

## APPENDIX 1: GOVERNANCE STRUCTURE AND STAKEHOLDER ENGAGEMENT

### **VERMONT-500 BALANCE OF STATE COC**

The VT Coalition to End Homelessness (VCEH) is the decision-making body for the Vermont-500 Balance of State CoC whose mission is to:

*The Vermont Coalition to End Homelessness supports the work of local CoCs; connects them to a broader network of stakeholders; administers federal funds; and advocates for funding and policy changes so that people living in Vermont have a safe, stable, affordable home and if homelessness occurs it is a brief and rare occurrence during which everyone is treated with dignity and respect.*

VCEH is an entirely volunteer-operated partnership of community stakeholders; the VCEH Board operates as a collective within an informal organizational structure. VCEH does not maintain any organizational staff, but is supported with substantial in-kind support by many community members and stakeholders. The VCEH Board conducts open meetings, with the entire CoC membership and public, on a monthly basis and follows a CoC Governance Charter, which is reviewed and revised annually by the entire CoC.

The VCEH Board is led by a CoC Executive Team that establishes monthly agendas, facilitates meetings, and oversees general CoC operations, and includes:

- **Co-Chair:** GroundWorks Collaborative (Josh Davis)
- **Co-Chair:** Pathways Vermont (Rebeka Lawrence-Gomez)
- **Treasurer:** Capstone Community Action (dawn butterfield)
- **Secretary:** Homeless Prevention Center (Heather Hinckley)

The VCEH Board is comprised of an additional 25 members, including:

- **Two current/formerly homeless representatives** (Whitney Nichols/Shawn Kelley)
- **One rep from each of the twelve (12) local/regional CoCs**
- **One rep for youth:** at least one member of the Youth Action Board (youth), or if unavailable – VT Coalition of Runaway & Homeless Youth Programs (Bethany Pombar)
- **One rep for victims of domestic/sexual violence:** VT Network Against Domestic & Sexual Violence (Kara Casey)
- **One rep for veterans:** U.S. Dept. of Veterans Affairs Medical Center-White River Junction (Jason Brill)
- **Two reps from the VT Agency of Human Services:** Office of Economic Opportunity (Emily Higgins) and Dept. of Mental Health (Brian Smith)
- **One voting rep for Housing Partners:** VT Housing Finance Agency (Andrea Tieso), VT Housing & Conservation Board (Jen Hollar), VT Dept. of Housing & Community Development (Shaun Gilpin)

- **One rep for the Vermont State Housing Authority** (Daniel Blankenship)
- **One rep for CoC HMIS Lead Agency:** Institute for Community Alliances (Meghan Morrow Raftery)
- **Up to three reps-at-large:** VT Agency of Education (Deborah Ormsbee), United Ways of Vermont/VT 211 (MaryEllen Mendl), VT Affordable Housing Coalition (Erhard Mahnke)

The VCEH/VT BoS CoC receives administrative and leadership support from:

- **Collaborative Applicant:** VT State Housing Authority (Daniel Blankenship)
- **CoC Support Specialist:** VT State Housing Authority (Andrea Hurley)
- **HMIS Lead Agency:** Institute for Community Alliances (Meghan Morrow Raftery)
- **Coordinated Entry Lead Agency:** VT Agency of Human Services (Sarah Phillips)
- **HUD ESG Grantee:** VT Agency of Human Services (Emily Higgins)

The VCEH Board approves and oversees a variety of committees and workgroups to ensure the implementation of specific CoC operations, including a Coordinated Entry, HMIS, and ending Veterans' Homelessness.

## **FORMATION OF THE YOUTH HOMELESSNESS PREVENTION PLAN COMMITTEE**

As the Vermont Coalition to End Homelessness (VCEH), Vermont's Balance of State Continuum of Care, worked to advance local and national goals of ending youth homelessness by 2020, we recognized that unaccompanied youth and young adults under 25 represent a unique population impacted by experiences of homelessness and developing responses would require a range of interventions that meet their unique developmental and social needs. The Youth Homelessness Prevention Planning Committee (YHPPC) was formed in March of 2017 to:

- Increase data collection and analysis to gain better understanding of youth and young adult homelessness in Vermont.
- Develop a shared understanding of evidence-informed practices to address youth and young adult homelessness, current Vermont and national resources, and what interventions increase positive outcomes.
- Create a statewide plan to end youth and young adult homelessness through increasing capacity for interventions that reduce risk factors, build protective factors and mitigate long-term impacts of experiences of homelessness. Interventions should address four primary outcomes as outlined in the USICH framework<sup>1</sup>:
  - Stable Housing
  - Permanent Connections

---

<sup>1</sup> United States Interagency Council on Homelessness, Framework for ending youth homelessness, February, 2013, <https://www.usich.gov/tools-for-action/framework-for-ending-youth-homelessness>

- Education/ Employment
  - Social/ Emotional Well-being
- Ensure that every community has the capacity to identify and engage youth and young adults at risk of experiencing homelessness and intervene to prevent loss, reduce barriers to emergency crisis services, and increase short and long term housing supports appropriate for the unique populations needs.

During the early work of YHPPC, four primary workgroups were formed: Stakeholder Engagement, Youth Engagement, Data Collection, and Coordinated Entry. These groups worked to assess the current landscape of youth and young adult homelessness in Vermont. Through their efforts:

- A stakeholder survey asking about perception of causational factors for youth and young adult homelessness, strengths and gaps in the current response system, and ideas for enhanced prevention and diversion was released which collected responses from 174 self-identified stakeholders.
- Five key informational interviews were held with partner groups including Department for Children and Families representatives, Children’s Mental Health Providers, Juvenile Justice Representatives, Vermont’s Youth Development Program providers, and Community Action Agencies.
- Four focus groups for youth ages 16-24 were held in Brattleboro, White River Junction, St. Johnsbury and Burlington. Focus groups were co-facilitated with a youth engagement committee member and a youth from the community.
- A youth survey was released to solicit feedback from young people aged 14-25 with lived experiences of homelessness or precarious housing, 38 eligible respondents completed the survey.
- An initial data compilation was conducted and gaps and duplications were identified. A plan was developed to address issues with HMIS and other data providers.
- The implementation of coordinated entry is being examined through a youth-focused lens and the Chittenden County CoC (the other HUD recognized CoC in Vermont) was supported in their early adoption of a common youth assessment tool and by-name list.

*Final reports from both the stakeholder workgroup and youth engagement workgroup can be found in the appendix.*

