Youth Homelessness Demonstration Program

Measurement Resources

Measurement moves missions

Contents

Introduction

The 2021-2022 Annual Evaluation Report summarizes the work of the Youth Homelessness Demonstration Program (YHDP) collective to reduce youth homelessness through a coordinated community plan under the umbrella of work being done by Community Shelter Board. This comprehensive plan, known as *A Place to Call Home for Youth*, involves homelessness prevention, shelter, re-housing, and creating stabilization and connections with supportive services for transition-aged youth (TAY) ages 24 and under. Members of Community Shelter Board and its partners enacting this plan share a desire to prevent youth homelessness and make unpreventable episodes of youth homelessness infrequent, short, and non-recurring. This report identifies the work that was done by the collective to achieve this vision, how well it was done, and who is better off as a result of efforts made by the collective between July 1, 2021, and June 30, 2022. Contributions from each partner are highlighted throughout the report, and key evaluation questions are answered in Appendix B. To support continuous improvement of the collective, opportunities to improve service delivery and data tracking are also provided in Appendix B.

Methods

The data in this annual report are derived from the following data sources: YHDP partners' internal client tracking, Community Shelter Board's client-level data, Franklin County Court eviction records, and focus groups with TAY and service providers. A detailed description of each data source is found in Appendix A. Appendix B identifies the evaluation questions outlined in the YHDP Evaluation Framework, provides answers for each evaluation question, and notes the data source(s) used to answer each question. Highlights from these data are presented throughout the report to celebrate the work and impact of YHDP and its partners.

Collective Partners

Community Shelter Board (CSB): Community Shelter Board functions as a collective impact organization working to coordinate resources and organizations in

Services Available to TAY

Prevention A housing-first solution designed to prevent youth from becoming homeless.

Coordinated Entry Allows for coordinated entry into a local homeless services system, as well as coordinated movement within and ultimately exit from the system.

Drop-In Center A supportive location providing resources and basic supports.

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 (RRH) A housing-first solution designed to house youth as quickly as possible.

Transitional Housing (TH) 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.

Franklin County. CSB works with 20 partner organizations related to homelessness prevention; 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 30, one-bedroom apartments and 10 two-bedroom apartments for transition-age youth (TAY) in Franklin County. Huckleberry House provides YHDP-funded 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 YHDP-funded rapid re-housing programs and provide targeted housing services for imminently homeless or homeless expectant mothers. Further, HFF is linked with Huckleberry House for housing and supportive services for TAY in a YHDP-funded 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 for underage youth, 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 YHDP-funded services for single adult TAY.

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.

TAY Journey From Literally Homeless to Housed

Though a TAY journey from being literally homeless to stably housed is not linear (see Appendix E), the following graphic displays TAY interactions with the YHDP programs based on intake dates in the fiscal year July 1, 2021, to June 30, 2022 (FY2021-2022), into various YHDP partner programs. In focus groups, TAY explained that they connect to YHDP services through shelters or referrals from academic resources such as school counselors. A large number of youth first engaged with the YHDP system through Huckleberry House's CARR Team. During the fiscal year, 167 TAY had their first engagement with YHDP through the CARR Team, while an additional 182 TAY either had their first engagement with the CARR Team prior to the beginning of the fiscal year or accessed YHDP programs bypassing the CARR Team. Once entered into a program, most youth (47%) engage only with that program during their journey, although some engage in two (46%), three (6%), or even four or more (<1%) programs throughout their journey. Overall, the journey from literally homeless to housed took an average of 179 days during the fiscal year.

More than half of TAY who completed exit screeners reported exiting to permanent stable housing (58%), while the rest either exited to unstable, temporary, or no housing (42%). An additional 88 TAY who engaged with YHDP programming during the fiscal year did not complete an exit screener. Of the 119 TAY that exited to permanent stable housing, 54% moved into unsubsidized housing and 46% moved into subsidized housing (e.g., with housing subsidies, vouchers, etc.).
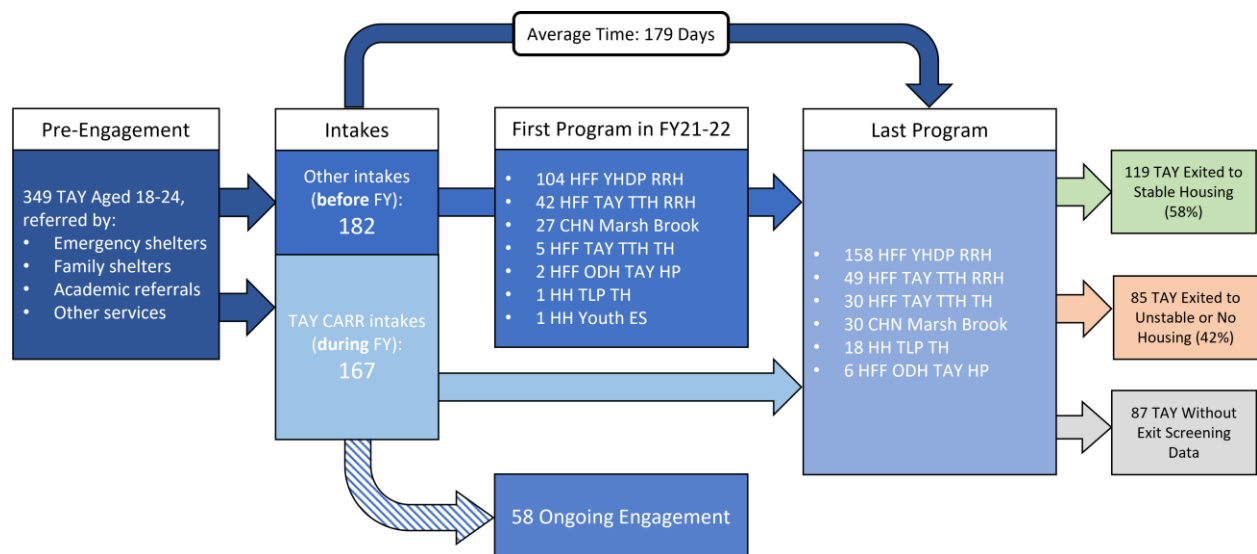
TAY and collective partners highlighted many strengths that made services successful during FY2021-2022. In focus groups, TAY spoke positively about the range of services available to them and the general friendliness of staff. From the provider's perspective, the YHPD collective has improved the quality of their collective impact approach. In qualitative responses to the evaluation, providers also praised the commitment and expertise of staff delivering services to TAY.

