead agencies for their systems.
 - Data is collected and monitored by through separate ETO systems and then integrated by a Network data manager.
 - Creation of an unnecessary administrative layer by using the United Way as a pass through.
 - Unaccompanied youth systems can be coordinated by a single existing Network Unaccompanied Youth sub-committee, but separate implementation plans are necessary to reflect the difference in unaccompanied youth conditions and survival strategies.

a. Experience with Housing and Homelessness: Community Action has served homeless families and individuals since its inception and has provided homelessness prevention and housing assistance for more than 27 years. It has contracted with both DTA and DHCD to provide prevention services, including the previous Homelessness Intercept and Housing Assistance Programs. Community Action has been a recipient of Emergency Shelter Grant (ESG) funds since 1998. It receives Emergency Food and Shelter Program grants and raises local funds to provide financial assistance on behalf of eligible households for rental arrearages,

avoidance of utility service terminations, and move-in costs. Community Action has provided court-based eviction prevention services since 2009. In recent years, its homelessness prevention efforts have focused on upstream prevention using blended resources from available funding sources, and through collaborative work with the HCECs in Franklin and Hampshire Counties. Community Action will partner with BCRHA, a regional housing authority organized in 1980. BCRHA is Berkshire County's primary provider of homelessness prevention services, including the successful implementation of EOCD's (DHCD) Housing Services Program, DTA Housing Search Services Program, Homelessness Intercept Program, and Housing Assistance Program. BCRHA implements the Berkshire Tenancy Preservation Program (TPP). BCRHA provides the initial EA eligibility intake and screening center in Berkshire County. It has a court-certified mediation program and is a HUD-approved "Housing Counseling Agency."

b. The fiscal capacity to receive and distribute funding: CA effectively manages a \$27M annual budget from Federal, State, local, and private sources and uses demonstrated fiscal controls and accounting procedures and maintains adequate cash reserves, and a \$1,000,000 line of credit to assist with any cash flow issues. Department Directors have real-time access to fiscal information and receive monthly budget-to-actual reports. The Associate Director for Finance provides and reviews monthly financial reports with the Finance Committee and Board of Directors. Independent auditors test the strength of internal controls and compliance with required fiscal procedures, annually. The agency has had unqualified audits since 2007.

c. Capacity to coordinate multiple agencies and players in a collaborative practice: During FY13, Community Action has successfully coordinated ESG Homelessness Prevention grants with sub-contracts with Community Legal Aid and Valley Opportunity Council (2013) and with BCRHA in FY14 and FY15. Community Action, BCRHA and DIAL/SELF have ongoing strategic collaborations that share the aim of preventing homelessness. These will be utilized to support and coordinate the services described in this proposal. Chief collaborative practices include active participation in the CoC and the Network, and subcommittee participation (Leadership Council, CoC Board, Families and Youth Sub-committees. Each organization has key partnerships with prevention/diversion/shelter/housing/ service organizations including: Berkshire Housing, FC Regional Housing Partnership, Soldier On (veterans), ServiceNet (family/ individual shelters), employment partners (F/H Employment & Training Consortium & Berkshire Works and regional REB's, community, behavioral health and education institutions.

d. Experience brokering partnerships and building relationships across sectors: CA collaborates with numerous local service providers, including shelter operators, state agencies (DTA, CHCC) and the Housing Court. It builds collaborative relationships with providers who have resources that support at-risk households and help them to avoid becoming homeless. We do this through participation in the W. MA Network's Family Service Providers Committee, as well as sub-regional meetings and relationship building. We work closely with Franklin Regional Housing and Redevelopment Authority to help residents access RAFT and HomeBASE funds.

- *Community Action* facilitates a monthly *Franklin County Resource Network* meeting of service providers across all sectors (20 years). Participants address issues relevant and coordinate supports to low-income, high-risk and homeless households. CA participates in the Council of Social Agencies of Hampshire County (COSA) which has a similar focus.
- *Motel Task Force- Franklin County:* worked with the Franklin Regional Housing/Redev. Authority to produce a Resource Guide that lists local resources for families living in motels.

It sponsored two community meals/resource fairs with service providers to provide families with MassHealth insurance options, submit/update food stamp applications, enroll children in summer camps and Head Start, and facilitate distribution of school supplies/backpacks; clothing; supplies and furniture for families moving to permanent housing.

- *Next Steps Collaborative*: convened by the City of Northampton includes CA staff who join community service providers to addresses service gaps for homeless/at risk people.
- *Individual Services Providers Group*: convened by Valley CDC, CA staff participate with DDS, DMH & service providers, property managers to prevent recidivism to homelessness.

Community Action will work with its subcontractor, *Berkshire County Regional Housing Authority (BCRHA)*, who takes a parallel role brokering partnerships with homeless prevention and service providers in Berkshire County. Key BCRHA lead initiatives include a coordinated funding and service collaborative with Berkshire Community Action Council (BCAC), Elizabeth Freeman Center (DV provider), and Community Legal Aid to prevent homelessness through integration of case management and legal representation. BCRHA helped to develop a partnership with the Berkshire Rental Housing Association, a trade group for Berkshire County's private landlords to support access and retention of low-income, high-risk tenants through training on landlord/tenant law, early notification of tenancy problems and member rental unit listings with Berkshire Housing Development Corporation (BHDC). BCRHA and BHDC were conveners of Berkshire County's Leadership Council to End Homelessness, which developed and is implementing the 10-Year Plan. BCRHA collaborates with BCAC to provide prevention and budget counseling services through a FEMA grant to pay 1st month's rent/ arrearages. BCHRA serves on the local DTA Advisory Board, ensuring better integration of prevention services with mainstream benefits programs. *Youth Committee Lead subcontractor, DIAL/SELF* has 28 years of experience as the Runaway/Homeless youth provider for Franklin, North Quabbin and Hampshire Counties. It provides safe overnight shelter, drop-in centers, street outreach, transitional housing and project based and scattered Housing 1st sites for LGBTQ youth.

e. Organizational Structure that Ensures Integration, Coordination, Timely and Flexible Operations: 3-County Consortium implementation and activities will be managed through CA's *Housing Services* program which offers at-risk adults and families individualized services including outreach, in-depth assessment, financial assistance, housing search, information and referral to other sources of help, budget counseling, income maximization (e.g. food stamps and fuel assistance), advocacy, stabilization planning, follow-up assistance, and case management. *Housing Services* are part of the Community Services & Asset Development Department. The director (S. Cummings) provides programmatic, fiscal oversight, supervises the Asst. Director (J. Tetreault), and will have overall responsibility for managing the 3-County Consortium project. The Assistant Director supervises the Housing Specialists, oversees day-to-day Housing Services and will supervise implementation of the subcontractor activities. The department includes Community Resources & Advocacy which offers a vehicle to connect participants to other stabilization services, coordinate benefits and provide flexible supports to stabilize families.

f. Strong partnerships with municipalities and local public housing authorities: These are demonstrated by the subcontracting partner selection, collaboration letters that demonstrate partnerships with regional and local HA's, support/funding from municipal CDBG sources. City representatives from Pittsfield and Northampton sit on the 3-County CoC Board of Directors.

