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Youth Opportunity Hubs: Final Evaluation Report Fostering Collaboration. Building Resilience

Final Report

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Executive Summary

The Youth Opportunity Hub (YOH) Initiative was designed to prevent or reduce criminal legal system interactions, improve life outcomes, and provide support for youth by fostering access, collaboration, and partnership among social service providers. Developed by the Manhattan District Attorney's Office Criminal Justice Investment Initiative (CJII) and managed under the direction of the City University of New York (CUNY) Institute for State and Local Governance (ISLG), the YOH Initiative supported five lead organizations in creating Hubs to provide wraparound supports and opportunities to young people to reduce risk factors for criminal legal system involvement, increase coordination among social service providers in the delivery of these supports and opportunities, build the capacity of local organizations to better address the needs and identify opportunities to collaborate with partners in their neighborhoods, and increase the appeal and functionality of spaces and services that support young people's development. The Hubs reported a total expenditure of $31.8 million plus capital improvement funding for total initial commitment of $45.9 million.

Although the implementation and evaluation of the YOH Initiative was impacted by the COVID-19 pandemic, the YOH Initiative resulted in positive outcomes for the Hub organizations, youth, and communities:

- Positive changes in the ways that lead and partner organizations worked together and separately through partnerships, and a focus on services to young people;
- New policies and practices, through opportunities for sharing information within and across the Hubs;
- Organizational partnerships that provided resources and opportunities to meet a wide range of youths' needs;
- A sense of intentional community building and improvement in the landscape of services and supports that had been available to youth prior to the Initiative;
- Increased engagement with the Hubs' communities; and
- Safe and welcoming spaces where young people can work with supportive adults to address their needs holistically.

Common themes captured throughout the evaluation supported the finding that Hubs increased service capacity by implementing a program model that incorporated partnerships and focused on services to young people. As a result, lead and partner organizations changed how they worked and began focusing more on capacity building within their communities and neighborhoods. Lead organizations' collaboration with partners had many perceived benefits, including the ability to connect participants with more service providers—specifically mental health, counseling, and social-emotional support—and the ability to better meet youth needs and raise awareness of the array of community services.

Additionally, participants reported developing meaningful relationships with peers and positive connections with adults, experiencing improved mental health including a newfound sense of hope about their own lives, and moving closer to achieving their career and education goals as a result of participating in Hub programs.

Based on the findings presented in this report, we offer the following lessons learned to organizations in the field interested in implementing similar programs.

- Regardless of structure, partnerships were described as more effective when lead and partner organizations shared the same values, culture, and approach to youth development and community engagement.

- Government and philanthropic funders should explore avenues for and sources of funding that allow for the same flexibility that Hubs had to meet the service and support needs of young people. Including funding to improve the physical spaces where young people receive support and services should also be considered. If a network of programs is created, funding should be provided for an intermediary organization to guide program development, support cross-systems and service collaboration, and establish shared measurement practices.

- Community initiatives should invest in program data management, including but not limited to training staff, building data infrastructure, and supporting capacity for data collection activities. Complex community initiatives benefit from a shared data management system that includes common intake forms, standard service definitions, and agreed-upon short – and longer-term outcome measures for program planning and management. The funding for system design, and training and supporting staff, also needs to be commensurate with the effort.

- Hub services and programs were substantially different in content and intensity. Since the cost metrics were aggregated up to the Hub level, the data were not robust enough to evaluate program-level differences either between Hubs, or different programs within Hubs. Similar efforts would benefit from tracking costs for specific standardized program elements across Hub programs, including personnel, direct costs, overhead, and the number of youth served. Capturing comparable data over multiple time points would allow for a better understanding of longer-term effects and impacts of the Initiative.

- Effective youth programs invested in staff and ensured that staff had the same values as the programs hiring them including staff committed to listening to youth needs and co-creating services alongside participants and sharing values of openness, moral support, respect, and appreciation.

Although the end of CJII YOH funding means that the Hubs will no longer operate in exactly the same way and are moving forward in different ways at each site, evaluation findings strongly indicated that the Initiative made an impactful contribution to the non-profit sector within New York City. The YOH Initiative, as documented in this evaluation, offers practical guidance for funders and organizations seeking to better the lives of young people through place-based collaboration.

1. Introduction

1.1 Youth Opportunity Hubs Initiative

In 2014, the Manhattan District Attorney's Office (abbreviated as DANY) established the Criminal Justice Investment Initiative (CJII) "to support innovative community projects that address critical safety and justice issues and fill essential social service gaps and needs in the city."[1] Guided by the principles of prevention and community partnerships, DANY committed $45.9 million under CJII to fund the Youth Opportunity Hubs Initiative (referred to as the YOH Initiative), which supported five Hubs designed to prevent or reduce criminal legal system interaction, improve life outcomes, and provide support for youth by fostering access, collaboration, and partnership among social service providers. The YOH Initiative was managed under the direction of the City University of New York (CUNY) Institute for State and Local Governance (ISLG). Westat and its partner, Metis Associates, were selected to conduct a comprehensive program evaluation of the Initiative.

The YOH Initiative was the culmination of a process ISLG led, under the direction of DANY, which included a scan of research and practice in the field, and interviews with key stakeholders in New York City and state and national experts. Common themes that emerged from this process included: (1) the presence of service silos, in which service providers with specific types of expertise did not coordinate with each other to serve program participants; and (2) the importance of providing wraparound support for young people that serves them holistically and is grounded in a strengths-based approach to service delivery. The YOH Initiative incorporated these themes by seeking different ways for existing providers to work together, as well as creating one-stop spaces that make accessing services easier and more accessible to young people and are appealing and attractive to them. Specifically, the YOH Initiative supported five Hubs to provide wraparound supports and opportunities to young people to reduce risk factors for criminal legal system involvement, increase coordination among social service providers in the delivery of these supports and opportunities, build the capacity of local organizations to better address the needs and identify opportunities to collaborate with partners in their neighborhoods, and increase the appeal and functionality of spaces and services that support young people's development.

The YOH Initiative's theory of change was as follows:

- Increasing access to services and promoting more equitable opportunities in communities that have experienced high rates of criminal legal system involvement can help deter future juvenile and criminal legal system involvement, ultimately resulting in better individual, community, and societal outcomes.

- Current best practices for working with young people emphasize the importance of wraparound approaches, which coordinate family, community, school, and agency resources based on a young person's individualized needs and strengths; and a positive youth development framework that emphasizes the role of assets, opportunities, and resources in healthy adolescent development. These approaches were designed to *prevent* undesired

[1] CUNY Institute for State and Local Governance, CJII 2020 Annual Report, Innovations and Lessons Learned from the Manhattan District Attorney's Criminal Justice Investment Initiative.

behaviors and outcomes through supporting holistic *youth development* by focusing on young people's strengths rather than solely or predominantly on risk and delinquency.

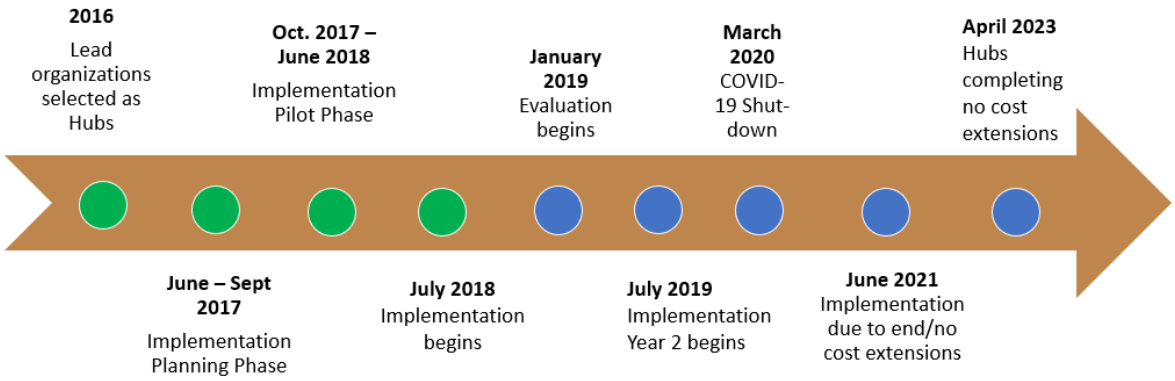
- The YOH Initiative incorporated a community or place-based approach that provided support and opportunities within young people's neighborhoods. (See the logic model in Table 1-1 where this theory of change is further discussed.)

1.2 Implementation of the Initiative

In 2016, ISLG solicited proposals from applicants to implement the YOH Initiative in one or more of four CJII focus neighborhoods (East Harlem, Central/West Harlem, Washington Heights, Lower East Side) reflecting DANY's interest in place-based initiatives and desire to focus on areas of greater need in Manhattan. Five lead organizations were chosen to form Hubs with key service providers aligned to the needs of youth and families in their neighborhoods. They are: (1) Henry Street Settlement (Lower East Side Hub), (2) Living Redemption (Central/West Harlem Hub), (3) NewYork-Presbyterian (Uptown Hub), (4) The Door (Citywide Hub), and (5) Union Settlement (East Harlem Hub).

Beginning in 2017, each Hub was funded for a planning/pilot year, a 3-year period for full implementation of services, and a final data year to support the ongoing measurement and evaluation of the YOH Initiative. Prior to the end of the 3-year implementation period (June 2021), the Hubs applied for and received no cost extensions with the length of the term varying by Hub, extending their implementation periods and pushing back the start of their data years. (See Figure 1-1.) Each Hub also received an allocation of funds for capital improvements toward the goal of making their spaces inviting and attractive to young people. This was a unique aspect of the YOH Initiative.

Figure 1-1. Timeline for the YOH Initiative implementation and evaluation



The Hub program model consisted of the lead organizations and other providers who partnered with them through subcontracts and referral arrangements to provide wraparound services to young people. Within the overall framework that DANY and ISLG articulated, along with targeting young people between the ages of 14 and 24,[2] the Hubs had the flexibility to design approaches that fit within the context of their organization and their communities, and would meet the goals of the

[2] Some Hubs regularly serve youth under age 14.

YOH Initiative. Although four Hubs each had a specific focus neighborhood, they were all open to youth from across the city. The lead organizations represented the diversity of the nonprofit sector in New York City: two settlement houses;[3] a major medical center; a newly formed grassroots organization; and a comprehensive, multiservice organization that serves youth citywide.

From the beginning, the study team understood the context of "wraparound service delivery" would be unique to each Hub and decided the best approach to the evaluation was to keep the Hubs' uniqueness in mind. The evaluation team spent time with each Hub to understand the nature and scope of selected services they intended to provide for youth and the characteristics of youth they served. Each Hub was expected to provide services and supports within the YOH Initiative's seven articulated wraparound service categories.

However, the options offered within each category of wraparound service varied across Hubs. For example, some Hubs offered High School Equivalency test preparation as part of their educational support services, while other Hubs did not. Also, each Hub supported a somewhat different population of youth. One could serve more youth 18 and over, while another could serve more youth in middle and high school. Further, each Hub was operating in a different organizational and community context, which influenced the types of programming each Hub offered as they sought to be responsive to the needs of their participants and communities. See Appendix A for Individual Hub Descriptions. Key and additional findings from the process evaluation are also included in Chapter 3.

The remaining chapters of the report summarize the methods (Chapter 2), process findings (Chapter 3), outcome findings (Chapter 4), and findings from the cost study (Chapter 5). These chapters are followed by a discussion of the sustainability of the Hubs after the end of the YOH Initiative (Chapter 6) and a concluding chapter that discusses key takeaways and lessons learned (Chapter 7).

YOH Initiative's Wraparound Service Categories:

- **Educational support** e.g., enrichment and supportive services for participants enrolled in school, guidance on college planning, educational goal setting
- **Employment and workforce development** e.g., connection to workforce development partners, within-Hub employment opportunities, job readiness training
- **Prosocial and holistic development** e.g., leadership development opportunities, peer and staff mentorship
- **Health and well-being** e.g., connection to mental health partners and within-Hub provision of social and emotional care
- **Family strengthening** e.g., availability of services to families of participants, support for young parents
- **Criminal legal prevention and support** e.g., partnership with legal service providers and accompaniment of participants to legal proceedings
- **Other supports:** Housing assistance and placement, legal advocacy and access to benefits, other appropriate supports and opportunities

[3] Historically, settlement houses were established to serve inner city poor and immigrant communities and provided a broad range of services to improve the lives of its residents and their living conditions.

2. Methods

To evaluate the YOH Initiative, DANY and ISLG selected Westat and Metis Associates through a competitive process. The evaluation team developed an evaluation plan that was reviewed by ISLG and DANY. The evaluation plan was modified over time due to the impact of COVID-19 and other contextual factors. See Section 2.4 on the impact of COVID-19.

The evaluation used a mixed-methods approach to capture the perspectives of various stakeholders, including Hub leaders, staff, partners, youth, and others involved. The evaluation was guided by a program logic model developed at the start of the evaluation that captured the intentions of the YOH Initiative. The logic model outlined the resources/inputs, anticipated activities and services, outputs, short-term outcomes, and longer-term goals and outcomes of the YOH Initiative. See Table 2-1.

The evaluation design included three separate but coordinated evaluation components: a process evaluation; an outcome evaluation, which included a social network analysis; and a cost study. The research questions and methodology for each evaluation component are provided below followed by the findings from each in Chapters 3, 4, and 5.

Table 2-1. Logic model for the Youth Opportunity Hubs Initiative

Resources/inputs	Intended activities/services	Expected short-term outcomes	Expected long-term goals and outcomes
CJII funding for implementation and capital improvements **DANY staff** **ISLG staff** **Technical assistant consultants** **Hub Lead Organizations** Henry Street Settlement Living Redemption NewYork-Presbyterian The Door Union Settlement **Hub Partner Organizations**	• Partnership development • Outreach and recruitment of youth ages 14–24 • Intake and assessment • Wraparound services • Education support and training • Employment and workforce development opportunities • Criminal legal prevention and supports • Prosocial and holistic development: Recreation opportunities, arts and culture, community service, civic engagement and leadership, mentorship and relationship-building, life skills • Health: Trauma-specific services, mental health screening and counseling, substance abuse services, health education • Family strengthening support • Other: Housing assistance and placement, legal advocacy and access to benefits, other appropriate supports and opportunities	• Wraparound services • Educational support • Employment and workforce development • Prosocial and holistic development • Health • Family strengthening • Criminal legal prevention and support • Other • Performance outcomes (number of participants) • Client engagement status 1 year after initial engagement • Justice outcomes (arrested, incarcerated in past year) • Education attainment (high school diploma, high school equivalency, college enrollment, college degree) • Employment attainment (credential, job) • Housing outcomes	**Goals** • Deliver holistic, wraparound supports and opportunities to youth/young adults • Foster collaboration/partnership among multiple social service providers • Build capacity of local organizations to better address neighborhood needs and opportunities • Study, evaluate, and inform program/policy **Outcomes** • Reduce likelihood of initial/repeat criminal legal system involvement • Reduce idle time and risk behaviors • Increase prosocial behaviors • Improve physical and mental health • Improve educational and workforce opportunities and participation • Improve connection to positive adults, mentors, other supports, and opportunities

2.1 Process Evaluation

The process evaluation was designed to provide a description of the YOH Initiative's implementation at each Hub. This component of the evaluation focused on three sets of research questions. Data collection included a mix of qualitative and quantitative data from a range of sources. See Table 2-2.

Table 2-2. Process evaluation topics and sources of data by research question

Research questions	Topic	Sources of data
1. What program activities took place? How did they vary from Hub to Hub? What was the nature of coordination among Hubs and partner providers?	Program activities, delivery, and coordination	• Hub line staff interviews • Selected partner interviews • DANY and ISLG staff interviews • Program document review • Program administrative data
2. Did supports provided at each Hub align with the needs of participants? To what extent was access to service equitable and inclusive?	Alignment of supports with needs, equitable access	• Youth survey • Youth participant interviews
3. What were possible program strengths, weaknesses, and areas that need improvement? What components were key to program success?	Strengths and challenges, key components, recommendations	• Hub leadership and line staff interviews • Selected partner interviews • DANY and ISLG staff interviews • Youth participant interviews

Sources for data collection included:

- Interviews with Hub leadership and line staff,
- Interviews with Hub partner organization representatives,
- Interviews with youth participants,
- Interviews with ISLG and DANY staff,
- Program administrative data, and
- Document review.

Process evaluation findings were based on a total of 117 interviews, including 64 individual and group interviews with Hub leadership and line staff, 16 interviews with representatives of Hub partner organizations, and 1 interview with a technical assistance (TA) provider. A total of 36 interviews were also conducted with youth participants across the five Hubs. Table 2-3 presents the breakdown of interviewees by respondent group. In addition to conducting interviews, the evaluation team reviewed program and performance reports, and served as participant observers in meetings ISLG convened with each Hub and its leaders.