There are also weaknesses within the collective that should be addressed to strengthen future success. In focus groups, TAY expressed concerns regarding their personal safety while on program sites (living communities) and while moving throughout the community (i.e., on buses and in common spaces), specifically late in the evening. A second weakness TAY acknowledged was the frequent turnover of staff, which made it difficult for TAY to establish trusting relationships with direct service staff. Finally,

from the provider perspective, the organizations within the collective were seen as falling behind and lacking innovation in their approaches to meet the needs of TAY in a coordinated system.

This report acknowledges the external threats that make it difficult for TAY to be stably housed. The most notable barrier to stable housing for TAY is lack of affordable housing. With only 32 affordable homes available for every 100 extremely low-income families in the Columbus statistical area,[1] TAY are often unable to find affordable community-based housing. Additionally, there is a stigma against TAY experiencing homelessness among landlords, resulting in an added housing challenge. Finally, the workforce shortage across the entire social sector threatens the capacity to support TAY with quality services.

The following pages detail the services TAY received, as well as perceptions of the quality of those services and their measurable impact, in FY21-22.

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[1] The GAP | National Low Income Housing Coalition (nlihc.org)

Evaluation Results

Outputs

Between July 1, 2021, to June 30, 2022, YHDP-funded programs served a total of 681 TAY between 18-24 years of age within a total of 402 unique households. A total of 2,037 services were provided to TAY households across YHDP partner organizations (Table 1). Partners offered services through a variety of programs, including homelessness prevention, street outreach, emergency shelter, transitional housing, rapid rehousing, and permanent supportive housing (Table 2). 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.

Table 1. Transition-Age Youth Households Served by Partners				
	Partner	**Program**	**Count**	**Percent of Goals Achieved[2]**
YHDP Funded	CHN	Marsh Brook Permanent Supportive Housing	43	100%
	Huck House	CARR Team Coordinated Entry	183	67%
	HFF & YMCA	Transition to Home (TH)	43	40%
	HFF & YMCA	Transition to Home (RRH)	104	67%
	HFF	Rapid Rehousing	185	67%
Non-YHDP Funded	Huck House	Emergency Shelter	267	100%
	Huck House	Transitional Housing (TLP)	39	40%
	Huck House	Transitional Housing (TLP RHY)	11	83%
	HFF	Homelessness Prevention	41	20%
Non-YHDP, Non-CSB Funded	KYC	Drop-in Services and Housing (Youth served)	78	N/A
	CHF	Supportive Services (Youth served)	51	N/A
	Star House	Drop-In Services (Youth served)	992	N/A
** Note that **Non-YHDP, Non-CSB funded programs reported number of youth served, not number of youth households served.** CHF data reflects only the first two reporting periods and likely underestimates the YTD total.*				

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[2] Goals established by partners included number of new households served, total households served, program occupancy rate, average length of shelter stay, average length of participation/housing stability, successful housing, and recidivism rate.

Table 2. Transition-Age Youth Households Served by Program Type[3]	
Program Type	**Number of Youth Households Served (YTD)**
Homelessness Prevention	258
Street Outreach	18
Emergency Shelter	680
Transitional Housing	93
Rapid Rehousing	330
Permanent Supportive Housing	**135**
TOTAL[4]	**1,254**

Quality of Services

Youth Perception of Services

In focus groups and interviews, youth frequently spoke of the strengths of YHDP and its partners over the past year (Table 3). Specifically, three broad themes emerged from the analysis of youth responses to the interview questions: (1) feeling important; (2) feeling supported; and (3) friendly staff. With respect to feeling important, many TAY replied that they felt seen and heard, as though they were viewed and treated with dignity as a person. The second theme, feeling supported, was commonly referenced by TAY as not only receiving the physical resources that they needed from partners (e.g., food, shelter), but also as feeling supported by staff in building life skills and taking opportunities. Similarly, many TAY stated that they liked the staff which led to feelings of comfort. Table 3 below includes each theme with quotes to better demonstrate the successes for YHDP and its partners.

Table 3. Successes	
Feeling Important	"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."
	"They try to keep us involved and feel like we're wanted and feel like we're important."
	"There are no titles. Everybody is a person. There's a lot of freedom."
	"They make us feel important. Some people don't have any family or people to depend on. I feel like I have some cousins out here."
Feeling Supported	"Without [Partner], I would still be homeless. Not just because I have housing, but because they helped me find employment and therapy services."
	"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."
	"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."

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[3] Includes information for YHDP and Non-YHDP funded programs entering data in CSB's homeless management information system. Non-YHDP, non-CSB funded programs are not included.
[4] Total number of households served is deduplicated across program types.

	"[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."
	"The counselors have really helped me to understand how to do things better to manage my mental health. I had some ideas already, but they helped me learn little tricks and get better."
Friendly Staff	"People genuinely care. They ask how you're doing and sit down with you if you're having a bad day. That's all people need."
	"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."
	"The staff is really supportive. They don't make me feel 'less than' or crazy. They make me feel like they understand."
	"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."

In addition to highlighting the strengths of the YHDP and partners, TAY also pointed out areas for future improvement and provided recommendations for YHDP and its partners (Table 4). The four opportunities that arose from thematic analysis of TAY responses included: (1) reduce stigma; (2) create safe spaces; (3) address staff inconsistencies; and (4) continued assistance. The first opportunity is to reduce stigma; while community education might be outside of the scope of YHDP and their partners, it remains an important concern of which to take note. Creating resources that minimize the effects of stigma is important, whether through community education or how partners interact with youth experiencing homelessness, because stigma is a source of distress. The second theme, or opportunity, is to create safe spaces. As mentioned by youth, increasing security and health care access on-site might prove beneficial. Further, while staff friendliness was mentioned above as a success, other informants expressed feelings of being disrespected and inconsistencies in behaviors from staff. Re-training staff using a trauma-informed approach might prove beneficial. Lastly, youth expressed the need for continued care and assistance. YHDP and its partners may consider providing a stronger linkage into adult programs to address this concern. Table 4 below includes each theme with relevant, select quotes.