2. Current trends of homelessness and Community Initiatives Underway to Reduce Homelessness:

The three rural/semi-rural counties in Western MA see the following trends in homelessness, as indicated by several key measures.

	PIT-2012	PIT-2013	PIT-2014	PIT-2015
Shelter Family Members	233	185	478	395
Sheltered Ind.	425	453	478	395
Unsheltered Ind.	59	40	28	19
Chronic Individuals	66	93	112	78
Veterans	247	244	256	220
Unaccompanied Youth	-	-		52

An average number of 1500 family members and 1500 individuals are sheltered annually.

Families with children: Most of our decreases or increases during the past four year are attributable the number of families in hotels/motels. This past year we saw a significant drop in families from the beginning of the reporting year to its end, due to efforts and policies on the part of the new administration. **Motel population:** Monthly tracking of the number of families in motels (Greenfield is the only DTA funded motel sites in the region), mirrors the state trends. In January, 2015, 51 families were in motels. This dropped to 18 families in January, 2016.

Individuals: Trends for individuals *show a largely steady level of individuals using shelter or a slight drop.* Numbers fluctuate by sub-regions annually and increased when a new low-demand winter opened in Amherst. Drops have occurred in Franklin and Berkshire counties with the conversion of a number of CoC TH beds to PSH units.

Sub-Populations: The CoC continues to see a decline in the number of homeless veterans due to an infusion of new Support Services for Veteran Families grants to the region, through our key provider Soldier On. An average of 500 individuals and families, annually, receive P/D/RRH supports including TFA in the 3 counties. Additionally, the 3- County region has 177 VASH subsidies that are supported by the Central/Western VAMC case managers. Chronically homeless PIT count data is not reliable in that the federal definition of chronic homeless has changed twice in two years along with the data fields used to determine CH status. With both sub-populations, the CoC has initiated a local ‘Workgroup’ (see chart on page. X) that uses a per name list to target services and housing strategies with subpopulation service/housing providers.

Prevention/Diversion/RRH Data: Data estimates from regional providers (2015) are as follows:

# by Source – FY ‘15	CA /FCRHDA/MHA/Frank/Hamp County	BCRHA/Berkshire Housing
ESG	37 HH	14 HH
RAFT	128 HH	96 HH
TPP	35 HH	19 HH
HomeBase	42 HH	48 HH
Neighbor 2 Neighbor	Only available in Berkshire County	37
TOTALS	242	214 -Region-wide: 456

Trends: P/D/RRH staff report a 20% increase in services between 2014-2105. *Both Berkshire and Hampshire/Franklin report that TFA funds are typically expended with 3 months of award leaving at leave 50% of potentially eligible households without assistance.*

Unaccompanied Youth/Young Adults: Several data points must be used to estimate the level of need among this population, as there is not yet integrated data collection across sub-regions.

Homeless youth tracked by the DESE McKinney Vento Liaisons for 2014-2015 include:

DESE McKinney Vento Liaisons for 2014-2015				
TYPE	Franklin/North Quabbin	Hampshire	Berkshire	Totals
Sheltered	-	22	22	44
Doubled	102	23	34	159
Unaccompanied Youth	15	-	25	40
Motels	152	-	-	152
Awaiting Foster Care	-	12	15	23
Totals	343	134	139	646

Data is not provided by DESE for approximately 30% of the schools due to DESE's confidentiality policy prohibit reporting of youth from areas with 10 or fewer homeless youth, school capacity to collect accurate data. Educators/ Providers estimate that these numbers are under-counted by at least 50 youth. Franklin County has the *highest documented number of youth* due to three reasons: motel placement of families; it has the most well developed infrastructure for high-risk/homeless youth/young adults due to federal RHY funding and thus the greatest capacity to identify homeless/at-risk youth.

Trends show the following unaccompanied youth/young adults sheltered by DIAL/ and the adult shelters show a slight decline in the past year due to new PS housing units that have come on line.. Berkshire serves a disproportionately high number of UA youth/families through its P/D/RRH services. In July, 2015, D/S data is being entered into the 3-County HMIS system per new HUD requirements, so unduplicated counts will be available moving forward. (D/S numbers do not include youth under 18 or over 21 yrs.).

Adult shelter, P/D/RRH providers and D/S RHY data	2014	2015
Franklin/North Quabbin	49	45
Hampshire	59	43
Berkshire (note 75% include YA served through P/D/RRH) 15-S	-	310
Totals	108	398

Key homeless/at-risk youth services providers, state agencies, and secondary and higher education convened at a regional forum in October, 2015, to network and understand resources available for homeless and aged out foster care students. Collaborative relationships to identify and target youth attending local higher education institution are being targeted as a goal through the youth funding initiative. Concrete data is not tracked. However, the two local Community Colleges indicate 70-100 youth/yr. with severe housing instability.

Community Initiatives Underway to Reduce Homelessness: The Western MA Opening Doors, developed by the Network and 2 CoC's, offers a collective impact framework to Prevent and End/Reduce Homelessness in the region. The overarching mission is for the region to make homelessness **rare**, (measured by reducing the persons who become homeless for the 1st time);

brief measured by reducing the length of time a person is homeless; increasing successful placement from outreach & engagement and/or into permanent housing) **and non-recurring** (measured by the # who exit homeless to housing return to homeless; and employment and income growth among all CoC funded programs, including ESG, and the P/D/RRH programs through this project. The CoC's are using a collaborative data driven approach that is outcome oriented and ensures accountability. Time frames by population groups include: ending veteran homelessness by the end of 2016, chronic homelessness by the end of 2017, and homelessness for families, youth and children by 2020. Each of the two CoC's are currently identifying and monitoring specific numeric targets and processes, through sub-regional population specific work-committees (see chart on page 17), including by name lists for chronic and homeless veterans, family and individuals through the CoC coordinated assessment and data and outcomes committees, and the Network Youth Committee and sub-regional workgroups are charged with monitoring systems practices, by name lists and on-going evaluation. Information is then integrated at the CoC level and Network level for regional profiles.

