

Daybreak Evaluation Plan

Submitted to Daybreak by Community Research Partners

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CRP is a partnership of United Way of Central Ohio, the City of Columbus, Franklin County Commissioners, and The Ohio State University

United Way
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Section 1 Introduction

1.01 About Daybreak

Growing numbers of homeless transitioning youth has become a major concern for communities across Ohio. In 2011, an estimated 60,000 children and youth will experience homelessness in Ohio¹.

Daybreak, located in Dayton, Ohio, has a mission to eliminate youth homelessness in the Miami Valley through comprehensive and result-oriented programs that provide safety and stability for runaway, troubled, and homeless youth. Daybreak began as an emergency shelter for runaway and homeless youth in 1975. Since that time, the agency has grown and evolved to meet the changing needs of area youth, culminating with the opening of Opportunity House in May 2008. Today, Daybreak provides 24-hour services including street outreach, emergency shelter, 24 highly supervised housing units, and 30 community-based apartments with support services.

Daybreak's program model is based on permanent supportive housing models that have had successful and cost-effective outcomes for adults and families. When tailored to meet the specific needs of young adults, the model could contribute enormously to a reduction in youth and adult homelessness. The Daybreak model is premised on a belief that when runaway, troubled, and homeless youth are provided with decent, safe, and affordable rental housing, along with access to an array of relevant, flexible, and responsive services, they can begin to heal past traumas, create community, and build the skills needed to live more stable, productive lives. Investing in these youth now may reduce their long-term dependence on service systems and increase their possibilities for good health, well-being, and sustained self-sufficiency.

1.02 Project Overview

The Daybreak Evaluation is a 27-month project that will identify emerging best practices for developing and implementing a comprehensive housing program for homeless and transitioning youth, ages 18-21. The project is a partnership between Daybreak and Community Research Partners.

Community Research Partners (CRP), located in Columbus, Ohio, is a unique nonprofit research center that designs and conducts program evaluation and applied research to address local, state, and national programs and issues. CRP helps to connect theory with practice, bring clarity to complex issues, and create high quality products and resources for funders, clients, and communities. The organization is a partnership of the City of Columbus, United Way of Central Ohio, the Franklin County Commissioners, and the John Glenn School of Public Affairs at The Ohio State University.

Daybreak will serve as the "test site" for the project and will provide CRP with access to client data, current assessment tools, outcome data, information on its housing development and design, information on its housing policies and procedures, and access to review and evaluate programs and services.

¹ Coalition on Homelessness and Housing in Ohio, Youth Empowerment Program

1.03 Evaluation Objectives / Purpose of the Evaluation

Numerous research studies have been published on homeless youth, youth housing, and related issues in the recent past. While these studies are useful and provide good background information and ideas for housing, the data in these studies often focus on the demographics of the population being served and the issues/barriers they face rather than on outcomes. In addition, when a promising housing model is described, the description is usually in the form of a 1-2 page overview, leaving the reader a general idea of how the program works but with little detail and/or guidance of how to replicate it.

The Daybreak Evaluation differs from previous studies because it includes both a process and an impact evaluation, which will take place in several phases.. The purpose of the process evaluation is to determine whether and to what extent Daybreak is implementing its program with fidelity. Process evaluations are useful for monitoring program implementation, for identifying changes to making the program operate as planned, and for program improvement. The impact evaluation will assess the effects of Daybreak's program, the extent to which its outcome goals were attained, and the return on investment.

The end goal of both the process and impact evaluation is to add to the field of knowledge regarding best practices and promising practices in providing shelter, housing, and supportive services to runaway, troubled, and homeless youth ages 18-21. As part of the Final Evaluation Report, CRP will prepare a "Roadmap" for providing youth housing, which will include recommendations for developing and operating youth emergency shelter and youth housing, identification of programs and support services that have been shown to have positive effects on client success, and recommendations for state and national youth housing policy experts.

1.04 Evaluation Plan Caveat

Given the complex and evolving nature of the Daybreak program, additional adjustments to the proposed Daybreak Evaluation Plan may be required. The plan should be viewed as a guiding and "living" document that could be adjusted when necessary, with agreement between Daybreak and CRP.

Section 2 Project Approach

2.01 Evaluation Parameters

The Daybreak Evaluation will proceed in four phases, from January 1, 2011 to March 31, 2013. The following table outlines the parameters that frame the Daybreak Evaluation:

Parameter	Definition
Evaluation Timeframe	Phase 1: Startup Activities: January 1, 2011 – July 31, 2011 Phase 2: Process Evaluation: August 1, 2011 – December 31, 2011 Phase 3: Impact Evaluation: August , 2011 – December 31, 2012 Phase 4: Final Evaluation Report and Roadmap: January 1, 2013 – March 31, 2013
Population	Clients, ages 18 to 21, served in Daybreak’s emergency shelter and transitional housing programs from August 1, 2011 through December 31, 2012
Client-level Data Collection Timeframe	August 1, 2011 – December 31, 2012 (17 months)
Project Deliverables	Daybreak Evaluation Plan: June 2011 Daybreak Client Data Flowchart: July 2011 Year 1 Report (Process Evaluation): December 2011 Final Evaluation Report and Roadmap: March 2013

2.02 Evaluation Questions

Six primary evaluation questions, many with their own subset of questions, will guide data collection and analysis for the Daybreak Evaluation.

Evaluation Question 1. What is the current status of youth in the Dayton area? And what is the profile of youth that Daybreak serves, including their risk factors for being homeless?

Evaluation Question 2. How is the Daybreak youth shelter and transitional housing program being implemented?

- What are Daybreak’s mission and goals, and how do Daybreak’s policies and procedures help to meet its mission and goals?
- What factors have had an impact on how the Daybreak program is implemented? What decisions have led to important benchmarks in the development and evolution of the program?
- What barriers and challenges does Daybreak face in serving youth and achieving its program goals and outcomes?
- How are community service organizations partnered with Daybreak to provide support services to Daybreak clients?
- What data do Daybreak collect, how are they used to monitor program operation effectiveness, and what additional types of data need to be collected?

Evaluation Question 3. What lessons have been learned by Daybreak staff and other stakeholders about providing emergency shelter, transitional housing, and other support services to runaway, troubled, and homeless youth?