Table 4. Opportunities for Improvement	
Reduce Stigma	"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."
	"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."

	"The police don't care to be here. If you call them, it takes four hours for them to show up."
Create Safe Spaces	"They should have an on-site nurse [crisis prevention specialist]. 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."
	"We live in the middle of a warzone. We need security that's here to keep us safe."
	"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."
	"It gets toxic in housing with people arguing and yelling. It's hard to get away from. I want to come home to peace."
	"When I was in shelter, I was used to the drama. But here, I want to feel safe. It affects me and my child."
Address Staff Inconsistencies	"The staff are inconsistent with holding up rules. They pick and choose what's zero tolerance today and what they let slide. They aren't on the same page, and I feel like I can't trust them."
	"I don't like being talked to like a child. I get that there are rules."
	"When we do go and ask for help, they say they're not your mom or dad, and you're 20, and quit making excuses, and we get pushed out the door."
	"They take it to heart, having control over you. I forgot I had already had my number of visitors for the month. The lady talked to me like I'm her child and this was her house. It was disrespectful."
Continued Assistance	"More time would make sure things are going to be stable when I leave, for me and my baby."
	"You don't know what happens next."
	"We don't just turn 21 and stop needing resources."
	"Eighteen years doesn't seem like eighteen years. We woke up one day and it smacked us – we're adults."

Landlord Engagement and Housing Quality Standards

Partners reported that at least 65 landlords were engaged in their programs in FY21-22, of which 25 or 38% were further engaged in YHDP programming. Partners managed a total of 111 YHDP-funded housing units, of which only five, or 5%, required multiple inspections to pass quality standards. In other words, approximately 95% of housing units funded by YHDP during FY21-22 met or exceeded quality standards.

Youth participating in focus groups expressed a need for increased cleanliness standards for units, noting that some are "better" than others within the same housing complex. Participants also mentioned maintenance issues and design changes to room layouts and soundproofing. Aside from individual complaints, youth generally expressed frustration over unclear expectations about their responsibilities related to property management, issues with ensuring maintenance requests are received and addressed, and the ways in which other building residents disrupt their sleep and living schedules. These concerns may be exacerbated by youth not feeling heard or respected by building managers and feeling frustrated with their overall living situations, lack of choice/power, and need for dignity. As four TAY demonstrate these issues:

"You have to ask for a tenant complaint form, write it down in detail including everyone that was involved, and give it to the front desk staff, and then they give it to the property manager, but it just disappears. Then you call her manager. You have to go over peoples' heads. It's like nobody cares."

"Someone throws a basketball at my door every night at midnight."

"The housing unit is okay, but… it wasn't very clean."

"It's okay. I've needed repairs. The biggest concern is when I moved in originally, it wasn't very clean. There was a rush, and we were in the pandemic so there wasn't a lot of good communication and organization."

Participants also spoke about community-based housing with external landlords, stating that organizations are supportive in providing financial assistance, but the landlords involved are "angry and irritable" or lack understanding. As one TAY mentioned:

"I lost one of my jobs and I don't know if the landlords really grasped the situation. They didn't want to wait for the rental assistance and said that the rental assistance didn't look good, and I wouldn't be eligible to renew the lease."

Staff Retention

YHDP-funded organizations reported 28.35 full-time equivalent (FTE) direct service staff in YHDP programs in FY21-22. At the beginning of FY21-22, there were a total of 25.35 FTE positions occupied and at the end of the year there were 26.35 FTE positions occupied.

Staff Retention Barriers

HIGH STRESS NATURE OF JOB

LOW PAY

NOT FINDING PASSION IN THE WORK

In terms of retention, there were 8 FTE resignations/terminations throughout the year. Relative to the total FTE positions occupied at the beginning of the year, this is a 68% retention rate.[5]

Impact of Staff Turnover on TAY

MISTRUST BETWEEN TAY AND STAFF

TAY FEELING UNCARED FOR

INCONSISTENCIES IN RULES

Partners suggest 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. Additionally, since the COVID-19 Pandemic, workforce shortages have plagued all sectors, including youth-serving organizations.

In focus groups and interviews, TAY noted that staff turnover led to feelings of unfamiliarity, feeling uncared for, and mistrust with newer staff, particularly those with limited training:

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[5] (25.53-8.00)/25.35

"We get a lot of new staff in the front area, and they don't know where we live and who we are. They look at me like 'who are you' and it's like 'I don't know you either'."

Additionally, frequent staff turnover and transition to new roles created inconsistency in rule enforcement. In focus groups, TAY expressed frustration with the differences in the way staff enforced behavioral expectations.

Partner Perceptions of Community Strengths

Partners were asked what strengths or community benefits exist that would support the community's success in ending youth homelessness based on their experiences working in the Franklin County community. Three common themes appeared across partner responses (Table 5). The first is *Resources/Support*, which includes successes with monetary support, quality/quantity of resources, and support in programs and services. The second theme is *Effective Collaborations and Coordination*, which refers to the successes of partners working well together to serve the homeless youth. The third theme, *Quality Partners/Staff*, includes successes of having experienced or knowledgeable staff members or partners, along with them being excited, engaged, and passionate about the work. Table 5 below includes each theme with relevant, select quotes.

Table 5. Strengths and Community Benefits	
Resources/Support	"There is interest and money within this community to support ending youth homelessness."
	"Awareness has significantly increased over the last four years, which has led to public/private support of our YHDP work."
	"Work with youth is currently well funded."
	"We have a good variety of youth-centric agencies that provide services and support for our young people."
Effective Collaborations and Coordination	"The strengths that exist are the unique organizations working individually as well as collectively to end youth homelessness. I have experienced increased collaboration to get the needs of youth addressed in a more timely manner and creative partnering to get the difficult work done. There are lots of individuals who want to support this population."
	"[There are] knowledgeable partners collaborating to provide services."
	"The housing system is strong and communicates well with each other."
	"[There are] great community partnerships, a new youth coordinated system."
	"The existence of a collective youth system. Strong interaction with city and county, community foundation, and local corporations."
	"The community works well collaboratively to address youth homelessness. Pulling resources together to co-manage youth to create positive outcomes."
Quality Partners/Staff	"[There are] strong partners that are invested in the work."
	"Partners eager to serve youth and [are] collectively engaged in the process."
	"Passionate, caring Agencies and staff working on providing youth services and ending youth homelessness."
	"The expertise of the system staff. These are the experts and how we are using their learning to share and inform an on-going system design that is responsive to the changing needs of youth."
	"Caring, committed, youth serving organizations."

