Youth Homelessness Demonstration Program

COLLECTIVE IMPACT EVALUATION, QUARTER ONE REPORT

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Introduction

This Quarter One Evaluation Report summarizes the work of the YHDP collective (including YHDP funded partners and other system partners not funded by YHDP) to reduce youth homelessness through the coordinated community plan and identifies what was done, how well it was done, and who was better off because of these efforts during the first quarter of fiscal year 2021-2022. To support continuous improvement of the collective, summaries of opportunities to improve service delivery and data tracking are also provided.

Methods

The data in this quarterly report are derived from the following data sources: focus groups with youth served by partners, CSB client-level data, Franklin County Court eviction records, partner internal client tracking, and a collective impact survey distributed to partners. A detailed description of the data sources is found in Appendix A.

Appendix A identifies the quarterly evaluation questions as outlined in the YHDP Evaluation Framework; the data source(s) to answer the question; data limitations uncovered during this quarterly reporting and subsequent action plans for overcoming limitations in future reporting. Some evaluation questions cannot be fully answered during this quarter due to data limitations; though action plans are in place for collecting and reporting this information in future reports. Answers to evaluation questions in which data were obtained this quarter are summarized in the sections below.

What Was Done Among the YHDP Collective in Quarter One?

Collective Partners

During Quarter One, eight partners were engaged in the YHDP collective providing services to transition age youth (TAY) who are at imminent risk of or literally homeless. The list of partners and types of services provided to youth are summarized below:

Community Shelter Board (CSB): Community Shelter Board functions as a collective impact organization working to coordinate resources and organizations in Franklin County. CSB works with nineteen partner organizations related to homelessness prevention and rapid resolution; street outreach; emergency shelter; rapid re-housing; transitional housing; and permanent supportive housing.

YHDP Funded Partners:

Community Housing Network (CHN): CHN is a property manager with permanent supportive housing (PSH) sites across Franklin County. Marsh Brook Place, opened in 2020 and provides thirty, one-bedroom apartments and ten two-bedroom apartments for transition-age youth (TAY) in Franklin County. Huckleberry House provides on-site services for residents.

Home for Families (HFF): Previously the Homeless Families Foundation, Home for Families assists families in achieving housing, economic, and educational stability. HFF uses a housing-first model to place sheltered individuals into housing using rapid re-housing programs and provide targeted housing services for expectant mothers. Further, HFF is linked with Huck House for housing and supportive services for TAY in a transitional housing model. Once connected with housing, all youth receive wraparound services to meet their unique needs. Additionally, through YHDP funding, HFF partners with YMCA to provide rapid re-housing services for single adult TAY.

Huckleberry House (Huck House): Huckleberry House operates through three primary avenues: a crisis shelter and counseling center, the youth outreach program (YOP Shop), and permanent and transitional housing sites funded through the Community Shelter Board, Victims of Crime Act, Runaway and Homeless Youth Program, the Alcohol, Drug, and Mental Health Board, and private funding. Clients become connected with Huck House either through the crisis shelter or the YOP Shop outreach team. Once connected to the YOP Shop, eligible youth are enrolled in the coordinated entry system (CES) called the Coordinated Access and Rapid Resolution (CARR) Team. The CARR Team is YHDP-funded. At that point, youth are linked with case management, relevant community services, and housing within or beyond Huck House.

YMCA of Central Ohio: The YMCA of Central Ohio operates the Van Buren emergency shelter. The shelter serves adult men, women, and families. At the shelter, staff provide case management, employment support including workforce development, housing search assistance, and access to resources to meet basic needs (meals, hygiene). YMCA also provides rapid re-housing services and works with HFF to provide these services for single adult TAY.

System Partners Not YHDP Funded

Center for Healthy Families (CHF): The Center for Healthy Families works with pregnant and parenting teens in Franklin County. Under a direct service model, Resource Advocates connect eligible teens with resources to support their education, parenting, relationships, and housing. CHF provides referrals for housing, but does not maintain its own units.

Kaleidoscope Youth Center (KYC): Primarily, KYC functions as a drop-in center which provides access to basic needs, supportive programming, technology, and discussion/community for youth. KYC focuses specifically on LGBTQIA+ youth experiencing or at risk of homelessness. KYC has recently expanded its services to launch a VOCA-funded Rapid Re-Housing program; Supportive Co-Housing Program; and community volunteer Host Home Network.

Star House: Star House operates as a drop-in center which offers resources to meet homeless youths' immediate needs and provide broader stabilization services including employment opportunities and mentorship. Further, Star House in partnership with Fairfield Homes, operates Carol Stewart Village, a 62-unit youth community with on-site supportive services for residents.

For Reference: Types of Services available for TAY

Drop-In Centers A supportive location providing resources, basic supports, and temporary overnight shelter.

Outreach Programs A community-based program intended to reach individuals living unsheltered, in places not meant for human habitation.

Emergency/Crisis Shelters Designed for short-term stabilization providing resources, basic supports, and temporary shelter.

Rapid Re-Housing A housing-first solution designed to house youth as quickly as possible.

Transitional Housing Designed to be utilized for six months to two years in combination with supportive services to build self-sufficiency.

Permanent Supportive Housing (PSH) For disabled youth experiencing long-term homelessness who benefit from intensive supportive services.

According to the Coordinated Community Plan, the following programs are YHDP funded (Table 1):

Table 1. YHDP-Funded Programs	
Program	**Lead Agency**
CARR Team	Huckleberry House
Joint Transitional Housing and Rapid Re-Housing	HFF
Rapid Re-Housing	HFF
Permanent Supportive Housing (PSH)	CHN

Services Provided and Youth Served

From July through September 2021, YHDP funded partners reported serving 249 unique TAY households (Table 2).[1] Services provided among partners include outreach, referrals, and linkages to community services (e.g., counseling, enrollment in benefits, food pantry), intakes for housing, and successful linkages to housing. As detailed in Appendix A, there are data limitations with client-level data this quarter with action plans to overcome these in future reporting.