Evaluation Question 4. What is the impact of the Daybreak program on providing safety and stability for runaway, troubled, and homeless youth ages 18-21?

- a. How many youth per year receive emergency shelter, transitional housing, and other support services provided by Daybreak?
- b. How have Daybreak's outcomes differed by participant characteristics, participant risk factors, and intervention strategies?
- c. What support services are most effective in helping youth to succeed in housing (e.g., mental health treatment, alcohol/substance abuse treatment, employment services, medical referrals, positive youth development activities, etc.)?
- d. What is the impact of the Daybreak Dollars contingency management program, specifically, on helping youth to succeed in housing?
- e. What resources are required to achieve program outcomes, and what is the estimated return on investment?
- f. To what extent are assessment scores, administered through various client assessment tools (Ansell Casey Life Skills, 40 Developmental Assets, etc.) linked to, or predictive of, client success in housing and other areas?

Evaluation Question 5. What are best practices in providing emergency shelter and transitional housing to runaway, troubled, and homeless youth ages 18-21?

- a. What does the research literature indicate are best practices?
- b. What are examples of other programs that serve runaway, troubled, and homeless youth ages 18-21? What services do they provide and what outcomes do they achieve?
- c. What best practices is Daybreak currently demonstrating?
- d. What are some promising practices associated with Daybreak's program model?

Evaluation Question 6. What are local, state, and national policy recommendations for providing safety and stability for runaway, troubled, and homeless youth ages 18-21?

2.03 Evaluation Activities

Phase 1: Startup Activities

Phase 1 began January 1, 2011 (when CRP's contract with Daybreak commenced) and will continue until August 1, 2011 (the projected date upon which client-level data will begin to be formally tracked and collected for evaluation purposes.) Phase 1 activities provide CRP with necessary background and contextual information and inform the evaluation of Daybreak and its program. Many of these activities have already been completed or are currently underway and include:

- Literature review
 - Document review
 - Community provider survey
 - Daybreak staff survey
 - Stakeholder focus groups
 - Daybreak logic model
 - Housing policy expert interviews
- ❖ The primary deliverable under Phase 1 is the Daybreak Evaluation Plan (this document).

Phase 2: Process Evaluation

The Process Evaluation will commence August 1, 2011 and will be complete by December 31, 2011, at which time CRP will submit a Year 1 Report. The process evaluation will evaluate whether and to what extent Daybreak is implementing its program with fidelity. The process evaluation focuses on what services Daybreak provides, to whom, and how. Its purpose is to describe how Daybreak's program is implemented--who is (or was) involved and what problems are (and were) experienced. A process evaluation is useful for monitoring program implementation, for identifying changes to making the program operate as planned, and generally, for program improvement (Gomby and Larson, 1992)².

Activities related to the process evaluation address Evaluation Question 1, Evaluation Question 2 and its sub-questions, and Evaluation Question 3. Appendix B includes a detailed matrix of activities and data requirements associated with the process evaluation. Generally, activities will include:

- Literature review
 - Document review
 - Secondary data collection
 - Interviews with Daybreak staff, funders, board members, and representatives from community service organizations
 - Client data flowchart
- ❖ Two key deliverables that are part of Phase 2 are the Daybreak Client Data Flowchart and the Year 1 Report, the latter of which will consist of the findings from the process evaluation itself.

² Gomby, D.S. and Larson, C.S. (1992) Evaluation of school-linked services. *The Future of Children*, 2(1), 68-84

Phase 3: Impact Evaluation

The Impact Evaluation will commence August 1, 2011 – the projected date upon which client-level data will begin to be formally tracked and collected for evaluation purposes. (It should be noted, however, that elements of the process evaluation will continue into Phase 3 as CRP continues to monitor and assess the way in which Daybreak implements its program.) During Phase 3, data will be collected through December 31, 2012. The impact evaluation will evaluate the effects of Daybreak's program and the extent to which its outcome goals were attained.

An impact evaluation is useful for answering the question: how would outcomes such as participants' well-being have changed if the intervention had not been undertaken? For practical and ethical reasons, the Daybreak impact evaluation will not reflect a true experimental design, in which a treatment and control group are randomly selected, the control group is isolated from the intervention, and both groups are isolated, to the extent possible, from any variables that may affect the outcomes of interest.

Rather, the impact evaluation will reflect a quasi-experimental design, through which Daybreak clients will be compared against one another before and after Daybreak's intervention services, using a common set of outcomes variables. Such a design will allow for the identification of the optimal combination of client characteristics, assessment tools, and interventions that best support successful outcomes. Clients will be assessed at different points before and after they enter the program (i.e., at program entry, every six months, at program exit, and at seven months post-exit), using a variety of outcome measures in the areas of housing, physical and mental health, life skills, employment and income, and education. The impact evaluation will also incorporate the opinions and perspectives of Daybreak staff, key stakeholders, and participants to estimate program impacts.

Activities related to the impact evaluation address Evaluation Question 4 and its sub-questions. Appendix C includes a detailed matrix of activities and data requirements associated with the impact evaluation. Activities include:

- Literature review
- Document review
- Descriptive statistics data analysis
- Inferential statistics data analysis
- Focus Group with Daybreak clients
- Return on Investment (ROI) analysis

Phase 4: Final Evaluation Report and Roadmap

Under Phase 3, client data are expected to be collected through December 31, 2012. Phase 4 will begin in January 2013 and continue through March 31, 2013. During Phase 4 CRP will conduct data analyses and prepare a Final Evaluation Report. In addition to the findings from the process and impact evaluations, CRP's final report will address Evaluation Question 5, its sub-questions, and Evaluation Question 6. The final report will also include a "Roadmap" for providing youth housing. The Roadmap will include:

- Recommendations on how to develop youth housing (building community support, physical design, etc)
- Recommendations on how to operate youth housing (staffing, supervision, house rules, etc)
- Programs and support services that have been shown to have a positive effect on client success
- Assessment tools and/or specific data elements that are useful, based on their "predictive capacity," for linking youth clients to needed services
- Recommendations for local, state, and national youth housing policy experts and lawmakers

2.04 Evaluation Philosophy

CRP's evaluation philosophy is one that recognizes the importance of: a) taking time to do good upfront evaluation planning; b) involving stakeholders throughout the process; and c) using evaluation for ongoing program improvement. CRP understands that evaluation of emergent initiatives involving community-based program providers requires: an approach to evaluation that: a) is flexible; b) can be tailored to meet the needs of both the funder and grantees; and c) incorporates regular, ongoing communication with key stakeholders. CRP's approach balances methodological rigor with user-friendly processes and products.

