

# YHDP Impact Report

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2022-2023



**Measurement  
Resources**

*Measurement moves missions*

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## Executive Summary

### Problems to Address:

Based on a needs assessment conducted in 2018 in Franklin County, more than 3,000 youth are estimated to experience literal homelessness annually, and another 1,400 are at high risk for literal homelessness. Yet, at the time, there was not a homelessness prevention or intervention system designed around the needs of youth.

### Activities to Address the Problem:

In July of 2018, the U.S. Department of Housing and Urban Development (HUD) selected Columbus and Franklin County for Youth Homeless Demonstration Program (YHDP) funding to reduce homelessness among transition-age youth (TAY). The goal of YHDP is to have a collective impact response to youth homelessness to ensure all youth have immediate, easy access to crisis housing services and to ensure that homeless episodes are rare, brief, and one-time.

The collective impact response includes Community Shelter Board as the backbone organization and 17 partner organizations. Not all partners received funds from the YHDP grant, but all are committed to the common goal. There are four YHDP Funded Partners in the evaluation of the collective impact response:



**Home**  
for Families



**Huckleberry**  
HOUSE



**YMCA OF CENTRAL OHIO**

FOR YOUTH DEVELOPMENT  
FOR HEALTHY LIVING  
FOR SOCIAL RESPONSIBILITY

Together, this response system provides Coordinated Access and Rapid Resolution (CARR); homelessness prevention; street outreach; emergency shelter; rapid re-housing; transitional housing; and permanent supportive housing and additional supportive services (i.e., healthcare, employment, education, mental health) to TAY.

### Expected Outcomes:

The collective impact response was built around ensuring TAY:

1. Have quick, easy access to needed prevention and homeless intervention services to stabilize their situation.
2. Have opportunities to achieve their personal goals (i.e., education, employment, basic life skills, connections to ongoing support).
3. Ultimately find safe, stable housing.

### Evaluation Approach:

In 2021, Measurement Resources Company was contracted to conduct a two-year evaluation of YHDP between July 1, 2021, and June 30, 2023. The evaluation included analyses of quantitative and qualitative data from the following sources: YHDP partners' internal client tracking, Community Shelter

Board's client-level data in the Homeless Management Information System (HMIS), Franklin County Court eviction records, focus groups with TAY and service providers, and in-depth interviews with TAY.

### **Evaluation Results:**

Based on HMIS records, a total of 896 TAY were served by one or more YHDP programs within the evaluation period. TAY served were predominately female (64%), Black, African American, or African (69%), and non-Hispanic/Latino (92%). A little over half of the youth served had no prior engagement with the homelessness system.

Prior to YHDP, the majority of TAY entered the system through emergency shelters and engaged in an average of 94 days of services, and 46% exited to safe, stable housing.

Through YHDP, TAY entered the system through the CARR, had had proportionally more engagements in YHDP assessment and rapid rehousing services relative to TAY engaging in similar services through non-YHDP programs, and engaged in an average of 149 days of services; 60% existed to safe, stable housing.

Of all TAY served by YHDP within the evaluation period, 68% recidivated at least once during their journey from homelessness to safe and stable housing. Within this subgroup, 55% recidivated within six months or less ( $n = 334$ ), 14% recidivated within 6-12 months ( $n = 88$ ), and 31% recidivated after a year or more ( $n = 187$ ).<sup>1</sup>

Approximately two thirds of YHDP TAY engaged in programs two or more times during their journey. Those leaving YHDP programs experienced an average of 32 days between programs (i.e., not actively receiving services after exiting one program prior to entering a new program), while those exiting other youth-serving programs spent an average of 23 days between programs. In other words, gaps following YHDP programs were 39% longer on average than gaps following non-YHDP programs.

These results suggest YHDP was a unique and effective rehousing solution for TAY served during the two-year evaluation period; the process improvements increased gaps between episodes of service, and the increased duration of time that TAY received services was associated with a higher success rate. However, the high recidivism rate of youth is very concerning and needs further investigated with solutions to stabilize youth in housing for a longer time.

Through interviews and focus groups with partners and TAY, external forces challenging the success of YHDP were identified. Most prominent is the affordable housing shortage which makes it very difficult for TAY to have access to affordable housing of their choice when they are ready to exit the system. In addition, the system's workforce shortage impacts the timeliness of services and capacity of partners to meet the TAY where they are. Internal forces challenging success included staff turnover, especially in the front-line roles which are integral to positive TAY experiences. The system's housing and workforce shortage along with YHDP program staff turnover make it difficult for programs to achieve their goals.

However, partners and TAY highlighted the quality and commitment of staff/partners and general quality of the coordinated response. TAY especially appreciated staff knowing TAY by name, the on-site supportive services, linkages to ongoing support, and having a place to regroup and focus on improving their circumstances.

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<sup>1</sup> For the purpose of this analysis, exits from prevention-based programs were excluded from calculations.

In in-depth interviews, TAY shared their journeys begin with dysfunctional relationships at home and lack of support for overcoming adversity. This results in a TAY leaving their home and looking for a safe place to stay. Once in the youth homelessness system, TAY have some time to regroup, experience structure and accountability in working towards personal goals, and connect to needed support while receiving services. However, not all TAY utilize the supports that are available, and some feel like they would be a bother if they asked for the help they need.

As a system, CSB and the collective impact partners have responded to opportunities for improving processes and programs so that TAY voices are heard and TAY are receiving the services they need. Safety was a key concern among TAY, and partners responded quickly to address immediate concerns and put in place a committee to ensure opportunities for improvement are prioritized throughout the system. In addition, the collective impact partners demonstrated commitment to inclusivity by agreeing to include sexual orientation, gender identity, and gender expression questions in data collection so that TAY experiences and outcomes can be analyzed in ways that will help the system be more inclusive and effective for all TAY.

The results of this two-year evaluation demonstrate that YHDP's collective impact response has given TAY quicker access to crisis housing and services, and because of the resources invested in the system, the commitment of partners at the table, and the quality of services, YHDP is an effective coordinated rehousing solution. As the system becomes a more effective coordinated response and rapid rehousing solution, CSB should consider expanding its partnerships and look for more opportunities to support homelessness prevention services addressing "root causes" of homelessness.

## Introduction

In July 2018 the U.S. Department of Housing and Urban Development (HUD) selected Columbus and Franklin County for Youth Homeless Demonstration Program (YHDP) funding to reduce homelessness among transition-age youth<sup>2</sup> (TAY). The grant was awarded to Community Shelter Board (CSB) on behalf of Columbus and Franklin County and was leveraged to create a collective impact response to youth homelessness to ensure all youth have immediate and easy access to crisis housing and services to ensure that homeless episodes are rare, brief, and one time.

Prior to developing a collective impact approach to coordinate a response to youth homelessness, CSB partnered with MRC to conduct a community wide needs assessment. According to the findings of the needs assessment, more than 3,000 youth were estimated to experience literal homelessness annually and another 1,400 were at high risk for literal homelessness in Franklin County. Youth who participated in the needs assessment identified that a successful system would include culturally competent, developmentally appropriate, and trauma-informed housing supports and services. Specifically, youth stated their greatest needs related to exiting homelessness and achieving housing stability are around permanent connections and supports, safe and affordable housing, improved life skills, and access to mental health and substance abuse treatment.

A Place to Call Home for Youth, the community's collective plan issued in 2018 to guide local efforts to develop and implement comprehensive new approaches, projects, and strategies to ensure all youth have a safe place to call home. A Place to Call Home for Youth addresses both the crisis response system for youth experiencing homelessness, as well as broader community-based interventions to help youth stabilize in housing while meeting other key material, developmental, and health-related needs.

### Collective Impact Partners

**Community Shelter Board (CSB)** functions as a collective impact organization working to coordinate resources and organizations in Franklin County. CSB works with 17 partner organizations related to homelessness prevention (HP); street outreach (outreach); emergency shelter (ES); rapid re-housing (RRH); transitional housing (TH); and permanent supportive housing (PSH).

### YHDP Funded Partners



**Community Housing Network (CHN):** CHN is a property manager with permanent supportive housing sites across Franklin County. Marsh Brook Place opened in 2020 and provides 30, one-bedroom apartments and 10 two-bedroom apartments for 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

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<sup>2</sup> Ages 18 to 24

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.

#### System Partners Not Funded by YHDP

The following partners were integral to the collective impact approach but were not YHDP funded.



**Center for Healthy Families (CHF):** CHF 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.

In 2021 Measurement Resources Company (MRC) was contracted to conduct a two-year evaluation of YHDP. The evaluation spanned the 2022 and 2023 fiscal years (July 1, 2021 to June 30, 2022 and July 1, 2022 to June 30, 2023). The evaluation summarizes 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, 2023 (referenced as FY 22-23 throughout the report).<sup>3</sup> Contributions from each partner are highlighted throughout the report, and key evaluation questions are answered in Appendix A.

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<sup>3</sup> YHDP had approximately one year of implementation before MRC was brought on to do the evaluation.



# Results

## Transition Age Youth Served

Over the course of FY 22-23 (i.e., July 1, 2021, to June 30, 2023; FY 22-23), 896 TAY were served by one or more YHDP programs<sup>4</sup>. TAY served were predominately female (64%), Black, African American, or African (69%), and non-Hispanic/Latino (92%). Table 1 presents the full demographic detail of those served.