Partner Perceptions of Community Barriers or Challenges

Partners were asked what barriers or challenges exist that would hinder the community's success in ending youth homelessness based on their experiences working in the Franklin County community. Three common themes appeared across partner responses (Table 6). The first refers to partners' unwillingness to change or to utilize innovative methods to address TAY homelessness from the root causes. The second is focused on lack of affordable housing, and the third theme is that the system is designed for adults and not necessarily the TAY homeless population. Table 6 below includes each theme with relevant, select quotes.

Table 6. Barriers or Challenges	
Partners' Unwillingness to Change	"Not addressing the problem at the source and unwillingness to do something different to engage in transformative change."
	"Barriers include lack of shared vision for change and definition of prevention; unwillingness to consider and fund alternate approaches; lack of engagement in doing transformative work that addresses the root cause of youth homelessness; lack of reality informed advocacy."
	"Antiquated thinking. A one-size-fits-all approach to problem-solving. I would like to see more resources allocated to assisted daily living skills."
	"An old mindset that wants to keep doing things that haven't necessarily been successful. We need innovative and creative ideas to engage and be intentional about placements and long-term impact not just focused on housing."
Lack of Affordable Housing	"Affordable housing and living wage is the biggest barrier for all persons struggling with homelessness and housing crisis, especially for young people."
	"Housing stock and cost, especially for youth who are low income and don't have a positive rental history, are becoming more and more difficult all the time."
	"Continued concerns about the lack of affordable housing options and landlords that will work with TAY."
	"Lack of diversity in affordable housing options."
	"Limited amount of affordable housing and stigma against young people from community resources and landlords."
	"We are in a housing crisis and our community at times does not want to address that our youth have fallen through the cracks. It needs to be collective responsibility and work to make the systemic changes that are needed."
The System is Not Designed for TAY	"[There are] not enough TAY specific PSH and joint case managers."
	"There still seems to be a gap in being youth-centric as a collective, youth are still being served in a system designed for adults (not developmentally informed), there are players outside the collective that detract from a unified system. I want to see us move from *most freedom* (i.e., rapid rehousing, transitional living) as the starting point with permanent supportive being where you go when you 'fail' at living in less restrictive settings. We should approach it like colleges and universities do: start with more restriction and support and graduate to more freedom (start on a dorm floor with programming and secure access and as you grow developmentally you get to live in an apartment and then move off campus)."

	"We are still applying adult system rules to youth. With 18–24-year-olds, we should be starting with the highest level of support (PSH) and "graduating" youth to less structured environments. Right now, supply and demand drives decisions and we can't always do what we know would be in the best interest of the youth."
	"There are not enough TAY housing specific options."
	"There tends to be a view in the community, that the YHDP collaborative focuses only on the activities HUD allows/funds, but that other youth agencies have a broader perspective on serving youth, including prevention. This can be a source of tension between CSB/System partners and other youth agencies, as CSB services are often viewed as not Holistic or youth-centered enough."

In some cases, disconnect between partners has resulted in some disengaging from the collaborative or feeling restricted by CSB's policies and procedures:

> *"I feel we could do a better job coordinating youth homeless work in the community. Many partners are outside the YHDP collaborative, and I am not sure work is connected or coordinated, it seems that many agencies are doing work on their own. We all get along, but I would say there is a lot of work outside of CSB that we are not aware or part of. Many do not wish to be under CSB's network so they can stay independent of CSB requirements and funding restraints."*

Impact of Services

Keeping Episodes of Homelessness Brief

From the date a partner organization first becomes aware of a youth in need, whether via referral or first contact with the youth, the average length of time a youth waits until intake is 20 days, though most TAY wait approximately 8 days (Table 7). Based on partner-reported data, the average length of time from intake to housing move-in is 121 days, with the majority of TAY waiting two or more months (median = 72 days). Most TAY saw same-day community referrals upon intake (median = 0 days); however, referrals took an average of 26 days to materialize. Ranges in the length of time suggest there is an opportunity to improve data tracking systems at the partner level. The large variations in these time measures also suggest an opportunity for strengthening creative partnership throughout the coordinated entry system to ensure more consistent responses to TAY housing and referral needs.

Table 7. Length of Time from Intake to Housing and Community Linkages[6]				
	Time to Intake	**Time from Intake to Referrals**	**Time for Referrals to Materialize**	**Time from Intake to Housing***
Overview	n = 553 Mean = 20 Days Median = 8 Days Range = (0, 1,532)	n = 273 Mean = 38 Days Median = 0 Days Range = (0, 739)	n = 253 Mean = 26 Days Median = 7 Days Range = (0, 567)	n = 117 Mean = 121 Days Median = 72 Days Range = (2, 682)

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[6] Data reported in Table 7 was provided by YHDP partners.

Table 7. Length of Time from Intake to Housing and Community Linkages[6]				
	Time to Intake	**Time from Intake to Referrals**	**Time for Referrals to Materialize**	**Time from Intake to Housing***
Frequency Snapshot	Same-Day = 26 1-2 Days = 89 3-7 Days = 112 8-30 Days = 189 31+ Days = 56	Same-Day = 184 1-2 Days = 1 3-7 Days = 22 8-30 Days = 11 31+ Days = 45	Same-Day = 21 1-2 Days = 30 3-7 Days = 82 8-30 Days = 77 31+ Days = 43	1-30 Days = 27 31-60 Days = 43 61-90 Days = 34 91-120 Days = 19 121+ Days = 54
*Same-day move-ins are excluded from calculations.				