Table 2. Services Provided and Number of Youth Served		
Partner	**Services Provided**	**TAY Households Served**
YHDP Funded Partners		
Huck House	CARR Team, linkages to community services	63
HFF and YMCA	Housing and associated services (Rapid Rehousing and Transitional Housing)	176
CHN	PSH	39
System Partners Not YHDP Funded		
Huck House	Emergency shelter for underage youth	56
Huck House	Housing and associated services (Transitional Housing)	34
System Partners Not YHDP and Not CSB Funded		
CHF	Referrals and linkages to housing and community services	27
KYC	Referrals to community services and case management	22
Star House	Drop-in services	unknown

In addition to the partners referenced above, TAY are served by multiple organizations providing services, emergency shelter and housing to at risk and homeless youth. System-wide, in Quarter One 580 TAY households were served, receiving the following interventions outlined in Table 3:

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[1] Sum of the total unique individuals served by organization will not add up to 249 due to duplicated clients served across partner organizations.

Table 3. Other Services Provided and Number of Youth Served	
Type of Services Provided	**Number of Youth Households Served**
Homelessness Prevention	114
Street Outreach	8
Emergency Shelter	206
Transitional Housing	63
Rapid Re-housing	189
Permanent Supportive Housing	95

How Well Was It Done?

The experiences of TAY and service providers provide insights into how well they system is delivering services to reduce youth homelessness. Experiences were captured in focus groups of TAY and providers and reflect the comprehensive experiences with the system. Therefore, the following information is not broken out by YHDP funded or not YHDP funded programs.

Cultural Responsiveness and Developmental Appropriateness of Services

The YHDP coordinated, community-wide plan highlighted the need to strengthen the cultural responsiveness and developmental appropriateness of services, particularly for unique populations (i.e., LGBTQ+, pregnant and parenting, racial and ethnic minority, and justice-involved youth) to support successful youth experiences and outcomes. Overall, focus group participants reported cultural competence in service delivery across partner organizations (Table 4). Youth appreciated the amount of respect they felt from staff when it comes to their identity, experiences, and culture. Equality, fairness, and kindness were mentioned frequently. Clients also appreciated the common courtesy of small interactions and follow-up when staff are busy.

Table 4. Youth Voices: Cultural Responsiveness	
Sense of Understanding	"They understand my situation and who I am as a person."
Respect from Staff	"There's not any favoritism. Everyone's treated equally regardless of how long they've known you. It's a fair shot."
	"There are no titles. Everybody is a person. There's a lot of freedom."

Participants were generally positive regarding partners' ability to provide services in a developmentally appropriate way, reporting partners supporting their individual developmental needs and independence (Table 5). While most feedback regarding developmental appropriateness of services was positive, there were instances suggesting some partners can improve in their respect for youth independence in supporting youth transition into adulthood.

Most of the focus group participants discussed wanting to be treated as a mature adult and seemed to hold negative connotations around the idea of being treated like "children." However, there may be an opportunity to consider the ways in which partners and services are adequately responding to youth's

developmental needs as just that: youth. Many homeless youth may need support in healing from the experiences of their childhood and developing the skills, experiences, and emotions that they did not have the chance to learn during their childhood. Focus group participants expressed frustration at others who they perceived to be still 'stuck in the past' or acting 'like children.' However, being able to behave as an adult has little correlation with a numerical age and much more correlation with one's developmental experiences and ability to integrate those into a healthy lifestyle. This may be an area to further develop conversation about the ways in which services acknowledge individuals' developmental needs and meet them for holistic growth (Table 6).

Table 5. Youth Voices: Developmental Appropriateness	
Mental Capacity	"[Partner] makes you feel like what you are. I'm behind in my brain development and they understand that and work with me on it."
	"The fact of the matter is some of us do have mental illness and deficiencies. [Partner] thinks we can just do it when we mentally can't."
Independence and Adulthood	"[Partner] gives you the opportunity to express ourselves as adults. I have a full-time job and I have to be an adult. [Partner] gives me a platform I can jump off from, an opportunity to show I can do things and provide for myself."
	"[Partner] has literally treated me like a kid and talked down to me. When you bring it up, they say 'stop acting like a kid.'"

Table 6. Youth Voices: Developmental Challenges	
Need for Support	"Eighteen years doesn't seem like eighteen years. We woke up one day and it smacked us – we're adults."
	"We don't just turn 21 and stop needing resources."

Trauma-Informed Services

Throughout the focus groups, participants made several comments that alluded to trauma and the ways in which their experiences with partner organizations are helping to alleviate, or at least not perpetuate, their trauma (Table 7).

Table 7. Youth Voices: Impact of Trauma-Informed Staff	
Competency in Trauma-Informed Engagement	"They don't judge you and they ask the right questions ahead of time before they get stuff wrong (pronouns, what you've been through). A lot of people with a background in homelessness have triggers and traumas. They word them correctly to where you're not triggered but you're also not confused. They understand. They respect your boundaries if you don't want to say something or explain something about your past."
Sense of Compassion and Trust	"I'm a non-trusting person, but I instantly knew I could trust her (staff member at partner). They are open, warmhearted, and know where you've been."
	"I loved [partner]. They recognized me and we sat there and talked. The fact that he remembered me made such an impact on my day, made my life. We talked for ten or fifteen minutes. You don't see that anywhere else."
	"When I first got here, they were being so friendly I thought they were being fake, and I wanted to cuss them out. But they're still friendly a year later. It's consistent."
	"They try to keep us involved and feel like we're wanted and feel like we're important."

What types of initiatives have occurred and how many providers have been trained related to cultural competency/trauma informed best practices?

Through the bi-annual collective impact survey, partners shared trainings and initiatives that staff have participated in to strengthen cultural competency, trauma-informed care, and delivering developmentally appropriate services. As shown in Table 8, all partners providing direct services to youth (i.e., all partners but CSB) have participated in trauma-informed care trainings/initiatives while just over half have participated in cultural competency trainings/initiatives. Participants mentioned trainings provided through the Coalition on Homelessness and Housing in Ohio; Case Western; Family and Children First Council; and The Care Coalition from City of Columbus. For several partners, trainings are offered as an agency-wide initiative where the entire program staff attends; for each unique partner, then, there may be one or more staff members who received training.

Table 8. Partner Participation in Trainings/Initiatives	
Type of Training	Number of Unique Partners Reporting Participation
Trauma-Informed Care	7
Cultural Competency/Diversity and Inclusion	4
Positive Youth Development/Youth Voice	2
Equal Access/Equity in Housing	2
Secondary/Vicarious Trauma	1
LGBTQIA+ Communities	1
Racial Justice/Anti-Racism/Anti-Oppression	1
Wellness	1
QPR (Question, Persuade, Refer) for Suicide Prevention	1

Timeliness and Quality of Services

Among youth housed by CHN and HFF during Quarter One,[2] the average length of time from housing intake to housing move-in is 86 days, ranging from 2 to 413 days. In focus groups, prior to being connected with housing at partner organizations, participants mentioned living on the streets; in emergency shelters and being connected through academic avenues (e.g., college advisors); family shelters; and other shelters (Table 9).