**Table 1. Demographic Characteristics of TAY served Between July 1, 2021, to June 30, 2023 (n = 896).**

Demographics	Count	Percent
<i>Gender</i>		
Female	577	64%
Male	293	33%
A gender other than singularly female or male	12	1%
Transgender	11	1%
Data not available	3	<1%
<i>Race</i>		
Black, African American, or African	619	69%
White	171	19%
Multi-Racial	83	9%
Data not available	11	1%
Asian or Asian American	8	1%
American Indian, Alaska Native, or Indigenous	3	<1%
Native Hawaiian or Pacific Islander	1	<1%
<i>Ethnicity</i>		
Non-Hispanic/Non-Latin(a)(o)(x)	821	92%
Hispanic/Latin(a)(o)(x)	65	7%
Data not available	10	1%
<i>Relation to Head of Household</i>		
Self (head of household)	848	95%
Head of household's spouse or partner	42	5%
Head of household's other relation member	3	<1%
Head of household's child	2	<1%
Other: non-relation member	1	<1%

<sup>4</sup> For the purposes of this report, “YHDP programs” refer to any of the following programs (as labeled in HMIS) between July 1, 2021, and June 30, 2023: Huck House’s Youth Emergency Shelter (ES), Transitional Living Program (TLP), TLP Runaway and Homeless Youth (RHY), TAY CARR, and TAY CARR Star House programs; CHN’s Marsh Brook and TAY Marsh Brook programs; HFF’s YHDP Rapid Rehousing (RRH), TAY Transition to Home (TTH) Transitional Housing, TAY TTH RRH, and Ohio Department of Health (ODH) TAY HP programs. “Non-YHDP programs” refer to any other program. Note that TAY receiving ongoing service by a program that joined the YHDP are counted as being in a YHDP program if their involvement continued past July 1, 2021.

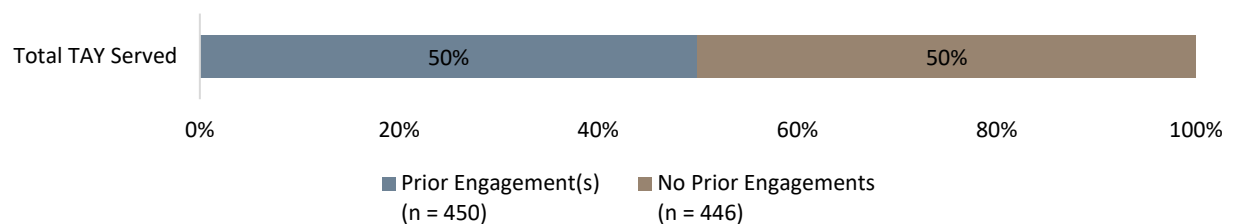
## TAY Journey from Literally Homeless to Exited

### History of Engagement in the Homelessness System

#### Half of TAY had no Prior Engagement in the Homelessness System

Based on HMIS data, half of TAY served (50%) had no engagements with the homelessness system prior to the start of the FY 22-23 evaluation period (Figure 1). The remaining half of TAY had an average of three prior engagements with the homelessness system prior to the start of the FY 22-23 evaluation period.

Figure 1. Engagement in the Homelessness System Prior to the FY 22-23 Evaluation Period (prior to July 1, 2021)



### Engagement In the Youth Homelessness Demonstration Program

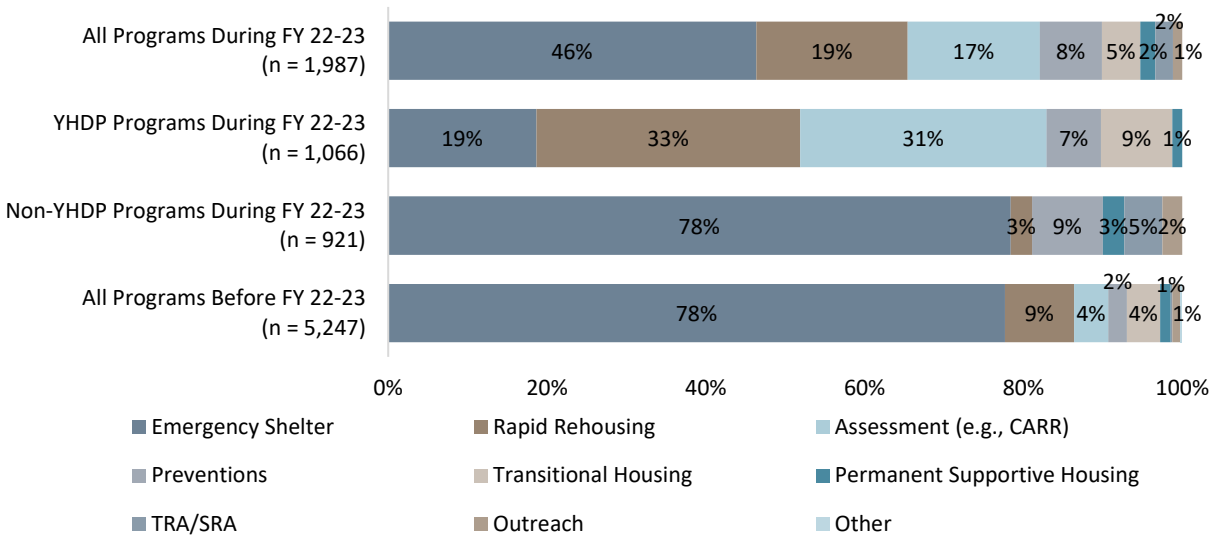
#### The Typical Journey Includes Two Engagements in the Youth Homelessness System

TAY engagement with YHDP can be complex and involve multiple interactions with the homelessness system before TAY are ready to exit to safe and stable housing. Only 23% of TAY served during FY 22-23 completed their journey through involvement with one YHDP program alone ( $n = 206$ ). The “typical” journey for TAY served who were not still enrolled by the end of the evaluation period involved a median of two program enrollments from first historical engagement with the homelessness system to the end of the FY 22-23 period.

#### YHDP is Unique in its Coordinated Access and Rapid Rehousing Solution

Prior to the FY 22-23 period, most TAY program engagements in the homelessness system were for emergency shelters (Figure 2). This rate of 78% emergency shelter engagements to 22% other engagement types persisted among non-YHDP programs during the FY 22-23 period. YHDP programming added however another layer of TAY engagement. . In FY 22-23 nearly a third of TAY engagements were for rapid rehousing services and an additional third were for assessments through CARR. Put another way, program engagements in past years followed a trend whereby the majority of program engagements were for emergency shelter programs (78%). When looking at non-YHDP program engagements during FY 22-23, the same trend is observed. However, YHDP program engagements during FY 22-23 follow a different pattern: TAY had larger proportions of YHDP engagements in assessment and rapid rehousing programs. While youth may not be engaging in emergency shelter services less overall during their journey, these data highlight that the approach YHDP is taking is unique in its focus on rehousing.

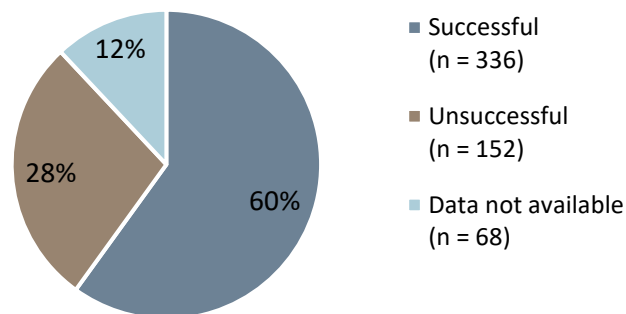
Figure 2. TAY Program Engagements by Category



**YHDP Helps TAY Find Safe and Stable Housing**

A total of 340 TAY were still enrolled in the youth homelessness system at the end of FY 22-23 (Figure C3), while 556 TAY exited programs without engaging in a subsequent program during the evaluation period. These latter TAY most frequently exited from Huck House’s Emergency Shelter program, HFF’s Rapid Re-Housing program, or HFF’s Homeless Prevention Program (Figure C4). The majority (60%) of these exits were to safe and stable housing (successful), while a smaller percent was unsuccessful (28%). For some TAY, data were not available to assess the successfulness of the exit (Figure 3). Overall, YHDP has been successful at leading a majority of TAY to safe and stable housing when they might have otherwise been moving from one emergency shelter to another.

Figure 3. Recent Exit Outcomes by TAY served through YHDP Programs in FY 22-23



A secondary analysis was conducted to assess the impact of YHDP’s work in reducing the recurrence of homelessness among youth. Of the 690 TAY served by YHDP who engaged with multiple programs during their journey, 43% (n = 298) experienced gaps between program engagements lasting a year or longer, 22% (n = 154) experienced gaps lasting from 6-12 months, and 35% (n = 238) experienced gaps less than

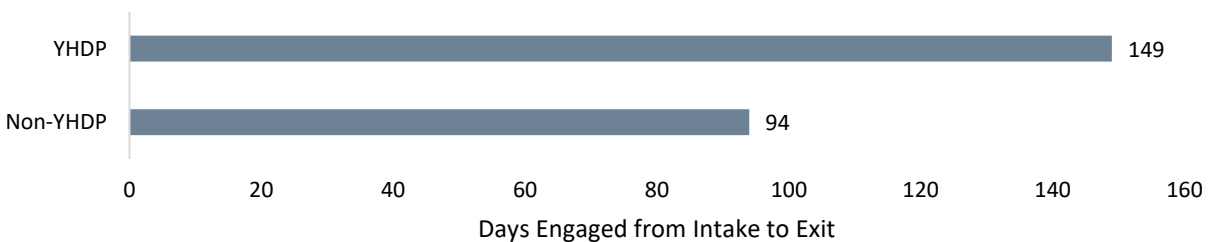
six months long. According to exit screener data, 609 TAY exited non-prevention programs to safe and stable housing on at least one occasion and yet returned to seek services at a later date. In other words, 68% of all TAY served by YHDP within the evaluation period recidivated at least once during their journey from homelessness to safe and stable housing. Within this subgroup, 55% recidivated within six months or less ( $n = 334$ ), 14% recidivated within 6-12 months ( $n = 88$ ), and 31% recidivated after a year or more ( $n = 187$ ).<sup>5</sup>

In addition to these analyses, eviction data from Franklin County Eviction records were combined with YHDP data detailing the program exit dates of youth to identify TAY served by YHDP with an eviction record. Among all youth who exited YHDP program(s) at least once from July 1, 2021, through June 30, 2022 (755 unique youth), 65 (8.6%) 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 youth homelessness system, eviction trials were included if they happened within a year of either first or last program exit. Of the 65<sup>6</sup> clients with eviction related cases within a year of exiting the program, 22 were evicted from their property (2.9% of total youth). The remaining 43 youth are either still in the legal process, have had their cases dismissed, or have reached another conclusion besides eviction.