Preventing Homelessness Through Supportive Services

Partners provided internal client-level tracking data to capture the number of TAY who received referrals and successful linkages to services. Among YHDP partners with data on referrals and linkages, 77% of all TAY served were reported as having been referred to housing services, and 100% of clients with referrals were reported as having been successfully linked to housing (Table 8). Of all TAY reported by YHDP partners, 94% were given referrals to community services, regardless of the outcome of the referral. Successful linkages to community services range from 97% to 100% for most programs, although KYC's linkage rate was 6% due to limitations in the data provided. Overall, TAY with referrals to community services were successfully linked to those services at an average rate of 81% across all YHDP partners. Note that this estimate is skewed due to data limitations in that not all partners track if referrals come to fruition for the client; the true value is likely closer to 100%. Additionally, 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 the designated time periods.

Table 8. Referrals and Linkages to Housing and Community Services						
Partner	**Program**	**Number of Youth Reported in Data**	**Percent Referred to Housing**	**Percent Successfully Linked to Housing**	**Percent Referred to Community Services**	**Percent Successfully Linked to Community Services**
CHF	Unspecified[7]	50	78%	N/A	100%	100%
CHN	Marsh Brook	43	N/A	100%	81%	97%
HFF	Joint Transitional Housing	38	79%	100%	100%	100%

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[7] In some cases, program information was left unspecified in partner-reported data.

	Rapid Rehousing	135	53%	100%	100%	99%
	Unspecified	37	65%	100%	65%	N/A
Huck House	CARR Team	227	100%	N/A	99%	N/A
	Unspecified	3	100%	N/A	100%	N/A
KYC	Unspecified	43	12%	N/A	72%	6%
Total		**576**	**75%**	**100%**	**94%**	**81%**

Reducing Recurrent Homelessness

To assess the impact of YHDP's work in reducing the recurrence of homelessness among youth, eviction data from Franklin County Eviction records were combined with YHDP data detailing the program exit dates of young clients. Among all youth who exited YHDP programs at least once from September 2019 through September 2021 (750 unique youth), 45 (6%) were summoned to court in Franklin County for eviction related cases within a year of exiting the program. For individuals with more than one program exit due to a return to the system, eviction trials were included if they happened within a year of either first or last program exit. Of the 45[8] clients with eviction related cases within a year of exiting the program, 17 were evicted from their property (2% of total youth).[9] The remaining 28 youth are either still in the legal process, have had their cases dismissed, or have reached another conclusion besides eviction.

Improving Collaborative Partner Experience

A collective impact approach involves five major components: a centralized infrastructure, a common agenda, shared measurement systems, continuous communication, and mutually reinforcing activities.[10] To assess the collective impact approach of YHDP, a collective impact survey was administered to YHDP partners at the start of the fiscal year and at a follow-up point midway through the fiscal year to assess partners' perceptions of the effectiveness of the collective in the five components. An average of eight out of 10 partners held favorable perceptions of all aspects of the collective impact initiative at the time

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[8] The following data limitation should be noted: Only one individual was able to be matched by both name and birth date. Birth dates are rarely included in court cases regarding eviction, limiting the possibility of confirming a person's identity. Therefore, there is less confidence in this analysis. This speaks to the limitations in linking TAY between multiple systems without a unique system-level client ID. Additionally, we are only using data from Franklin County, so others may have moved to a new county and been evicted in that county.

[9] It's unclear how or whether COVID-19 policies have impacted the eviction rate. The COVID-19 eviction moratorium likely stalled the growing rates of evictions in Columbus/Franklin County (see trends for Columbus, Ohio from the Eviction Lab: https://evictionlab.org/eviction-tracking/columbus-oh/), but this data is not available at the level of specificity needed to generalize to youth populations. Further, COVID-19 policies or impact were not brought up in interviews, focus groups, or qualitative survey responses by youth or staff. It is thus difficult to determine the impact of COVID-19 policies on youth evictions with the data available for this evaluation.

[10] Kania, J.; Kramer, M. Collective Impact. Stanford Social Innovation Review (2011).

of the second survey (individual survey item means are displayed in Appendix D).[11] All five components of collective impact behavior were rated more highly on the follow-up survey than on the baseline survey, indicating overall improvements in favorability of the collective by partners. The largest improvements observed were in continuous communication, mutually reinforcing activities, and backbone support (Figure 1).

Figure 1. Partner Perceptions of Collective Impact Components
Time 1 = T1, Time 2 = T2

Common Agenda			
T1 (M = 3.83)	80%	15%	5%
T2 (M = 4.18)	83%	17%	
Shared Measures			
T1 (M = 3.76)	76%	18%	6%
T2 (M = 3.92)	77%	15%	8%
Mutually Reinforcing Activities			
T1 (M = 3.76)	65%	25%	10%
T2 (M = 4.10)	100%		
Continuous Communication			
T1 (M = 3.75)	55%	35%	10%
T2 (M = 4.14)	83%	17%	
Backbone Support			
T1 (M = 3.63)	65%	25%	10%
T2 (M = 4.03)	100%		