Table 2-3. Number of interviewees by Hub and respondent group								
Organization	Leadership		Line staff	Partner organization	TA provider*	Youth		Total
	Wave 1 (2020)	Wave 2 (2022)				Wave 1 (2020)	Wave 2 (2022)	
Henry Street Settlement	3	3	5	4	–	3	5	23
Living Redemption	3	6	5	2	–	1	5	22
NewYork-Presbyterian	2	3	6	4	–	5	3	23
Union Settlement	5	2	6	3	1	3	2	22
The Door	2	1	4	3	–	5	4	19
DANY	2	–	–	–	–	–		2
ISLG	2	2	2	–	–	–		6
Total	**19**	**17**	**28**	**16**	**1**	**17**	**19**	**117**

* The YOH Initiative included expert consultants to assist Hubs with different aspects of implementation as needed.

The first wave of interviews, focused on implementation and key practices, began in the summer of 2020 and continued through spring of 2021. For this wave, each organizational leader was interviewed once for approximately 90 minutes. A second wave, focused on lessons learned, perceived outcomes, and sustainability, began in the summer of 2022 and ended in December of that year. For this wave of data collection, group interviews were conducted and interviewees at each lead organization convened twice for approximately 90 minutes each; non-leadership Hub staff and partner interviews lasted about one hour each; and youth interviews lasted approximately 30 minutes each. We provided youth with $30 electronic gift cards. Leadership/staff interviewees did not receive an incentive to participate. All interviews were recorded and subsequently transcribed and summarized. Interviews were conducted remotely via phone or videoconference (Zoom) by trained evaluators using a semi-structured interview protocol. Interview guides used for the first wave of data collection are included in Appendix B. Interview guides used for the second wave of data collection are included in Appendix C.

2.2 Outcome Evaluation

The outcome evaluation was designed to examine organizational and participant-level outcomes using mixed methods. It focused on four research questions collecting data from a range of sources. See Table 2-4.

Table 2-4. Outcome evaluation level and sources of data by research question		
Research questions	**Level**	**Sources of data**
1. To what extent did the Hubs sustain a level of collaboration among service partners?	Organizational-level outcome	• Hub lead and line staff interviews • Selected partner interviews • Program documentation review • Program administrative data • Social network survey
2. To what extent did the Hub partnerships sustain their provision of resources and services to address youth needs?	Organizational-level outcome	• Hub lead and line staff interviews • Selected partner interviews • Program documentation review • Program administrative data • Social network survey
3. Did the Hubs reduce the risk factors and improve the protective factors for at-risk youth?	Participant-level outcome	• Hub line staff interviews • Selected partner interviews • Youth interviews • Youth survey
4. To what extent were Hub impacts mediated by dose, intensity, and fidelity; and moderated by the characteristics of youth and the services they receive?	Participant-level outcome	• Youth interviews • Youth survey

Sources of data collection included:

- Hub lead and line staff interviews, Hub partner organization representative interviews, youth interviews, program documentation review, and program administrative data (described above under Process Evaluation)
- Youth survey
- Social network survey

Youth Survey

An online youth survey gathered information on aspects of youth health, social functioning, and experiences with the Hub. Specifically, the survey consisted of the following sections: demographics, strengths and challenges, perceptions of and experience with the program, perceptions of care, services received, and outcomes achieved. See Appendix D for Youth Survey Protocol.

Selection criteria included:

- Current Hub participant
- Between the ages of 13-24
- Receiving services from the Hubs and engaged with staff

These criteria were specified to ensure respondents' ability to participate. Selecting youth who have been engaged and will likely continue to participate ensured that youth were able to respond to the survey questions about program staff and program activities.

Hub staff provided the evaluation team with lists of eligible participants based on the eligibility criteria shared with the evaluation team through their secure file transfer protocol (FTP) website.

The lists were provided on a rolling basis and were entered into an evaluation data management system in batches.

Hub staff provided the following contact information for eligible participants:

- Parents or caregivers of youth participants under 18 years old:
  - Name of parent or caregiver
  - Mailing address
  - Email address
- Young adults 18 and older:
  - Name
  - DOB
  - Homelessness/emancipation status
  - Mailing address
  - Email

The evaluation team remotely recruited youth participants for Time 1 survey administration (March-August 2021). Recruitment materials, including invitations, flyers, and email reminders were translated into multiple languages.

While the evaluation team actively recruited youth to participate, obtained parent permission and/or youth consent/assent, and administered the survey to young people, the Hubs played an important and collaborative role in identifying eligible youth and supporting survey administration. In addition to identifying eligible youth, the evaluation team trained Hub staff to respond to participants' questions about the survey, and direct youth to the evaluation team for further clarification as needed. Hub staff encouraged youth to complete surveys using infographics that Hubs posted on their social media sites. Some Hubs also provided designated space and laptops for youth to complete the survey independently for youth who did not have the technology to complete the survey online. Youth respondents received a $10 incentive gift card upon completion of the youth survey at each time, for a potential total of $40 for completing all four waves.

The survey was provided to youth in multiple languages based on feedback from Hubs and the communities they serve. All recruitment materials, youth consent forms, survey website, and youth survey were translated into four languages. See Table 2-5.

Table 2-5. Translation of recruitment materials by Hub				
	English	Spanish	French	Mandarin
Living Redemption	✓	✓		
Henry Street Settlement	✓	✓		✓
The Door	✓	✓	✓	✓
NewYork-Presbyterian	✓	✓		
Union Settlement	✓	✓		

Data collection for the youth survey began in March 2021 and ended in June 2022. See Table 2-6 for original and extended timelines. Low response rates were attributed to service shutdowns during the pandemic. The full impact of the pandemic on recruitment and survey response is discussed in Section 2.4.

Table 2-6. Youth survey timeline	
Original timeline	Timeline delays due to the pandemic
Time 1 – March 2021	August 2021
Time 2 – June 2021	November 2021
Time 3 – September 2021	February 2022
Time 4 – December 2021	June 2022

As a result of the impact of the pandemic and the low response to the survey, the evaluation team revised its original analytic approach. See Appendix E for Youth Survey response rates. Low sample sizes prevented comparisons across time. Respondents were not representative of all youth served by the Hubs due to low response rates. Time 1 offered the largest sample size (n = 136) with maximum representation from each Hub. Therefore, the evaluation team focused on Time 1 survey data where program data from the Hubs exist and at least 50 percent of the survey items were complete to perform cross-sectional analyses. Appendix F provides frequency tables of all survey items for the eligible Time 1 sample.

Among the eligible Time 1 survey records, analyses examined the relationships between survey items with an inherent suggestion of behavior change (i.e., the dependent variables) and all other survey items relating to perceptions and experiences with the program and demographics. The Time 1 survey items considered dependent variables in the analyses were those that focus on achieving identified goals (i.e., protective factors) and improving a youth's life or well-being. These survey items offered the best opportunity to examine program impacts from the perspective of youth participating in Hub services. These items linked the achievement of goals and improvements in feelings of well-being to program services and supports. They also align directly with the CJII wraparound service categories: education, employment, health, criminal legal, prosocial, family strengthening, and other (e.g., housing supports). Since services offered within each category may vary across Hubs along with variation in the organizational and community contexts in which each Hub operates, the outcome analyses were not able to compare Hubs but rather analyzed youth survey data across all Hubs at the initiative level.

Social Network Analysis

The purpose of the Social Network Analysis was to understand how the YOH Initiative impacted the way partner organizations within each Hub engaged with each other to provide resources and

services to youth. The Provider Network Survey was the primary data collection tool. The evaluation team worked with each Hub lead organization to develop a roster of partnering organizations that would participate in the Provider Network Survey. The partner organizations and Hub lead organizations are listed in Table 2-7.

Table 2-7. Hub lead organizations and identified partner organizations

Henry Street Settlement	Living Redemption	NewYork-Presbyterian	The Door	Union Settlement
• Avenues for Justice • Building Beats • Chinese-American Planning Council • Educational Alliance • ExpandED Schools • Grand Street Settlement • Rambler Studios • The Sylvia Center • University Settlement • Volunteers of Legal Service • Youth Represent	• Bethel Gospel • Career Gear • Community Connections for Youth • Columbia University • Community Impact • Connecting Youth Initiative • Cru Inner City • DAAD • Emergent Works • Helen Keller Institute • Hostos Community College • Osborne Society • Randy Mason • Salem United Methodist Church • Tayshana Chicken Murphy Foundation • Thrive Collective • West Harlem Empowerment Coalition • Young Men's Initiative	• Building Beats • Columbia University • Northern Manhattan Improvement Corporation • Police Athletic League Inc. • People's Theatre • Uptown Stories • YM&YWHA of Washington Heights & Inwood	• Arms Acres • Avenues for Justice • Careers through Culinary Arts Program • Carnegie Hall • CASES • Drama Club • Fresh Youth Initiatives • NY Foundling • Sheltering Arms • University Settlement • Whitney Museum	• Boys Club of NY • Childrens Aid Society • Exodus • GOSO • Iris House • KR3TS • Manhattan Neighborhood Network • Not Another Child • YouthBuild

Five surveys (one per each Hub) were populated with the full roster of organizational partners as defined by the Hub lead organization, and a contact person who received the emailed invitation responded to the survey on behalf of the organization. Respondents were asked to provide information in the context of their partnership with the Hub lead organization. These included the length of time they had worked with the Hub lead, their contractual status, resources and services provided to the Hub, and their perspective on the effectiveness of various aspects of collaboration within the Hub. To assess partnerships, respondents were asked to describe their organization's extent of communication and working relationships with every other organization on the roster.

The specific collaborative activities assessed included:

- Sharing information and resources
- Planning and sustainability
- Improving access to services
- Building organizational capacity
- Promoting and raising awareness about programs and services
- Responding to COVID-19

Data collection for the Provider Network Survey from the Hubs and their partners occurred at two time points. Data collection for Time 1 occurred between June 28, 2021, and September 30, 2021. Time 2 data were collected between June 24, 2022, and November 28, 2022, or approximately one year after Time 1. At both time points, Westat sent a combination of automated and personalized reminders to respondents to encourage participation. As an added step, Hub leaders were also provided with reminder email scripts to distribute to their respective partners who did not participate. See Appendix G and H for a full copy of the Provider Network Survey Time 1 and Time 2.

The goal of Time 1 data collection was to assess the extent of collaboration that had developed through these contractual agreements. Due to the shift in evaluation timeline, the Time 2 data collection—collected after the end of the implementation period— allowed for an assessment of sustainability (see Chapter 6 for more detail). (Originally, Time 1 and Time 2 data collection would have occurred earlier, which would have allowed an assessment of organizational network development from early to late implementation.) Response rates can be found in Table 2-8.

Table 2-8. Responses to provider network survey by Hub

Organization	Total number of partners reported by Hub lead	Time 1		Time 2	
		Number of partners who responded	Response rate	Number of respondents	Response rate
Henry Street Settlement	12	11	92%	9	75%
Living Redemption	19	12	63%	9	47%
NewYork-Presbyterian	8	6	75%	4	50%
Union Settlement	12	11	92%	10	83%
The Door	10	8	80%	10	100%
Total	**61**	**48**	**79%**	**42**	**69%**

The network analysis incorporated several steps for each Hub, including the development of network diagrams for each collaborative activity and computation of associated network metrics for each collaborative activity to uncover underlying patterns of collaboration. Following this, a third step involved computation of node-level metrics for each member of the network across five collaborative activities. A final comparison of network and node-level metrics was also conducted, as well as organizational characteristics across the two time points. Findings from the analysis are described in Chapters 3 and 4.

2.3 Cost Study

The evaluation team explored the possibility of studying cost-benefits, cost-effectiveness, and cost savings of the YOH Initiative. These analyses were deemed unfeasible due to data limitations, unavailability of comparison group data, and insufficient outcome measure data to determine causal impacts of the YOH Initiative programs (see Section 2.4 on the impact of COVID-19).

A cost study was completed capturing the budgets and expenditures of the five Hubs. The cost study contributes an analysis of costs, cost per youth enrolled, cost per service, Hub engagement duration, and service utilization. The research question, design, data sources, and analytic technique are summarized in Table 2-9.

Table 2-9. Cost evaluation: design, data sources, and analysis by research question

Cost research question	Design	Data sources	Analysis
What was the total cost and average cost-per-youth of the Hub program and of each of its five Hubs—over the program's life and in each year that it operated?	• Program costs	• Budget documents • Performance summaries for enrollment and services utilized	• Calculate descriptive cost measures

Data sources for the cost study included:

- Budgetary and expenditure information on program costs by Hub;
- Performance summary data by Hub including counts of program participants enrolled and services utilized by participants; and
- Questions asked of Hub administrators about funding and partnerships.

Youth Opportunity Hub program budgets, which also reflected annual expenditure data, were provided to the evaluation team by ISLG for analysis. This budget and expenditure data included Hub program costs for each program year and the cumulative total over those program years. The raw cost data included a high level of detail, such as individual staff, subcontractors, and specific direct cost line items such as rent or materials. The cost data are reported here at an aggregated level by category such as total personnel (salaries + fringe), direct costs, subcontractors, and indirect costs to protect privacy/confidentiality.

Performance summary data provided by the Hubs to ISLG, specifically on youth enrollment by quarter and services utilized by quarter, was used to calculate average costs per youth served, average cost per service utilized, and per-youth cumulative averages of quarters enrolled and services utilized. These data were available through December 2022, which covered the planning/pilot and implementation years and the 4 years of full Hub program implementation.

Performance summary data, which covered Hub activities between 2017 and December 2022, was provided to the evaluation team in May 2023. The evaluation team received expenditure data from ISLG in November 2022. In December 2022, the evaluation team reached out to Hubs with questions to support the cost study. In response, the evaluation team held meetings with the Hubs between December 2022 and February 2023, and/or written responses were provided via email.

The following cost data elements were received for all Hubs: budget and expenditure information, performance metrics, and funding questions.

Data Analysis Methods for the Cost Study

Description of Costs. Total costs measure the dollar value of resources budgeted and subsequently expended in service of the YOH Initiative programs in each of its sites for each year from July 2017 through June 2023. Cumulative total cost in cost metrics tables refers to the sum of all years' costs since the beginning of planning/pilot phase (typically July 2017) through June 2020, the period where performance metrics data by Hub were available.

Description of Youth Served. Total youth-quarters served refers to the sum of the number of youth served in each quarter of Hub operation, as reported in the performance summary data. For example, a youth receiving services once a month for 12 consecutive months would be counted as four *Youth-Quarters*. *Cumulative Unique Youth Served* refers to the total number of individual youths ever enrolled in the program. For the example above, the *Cumulative Unique Youth Served* would be 1.

Description of Services Utilized. Total services utilized refers to the sum of recorded services rendered to all enrolled youth. This metric was constructed from the performance summary data metric reported as "Average # of Services Utilized This Quarter (All Clients)" multiplied by the number of youth served in that quarter, and then summed across quarters to achieve the total services for the year.

Derived Cost Metrics. Average cost per youth-quarter refers to the total costs in a year divided by the sum of youth-quarters enrolled in that year. Average cost per service utilized refers to the total costs in a year divided by the sum of services utilized in that year. Cumulative average cost per unique youth served refers to the cumulative total cost through that implementation year, divided by the cumulative number of unique youth served up to that point.

Derived Utilization Metrics. Average services per youth-quarter were derived by dividing total services utilized in a year by the total youth-quarters served in that year. Cumulative average quarters engaged per youth is derived by taking the cumulative average cost per unique youth served, divided by the weighted average cost per youth-quarter, across the implementation period of July 2017 through June 2020. Similarly, cumulative average services utilized per youth were derived by taking the cumulative average cost per unique youth served, divided by the weighted average cost per service utilized across the implementation period (July 2017 through June 2020).

2.4 Impact of COVID-19 on Implementation and Evaluation

A major challenge to the implementation and evaluation of the Hubs was the COVID-19 pandemic and its impact on New York City. The initial citywide shutdown in March 2020 halted the delivery of many in-person services and activities for youth-serving agencies, including the Hubs. However, across Hubs, staff were able to provide some limited in-person services and connections to critical resources, and all Hubs continued to reach young people virtually through a set of robust virtual programming and engagement tools.

For some Hub programs, services were re-oriented toward addressing the immediate needs of youth participants, their families, and their communities. At other Hub programs, selected in-

person activities were converted to online or hybrid programs. Challenges related to the ability for Hub programs to pivot during the pandemic largely centered on the difficulty of translating many services and programs to a virtual platform, especially those that were recreational in nature. Nevertheless, the Hubs succeeded in continuing to offer robust programming that supported many young people throughout the pandemic.

In mid-2021, Hubs began to increase in-person services with the goal of returning to "normal" by the fall of 2021. For at least one lead organization, youth participants struggled with the Hub program's return to "regular" operation after the pandemic receded. As relayed by one lead organization, youth participants "who joined [the Hub] during that time saw us as a 'basic services' [organization], which we've never been," and therefore, were concerned when the organization returned its focus to its original mission.