**More Time Receiving Services May Lead to a Higher Success Rate**

System wide, TAY are spending more time in programs. This is largely due to the affordable housing shortage. This trend is also true for TAY in YHDP programs. Prior to the start of YHDP, the average time from intake to exit for TAY in any given program was 80 days. The average time TAY spent in a given YHDP program in FY 22-23 was 149 days per program, compared to 94 days for non-YHDP programs during this period (Figure 4). However, the extra time spent receiving services may factor in the higher success rates for exits from YHDP programs than non-YHDP programs. The average rate of exits to safe and stable housing for TAY in these pre-YHDP enrollments was 46%. In contrast, 60% of recent exits from YHDP programs were successful in FY 22-23 (Figure 5).

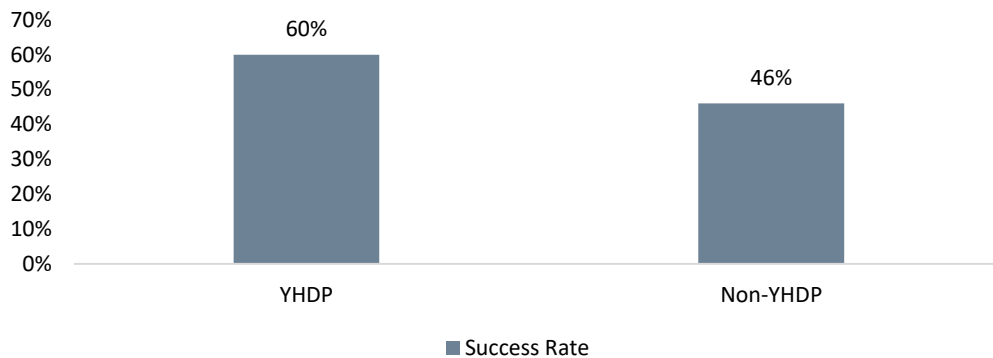
**Figure 4. Average Number of Days TAY are Receiving Services**



<sup>5</sup> For the purpose of this analysis, exits from prevention-based programs were excluded from calculations.

<sup>6</sup> The following data limitation should be noted: Birth dates are rarely included in court cases regarding eviction, limiting the ability to confirm an individual’s identity beyond their name. 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.

Figure 5. Exit to Safe and Stable Housing Success Rate



### YHDP Increased Gaps Between Episodes of Service

On average, TAY served by YHDP programs spent 810 days from the start of their journey from homelessness to their most recent exit (or 6/30/2023, for TAY who were still receiving services at the end of the fiscal year).<sup>7</sup> A third of this time (36%;  $M = 293$  days) was spent enrolled in programs, while the remaining two thirds (64%;  $M = 517$  days) were spent between enrollments during “gap”

periods. TAY who re-enrolled in a program after having previously left a YHDP program ( $n = 99$ ) during FY22-23 spent an average of 32 days between programs, while those who previously left a non-YHDP program during this time ( $n = 189$ ) spent an average of 23 days between programs. In other words, gaps following YHDP programs were 39% longer on average than gaps following non-YHDP programs. This represents an improvement in process, as YHDP programs appear to increase time between service episodes. YHDP was also successful in guiding TAY towards safe and stable housing despite these gaps. Analysis of exit outcomes associated with these gaps revealed that, when exit outcome data were available, TAY with multiple program engagements exiting from non-YHDP programs exited to safe and stable housing only 36% of the time, while TAY exiting from YHDP programs exited to safe and stable housing 65% of the time.

In summary, TAY spent more time enrolled in programs per program in FY 22-23 than in previous years, with enrollments in YHDP programs lasting longer on average than enrollments in non-YHDP programs. Further, TAY served by YHDP programs were more likely to exit to safe and stable housing compared to TAY receiving services from non-YHDP programs in the fiscal year or prior. These findings should be contextualized by the fact that TAY served during the FY 22-23 period enrolled in more programs during the period ( $n = 2,077$  enrollments; 1,335 YHDP and 742 non-YHDP) than prior to it ( $n = 1,267$

### TAY in YHDP programs ...

- Received services for a longer period.
- Had longer gaps between services than TAY exiting non-YHDP programs.
- Were more likely to exit to safe and stable housing when compared to TAY receiving services in non-YHDP programs.

<sup>7</sup> Prevention services and permanent supportive housing program engagements were excluded from analyses for this section as TAY are not expected to exit from these programs.

enrollments). Thus, while TAY saw more frequent and temporary engagements within the youth homelessness system during the FY 22-23 period than they did prior, exits from YHDP programs were more successful on average than exits from non-YHDP programs.

### Community Service Referrals

YHDP partners know that TAY require more than housing services to achieve stable housing and prevent future episodes of homelessness. Further, TAY shared in focus groups and interviews how important it is for them to have access to supports for basic needs, life skills, health, career, and education. Through the annual partner survey, YHDP partners report referring TAY to outside resources and community supports. The most common referral types reported by partners were:

Most Common Referral Types (in alphabetical order)	
<ul style="list-style-type: none"> <li>• Affirmed Identity Documents</li> <li>• Clothing</li> <li>• Counseling</li> <li>• Diaper Resources</li> <li>• Domestic Violence Support</li> <li>• Employment Linkage</li> <li>• Food Resources</li> <li>• Furniture Referral</li> </ul>	<ul style="list-style-type: none"> <li>• Gender Affirming Primary Care</li> <li>• Legal Support Services</li> <li>• LGBTQ Support Services</li> <li>• Ohio Department of Job and Family Services</li> <li>• Medical Services</li> <li>• Mental Health and Wellness Services</li> <li>• Survivor Advocacy Resources</li> </ul>

Most Commonly Reported Organizations that Partners referred to (in alphabetical order):		
<ul style="list-style-type: none"> <li>• Achieve More and Prosper</li> <li>• Affirmations</li> <li>• All People</li> <li>• The Bureau of Vital Statistics</li> <li>• BRAVO</li> <li>• Central Outreach</li> <li>• Columbus Public Health</li> <li>• Diaper Pantry</li> <li>• Equality Ohio</li> <li>• Equitas Health</li> <li>• Family Solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Furniture Bank</li> <li>• Huck House Counseling</li> <li>• Huck House Victims of Crimes Act services</li> <li>• I Am Boundless</li> <li>• IMPACT</li> <li>• JOIN</li> <li>• Juniper Health</li> <li>• Kaleidoscope Youth Center</li> <li>• Legal Aid</li> <li>• Life Enhancement Services</li> </ul>	<ul style="list-style-type: none"> <li>• Mental health organizations</li> <li>• Mid-Ohio Food Bank</li> <li>• Mozaic</li> <li>• The Period Pantry</li> <li>• Phone resource organizations</li> <li>• Social Security Office</li> <li>• St. Stephen's Community House</li> <li>• TransOhio</li> </ul>

Referrals are part of a TAY’s journey, yet YHDP partners do not systematically track community-based referrals. While some partners have some programs that meticulously track and follow-up with referrals, not all partners capture community referrals. This is an opportunity for the youth homelessness system and a weakness in its ability to truly understand the bundle of services supporting a TAY’s journey to safe and stable housing.

## Stories from TAY

Three TAY<sup>8</sup> participated in a one-on-one in-depth interview to learn more about TAY journey from literal homelessness to stably housed. The results of the interviews are described below.

### **Relationship Problems Leading up to Experiencing Homelessness**

Consistent with results of the community needs assessment research conducted in 2017, a leading reason TAY are experiencing homelessness stems from relationship problems — being in dysfunctional households and therefore leaving or experiencing difficulties and not having the relational support to help TAY get through rough times.

For example, in an interview, one TAY described the relationship with a parent as abusive and because of that relationship, this TAY left home to live with friends and ended up homeless. Another youth described being evicted and living out of a car because of a domestic violence situation.

TAY experiencing mental health problems may also be experiencing relationship challenges. As one TAY explained, the family did not understand and just wanted this TAY to “get with it.” This TAY was dropped off at Star House to find the resources needed. In the interview this TAY said:

*It’s very frustrating for them [the family] to not know about what I’m going through.*

### **Initially Needing a Safe Place to Stay**

In the midst of the trauma of experiencing literal homelessness, all three TAY interviewed were originally just looking for a safe place to sleep or a safe place to stay. One TAY’s first encounter with the youth homelessness system was through Star House. The other two TAY’s first encounters were through the YOP Shop. When asked what they were looking for from the program they first encountered in the youth homelessness system, TAY said:

*Needed somewhere so I wouldn’t be out in the street at night.*

*Housing. I didn’t have nowhere to go.*

*Honestly, I was just looking for a place to stay until I got back on my feet. I just needed somewhere to sleep.*

### **Benefiting from the Structure and Resources, and not Wanting to be a Bother**

**TAY #1. Having structure and accountability.** With the help of a case manager at Star House, a TAY was connected to Van Buren. The structure at Van Buren was helpful for this TAY because he/she was expected to talk to the case manager regularly and show progress on goals. Meeting with a case manager and getting connected to resources like mental health was not happening at Star House because, from the TAY’s perspective, there were not enough staff, and the wait lists were too long. Though the structure of the Van Buren shelter was helpful, the experiences were chaotic (with 50 people living in one place) and eventually this TAY was ready to move out of the shelter. Eventually, (about nine months after arriving at the shelter) he/she got into Marsh Brook. While at Marsh Brook, this TAY was

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<sup>8</sup> To protect TAY privacy, they will not be identified with gender specific pronouns nor otherwise described.

ready to get to a place (mentally and physically) where he/she could comfortably support himself/herself. And this TAY feels hopeful for the future.

**TAY #2. Using available resources.** Because of the domestic violence this TAY was experiencing, this TAY was linked from the YOP Shop directly to PSH. Having a safe place to live, the TAY said he/she became interested in setting financial goals, finding and keeping a job, and this TAY continues to utilize the range of resources that are available through the system and system partners. These include food stamps, mental health services, employment support and education services. In the near future, this youth will be going to Scholar House and plans to continue with counseling and case management.