Section 3 Scope of Services

Phase 1: Startup Activities		
Task/Activity	Description	Status
Literature Review	<p>Initially, and throughout the evaluation, CRP will review current research literature to inform our understanding of:</p> <ul style="list-style-type: none"> • Best practices in serving runaway, troubled, and homeless youth • Agencies and/or programs similar to Daybreak that serve as models of best practice • Demonstrated best practices and data that have influenced or provided rationale for Daybreak's service-delivery model(s) • Federal and state policies that impact how Daybreak and other model programs operate • Appropriate benchmarks and outcome measures for use in the Daybreak Evaluation • The use of data collection tools and assessments • Factors that support or hinder success in serving runaway, troubled, and homeless youth 	Ongoing
Document Review	<p>Initially, and throughout the evaluation, CRP will review documents that pertain to:</p> <ul style="list-style-type: none"> • The status of youth in the Dayton area compared to Ohio and/or nationally • Daybreak's current and former operating policies and procedures • Daybreak's client assessment and data collection processes • Daybreak's current and former client outcomes • Daybreak's referral processes and relationships to other service providers and community resources 	Ongoing
Web Survey	<p>In March 2011, CRP conducted a web survey of service providers in the Dayton area to identify:</p> <ul style="list-style-type: none"> • Issues facing Dayton area youth, teens, and young adults • Perceived housing needs for area youth, teens, and young adults • Perceived importance of Daybreak services • Perceived need for additional Daybreak services • Appropriate measures of Daybreak's impact and success 	Complete
Email Survey	<p>In April 2011, CRP conducted an email survey of Daybreak staff to identify:</p> <ul style="list-style-type: none"> • Issues facing the clients that Daybreak serves • Gaps that exist in the Dayton community to address Daybreak clients' needs • Barriers/frustrations Daybreak staff face in their jobs • Staff recommendations for changes to state and federal policies that impact how they do their jobs 	Complete

Phase 1: Startup Activities (continued)

Focus Groups	<p>In March 2011, CRP conducted 4 focus groups with the following groups of community stakeholders:</p> <ul style="list-style-type: none"> • Members of the Montgomery County Homeless Solutions Policy Board • Daybreak clients • Daybreak funders • Daybreak board members <p>The purpose of the focus groups was to identify:</p> <ul style="list-style-type: none"> • Needs and priorities for providing services to homeless persons (generally) and to youth (specifically) in the Dayton area • Public and private sector roles in addressing these needs and priorities • Perceptions of Daybreak's mission and role in the community • How Daybreak should measure and report its impact to the community • Perceptions of Daybreak's future in the community 	Complete
Logic Model	<p>In April 2011, CRP met with staff at Daybreak to construct a logic model for the Daybreak program. This logic model is incorporated in the Daybreak Evaluation Plan as Appendix A.</p> <p>Both the process evaluation in Phase 2 and the Impact Evaluation in Phase 3 will refer to this logic model in order to evaluate whether and to what extent Daybreak's program operates the way it was designed and has the impact it expects to have.</p>	Complete
Telephone Interviews	<p>In June and July of 2011, CRP conducted eight, 30-minute telephone interviews with state and federal housing policy experts. Interviewees were selected by Daybreak. The purpose of the interviews was to:</p> <ul style="list-style-type: none"> • Inform stakeholders about the Daybreak Evaluation • Get feedback from these experts about the proposed evaluation plan • Learn from these experts what are their data needs and what information would they find most useful to inform state and federal policy development • 	Complete

Phase 1: Startup Activities (continued)

Evaluation Plan	<p>CRP will design an evaluation work plan to:</p> <ul style="list-style-type: none">• Evaluate Daybreak's policies and procedures• Assess the effectiveness and impact of its program, including the Daybreak Dollars program• Identify barriers to client success that are related to client characteristics and identified risk factors• Estimate the Return on Investment of Daybreak's program <p>The evaluation plan will also include evaluation purposes and objectives; guiding evaluation questions; data collection activities; project deliverables; and a timeline.</p> <p>CRP will...</p> <ul style="list-style-type: none">• Complete a draft Daybreak Evaluation Plan and submit it to Daybreak by May 27, 2011• Complete a final Daybreak Evaluation plan, based on feedback from Daybreak, interviews with state and federal housing experts, and OSU Statistical Consulting Services by August 8, 2011. <p>Daybreak will ...</p> <ul style="list-style-type: none">• Share the evaluation plan with key staff and evaluation funders• Review the draft evaluation plan and provide CRP with timely feedback• Review and approve a final Daybreak Evaluation Plan	In process
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Phase 2: Process Evaluation	
Task/Activity	Description
Literature Review	See Phase 1 description
Document Review	See Phase 1 description
Secondary Data Collection and Analysis	<p>CRP will collect and analyze data contained within Daybreak's client databases. These data will be used to create profiles of youth served in its emergency shelter and transitional housing programs, ages 18-21. The profiles will draw from numerous types of data collected by Daybreak. These may include, but would not be limited to:</p> <ul style="list-style-type: none"> • Demographic data (age, race, gender, etc) • History of foster care, kinship care, or adoption • History of homelessness/length of time homeless • History/severity of abuse and/or neglect • History of trafficking • Family composition, family support/connections • History with adult criminal justice system • Pregnant or parenting status, number of children • Sexual orientation • Mental health diagnosis <p>CRP may also review historical client data and/or profiles, and national data of best practices and demonstrated service models, to the extent that doing so provides historical context and support for the implementation of Daybreak's interventions and services, including but not limited to, the Daybreak Dollars contingency management program.</p> <p>CRP will also collect secondary data from available community sources that pertain to the current status of youth in the Dayton area. Potential sources of data may include, but would not be limited to:</p> <ul style="list-style-type: none"> • Census data • Community assessments • County agency data (Children's Services, Juvenile Court, Family and Children First Council, etc) • Dayton Public Schools • Children's Medical Center of Dayton • Other local, state or national data against which Daybreak clients may be compared <p>CRP will ...</p> <ul style="list-style-type: none"> • Analyze and summarize the data • Prepare profiles of Daybreak clients compared against a description of the average status of youth in the Dayton area. • Present data findings as part of the Year 1 Report. Data may be presented as summary descriptive text and/or in table, chart, and map formats. <p>Daybreak will ...</p> <ul style="list-style-type: none"> • Provide CRP with de-identified client-level data, in Excel format, necessary to create client profiles. Client data should include unique "dummy" IDs for accurate data matching and analysis. • Provide CRP with any secondary data sources it has readily available