Specific Initiatives to better identify and serve the estimated 1000+ high risk unsheltered households, plus 1300 unaccompanied youth in the region that are underway include:

TAC Assistance for developing Coordinated Assessment tools and practices for the CoC. The CoC is facilitating six months of intensive planning and engagement with CoC grantees and members. This process will strengthen our collective policy and procedures, implement a Coordinated Entry system and begin the use of a Common Assessment Tool. The CoC has engaged the Technical Assistance Collaborative to assist us in this initiative.

Network Homeless Youth Subcommittee/Local Youth Initiatives: developing and supporting common assessment protocols and practices, PIT/youth surveys, resource material, data collection and evaluation strategies that are adapted, as appropriate, for regional geographic and service delivery system differences.

Secure Jobs Employment Initiative: The region is in its 3rd year of a successful cross CoC/county region that screens and assesses homeless families readiness for employment, links them with an employment focused case manager with BerkshireWorks Career Center which has an annual target of employing 25 family HOH's. Replication is being planned in the other Career Center and TFA funds will be available to support families in this initiative.

Veterans and Chronically Homeless Workgroups: By-name list is being developed and reviewed in separate provider meetings and will be monitored over the next 2 years.

PSH Housing First Expansion for CH, Youth/Young Adults: The 3-County CoC directly and indirectly supports three new UA homeless youth initiatives: 1) enhanced case management for PSH in N. Quabbin; new federal RHY funded expansion of street outreach to Hampshire County; new GBLTQ Housing 1st pilot funded through MAHSA, development of 8 new **PSH units for YA as part of an interfaith Friends Initiative.**

Expansion and Coordination of 3-County P/D/RRH capacity for families and Youth: through the implementation of a 3-County Consortium as outlined in this proposal.

3. Implementation Plan by Component:

The Consortium: The Consortium envisioned through this RFR is an expansion of the existing structure framed by the Western MA Regional Network to End Homelessness and the 3-County Rural Continuum of Care administered through the Hilltown Community Development Corporation. These two structures have worked closely to build a sustainable system to end homelessness in our region that commits to the goal of making homelessness rare, brief, and non-recurring. The goal of the Consortium is to guide the Opening Doors implementation process for the Regional Network and 3-County Rural CoC that will leverage public/private resources and utilize a “no wrong door” regional approach. It will coordinate resources through the enhanced capacity of a Consortium Coordinator, housing services, Temporary Financial Assistance (TFA), support the expansion of the UA Youth Committee and integrate current and developing assessment, triage, prevention, diversion and Rapid rehousing practices for families including individual and unaccompanied youth who are identified at risk of being homeless or facing acute housing crises. This will include: integrated data collection, policies and practices, and shared measures to drive our progress and evaluation processes, across all three counties and sub-regions with our catchment area. To the degree appropriate to the geographic, population and services differences, the 3-County and Hampden/ Springfield Consortiums will have comparable practices, including data collection and common measures that may be integrated to form a full profile of the region through the W.MA Network Opening Doors plan.

Community Action will act as the Lead Entity for the Consortium as outlined in this RFR.

Community Action has a history and an expertise in coordinating regional and sub-regional initiatives. Community Action sits on the current CoC Board of Directors and has a history of working with Hilltown CDC as partner agencies. Community Action has regional offices in Ware, Northampton, Greenfield and Orange spanning the key population concentration in Franklin, Hampshire and North Quabbin. *Berkshire County services* will be subcontracted to Berkshire County Regional Housing Authority (BCRHA) who will provide centralized services in Pittsfield and outreach to North and South Berkshire County. Community Action currently has established protocols, policies and procedures with BCRHA for administering homelessness prevention assistance. Additionally, the CoC has programs in Great Barrington (Construct) and North Adams (Family Life Supports) that ensure “front door coverage” across the geographic region. The Youth Committee coordination will be subcontracted to DIAL/SELF and described in the next section.

The 3 County Continuum of Care is administered by the Hilltown CDC. Hilltown CDC facilitated the reconfiguration of the region’s geographic catchment area when it took over the responsibility of administering the \$1.6 million dollars in HUD CoC funds as the region’s Collaborative Applicant. Hilltown CDC will partner with Community Action to support the development of the consortium and coordinated assessment model through a six-month intensive technical assistance initiative facilitated by Hilltown CDC through a contract with the Technical Assistance Collaborative (TAC) in Boston (Jan-June, 2016). This funding adds leveraging resources to help us complete and implement a very complex process that must be applied across 3 counties, each with separate service systems. (*Berkshire:* North-North Adams/Adams, Central-Pittsfield/Dalton, and South, Lee/Great Barrington; *Franklin:* North Quabbin (west), Greenfield/Montague (central) and West County and *Hampshire* (Amherst/Belchertown/Ware-East; Northampton/ Easthampton (central) and Hilltowns (west). The chart below outlines the interface between the Network, CoC’s, and the Consortium’s roles and activities.

Western MA Network to End Homelessness				
(staffed by PT Coordinator (P. Schwartz), coordinates new initiatives/pilots, facilitates Leadership Council, subcommittee meetings and follow through and supervised by Steering Committee; Network contracts w/ regional REACH consultant D. Modzelewski supports <i>CH by names review</i> in each sub-region).				
Leadership Council: Represents all of the Sectors listed on the Consortium Chart across all 4 Counties (Berkshire, Franklin, Hampden, and Hampshire.) Meets Quarterly and provides input on key overarching initiatives and strategies. Provides <i>Composition</i> that meets HUD CoC and <i>Local Consortium</i> Requirements.				
Western MA Interagency Council Cross provider and regional state agency reps. Updates on policy/practices impacting homeless/at-risk, examines and seeks to resolve systems barriers; Meets 6 times/yr.	3-County CoC		Hampden/Springfield CoC	
	Separate Data/Accountability Committees			
	Responsible for preparing <i>separate</i> annual HUD Consolidated Application (3-County CoC includes 17 program requests totaling \$1.6 M, and <i>separate</i> membership, governance charters, data collection and outcomes, coordinated assessment, sub-committee structures to operate CoC's and ensure compliance with HUD goals and requirements.(Governance committees: <i>Board of Directors</i> (oversees compliance with Charter), <i>Data and Evaluation</i> (oversees data collection, HMIS compliance, outcome performance, integrates sub-regional, CoC, and regional data integration), Annual Point-in-Time/street count, Funding/Ranking Applications			
Network Subcommittees/Work Groups that also provide HUD compliance for CoC's–Meet Monthly				
Individuals + Sexual Offender work group	Family	4- County Youth Committee (monthly) M-V reps meet quarterly	Veterans	Secure Job Adv. Grp.
Service providers/state agency/education/municipal representatives across 4-counties meet monthly to review regional policy, gaps, systems issues, best practice reviews, develops systems, assessment tools and resources, training that can be adapted to sub-regional needs				
W. MA Opening Doors Plan Implementation –provides base-line numbers, sub-regional committee work to get to functional zero (those who are currently homeless are housed at a rate that exceeds rate of new homelessness); sub-regional providers convene to adapt system/policy/tools to local service conditions, monitor implementation, data tracking, outcomes, evaluation (meets monthly or as stated)				
Current Work Committees and CONSORTIUM LEAD ROLES				
Coordinated Assessment CoC contracted TA through Technical Assistance Collaborative to develop a 3-County structure; develop protocols/procedures, compliance & record-keeping tools. (bi-monthly-Jan-June, 2016) convened by Hilltown CDC, CoC Coordinator. Soldier On/designated partner for Coordinated Assessment	Family Consortium Coordinator will facilitate process to develop/integrate sub-regional Coordinated Assessment practices, data integration, TFA, self-evaluation practices (Meets bi-weekly 1 st 3 months, & monthly thereafter) Links w/ Network Family Services Committee	Youth Consortium Youth Coordinator will facilitate process to develop sub-regional “front door” capacity of high-risk youth; Coordinated Assessment, Capacity for outreach, safe short & long term housing plans, access to TFA, support services, data integration, TFA, & evaluation practices (Meets bi-weekly 1 st 3 months, & monthly thereafter) Links w/ Network Youth Committee	Veterans CoC & lead Vet. Provider, Soldier On facilitate a 3-County specific By-names list Workgroup of local Vets service providers to assess need and make housing match (bi-monthly). Links to Network Veterans Committee	Chronic Homeless Local workgroup to review by-names list of CH, needs, and potential housing match. Partnership with CoC & Network consultant. Meets bi-monthly and addresses all 3 counties