Overall, youth participants expressed appreciation for the activities that were sustained. In fact, despite the loss of face-to-face opportunities in some Hub programs, youth participants were still able to build peer relationships through virtual connections. According to one youth participant, for example, they were still able to "find my voice, be myself, and find a community of people that shared some of my struggles." Youth participants also appreciated that Hub programs provided access to the technology required to participate remotely.

Below is a synthesis of the implementation challenges that resulted from the pandemic and the ways that the Hubs adapted to address the challenges.

- Every aspect of the Hubs was impacted. Hub staff and partners changed the ways they communicated with and served youth, and worked to meet basic needs in their community.
- The Hubs developed new tools to communicate and stay connected with young people; for example, one Hub created a text-based hotline and chat software, while another set up a Google phone number and scaled up text communications.
- The Hubs offered a large array of virtual services that included structured programming and unstructured time to engage participants; some Hubs continued to provide selected in-person services.
- The Hubs provided participants with laptops and other devices so they could access virtual programming.
- The Hubs responded to members' and staff personal loss and trauma and helped to meet basic needs.

The COVID-19 pandemic also impacted the evaluation. As a result of the pandemic, the study team revised evaluation activities and the Westat Institutional Review Board (IRB) approved the changes. The pandemic's impact on recruitment, survey response, and evaluation design is described in the next sections.

2.4.1 Pandemic's Impact on Sample Recruitment and Survey Response

The Hubs played important roles in identifying eligible youth and supporting communication of the youth survey administration. At the time of initial recruitment (March 2021-August 2021), many

Hubs were only conducting limited in-person services and connections to critical resources due to the pandemic. Additional recruitment challenges included:

- **Multiple data management systems.** Some of the Hubs' internal data management systems were not equipped to easily extract the specific youth contact information needed by the evaluation team. For example, some Hubs had to pull information from various locations in their system, which was a time-consuming process.

- **Incorrect contact information.** Some Hubs were not able to supply current information because they did not routinely update youth contact information throughout a youth's time engaged with the organization or youth did not have consistent contact information. Many Hubs also did not routinely collect parent or caregiver information and could not provide that type of information to allow for parental consent for youth participation. For these reasons, the number of youth under 18 recruited to participate in the youth survey was low.

As a result, we extended the survey recruitment period. Data collection for the first wave of the survey was extended from June 2021 to end in August 2021. Other efforts to boost recruitment were also undertaken such as additional reminders; the creation of infographics, which were posted on organization's websites; and setting aside designated space and laptops for youth to complete the survey independently if needed (e.g., a youth received an invitation from the evaluation team, but did not have the technology to complete the survey online).

Despite the additional recruitment efforts, the youth survey response rate remained low, with attrition over 50 percent in Quarter 2 in large part due to the increasingly remote relationship that youth had with Hubs. Only 29 percent of youth responding during Time 1 completed surveys at all four time periods. As a result of the low response to the survey, the evaluation team was required to revise its original analytic approach.

2.4.2 Pandemic's Impact on Evaluation Design and Implementation

The outcome evaluation was originally designed to draw comparisons between providers and participants in the YOH Initiative and those who did not participate in the Initiative. The evaluation team worked with comparison programs to attempt to collect program data and administer the youth survey. Due to program closures, staffing shortages, and the lack of in-person services, only 30 youth completed the Time 1 survey from comparison programs. Due to the low sample size, comparison program data were excluded from analyses.

The pandemic also altered how specific components of the evaluation were carried out. For example, individual and group interviews were conducted virtually (by phone or Zoom) instead of in person, and focus groups and program observations were eliminated. Additionally, prior to the pandemic, four Hubs were able to convene youth advisors to include youth perspectives on key areas of interest for the evaluation. The pandemic prevented further meetings.

2.4.3 Pandemic's Impact on the Social Network Analysis

With the exclusion of comparison groups, it was not possible to measure changes in Hub partnerships or changes in the coordination of services through the social network analysis. Hubs pivoted to remote operations during the pandemic and some Hubs experienced that their partners stopped providing the same relevant services during the peak of the pandemic. Under these circumstances, the evaluation team shifted the focus for the Provider Network Survey from an

assessment of "growth" in partnerships attributed to the YOH Initiative to an assessment of organizational "sustainability."

The change in the research question altered the timeline for administering the Provider Network Survey. The first survey iteration was administered between June and September 2021, and a second assessment was administered following the end of the funding period to assess the extent to which established partnerships remained intact with no direct financial incentive from the Hub lead organization. In both data collection time points, one COVID-19 specific item was added to the survey to capture any strategic partnership activities that were deployed with partnering organizations as a concerted COVID-19 response effort.

2.4.4 Pandemic's Impact on the Cost Study

Several ideas were considered for the cost study, including the exploration of collecting data to permit cost-benefit, cost-effectiveness, and cost savings analyses. Serious data limitations arose between 2020-2022 in large part due to the pandemic, which made these analyses unfeasible, including low survey response rates, significant survey attrition, and minimal response from initially identified collaborative partners whose data were to be used as a comparison group. These issues ultimately prevented the outcome study from being able to determine Hub-driven causal impacts on outcomes, which in turn prevented the cost study from leveraging the impacts toward deriving cost-effectiveness measures or evaluating the monetary benefits of the Hubs' outcomes toward a cost-benefit analysis.

2.4.5 Alternatives Considered

Other alternatives considered from the start of the evaluation to demonstrate changes in outcomes over time were the inclusion of administrative data from other agencies. Efforts were made to explore the possibility of obtaining data from the New York State Division of Criminal Justice Services (DCJS) and the New York City Department of Probation (DOP).

The evaluation team was unable to receive data from DOP. Barriers included agency resource constraints and staffing shortages due to the pandemic. The evaluation team provided DCJS a sample of data from 112 youth aged 18 or older. While efforts were undertaken to harmonize the DCJS and youth data, DCJS was only able to match 17 records. The small number of YOH participants matching to DCJS records may be due to YOH participants' limited criminal legal involvement. See Section 4.3.1. Preliminary analyses revealed no significant relationships between the program data and the outcome variables of interest.

2.5 Limitations

This section includes limitations of the youth survey and cost study. The discussion considers how the COVID-19 pandemic and other factors impacted decisions related to the evaluation design, response rates, and evaluation results.

Youth Survey

Bias may have been introduced to the youth survey in the following ways:

- The COVID-19 pandemic significantly affected Hub operations beginning in March 2020 as well as the survey administration, including youth recruitment for the survey, response rates,

and the nature of responses themselves. The total effect of the pandemic on the survey is unknown, and consequently, the survey findings may not accurately reflect the typical experiences of youth that Hubs served.

- Youth under the age of 18 required parental consent. As described above, Hub contact information was missing for many parents, resulting in youth under 18 being underrepresented in the sample.

- There is a possibility of inconsistent survey selection or even "cherry-picking" youth with positive outcomes with the assistance of Hub staff in applying selection criteria and identifying youth for the survey.

Youth who completed the initial survey were surveyed again for up to three additional times, though attrition rates exceeded 50 percent at each time, and some Hubs had no survey responses after the second wave. As a result, the evaluation team chose to use Time 1 data for analyses, and longitudinal effects were not measured. The reported outcome measures are descriptive in nature and do not imply causal impacts of the YOH Initiative.

The youth-level program data (e.g., types of services received, and their duration) was provided to the evaluation team from each Hub, as recorded by their different data systems. The evaluation team standardized the data as much as possible, but the record-keeping was not consistent between Hubs. For example, The Door counted participants in a different way than other Hubs, which prevented comparisons.

Each Hub operated differently, and offered services of different substance, intensity, and duration. Due to sample size and data limitations, outcome findings reported were based on the aggregate survey response across all Hubs and all services provided, and do not account for the significant differences between Hubs and specific programs. The outcomes of individual Hubs or specific programs within Hubs were not assessed independently due to sample size constraints.

Cost Study

Limitations of the cost study include the following:

- The cost metrics presented relied upon performance metric data from the Hubs, which routinely required review, cross-check, and correction with the Hubs. It is possible that even with this effort, the values provided had remaining inaccuracies.

- ISLG provided the evaluation team with the Hubs' cost expenditure data. As the organization managing the YOH Initiative's implementation and sponsoring this evaluation, ISLG had a vested interest in its results and conclusions, which may have introduced bias.

- The expenditure data files were revised budget documents between each Hub and ISLG. One key assumption was that the Hubs correctly reported their expenses specific to the YOH Initiative programs. However, Hubs had multiple sources of funding and ran programs other than YOH Initiative services, which can make it difficult to accurately measure program expenditures specific to the YOH Initiative.

- Each Hub offered services of different substance, intensity, and duration. Average cost per services utilized as reported above does not factor in these details; any record of service rendered was factored as equivalent.

- A Hub's average cost per youth-quarter reflected the cost and number of youth served in a specific quarter, without consideration of whether the Hub recruited youth to reach full operating capacity. The findings showed similar total costs between Hubs, with the primary driver of average cost being the number of youth served, which may speak more to a Hub's ability to recruit and retain youth than to its operation costs.

The cost study was based on performance data from the first 3 years of implementation (July 2017 through June 2020) to account for organizational changes related to the onset of the COVID-19 pandemic. As such, cost metrics were not constructed for the final 2 years of implementation. Since the COVID-19 pandemic significantly affected Hub operations beginning in March 2020 and could have caused a large shift between Hub data in the first 3 years as compared to the final 2 years, the focus on the first 3 years of implementation may provide a more accurate snapshot of "typical" Hub operations compared to COVID-19 operations.

The following three chapters present the findings for the research questions associated with the process evaluation, outcome evaluation, and cost study. Chapter 6 reviews issues of sustainability and Chapter 7 shares the evaluation team's key findings and lessons learned from the YOH Initiative.

3. Process Findings

The process evaluation was designed to provide a description of the YOH Initiative's implementation at each Hub. This chapter provides key findings from the process evaluation, describes program activities, assesses the alignment of Hub supports and youth needs, and captures program strengths.

Key Findings

- Hub models varied in their implementation design but adhered to the core components of the YOH Initiative, which included the provision of wraparound services to youth participants and the pursuit of effective organizational partnerships. Additional strategies included the use of case managers and social workers to coordinate services, the use of mentorship and provision of adult role models, and the creation of welcoming and safe spaces for youth.
- Hub successes were driven by effective organizational practices, which included intentional investments in staff and personnel by lead organizations, the leveraging of lead organizations' core strengths and commitment to initiative goals, and openness among lead organizations to shifting program designs, as needed.
- Quality, design, and location of Hub spaces were important components of each Hub's program model. Within this context, the capital improvement funding provided through the YOH Initiative was uniquely valuable to the lead organizations.
- While lead organizations successfully positioned themselves as "Hubs" through which partnerships were organized and maintained, each Hub also sought to create mutually beneficial partnerships with organizations that shared the same values, culture, and approach to youth development and community engagement. In addition, partnerships were most active in promoting and raising awareness with strong relationships facilitating referrals to resources and services.
- Most youth survey participants (83%) agreed that they got the help that they wanted and needed from the Hubs, and that the services were right for them (82%). Over 80 percent of youth were satisfied with the services that they received from the program and, even if they had other choices, would still get services from this program.
- Most youth survey participants (90%) reported that they were treated the same as other youth participating in Hub activities. Four percent indicated that they were treated better, and 6 percent indicated that they were treated worse.

3.1 Overview of Hub Program Activities

Each Hub provided resources and opportunities to meet a wide range of youths' needs, thereby improving the landscape of services and supports that were available to youth prior to the YOH Initiative. The Hubs filled gaps between existing services and the needs of young people by making services more easily accessible and providing programming to a broad age range of participants. Each Hub provided services and supports within the YOH Initiative's seven wraparound categories: education, employment, prosocial, health, criminal legal, family, and other. Each Hub was unique in terms of their programming and partner organizations.

The Hubs were considered "place-based programs" with a geographic focus area. This was operationalized as serving youth who are connected to the targeted neighborhoods in some way; either living, going to school, or working there. The Hubs did not restrict services to youth within the area; it was accepted that the Hubs would not turn away youth.

Table 3-1 provides a comparison of Hub types, service areas, models, and services.

YOH Initiative's Wraparound Service Categories:

- **Educational support** e.g., enrichment and supportive services for participants enrolled in school, guidance on college planning, educational goal setting
- **Employment and workforce development** e.g., connection to workforce development partners, within-Hub employment opportunities, job readiness training
- **Prosocial and holistic development** e.g., leadership development opportunities, peer and staff mentorship
- **Health and well-being** e.g., connection to mental health partners and within-Hub provision of social and emotional care
- **Family strengthening** e.g., availability of services to families of participants and support for young parents
- **Criminal legal prevention and support** e.g., partnership with legal service providers and accompaniment of participants to legal proceedings
- **Other supports:** Housing assistance and placement, legal advocacy and access to benefits, other appropriate supports and opportunities

Table 3-1. Comparison of Hub type, service areas, model, and services

Hub name	Type of lead organization	Hub service area	Hub model	Hub services (in order of prevalence)
Henry Street Settlement	100+ year-old settlement house	Lower East Side	Deployment model with social workers out-stationed at primary partner sites for multiple points of entry to Hub services; subcontracted secondary partners for additional specific services	• Employment • Education • Health • Prosocial
Living Redemption	Newly formed grassroots organization led by local community leaders from faith and anti-violence communities	Central and West Harlem	Transformative mentoring and restorative approach using Credible Messengers to engage highest risk youth	• Prosocial • Education • Employment • Criminal legal • Other (crisis intervention & housing support)
NewYork-Presbyterian	Large academic medical center and teaching hospital with inpatient and outpatient services, network of ambulatory care centers and school-based health centers	Uptown	Drop-in youth center with supportive guidance and behavioral health teams staffed by licensed professionals and advocates	• Employment • Prosocial • Education • Health • Other (basic services & supportive guidance)
The Door	Full-service youth center with a particular focus on youth who identify as LBGTQ, runaway, homeless, or other systems-involved	Citywide	Expansion of existing wraparound services with staff to provide career and education services, substance abuse counseling, benefits assistance, support for criminal legal, and referrals to subcontracted services	• Employment • Education • Prosocial • Health • Other (legal services & supportive housing)
Union Settlement	100+ year-old settlement house	East Harlem	"Warm handoff" approach where youth advocates link youth to community service providers for wraparound services	• Prosocial • Employment • Education • Other (case management & legal advocacy)

Demographic Characteristics for Program Participants

This section presents a description of demographic characteristics for unique youth served from July 2017 to December 2022 as reflected in the performance summaries that Hub shared with ISLG. The reporting of demographic characteristics varied by Hub. For example, The Door counted all youth served by their organization while other Hubs counted only youth receiving Hub services. Demographic characteristics such as gender also varied by Hub, with males representing 67 percent of participants in one Hub and 40-60 percent across the other four Hubs. Between 1 and 14 percent of youth served identified as lesbian, gay, bisexual, transgender, gender nonconforming (LGBTGNC). Race/ethnicity also varied by Hub, with 9 to 74 percent of youth identifying as Black, 22 to 41 percent of youth identifying as Hispanic/Latino(a), and 0 to 20 percent of youth reporting as Asian/Pacific Islander. See Table 3-2.

Other demographic information reported through the performance summaries included arrest history, incarceration history, foster care history, orientation, neighborhood, and information related to homelessness. Of those with reported data, between 72 and 93 percent of youth served had no history of being arrested and between 87 and 98 percent had no history of being incarcerated. Additionally, 90 percent or more of youth served with reported data had no history of foster care experience and 84 percent or more were not reported to be runaway youth or homeless. See Table 3-3.

3.1.1 Hub Approaches to Youth Development

This section presents a summary of the Hubs' approaches to youth development, wraparound services, program space, approaches to partnerships, and oversight of the YOH Initiative.