Phase 2: Process Evaluation (continued)

Interviews	<p>CRP will conduct up to 25 telephone interviews, varying in length from 30 minutes to 60 minutes, with Daybreak’s staff, funders, board members, and representatives from community service organizations. Interviewees will be identified by CRP with the assistance of Daybreak staff. Interview questions will be matched to the experience and expertise of each group of stakeholders (staff, funders, etc.). Overall, the interviews will gather information on the following topics:</p> <ul style="list-style-type: none"> • Daybreak’s policies and procedures that either help or hinder the organization from meeting its mission and goals • Factors and “lessons learned” that have had an influence on how Daybreak’s program is currently implemented, including: <ul style="list-style-type: none"> • How the Daybreak facility was developed • How the Daybreak facility is operated • The introduction of the Daybreak Dollars contingency management program • Barriers and challenges that Daybreak faces in serving youth and in achieving its mission and expected outcomes, including external constraints (e.g., funding requirements) placed on staff and service provision • How community service providers partner with Daybreak to provide services to Daybreak clients • What data Daybreak currently collects and how these data are used to monitor program operational effectiveness <p>CRP will...</p> <ul style="list-style-type: none"> • Work with Daybreak to identify interviewees • Design interview protocols for each group of stakeholders • Schedule and conduct interviews • Analyze interview data <p>Daybreak will ...</p> <ul style="list-style-type: none"> • Draft an information letter that will be sent by Daybreak to interviewees
Daybreak Staff Group Interview / Technical Assistance	<p>CRP will review current data being collected by Daybreak and the tools used to collect these data. CRP will facilitate up to 3 meetings with Daybreak staff to create a Client Data Flowchart which will identify exactly what client data are collected, when and by whom it is collected, and in what format. The Client Data Flowchart will be used to confirm or establish appropriate processes and procedures for collecting all client-level data necessary for the Daybreak Evaluation, and for periodically analyzing data and reporting program outputs and outcomes.</p> <p>CRP will ...</p> <ul style="list-style-type: none"> • Review assessment tools and other protocols used by Daybreak to collect client-level data • Facilitate up to 3 meetings with Daybreak staff • Work in collaboration with Daybreak staff to create and refine a draft and final version of a Client Data Flowchart <p>Daybreak will ...</p> <ul style="list-style-type: none"> • Provide CRP with all necessary documents, assessment tools, and other client-level data collection protocols • Participate in up to 3 meetings with CRP • Work in collaboration with CRP to create and refine a draft and final version of a Client Data Flowchart

Phase 2: Process Evaluation (continued)

Project Meetings	CRP will meet quarterly, or as necessary, either in person or by phone with Daybreak staff to provide updates on the status of the process evaluation and to make any mid-course adjustments agreed to by both CRP and Daybreak staff.
Board Presentation	CRP will present to Daybreak's Board of Trustees, a summary of the Daybreak Evaluation Plan and a status update regarding progress made to date on the evaluation. The presentation will be during the board's September 2011 meeting.
Report / Summary	<p>CRP will prepare a Year 1 Report, which will include findings from the process evaluation with recommendations for program improvement. The report will have a format and content to facilitate use by a range of stakeholders and will include graphs, tables, and bullet point analysis where appropriate. The layout of the report will be suitable for black and white reproduction.</p> <p>CRP will ...</p> <ul style="list-style-type: none">• Prepare one draft version of the Year 1 Report and submit it to Daybreak for review and feedback• Prepare a final version of the Year 1 Report <p>Daybreak will ...</p> <ul style="list-style-type: none">• Review and provide CRP with feedback on the draft version of the Year 1 Report• Review and approve a final version of the Year 1 Report

Phase 3: Impact Evaluation	
Task/Activity	Description
Literature Review	See Phase 1 description
Document Review	See Phase 1 description
Data Cleaning	To the extent necessary, CRP will prepare Daybreak client data for data analysis by finding, correcting, or deleting data entries where appropriate. This data cleaning process will be done in advance of CRP conducting data analyses, including the calculation of descriptive and/or inferential statistics. One or two times throughout the data collection period (August 1, 2011 to December 31, 2012) CRP may request that Daybreak submit sample client data for review.
Data Analysis (Descriptive Statistics)	<p>CRP will collect and analyze Daybreak client data to prepare a descriptive summary, (including frequencies, means, and ranges) of:</p> <ul style="list-style-type: none"> • The number of youth, ages 18-21, who received emergency shelter between August 1, 2011 and December 31, 2012 • The number of youth, ages 18-21, who received transitional housing between August 1, 2011 and December 31, 2012 • The type(s) of and units of service each of the above clients received during this 17-month timeframe from Daybreak <p>The descriptive analyses will also draw upon and add to the profiles of Daybreak clients created for the process evaluation, with a specific goal of defining and identifying characteristics most associated with risk of homelessness. Numerous types of data collected by Daybreak will be used. These may include, but would not be limited to:</p> <ul style="list-style-type: none"> • Demographic data (age, race, gender, etc) • History of foster care, kinship care, or adoption • History of homelessness/length of time homeless • History/severity of abuse and/or neglect • History of trafficking • Family composition, family support/connections • History with adult criminal justice system • Pregnant or parenting status, number of children • Sexual orientation • Mental health diagnosis <p>CRP will ...</p> <ul style="list-style-type: none"> • Analyze and summarize the data • Prepare summaries of the number of youth served by Daybreak as part of its emergency shelter and transitional housing programs • Prepare profiles of Daybreak clients that includes their risk factors associated with risk of homelessness • Present data findings as part of the Final Evaluation Report and Roadmap. Data may be presented as summary descriptive text and/or in table, chart, and map formats. <p>Daybreak will ...</p> <ul style="list-style-type: none"> • Provide CRP with de-identified client-level data, in Excel format. Client data should include unique "dummy" IDs for accurate data matching and analysis.