Orange = Network lead activities; **Green** = separate CoC lead activities; **Blue** = Consortium key Player or Lead.

The Consortium will offer a systemic alignment of resources and services using a Family Centered approach that is needs based and family driven. This funding will leverage a process to fully implement a coordinated entry system that builds in accountability and transparency for consumers and the public. The Consortium will build off the current systems in place as described above. The Consortium will be facilitated by Community Action in partnership with the 3 County CoC and Regional Network. The Consortium will focus on the necessary sub-regional planning and assistance required to decrease the need for shelter through the development of common assessment, triage, prevention and rapid re-housing activities that will effectively address the net zero goals of rapid rehousing to decrease current homelessness. Most importantly it offers an opportunity to integrate our sub-regional practices that support upstream housing stability planning and homeless prevention and offers TFA resources to divert the incidence of new homelessness. This sub-regional approach will allow assistance to focus on supporting the needs of homeless individuals and families within their natural supports and to maintain connections to primary care providers, schools, family and friends and employment. Finally, the Consortium places a high premium on developing data collection practices that interface with the current CoC HMIS data practices and platforms sufficient to capture sub-regional data that can be integrated across the CoC's measure of regional progress in reaching the W. MA Opening Doors Collective Impact Framework to Prevent/End Homelessness.

Local working partnerships with diverse stakeholders are well established across all three CoC counties and sub-regions. The selection of sub-contractors reflects agency leadership within sub-regions and/or by provider knowledge, experience and access to resources. The list of Consortium participants (pp. 7-9) and 78 letters attached speak to the comprehensive partnerships already developed across all sectors and sub-regions and identify their role with the Network, CoC and community provider delivery system. Engagement in this initiative will further our ability to sustain these collaborations and hopefully incentivize more involvement from non-traditional stakeholders.

Coordinated Entry System:

System Development: As the Lead Entity of this Consortium, Community Action will work with established systems through the CoC to enhance and solidify a sub-regional coordinated entry system across all three counties. Current stakeholders who are engaged with the CoC and TAC consultant include representatives from: *the family and individuals shelter system* (ServiceNet, Family Life Supports, Craig's Doors, CHD, Construct, Soldier On, DIAL/SELF), *Prevention/Diversion/ RRH providers* (Community Action and BCRHA), *municipal/CDBG representatives* (Northampton and Pittsfield), *the Regional Network and a Community Representative*. The goal of this initiative from grant award to June 30th will be to test new strategies and protocols for effectively meeting families, including individuals and unaccompanied youth, experiencing various degrees of housing instability-within their community with effective targeting of resources which will offer less disruption to those accessing the system. The results will be shared with the Family, Individuals and Youth Network committees, for review/feedback, and include opportunities for consumer feedback in the piloting of the system. Review of results and modifications will be part of its development. **Time frame (grant award -June, 2016):** develop strategies, protocols, tools; preliminary testing and feedback; full testing/roll-out, July 1, 2016, quarterly review/revisions October, 2016.

Prevention to Stabilization: A 3-County Coordinated Assessment Implementation Plan	
“No Wrong Door – Coordinated Entry (Key Front Door providers: CAP agency programs, Community Action, BCRHA, Berkshire Housing Dev. Corp. HAP, Inc., Franklin Regional HRA, Shelters, Family Resource Centers, Youth Programs, Veterans programs, adult and youth drop in centers, schools, colleges, Housing Authorities, TPP programs, hospitals, court, others). Brief assessment and triage and/or <i>refer to lead local entity (Community Action, BCRHA, DIAL/SELF) for engagement, full assessment, triage, housing plan, TFA, case management and follow-up.</i>	
Timeline and process: (April-June, 2016), develop protocols/practices with CA team, informational material, convene/attend stakeholder meetings, one-one meetings; outreach, information, training, distribution of material: 2 phases: providers (pilot); Broad distribution (full roll out); Sept. 2016	
Assessment:	Assess for best program match; gather enough information to determine which intervention/program is best fit. All assessed immediately for prevention if tenancy may be preserved or diversion if seeking shelter or to identify other short term non-shelter housing option. This will include a vulnerability assessment for those who present as chronically homeless and an intensive service plan for families and individuals needing an array of services.
Timeline and process: (April, 2016), collect current assessment tools and develop strategy to ensure alignment with Coordinated Assessment tools/practices; incorporate representative from other sectors into the Coordinated Assessment TAC-facilitated Coordinated Entry development; assess and provide additional training needs (Coordinator)	
PREVENTION Strategies	Promote/Reinforce Upstream Strategies including: early warning agreements with Housing Authorities, private landlords; engage TPP in assessment protocols; develop individual housing stability plan and interval of follow-up; identify and access appropriate TFA fund source (Tenant/landlord mediation; RAFT, ESG, ESFP, utility payments, arrearages, Consortium funds, SSVF TFA for veteran families); all reassessed for mainstream benefits.
Timeline and process: (April, 2016) partners convene stakeholders, identify current level of need, current capacity and gaps; referral, information sharing, communication and triage protocols; identify level of need/frequency of coordination meeting; Coordinator follow-up;	
DIVERSION Strategies	Families seeking shelter to find or maintain housing options outside of the traditional shelter system, are assessed for need for rental arrearages and utility payments, case management to identify a safe short-term housing crisis plan, (may include family or other community supports, PHA vouchers, new lease, HomeBase, MVRP, SSVF diversion for veteran families, accessing transitional and permanent housing units in region) and support for rapid re-housing;
Timeline and process: (April, 2016) system in place; outreach and education to state agencies and providers on new role/requirements of Consortium and Coordinated Assessment	
Shelter Strategies	Families/individual who do not qualify for prevention/diversion referred to emergency shelter; Shelter staff focus on development of permanent housing plan that may include accessing TFA, and will link participants to community supports (Family Resource Centers, behavioral health services, mainstream benefits or appropriate permanent supportive housing options). Due to the state operated Family Shelter system, the Consortium will work closely with DHCD and DTA offices to coordinate services through the EA/HomeBase program. Much of this work is done locally through arrangements already in place regarding EA placement and eligibility. (Family shelters include; ServiceNet shelters in Greenfield & Pittsfield; Louison House in Adams; emergency

