

BAY-CASH Employment Opportunity

Project Director, Pre-implementation

Background

We seek a dynamic, expert leader committed to ending young adult (YA) homelessness to lead a Cash Plus intervention pilot in Greater Boston.

BAY-CASH (Boston Area Youth–Cash Assistance for Stable Housing) is a Cash Plus Program aligned with the Pathways + Trust Youth Initiative. It offers a combination of unconditional direct cash transfers (DCTs), paid bi-weekly for 24 months, and optional supportive services, offered for 30 months, and will rigorously evaluate whether regular, modest cash payments plus supports are effective in ending YA homelessness. BAY-CASH was developed and led by a group of local partners (Core Partner Group¹), including YA, state government, service providers, and advocates with guidance from national partners. If successful, BAY-CASH is committed to ensuring that every young person experiencing homelessness in Massachusetts has access to this Cash Plus intervention model.

The Pathways + Trust Youth Initiative is a collaboration between national and local partners investigating whether Cash Plus interventions are effective tools in ending YA homelessness in America. The Initiative includes several pilot sites, centers equity and YA voice, and builds evidence for models that place YA on a path to thriving that we can use to inform federal, state, and local policy.

BAY-CASH will recruit and invite YA experiencing homelessness to participate in a longitudinal study of their paths into and through homelessness (the Pathways Study). About half of the participants will then be randomly identified and invited to participate in our CASH Plus intervention model, while the others are compensated for responding to surveys only. The Pathways Study will compare these two groups to evaluate the effects of DCTs on YA housing outcomes and thriving. BAY-CASH is modeled after other Cash Plus programs in the Initiative codesigned by YA, Chapin Hall at the University of Chicago, and its implementation partners, Point Source Youth and UpTogether. It has received support from a broad range of local philanthropic, program, and government partners.

The work has four phases: readiness, pre-implementation, implementation, and sharing. The readiness phase (2021-2022) answered key questions about state and local context to inform pre-implementation. [Read our full Readiness Report here.](#) The pre-implementation phase, 6-12 months long, will result in a detailed implementation and evidence building plan. BAY-CASH partners remain committed to local partnerships, shared values, and the confrontation of common stereotypes that prevent broad and sustainable public trust in DCT Programs for individuals who have experienced substantial adversity.

The pre-implementation phase will be staffed by the Project Director (PD), a Project Associate (PA), and a Development Associate (DA). The Core Partner Group Co-Chairs will directly supervise the PD, the PD will supervise the PA and DA, and all roles will be supported by Point Source Youth, Chapin Hall, and UpTogether. Members of the Core Partner Group will also take on supporting roles related to fundraising, partnership development, legal, finance, and budgeting, as needed. Depending on performance and

¹ The Core Partner Group is the primary decision-making body for BAY-CASH. See [Appendix A of the Readiness Report](#) for our governance structure and a list of group members.

reliant on fundraising, the PD may be offered an extension of their role to lead implementation (expected 2 years or more).

Scope of Work

The Project Director (PD) will manage and lead the development of key processes for the launch of BAY-CASH. The PD will work closely with the Co-Chairs, Core Partner Group, and national partners (Chapin Hall, PSY, UpTogether) to ensure that processes uphold the core BAY-CASH values (see below), maintain fidelity to the Pathways + Trust Youth model, and integrate community voice, emerging evidence, and recommendations, based on implementation in other jurisdictions.

The responsibilities of the PD are:

A.) Fundraising

- PD will be responsible for creating a fundraising strategy likely to meet our fundraising goal, in partnership with the Co-Chairs, Core Partner Group, and national partners.
- PD will be responsible for facilitating fundraising meetings and working with team members to prospect, build relationships, make pitches, submit proposals, and steward existing donors.

B.) Partnership Management: The PD will be responsible for communicating effectively with all partners, including:

- **The Core Partner Group:** Regularly convene the Core Partner Group for feedback and planning around key processes. Collaborate with individuals and respond to their individual inquiries and suggestions quickly and effectively.
- **Prospective state and local partners:** Attend convenings, meetings, coalitions, and other activities, including making presentations, to raise awareness of BAY-CASH. Regularly engage in communication efforts to build relationships and recruit committed BAY-CASH partners, e.g., email, phone, and social media, professional networks, government partners, etc.
- **National partners:** Maintain local leadership responsibility and coordinate implementation strategy closely with the design and evaluation team (Chapin Hall), their survey partners, implementation TA provider (Point Source Youth), cash transfer platform (UpTogether), and other national partners. Work in close partnership with the national partners to expand the DCT evidence base and support projects in more cities. This may include participation in a national cohort of participating communities and attending national conferences.