Table 9. Youth Voices: Typical Journey	
Timeliness of Services	"I went through a bunch of programs before I was approved for this one. It took three years. But I also wasn't following up with anyone and was rushing everything, which ended up taking longer."

Regarding service quality among the programs they were aware of, focus group participants had positive remarks. Participants mentioned frequently using spaces like the laundry room and resource center where brochures are kept. Housing units are also well-kept with timely maintenance. Two primary themes emerged regarding connection to services and the ability to develop relationships with staff (Table 10). Services were described as comprehensive, supportive, quick, and effective (Table 11).

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[2] There were 75 youth with intake and move-in dates among youth served in Quarter One.

Table 10. Youth Voices: Experiences with Services	
Connection to Health Services	"They helped me to connect with a doctor because I'm pregnant. They helped me get insurance so I could go to those appointments, and they helped me with food when I didn't have any."
	"Without [Partner], I would still be homeless. Not just because I have housing, but because they helped me find employment and therapy services."
Connection to Growth Opportunities	"There's classes here for school, employment options, mental health counseling, a lot of opportunities."
	"They bring organizations together, like with the cooking and the things they do outside. We get help with a lot of things. It's been good to me."
	"I was able to eat, watch TV, wash clothes. It became a second house to me – the first was living on the streets. You could accomplish anything you needed to accomplish."
Staff Interactions	"I like how friendly they are. My case manager, and everyone I've had in the program, has been nice and patient."
	"I like that we can schedule meetings and we can shift it around so I can communicate with them about what I need."

Table 11. Youth Voices: Partner Comments	
Composite Comments	"I've got nothing but respect."
	"There's an attitude of, 'We want to help you. We want to guide you.'"
	"I felt very safe there. It's a safe haven. I loved going there. It was one place where I knew I would be safe, get food, be well-rested, get outfits, and play video games. That's what a drop-in shelter should be."

Opportunities to Improve Service Quality

In providing more critical feedback, clients offered insights into the gaps in services and the elements which discourage them from engaging with partners. For example, youth mentioned some have more resources available to clients including an on-site food pantry; cooking groups; art groups; financial groups; transportation; and youth advocates. However, youth were dissatisfied with the availability of existing services at some sites (Table 12).

There may also be opportunity to improve the way in which information is communicated. Participants did not know much about the programs. Word of mouth is one of the main avenues for youth to get information. Organizations may be able to lean into this pattern with more peer-to-peer resourcing, or, conversely, more widespread communication practices. Youth also indicated it would be helpful to have more remote outreach points where youth can go instead of traveling across the city to get connected.

There was also a sentiment that staff interactions at some partner organizations are not perceived to be helpful or supportive among youth clients. For example, clients mentioned often being given the runaround between multiple staff or resources; being directed to a website without further assistance; or waiting on a queue for weeks at a time to receive help. Some examples of things youth struggle with include filling out forms and paperwork, for example for the college admissions process and different support programs.

Table 12. Youth Voices: Opportunities to Improve Services	
Sense of Aloneness	"It was supposed to be helpful but it's not. We're on our own, and if I'm going to be on my own, I might as well be on my own. I left two months in."
	"We chose to sleep in a park or alleyways over [partner organization]."
Communication Challenges	"I'm not sure what all they do here."
	"It's hard to get resources when you don't know where it is. I passed [partner] six times and didn't know it existed."
	"They're good about coming around to talk to us. I'd rather they tell everybody things at one time, so everyone knows."
Unhelpful Staff Interactions	"Staff are always busy or in a meeting."
	"We're told to email people and keep getting the same response and sent around to other people. Then this person says, 'Here's this, now go do this on the computer. Figure it out.' It's like, we've done all of this, and we need help."

Unmet Physical Needs

The most named resources participants expressed a need for were cell phone plans; gas cards (to get to work, meetings, resources, school); ID; and money (to cover what EBT does not; supplies for kids; household items like dish soap; hygiene items; and items for kids). Participants also expressed interest in having more connections to the community with people coming on-site to discuss opportunities, explain things like the implications of a criminal background, and assist with scheduling appointments for things like food banks (Table 13).

Participants were also interested in seeing more on-site support. Specifically, there was concern about physical safety and health needs. There was confusion about what security measures are currently in place, with participants sharing stories of dangerous situations they have experienced since being connected to the partners.

Table 13. Youth Voices: Unmet Physical Needs	
Resources and Programs	"Without a phone or service, it's nearly impossible to find resources and do what we need to do."
	"All of our money goes straight to gas and the bus. It's hard to save up money."
	"Once you're housed, it's hard to get help. Just because I'm housed doesn't mean I don't need help."
	"I would like to see more informative classes like how to write an email, how to write a resume with no work experience, classes for life skills."
On-Site Medical Support	"They should have an on-site nurse. Things happen out here. You have people coming from all different walks of life. Some people do drugs, some are suicidal. People and kids get hurt or sick. There could be a person who gets there before the ambulance does."
	"Any sign of sickness and you feel like you have COVID. It's dangerous because a lot of people don't have masks. No one really knows."
On-Site Safety	"We live in the middle of a warzone. We need security that's here to keep us safe."
	"Most people's kitchen windows don't lock. Some people have domestic abusers."
	"Sometimes the COTA bus is dangerous, especially if you have to stay late at work or your schedule changes. We need safety coming to and from work. I feel like people follow me when I get off the bus."

	"We need someone here on the weekends. There's always problems on the weekend and I can't knock on the office door and let them know. There's no security."
	"We need a panic button or an alarm with an estimated time of arrival for the police."
	"Places should be safe and resourceful."

Unmet Social-Emotional Needs

Participants expressed a desire for more social and community-building opportunities. Residential sites are often quiet and isolated; suggestions included gardening, group trips to food banks, holiday celebrations, or other workshops and chances to go out into the community. There may be merit to providing these opportunities; activities like a holiday celebration is not only key to maintaining social-emotional health and providing developmentally-appropriate activities for youth who may not have experienced a healthy childhood, but also help to increase the effectiveness of services and safety of sites. Youth also shared experiences of discrimination, highlighting ways in which organizations may be able to step in as an advocate for youth in establishing external relationships (Table 14).