**TAY #3. Not wanting to be a bother.** While living out of his/her car, this TAY was just looking for a place to stay to get back on his/her feet. He/she saw an advertisement on a white van for the YOP Shop. That advertisement came to mind and after going there he/she said, *“They did an assessment and I got into [PSH] a couple months later.”* While at [PSH], this TAY received a Section 8 Housing Voucher and moved out of PSH. However, during COVID, the TAY lost his/her job and could not pay rent. They went back to living in a car, with friends, and, though he/she knows going back to YOP Shop is an option, does not want to be a bother. This TAY continues to live with friends and has not utilized the resources that are available through the youth homelessness system.

### **Taking the Opportunities to Improve the Situation Pays Off**

The additional supports and resources are an important factor for success. When asked what advice TAY would give to a young person who is just encountering the youth homelessness system for the first time, they said the following:

*All they are trying to do is help so you gotta try to be patient. Being patient (with the staff) is key because they can't always control what goes on and who gets housing.*

*Even though we don't have to pay rent or utilities [while living in PSH, get a job and use the resources they have ... I have paid off my debt, I got into school, just use resources and be patient and listen. That is a big thing.*

*Try to work, take a few months to relax because they provide you with food and a place to stay, then go back to work and work on yourself. That way you can be prepared to move out.*

*Whatever you have got going on — health or anything — you just have to ask, and they will find resources for you. They can help you find jobs too.*



## Factors Influencing Success

There are factors that have contributed to success of YHDP. These factors are the **commitment of partners to collaborate, be more youth-centric and the quality of existing YHDP housing.**

### Collaboration and Commitment of Providers and Staff

Partners were asked what factors 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. The first was the resources and support, which includes the dollars invested into the community through the HUD grant, the number and quality of resources and support in programs and services. The second theme was the experienced or knowledgeable staff, along with their passion for the work as a key factor of success for YHDP. Finally, the third theme partners celebrated was that partners work well together to serve the TAY.

#### System Success Factors

Financial Resources and Quality of Services

Effective Collaborations and Coordination

Quality Partners/Staff

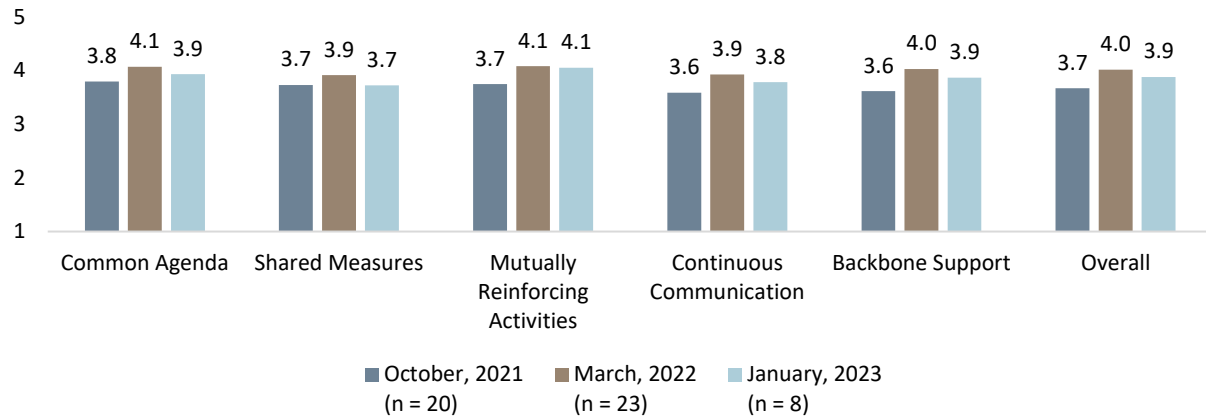
*“The strengths that exist are the unique organizations working individually as well as collectively to end youth homelessness. I have experienced increased collaboration to get the needs of youth addressed in a timelier manner and creative partnering to get the difficult work done. There are lots of individuals who want to support this population.” — Partner*

This is further supported in the collective impact survey results. From the first data collection time point to the third and final time point, average scores on all five facets of collective impact behavior (i.e., Common Agenda, Shared Measures, Mutually Reinforcing Activities, Continuous Communication, and Backbone Support) increased across YHDP partners (see Figures D1-5). Change scores (i.e.,  $\Delta M$ ) ranging from 0.1 to 0.6 points on a scale from 1 to 5 indicate that the YHPD experienced minor improvements over time in exercising collective impact behaviors. In general, agency-wide scores improved from October 2021 to March 2022, then fell slightly to above-baseline levels in January 2023 (Figure 6<sup>9</sup>).

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<sup>9</sup> The eight respondents in 2023 include all eight YHDP partner primary contacts. Each responded to previous years’ surveys.

Figure 6. Agency-Wide Collective Impact Survey Results



### Cultural Competence and Age Appropriateness of Services

Part of the A Place to Call Home for Youth plan was to strengthen the cultural responsiveness and developmental appropriateness of services to support successful youth experiences and outcomes. This can be supported through training and modifying practices to be youth centric. Based on annual partner survey responses, YHDP partners have made attending cultural competency and trauma-informed trainings a priority for staff.

To support the ongoing training and development of the workforce, staff from partners organizations also attended trainings with the following topics:

- Leadership cohorts
- De-escalation
- Boundaries, Ethics, & Professional Behavior
- Recognizing and Responding to Mental Health Needs
- Addictions & Recovery
- Self-Care & Vicarious Trauma
- Risk Assessment
- Burnout/Fatigue
- Compassion
- Vicarious Trauma
- SSNA Training
- EdApp Training
- CSB Inspection Training
- Mandated Reporter Training
- File Training

In focus groups and interviews with TAY from FY 22-23, TAY reflected on their experiences with staff and different programs. They shared that they felt seen, heard, and treated with respect as well as supported through the variety of resources they received and that they liked the staff.

*“They try to keep us involved and feel like we’re wanted and feel like we’re important.” — TAY*

*“Without [Partner], I would still be homeless. Not just because I have housing, but because they helped me find employment and therapy services.” — TAY*

*“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.” — TAY*

In addition, TAY have alluded to experiencing trauma and the ways in which their experiences with partner organizations are helping to alleviate, or at least not perpetuate, their trauma.

*“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.” — TAY*

While this is the experience of some TAY, the partners articulated in a quarterly meeting that not all TAY feel respected, heard and seen. To strengthen the collective’s ability to track progress in cultural competence, in FY 23, the collective added the question *I feel seen and heard by staff* on their organizational client satisfaction surveys.

#### Commitment to Better Data

Implementing better data collection to support being more culturally competent

This item is a global cultural competence item that can be assessed by program and client demographics. In addition, collective partners agreed to record and report a more inclusive set of demographic items so that results can be more representative of the TAY served. In future years, the YHDP will have data to assess perceptions of cultural responsiveness across different demographics.

#### Quality of YHDP Housing Units

While there is a shortage of quality, affordable housing in Franklin County, the housing units in the YHDP program have met inspection standards with only 7% needing to address quality issue before being reinspected for use (Table 2). However, from interviews and focus groups with TAY, there are opportunities for improvement. TAY from permanent supportive housing shared that units are good but not perfect. The main complaints were lack of in-room laundry, security, behaviors of other tenants, and personalities of some staff/property managers — none of which are considerations when being inspected.

#### Program Quality Goes Beyond Basic Housing Quality Standards

The program provides...

- Connection to health services
- Connection to personal growth opportunities
- Positive relationships with staff

**Table 2. Housing Unit Quality As Reported by Partners.**

<b>Fiscal Year</b>	<b>YHDP-funded program housing units</b>	<b>Units needing more than one inspection (#)</b>	<b>Units needing more than one inspection (%)</b>
FY 22	111	5	5%
FY 23	112	8	7%

Despite basic standards for quality, in one-on-one interviews, TAY highlighted that programs themselves offer more than housing. Participants in year one’s focus groups mentioned frequently using spaces like the laundry room and resource center where brochures are kept. In addition, TAY highlighted that the program gives them connections to needed health services and provides them with the opportunity to develop relationships with staff.

*“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.” — TAY*

*“There’s classes here for school, employment options, mental health counseling, a lot of opportunities.” — TAY*

*“I like that we can schedule meetings and we can shift it around so I can communicate with them about what I need.” — TAY*

## Factors Challenging Success

Despite the successes of YHDP, there are factors that limit the success. Most notably, the lack of affordable housing that is safe for youth, the workforce challenges and landlord engagement.

### Affordable Housing Shortage

Even though YHDP may be successful in helping the majority of youth served exit to stable housing, there remains an affordable housing shortage in Columbus. Since 2012, the growth in value of lower-tier homes in Columbus, defined by Zillow as homes priced anywhere between in the 5<sup>th</sup> to 35<sup>th</sup> percentile, has been 1.9 times the growth in median household income, creating a substantial gap in affordability.<sup>10</sup> Additionally, Vogt Strategic Insights predicts that based on projected job growth in the region, Columbus Metropolitan Statistical Area will not meet its housing need through 2050. To do so, they estimate housing permitting activity would need to increase two to three times its current rate.<sup>11</sup>

<sup>10</sup> *Sustainable, inclusive housing growth: A case study on Columbus, Ohio.* By Brandon Carrus, Seth Myers, Brian Parro, Duwain Pinder, and Ben Safran. (July 2023). <https://www.mckinsey.com/industries/social-sector/our-insights/sustainable-inclusive-housing-growth-a-case-study-on-columbus-ohio#/>

<sup>11</sup> *Analysis of Housing Need for the Columbus Metropolitan Statistical Area.* Vogt Strategic Insights. (December 2018). <https://regionalplanning.co.delaware.oh.us/wp-content/uploads/sites/17/2020/09/BIA-Housing-Study-2018.pdf>

In addition to the affordable housing shortage, partners identified three other barriers to stable housing:

- 1) Lack of jobs offering a living wage in the area
- 2) Inflexible lease agreements
- 3) Unwillingness of landlords to work with TAY

*“[The lack of] Affordable housing and living wage is the biggest barrier for all persons struggling with homelessness and housing crisis, especially for young people.” — Partner*

*“Affordable housing issues have hindered our efforts to assist youth in finding and securing fair-market housing; the termination of available COVID-related rent assistance has also hindered these efforts.” —Partner*

*“[There are] continued concerns about the lack of affordable housing options and landlords that will work with TAY.” — Partner*

### Landlord Engagement and Quality of Housing

Though engaging landlords is a challenge, YHDP has had some success in this area. The total number of landlords engaged by YHDP partners grew from 65 to 99 from FY 22 to FY 23 (Table 3). Partners also experienced a corresponding increase in the percent of landlords willing to engage with TAY through YHDP programs, from 38% in FY 22 to 45% in FY 23. Overall, these data suggest that YHDP has been effective at recruiting landlords to provide housing for TAY, and landlords have been responsive to the growing need for TAY housing.