■ Favorable ■ Neutral ■ Unfavorable
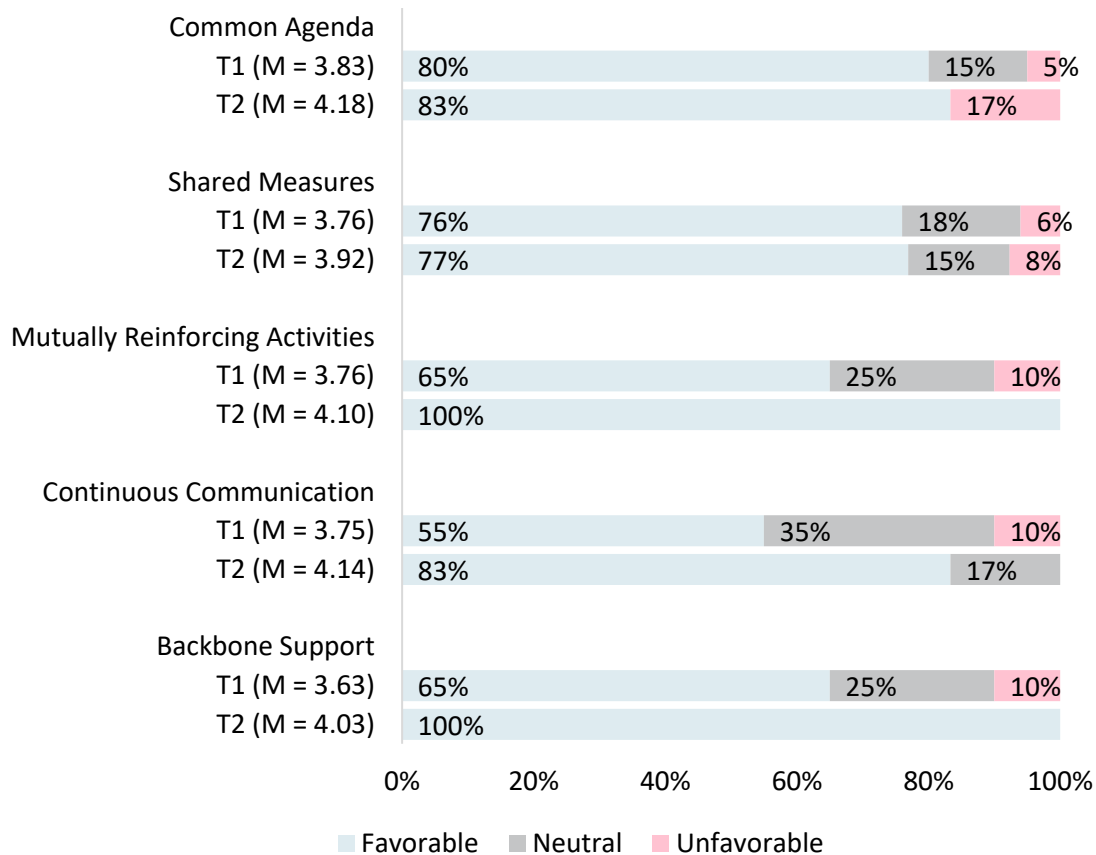
Conclusion and Recommendations

The 2021-2022 Annual Evaluation Report demonstrates the YHDP Collective's commitment to supporting the needs of TAY and highlights opportunities to advance the collective impact approach adopted by YHDP and its partners. The following recommendations arose from the results of evaluation activities over the year:

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[11] 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 is Favorable; < 3.5 and > 2.4 is Neutral; </= 2.4 is Unfavorable.

- **Leverage Collaborative Will to Address Safety**. In the first quarter of this program year, TAY expressed concerns regarding safety within YHDP programs, particularly around acts of violence, and were often unsure how to file reports, ask for help, or identify the behavioral standards of a given program. These problems were associated by TAY with mental health issues and other social dynamics of individuals living in their community. Partners heard that feedback and created collaborative discussions to focus on safety and brainstorm strategies for addressing the safety concerns. The collective has extensive partnerships and a common commitment to helping youth transition to stable living conditions which can be leveraged to implement these strategies and improve the safety of TAY in YHDP programs.

- **Increase Quality Training for Staff.** The data show that one of the strengths of YHPD was its friendly staff, yet there was inconsistency in how staff treated TAY. By incorporating ongoing trainings that are trauma-informed, partners might not only see improved outcomes and experiences for TAY but also an improved staff retention. Staff would be better equipped to help TAY, to balance the stressors of the job, and to practice empathy.

- **Improve Data Management**. With the ongoing data limitations, YHDP will be limited in its ability to track its progress towards ending youth homelessness. YHDP may consider working with MRC or another firm to reinforce a culture that values best practices in data management. Such practices may include aligning and maintaining reporting standards across both funded and non-funded partners and creating capacity for data collection when collection of new data is indicated.

Appendix A. Data Sources, Limitations, and Compilation

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.[12] 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 when possible and applicable. For cases in which youth have more than one program exit date, all court appearances within one year of each exit were considered. If there is more than one court case associated with an individual, the outcomes of eviction and going to court for a trial related to eviction were counted only once per person.

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. Even then, there are likely times an individual's first and last name in CSB records are different from what appears on their court records.

Partner Internal Client Tracking

Partners were asked to provide year-to-date data for the timeframe of July 1, 2021, to June 30, 2022. Each partner was sent an Excel template indicating all applicable measures for the individual organization, including uniform definitions for each measure, to ensure partners conceptualize the measures correctly and return accurate data for analysis. Data was fully collected by the end of September 2022. Not all partners fulfilled data requests with complete year-to-date data, which is a limitation of this data. Thus, while relative percentages of various outcomes can be calculated with the available data, the number of clients served, and program outcomes reported here are underestimates.

Collective Impact Survey

The online Collective Impact Survey was distributed to 24 individuals in October 2021 and again in March 2022. The baseline survey was open from October 7 to October 21, and the follow-up survey was open from March 1 to March 16, 2022. A total of 21 individuals responded to the baseline survey, while 23 individuals responded to the follow-up survey. These results reflect the perceptions of staff from YHDP-funded partners.

Focus Groups

A total of four focus groups and three individual interviews were conducted with youth and staff for this evaluation. Case workers from host organizations invited TAY to participate in focus groups. Participants who engaged in focus groups had experience with Huck House, Star House, Kaleidoscope, Marsh Brook Place (Community Housing Network) and the YMCA. Experience with the organization varied from a few days to multiple years. In total, participants' demographics included: 21 female, 14 male, and one nonbinary youth; 25 youth belonging to racial or ethnic minorities and nine White-identifying youth; at least four bisexual youth; two youth who were expecting or parenting; and six providers.

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

Appendix B. Evaluation Questions and Answers

The following table identifies the evaluation questions as outlined in the YHDP Evaluation Framework, answers to each evaluation question, and the data source(s) used to answer the question.