Table 14. Youth Voices: Unmet Social-Emotional Needs	
Desire for Greater Community	"We can get bored and there's no one to talk to."
	"We should have a Christmas party. I love Christmas and if we just come together, drink hot cocoa, play a Christmas movie, eat some snacks, play some Christmas music...it will give us an opportunity to meet people and be more close-knit. Some of us don't have people to go to."
	"People hear things happening but they don't say anything because they don't know them. This would make people care more about each other."
	"I saw one idea where if somebody's in need of help, you can put a color card on your window so someone else can get in there and help."
Experiences of Discrimination	"People discriminate against us because we're homeless. All the restaurants surrounding the [organization] will refuse us service. If you have [organization] as your address, you get called names. Workers have rant sessions about homeless kids. Bus drivers are really bad about homeless people; they're very rude if your hair is a mess or you have a big bag. Sometimes, if you're the only one at a stop, bus drivers won't stop for you."
	"I'm sick and tired of [people constantly telling me I'm homeless]. I have a job."

What is the current retention rate of staff working with youth experiencing homelessness and how does staff retention impact youth housing outcomes?

During Quarter One, staff retention information was obtained from two partners, Huck House and YMCA. Huck House has not been fully staffed since April 2021, noting turnover of two out of five positions (a 60% retention rate), while YMCA has been fully staffed. Partners mentioned that the primary barrier to retention is the nature of the job: "high stress, low pay." Many expressed that staff either "have it or don't," and that many discover their true interest lies elsewhere such as criminal justice. Though staff retention data has only been obtained for two of the partners to date, action plans are in place to collect this information from all partners in ongoing evaluation efforts (see Appendix A).

How Are Youth Better Off?

TAY Linked to Prevention, Housing Placement, and Community Services

Partners provided internal client-level tracking data for Quarter One to capture number of referrals and successful linkages to services. As shown in Table 15, there are data limitations in current partner tracking data, resulting in an inability to calculate linkage rates to various services and partners (please see Appendix A for a detailed description of limitations and action steps to overcome these). Among partners with data on referrals and linkages, linkage rates range from 59% to 100% among clients served during Quarter One, with housing placement services demonstrating the greatest linkage success. As linkages typically take some time to come to fruition, less than a 100% linkage rate does not necessarily mean unsuccessful linkages, rather that the linkages may have not yet come to fruition in Quarter One.

Table 15. Youth Linkages to Services			
YHDP Funded Partner/Service	# of Referrals	# Linked	Linkage Rate
CHN – Housing Placement	Unknown	39	Unknown
HFF – Housing Placement	77	54	70%
Huck House – Community Services	Unknown	23	Unknown
Huck House – Housing Placement	39	Unknown	Unknown
System Partners/Services Not YHDP Funded			
KYC – Community Services	22	13	59%
CHF – Referrals for Housing Placement	26	25	96%
CHF – Referrals for Community Services	26	26	100%

What is the eviction rate for youth within one year? How has COVID-19 policies impacted this rate?

Among all youth who have exited YHDP from September 2019 through September 2021 (641 unique youth), 32 were summoned to court for eviction related cases within a year of exiting the program, while 4 more were summoned after a year of exiting the program. Of the 32[3] clients with eviction related cases within a year of exiting the program, 12 were evicted from their property (1.9% of total clients exited). An additional 3 individuals were evicted after a year of exiting the program (0.5% of total clients exited). The remaining individuals unaccounted for either entered an Agreement for Judgement (9 individuals), had the case dismissed (11 individuals), or have an ongoing case (1 individual).

In focus groups, participants noted that COVID has been a hinderance to programs and their own financial health (Table 16). With limitations on programming and physical space available, clients have been unable to access the same services as they potentially had before the pandemic; financial challenges related to finding employment undoubtedly put youth at higher risk of eviction.

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[3] The following data limitation should be noted: Sixteen TAY served were matched to Franklin County records on both name and date of birth. Therefore, the evaluation has greater confidence for those 16 cases. The remaining cases were matched on less than two criteria. Therefore, there is less confidence. This speaks to the limitations in linking TAY between multiple systems without a unique system-level client ID.

| Table 16. Youth Voices: Impacts of COVID	
Ability to Access Resources	"If not for COVID, you'd just be in and out. Now, you sit and call and wait hours on the phone since you can't go to the building because it's closed."
Ability to Find Employment	"It's made employment difficult. A lot of restaurants are closed. I do two applications a day, at least, for things like customer service, CVS, Target, gas stations, Rumpke, fast food places, landscaping. I'm told a lot of places are hiring but I've never gotten a call back."

Partner Perceptions of the Efficacy of the Collective

A collective impact approach involves five major components: a centralized infrastructure, a common agenda, shared measurement systems, continuous communication, and mutually reinforcing activities.[4] To assess the collective impact approach of YHDP, a baseline collective impact survey was administered to YHDP funded partners and system partners who are not YHDP funded during Quarter One to assess partners' perceptions of the effectiveness of the collective in the five components. As displayed in Figure 1, more than half of partners have favorable[5] perceptions of all aspects of the collective impact initiative (individual survey item means are displayed in Appendix B).

On average, 80% of partners agree or strongly agree that the collective partners share a vision for change and have a shared understanding of the approach they need to take to end youth homelessness. The majority of partners also agree that there are shared measures across partners to track the success of the collective's work and agree on how success should be measured. When asked what community strengths will support the success of the collective's work, partners most commonly highlighted the strong collaboration and coordination among partners, their enthusiasm, and an abundance of resources to support the work (Table 17). While the majority of partners have favorable perceptions towards mutually reinforcing activities, the backbone support organization (CSB), and continuous communication, a larger proportion of partners responded neutrally or unfavorably towards these components relative to the others (35% to 45%). Qualitative comments regarding challenges partners face included, at times, communication challenges among partners, citing a desire for greater alignment in directives among the backbone organization's leadership. Further, partners shared a lack of affordable housing options, comprehensive services for youth, and a need for transformative change (Table 18).