	shelter vouchers in Great Barrington; Individual shelters in Greenfield, Northampton, Amherst, Pittsfield, Adams, Great Barrington; Veterans shelters in Pittsfield and Northampton;
Timeline and process:	(April, 2016) system in place; outreach, education and training to state agencies and providers on new role/requirements of Consortium and Coordinated Assessment
Re-Housing Strategies	Families receive comprehensive rapid re-housing assessment within first week, and will use more comprehensive triage and assessment tools to determine barriers to entering and retaining permanent housing; intensity of case management, financial assistance, housing search and location services; Staff may consult with Consortium Housing specialist;
Timeline and process	(April, 2016) system in place; outreach and education and training to agencies and providers on new role/requirements of Consortium and Coordinated Assessment
Data Collection, Integration & Evaluation	The Consortium will develop written standards and procedures and systems and tool will be established in collaboration with the CoC HMIS coordinator to ensure capacity to merge data, at the CoC and Network Level;
Timeline and process	Consortium Coordinator implements tools/trains/monitors data collection, interfaces with TAC process; trains and provides on-going education to providers.

The Coordinated Entry and crisis interventions services will be: *low barrier, e.g.* not require families or individuals to engage in treatment or services as a condition for receiving housing placement or screen out for employment, drug/alcohol or criminal history; *prioritize people with the greatest need* for HUD funded CoC assistance; *Safety planning* particularly those fleeing violence and youth/young adults who are at risk of human trafficking and abuse; person-centered and provide options rather than mandates, and incorporates culturally competent practices, and prioritize staff with lived experience. Emergency shelter will only be provided as necessary. The goal of coordinated assessment and crisis intervention services is to restore people to stable housing as quickly as possible, without unnecessary delays. Community Action will work across the Consortium to create systems that align our sub-regional community's mainstream resources with flexible funds and consortium services to ensure we are leveraging all the resources available to any given household. Case Management services will be offered so these goals are met, and that program monitoring and compliance protocols are in place to maximize stable housing outcomes.

The 3 County CoC has a Coordinated Entry proposal pending at HUD which if awarded would provide an additional \$110,000 in funding to support the implementation of a Coordinated entry program with dedicated annual funding eligible for renewal through the HUD CoC process. This grant, which if awarded should start in the summer of 2016. This grant will support two full time clinicians designated to conduct assessments and intakes across the three county region for new individuals and families seeking homeless assistance. This funding will also support a 1-800 number available 24 hours a day to those seeking assistance as well as transportation services to ensure someone seeking assistance has a bed to go to if diversion is not possible at the moment of crisis. Soldier On currently provides this service to veterans in the region. If this grant is awarded, the Consortium and CoC will work with Soldier On to expand this service to the general population. Soldier On already has vans, drivers and dispatch in place.

Current infrastructure that is place includes Community Action offices located in Ware, Northampton (Hampshire County), Greenfield, Orange (Franklin County). Additional locations in Berkshire County include Pittsfield (BCRHA), Great Barrington (Construct, Inc) and North Adams (Louison House). There are current contractual arrangements through sub-contracts to deliver services through all these locations. Current resources being administered at these locations include CoC, ESG, EA, TPP and flexible funds from other sources. These offices are all staffed between 8:30 and 4:30 Monday through Friday.

Flexible Funds: The following section will discuss the use of Flexible Funds the Consortium will use to support a Network Coordinator and Financial Assistance targeted to housing stability and eviction prevention.

Network Coordinator: Up to 25% of the flexible funding will be utilized to support a Network Coordinator. This position will work closely with the established CoC and Network structure to enhance its work through this Consortium model. The Network Coordinator will be explicitly responsible for ensuring resources made available through this funding source are delivered through the Coordinated Entry process and adhere to the requirements set forth in the RFR and subsequent contract.

Financial Assistance: The Consortium will use Flexible Funds to offer financial assistance to help support a housing stability plan, a diversion plan and a rapid re-housing plan. Allowable housing related flexible funding shall be used to establish collaborative pathways to connect families and individuals to mainstream housing and services and may also include investments as follows:

As the Lead Entity to the Consortium, Community Action has a long history of administering CSBG and ESG resources in the community. These resources are targeted to prevention and use existing criteria that meet the needs of people who may not be eligible for current programs. Flexible funds will be utilized in a similar way (e.g. to help with rent arrearage, utility debt, short-term assistance).

The Consortium will establish protocols for accessing flexible funds which will be accessible across all three counties based on local demand. Community Action will administer payments in Hampshire, Franklin and Berkshire Counties and sub-contract with BCRHA in Berkshire County for staffing support. This contractual arrangement already exists in the ESG program in the region. Financial assistance may be provided upon the completion of a household assessment which includes a detailed review of the household budget. Once an assessment is complete and the household has been determined to be eligible for financial assistance, a housing stability plan is developed, as outlined in the RFR, and flexible funds will be used to stabilize the family or individual seeking assistance. This may include; rent arrearage which can sustain housing, debt payments related to housing security, short-term financial assistance and other expenses that are not leveraged through existing federal or state programs.

Output and Process Measures that will be tracked as part of the Consortium include:

referrals and assessments; # referred to/engage in one or more Prevention, Diversion, or RRH activity; # entering TH/PSH/subsidized or private housing; # and amount of TFA; # engaged in 6-month follow-up through face-to-face visits, phone contact; survey response; # retention in housing in at 6 months and 12 months; achievement of activities within time frames.