C.) Incorporate Core Values (*see BAY-CASH Core Values below*)

- **Authentic YA engagement:** PD will ensure YA are at the center of decision making for BAY-CASH. During this phase, the team will recruit and support two or more YA as part of the Core Partner Group and partner with YA to finalize a recruitment strategy based on parameters established by the Core Partner Group. The pre-implementation phase will end with the execution of this strategy and the successful identification and recruitment of 120+ YA interested and eligible for enrollment into the Pathways Study. PD is encouraged to consider including YA Core Partners in all final design activities beyond Core Partner meetings.
- **Shared Ownership:** PD will facilitate partner engagement to ensure buy-in and oversight. PD will send agendas and homework, as needed, before meetings and work one on one with partners to address individual concerns and needs as they arise. PD will ensure shared ownership through joint decision-making, consensus building, and responsiveness to feedback.

- **Accountability:** PD will prepare a 2023 work plan that outlines expected activities for the coming year for existing and prospective partners. PD will prepare updates to the Core Partner Group, funders, and prospective partners to maintain strong relationships or comply with funder contracts.

D.) Finalize Program Design: The PD will manage and lead key project design tasks in close collaboration with the Core Partner Group and with the guidance of Chapin Hall, including parameters and structure for implementation and evaluation. Tasks include the following:

- Compile elements already agreed upon by the Core Partner Group, researching and collaborating to answer outstanding questions, and synthesizing a final program design;
- Carry out a policy mapping of public benefits in Massachusetts relevant to the BAY-CASH target population in close collaboration with national partners; identify necessary actions within the legislative process, including the pursuance of benefits waivers for affected populations; and ensure close coordination with Chapin Hall concerning project eligibility and informed consent;
- Designing a Request For Proposal (RFP) process in collaboration with national partners and YA: write an RFP, publishing it, develop a review, scoring, and selection process, answer questions from potential applicants, recruit and train reviewers, collaborate to select partners, and publicly announce partner selection (The RFP will cover the “Plus” services according to the decisions made by the Core Partner Group and in consultation with national partners)

Qualifications

The PD must demonstrate commitment to the BAY-CASH core values (see below). In addition, the PD must have the following experience and skills:

- YA Homelessness Experience:
 - Demonstrated experience and accomplishment within programmatic and other efforts to prevent and end YA homelessness and work toward equity for historically marginalized populations (required).
 - At least one year working on a YA homelessness project or for a YA homelessness organization (preferred).
- Project Management and Leadership Experience:
 - Experience managing a project or campaign with multiple action steps, multiple stakeholders, and managing to a specific timeline and set of objectives (required).
- Relationship Development Experience:
 - Experience interfacing with a range of partners, including individuals with lived expertise, nonprofit provider organizations, researchers/evaluators, advocates, public agency leads, and policymakers, as examples.
- YA Partnership Experience
 - Experience working directly with YA and individuals with lived expertise (required).
- Strong written and verbal communications skills equipped for a broad range of stakeholders (required), including samples.
- Strong Microsoft, Google (e.g. docs, sheets), and Zoom (or equivalent) skills (required).

Hours and Compensation

This is an employment position formally engaged by our fiscal sponsor, Y2Y Network. The PD, will represent BAY-CASH (and not Y2Y Network) in all public engagements and written materials and is expected to work between 30 and 40 hours a week for a period of between 6 and 12 months and up to

1440 hours of work. Compensation range for the PD will be \$60 to \$75 per hour, depending on experience, with a limit of \$100,000 for the pre-implementation phase **plus benefits**.

The PD will report to Matt Aronson, BAY-CASH Co-Chair, who will review and approve invoices. Additional costs for materials and travel must be approved by Matt Aronson and will be covered by BAY-CASH through a separate reimbursement request (not included in the compensation described above).

Core BAY-CASH Values

All BAY-CASH Project Team members are expected to uphold and further the following values during the execution of their work

- **Authentic YA Partnership:** YA with lived experience of homelessness must be at the center of decision making for BAY-CASH. We must commit to actively engaging them in our design, development, and implementation process, to supporting and compensating them well in that engagement, and ensuring that their voices are prioritized when making critical BAY-CASH decisions that will affect young people's lives. We must be anti-adultist in all of our internal and external interactions and support our adult allies in partnering with BAY-CASH in a way that is anti-adultis and upholds our values of authentic YA partnership.
- **Shared Ownership:** BAY-CASH is committed to a shared ownership model of decision-making. We must create processes and implement strategies that recruit and actively engage a broad range and diverse group of local and state partners. We must also prioritize community voices and, at times, preference those voices over the voices of external experts. We must honor community perspectives and choices even when they are unexpected or counter to our assumptions and beliefs to the greatest extent possible. Shared ownership is how we ensure legitimacy for and trust in BAY-CASH, which is critical to our long-term success.
- **Accountability:** BAY-CASH must be accountable to our stakeholders, requiring radical transparency and coordination with core partners and external partners. We will produce regular reports, share documentation and internal analysis, and identify forums where we can regularly inform the public of our progress. We are committed to accountability regardless of whether the data and experience validate or refute our hypothesis.

Application Submission

Please submit a letter of interest and resume to baycashteam@gmail.com. Use the same email for all questions. Thank you.