Phase 3: Impact Evaluation (continued)

Data Analysis (Inferential Statistics)	<p>CRP will collect and conduct inferential statistical analyses (including analyses of variance, significance, and effect size) on Daybreak client data to determine the impact of Daybreak's program on providing safety and stability for runaway, troubled, and homeless youth ages 18-21. Analyses will include, but not be limited to determining:</p> <ul style="list-style-type: none"> • A profile or mix of characteristics associated with clients' success in Daybreak's transitional housing program • A profile or mix of characteristics associated with clients' failure in Daybreak's transitional housing program • What interventions and intensity of interventions are most closely associated with positive short- and long-term outcomes in the areas of housing, health, income, life skills, and education • How short- and long-term outcomes in the areas of housing, health, income, life skills, and education have differed across Daybreak client comparison groups • The impact of the Daybreak Dollars contingency management program in helping Daybreak clients succeed in housing • Whether assessment scores, administered through various client assessment tools used by Daybreak, are linked to, or predictive of, client success in housing, health, income, life skills, and education outcomes <p>For this component of the Daybreak Evaluation, CRP's in-house staff capacity may be enhanced through a subcontract with OSU Statistical Consulting Services, an organization that specializes in inferential statistical analysis. Costs associated with any subcontract will be drawn from CRP's existing contract with Daybreak and will not affect the total project budget or timeline.</p> <p>CRP will ...</p> <ul style="list-style-type: none"> • Work with Daybreak staff and with OSU to define comparison groups of Daybreak clients based on available data • Work with OSU to solidify plans for statistical analyses for assessing program impact on client outcomes in the areas of housing, mental health, income, life skills, and education. <p>Daybreak will ...</p> <ul style="list-style-type: none"> • Work with CRP and OSU to define comparison groups of Daybreak clients based on available data • Provide CRP with de-identified client-level data, in Excel format. Client data should include unique "dummy" IDs for accurate data matching and analysis. • Provide CRP with findings of the evaluation of Daybreak Dollars conducted during the evaluation period by students from the University of Dayton.
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Phase 3: Impact Evaluation (continued)

Focus Groups	<p>CRP will conduct 2 45-minute focus groups with Daybreak clients, ages 18-21. The focus groups will be limited to 8-10 participants per group. Clients will be asked to volunteer to participate, and will be selected on a first come, first serve basis until all slots are filled. The focus groups are intended to gather information about the effectiveness and impact of the Daybreak Dollars program on client behavior, attitude, and life skills learned.</p> <p>CRP will...</p> <ul style="list-style-type: none"> • Work with the Daybreak to solicit volunteer participants • Develop an informed assent form that will inform participants of the purpose of the data collection and obtain their agreement to participate in the evaluation • Design focus group questions • Conduct / facilitate focus groups • Analyze focus group data <p>Daybreak will:</p> <ul style="list-style-type: none"> • Work with CRP to solicit volunteer participants • Provide the location and refreshments for the focus groups • Obtain and provide CRP with copies of signed informed assent forms
Return on Investment Analysis	<p>CRP will prepare a Return on Investment (ROI) Analysis that compares the costs of providing Daybreak's intervention (Daybreak costs per client) with projected long-term costs avoided by the community and other social systems (criminal justice, healthcare, homelessness, etc). The analysis will also include projected estimates of community benefits, including projections of income to be earned and taxes to be paid by former Daybreak clients.</p> <p>For this component of the Daybreak Evaluation, CRP's in-house staff capacity may be enhanced through a subcontract with a qualified consultant who specializes in ROI analysis. Costs associated with any subcontract will be drawn from CRP's existing contract with Daybreak and will not affect the total project budget or timeline.</p> <p>CRP will ...</p> <ul style="list-style-type: none"> • Work with Daybreak staff and any subcontractor to estimate Daybreak's costs per client • Prepare a ROI Analysis of Daybreak's program • Present data findings as part of the Final Evaluation Report and Roadmap <p>Daybreak will ...</p> <ul style="list-style-type: none"> • Provide cost data to CRP and work with CRP and its subcontractor to estimate Daybreak's costs per client
Project Meetings	<p>CRP will meet quarterly, or as necessary, either in person or by phone with Daybreak staff to provide updates on the status of the impact evaluation and to make any mid-course adjustments agreed to by both CRP and Daybreak staff.</p>

Phase 4: Final Evaluation Report and Roadmap	
Task/Activity	Description
Literature Review	See Phase 1 description
Descriptive Statistics Data Analysis	See Phase 3 description
Inferential Statistics Data Analysis	See Phase 3 description
Report / Summary	<p>CRP will prepare a Final Evaluation Report. The Report will include</p> <ul style="list-style-type: none"> • A summary of best practices literature for providing emergency shelter and transitional housing to runaway, troubled, and homeless youth ages 18-21 • Findings from CRP's process and impact evaluations that point to whether and to what extent Daybreak is demonstrating best practices • Findings from CRP's impact evaluation that speak to the impact that the Daybreak program, including Daybreak Dollars, has on providing safety and stability to runaway, troubled, and homeless youth ages 18-21 • Findings from the ROI Analysis of Daybreak's program • A "Roadmap" of recommendations for other youth shelter and housing providers, community stakeholders, and policy experts pertaining to: <ul style="list-style-type: none"> • The development of youth housing • The operation of youth housing • Programs and support services linked to client success • Assessment tools and/or specific data elements that may be used to link or match youth clients to needed services • Local, state, and national housing policy <p>The report will have a format and content to facilitate use by a range of stakeholders and will include graphs, tables, and bullet point analysis where appropriate. The layout of the report will be suitable for black and white reproduction.</p> <p>CRP will ...</p> <ul style="list-style-type: none"> • Prepare one draft version, including an Executive Summary, of the Final Evaluation Report and submit it to Daybreak for review and feedback • Prepare a final version of the Final Evaluation Report, including an Executive Summary <p>Daybreak will ...</p> <ul style="list-style-type: none"> • Review and provide CRP with timely feedback on the draft version of the Final Evaluation Report • Review and approve a final version of the Final Evaluation Report
Presentation	CRP will prepare and conduct up to 2 PowerPoint presentations of its evaluation findings and Roadmap recommendations for Daybreak staff, funders, Board members, and other stakeholders identified by Daybreak.