Measures for Success of the Coordinated Assessment will be based on National Alliance to End Homelessness best practices and include:

Length of stay, particularly in shelter: If consumers are referred to the right interventions, and those interventions have the necessary capacity, fewer families should be staying in shelter waiting to move elsewhere. The goal is to refer families to the right place right away to eliminate program hopping as they look for help. Merged data collection practices across the three sub-regions and optimally across the entire Network region will be critical to measuring impact. ***(Timeline to develop and test system: April-June, 2016; refine for next 6 months)***

- ***New entries into homelessness:*** CoC HMIS data analysis currently tracks entries/exits into shelter across the CoC. The CoC anticipates seeing a decrease to shelter entries within the first year. Additionally, it will cross-reference shelter entries to participants who receive Prevention or Diversion services as a measure of impact.
- ***Repeat episodes of homelessness:*** If families are sent to the intervention that is the best fit the first time, they should have a better chance at remaining stably housed.

The Consortium will target serving **100 households** with Coordinated Assessment and a projected **\$137,723** of Temporary Financial Assistance.

Schedule of Performance		
Activity	Responsibility	Timeframe
Hire Consortium Staff	CA/J. Tetreault D/S P. Ringwood	Post ads with subject to funding qualifier/3/1/16
Convene Subcontractors, CoC, Network and key prevention providers	CA/S. Cummings, J. Tetreault, D/S P. Ringwood	Convene planning meeting by 4/1/16
Set committee meeting schedule for county sub-regions	CA/S. Cummings, J. Tetreault, D/S P. Ringwood	5/1/16
Adopt common assessment tool	Consortium/CoC	5/1/16
Begin performing assessments	CA/ TBH	Upon hire
Timely Expenditure of funds	CA/ Kristin Peterson	3/1/16
Shelter diversion/RRH	CA/BCRHA/D/S	4/1/16- 6/30/17
Collect outcome/reporting data	CA/BCRHA	4/1/16- 6/30/17

A. Local Youth Committee: The 3-County CoC has an active and established Unaccompanied Homeless Youth Committee that meets monthly and is comprised of regional youth services representatives primarily from Franklin, Hampshire and Hampden counties (along the I-91 corridor), mainstream housing and homeless providers, CoC leaders, school homeless liaisons, family and domestic violence providers and homeless consumers.

Activities include:

- Developing a resource list and an information & referral tool by sub-region.
- Developing and implementing regional Point-in-Time counts and Youth Count/surveys for 2014 & 2015, and providing guidance/education on effective strategies to engage youth, including the use of Peer Outreach volunteers for these counts.
- Advocacy with the Special Commission on Homeless Youth and for legislative funding for additional youth resources
- A review and pilot phase of the VI-SPDAT-Youth Assessment tool among targeted providers, a final review and selection of common triage and assessment tools in conjunction with CoC/TAC Consultation is anticipated by June, 2016.
- Shared review of protocols, TFA criteria, education and training of “front-door” providers on youth engagement and trauma, and resource sharing.
- Data review and evaluation by CoC and on the regional level (in conjunction with the CoC and regional HMIS data coordinators).

The 3 County CoC and Hampden County CoC are both submitting parallel applications for enhanced youth resources to the region in order to provide flexible and locally based responses to the needs of unaccompanied homeless youth and develop the capacity to fully identify, triage, prioritize, house and provide mainstream services access to unaccompanied youth 18-24 years throughout W. MA. Referrals and supports will be provided to high-risk youth under 18 who may be falling between gaps in state and other community based services, particularly among 16-17 year olds, who are getting close to aging out of the child welfare system.

The 3-County Rural CoC region like most communities cited in a recent state report (**The State & Federal Policy Story of Homeless-BU Report, Ferrier, 2016**) lacks sufficient infrastructure to serve the volume of homeless/high-risk, unaccompanied youth. In 2015, the 3-County region counted nearly 50 unaccompanied youth in high schools; an additional 100 youth were served annually in adult shelters, and approximately 100 homeless/at-risk youth were enrolled in the two regional community colleges. Yet Berkshire and Hampshire counties have no transitional or permanent housing capacity for unaccompanied youth, and there are only 8 transitional slots in Franklin County.

Our region, however, is fortunate enough to be one of only eight providers in the Commonwealth with a federally funded Runaway and Homeless Youth programs (DIAL/SELF), which provides Basic Center services prevention/diversion) assessments on 110 at-risk youth annually under 18, Street Outreach services are provided to some 450 youth annually at a warming center and two drop in centers for youth up to 21 years; an average of 15 youth are served annually at 8 transitional living units in Turners Falls, MA. This year their funding was expanded to include limited street outreach and case management services to youth under 18 in Hampshire County (Northampton/Amherst). Additionally, over the past 10 years DIAL/SELF has developed 20 units of project based affordable permanent housing for youth aged 18-24, and 15 partially

subsidized scattered site units which offer youth a stable housing foundation, while they enhance their life skills, pursue higher education, build a successful work history and community connections, that will enable them to achieve lasting health, housing and financial stability. Eight units target LGBTQ youth. This history and experience has lead the Consortium to select DIAL/SELF as the subcontracted 3-County CoC Youth Services Lead.

Responsibilities of The D/S Youth Coordinator: A full time coordinator will co-lead the Youth Committee in conjunction with the Springfield Youth Consortium Coordinator, which will ensure that all the membership sectors are represented on the committee and shared approaches are used to design the sub-region implementation. Additionally, the Coordinator will interface with both the Youth Committee and the CoC/TAC Coordinated Assessment Planning team to represent youth issues with regard to effective youth assessment and engagement practices. The Coordinator will work with the committee to develop a comprehensive outreach, education and training plan for all providers who may function as “front doors” for youth housing-focused services. The Coordinator will be responsible for hiring and training three case managers who will provide outreach/case management services for each of the counties. Additionally, a part-time outreach staff will be targeted for Berkshire/Hampshire Counties to enhance identification and engagement of youth, including in-reach to the adult shelters and adult drop in centers in Greenfield and Northampton, to identify youth/young adults who may benefit from youth focused assessment, referrals or more intensive service support. Hampshire and Franklin youth providers will attend the monthly Network Youth Subcommittee meetings. The Youth Coordinator will hold a separate sub-regional meeting among youth providers in Berkshire County. The DIAL/SELF Youth Coordinator will work in close consultation with the Youth Committee and Consortium Coordinator on shared data collection practices, TFA practices, and outcome and evaluation.