**Table 3. Landlord Engagement as Reported by Partners.**

<b>Fiscal Year</b>	<b>Landlords engaged, total</b>	<b>Landlords engaged, in YHDP (#)</b>	<b>Landlords engaged, in YHDP (%)</b>
FY 22	65	25	38%
FY 23	99	45	45%

Despite this success, CSB and YHDP partners believe there continues to be a need for landlords who are willing to rent safe and affordable units to youth. In both evaluation years, partners were asked in the annual survey to identify barriers or challenges that hinder the community’s success in ending youth homelessness. The ongoing struggle with landlords was listed as a barrier.

*“Continued concerns about the lack of affordable housing options and landlords that will work with TAY.” — Partner*

*“Limited amount of affordable housing and stigma against young people from community resources, landlords.” — Partner*

## Workforce and Partner Capacity

Throughout the social sector, organizations are experiencing workforce shortages and challenges with staff retention. While YHDP as a whole slightly decreased its capacity through a decrease in occupied positions by the end of the second fiscal year, it achieved a 62% staff retention rate. In focus groups and surveys, partners and TAY have acknowledged the capacity and staff retention challenges (Table 4).

**Table 4. Retention Rate of YHDP Staff.**

Fiscal Year	Occupied positions, start of FY	Resignations/ terminations	FTEs hired	Occupied positions, end of FY <sup>2</sup>	Staff Retention Rate <sup>12</sup>
FY 22	21.85	6	8.39	22.85	69%
FY 23	17.64	6.75	8.14	17.96	62%

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:

*“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.’”*  
— TAY

In surveys, partners also reported competition for non-YHDP funding, high caseloads, and lack of TAY providers (e.g., outreach, intake, permanent supportive housing staff, and joint case managers) as examples of capacity issues faced by YHDP. Partners also acknowledged that their referral partners’ capacity issues impact the quality of YHDP services as well.

*“Partners are having difficulty hiring and this can affect staffing and services.”*  
— Partner

*“The number of youth we serve continues to rise; we have faced staffing-related issues — both in recruiting and retaining frontline staff.”* — Partner

*“[We are] understaffed at both outreach and RRH level.”* — Partner

## Responsiveness to Data-Driven Insights

The YHDP leadership is committed to being responsive to data-driven insights and using data to advocate for change. Below highlights the data-driven insights gathered from this evaluation and how CSB and YHDP partners have responded.

**Data-Driven Insight:** In the first year of this evaluation, TAY clearly spoke of their concerns for safety. YHDP partners heard that feedback and acted immediately.

<sup>12</sup> 2022 = (26-8)/26; 2023 = (50-14)/50

### System Response:

- The Youth Planning Committee has created a goal to *Improve safety measures for youth in our system.*
- Established a safety committee.
- Marsh Brook has experienced a decline in safety concerns and the number of reportable incidences since the crisis specialist has been put in place.
- CSB continues to strengthen their relationship with the Columbus Police Department.
- Sites have installed cameras for safety purposes.

### Huck House Response:

- Huck House has a Housing and Safety Director and has hired a security person.
- The chair of the safety committee provides direct supervision to the Safety Liaison to stay abreast of all safety issues and concerns.
- As part of the Safety Director's role, they maintain a regular working relationship with the Columbus Police Department.
- Huck House's safety team meets weekly to address safety concerns/develop plans and solutions.
- The safety team at Huck House has developed email groups and business line groups to communicate safety issues in real time to their residents.
- Incidents are reported within 24 hours to the safety director, ensuring an expedited response.
- Huck House enrolls all youth into a communication app that gives safety updates and communicates safety concerns upon admission.
- If safety concerns arise after hours, the safety team has access to a 24-hour call system for support.
- Harm reduction supplies on-site and accessible to clients.
- Crisis Prevention Specialists are located at both Kenmore and Marsh Brook Place.

### National Church Residences Response:<sup>13</sup>

- Crisis Prevention Specialist is on site at the TAY Commons at Chantry location.
- Security personnel on-site at the above location.
- Crisis prevention specialists are there to assist residents after hours and weekends.
- Weekly blended meeting to address safety concerns with all departments.
- Harm reduction supplies on-site and accessible to clients.

**Data-Driven Insight:** In qualitative data, TAY said they felt respected, seen, and heard by YHDP staff. However, this is not the experience of every TAY in the system and is not believed to be a common experience across all sexual orientation, gender, identity, and expression (SOGIE) backgrounds. While CSB and partners are committed to ensures all youth have access to and benefit from needed services,

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<sup>13</sup> National Church Residences is a new YHDP partner brought into the collective in response to the need for permanent supportive housing for families. This partner was not part of this two-year evaluation.

the ability to quantitatively discuss equity in access and outcomes is limited due to the type of demographic data that is systematically collected and reported.

**System Response:**

- CSB encourages partners to track data using HMIS's more inclusive demographic fields and partners agreed to ask questions on their forms related to SOGIE backgrounds.
- The Youth Planning Committee has created a goal to add questions when collecting data to include SOGIE.
- CSB is working on system wide trainings on engagement and Trauma-Informed Care.

**Data-Driven Insight:** In year one of the evaluation, it was found that partners were not implementing a near peer model as described in the coordinated plan.

**System Response:**

- CSB has strongly encouraged YHDP partners to set goals related to hiring near peers and assessing their strategies to incorporate the youth voice.
- CSB continues to develop guidelines for the near peer model implementation.
- The Youth Planning Committee has created a goal around the near peer model and having collective discussions with community partners inside and outside of the system.
- CSB is looking into the development of internships/apprenticeships for TAY youth with partner organizations to start the process of building a near peer model for the youth homelessness system.

**Youth Action Board (YAB) Response:**

- YAB members will be attending Youth Case Conference quarterly.
- YAB members are actively attending the CoC meetings.
- YAB members have attended and spoken at National Youth Homeless Conferences.
- TAY/YAB members will be provided with trainings in asset-based community development and board training.
- YAB members are attending "Housing Problem Solving" training in Nov. 2023.
- YAB members have participated in the Youth Planning Committee, COOHIO meetings, and Citizens Advisory Council.

**Data-Driven Insight:** Themes from interviews with TAY suggested ongoing and quality learning collaborative trainings, particularly in areas of trauma-informed care and cultural competency, will help partners see improved outcomes for TAY and possibly increased staff retention.

**System Response:**

- CSB is working on cross-agency training for all partners, system-wide.
- CSB acknowledges there needs to be more trauma-informed training in place and it is up to the partner agencies to ensure staff have the opportunity to be trained.

**Data-Driven Insight:** In focus groups and interviews, TAY expressed a desire for more supportive relationships among peers, especially at residential sites, and a desire to have more youth-driven opportunities to connect socially.



**System Response:**

- YAB is the formal strategy for TAY voices to be heard and allows TAY to be part of decision making and peer engagement processes.
- Programs do a lot of social activities and knock on doors to personally invite TAY to the events. However, they have experienced that it is hard to get the TAY to come out to events.
- There is on-going recruitment for new youth to join YAB. Recruitment events have been held at Kenmore and Marsh Brook Place. Upcoming recruitment at Commons at Chantry in Nov. 2023.
- The youth homelessness system has an active youth action board that meets twice a month.

**Data-Driven Insight:** TAY may wait weeks before being connected to community services through partner referrals.

**System Response:**

- Since the ability to quickly serve TAY is related to an organization's capacity and/or available units, CSB is continuing to look at system solutions about the needs in the youth system (e.g., increased permanent supportive housing) to meet the needs of TAY in the youth system.
- In case conference, partners talk about openings and opportunities to get TAY into community housing. However, since such openings are rarely available, TAY often rely on rapid rehousing programs instead.

**Data-Driven Insight:** In focus groups with TAY, 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.

**System Response:**

- CSB is building more partners outside of system.
- More community organizations will be included in the youth planning committee to increase community awareness of challenges faced by homeless TAY.
- CSB Youth System Manager is part of the COTA taskforce.
- The YAB is currently working on a project for community awareness, to provide education to the community on youth needs.

## Conclusion and Recommendations

The results of this two-year evaluation demonstrate that, as a result of YHDP, TAY have quicker access to crisis housing and services and are more likely to exit the youth homelessness system to stable housing. Although TAY continue to utilize emergency shelters at comparable rates to past years, YHDP programs have also shifted the focus of programming towards rehousing approaches. The resources invested in the youth homelessness system, the commitment of partners at the table, and the quality of services to draw from suggest that YHDP is a unique and effective rehousing solution for TAY. As YHDP becomes more successful at helping TAY find safe and stable housing, the need for reactive services like emergency shelters will be replaced with a need for preventative services addressing "root causes" of homelessness. Although YHDP is serving a large number of youth successfully, half of those served

return to a second program over time and 68% of those that exit successfully return to homelessness within two years of their exit. YHDP should consider expanding its partnerships to organizations outside of the housing space focused on addressing root causes of homelessness (e.g., parent support groups, local school systems, safe use sites). These insights strengthen the collective impact response to ensure all youth have immediate and easy access to crisis housing and services to ensure that homeless episodes are rare, brief, and one time.