Services Approach

- Central to the YOH Initiative's approach to youth development, and present at all five Hubs, was a **focus on the whole young person.**
- Respondents from all five Hubs described an approach to youth development that recognized failures of other systems and/or adults in youth's lives, which worked to develop a **trusting relationship that affirmed youth's strengths** (strengths-based approach), recognized choice, and was nonjudgmental (accepted shortcomings).
- The Hubs described different ways in which their programs and/or **services were "youth-directed"**—allowing youth to take some ownership over them. For example, Hubs asked for youth input around services and programs; gave youth a voice in setting their own goals and service plans; and assigned social workers or advocates based on shared interests.
- While staffing structures varied, Hub staff were **youth-centered, relationship-driven**, and focused on developing trust with the young people they serve.
- The youth development approach at each Hub included an emphasis on various types of skills: **social and emotional skills, life skills, leadership skills, and self-reliance**.
- The Hubs recognized the importance of developing self-reliance and **opportunities for leadership and community service.**

Table 3-2. Unique youth served by demographics (July 2017 – December 2022)[1]

Demographic	Living Redemption	Union Settlement	The Door	Henry Street	NewYork-Presbyterian	Total N=15,239[2]
	N=910[2]	N=683[2]	N=11,883[2]	N=1,043[2]	N=720[2]	%
Gender						
Male	67%	60%	41%	40%	43%	**36%**
Female	33%	40%	57%	59%	56%	**46%**
Another gender	0%	0%	2%	1%	1%	**1%**
Not reported[3]	0%	1%	20%	10%	0%	**17%**
LGBTGNC						
LGBTGNC	1%	0%	14%	10%	11%	**12%**
Not LGBTGNC	99%	0%	64%	49%	43%	**60%**
Not reported[3]	0%	100%	22%	41%	46%	**28%**
Race						
White	0%	1%	3%	2%	1%	**2%**
Black	74%	48%	36%	24%	9%	**36%**
Hispanic/Latino/a	22%	33%	28%	29%	41%	**28%**
Asian/Pacific Islander	0%	0%	4%	20%	0%	**5%**
More than one race	0%	9%	5%	5%	0%	**6%**
Other	0%	5%	4%	7%	8%	**4%**
Not reported[3]	4%	4%	20%	14%	41%	**19%**

[1]Total unique served.

[2]Hub services funded through YOH ended at different times. The first Hub to end services was Henry Street in Quarter 3 of 2021, and the last was Living Redemption in Quarter 4 of 2022.

[3]Youth had unreported data for several reasons. Not all demographic characteristics were tracked for all quarters or by all Hubs.

Table 3-2. Unique youth served by demographics (July 2017 – December 2022)[1] (continued)

Demographic	Living Redemption	Union Settlement	The Door	Henry Street	NewYork-Presbyterian	Total N=15,239	
	N=910[2]	N=683[2]	N=11,883[2]	N=1,043[2]	N=720[2]	%	
Age/Education/Employment							
19 years or younger, in school	51%	22%	42%	59%	19%	**6,356**	**42%**
19 years or younger, out of school, working	1%	1%	2%	4%	4%	**361**	**2%**
19 years or younger, out of school, not working	6%	8%	13%	5%	11%	**1,836**	**12%**
20 years or older, in school	9%	2%	4%	6%	28%	**780**	**5%**
20 years or older, out of school, working	5%	2%	3%	5%	1%	**488**	**4%**
20 years or older, out of school, not working	17%	15%	12%	5%	5%	**1,719**	**11%**
Not reported[3]	11%	50%	24%	16%	32%	**3,699**	**24%**

[1] Total unique served.

[2] Hub services funded through YOH ended at different times. The first Hub to end services was Henry Street in Quarter 3 of 2021, and the last was Living Redemption in Quarter 4 of 2022.

[3] Youth had unreported data for several reasons. Not all demographic characteristics were tracked for all quarters or by all Hubs.

Table 3-3. Unique youth served by demographics (July 2017 – December 2022)[1]

Demographic	Living Redemption	Union Settlement	The Door	Henry Street	NewYork-Presbyterian	Total N=15,239
	N=910[2]	N=683[2]	N=11,883[2]	N=1,043[2]	N=720[2]	%
Arrest History						
Arrested before	21%	0%	9%	7%	4%	**9%**
Not arrested before	52%	0%	56%	63%	58%	**54%**
Not reported[3]	27%	100%	35	30%	38%	**37%**
Incarceration History						
Incarcerated before	10%	0%	0%	2%	1%	**1%**
Not incarcerated before	62%	0%	0%	67%	60%	**11%**
Not reported[3]	28%	100%	100%	31%	39%	**88%**
Foster Care History						
Foster care experience	7%	0%	7%	4%	3%	**6%**
No foster care experience	67%	0%	62%	51%	63%	**59%**
Not reported[3]	26%	100%	31%	45%	34%	**35%**
Runaway and Homeless Youth						
Runaway and homeless youth	6%	0%	12%	4%	0%	10%
Not runaway and homeless	68%	0%	63%	53%	0%	57%
Not reported[3]	26%	100%	25%	43%	100%	33%
Neighborhood						
Washington Heights	0%	2%	4%	1%	35%	**5%**
Central and West Harlem	69%	9%	5%	1%	8%	**9%**
East Harlem	7%	49%	3%	1%	2%	**5%**
Lower East Side	0%	1%	4%	40%	1%	**6%**
Other: Manhattan	2%	5%	4%	4%	10%	**5%**
Other: Outside of Manhattan	20%	29%	41%	31%	41%	**39%**
Not reported[3]	2%	5%	39%	22%	3%	**31%**

[1] Total unique served.

[2] Hub services funded through YOH ended at different times. The first Hub to end services was Henry Street in Quarter 3 of 2021, and the last was Living Redemption in Quarter 4 of 2022.

[3] Youth had unreported data for several reasons. Not all demographic characteristics were tracked for all quarters or by all Hubs.

Wraparound Services

- Each Hub provided services and supports within the YOH Initiative's seven wraparound service categories: education (e.g., High School Equivalency preparation, tutoring); employment (e.g., career readiness, job training and placement); prosocial (e.g., mentoring, arts, recreation); health (e.g., mental health counseling); criminal legal (e.g., reentry and court support); family strengthening supports (e.g., availability of services to families of participants); and other (e.g., benefits, legal, and housing supports).
- In the YOH Initiative, wraparound service was broadly defined to include the holistic identification of a youth's needs and strengths, identifying and providing a range of services and supports within the categories listed above to meet those needs, and connecting with and engaging the youth.
- The CJII funding gave lead organizations an ability to provide a wide range of services, revise their services (and subcontracted partners' services) in response to needs or demand, and serve whoever came through the door within the targeted age range.
- Meeting basic needs by providing food and income support were part of the Hubs' approach to wraparound services.
- Each Hub conducted intake assessments, but the staff that conducted these and the types of assessments varied by Hub. For example, Hubs used different types of staff to conduct assessments, such as social workers, youth advocates, or psychologists. While some Hubs conducted intake assessments on-site, others deployed social workers to one or more primary partner sites for this task.
- Case management (i.e., collaboration with youth to assess needs and plan, coordinate, and implement services to meet those needs) was a central part of wraparound services and the Hub model.
- Staff at each of the Hubs used a variety of trauma-informed practices; approaches that recognize the role of unaddressed trauma in inhibiting healthy development, in their provision of wraparound services.

Program Space

An important part of the YOH Initiative was providing the Hubs with capital funding to create an inviting space where young people want to spend time, and therefore may be more likely to learn about opportunities and engage in services.

- All Hubs worked to create inviting spaces for youth (although not all capital projects had been completed by the end of the YOH Initiative) and this focus of the Initiative was highly valued.
- Lead organizations were intentional in choosing where to locate Hub services, balancing multiple priorities, including leveraging pre-existing space, recruitment strategies, youth safety, and partnerships.
- Sharing physical space with Hub partners—through co-location at lead or partner organizations or by rotating different Hub events at partners' locations—was identified as a successful practice of four of the Hubs.

Capital improvement funding was a uniquely valuable component of the YOH Initiative model and led to clear outcomes for organizations and, by extension, the youth served, as well as offered an opportunity to better understand how modifications to physical space can impact program design and implementation. Altogether, four out of the five lead organizations used their full capital improvement request, with the fifth lead organization encountering substantial challenges that hampered their ability to take full advantage of their envisioned overhaul of their physical space within the funding period (though they continue to work to implement a capital plan as of this writing). In addition, the opportunity to use funding for capital improvements was an attractive component of the initial request for proposals since funding is rarely made available for these purposes. Across the lead organizations, the manner in which the funding was leveraged, led primarily to outcomes in two areas:

- **Enhancements to staff offices can be as valuable as enhancements to youth-facing spaces.** Lead organizations that used funding to improve office space for their staff agreed that using funds in this manner had clear positive impacts on their ability to effectively serve youth. At one lead organization, for example, the ability to provide staff with better working space was "a game changer for us at this location" and a "watershed moment." At another lead organization, slight improvements to their staff offices allowed program staff to co-locate themselves in the same office and thereby physically embody the care coordination and cross-partner collaboration inherent to the Hub model. The idea of a team of adults working on behalf of each participant was made visible, increasing the perceived sense of support, trust, and confidence in the process held by the participants.

- **Improvements to participants' quality of experience are essential to attracting youth, sustaining enrollment, and creating spaces conducive to relationship-building.** More than one lead organization noted the value of using capital improvement funding to renovate their HVAC systems and provide air-conditioned gyms and multi-purpose spaces for youth. During the summer this was especially important and allowed Hubs to increase the range of activities they made available. More than one Hub described their gyms and spaces for physical recreation as particularly critical to attracting participants, who then were able to build peer relationships through their frequent interactions. These improvements were especially notable for the two lead organizations that used capital improvement funding to create new physical environments in which to provide services. See Hub snapshots for more information.

Hub snapshot: NewYork-Presbyterian – Uptown Hub

Prior to the YOH Initiative, it was difficult to engage directly with community residents due to a lack of accessible space. Staff reported that a "dedicated space is a huge, huge, commodity" in Manhattan and emphasized that the capital improvements will have a sustainable impact, noting that:

Building this space out for the needs of this program is going to have a big impact moving forward. Because we were able to really create a space that [met the] specifications we wanted. So regardless [of how the Hub evolves] this space will always be there and it's an amazing location right on the corner of 168th and Broadway, a highly traveled area right next to the train station. It's going to be a great place to have for the hospital and for our community programs.

At the same time, through the capital improvement process, staff shared that the design of physical spaces could introduce limits to the Hubs' ability to engage with youth. At one Hub in particular, this was realized once renovations were completed and the atmosphere was found to have changed

due to design choices made earlier in the process. The resulting space, reportedly, was viewed by youth more like a "school environment" or a "medical facility" rather than a "community-based environment." Here, early design choices led to the prioritization of spaces for structured activities, which perhaps unintentionally deprioritized "socialization and large use engagement, which is also critical to adolescent and young adult services." To this end, the lead organization reflected that for capital improvements to be effective, they need to be closely tied to the specific youth development approaches adopted by the organization.

Hub snapshot: **Union Settlement – East Harlem Hub**

The redevelopment of a pre-existing community center was a "reinforcement" of the Hub's commitment to a "comprehensive one-stop approach." Renovating the space was "strategically a good step" that allowed them to continue co-locating services within a New York City Housing Authority property and immediately present for youth who lived at the location.

3.1.2 Nature of Coordination Among Hubs

Organizational partnerships were a requirement of the YOH Initiative and an essential component of the programs. A summary of the Hub approaches to partnerships, and the nature of collaborations and coordination among Hubs, is presented here.

- Consistent with YOH Initiative goals and design, each lead organization **operated as the "Hub"** through which partnerships were organized and maintained.
- Partnerships were described as more effective when lead and partner organizations **shared the same values, culture, and approach** to youth development and community engagement.
- Both lead and partner organizations **identified partner meetings as critical** to the success of the partnership.
- **Data collection and data sharing were challenging** for the Hubs and did not facilitate partnerships and case management as envisioned. For example, data platforms varied across Hubs and Hubs faced organizational barriers and privacy concerns when attempting to share data with partner organizations.

Three Hubs distinguished between two types of partners: a set of primary partners more deeply involved in the Hub operations and a set of secondary partners tasked with providing additional targeted services. The other two Hubs do not differentiate among partner types.

Table 3-4 provides a description of the partnering structures and examples of partners by Hub. In the network figures, each circle (node) represents an organizational partner in the network. Colors of the nodes denote the length of time the organizations had worked with the Lead Hub organization at the time the survey was administered (Summer 2021) (light blue: 1-2 years; medium blue: 2-4 years; purple: over 4 years). The Lead Hub organization and those that did not provide a response to this survey item are white. The shape of the nodes indicates the status of their contractual agreements with the Lead Hub organization at the time of survey administration (circle: current contract; triangle: prior contract; square: never had contract or missing data).

In the network figures below, lines that connect the nodes to each other indicate collaborative relationships between organizations on any of the seven activities that were assessed in the survey: communicating, sharing resources, planning and sustainability, improving access to services, building organizational capacity, promoting and raising awareness, and responding to COVID-19. The width of the lines indicates the breadth of this collaboration, as measured by the total number of these collaborative activities (ranging from 0 to 6) shared by each pair of connected nodes. Wider lines (higher multiplexity) indicate a greater number of ways in which the organizations partner with each other, while thicker lines indicate there may be structural redundancies between two partners, a healthy balance of redundant and unique ties, or partnerships that serve a specific function, which are important factors when considering the overall efficiencies within the network.

Table 3-4. Illustration of Hub partnership structures

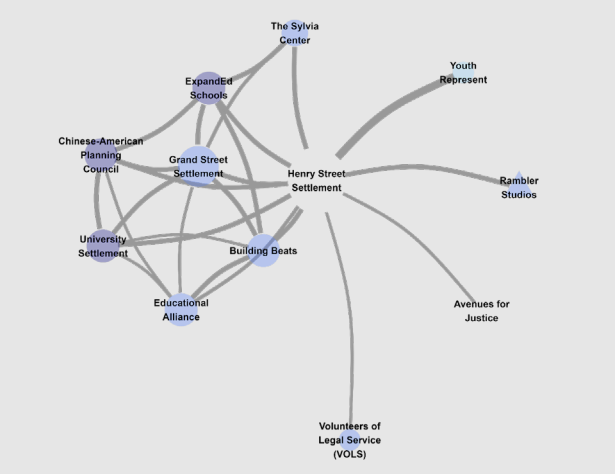
Hub name	Partner model	Description of network composition and structure (based on self-reported collaboration through the Provider Network Survey, administered June-Sept 2021)	
Henry Street Settlement	Primary and secondary partners for specific services	Eleven partners formed a well-connected core of partners surrounding two additional settlement houses; several partners with single collaborative relationships with Hub	

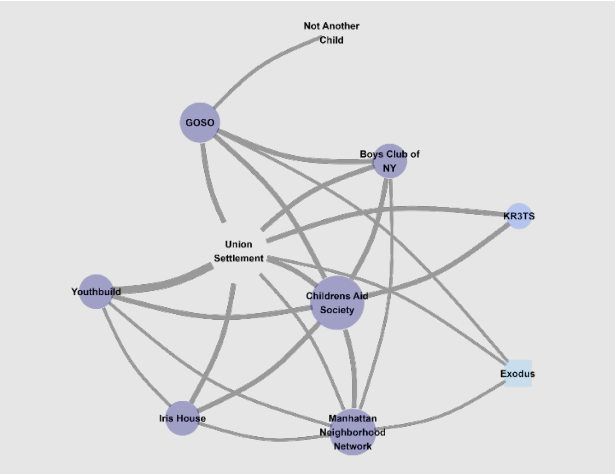
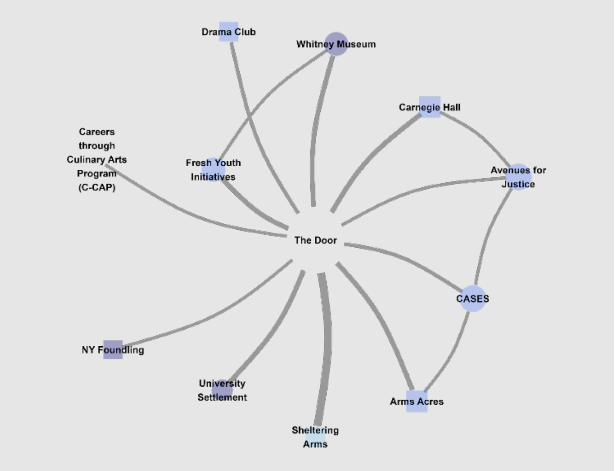
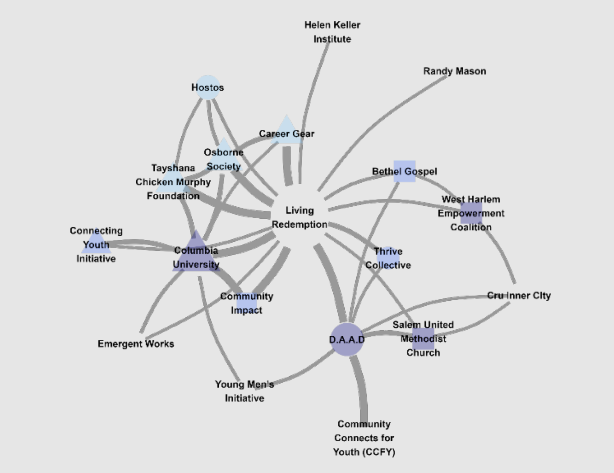
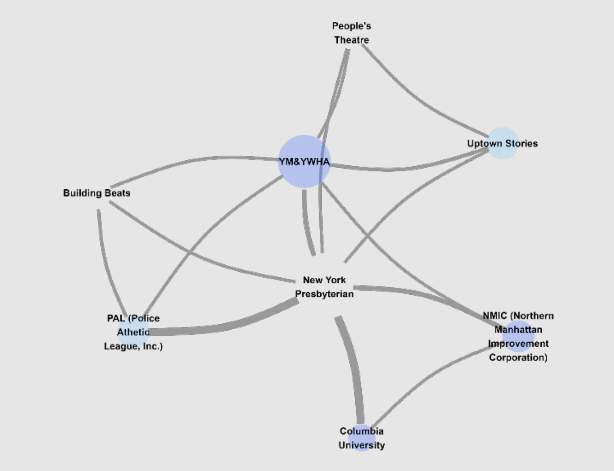
Table 3-4. Illustration of Hub partnership structures (continued)			
Hub name	**Partner model**	**Description of network composition and structure (based on self-reported collaboration through the Provider Network Survey, administered June-Sept 2021)**	
Union Settlement	Subcontracted partners to provide on-site services and partners providing service referrals	Large and changing number of community organizations; 9 well-connected organizations represented most of which were long-standing partners with ongoing contractual agreements	
The Door	3 co-located primary partner organizations providing services full-time; additional partners	Operated as a central Hub for 11 partners, which included a mix of partners with current and prior contracts with The Door. In most cases, partners worked directly with the Hub with sparse contact with other partners.	