Section 4 Timeline

4.01 Timeline

The following is a draft project timeline, which will be finalized upon further discussion with Daybreak.

Phase 1: Startup Activities	
Task/Activity	Deadline
Literature Review	Ongoing
Document Review	Ongoing
Web Survey	Complete
Email Survey	Complete
Focus Groups	Complete
Logic Model	Complete
Telephone Interviews	Complete
Evaluation Plan	August 2011
Project Administration	Ongoing
Phase 2: Process Evaluation	
Task/Activity	Deadline
Literature Review	Ongoing
Document Review	Ongoing
Secondary Data Collection and Analysis	August 2011
Interviews	August–Oct 2011
Daybreak Staff Group Interviews / Technical Assistance	Complete
Project Meetings	As needed
Board Presentation	September 2011
Report / Summary	Nov-Dec 2011
Project Administration	Ongoing

Phase 3: Impact Evaluation	
Task/Activity	Deadline
Literature Review	Ongoing
Document Review	Ongoing
Data Cleaning	As needed
Descriptive Statistics Data Analysis	Jan. – Feb. 2013
Inferential Statistics Data Analysis	Jan. – Feb. 2013
Focus Groups	February 2012
Return on Investment Analysis	February – May 2012
Project Meetings	As needed
Project Administration	Ongoing
Phase 4: Final Evaluation Report and Roadmap	
Task/Activity	Deadline
Literature Review	Ongoing
Descriptive Statistics Data Analysis	Jan. – Feb. 2013
Inferential Statistics Data Analysis	Jan. – Feb. 2013
Report / Summary	March 2013
Presentation	March 2013
Project Administration	Ongoing

Appendix A Daybreak Logic Model

ASSUMPTIONS

Assumptions Pertaining to Common Client Characteristics and Background:

- Lack decision-making skills
- Lack internal motivation (many have an “entitlement” mentality)
- Fall low on Maslow’s Hierarchy of Needs
- Lack positive role models
- Parents/caregivers are typically absent (incarcerated, deceased) or nonsupportive, destructive,
- Come from diverse backgrounds
- Many have untreated health issues (physical, mental, dental, vision)
- Many come from or are still a part of an abusive interpersonal relationship
- Normal, healthy developmental functioning may have been affected
- Many are victims of complex trauma

Assumptions Pertaining to Programming and Service Delivery:

- The more barriers clients face when they enter Daybreak, the more intensive and structured their program needs to be and the longer it will take to serve them
- The needs of youth are different than the needs of adults
- Developmentally, they continue to change; their brains are still growing (normal, healthy developmental functioning has been arrested)
- Traditional “talk” therapies are not the most effective. Youth need more engaging types of counseling and therapy
- Clients do not want to be “assessed” or “evaluated”
- Clients are not likely to follow up on referrals on their own; they need constant encouragement and reminders
- There’s a difference between youth coming out of the “system” (such as foster care) and youth who were never part of the “system”





RESOURCES / INPUTS

Daybreak Staff (clinical, trained specialists, residential specialists, administrative, other)

Volunteers

Professional Development, Continuing Education for Daybreak staff

Community Resources

- Goodwill (employment)
- Samaritan Health Clinic (physical health)
- Crisis Care (mental health)
- South Community (staff training)
- Wright State University (HIV/AIDS education and testing)
- Local universities (student interns gaining clinical experience toward Associates, Bachelor, and Master degrees)
- Volunteer psychiatrist on staff

24-hour Building Security (resources spent on securing a safe environment for clients)

Shelter and Housing

- 16-18 bed capacity in shelter
- 24 efficiency apartments
- 30 community apartments

Daybreak Facility

- Counseling rooms & classrooms
- Recreation & leisure amenities
- "Home" amenities (laundry, bathing, kitchen, kids playroom)
- "Coffee House" space
- Transportation

Board of Directors

Funding (\$3.7 million in FY 2012)

Agency philosophy of positive youth development



ACTIVITIES / INTERVENTIONS

Street outreach

Safe shelter

Housing

Mental Health Assessment

AOD Screening

Health screening and referral

Creation of Individual goal plan

Case management

- Information referral/Linked to resources
- Transportation tokens
- School enrollment
- Accompany to appointments
- Secure identification
- Access to benefit programs
- Weekly home visits to off-site apartments

CPST (Clinical Psychiatric Support and Treatment)

- Group and individual

BHCT (Behavioral Health Counseling Therapy)

- Group and individual
- Family (when requested)

Positive youth development activities, such as:

- Life skills building
- Coffee House
- Supper Club
- Parenting

Educational support activities, such as:

- Mandatory school attendance
- Tutoring
- GED/OGT preparation

Contingency Management programming (Daybreak Dollars)

Crisis intervention

24-hour on call staff support

Mandatory school attendance (where applicable)

Work attendance (where applicable)

Assistance with job searching, job readiness preparation

Material Aid (clothing, toiletries, baby care needs)

Safety (24-hour building security)

Meals

Routines (structure)

Leisure activities

Youth volunteer opportunities

Babysitting (done by volunteers)

Transition planning (from Daybreak to permanent housing)

Policy advocacy

Living/service environment and staff/client interactions designed to foster 40 developmental assets