## Appendix A. Evaluation Matrix

Evaluation Question	Mid-Period Outcomes (FY 22)	Full Period Outcomes (FY 22-23)	Tool(s)
<p>1. What is the average length of time from being identified as “literally homeless,” to “exited to permanent housing”?</p> <p>a. What is a typical journey within the YHDP partner implemented programs and system wide. for a youth from identified as “literally homeless” to a successful exit to permanent housing?</p>	179 days	<p>Youth who began their first engagements with YHDP programs in the FY 22-23 and successfully exited to permanent housing spent an <b>average of 106 days from first intake to final successful exit</b>. For the remaining TAY who began their first engagement in CSB system services prior to the introduction of YHDP and exited to permanent housing in FY 22-23, the average journey length was 954 days. Overall, the average journey length to permanent housing for all TAY served in FY 22-23 was 537 days, approximately 288 days of which were spent receiving services and 249 days of which were spent between engagements.</p>	<p>CSB HMIS data; Focus Groups for 1a; Youth interviews</p>
<p>2. How many near-peer partners are working with youth and how does this effort impact youth outcomes?</p>	0	<p>The collective has <b>not yet implemented</b> a near-peer partner system.</p>	<p>Collective impact survey (Appendix D) and Interviews with Providers</p>
<p>3. What percentage of youth are reporting that services are delivered in a culturally responsive and developmentally appropriate manner?</p>	Youth-based data collection not yet implemented by partners	<p>Three partners — HFF, Huck House, and KYC — have implemented youth surveys to track the cultural responsiveness and developmental appropriateness of their services. Although respondent-level data are not available to determine the percentage of youth reporting culturally responsive and developmentally appropriate service provision among partner organizations, <b>average scores of 4.88 and 4.93 out of 5</b> reported by Huck House and KYC, respectively, on these measures suggest that youths’ perceptions of cultural responsivity and developmentally appropriate service provision among partners are exceptionally high.</p>	<p>Partner-reported youth surveys</p>

Evaluation Question	Mid-Period Outcomes (FY 22)	Full Period Outcomes (FY 22-23)	Tool(s)
4. What percentage of unstably housed youth are linked to prevention and housing placement?	77%	A total of 429 out of 526 youth ( <b>77%</b> ) served in FY 22-23 with complete referral data reported by partners are known to have been linked to prevention and housing placement services through partner referrals.	Partner tracking
5. What is the current retention rate of staff working with youth experiencing homelessness and how does staff retention impact youth housing outcomes?	69%	Across all funded YHDP partners reporting staffing data, the retention rate for staff working with youth was <b>62%</b> .	Partner tracking and staff interviews/TAY focus groups
6. How many partners are convened/engaged in the coordinated plan and/or efforts aligned to the coordinated plan?	8	<b>Eight partners</b> engaged in the coordinated plan in FY 22-23, including CSB, four funded partner organization, and three unfunded partner organizations.	CSB tracking

Evaluation Question	Mid-Period Outcomes (FY 22)	Full Period Outcomes (FY 22-23)	Tool(s)
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	<p>Approximately <b>70 providers</b> were reported to have engaged in one or more of the following cultural competency and/or trauma-informed care trainings during FY 22-23:</p> <ul style="list-style-type: none"> <li>• Addictions &amp; Recovery</li> <li>• Boundaries, Ethics, &amp; Professional Behavior</li> <li>• Burnout Compassion Fatigue</li> <li>• CSB Inspection Training</li> <li>• Cultural competency</li> <li>• De-escalation</li> <li>• EdApp Training</li> <li>• File Training</li> <li>• Leadership cohorts</li> <li>• Mandated Reporter Training</li> <li>• Recognizing and Responding to Mental Health Needs</li> <li>• Risk Assessment</li> <li>• Self-Care &amp; Vicarious Trauma</li> <li>• SSNA Training</li> <li>• Suicide Prevention Training</li> <li>• Trauma response</li> <li>• USHS Training</li> <li>• Vicarious Trauma also known as Secondary Trauma</li> </ul>	Partner tracking
8. How many youths were linked to other community services (mental health, health, education, employment, mentorship, life skills, etc.)?	81%	<p>Partner-reported data suggests that approximately <b>96% of youths are referred to community services by partners</b>, and just under half (49%) of these referrals materialize. Note that these estimates were calculated based on complete cases of data (i.e., without missing data) made available by partners.</p>	Partner tracking
9. How many landlords are engaged and providing leases to youths?	25	<p>Partner reported data suggest that, of the 99 landlords engaged by partner organizations in FY 22-23, <b>45 landlords were engaged with the YHPD program (45%)</b>.</p>	Partner tracking

Evaluation Question	Mid-Period Outcomes (FY 22)	Full Period Outcomes (FY 22-23)	Tool(s)
10. How long does it take for a youth to be linked to services?	26 days	Data from partners on 138 referrals made to TAY in FY 22-23 indicate that it took an <b>average of six days for referrals to materialize</b> after being made.	Partner tracking; HMIS data; Youth interviews
11. What is the eviction rate for youths within one year?	2%	An estimated <b>2.9% of TAY</b> who exit to permanent and stable housing are evicted within a one-year period.	CSB HMIS data and eviction records
12. How many housing units meet quality standards and how does this impact housing outcomes?	106	Partner reported data indicate that 104 out of 112 houses ( <b>93%</b> ) met quality standards on the first inspection.	Partner tracking
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	The YHDP collective overall experienced improvements in Collective Impact Survey subscale scores from the first data collection period to the most recent data collection period in all subscales except Shared Measures ( $\Delta M = 0$ ). On average, Collective Impact Survey scores for the collective rose by 0.21 points over time on a scale from 1 to 5, a <b>5.6% improvement overall</b> .	All tools (partner and CSB tracking; focus groups and interviews; Collective impact survey)

## Appendix B. YHDP Partner Reported Data

**Table B1. Housing Unit Quality as Reported by Partners.**

Fiscal Year	Partner	YHDP-funded program housing units	Units needing more than one inspection (#)	Units needing more than one inspection (%)
FY22	HFF	71	5	7%
	CHN	40	0	0%
	<b>Total</b>	<b>111</b>	<b>5</b>	<b>5%</b>
FY23	YMCA	30	5	17%
	HFF	42	3	7%
	CHN	40	0	0%
	<b>Total</b>	<b>112</b>	<b>8</b>	<b>7%</b>

**Table B2: Landlord Engagement by Partner**

Fiscal Year	Partner	Landlords engaged, total	Landlords engaged, in YHDP (#)	Landlords engaged, in YHDP (%)
FY 22	Huck House	14	4	29%
	YMCA	20	5	25%
	HFF	13	13	100%
	KYC	3	3	100%
	CHF	15	N/A	N/A
	<b>Total</b>	<b>65</b>	<b>25</b>	<b>38%</b>
FY 23	Huck House	5	5	100%
	YMCA	51	17	33%
	HFF	40	20	50%
	Star House	3	3	100%
	<b>Total</b>	<b>99</b>	<b>45</b>	<b>45%</b>

**Table B3. Retention Rate of YHDP Staff by Partner/Program**

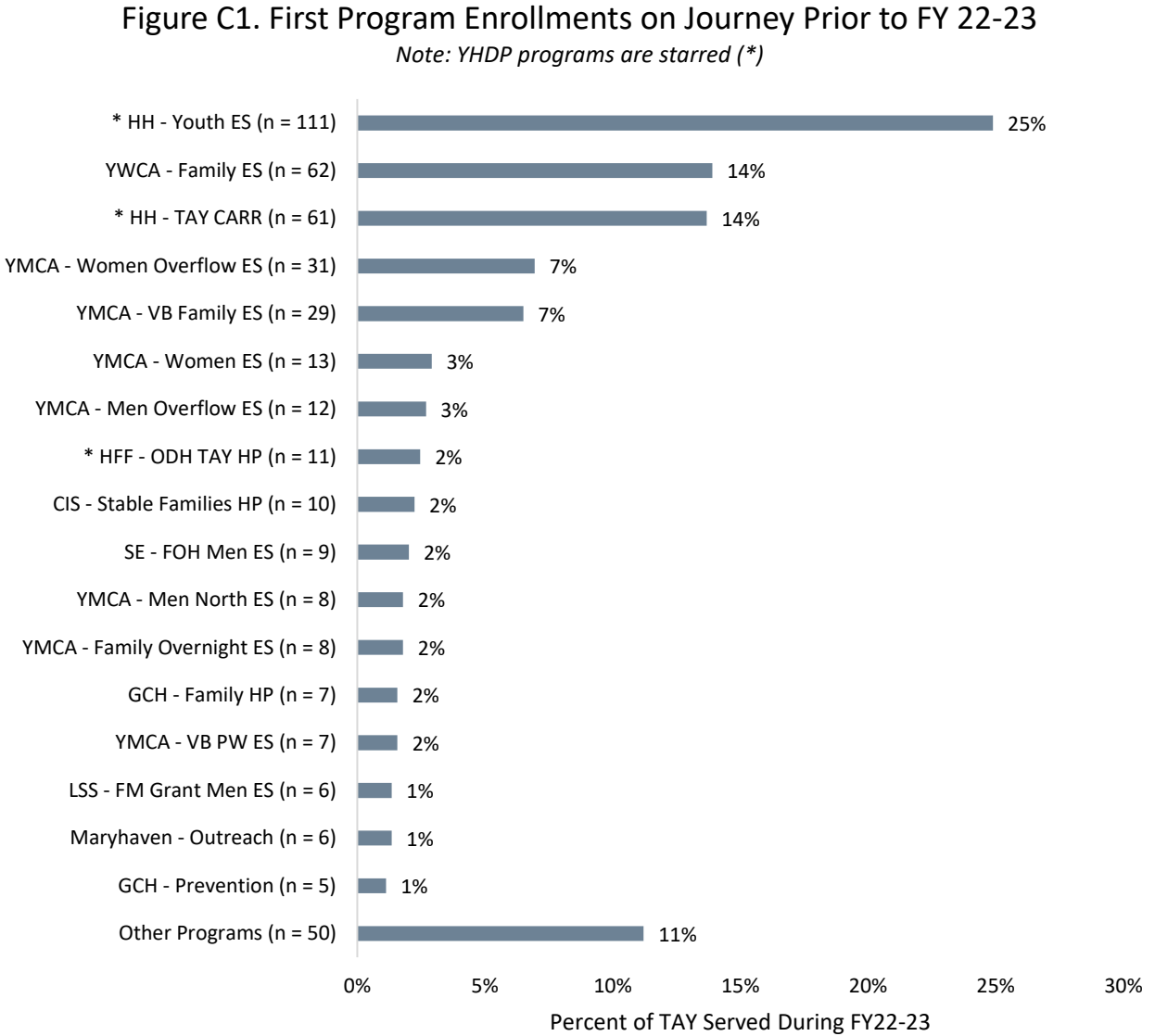
<b>Fiscal Year</b>	<b>Partner</b>	<b>Program</b>	<b>Occupied positions, start of FY</b>	<b>Resignations/ terminations</b>	<b>FTEs hired</b>	<b>Occupied positions, end of FY</b>	<b>Staff Retention Rate<sup>1</sup></b>	<b>Time Frame</b>
FY 22	HFF	Rapid Rehousing	9.00	4	4	9.00	56%	Full Year
	HFF	Rapid Re-Housing / TH	3.75	2	2	3.75	47%	Full Year
	Huck House	CARR Team	3	0	1	4	100%	Full Year
	CHN/Huck House	Marsh Brook	6.14	0	1.39	6.14	100%	Full Year
	<b>Total</b>		<b>21.85</b>	<b>6</b>	<b>8.39</b>	<b>22.85</b>	<b>69%</b>	<b>Full Year</b>
FY 23	HFF	Rapid Rehousing	6	1	2	8	83%	Full Year
	HFF	Rapid Re-Housing / TH	1.5	0	0	1.5	100%	Full Year
	Huck House	CARR TEAM	4	2	2	4	50%	Full Year
	CHN/Huck House	Marsh Brook	6.14	3.75	4.14	4.46	51%	Full Year
	<b>Total</b>		<b>17.64</b>	<b>6.75</b>	<b>8.14</b>	<b>17.96</b>	<b>62%</b>	<b>Full Year</b>