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[4] Kania, J.; Kramer, M. Collective Impact. Stanford Social Innovation Review (2011).
[5] Scale scores were computed for each of the five components on scales ranging from 1- Strongly Disagree to 5- Strongly Agree. Scales scores were classified as favorable, neutral, unfavorable based on the following: >/= 3.5 = Favorable; < 3.5 and > 2.4 = Neutral; </= 2.4 = Unfavorable.

Figure 1. Partner Overall Perceptions of the Collective
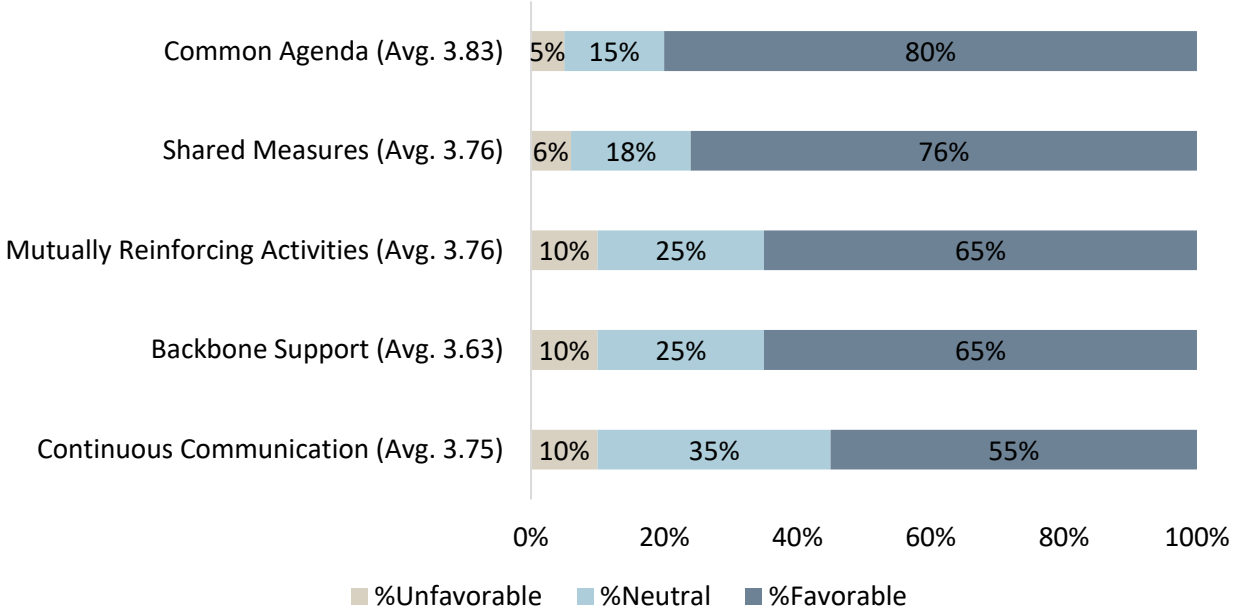
To review the specific collective impact behaviors in each of these categories, see Appendix B. The data in this appendix also highlight the specific areas of opportunity to improve collective impact. Based on behaviors with the lowest average scale scores, the strategies to improve the collective impact model include:

- Adopt strategies that allow partners to effectively communicate with one another
- Build partner agreement on how success of work is measured
- Build a shared understanding of the approach the collective needs to take to address youth homelessness
- Build alignment of individual partner work to goals of the collective
- Encourage innovation with and among collaborative partners to advance the work

Table 17. Partners' Perceptions of Community Strengths that Benefit the Collective's Work	
Theme	N
Collaboration/coordination among partners	7
Abundance of resources (financial, human)	4
Recent momentum and enthusiasm among partners	3
Increased public awareness and support	2
Improved stabilization/housing opportunities for TAY	2

Table 18. Partners' Perceptions of Community Barriers/Challenges Hindering Success	
Theme	**N**
Lack of affordable housing options	7
Lack of interventions to address problem beyond sheltering youth (e.g., living wage, employment, life skills, root causes)	5
Lack of developmental appropriateness of services/insufficient number of TAY-specific services	3
Unwillingness to innovate to engage in transformative change	2
Poor communication among collective; differing directives given among CSB leadership	2

Conclusion and Recommendations

Quarter One data indicates that partners are successfully delivering critical services needed to serve housing-insecure youth in our community. Qualitative data from the youth engaged by partners has highlighted the ways in which youth perceive services to be relevant, respectful, and impactful. In the spirit of continuous improvement towards a coordinated effort to address youth homelessness, recommendations include:

Continue to refine and standardize data collection across partners. Data collection limitations and challenges during Quarter One have highlighted opportunities to provide more clarity, support, and communication to and among partners in the collective impact evaluation process.

Increase safety measures for youth. Youth in focus groups were concerned about their health and safety, specifically on buses and at on-site programs during the evening and weekends. Feelings of safety and security may be a unique avenue within trauma-informed care for partners to explore.

Increase client-led community-building activities. Youth expressed a desire for more supportive relationships among peers, especially at residential sites. This may be critical for meeting social-emotional needs as well as helping youth to develop social capital they can leverage when in need.

Improve engagement within the local community. In focus groups, youth discussed experiences of discrimination with local businesses and challenges in finding employment as a homeless youth; partners also mentioned a lack of awareness among external landlords which undermines rapid rehousing initiatives. Dedicating time and resources to advocacy and relationship-building within the local community may help to bolster the ecosystem of resources available to address youth homelessness.

Incorporate use of best practices in serving youth. Prior to the COVID-19 pandemic, the Youth Action Team shared with the collaborative best practices in how to incorporate the youth voice in services. One best practice included hiring near peers. A near peer is someone who has recently had a similar experience (i.e., homelessness) and can provide mentoring and support for a youth currently experiencing homelessness. During data collection, it was clear that providers are not currently implementing the near peer model. This is likely due to pivots providers needed to make to respond to the pandemic. In commitment to best practices, the YHDP partners are strongly encouraged to set goals related to hiring near peers and assessing their strategies to incorporate the youth voice.

Appendix A. Data Sources, Limitations, and Compilation

Focus Groups

For this report, ten youth were engaged across two focus groups and an individual interview. Participants had experience with Huck House, Star House, Kaleidoscope, Marsh Brook Place (Community Housing Network) and the YMCA. Participants were invited via host organizations' case workers to participate as interested and available. Ranges of experience with the organization varied from a minimum of days to a maximum of years. Participants' demographics include: four female, five male, and one nonbinary; six minority ethnicities; at least four bisexual; and two expecting or parenting.