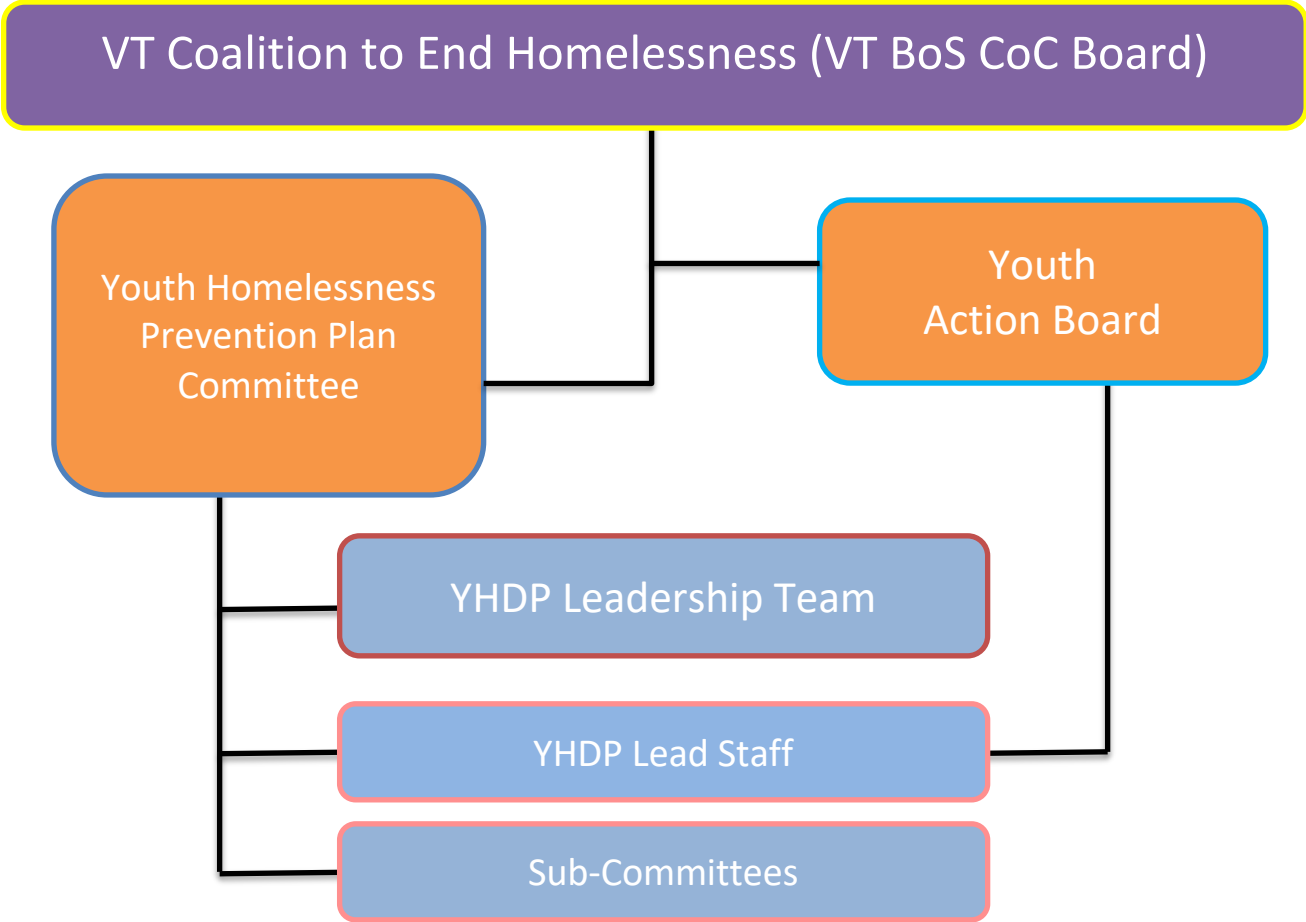
When the opportunity for the second round of funding for HUD’s Youth Homelessness Demonstration Project opened in January of 2018, the VCEH and YHPPC were eager applicants

as we continued to move our planning process forward and build engagement from community partners. Once awarded as the Vermont Youth Homelessness Demonstration Program, we strengthened and clarified our governance and decision-making structures to facilitate the development of a Coordinated Community plan.

**Decision Making:**

The Vermont Youth Homeless Demonstration Program - Coordinated Community Plan (VT YHDP-CCP) is a collaborative and inclusive process with direction provided by the Youth Action Board (YAB) and support provided by the YHDP Leadership Team, Youth Homelessness Prevention Plan Committee, YHPPC subcommittees and YHDP Lead Staff. Planning decisions are passed through the YHPPC to YAB for approval before being presented to the VCEH for final approval. The YHPPC follows a simple majority vote rule for members present. There is no quorum that needs to be achieved, and each member gets one vote, except RHY program representatives whose vote counts as two, please see the below list of voting members.

**Decision Making Flow-Chart:**



A separate committee will be established which has voting member seats from YHPCC and YAB members, as well as other identified CoC stakeholders, to review and rank Vermont's YHDP project applications going forward.

### **YOUTH ACTION BOARD (YAB)**

YAB membership currently consists of six youth from five different communities who range in age from 17-25. Representatives include one youth of color, two LGBTQ identified youth, two male-identified youth and four female-identified youth, all with lived experiences of homelessness. YAB is supported directly by the YHDP coordinator, meets at least monthly, attends YHPPC meetings, and members are compensated for their time. At least 2/3 of YAB members must be currently or formerly homeless. Co-chairs are voted on by YAB board and serve two-year terms. The YAB uses consensus-based decision making unless an urgent timeline must be met in which case a major majority of 75% of YAB members are needed to pass decisions. The YAB met at least monthly through the planning phase and will continue to meet at least quarterly through program implementation. Meetings happen both in person and through virtual phone and computer-based forums to support statewide participation. YAB members are invited to and participate in all YHPPC meetings in addition to their separate YAB member only meetings. YAB members are paid consultants for the VT YHDP.