OUTPUTS / MEASUREMENTS				
HOUSING	PHYSICAL & MENTAL HEALTH	LIFE SKILLS	INCOME & EMPLOYMENT	EDUCATION
<p><u>OUTPUTS</u></p> <p>Nights in shelter</p> <p>Nights in transitional housing</p> <p>Nights in community housing</p> <p><u>MEASUREMENTS/TRACKING</u></p> <p>Every 6 months and at program transfer:</p> <p>Daybreak Dollars earned</p> <p>Daybreak \$ fined</p> <p>Rent payments made</p> <p>Transition plan created (for move from Daybreak to permanent housing)</p> <p>Clients terminated from program for noncompliance</p>	<p><u>OUTPUTS</u></p> <p>Hrs of individual therapy/ counseling</p> <p>Hrs of group therapy/ counseling</p> <p>Hrs of accessing health care services (self-reports)</p> <p><u>MEASUREMENTS/TRACKING</u></p> <p>Every 6 months and at program transfer:</p> <p>MH diagnosis</p> <p>Global Assessment of Functioning (GAF) score</p> <p>Depression Anxiety score</p> <p>ATOD use (self-report)</p> <p>Health status assessment (self-report)</p> <p>Health insurance status</p> <p>Risk behaviors extracted from Ansell Casey 'Self-Care' questions</p> <p>Daybreak \$ earned for participation in MH-related activities</p>	<p><u>OUTPUTS</u></p> <p>Hrs of individual CPST/Life Skills counseling</p> <p>Hrs of group CPST/Life Skills counseling</p> <p><u>MEASUREMENTS/TRACKING</u></p> <p>Every 6 months and at program transfer:</p> <p>Ansell Casey Life Skills Assessment</p> <p>SI 40 Developmental Assets</p> <p>Daybreak \$ earned for life skills-related activities</p> <p>Criminal involvement/ interaction with the adult criminal justice system (public records search)</p>	<p><u>OUTPUTS</u></p> <p>Hrs in work readiness and/ or search activities</p> <p>Hrs in actual employment</p> <p>Hrs spent accessing mainstream benefits (self-reports)</p> <p><u>MEASUREMENTS/TRACKING</u></p> <p>Every 6 months and at program transfer:</p> <p>Employment status</p> <p>Annual income from all sources</p> <p>Daybreak \$ earned for employment-related activities</p> <p>Daybreak \$ cashed out at program exit</p>	<p><u>OUTPUTS</u></p> <p>Hrs of actual class attendance/participation</p> <p>Hrs spent on education activities (orientations, completing forms, tutoring, homework, etc)</p> <p><u>MEASUREMENTS/TRACKING</u></p> <p>Every 6 months and at program transfer:</p> <p>Last grade achieved</p> <p>Presence of an Individualized Education Program (IEP)</p> <p>Daybreak \$ earned for education-related activities</p>





OUTCOMES ³				
HOUSING	PHYSICAL & MENTAL HEALTH	LIFE SKILLS	INCOME & EMPLOYMENT ⁴	EDUCATION
<p><u>SHORT-TERM (at exit)</u></p> <p>Successful move from transitional to community housing (where applicable; will require additional data collection for all short-term outcome measures)</p> <p>Successful move from transitional to permanent housing</p> <p>Successful move from community to permanent housing</p> <p>Transition plan in place</p> <p><u>LONG-TERM</u></p> <p>7 months post-exit:</p> <p>Client has maintained permanent housing</p> <p>Client has not re-entered HMIS system</p> <p>Goals within transition plan have been met or progress toward goals has been made</p>	<p><u>SHORT-TERM (at exit)</u></p> <p>Improvement on:</p> <ol style="list-style-type: none"> 1. GAF score 2. Depression Anxiety score <p>Controlled/responsible ATOD use</p> <p>Maintenance of physical health</p> <p>Has health insurance</p> <p>Decreased incidence of risk behaviors (Ansell Casey)</p> <p><u>LONG-TERM</u></p> <p>7 months post-exit:</p> <p>Continued maintenance of or improvement on:</p> <ol style="list-style-type: none"> 1. GAF score 2. Depression Anxiety score <p>Continued controlled/responsible ATOD use</p> <p>Continued maintenance of physical health</p> <p>Has health insurance</p> <p>Maintenance of or further reduction in risk behaviors</p>	<p><u>SHORT-TERM (at exit)</u></p> <p>Improvement on:</p> <ol style="list-style-type: none"> 1. Ansell Casey Life Skills Assessment 2. SI 40 Developmental Assets <p>No criminal involvement during enrollment or at exit</p> <p><u>LONG-TERM</u></p> <p>7 months post-exit:</p> <p>No subsequent criminal involvement</p> <p>Continued maintenance of or improvement on:</p> <ol style="list-style-type: none"> 1. Ansell Casey Life Skills Assessment 2. SI 40 Developmental Assets 	<p><u>SHORT-TERM (at exit)</u></p> <p>Client has income from employment</p> <p>and/or</p> <p>Client has income from other sources</p> <p>Client's income is sufficient to meet living expenses</p> <p><u>LONG-TERM</u></p> <p>7 months post exit:</p> <p>Client has maintained or increased income from employment</p> <p>and/or</p> <p>Client has maintained or increased income from other sources</p> <p>Client's income is sufficient to meet living expenses</p> <p>⁴ Outcome data for employment/income may include comparisons between clients who were/were not part of Daybreak's Employment Program, to be launched in 2012.</p>	<p><u>SHORT-TERM (at exit)</u></p> <p>Clients without a HS diploma are in school or in a GED/OGT class</p> <p>Client s with goals of pursuing higher education are enrolled in appropriate program</p> <p><u>LONG-TERM</u></p> <p>7 months post-exit:</p> <p>Client has maintained enrollment in school or GED/OGT class</p> <p>or</p> <p>Client has obtained diploma, GED, or certification</p> <p>or</p> <p>Client has enrolled in post-secondary education classes</p>

³ Outcome areas identified for the Daybreak Evaluation align with the Family and Youth Services Bureau's Runaway and Homeless Youth outcomes of Safety (aligned with Housing, Physical & Mental Health, and Life Skills), Permanent Connections (aligned with Housing, Physical & Mental Health, and Income & Employment), Well Being (aligned with all outcome areas), and Self-Sufficiency (aligned with Housing, Life Skills, Income & Employment, and Education)