CSB Client-Level Data and Franklin County Court Eviction Data

To find the eviction rate for youth served by the YHDP, historic eviction records data for Franklin County were downloaded from their online database and search tool.[6] These data were joined with client-level data provided by CSB of all TAY who have exited YHDP from September 2019 through September 2021, matching court hearing data to clients where applicable. The data from Community Shelter Board contained 641 unique individuals, 172 of whom had more than one program exit date. In order to count the number of people, and not the number of court appearances, each person's most recent program exit date was used.

The first limitation to this analysis is that eviction records are limited to Franklin County; therefore, if someone exited the program and was later evicted in another county, there will not be a record of that. Additionally, not everyone in the CSB data could be matched to Franklin County records by date of birth, due to incompleteness of data in county records. In these instances, individuals were matched solely by first and last name.

Partner Internal Client Tracking

Based on partners' responses to the Quick Start survey in which they indicated measures they can provide to support the framework, MRC requested baseline data from partners in September 2021 to examine year-to-date sample data for the applicable measures. After reviewing the baseline data, MRC held one-on-one virtual meetings with each partner to review the data, clarify any outstanding questions, identify gaps, and troubleshoot ahead of the first quarter data request. Following each meeting, each partner was sent a follow-up email requesting specific measures for the time frame of June 1, 2021 to September 30, 2021 for all applicable measures the organization collects. Meetings were held during the first two weeks of October with a data request deadline for October 29, 2021, as partners were able. For non-responders, follow-up email requests were conducted beginning November 2, 2021. All final data was received by November 19, 2021. As needed, ongoing follow-up was conducted with partners to clarify additional questions and gaps.

Collective Impact Survey

The Collective Impact Survey was distributed to twenty-four individuals during the first three weeks of October, beginning on October 7, 2021. Individuals were sent unique links to access the survey for the purpose of facilitating unique follow-up reminder emails to non-completers. Follow-up emails were sent weekly on the 14th and 21st of October 2021. At the time of survey close, twenty individuals provided a response.

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[6] Franklin County Municipal Court Records Search, http://www.fcmcclerk.com/case/search

Table A1 identifies the quarterly evaluation questions as outlined in the YHDP Evaluation Framework (numbers in parentheses align with the CCP Measurement Framework number); the data source(s) to answer the question; data limitations uncovered during this quarterly reporting and subsequent action plans for overcoming limitations in future reporting. As described in the table, some evaluation questions cannot be fully answered during this quarter due to data limitations; though action plans are in place for collecting and reporting this information in future reports.

Table A1. Quarterly Evaluation Questions

Quarterly Evaluation Question	Data Source	Data Limitations	Action Plan for Limitations
1. What is the average length of time from being identified as "literally homeless," to "exited to permanent housing" (5)? a. What is a typical journey for a youth from identified as "literally homeless" to a successful exit to permanent housing?	CSB data will be used to assess the average length of time from being identified as "literally homeless," to "exited to permanent housing" Focus Group data is used to describe a typical journey for youth in this process	Through discussions with CSB, it was decided that reporting on the length of time for Quarter One would limit the insights drawn about the full population of youth served under YHDP funding given the limited timeframe.	The average length of time will be reported on in the final, annual evaluation report rather than provided on a quarterly basis.
2. How many near-peer partners are working with youth and how does this effort impact youth outcomes (10)?	Partner Tracking	Discussions with YHDP partners revealed that partners lack clarity on the term "near-peer" partners and are not tracking this data.	CSB will provide clarity to partners on the role of "near-peer" partners. MRC will implement a data collection strategy for partners to collect and submit this data on a quarterly basis.

Quarterly Evaluation Question	Data Source	Data Limitations	Action Plan for Limitations
3. What percentage of youth are reporting that services are delivered in a culturally responsive and developmentally appropriate manner (11)?	Partner Youth Surveys and Focus Groups	Partners were not systematically surveying youth to assess the cultural responsiveness and developmentally appropriateness of their services. MRC provided each partner structured survey questions to assess these constructs during Quarter One. Focus Group data during Quarter One provides insights into this question.	Partners received the survey questions during Quarter One and will begin submitting their survey data to MRC beginning with Quarter Two.
4. What percentage of unstably housed youth are linked to prevention and housing placement (13)?	Partner Tracking	CHN: data provided are limited to youth successfully housed so youth who were referred to CHN but not housed is unknown (CSB informed us this is due to the data tracking system changes). Further, CHN residents are referred to Huck House for supportive services. Because of the data system transition, unique IDs at CHN cannot be cross-referenced to Huck House's data to confirm linkages to supportive services; this data limitation also affects linking clients referred from Huck House to other partners for housing (of the 39 individuals Huck House enrolled in the Coordinated Entry System, only 4 were confirmed connected with another partner for housing as identified through their unique client ID). Huck House and HFF data also did not align to the number of individuals served reported by CSB, likely due to definitional issues in MRC's data request. Finally, KYC does not currently track individuals' housing status among those they serve and did not provide client identifiers to assess for duplication of individuals served across partners.	Partners and CSB discussed that any data related issues that resulted from the data tracking system change will be resolved in coming months.

MRC will meet with Huck House and HFF to clarify the data request to include all youth served who are literally homeless or unstably housed.

MRC will meet with KYC to discuss opportunities to systematically track youths' housing status and unique IDs. |

Quarterly Evaluation Question	Data Source	Data Limitations	Action Plan for Limitations
5. What is the current retention rate of staff working with youth experiencing homelessness and how does staff retention impact youth housing outcomes (14)?	Partner Tracking	Only two partners provided information to answer this question, Huck House and YMCA.	MRC will set up a tracking system for partners to report this information on a quarterly basis.
6. How many partners are convened/engaged in the coordinated plan and/or efforts aligned to the coordinated plan (20)?	CSB	N/A	N/A
7. What types of initiatives have occurred and how many providers have been trained related to cultural competency/trauma informed best practices (21)?	Biannual collective impact survey	N/A	N/A
8. How many youths were linked to other community services (mental health, health, education, employment, mentorship, life skills, etc.) (22)?	Partner Tracking	All data limitations listed in #4 above apply here.	Same action plan as listed in #4.
9. How many landlords are engaged and providing leases to youth (23)?	Partner Tracking	Partner contacts were unsure of this number and thus did not report.	MRC will work with each partner to identify the best person to ask for this information within each partner organization
10. How long does it take for a youth to be linked to services (24)?	Partner Tracking	All data limitations listed in #4 above apply here.	Same action plan as listed in #4.