<sup>1</sup> Retention Rate = 100-(Resignations and Terminations/Occupied positions, start of FY)



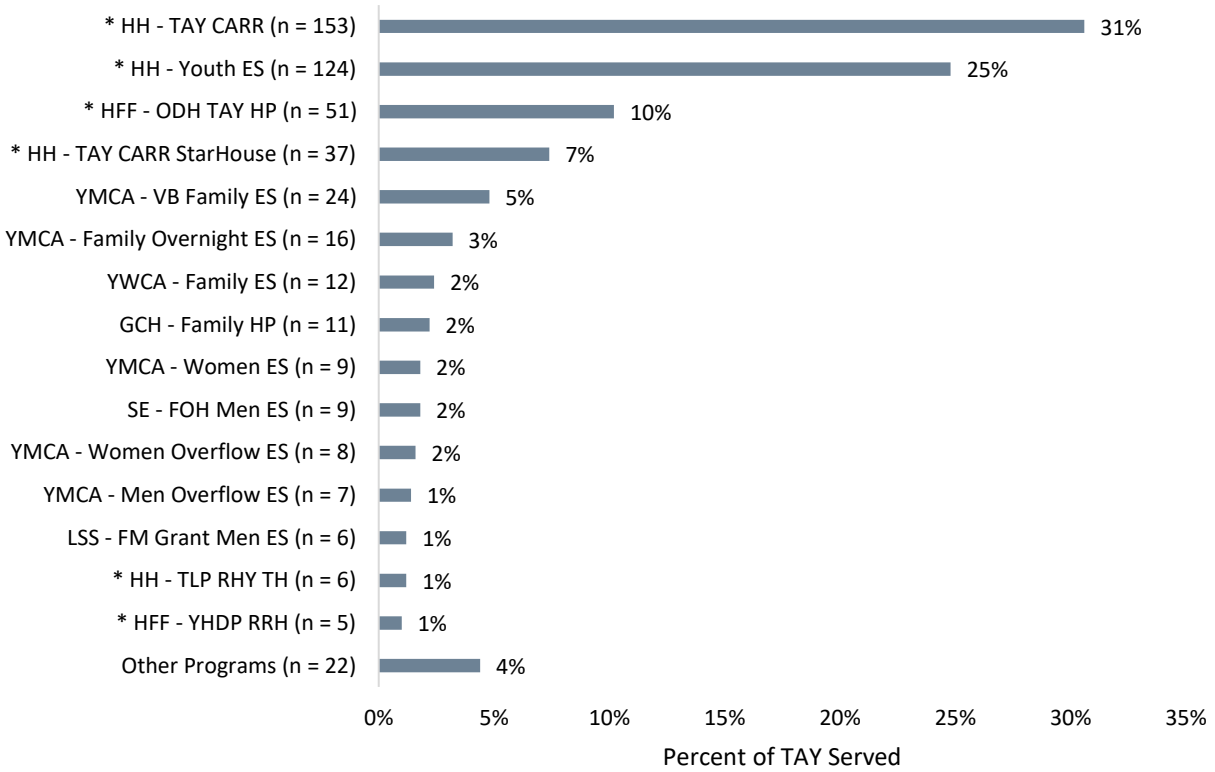
## Appendix C. HMIS Data

The following Figures were generated from the analysis of the HMIS data and provide additional context for results in the main report.



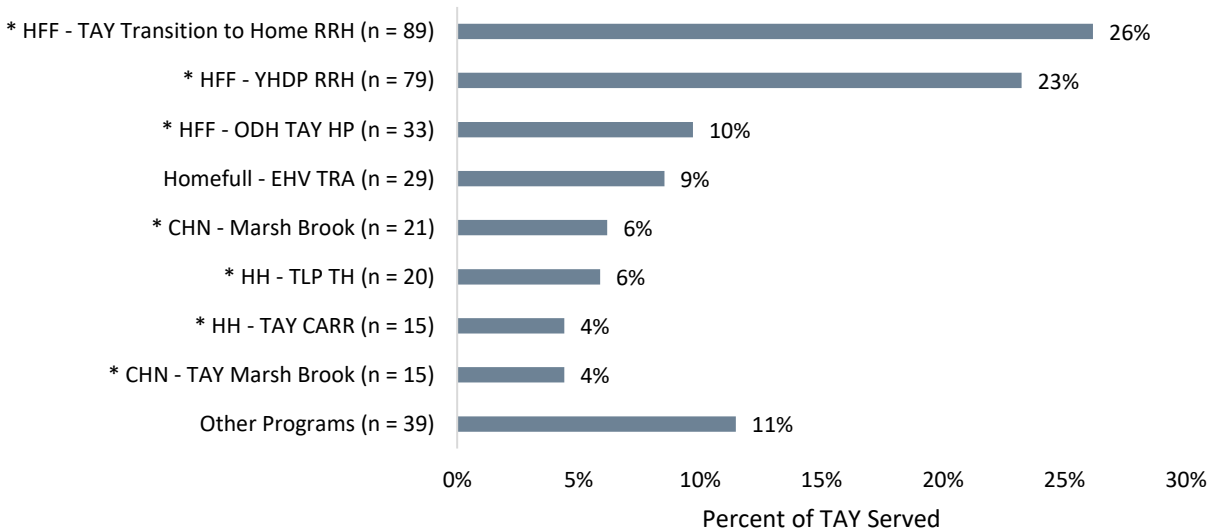
**Figure C2. First Program Enrollments on Journey During FY 22-23**

*Note: YHDP programs are starred (\*)*



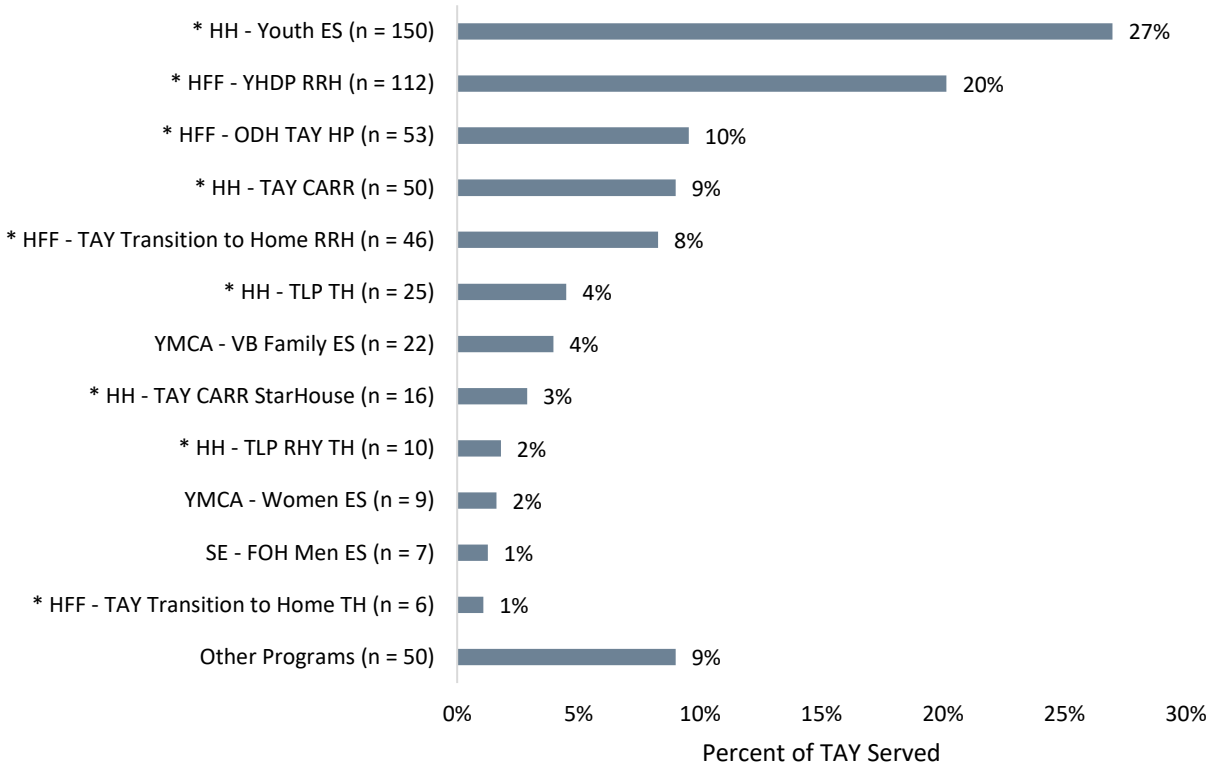
**Figure C3. Current Program Enrollments at the End of FY 22-23**