Table 3-4. Illustration of Hub partnership structures (continued)			
Hub name	**Partner model**	**Description of network composition and structure (based on self-reported collaboration through the Provider Network Survey, administered June-Sept 2021)**	
Living Redemption	Variety of partners with different levels of collaboration	Eighteen partners shown with a mix of contractual arrangements; 5 with prior contracts and 5 with no contract. Long-standing partners occupy central positions in the network with connections forming smaller clusters within the network.	
NewYork-Presbyterian	Small group of primary partners and others for additional specific programming	Partners provide services at their own facilities and refer to or receive referrals from the Hub. Total of 7 partners; all with current contractual agreements, and a mix of long-standing and newer partnerships.	

Partnership Structures

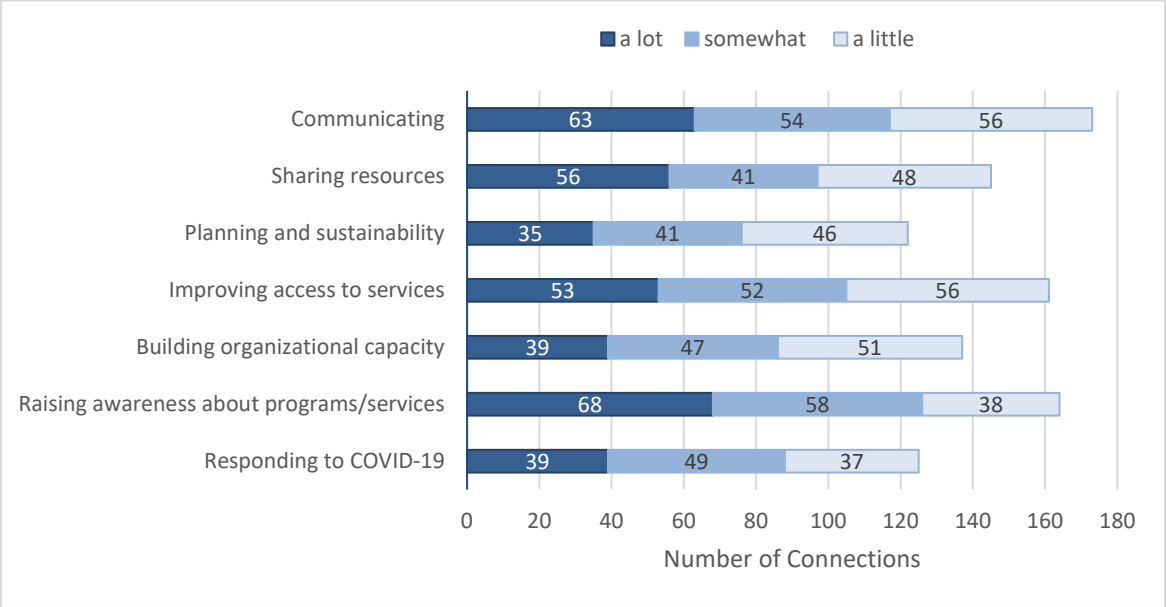
In assessing the collaboration that networks generated, we computed a series of social network analysis metrics, which include:

- **Total connections.** Total number of connections among partner organizations within Hubs,
- **Network cohesion.** Cohesion within networks to assess the amount of collaborative activity in the Hub networks,
- **Network centralization.** Centralization within networks to assess the extent to which collaborations are focused around many or few organizations, and
- **Network clustering.** Connected sub-communities measured by network clustering to understand relationships between organizations.

Each of these overall network metrics quantifies a different aspect of the connectedness within the network.

Total Connections. Figure 3-1 displays the total number of relationships reported by Hub leads and partners through the Provider Network Survey. This metric is useful for understanding the overall volume of connections that were reported among the 56 members of the YOH network across all Hubs. Network members designated each of their connections based on the level or strength of collaboration with the other partner organization. A strong partnership (denoted as "partnered a lot") represented one that involved fully integrated activities and shared resources; a moderate partnership (denoted as "somewhat partnered") was defined as one where partners actively coordinated, scheduled, and communicated around the activity; and a less established, or weaker partnership ("partnered a little") was designated if the two organizations did not communicate regularly with each other. Across all Hubs and partners, the activities that involved the most number of connections, regardless of strength, were *regular communication* via email, phone, or in-person (total of 173 connections among the 56 network members), *raising awareness about programs/services* (total of 164 connections), and *improving access to services* (total of 161 connections). The activity with the highest number of strong and moderate connections were activities around *raising awareness about programs/services*, and *improving access to services* (68 strong connections and 58 moderate connections).

Figure 3-1. Total number of connections among partner organizations within Hubs, by strength of collaboration



Note: A lot=partnerships with fully integrated activities and shared resources; Somewhat=partnerships that actively coordinated, scheduled, and communicated around the activity; A little=partnerships that engaged irregularly.

Network Cohesion. Figure 3-2 shows that on average, network cohesion (measured by the total number of connections divided by the total number of possible connections in the network) varied to a large extent across Hubs.

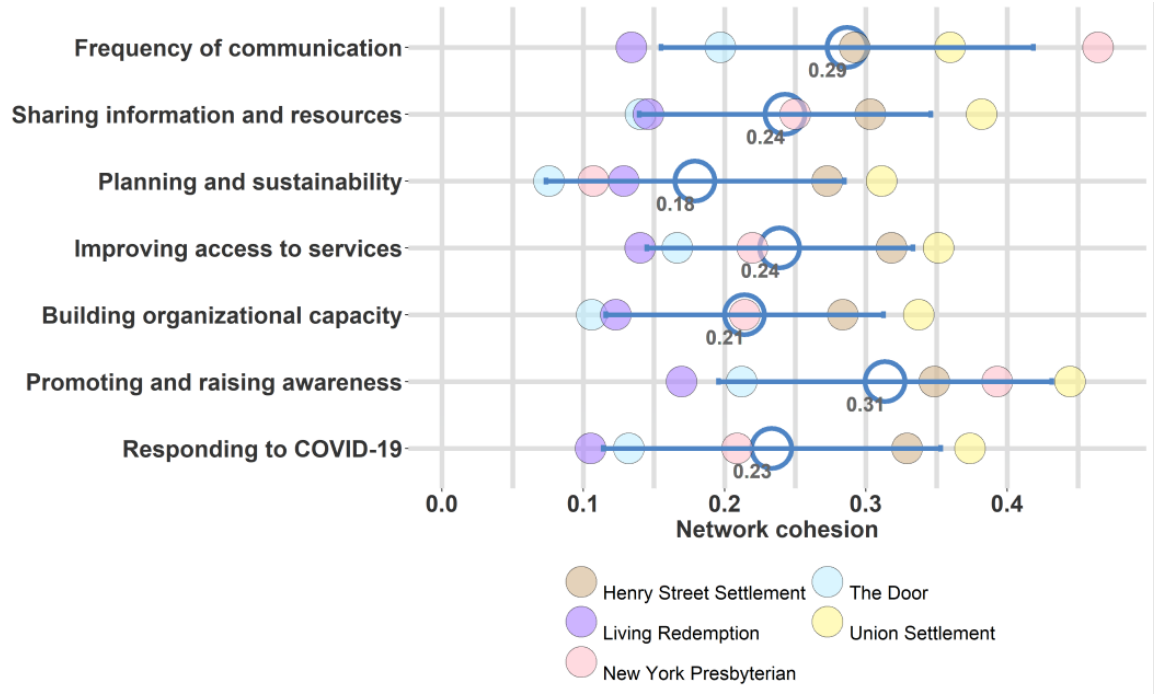
For this and the following figures, colored dots represent the network metric of each Hub and blue circles with intersecting lines represent the average score and corresponding standard deviation across all centers. This is noted by the spread of the colored dots along each row, where higher cohesion scores (between 0 and 1) indicate greater connectivity among organizations. Scores between 0.2 and 0.3 suggested that the networks were sparse, and that organizations generally interacted closely with a select few others in the network.

At the time the data were collected, between June and September 2021, partner organizations across all Hubs, on average (noted by the blue open circles), interacted with each other the most around *promoting and raising awareness*, and *regular communication* with each other. Activities around *planning and sustainability* notably exhibited lower cohesion across all Hubs.

Some Hubs exhibited similar levels of cohesion across the different collaboration activity types in that the number of connections were generally consistent across the various activities (e.g., Henry Street Settlement and Living Redemption). This suggested that there might have been general alignment in the mission across partnering organizations within the Hub.

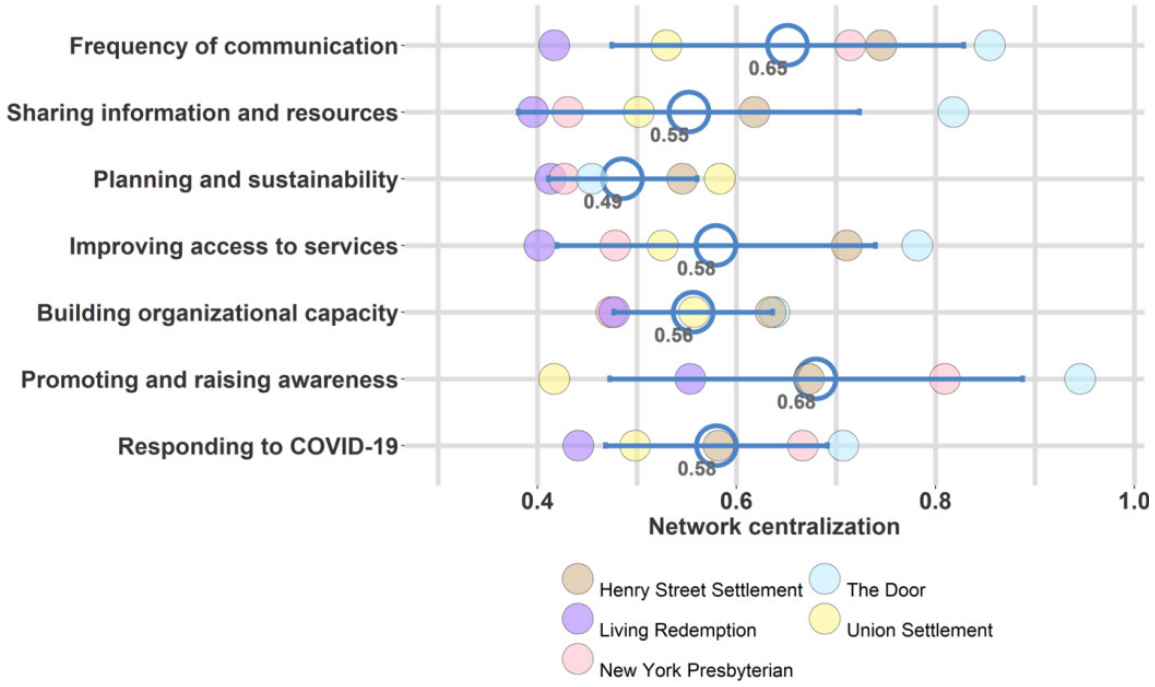
Other Hub partners (e.g., NewYork-Presbyterian) reported contrasting levels of connectivity in different activities, which may indicate a variation of priorities or resources that may have been differentially allocated to meet specific needs for the Hub.

Figure 3-2. Network cohesion, by collaborative activity type



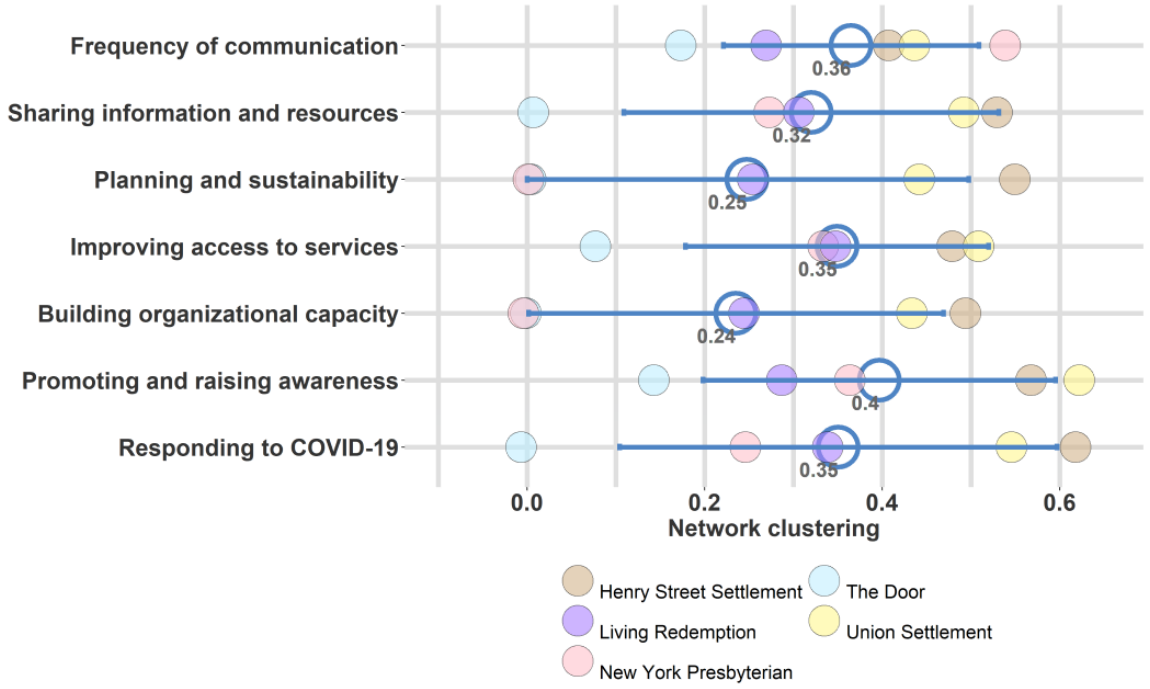
Network Centralization. Similar to network cohesion, network centralization as depicted in Figure 3-3, varied widely across Hubs and across collaboration activities. Centralization scores ranged between 0 and 1, where scores above 0.8 suggested that a network operated a highly hierarchical structure in which decision-making, flow of information, or the implementation of activities was dependent on the organizations in the center of the network. In contrast, centralization scores below 0.4 suggested that partnerships were more dispersed across the network. Those partnerships exhibited a more balanced or dispersed distribution of power and influence in collaboration. The activities that were most centralized were *regular communication* and *promoting and raising awareness*.

Figure 3-3. Network centralization, by type of collaborative activity



Network Clustering. As seen in Figure 3-4, there was variation of clustering within Hubs across activities. This may suggest the presence of localized communities within the network with self-sustaining connections designed to address specific needs. For example, Henry Street Settlement and Union Settlement Hubs exhibited substantially higher clustering than other Hubs. This may reflect partnerships between organizations that have developed long-standing and integrated mechanisms of collaboration with each other predating the funding through the YOH Initiative.