Coordinated Assessment and Implementation Plan for youth:

The DIAL/SELF Youth Coordinator will work closely with the Community Action Consortium Coordinator and BCRHA subcontractor in the adaptation and implementation of overall the 3-County Coordinated Assessment Implementation Plan to ensure that mainstream “front door” providers have knowledge and access to youth specific resources, ensure youth-friendly practices and refer youth with complex support needs to the Youth Coordinator/Youth outreach/case managers. Additionally, they will participate in the CoC/TAC Coordinated Assessment planning team. The Prevention, Diversion, Shelter/Safety Plan, Re-housing, data collection, integration and evaluation processes and timelines will largely remain the same. At any point of engagement youth will be assessed for need, referred to and be provided with help to access additional key supports such as: the provision of basic needs (referral to drop in centers) individual, family and group counseling; access to medical, dental and mental health care; education and employment services; case management, advocacy and referral services; and independent living skills. TFA funds will be available to supplement the cost of any of these services.

The following additional youth-specific strategies will be applied to youth.

Housing Stability Plan for Youth: Youth who readily identify a need for housing will undergo a youth-specific assessment process to identify the most appropriate referral (e.g. prevention, diversion, shelter and RRH). Youth assessed for prevention will develop a housing plan, have

access to TFA, and will be referred to all mainstream services to which they are eligible. Flexibly intensive case management supports will be available to youth who need them.

Homeless Diversion Plan: Staff apply trauma informed practices when engaging youth who enter a youth site, like a drop in center. Typically, youth may not directly identify a need for shelter or housing risks until they begin to develop trust in a youth worker. Careful, reflective listening is an important quality of engagement. Hence, assessment is not always a straight ahead process. When a youth does engage, staff will begin to explore safe housing options with the youth and assess possibilities for family reunification, such as short-term kinship homes with a potential subsidy for the head of household, and engage the youth on identifying/assessing income sources, capacity, readiness, and interest in various housing types. This may include the Warming Center, transitional or permanent supportive housing or scattered site subsidies or other options.

Rapid Re-housing Plan: Data indicates that many youth end up in an adult shelter, thus underscoring the need for enhanced RRH support. No data was available to compare the percentage of youth who move to PH from shelter compared with older adults. Data from the Youth Counts document lower educational attainment, poor if any work history, and little rental housing history. Youth also often have an unrealistic sense of MH/SA challenges that may pose a barrier to health, employment and housing stability. This underscores the importance of linking youth to mainstream resources, working with youth to develop and achieve short and long term goals, and offering them opportunities to develop positive relationships with peer leaders or other adults-as gradual pathways to greater housing stability. Youth's need for TFA will be assessed in accordance to criteria finalized by the Consortium team and with input from the Youth Committee, and may include partial housing subsidies for longer durations of time as an incentive to keep higher need/risk youth engage in case management supports.

Current Housing and Services by Agencies:

3-County Homeless/At-Risk Youth Service Capacity		
Agency/Resource	Franklin/NQ	Hampshire
DIAL/SELF	<i>Outreach/Drop-In Center Services:</i> 2 drop in centers (staffed 25 hrs./week in Greenfield) and 12 hrs./wk. in Orange) provide basic needs services, life skills training, computer access, laundry facilities, case management, staff for support for connection to other services, I &R, needs assessment w/specific focus on housing, and PYD activities. 10 hr. outreach under development in Northampton/Amherst; Outreach will be expanded to each of the Community Colleges in the region. (Greenfield, Pittsfield)	
	<i>Housing/Shelter:</i> 4- youth low demand overnight warming center for youth needing safe overnight space (Turners Falls); referrals to Kinship & Host homes as short term housing plan; 8 TH units, 35 project and scattered site PSH units for 18-24 yr. olds. No TH in Hampshire County. 2 PSH slots in Hampshire; 8 PSH units under development.	
Community Action	LGBTQ youth (14-21 yrs.) youth led, adult supported social support, violence injury & suicide prevention. 60 youth annually across both programs; will act as "front door" ; currently have approximately 10 housing unstable youth; peer leadership, and	

	mentoring opportunities; WIOA Programs for youth/YA with significant barriers to employment, including paid internships (75 youth + 35 on follow-up; Youth Works
Literacy Project	Youth-friendly GED/HiSET/services in Hampshire/Franklin;
	Berkshire County Resources
Reconnect Center (BCAC) Pittsfield & N. Adams	Drop in Center for high risk YA focuses on employment/job readiness; needs training; will provide ‘front door’ assessment, I & R and co-locate Consortium YA Case manager. Provides WIOA & Summer Employment Programs.
Northern Berkshire Community Coalition Youth Services	Youth Leadership Program; provide 20 teens annually w/30 wks. of training and service projects (high risk youth). Mentoring & front door.
Railroad Street Youth	4-days/wk, Drop in Center, I & R, LGBTQ groups, recreation; apprentices, mentoring, job readiness; counseling and advocacy
	Berkshire, Franklin and Hampshire Counties
Adult Emergency Shelters	CoC funded adult shelters located in Greenfield, Amherst, Northampton, Pittsfield, Adams and Great Barrington are ‘front doors’ for an average of 100 unaccompanied youth/adults
Berkshire/Franklin/Hampshire Career Ctr.	School to Work programs in the schools all regions
Family Resource Centers	All regions; have youth friendly clinical services, needs assessments and referrals, support and skills groups for youth and families on site; I & R, , basic needs, important community based follow-up resource; locations in Pittsfield (Berkshire Children & Families); North Adams (N. Berkshire Community Coalition); Greenfield (Community Action); Amherst (Clinical Support Options)

Capacity to access all mainstream benefits both cash and health care related; Staff will be trained to assess all youth for mainstream benefits including, health insurance, SNAP, DTA financial assistance, WIC, Social Security. Each of the Consortium agencies (Community Action, BCRHA) have designated benefit specialists that assess and support access to mainstream benefits for all individuals and families, including youth, with a strong track record of enrollment into mainstream services.

Expertise to evaluate and provide trauma informed care and referrals; Building upon DIAL/SELF’s experience and expertise, staff will be trained to implement tools and strategies to provide trauma informed care, including evaluating for trauma, engaging in practices that support youth and providing appropriate referrals. Practices will include trauma awareness, so staff are able to recognize signs/effects of trauma. There will be an emphasis on safety through using practices that promote emotional and physical safety, including awareness of triggers, clear roles and boundaries, and maintenance of confidentiality, and practices will be empowerment-based, so youth are given opportunities to regain control over their lives and strengths-based, so youth are helped to build on their own coping skills.

Capacity to access education and workforce development resources including assessment and testing resources as well as general equivalency diploma or high school equivalency test; The Consortium includes providers with many years of experience with connecting youth to education and workforce development resources. DIAL/SELF works closely with partner agencies and schools to ensure youth are provided access to all educational options, such as HiSET assessment/training/testing programs. Community Action has been a leader in providing

Workforce Innovation and Opportunity Act (WIOA) programs in Franklin and Hampshire Counties and YouthWorks in Northampton and provides individualized goal-oriented case management, job readiness training and work-based learning opportunities, and support to access independent employment. DIAL/SELF will work closely with Community Action to ensure that there will be access to youth-friendly and age and developmentally appropriate workforce development services throughout the region.