Quarterly Evaluation Question	Data Source	Data Limitations	Action Plan for Limitations
11. What is the eviction rate for youth within one year? How has COVID-19 policies impacted this rate (25)?	CSB Data and Franklin County Court Eviction Records	Data are limited to Franklin County records; if a youth was evicted from a residency in another county, their eviction would not be captured. Further, some court records did not include date of birth (only name) which increases the uncertainty that it is the same individual as reported in CSB data.	N/A
12. How many housing units meet quality standards and how does this impact housing outcomes (26)?	Partner Inspection and Reinspection Reports	CSB and Partners informed MRC that all units pass initial inspections. MRC requested reinspection reports, but partners explained these are not available and provided general information such as "there have been no problems with reinspection".	MRC will work with CSB to discuss alternatives to answer this question beyond inspection reports (e.g., youth perceptions of housing quality).
13. Overall, how well is CSB and the system meeting the objectives outlined in their coordinated community plan?	Collective Impact Survey	N/A	N/A

Table A2. YHDP Quarter One Evaluation Data Compilation

Evaluation Question	Quarter One Results
1. What is the average length of time from being identified as "literally homeless," to "exited to permanent housing" (5)? a. What is a typical journey for a youth from identified as "literally homeless" to a successful exit to permanent housing?	In focus groups, prior to being connected with housing at partner organizations, participants mentioned living on the streets; in emergency shelters and being connected through academic avenues (e.g., college advisors); family shelters; and other shelters (Table 8).
2. How many near-peer partners are working with youth and how does this effort impact youth outcomes (10)?	Discussions with YHDP partners revealed that partners lack clarity on the term "near-peer" partners and are not tracking this data.
3. What percentage of youth are reporting that services are delivered in a culturally responsive and developmentally appropriate manner (11)?	Overall, focus group participants reported cultural competence in service delivery across partner organizations (Table 3). Youth appreciated the amount of respect they felt from staff when it comes to their identity, experiences, and culture. Participants were generally positive regarding partners' ability to provide services in a developmentally appropriate way, reporting partners supporting their individual developmental needs and independence (Table 4).
4. What percentage of unstably-housed youth are linked to prevention and housing placement (13)?	Among partners with data on referrals and linkages, linkage rates range from 59% to 100% among clients served during Quarter One, with housing placement services demonstrating the greatest linkage success. The linkage rate for housing placement and/or housing referrals ranges is 70% for HFF and 96% for CHF, with rates unable to be calculated for CHN and Huck House.
5. What is the current retention rate of staff working with youth experiencing homelessness and how does staff retention impact youth housing outcomes (14)?	During Quarter One, staff retention information was obtained from two partners, Huck House and YMCA. Huck House has not been fully staffed since April 2021, noting turnover of two out of five positions (a 60% retention rate), while YMCA has been fully staffed.

Evaluation Question	Quarter One Results
6. How many partners are convened/engaged in the coordinated plan and/or efforts aligned to the coordinated plan (20)?	During Quarter One, eight community partners were engaged in the YHDP collective providing services to unstably housed or literally homeless youth.
7. What types of initiatives have occurred and how many providers have been trained related to cultural competency/trauma informed best practices (21)?	As shown in Table 7, all partners providing direct services to youth (i.e., all partners but CSB) have participated in trauma-informed care trainings/initiatives while just over half have participated in cultural competency trainings/initiatives. Specific trainings included Youth Voice, Equity, Vicarious Trauma, LGBTQIA+ Communities, Anti-Racism, Wellness, and Suicide Prevention.
8. How many youths were linked to other community services (mental health, health, education, employment, mentorship, life skills, etc.) (22)?	Among partners with data on referrals and linkages, linkage rates range from 59% to 100% among clients served during Quarter One, with housing placement services demonstrating the greatest linkage success. The community services linkage rate is 59% for KYC, 100% for CHF, and unable to be calculated for Huck House.
9. How many landlords are engaged and providing leases to youth (23)?	Data was not captured to calculate the total number of landlords engaged and providing leases to youth.
10. How long does it take for a youth to be linked to services (24)?	Among youth housed by CHN and HFF during Quarter One,[1] the average length of time from housing intake to housing move-in is 86 days, ranging from 2 to 413 days.
11. What is the eviction rate for youth within one year? How has COVID-19 policies impacted this rate (25)?	Among all youth who have exited YHDP from September 2019 through September 2021 (641 unique youth), 32 were summoned to court for eviction related cases within a year of exiting the program, while 4 more were summoned after a year of exiting the program. Of the 32 clients with eviction related cases within a year of exiting the program, 12 were evicted from their property (1.9% of total clients exited). An additional 3 individuals were evicted after a year of exiting the program (0.5% of total clients exited). The remaining individuals unaccounted for either entered an Agreement for Judgement (9 individuals), had the case dismissed (11 individuals), or have an ongoing case (1 individual).

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[1] Based on unique records from CHN and HFF of the universe of clients who had a move in or intake date within the quarter, There were 75 youth with intake and move-in dates among youth served in Quarter One.

Evaluation Question	Quarter One Results
12. How many housing units meet quality standards and how does this impact housing outcomes (26)?	CSB and Partners informed MRC that all units pass initial inspections. MRC requested reinspection reports, but partners explained these are not available and provided general information such as "there have been no problems with reinspection".