Figure 3-4. Network clustering, by Hub

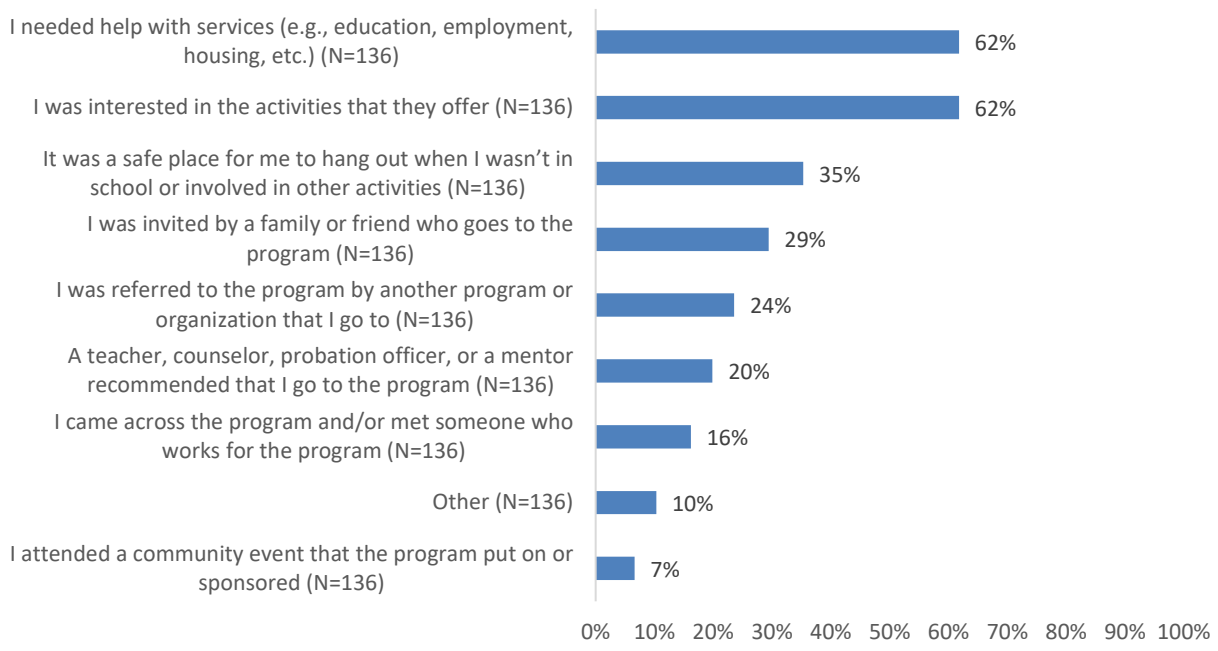


In addition to partner collaborations, Hubs reported that they found the ISLG peer learning community (which brought the Hubs together for in-person and virtual collaborative learning sessions) "really valuable." The peer learning component and associated "camaraderie" was considered by some to be their "favorite part" of the YOH Initiative's overall management, and lead organizations affirmed an interest in sustaining their relationships with each other moving forward. As shared by one lead organization, it was easier for Hub staff to reach out to one another across organizations because they had "already met before in those meetings."

3.2 Alignment of Hub Supports and Youth Needs

Another research question for the process evaluation was to examine whether the supports provided to youth at each Hub aligned with their needs. The Youth Survey asked participants to indicate one or more reasons they joined the Hub as one way to assess needs and how they align with the supports provided. Most youth reported that they needed help with services such as education, employment, housing, etc. (62%) and were interested in the activities that the Hub offered (62%). More than one third (35%) felt that the Hub was a safe place—one of the central goals of the YOH Initiative (Figure 3-5).

Figure 3-5. Reasons that youth joined Hubs



Most youth survey participants (83%) agreed that they got the help they wanted and needed from the Hubs, and the services were right for them (82%). Over 80 percent of **youth were satisfied with the services they received** from the program and, even if they had other choices, would still get services from this program. Further, 90 percent of respondents would recommend the Hubs to a family member or friend.

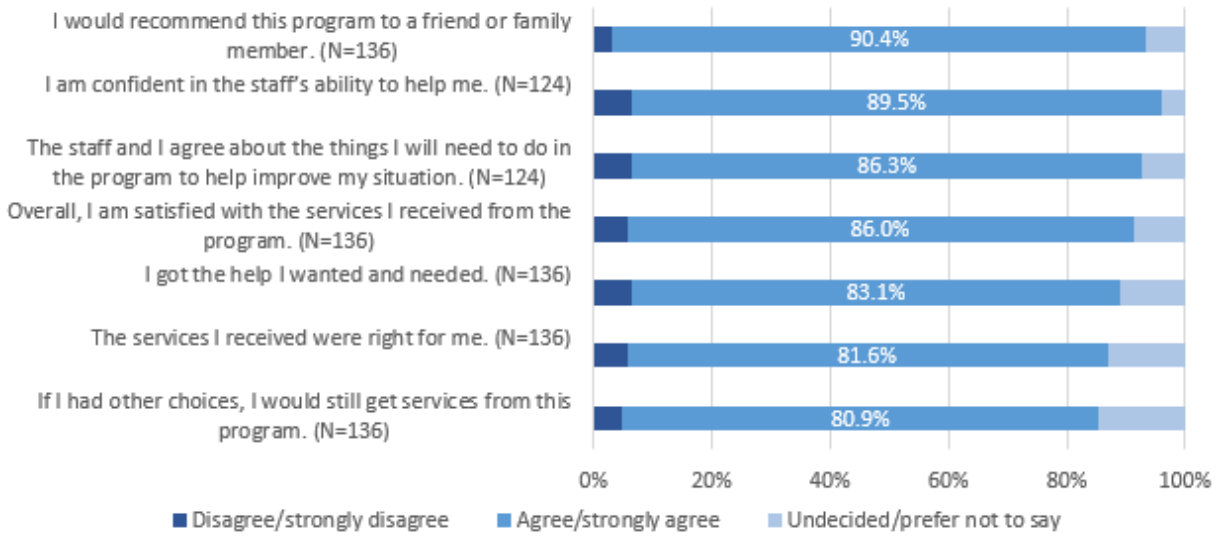
Indicators of Alignment

Most youth survey participants (83%) agreed that they got the help they wanted and needed from the Hubs, and the services were right for them (82%).

Most youth reported that they **agreed with Hub staff about the need to help their situation** and were confident in Hub staff's ability to assist. There was a significant relationship between survey youth who indicated that the program improved their feelings about life or well-being to a great extent and being confident in staff's ability to help.

Another need that Hubs met was **easy access to services.** Most participants (82%) felt they knew how to find out about Hub programs, services, and activities. Additional analysis revealed that there was a significant relationship between deciding to participate because the location is easy to get to or in a familiar area, and the following identified goals: staying in school; enrolling in college, technical, or vocational/job training; living in stable housing; and staying out of trouble with the law (see Figure 3-6).

Figure 3-6. Youth survey responses



3.2.1 Equitable and Inclusive Access

Another research question within the process evaluation was to examine the extent to which service access was equitable and inclusive. Responses to the Youth Survey highlighted the respect, appreciation, and connection between youth and staff. Most youth trusted staff (83%) felt respected by staff (88%) and felt appreciated by staff (80%). Each of these statements was positively associated with youth outcomes:

- Trusting one another was significantly related to enrolling in college, technical, or vocational/job training and staying in school.
- Feeling respected was also associated with staying in school.
- Feeling appreciated by staff was significantly associated with returning to school, obtaining a general equivalency diploma (GED), or passing a high school equivalency exam, getting a job, or getting mental health or substance use treatment.

Indicators of Equitable and Inclusive Access

Most youth survey participants (90%) reported that they were treated the same as other youth participating in Hub activities. Four percent indicated they were treated better, and six percent indicated they were treated worse.

Participants who reported feeling appreciated by staff also reported improvements on how they felt about life or well-being.

Most youth reported that staff spoke in a way that they understood (92%) and spoke the language most often used at home (86%). Further, 88 percent of participants indicated that program materials were available in the language most often used at home. Analyses demonstrated significant associations between speaking in a way that youth understand, and staying in school, getting a job, and getting mental health or substance use treatment. Similarly, youth reporting that

staff speaking the language most often used at home showed significant associations with getting a job, staying out of trouble with the law, and getting mental health or substance use treatment.

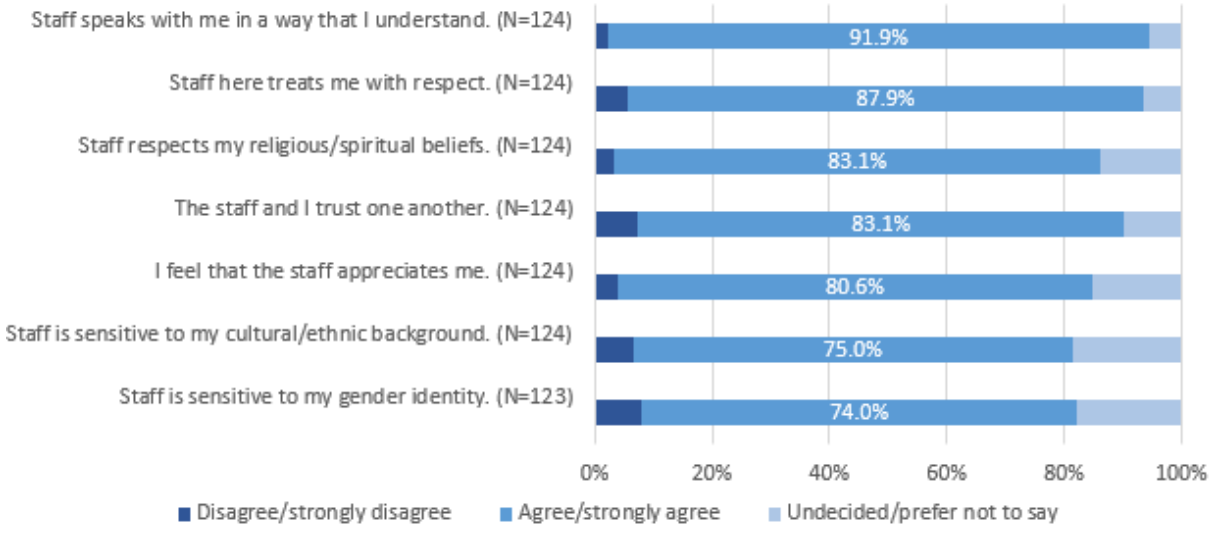
Three quarters of the youth participants reported that staff were sensitive to their cultural/ethnic background (75%) and/or gender identity (74%). Analyses demonstrated significant associations between cultural/ethnic sensitivity and the following:

- Returning to school, obtaining a GED, or passing a high school equivalency exam
- Staying in school
- Enrolling in college, technical, or vocational/job training
- Improved feelings about life or well-being

Similar findings were found for sensitivity toward gender identity with significant relationships between returning to school, obtaining a GED, or passing a high school equivalency exam; staying in school; and enrolling in college, technical, or vocational/job training. Youth who reported sensitivity to gender identity also indicated that the program improved to a great extent their feelings about life or well-being.

Most participants (84%) reported that staff respected their religious/spiritual beliefs. There was also a significant relationship with program staff respecting religious/spiritual beliefs and returning to school, obtaining a GED, or passing a high school equivalency exam; staying in school; enrolling in college, technical, or vocational/job training; and getting a job. See Figure 3-7.

Figure 3-7. Youth survey responses



3.3 Program Strengths

The process evaluation interviews explored possible program strengths and key areas of success, as well as areas that may need improvement. The following practices were identified by lead organization staff and youth participants as particularly important factors when implementing Hub programs, above and beyond the two core strategies of developing effective partnerships and providing wraparound services to youth.

3.3.1 Use of Case Managers and Social Workers to Coordinate Services

At three out of the five lead Hub organizations, dedicated case managers and social workers coordinated the care and services for participating youth as compared to the other two Hubs that did not have this position. As lead organizations expanded the services available to youth, the guidance provided by these staff became of even greater importance. Social workers and case managers met with youth to identify goals, set service plans, and act as a single point of contact for youth who enrolled in multiple services within a Hub program. At one Hub program, for example, case managers also met regularly to discuss participant needs and determine how best to blend services with mental health and counseling. At this Hub, case managers were able to translate between mental health professionals and youth participants, ensuring that staff and "their psychologists are on the same page, and going over [information] so that the youth understands." The two Hubs that did not have dedicated staff provided care coordination in a less formal manner through a team of credible mentors who advised participants and connected them to services or through communication with agency staff as described in the following Hub snapshot.

> Our case managers were there to say, "What are your interests and needs? And let's create a service map for us to actually go after these services and needs." It gave us the ability to help a group of young people that actually had layers of needs/issues that 'positive alternatives activities' could not [address alone]. Even though we offered all these activities, [participants] would just fall off [without this coordination]. But being able to attach to a caseworker that could navigate the journey with them, walk through the process with them–that was critical.
>
> *Lead organization interviewee on the importance of case managers*

Hub snapshot:

At The Door, care coordination was provided through a team of on-site staff who worked in close physical proximity to one another in a single office space. These staff, employees of The Door's close partners, were an embodiment of the YOH Initiative's vision of organizational collaboration. They facilitated referrals between organizations and were also able to organically plan program activities based on their combined understanding of youth participants' goals and challenges. This approach was described as highly valued by the participants themselves, who embraced the transparency of the care coordination taking place. This model, at the same time, represented a slightly different approach than the use of a single case manager or social worker, as seen in other Hubs within the YOH Initiative.

Hub snapshot:

Social workers at the Henry Street Settlement Hub were co-located at partner organization sites, which provided an innovative model for providing care coordination across service providers. Through this model, social workers not only coordinated a participant's services, but also offered youth a single entry-point to multiple organizations. In addition, social workers were critical in linking participants to mental health services by converting youth's interests in "fun and social activities" to "higher levels of care" through frequent meetings, relationship building, and a slow introduction of mental health care as an available service.

3.3.2 Use of Mentorship and Connections to Adult Role Models

Across Hub programs, youth participants also described their mentors as helping them identify goals and set their own path toward achieving those aims. Hub programs provided youth participants with adult role models in various capacities. For several Hub programs, adult role models were provided through recreational and other activities, while at other Hub programs the case managers and social workers filled this role. Regardless of the exact approach, lead and partner organizations recognized the importance of building relationships slowly, with care, over the long-term. As explained by one interviewee from a lead organization, participants "got a chance to have a lifetime relationship with us" compared to participants' experiences with other service organizations where staff would "jump in and out of these kids' lives" without being able to make a real impact. The Living Redemption Hub most exemplified this approach by structuring their activities around a model of mentorship using a team of Credible Messengers, or individuals from the community who have lived experience related to youth receiving services and having experienced life transformation.[4] Through this approach, youth participants had an opportunity to connect with multiple staff, each of whom provided moral and spiritual guidance.

Examples of Mentoring

"So, the goal process, it's really a unique experience for me because I have someone to talk about things with me and they are here to listen and also give me some advice…So, it's good to have someone to hear you at that time."

YOH Participant

3.3.3 Creation of a Welcoming and Safe Space for Youth

Lead and partner organizations worked diligently to develop welcoming and safe spaces for youth within each Hub program. This was considered an essential element of the successful Hub model and underpinned youth participants' willingness to engage in Hub programing, pursue trusting relationships with peers and adult role models, seek out new services and programs, and put themselves in personally challenging situations. At each Hub, staff validated the needs of youth participants and approached relationship-building in a non-judgmental manner. One lead organization, for example, "affirmed youth when first meeting them" because staff:

> *"…understand the terrains that [youth] had to cross to even get here to show up at our doorsteps so that we could provide the services that we have. We understand what's going on in the neighborhoods and the tensions and what they have to travel through and their safety and how their public safety is at risk as soon as they step out of their front door."*

[4] Clifton Fuller and Harriet Goodman. (2020). The answer is in the community: credible messengers and justice system involved youth, Social Work with Groups, 43:1-2, 70-74, DOI: 10.1080/01609513.2019.1645507.

This Hub program also provides an "ethos of family" where the top priority among staff is guaranteeing that youth participants feel "seen" and are "received with love and unconditional acceptance." As a result of these safe spaces, youth were able to "open-up" to staff and peers. According to another lead organization, this was driven largely by a commitment not to "talk down" to participants and instead to "treat them like adults even if they are young." Youth participants echoed the importance of feeling welcomed and safe, noting that their initial, defining experiences at the Hub programs felt substantively different than their prior encounters with adults. Youth participants, recounting their early interactions with staff, shared that Hub program staff were "full of positive energy coming in, the position of going through a lot, just the type of energy that they give out, honestly, no negativity" and that staff were "supportive and amazing. I remember it just felt really good." Another youth participant further emphasized that, compared to their interactions with other service providers, they immediately knew that "when [I] walked in there, [I] knew I was going to be taken seriously." This sense of safety was maintained throughout participants' engagement in Hub services, with youth participants sharing how the environments built by Hub staff were "peaceful, relaxing," and full of "calm energy and good people."

Physical safety, more important at some Hubs than others, was also described as equally essential. To this end, staff across multiple Hub programs made sure to understand the challenges and relational dynamics of the neighborhoods and communities within which the Hubs operated. One lead organization, for example, made sure that within the surrounding neighborhood, their own Hub space, and the area immediately outside of their building was considered an area safe from violence. Another lead organization chose to split operations into two geographically separated programs, operating similarly, to provide youth in two different areas of the neighborhood, separated by violence, equal access to Hub services.