Evaluation Question	Evaluation Outcome	Description	Data Source
1. What is the average length of time from being identified as "literally homeless," to "exited to permanent housing"? a. What is a typical journey for a youth from identified as "literally homeless" to a successful exit to permanent housing?	179 days	System level data reported by TAY in CSB exit screeners revealed an average time from intake to exit to permanent stable housing as 179 days, or approximately 6 months, for TAY involved in at least one YHDP-funded program. According to available data reported by partners over FY21-22, the average time from intake to housing for youth in their respective YHDP-funded program was 121 days, or approximately 4 months (Table 7). See "TAY Journey Through the System" for more information on TAY's journey from homelessness to permanent housing.	CSB Data; Partner Tracking
2. How many near-peer partners are working with youth and how does this effort impact youth outcomes?	0	Partners did not implement (or report implementing) a near-peer model over the course of the evaluation period.	Partner Tracking
3. What percentage of youth are reporting that services are delivered in a culturally responsive and developmentally appropriate manner?	-	Partners did not administer a common survey about cultural responsiveness and age appropriateness to youth. However, in focus groups, youth reported feeling important and supported by friendly staff while also expressing a need for more consistency in staff behaviors and increased cultural competency throughout the programs (e.g., via creation of safe spaces and reduction of stigma). See Tables 3 and 4 for themes that emerged from these conversations.	Partner Youth Surveys; Focus Groups
4. What percentage of unstably housed youth are linked to prevention and housing placement?	77%	According to available data reported by partner organizations, an average of 77% of youth received referrals for housing from YHDP partners in FY21-22 (Table 8). When data on successful linkages to housing was made	Partner Tracking

Evaluation Question	Evaluation Outcome	Description	Data Source
		available, all youth (100%) who were given a referral for housing were successfully linked to housing within 2-4 months on average (Table 7).	
5. What is the current retention rate of staff working with youth experiencing homelessness and how does staff retention impact youth housing outcomes?	68%	During FY21-22, there was a 68% retention rate. Partner reported retention barriers related to high stress, low pay nature of the job and staff not finding their passion in this work. Youth reported feeling disconnected from staff, suggesting that staff turnover impacted their otherwise positive perceptions of engagement with YHDP partners.	Partner Tracking; Focus Groups
6. How many partners are convened/engaged in the coordinated plan and/or efforts aligned to the coordinated plan?	8	Eight organizations partnered with YHDP in FY21-22 in alignment with the coordinated plan: CSB, CHN, HFF, Huck House, YMCA of Central Ohio, CHF, KYC, and Star House.	CSB Data
7. What types of initiatives have occurred and how many providers have been trained related to cultural competency/trauma informed best practices?	Largest three training categories include: Trauma-Informed Care; Cultural Competency Including DEI training; Racial Justice	Type of Training Count (n = 20) • Trauma-Informed Care (10) • Cultural Competency Including DEI training (8) • Racial Justice (5) • LGBTQIA+ (2) • Crisis Intervention (1) • EDMR (1) • Management (1) • Human Trafficking Awareness (1) • Other – No description (4) 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.	Biannual Collective Impact Survey

Evaluation Question	Evaluation Outcome	Description	Data Source
8. How many youths were linked to other community services (mental health, health, education, employment, mentorship, life skills, etc.)?	81%	Table 8 notes the percent of youth who were successfully linked to community services after receiving a referral. For most programs, rates of successful linkages to community services were high (96-100%). Note that only 6% of clients served by KYC were confirmed to have been linked to community services. However, this number is likely an underestimate attributable to incomplete reporting.	Partner Tracking
9. How many landlords are engaged and providing leases to youth?	25	A total of 65 landlords were engaged within FY21-22, 25 of whom (38%) were also engaged in the YHDP program and providing leases to youth.	Partner Tracking
10. How long does it take for a youth to be linked to services?	26 days	Although most youth saw referrals to services materialize after around seven days, the average time for a youth to be linked to services by a YHDP partner was 26 days, or just under one month after referral (Table 7).	Partner Tracking
11. What is the eviction rate for youth within one year? How have COVID-19 policies impacted this rate?	2%	Available data indicate that approximately 2% of youth exiting YHDP programs or housing are evicted from subsequent housing within one year. However, this data speaks only to those youth who continued living in Franklin County after exiting and may underestimate the actual rate of recurrent homelessness in the populations served by YHDP and its partners. It is unclear based on the data gathered for this evaluation whether (or how) COVID-19 policies may have impacted eviction rates for previously homeless youth. In focus groups, participants noted that COVID-19 has been a hinderance to programs and their own financial health. With limitations on programming and physical space available, clients have been unable to	CSB Data; Franklin County Court Eviction Records

Evaluation Question	Evaluation Outcome	Description	Data Source
		access the same services as they potentially had before the pandemic.	
12. How many housing units meet quality standards and how does this impact housing outcomes?	106	Of 111 YDHP-funded housing units reported by YHDP partners, 106 (95%) met or exceeded quality standards within first inspection while five (5%) required multiple inspections. It is presently unclear whether (or how) housing quality impacts housing outcomes for youth, although youth reported issues of safety and cleanliness related to housing that may warrant further investigation.	Partner Inspection and Reinspection Reports
13. Overall, how well is CSB and the system meeting the objectives outlined in their coordinated community plan?	All measured outcomes improved from baseline to follow-up test (see Figure 1)	CSB and collective members reported improvements across all five domains of collective impact approach from baseline to follow-up measures administered throughout the fiscal year (Figure 1; Appendix D). In particular, partners reported the largest improvements over time in continuous communication, mutually reinforcing activities, and backbone support.	Collective Impact Survey

Appendix C. Methodologies

Length of Time from Intake to Housing/Referrals and Community Linkages

Raw data provided by partners was formatted such that unique episodes of service were represented in rows and data collected by collective members were stored as variables in columns. Additional variables/columns were calculated as follows:

1. Time to Intake: For all rows with a referral date and an intake date, the time between referral and intake was calculated using the function: =DAYS(Intake Date, Referral Date). If no referral date was present, but there was a date of first contact (indicating the youth likely walked in in lieu of being referred to the organization), time to intake was calculated using the function: =DAYS(Intake Date, Date of First Contact). Then, using the numbers resulting from the function, the mean, median, and range were calculated using the corresponding Excel functions.

2. Time from Intake to Housing: For all rows with both an intake date and a move-in date, the time between intake and housing was calculated using the function: =DAYS(Move In Date, Intake Date). Then, using the numbers resulting from the function, the mean, median, and range were calculated using the corresponding Excel functions.

3. Time from Intake to Community Referrals: For all rows with both an intake date and a date on which community referrals were given, the time between intake and referrals was calculated using the function: =DAYS(Referral Date, Intake Date). Using the numbers resulting from the function, the mean, median, and range were calculated using the corresponding Excel functions.