TA/Training in youth services programming-LGBTQ and Immigrants: The Consortium includes a number of providers that provide culturally specific programming that we will utilize to provide training and technical assistance to all providers. Community Action provides youth-led, adult-supported, social support groups for LGBTQ youth in Hampshire and Franklin Counties. Railroad Street Youth provides youth-focused LGBTQ support services with an emphasis on violence, injury and suicide prevention, similar to Community Action. DIAL/SELF has an LGBTQ Housing First Program, which provides support with emergency sheltering, housing search, housing subsidies, connections with wrap-around services and case management to youth who identify as LGBTQ, with a priority on chronically homeless. There are also a number of immigrant service providers in the Consortium, including Multicultural Bridge in Lee, Berkshire Immigrant Center in Pittsfield, and the Center for New Americans in Northampton, Amherst, Greenfield and Turners Falls. Our area also sees a need for building services for our young parent families. We will work with Berkshire Children and Families and Community Action's and Childcare of the Berkshires' Healthy Families Programs to connect these families to additional housing resources. All of these providers will work together in the Network Youth Committee to develop trainings for staff on providing culturally appropriate services to all of these populations.

Youth Centered/TIC Assessment/Triage: The Network Youth Committee and the CoC/TAC are reviewing coordinated assessment tools, including the TAY-VISPDAT, and developing procedures for creating a youth-centered, trauma-informed care model. The plan is to pilot the TAY-VISPDAT for 3 months and develop modifications based on feedback from providers and youth. The new Youth Coordinator will work with Community Action Consortium Coordinator to ensure that assessment and triage at all levels is consistent between the youth providers and other providers in the Consortium.

Identification of mentoring and nurturing adult opportunities: The youth-service providers in our area, including DIAL/SELF, Community Action, Reconnect Center, Railroad Street Youth, and North Berkshire Community Coalition -Unity identify and develop mentoring and nurturing opportunities throughout their youth programming. Research has shown that if youth develop at least one positive, significant relationship with an adult, it helps to heal disrupted attachments, build trust and positively affect their outcomes. Youth providers will work with the Network Youth Committee to develop training for all providers in the Consortium around ways to identify and nurture these types of relationships and will be tracking these connections within our data collection. These programs are described in the chart above.

Output and Process Measures that will be tracked as part of the Youth Committee will include: Achievement of Youth Committee development goals, establishment of a comprehensive implementation plan for 3-County Youth, including successful establishment of trained "youth-friendly" front doors. Output measures include: # referrals and assessments; #

referred to/engage in one or more Prevention, Diversion, or RRH activity; shelter placements; LOS in shelter; # entering TH/PSH/subsidized or private housing; # and amount of TFA; # engaged in 6-month follow-up through face-to-face visits, phone contact; survey response; # retention in housing in at 6 months and 12 months; % employment and other income growth; educational enrollments; achievement of activities within time frames.

The 3-County Consortium/Youth Committee has set a target of addressing the housing needs of 35 unaccompanied youth in FY 2016 and 200 youth in FY 2017 through \$95,723 of Temporary Financial Assistance.

Measures for Success of the Coordinated Assessment will include those cited for the full Consortium and based on National Alliance to End Homelessness best practices

- *Length of stay, particularly in shelter:*
- *New entries into homelessness:*
- *Repeat episodes of homelessness:*

CoC HMIS data analysis currently tracks entries/exits into shelter across the CoC. The CoC anticipates seeing a decrease in length of stay in shelter among unaccompanied youth and shelter entries within the first year. Additionally, it will cross-reference shelter entries to participants who receive Prevention or Diversion services as a measure of impact.

Youth specific measures (based on USICH core outcomes) will include:

- **Stable housing:** including a safe and reliable place to call home will be measured by housing retention and level of safety in housing at 6 and 12 months, length and recurrence of homeless episodes.
- **Permanent connections: including** ongoing attachments to families, communities, schools, and other positive social networks will be measured by level of support system.
- **Education/employment,** including high performance and completion of educational and training activities, and stable employment or older youth/young adults will be measured by enrollment and progress toward completion of educational programs, participation in employment-related skills training programs, and attainment and maintenance of employment.
- **Social-emotional well-being:** including the development of key competencies, attitudes and behaviors that equip a young person to succeed across multiple domains of daily life, including school, work, relationships and community will be measured by assessing level of engagement in services and treatment, ability to manage activities of daily living, level of interactions with others, level of substance use, level of mental health symptoms.

The TAC Coordinated Assessment team and Youth Committee will identify common assessment and data collection tools to measure these results among youth who engage in services. Many of these can be measured by the Self-Sufficiency Matrix.

Schedule of Performance		
Activity	Responsibility	Timeframe
Hire Youth Coordinator	CA/J. Tetreault; D/S P.Ringwood	Post ads with subject to funding qualifier/3/1/16
Convene Subcontractors, CoC, Network and key youth/prevention providers	S. Cummings, J. Tetreault, P. Ringwood	Convene planning mtg. by /1/16
Expand Youth committee (increased structure, cross-sector members, sub-regional meetings, training agenda,	Consortium Coordinator, Youth Coordinator, Youth Committee members	Begin dialogue March, 2016 meeting-May, 2016
Establish Consortium meeting schedule that will include roll out plans including plan to assess/house youth 1 st quarter outcome goals	Consortium Coordinator, subcontractors, Youth Coordinator.	March, 2016
Hire youth case managers,	D/S Supervisor and Youth Coordinator	April, 2016
Finalize youth implementation plan with Youth Committee	Consortium/Youth Coordinators, Youth Committee	May, 2016
Finalize Youth assessment tools, policies and procedures with TAC TA team and Youth Committee	TAC team, Consortium/Youth Coordinators, Youth Committee	June 30, 2016
Outreach, Education and Planning with Youth Providers, including assessment tool, TFA requests	Consortium/Youth Coordinators, Youth Committee	Initial training for experienced providers May, 2026; full July 1, 2016
Training initial and on-going (staff, and providers) (services available, youth engagement strategies, TIC youth practices, mentoring relationships, culturally sensitive practices)	Youth Coordinator	June, 2016 and ongoing
Establish youth specific data collection tools/procedures, needs/gaps assessment, CQI gaps analysis, integration and evaluation practices	Consortium/Youth Coordinators, Youth Comm. CoC Chair, CoC HMIS Coordinator	Initial – June, 2016 and ongoing

3.4 - Cost Proposal

See attached:

Itemized Budget

- **Network Coordinator**
- **Flexible Funds – general population and youth**