Appendix B Process Evaluation Matrix

Evaluation Question	Methodology	Data Requirements / Potential Data Sources
What is the current status of youth in the Dayton area? And what is the profile of youth that Daybreak serves, including their risk factors for being homeless?	<ul style="list-style-type: none"> • Literature review (risk factors for homelessness) • Document review • Secondary data collection • Descriptive statistics data analysis 	<p>Status of youth in the Dayton area (potential data sources):</p> <ul style="list-style-type: none"> • Census data • Community assessments • County agency data • Dayton Public Schools • Children's Medical Center of Dayton <p>Profile of Daybreak youth clients:</p> <ul style="list-style-type: none"> • De-identified Daybreak client data in Excel format; unique "dummy" IDs per client • Separate data fields for every characteristic that describes the client, including demographic data, history of foster care or kinship care, history of abuse or neglect, family make-up, sexual orientation, mental health diagnosis, etc. • Daybreak annual reports, other documents that profile youth served • Local, state or national data against which Daybreak clients may be compared
How is the Daybreak youth shelter and transitional housing program being implemented?		
A. What are Daybreak's mission and goals, and how do Daybreak's policies and procedures help to meet its mission and goals?	<ul style="list-style-type: none"> • Document review • Staff interviews 	<ul style="list-style-type: none"> • Grant applications (mission and goals linked to programs/interventions) • Facility operating policies, house rules, lease requirements, client agreements, etc. • Program descriptions and policies • Personnel policy manual • Client assessment forms, data collection instruments • Client data flowchart (to be constructed)

Evaluation Question	Methodology	Data Requirements / Potential Data Sources
B. What factors have had an impact on how the Daybreak program is implemented? What decisions have led to important benchmarks in the development and evolution of the program?	<ul style="list-style-type: none"> • Document review • Staff interviews • Board member interviews • Funder interviews • Partner organization interviews 	<ul style="list-style-type: none"> • Historical summaries of how Daybreak used to operate • Old annual reports
C. What barriers and challenges does Daybreak face in serving youth and achieving its program goals and outcomes?	<ul style="list-style-type: none"> • Web survey • Email survey • Focus groups • Staff interviews • Community stakeholder interviews • Service provider interviews (partners and others) 	
D. How are community service organizations partnered with Daybreak to provide support services?	<ul style="list-style-type: none"> • Document review • Partner organization interviews • Staff interviews 	<ul style="list-style-type: none"> • Memoranda of Understanding, partner agreements
E. What data does Daybreak collect, how is it used to monitor program operation effectiveness, and what additional types of data need to be collected?	<ul style="list-style-type: none"> • Focus groups • Interviews with state and federal housing policy experts • Staff group interview / technical assistance (database review, creation of client data flowchart) 	<ul style="list-style-type: none"> • Client assessment forms, data collection instruments (used by Daybreak) • Client data flowchart (to be constructed)
What lessons have been learned by Daybreak staff and other stakeholders about providing emergency shelter, transitional housing, and other support services to runaway, troubled, and homeless youth?	<ul style="list-style-type: none"> • Staff interviews • Board member interviews • Funder interviews • Service provider interviews (partners and others) • Community stakeholder interviews 	

Appendix C Impact Evaluation Matrix

Evaluation Question	Methodology	Data Requirements / Potential Data Sources
What is the impact of the Daybreak program on providing safety and stability for runaway, troubled, and homeless youth ages 18-21?		
A. How many youth per year receive emergency shelter, transitional housing, and other support services provided by Daybreak?	<ul style="list-style-type: none"> • Secondary data collection • Descriptive statistics data analysis 	<ul style="list-style-type: none"> • De-identified Daybreak client data in Excel format; unique “dummy” IDs per client • Client data pertaining to total clients in shelter and housing programs starting on August 1, 2011 and continuing through December 31, 2012 • Separate data fields that capture: <ul style="list-style-type: none"> • Type of service/intervention per client • Units (hrs) of intervention per client
B. How have Daybreak’s outcomes differed by participant characteristics, participant risk factors, and intervention strategies?	<ul style="list-style-type: none"> • Secondary data collection • Inferential statistics data analysis <ul style="list-style-type: none"> • Defining comparison groups • Potential consultant subcontract 	<ul style="list-style-type: none"> • De-identified Daybreak client data in Excel format; unique “dummy” IDs per client • Separate data fields for every characteristic that describes the client, including demographic data, history of foster care or kinship care, history of abuse or neglect, family make-up, sexual orientation, mental health diagnosis, etc. • Separate data fields that capture: <ul style="list-style-type: none"> • Type of service/intervention per client • Units (hrs) of intervention per client • Separate data fields that capture short-and long-term outcomes identified in the program logic model

Evaluation Question	Methodology	Data Requirements / Potential Data Sources
C. What support services are most effective in helping youth to succeed in housing (e.g., mental health treatment, alcohol/substance abuse treatment, employment services, medical referrals, positive youth development activities, etc.)?	<ul style="list-style-type: none"> Literature review Secondary data collection Inferential statistics data analysis 	<ul style="list-style-type: none"> De-identified Daybreak client data in Excel format; unique "dummy" IDs per client Separate data fields that capture: <ul style="list-style-type: none"> Type of service/intervention per client Units (hrs) of intervention per client Separate data fields that capture short- and long-term housing outcomes identified in the program logic model
D. What is the impact of the Daybreak Dollars contingency management program, specifically, on helping youth to succeed in housing?	<ul style="list-style-type: none"> Staff interview Focus groups Secondary data collection Inferential statistics data analysis 	<ul style="list-style-type: none"> Coordination with University of Dayton team evaluating the Daybreak Dollars program De-identified Daybreak client data in Excel format; unique "dummy" IDs per client Separate data fields that capture: <ul style="list-style-type: none"> Individual activities that earned DD\$ per client Total DD\$ earned per client Individual activities for which clients were penalized and lost DD\$ Total DD\$ lost through penalties per client Separate data fields that capture short- and long-term housing outcomes identified in the program logic model
E. What resources are required to achieve program outcomes, and what is the estimated return on investment?	<ul style="list-style-type: none"> Document review Staff interviews Return on Investment analysis <ul style="list-style-type: none"> Potential consultant subcontract 	<ul style="list-style-type: none"> Quantification of average Daybreak costs to provide shelter and services to clients
F. To what extent are assessment scores, administered through various client assessment tools (Ansell Casey Life Skills, 40 Developmental Assets, etc.) linked to, or predictive of, client success in housing and other areas?	<ul style="list-style-type: none"> Document review Inferential statistics data analysis 	<ul style="list-style-type: none"> De-identified Daybreak client data in Excel format; unique "dummy" IDs per client