4. Time for Referrals to Materialize: For all rows with both a referral date and a date that referrals materialized, the time between referrals being given and referrals coming to fruition was calculated using the function: =DAYS(Date Referral Materialized, Date Referral Given). Using the numbers resulting from the function, the mean, median, and range were calculated using the corresponding Excel functions.

Note. Negative, missing, or blank values were excluded in the above calculations.

CSB Data

System-level data provided by CSB and obtained from its HMIS included all clients served during the fiscal year. Unless otherwise noted, all analyses using system level data presented in this report included only unique TAY aged 18-24 who engaged in at least one YHDP-funded program during their journey.

Community Linkages

Data was sorted accordingly by partner to identify the number of clients served in the data set provided, the number of community referrals given, and the number with a confirmation date that the referral came to fruition (linkage). Percentages were then calculated to identify rates of successful community service referrals and linkages among the total number of clients served. The evaluation framework and thus the data request does not provide further specificity as to what it meant when partners report a referral to community services and/or what type of community service the client is connected to.

Figure D1. Continuous Communication
1 - Strongly Disagree, 2 - Disagree, 3 - Neutral, 4 - Agree, 5 - Strongly Agree

The collective values input and feedback from all partners.
- 3.79 (Time 1)
- 4.00 (Time 2)

The collective engages in continuous communication to ensure all partners are aware of the progress of our work.
- 3.75 (Time 1)
- 4.27 (Time 2)

The collective has adopted strategies that allow partners to effectively communicate with one another.
- 3.68 (Time 1)
- 4.14 (Time 2)

Legend: Time 1, Time 2

Axis: 1 2 3 4 5

Figure D2. Shared Measures
1 - Strongly Disagree, 2 - Disagree, 3 - Neutral, 4 - Agree, 5 - Strongly Agree

Partners within the collective implemented a common set of measures to track the success of our work.
- 3.82 (Time 1)
- 3.95 (Time 2)

Partners within the collective have a common set of measures used to track the success of our work.
- 3.82 (Time 1)
- 4.05 (Time 2)

Partners within the collective agree on how we should measure the success of our work.
- 3.56 (Time 1)
- 3.75 (Time 2)

Legend: Time 1, Time 2

Axis: 1 2 3 4 5

Figure D3. Common Agenda

1 - Strongly Disagree, 2 - Disagree, 3 - Neutral, 4 - Agree, 5 - Strongly Agree

Partners within the collective have a shared understanding of the approach we need to take to address the social problem.
- Time 1: 3.53
- Time 2: 3.95

Partners within the collective have a shared understanding of the social problem our work is addressing.
- Time 1: 4.10
- Time 2: 4.36

Partners within the collective have a shared vision for change.
- Time 1: 3.84
- Time 2: 4.23

Legend: ■ Time 1 ■ Time 2

Figure D4. Mutually Reinforcing Activities

1 - Strongly Disagree, 2 - Disagree, 3 - Neutral, 4 - Agree, 5 - Strongly Agree

Partners actively seek out funds to support our work.
- Time 1: 3.88
- Time 2: 4.15

Partners make an effort to ensure that their individual work is coordinated with the work of others in the collective.
- Time 1: 3.70
- Time 2: 3.90

The individual work of partners is aligned to the goals of the collective.
- Time 1: 3.65
- Time 2: 4.11

The individual work of partners is coordinated with the actions of others in the collective.
- Time 1: 3.75
- Time 2: 4.15

The collective encourages individuals to do what they are best at to achieve the common goals of our work.
- Time 1: 3.78
- Time 2: 4.10

Legend: ■ Time 1 ■ Time 2

Figure D5. Backbone Support

1 - Strongly Disagree, 2 - Disagree, 3 - Neutral, 4 - Agree, 5 - Strongly Agree

Statement	Time 1	Time 2
CSB provides opportunities for partners to communicate their progress towards common goals.	3.65	4.14
CSB communicates to the collective how everyone's work is aligned to the common agenda.	3.60	4.00
CSB provides support to partners for aligning individual work with the collective agenda.	3.60	4.14
CSB ensures that partners share a common understanding of the desired result of our work.	3.75	4.24
CSB ensures that partners share a common understanding of the need for our work.	3.70	4.24
CSB has informed the public/community of the collective's goals.	3.85	4.22
CSB has encouraged partners to use data to inform or change our strategies.	3.80	4.10
CSB has helped partners understand the value of sharing data.	3.63	4.10
CSB encourages partners to collaboratively develop new approaches to advance our work.	3.53	4.00
CSB encourages partners to coordinate their activities toward common goals.	3.63	4.10
CSB actively seeks out funds to support our work.	3.78	4.00
CSB makes sure we have the funding we need to support the collective's activities.	3.68	3.89
CSB provides partners information on how to influence policy changes to support our work.	3.12	3.63
CSB informs partners of the public policies that affect our collective work.	3.33	3.75
CSB encourages the public/community members to take action on the social issue(s) our collective is addressing.	3.55	3.84

Appendix E. Transition Age Youth Journey Through YHDP System in FY21-22

Sankey diagram nodes and flows:

- Homeless TAY aged 18-24: 349
- TAY CARR (1): 167
- TAY TTH TH (1): 5
- TLP TH (1): 1
- YHDP RRH (1): 104
- ODH TAY HP (1): 2
- Youth ES (1): 1
- Marsh Brook (1): 27
- TAY TTH RRH (1): 42
- TLP TH (2): 17
- TAY TTH RRH (2): 37
- YHDP RRH (2): 65
- Youth ES (2): 2
- Marsh Brook (2): 3
- ODH TAY HP (2): 5
- TAY CARR (2): 8
- TAY TTH TH (2): 20
- TAY TTH TH (3): 10
- TAY CARR (3): 1
- Marsh Brook (3): 1
- TLP TH (3): 1
- TAY TTH RRH (3): 4
- YHDP RRH (3): 1
- TAY TTH TH (4): 1
- ODH TAY HP (3): 1
- Unstable Housing: 123
- Stable Permanent Housing: 127
- No Data: 99