Current membership includes:

- Ron Burns (co-chair)
- Jakya Ellison (co-chair)
- Keegan Jones
- Devon Rinaldi
- Lacey Beetham
- Genesis Van Dyke

YAB support team:

- VT YHDP Coordinator: VT Coalition of Runaway and Homeless Youth Programs (Bethany Pombar)
- YAB YHDP Technical Assistant providers: True Colors Fund (Kahlib Barton and Ziggy Keyes)

### **YOUTH HOMELESSNESS PREVENTION PLAN COMMITTEE (YHPPC)**

The YHPPC Stakeholders meet monthly to review and provide feedback on plan development and project implementation. All members are volunteers through their organizations. Since

March 2017, when planning for the YHDP application began, the YHPPC has met for a total of 37 hours. A full member list can be found on the following page.

The committee currently includes several subcommittees, which have membership that may extend beyond YHPPC voting members:

- Coordinated Entry-
  - Ari Kisler, VCRHYP
  - Christine Linn, Youth Services, Inc. of Windham County
  - Wendi Byther, Youth Services, Inc. of Windham County
  - Will Towne, Spectrum Youth & Family Services
  - Meghan Morrow Raftery, Institute for Community Alliances
  
- Data Coordination –
  - George Seiffert, DCF Office of Economic Opportunity
  - Ari Kisler, VCRHYP
  - Meghan Morrow Raftery, Institute for Community Alliances
  
- Youth Engagement-
  - Bethany Pombar, VCRHYP
  - Christine Linn, Youth Services, Inc. of Windham County
  - Anna Berg, Youth Development Program
  
- Stakeholder Input-
  - Bethany Pombar, VCRHYP
  - Judy Rex, DCF Commissioner’s Office
  - Tara Chase, Windsor County Youth Services

VT YHPPC support-

- **VT YHDP Coordinator-** VT Coalition of Runaway and Homeless Youth Programs (Bethany Pombar)
- **CoC Support Specialist-** VT State Housing Authority (Andrea Hurley)

<b>YHPPC Voting Membership</b>			
<i><b>Group</b></i>	<i><b>Weight</b></i>	<i><b>Organization</b></i>	<i><b>Representative(s)</b></i>
Post-Secondary Ed.	1	Community Colleges of Vermont	Kate Hughes
Elementary/Secondary Ed.	1	Agency of Education	Jesse Roy
Mental Health Housing Provider	1	Pathways Vermont	Amos Meacham, Rebeka Lawrence-Gomez
District Mental Health Service Provider	1	Northwestern Counseling & Support Services	Nic Kosac
Foster Involved Youth Services	1	Youth Development Program	Jennifer Boardman
Adult Housing Services	2	Homeless Prevention Center	Sara Schoenwetter
		Upper Valley Haven	Ellen Reader
Housing Authority	1	Vermont State Housing Authority	Daniel Blankenship
Domestic/Sexual Violence	1	Vermont Network Against Domestic and Sexual Violence	Kara Casey, Amy Torchia
Runaway and Youth Service Providers	2	Windsor County Youth Services	Tara Chase
		Youth Services, Inc.	Christine Linn, Wendi Byther
Statewide Youth Coalition	1	Vermont Coalition of Runaway & Homeless Youth Programs	Bethany Pombar, Ari Kisler
Pregnant and Parenting Youth Service Provider	1	Family Center of Washington County	Janine Gallagher
Child Welfare System/ State Government	1	DCF Commissioner's Office	Judy Rex`
State Housing Licensing	1	DCF Family Services Division	Lauren Higbee
State Housing/ ESG Entity	1	DCF Office of Economic Opportunity	George Seiffert
Youth Employment	1	Department of Labor	Rose Lucenti, Tracy Verge
Juvenile justice	1	Valley Court Diversion Programs	Vacant
Youth/Teen Center	1	LISTEN Community Services	Katie O'Day
HMIS	1	Institute for Community Alliances	Meghan Morrow Raftery
Chittenden County Homeless Alliance	1	Spectrum Youth & Family Services	Will Towne
LGBTQ+ Services	1	Outright Vermont	Amanda Rohdenburg (consultation)

## **VT YHDP LEADERSHIP TEAM**

The Leadership Team coordinates the YHPPC through agenda planning, draft development support, guidance for the YHDP coordinator, technical assistance organization and project management oversight. The team includes Demo Project applicant partners and runaway and homeless youth service providers.