*Note: YHDP programs are starred (\*)*



**Figure C4. Most Recent Exits to Housing by Program**  
 (Includes only TAY served in FY 22-23 who have not re-enrolled)

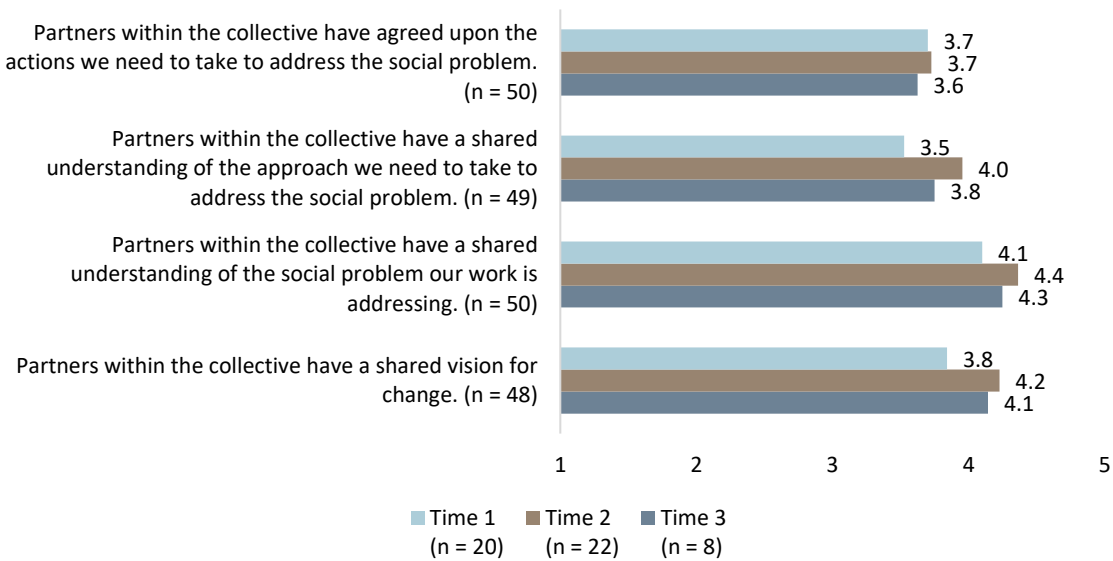
*Note: YHDP programs are starred (\*)*



## Appendix D. Collective Impact Survey Results

The following figures are based on the analysis of the Collective Impact Survey. Time 1 was completed at the beginning of the two-year evaluation; Time 2 was completed at the end of the first year of the evaluation; Time 3 was completed at the end of the second year of the evaluation.

**Figure D1. Common Agenda over Time**  
( $n = 50$ ;  $\Delta M = 0.3$ )



**Figure D2. Shared Measures over Time**  
( $n = 46$ ;  $\Delta M = 0.1$ )

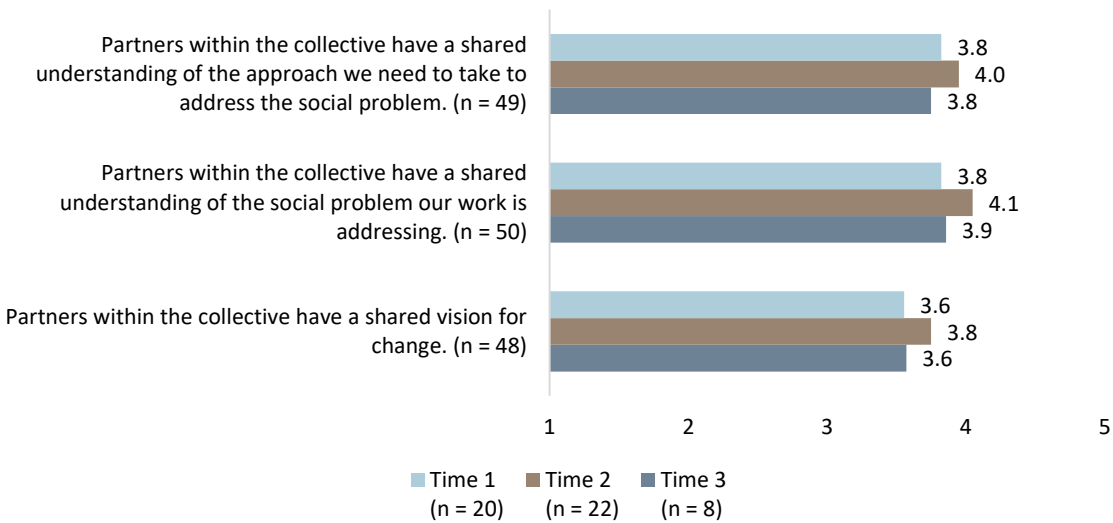


Figure D3. Mutually Reinforcing Activities over Time  
( $n = 49$ ;  $\Delta M = 0.6$ )

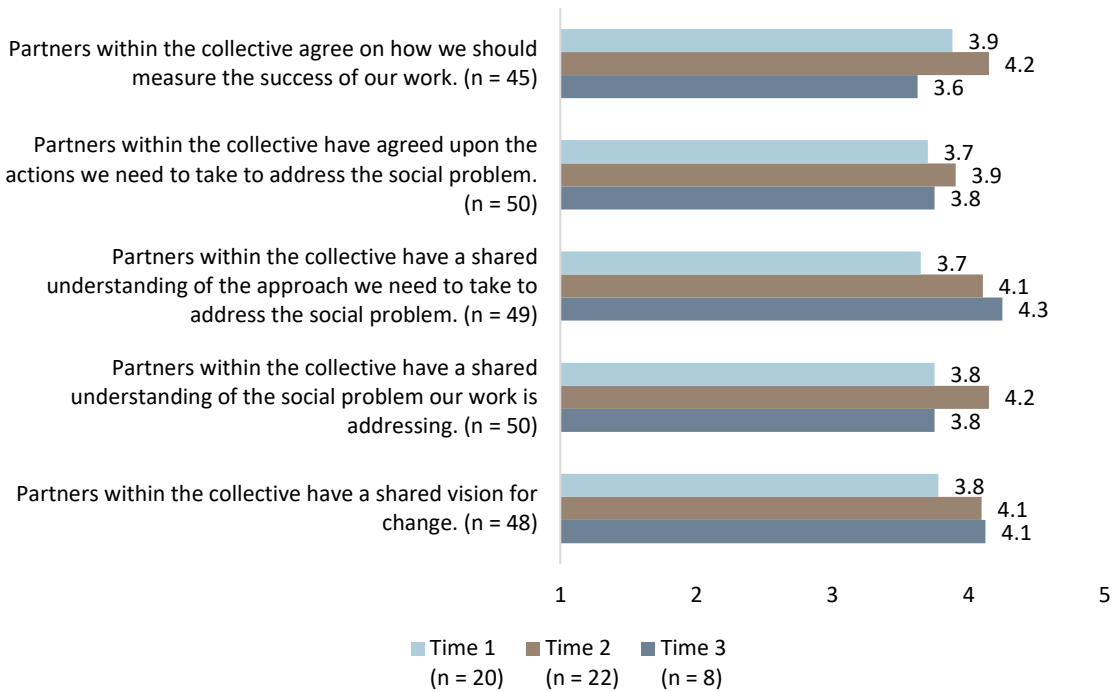


Figure D4. Continuous Communication over Time  
( $n = 50$ ;  $\Delta M = 0.6$ )

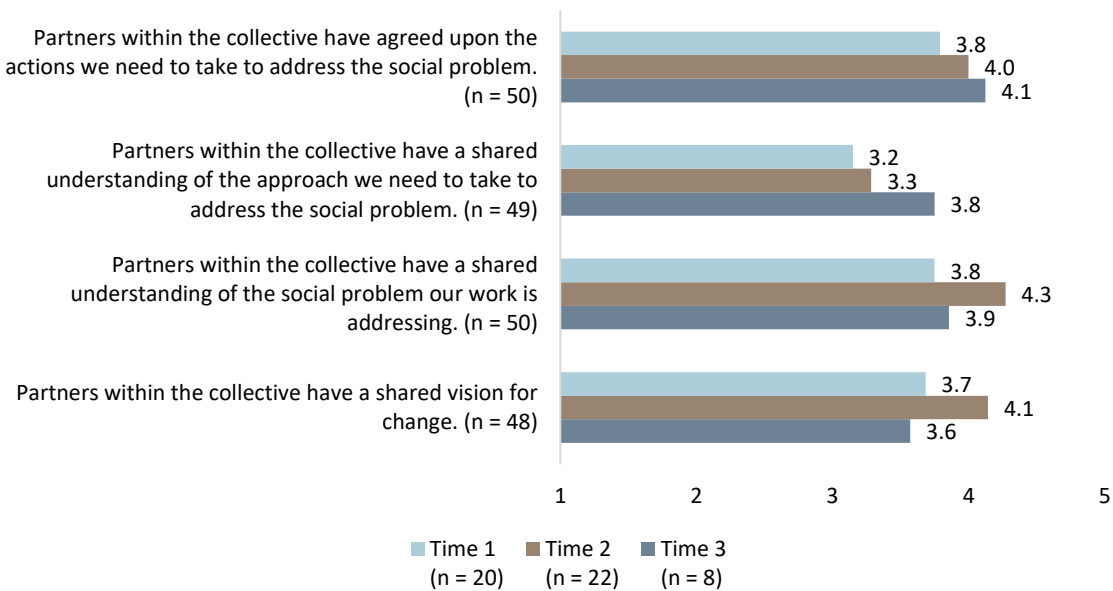


Figure D5. Backbone Support over Time  
(n = 49; ΔM = 0.2)