Appendix B. Collective Impact Survey, Item-Level Summary

Figure B1. Continuous Communication

Item	Value
The collective values input and feedback from all partners.	3.79
The collective engages in continuous communication to ensure all partners are aware of the progress of our work.	3.75
The collective has adopted strategies that allow partners to effectively communicate with one another.	3.68

Scale: 1 2 3 4 5
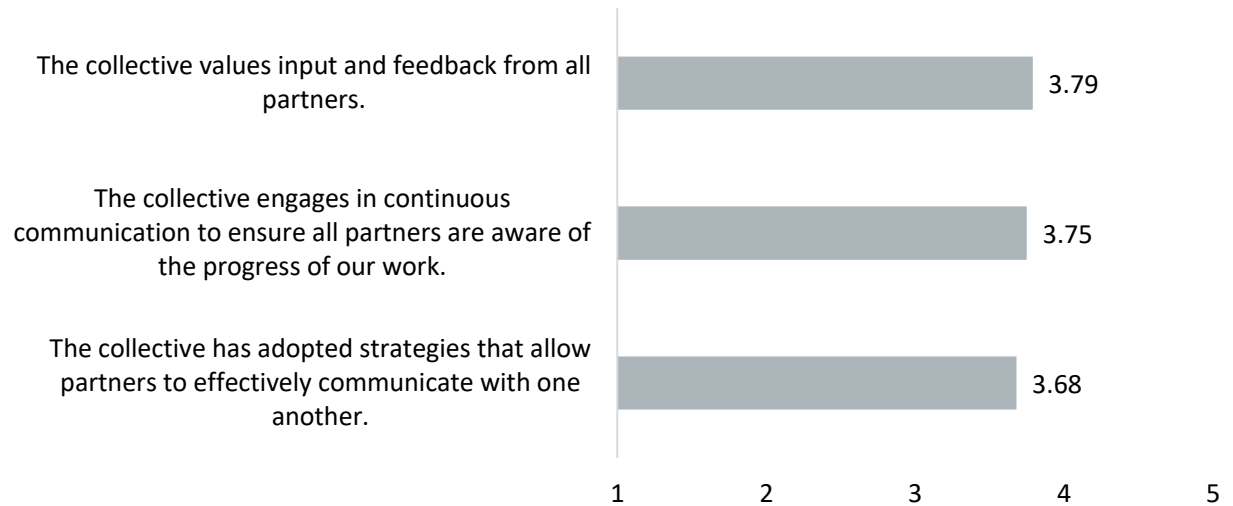
Figure B2. Shared Measures

Item	Value
Partners within the collective implemented a common set of measures to track the success of our work.	3.82
Partners within the collective have a common set of measures used to track the success of our work.	3.82
Partners within the collective agree on how we should measure the success of our work.	3.56

Scale: 1 2 3 4 5

Figure B3. Common Agenda

Statement	Value
Partners within the collective have a shared understanding of the approach we need to take to address the social problem.	3.53
Partners within the collective have a shared understanding of the social problem our work is addressing.	4.1
Partners within the collective have a shared vision for change.	3.84

Scale: 1 2 3 4 5

Figure B4. Mutually Reinforcing Activities

Statement	Value
Partners actively seek out funds to support our work.	3.88
Partners make an effort to ensure that their individual work is coordinated with the work of others in the collective.	3.7
The individual work of partners is aligned to the goals of the collective.	3.65
The individual work of partners is coordinated with the actions of others in the collective.	3.75
The collective encourages individuals to do what they are best at to achieve the common goals of our work.	3.78

Scale: 1 2 3 4 5

Figure B5. Backbone Support

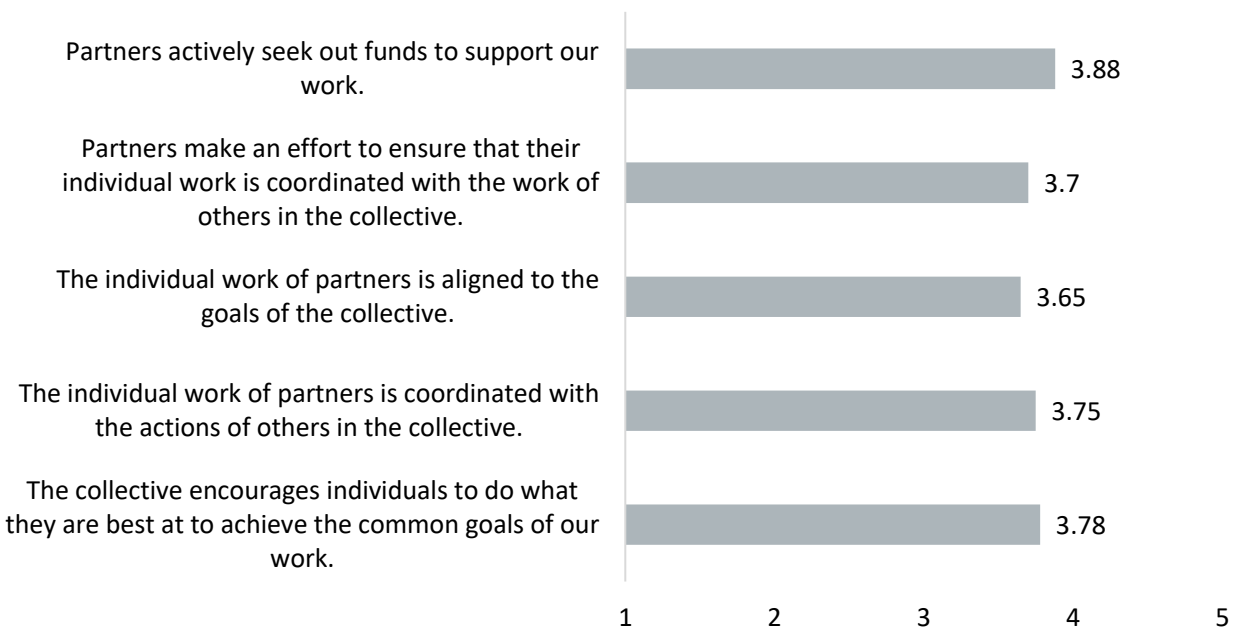|	
CSB actively seeks out funds to support our work.	3.78
CSB makes sure we have the funding we need to support the collective's activities.	3.68
CSB provides partners information on how to influence policy changes to support our work.	3.12
CSB informs partners of the public policies that affect our collective work.	3.33
CSB encourages the public/community members to take action on the social issue(s) our collective is addressing.	3.55
CSB has informed the public/community of the collective's goals.	3.85
CSB has encouraged partners to use data to inform or change our strategies.	3.8
CSB has helped partners understand the value of sharing data.	3.63
CSB encourages partners to collaboratively develop new approaches to advance our work.	3.53
CSB encourages partners to coordinate their activities toward common goals.	3.63
CSB provides opportunities for partners to communicate their progress towards common goals.	3.65
CSB communicates to the collective how everyone's work is aligned to the common agenda.	3.6
CSB provides support to partners for aligning individual work with the collective agenda.	3.6
CSB ensures that partners share a common understanding of the desired result of our work.	3.75
CSB ensures that partners share a common understanding of the need for our work.	3.7