- **YHDP Lead Agencies-** VT state Housing Authority (Daniel Blankenship) and VT Coalition of Runaway and Homeless Youth Programs (Bethany Pombar, Ari Kisler)
- **Public Child Welfare Agency-**VT Agency of Human Services (Judy Rex)
- **CoC Collaborative Applicant-**VT State Housing Authority (Daniel Blankenship)
- **CoC Support Specialist-** VT State Housing Authority (Andrea Hurley)
- **State Education Agency-**VT Agency of Education (Deb Ormsbee, Jesse Roy)
- **RHY Direct Services Provider-**Windsor County Youth Services (Tara Chase)
- **YHDP Technical Assistance Providers-** -Technical Assistance Collaborative (Lauren Knott, Ellen Fitzpatrick)



### YHDP COORDINATED COMMUNITY PLAN PARTNER LIST

Partners	Partner's name	Involvement
○ CoC Program Recipients/ Providers	Vermont State Housing Authority (VSHA); Pathways Vermont; Homeless Prevention Center; Upper Valley Haven; Institute for Community Alliances; Agency of Human Services (AHS); Northwest Counseling and Support Services (NCSS)	VSHA is the YHDP Lead Agency and on the YHDP Leadership Team. All are YHPPC voting members.
○ Youth Advisory Boards	Coordinated by the VT Coalition of Runaway and Homeless Youth Programs	At least monthly meetings through planning phase and quarterly meetings required ongoing (see decision making matrix for more information)
○ Local and State Government	VT Department for Children and Families – Commissioner's Office	YHDP Leadership Team, Co-Chair of the YHPPC, and supporting YHDP planning and implementation through direct funding of \$87,500 over two years
○ Public Child Welfare Agencies	VT Department for Children and Families	See row C
○ ESG Program Recipients	VT Department for Children and Families - Office of Economic Opportunity	YHPPC voting member and on YHPPC Data Subcommittee
○ Local and State Law Enforcement and Judges	N/A	N/A
○ Early Childhood Development and Child Care providers	Family Center of Washington County	YHPPC voting member
○ Local and State Educational Agencies	VT Agency of Education	On YHDP Leadership Team and a YHPPC voting member
○ Runaway and Homeless Youth Program Providers	VT Coalition of Runaway and Homeless Youth Programs (VCRHYP), Windsor County Youth Services (WCYS), Youth Services Inc.,	VCRHYP & WCYS are on the YHDP Leadership Team; All are YHPPC voting members and/or hosted a youth focus

<b>Partners</b>	<b>Partner's name</b>	<b>Involvement</b>
	Spectrum Youth and Family Services, Northwestern Counseling & Support Services	group for the YHPPC Youth Engagement Subcommittee; Some are involved in various YHPPC subcommittees
○ Non-Profit Youth Organizations	LISTEN Community Services - Junction Teen Center; Outright Vermont; VT Youth Development Program (YDP)	All are YHPPC voting members; YDP is a member of the YHPPC Youth Engagement Subcommittee and participated in a YHPPC Stakeholder Subcommittee interview
○ Juvenile and Adult Corrections and Probation	VT's Department for Children and Families – Balanced and Restorative Justice (BARJ); Valley Court Diversion Programs (VCDP)	VT's juvenile justice system is integrated with DCF (see row C for DCF involvement); BARJ participated in a YHPPC Stakeholder Subcommittee interview; VCDP is a YHPPC voting member
○ Health, Mental Health, and Substance Abuse Agencies	Pathways Vermont; Northwestern Counseling & Support Services	YHPPC voting members
○ WIOA Boards and Employment Agencies	VT Department of Labor	YHPPC voting member
○ Landlords	N/A	N/A
○ Public Housing Authorities	Vermont State Housing Authority	See row A
○ Institutions of Higher Education	Community Colleges of Vermont	YHPPC voting member
○ Community Development Corporations	N/A	N/A
○ Affordable Housing Developers	N/A	N/A
○ Local Advocacy, Research, and Philanthropic Organizations	VT Network Against Domestic and Sexual Violence	YHPPC voting member
○ Privately Funded Homeless Organizations	N/A	N/A