3.3.4 Refining Target Populations

Within the context of the participant criteria set forth by the YOH Initiative, several lead organizations refined their strategies for recruiting youth into their programs, recognizing that the choice of participants and their recruitment had significant implications for the effectiveness of their Hub programs. In addition, several lead organizations also expanded their scope to include greater engagement with community members. Examples of these refinements are presented below.

- **Focus on Specific Age Ranges.** Several lead organizations recognized that their Hub models were most effective when applied to older youth, despite the YOH Initiative's initial focus on 14- to 24-year-old participants. Older youth were considered more likely to benefit from the Hub's case management structure and were described as more able to participate independently and without the involvement of their parents or caregivers, a potentially complicating factor. More than one lead organization also indicated that it was easier to identify local partners who worked with older rather than younger individuals.

- **Expansion to Include Services for Families.** One lead organization expanded services to include families and community members, converting their youth-focused strategy into a broader place-based engagement approach. Staff at this Hub believed strongly that youth needed to be supported within their support networks and that overall outcomes, such as those related to reducing criminal legal involvement, were best addressed more holistically.

- **Recruitment of Specific Sub-Populations.** Hubs considered who their programs were best suited for and tailored their engagement activities accordingly. One lead organization, for

example, undertook an extensive reflection process and identified that their Hub model was best able to impact the lives of "troubled adolescent young adults" who were high risk and "possibly justice involved, disconnected from social services, and out of school and/or unemployed." Additional factors identified by lead organizations included the severity of participants' needs (recognizing that the Hub was a champion at connecting youth to mental services, but those with more severe needs required a higher level of behavioral healthcare only available elsewhere) and whether participants were self-motivated to attend programs or were doing so at the request of others in their lives.

- **Community Engagement.** Lead organizations increased their community engagement efforts over the duration of the YOH Initiative by organizing place-based neighborhood activities. These ranged from efforts to address public safety (e.g., gun buy-back programs and other community events) and the resolution of community-level needs (e.g., food distribution) to strategic efforts to shift neighborhood perceptions and pride as a protection against gentrification and rising housing costs. For Hubs, a community approach was a logical extension of both the youth-focused wraparound services provided and the creation of local partnerships with other neighborhood organizations.

As the YOH Initiative matured, lead organizations also decreased their own organizational responsibilities regarding the recruitment of potential participants. Instead, the process of identifying and recruiting potential participants was distributed more broadly across each Hub's network of partners. More than one lead organization spoke of how important it was to engage partner organizations to enroll individuals into the Hub program, with several lead organizations specifically taking this into account when selecting and sustaining partnerships. In addition, as Hub programs became known within each community, organic interest in program activities also increased. In fact, according to interviewed youth participants, most joined their respective Hub upon the recommendation of someone from within their social network, such as parents, teachers, friends already participating, social workers, and other community stakeholders. Finally, as lead organizations continued to integrate their Hub models into their overall organizational structures, the enrollment of participants was more often informed by broader organizational goals and missions, and less often by the priorities of the Hub itself.

3.3.5 Effective Operation of Hub Programs

Key stakeholders at each lead organization were also asked to share any additional lessons that they learned through their participation in the YOH Initiative. These lessons may be of use to other organizations seeking to implement similarly structured programs or initiatives. While not all of the lessons were implemented within each Hub or within each lead organization, they represent ways that the YOH Initiative has further informed discourse among lead organization staff around the best strategies for meaningfully improving the lives of youth in their communities. Selected lessons are presented below:

- **Effective Youth Programs Require Intentional Investments in Staff and Personnel.** Stakeholders recognized that the focus of the YOH Initiative cannot solely be on the constellation/approach of services for youth, but also needs to be attentive to the ways in which staff are hired, trained, and supported in an ongoing manner. Interview participants noted the importance of providing self-care opportunities for staff, offering opportunities for growth and professional development, and ensuring pay-scale equity among staff. Furthermore, it was noted that organizations need to recognize that effective youth development usually depends on the ability of staff to absorb, often without mechanisms for

self-care in place, the trauma of those they work with. As a result, there needs to be a greater "investment in respite and renewal" for staff as they take on participants' "pain on daily basis while also carrying their own."

In addition, staff who are hired need to be those who are truly committed to co-creating services alongside participants and listening to their needs. As explained by one stakeholder:

> *"In youth services we have a lot of theoretical perspectives, conceptual perspectives on young people, but from a lived experience point of view, every community, every group of young people year after year is living something different… hiring people that are open and sensitive to that [reality]… is important."*

Those interviewed also recommended that staff should have the same values as the programs hiring them. For example, staff hired at Union Settlement were described as needing to embrace participatory decision-making while staff at Living Redemption were described as adhering to values of openness, moral support, and a sense of family.

- **Open-Ended Programs for Youth May Offer Greater Benefits Than Short-Term Goal Centered Programs.** Interviewed stakeholders were adamant that an important characteristic of the Hub model was the ability for youth to remain enrolled until they aged out, as compared to programs where a participant exited after reaching a specific pre-determined goal. This open-ended model was described as essential to the ability for Hub programs to build trusting relationships with youth otherwise disconnected from the service sector and, over time, help youth identify their own needs and barriers to personal success. More than one example was shared of youth who entered a Hub program with an initial goal, but through the achievement of that goal came to realize the true underlying barriers that were preventing them from reaching their potential. Although the "aging out" process was cited by youth as a challenging aspect of the Hub experience, staff believed that an open-ended approach to Hub enrollment was invaluable.

- **Successful Programs Lean Into the Strengths of Their Host Organizations.** Across lead organizations, those interviewed recognized that their own Hub programs were most successful when they leveraged the strengths of the broader organizations within which they were situated. Each Hub program offered examples, ranging from The Door's decision to enmesh their Hub services within the holistic nature of their organizational culture and forgo a Hub-specific identity, to Living Redemption's choice to rely on the Credible Messengers and mentors that were strongly advocated by organizational leaders, to the Uptown Hub's ability to draw on the financial and logistical resources of New-York Presbyterian.

- **Selected Lead Organizations Should Already Be Implementing, or at Least Be Supportive of Wraparound Care Strategies.** Those interviewed recognized that Hub programs were most successful when they were situated within organizations that had the initial infrastructure in place to support care coordination. Organizations that provided at least minimal internal referrals were therefore best positioned to further build upon that model. At one lead organization, for example, the implementation of the Hub program was initially hampered by organizational leadership's lack of commitment to this vision, and it was not until there was greater internal alignment that the Hub program was described as reaching its potential. As explained by one interviewed stakeholder, it is important that "everybody is on the same page and everybody gets a chance to think through what the shared [Hub] model means. This is not just [an initiative where they] give you money to do whatever; it's to do whatever *within the context of the model*."

- **At the Same Time, Within the Context of a Multi-Year Initiative, Programs Need to Be Led by Those Who Are Open to Shifting Their Strategies When Merited.** Stakeholders emphasized that programs needed to change in response to the constantly evolving challenges facing young adults in New York City. As such, it was critical that lead organizations were "open-minded" and learning in "real-time from the community" as compared to selecting a set of services and then having to only seek out those who need those resources. As explained by one interviewee, what should be avoided is a situation where "someone has a conceptual idea that [a] model is going to help people, and then they suddenly have to find [participants] who have a certain set of circumstances" to make those services relevant. Instead, it is important for "decision-making to be driven by what you're learning" and seeing over the course of the initiative. This need for "nimbleness" was especially apparent to those interviewed within the context of the COVID-19 pandemic as well.

4. Outcome Findings

The outcome evaluation was designed to examine organizational and participant-level outcomes using mixed methods. This chapter provides key findings from the outcome evaluation, including the level of Hub collaboration; the impact of partnerships on lead organizations and service capacity; the perceived extent to which Hubs reduced risk factors and improved protective factors for participants; and the perceived impact of service delivery on outcomes.

Key Findings

- Hubs' collaboration with partners had many perceived benefits, including the ability to connect participants with more service providers—specifically, mental health, counseling and social-emotional support—and the ability to better meet youth needs and increase awareness of the array of available community services.
- The Hubs' partnerships and collaborations increased service capacity. By implementing a program model that incorporated partnerships and had a focus on services to young people, lead and partner organizations changed the way that they worked; they began focusing more on capacity building within their communities and neighborhoods.
- Most youth reported that they were never in trouble with the law; among youth survey respondents who had the goal of staying out of trouble with the law, 91 percent indicated that they achieved it.
- Participants developed meaningful relationships with peers and positive connections with adults
- Participants experienced improved mental health, including a newfound sense of hope about their own lives and were able to move closer to achieving their career and education goals as a result of participating in Hub programs.

4.1 Level of Hub Collaboration

As a part of the process evaluation, we asked Hub leaders, partner organization representatives, and program participants to share their perceptions of program benefits. Common themes captured through the qualitative analysis supported the finding that Hubs increased coordination and collaboration among partners through the course of the three implementation years. Common themes included:

- As a result of the wraparound model and each Hub's partnerships, participants are immediately connected to more service providers than they otherwise would have been.

- Staff described the connection to mental health, counseling, and social-emotional support as an especially important achievement. For example, they reported that these supports helped participants thrive in school and employment, build life skills, and learn non-violent means for addressing conflict.

- Across all five Hubs, staff reported another critical benefit of Hub involvement—the ability of participants to access services designed to meet *immediate* and *basic* needs, like housing, food and clothing, transportation assistance, and economic security.

- Representatives of the Hubs voiced several community-level outcomes that included a greater awareness of services among the general population (beyond Hub participants), and an array of community-focused activities and services.

The nature of the YOH Initiative and its focus on effective partnerships led partnering organizations to change how they viewed the potential for collaboration across the non-profit sector. Partnering organizations were introduced to a qualitatively different partnership structure through the YOH Initiative that included program-driven funding (compared to funding based on units of service), frequent communication, and shared decisionmaking. Among these differences, partner organizations specifically cited the greater communication and collaboration that occurred as drivers of their own organizational changes.

> I am reminded [by our experience as part of a Hub program] that we should keep more communication to share resources and help the community as a collective.
>
> *Partner organization*

Specifically, partnering organizations noted an increased openness to incorporating partnerships into their program models. According to one partner organization, for example, the "collaboration" with their Hub's lead organization "emphasized and also confirmed that without a strong, in all facets, partner we cannot successfully operate" in New York City. Another partner organization shared this same sentiment but reflected on the potential for local impact, noting that they are "now able to identify and collaborate with youth providers in [the geographic area]," which allowed them to "streamline the referral process and enhance service delivery for youth." Lead organizations were also able to strengthen communication among local organizations, as explained by one partnering organization:

> *"Since being part of the Hub, the bonds between organizations have grown much stronger. Communication is more open and frequent and cross referrals to programs is more common."*

> With the help of the YOH Initiative, we have identified blind spot areas in programming, and have focused our vision to improve in those areas. Our services and programming methods are more intentional.
>
> *Hub Leader*

Across the YOH Initiative, partner organizations also identified ways in which their experience as part of a Hub program led them to enhance their own service delivery. One partner organization, for example, "modified its health education workshop curricula to include gun and gang violence presentations" while another "emphasized more youth leadership" after "seeing the success and high level of responsibilities and participation given to youth leaders" by their Hub's lead organization.

Findings from the Provider Network Survey also provide some insight into the extent to which Hubs increased coordination during the implementation years. Although each of the Hubs incorporated some relationships with partners that were in place more than 4 years prior to the administration of the first Provider Network Survey, three Hubs reported that 70 percent of their partnerships were developed during the time of the YOH Initiative. The remaining two Hubs relied on more pre-existing relationships, with 33 percent and 57 percent of their partnerships forming after the YOH Initiative was underway.

4.1.1 Strengthening Care Coordination

Information collected through the process evaluation interviews indicated that most Hubs intentionally created care coordination strategies anchored by staff who were responsible for connecting participants to services within each Hub's lead organization and network of partners. Participants greatly benefited from this care coordination and were able to gain access to a substantially greater number of services as a result. Participants were able to access, with the help of Hub staff, "pretty much anything" due to the holistic nature of the programs, which led to a diverse array of service-specific outcomes. Participants otherwise unable to pursue their goals and address their challenges suddenly found themselves able to enroll in relevant programs. There was, according to one lead organization, a "convenience" that "can't be underrated." Participants were offered high-quality services through trusted partner organizations and in some instances, further benefited from program-specific coordinators who provided specialized support. As explained by one lead organization,

> *"There are tons of outcomes on an individual level for young people participating in our programs. We have programs where we're connecting them to be activity specialists in after school or in summer camp. We're connecting them with the arts sector. We're connecting them with an employment coordinator so that the employment coordinator can work with them on whatever [they need]."*

Youth participants similarly indicated the value of working with staff who were able to help them keep track of program requirements. According to one youth interviewee, for example, having a care coordinator:

> *"…helped me make appointments, keep on top of my housing, remind me of stuff that I have to do….the [care coordinator] helped me go to the interview for supportive housing, made sure that all my paperwork was done, that I went to the doctor. So, it was extra support, I would say, to make sure that I was on top of everything, which really helped me."*

Finally, by accessing services through a Hub program, youth participants were able to move beyond geographic boundaries within their neighborhood, which would otherwise limit their ability to enroll in programs. This was especially apparent at two Hubs where social workers and Hub staff were able to facilitate "safe passage" between programs located in different neighborhoods. As explained by one lead organization, "there's a lot of gang affiliation. There's a lot of neighborhood-within-a-neighborhood pride that results in fears of accessing certain parts of a neighborhood or not being able to travel from north to south and vice versa." However, by accessing services through their social worker or other Hub staff member, they were able to safely join these programs despite those challenges. Furthermore, through the partnerships developed by lead organizations, youth were more likely to transcend cultural barriers as well, by accessing programs in neighborhoods ethnically distinct from their own.

4.2 Impact on Lead Organizations and Service Capacity

Another research question included in the outcome evaluation focused on the impact of Hub partnerships on service capacity. Through the process evaluation interviews, Hubs leadership and partner organization representatives, and youth participants, were asked to share their perceptions

of program benefits. Common themes captured through the qualitative analysis supported the finding that Hubs increased service capacity. Common themes included:

- By implementing a program model that incorporated partnerships and a focus on services to young people, lead and partner organizations changed the way that they worked; they began focusing more on capacity building within their communities and neighborhoods.

- The choice to fund the YOH Initiative was seen as an effort toward intentional community building with, and redistribution of resources especially to, communities of color.

- Through the wraparound approach and the strategic selection of cultural partners, Hub lead organizations were able to offer participants greater exposure to the arts and cultural activities than they otherwise would have been able.

Lead organizations at each of the five Hubs were able to strengthen their own organizational practices as a result of participating in the YOH Initiative. Knowledge and practices were transferred from the Hub programs to their host organizations through several mechanisms. First, Hub programs were embedded within each lead organization in such a way that allowed for the organic transfer of knowledge between staff. At several Hub programs, for example, administrators and leadership staff bridged the gap between the Hub programs and other departments and programs at the lead organization.

In addition, at several Hubs, the social workers and program staff had responsibilities to both the Hub programs as well as other programs within their organizations and were able to learn and apply best practices to their work more broadly. Furthermore, the emphasis on care-coordination, wraparound services, partnership, and referrals that was essential to the YOH Initiative led not only to greater communication between community organizations but also greater communication within each lead organization, through which learnings were conveyed.

Finally, several lead organizations also undertook deliberate efforts to identify best practices from the YOH Initiative, and train colleagues in these strategies. At one Hub for example, they implemented "a number of cross-training sessions" between departments and had "presentations from Hub leaders and Hub team members [to staff in] other departments." One lead organization also leveraged its initiative-facilitated relationship with DANY to build organizational capacity around serving youth with criminal-legal related needs. Here, Hub leadership "offered a lot of staff development [organization-wide] in terms of the criminal legal system," and reported that they were able to "vastly build [up] their knowledge" in this area as a result of "working so closely with the DA" and "our partners." Several lead organizations also developed their staff capacity—beyond the Hub program itself—through the training and technical assistance opportunities provided by ISLG as a result of their participation in a CJII-funded initiative.[5]

The most prevalent organizational outcomes that accrued as a result of participating in the YOH Initiative are presented below.

- **Increased focus on coordinated wraparound services.** Lead organizations, through the operation of their Hub programs, recognized the value of providing wraparound services to

[5] District Attorney New York County and CUNY Institute for State and Local Governance Criminal Justice Investment Initiative. Capacity building for community-based organizations as an investment in social change. Capacity Building as Social Change – 2.23.21.pdf (cjii.org). Accessed 4-12-2023.

youth through intentional care coordination. They sought to incorporate this approach into other programs within their organizations and/or committed to pursuing this approach moving forward after the end of the YOH Initiative itself. This core practice of the YOH Initiative was consistently cited as one of the practices most likely to be sustained. Lead organizations grew to "recognize… the value of having comprehensive adolescent and young adult services." As explained by one lead organization, "certainly the Hub, I think, was the antecedent in terms of the way that we thought about… wraparound services."

- **Greater understanding of how funding models shape program delivery.** The philanthropic approach of the YOH Initiative was unanimously described as both rare within the social service sector and essential to the YOH Initiative's success. The experience of receiving funding that was detached from specific enrollment targets and instead allowed non-competitive partnerships to flourish between organizations that otherwise would have been "fighting" for participants was a profound experience for lead organizations. The introduction of this funding model changed "the norms" of partnerships and drove lead organizations to reconsider how they approach and seek out funding opportunities in the future. The true value of obtaining funding of this type was described in the following way:

  > *"When you take away the competition for funding, and when you take away the competition for attendance and take away all of that, what you're left with is, how can I best meet your need? I'm in a space with you, so what do you need? It's breaking down the barriers to getting those needs met….I mean, that's beautiful. That's what the job should be if you're really centering the needs of the young person over the needs of your funding and all of that."*

- **Increased pursuit of effective organizational partnerships.** Lead organizations were more likely to pursue organizational partnerships in non-YOH Initiative program areas as a result of seeing the partnership-driven successes within their Hub. While an increased "industry-wide" focus on partnerships across lead organizations was attributed not solely to the YOH Initiative, the Initiative was cited as a "catalyst" and an important element within a broader "cultural shift" taking place. By the end of the YOH Initiative, lead organizations were motived to include partnerships in future program development efforts and sought to replace "work that was sometimes done in a vacuum" with:

  > *"…going out there with intentionality and making connections with other organizations and saying, 'Hey, what do you do well? What do you do well? What can we all do well together?' I'd really approach it in a collective and impactful way."*

- **Strengthened data and reporting infrastructure and insight into the importance of research and evaluation.** The YOH Initiative, through the oversight of ISLG, placed rigorous expectations on each lead organization's ability to collect, track, and report program data. While this was viewed as a burdensome expectation at times, it also encouraged lead organizations to build their internal data and reporting capacities. At one lead organization, for example, participation in the YOH Initiative was found to "impact how [the lead organization] sees data reporting" while at a second lead organization, "experiences like [the Initiative] led [them] to believe that [they] need to invest more in research evidence based on evaluation methodologies."

As lead organizations sought to effectively capture youth participation in wraparound services, they were also occasionally forced to change how referral and service data were collected and tracked. This resulted in lead organizations considering how they could "be better [at] connecting all the data across [their] agencies." *At one lead organization, the requirements of the [YOH] Initiative "moved" them "towards the direction of a centralized database" and the "development of a possible agency-wide comprehensive" system. At another lead organization, their work with ISLG "pushed them to work pretty heavily" on "making linkages" between engagement in services and the achievement of outcomes across otherwise disconnected program areas, which is expected to "have some positive impacts in the future [on data and reporting] even outside of just the Hub program."*

- **Improved ability to support young people enrolled in programs other than the Hubs, with a greater range and urgency of needs.** Several lead organizations were able to increase the breadth of services they provided as a result of hosting a Hub program, thereby increasing the opportunity to provide wraparound services not only to Hub participants but also youth enrolled in other services within their organization. In addition, through their Hub programs, lead organizations built partnerships that enriched the entirety of their work, and in some instances were the primary source of referrals in more specialized topics such as legal and criminal legal support. At one lead organization, for example, "the Hub was pretty much the sole way that people [across the organization] get connected to legal support." In addition, and especially at the peak of the COVID-19 pandemic, participation in the YOH Initiative also allowed lead organizations to address youths' urgent needs in ways that they otherwise wouldn't have been able to, by leveraging the Hub programs for broader impact.

Hub snapshot:

At the Uptown Hub, mental health services were fully integrated into the program model through a partnership between Hub staff and psychologists staffed by NewYork-Presbyterian. Here, the efforts of the Hub led to a greater shift in community-wide perspectives on mental health by offering services to upper Manhattan at no cost, to a greater number of individuals. According to leadership at the Uptown Hub, their work "normalizes access to behavioral health," which is important because "even if the youth might not have [stigmas around mental health], their families might." By offering mental healthcare within the community, this Hub also relieved over-enrollment in mental health services among other local organizations, thereby increasing access to those interested and decreasing the perception that mental healthcare was too difficult to obtain. As described by one interviewee, "[our Hub] has a waitlist but it's two or three weeks long as opposed to a year-long-waitlist in some of these [other organizations.] So, I know in that respect that we're having an impact."

- **Enhanced Staff Capacity and Competence in Youth Development Strategies.** Lead organizations were able to more easily build staff capacity because locating the Hub programs within their organizations provided their staff with "actual visual representations" of effective youth development practices. As explained by one lead organization, there was a profound difference between abstractly learning best practices and showing staff first-hand, through the Hub program, what successful youth development looks like:

  "It's almost like experiential learning for staff to be like 'this is what youth development means.' We can talk about it, and we can say hey, look how important it is for young people to come and have an experience that's pretty

seamless. But for them to see it and say, oh, I see why The Hub works because everybody sits together. Because a young person knows all these people, who are all connected. I think [that opportunity for staff is] really huge."

4.3 Impact on Youth Risk Factors and Protective Factors

Another research question posed through the outcome evaluation focused on the extent to which Hubs reduced risk factors and improved protective factors. The Logic Model in Chapter 2 outlined six participant outcomes that were included in the youth survey and process evaluation interviews.

Participant outcomes included in Logic Model (see Table 2-1)

- Reduced likelihood of criminal legal system involvement
- Reduced idle time and risk behaviors/antisocial behaviors
- Increased prosocial behaviors
- Improved physical and mental health
- Improved educational and workforce opportunities and participation
- Improved connection to positive adults, mentors, and other supports and opportunities

The three-pronged items in the Youth Survey first asked participants if they had a specific goal. See Table 4-1 for participant responses by goal. If yes, they were asked if they had achieved the goal, are working on it, or did not achieve it. If the youth achieved or indicated working on the goal, they were asked if the program helped or is helping them achieve it. The following section provides descriptive information of how youth at Time 1 responded to these goal-related survey items. Overall, youth self-reported achieving or working toward their identified goals, and Hub resources and services supporting them in that process.

Table 4-1. Youth Survey: Participant responses by goal

Goals included in youth survey	Youth respondents	
	% with goal	N
Staying out of trouble with the law	54%	74
Getting mental health or substance use treatment	49%	66
Returning to school, obtaining a GED, or passing the high school equivalency exam	31%	42
Staying in school	48%	65
Enrolling in a college, technical, or vocational/job training school or program	64%	86
Getting a job	81%	110
Obtaining stable housing	61%	83

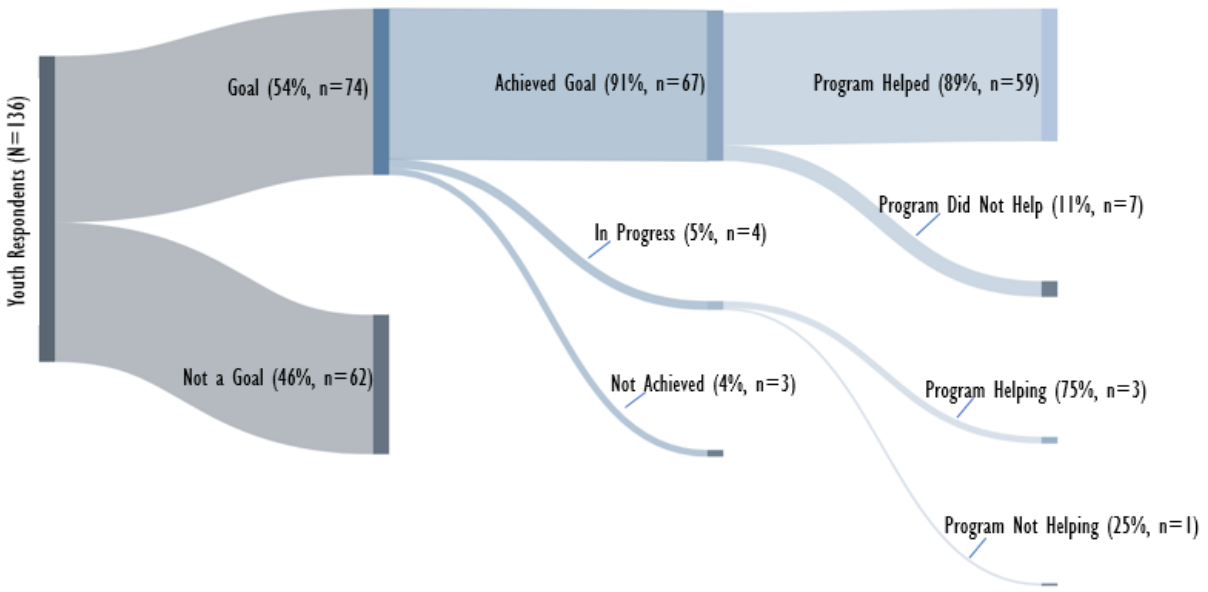
4.3.1 Reduced Justice System Involvement

Youth reported limited criminal legal involvement, such as being arrested by the police or taken into custody for an illegal offense or behavior. Most youth (69%) reported that they were never in trouble with the law. For those reporting that they had ever been in trouble with the law, most

youth indicated not being in trouble with the law in the last 6 months (76% of those with some prior involvement).

The criminal legal goal in the survey focuses on staying out of trouble with the law. More than half of youth identified staying out of trouble with the law as a goal (54%). Of youth who identified this as a goal, 91 percent indicated that they achieved it. Of youth who identified and achieved the goal, 89 percent responded that program resources and services helped them achieve it. Of youth who indicated that they did not achieve the goal but are continuing to work toward it (5%), most indicated that program resources and services are helping them in their progress toward goal achievement. See Figure 4-1.

Figure 4-1. Stay out of trouble with the law



During the process evaluation interviews, Hub leadership, partner organization representatives, and youth participants were asked to share their perceptions of program benefits. According to lead and partner organization representatives, participants in Hub programs were less likely to engage with or re-engage with the criminal legal system.

Four lead organizations affirmed that reduction in criminal legal involvement was realized through the YOH Initiative. The fifth Hub, while confident in its ability to positively impact the lives of participating youth, believed that they were less able to engage youth who faced this risk, and as a result, this outcome was less immediate to their work. Strategies for achieving this outcome ranged from direct de-escalation of potentially violent encounters to diverting youth from otherwise negative behavior through an array of more prosocial program options. The most prevalent strategies are described below.

> "[The Hub] is a safe haven, I believe it means a lot to [our] neighborhood because of where the program is placed…in a neighborhood that [otherwise] really focuses only negativity on the Black community. So I think with the Hub program there, it helps to give those kids other [chances] instead of being on the streets."
>
> "I was living in a [housing] project. It was just a lot. And you know, The Hub was like a way to like stay out of those troubles to have a safe place where we can go, where we can learn things and be in stuff."
>
> "I would probably be dead or possibly incarcerated, in a gang…in and out of the hospital, in and out of a juvenile facility, youth prison, just give or take. [The Hub] has saved me from being in the streets, which is a place that I would have been had I not ever been introduced to [The Hub]."
>
> *Youth Opportunity Hub participants*

Directed efforts to reduce community violence by using Credible Messengers to de-escalate and mediate conflicts, positioning the Hub location as a "safe space" that youth and community members could access without risk of violence, vouching for gun buy-back programs as a trusted intermediary between law enforcement and community members, and hosting community events to assist in collective processing of crisis situations.

Paid attention to root causes of criminal legal system involvement by addressing basic needs (food, housing assistance, clothing, and other necessities), with a greater increase in these services during the height of the COVID-19 crisis in New York City. With immediate needs attended to, the lives of youth could be stabilized, their attention could be redirected to enriching activities, and they could shift out of a crisis mindset.

Developed participants' decisionmaking and other affirming skills as a result of the positive youth development approach, including the ability to navigate complex situations, seek and obtain services, and make appropriate decisions. As reflected by one staff interviewee, participants were "much less likely to make a decision that would land them in the situation" of having a justice interaction. Participants' connections to mental health services were specifically cited as driving the reduction of criminal legal interactions as well.

Reduced opportunities to engage in unlawful behavior by offering attractive recreational and enrichment opportunities as alternatives. Predicated on the idea that participants would "get into trouble" if not occupied by pursuits offered by the Hub, the abundance of activities offered to youth through the YOH Initiative were "very instrumental in redirecting the lives of a lot of young people" by "keeping youth busy." As shared by one lead organization, offering these activities is critical because "one of the biggest risk factors for [youth] falling into different activities that run afoul of the law is not having supervision." Several interviewed youth affirmed this perspective, noting that the Hub program serves to keep their peers "off the streets" and reduces their exposure to gangs, which were described by youth as prevalent in their neighborhoods.

Created robust and visible support networks that are available to youth during key decision-points in their lives. This ranged from the pairing of participants with one-on-one mentors and Credible Messengers to the cultivation of youth communities that "have each other's backs." Hubs

also offered moral and spiritual guidance to participants through the creation of trusted participant-staff relationships.

Provided legal services and advocacy by lead organizations and partners that gave youth concrete assistance during interactions with the criminal legal system. Lead organizations sought and cultivated partnerships with legal service providers as well as provided direct advocacy on behalf of participants. Activities undertaken by Hub staff included accompanying participants to legal proceedings, vouching for participants during interactions with law enforcement in the community, and providing guidance to youth navigating the repercussions of having been involved in the criminal legal system (such as seeking employment after having been arrested). For example, staff at one Hub was able to support a participant by sending "letters to the lawyers, to the judge, to the DA." And, as a result, "the judge had a chance to really see the human being [before them and] we were able to walk out of there successfully intact and with our client being empowered, with the courtroom getting an introduction to what our organization offers [the community]."

Served as a bridge between the District Attorney's Office of New York and local partners and communities. Using funding from the District Attorney's Office of New York was a complex endeavor for lead organizations working in communities that were sometimes or even often skeptical of programs associated with law enforcement. To this end, lead organizations sometimes chose not to publicize this funding stream when working directly with participants and the community. At the same time, the YOH Initiative also offered lead organizations and partners the opportunity to act as "intermediaries for [the District Attorney's Office]" in pursuit of public safety. As shared by one lead organization, the District Attorney's Office "is charged with the task of providing public safety" and the YOH Initiative helped "humanize their initiatives" within the communities served.

4.3.2 Less Idle Time and More Prosocial Engagement

Common themes captured through the process evaluation interviews supported the finding that Hubs reduced idle time and promoted prosocial behaviors. Hub leadership, partner organization representatives, and youth participants indicated that being part of a place-based initiative leads participants to hold greater interest in their local community, see potential in their neighborhoods, and increase their involvement in local activities. Moreover, the qualitative analysis supported the finding that participants developed meaningful relationships with peers through low-stakes and interest-driven activities.

Youth developed strong peer connections through their enrollment in Hubs due to the "positive environments" that staff created across each Hub program as well as the intentional efforts by Hub staff to cultivate a sense of community and mutual support among participants. Regardless of whether youth specifically joined the Hub to meet people and make friends, which occurred in many instances, or for other reasons, the development of these peer connections was a demonstrable impact of the program for almost all youth. As a result of these connections, participants not only met and interacted with peers who shared similar interests, but also gained necessary social and interpersonal skills that better positioned them to meet the expectations of the "larger society," including employers, educational institutions, and other programs and agencies.

According to staff, participants at the Hubs were also more likely to be surrounded by "positive influences" as well as individuals with different perspectives than their own. Youth participants agreed, with one interviewee reflecting that Hub participation "impacted me in a good way, where I was able to find my voice, be myself, and just find a community of people that kind of shared some

of my struggles." Most youth also reported that the "lasting friendships" they created were some of the greatest benefits of having participated in Hub activities. One youth participant, for example, noted that prior to joining the Hub they thought that only college students and older people lived in their community, but met, through the activities sponsored by the Hub, a group of peers their own age.

Hub snapshot:

As the YOH Initiative matured, the East Harlem Hub, led by Union Settlement, advanced its goals of creating a welcoming and positive culture of youth who provided participants with deliberate opportunities for "social interaction" and "social-emotional connectedness." To this end, the Hub often selected activities that attracted and kept youth engaged in group activities. These included the creation of popular (and renowned) basketball and dance programs as well as other "recreation and arts-focused services to engage young people." Union Settlement viewed the facilitation of a social support network for youth as an intervention itself, instead of merely a "by-product" of other programs taking place:

"Social/emotional connectedness, creating the opportunity for young people to actually have positive, productive, healthy social interaction, engagement, connections with peers and adults is a critical, critical, part of their adolescent/young adult development. And [despite that], as service providers, we often prioritize [other services], instead of saying as a professional service provider, part of my responsibility is to create socially connected, socially driven, socially empowered environments for young people that enables them to engage, relate, share, build in ways that cultivate real life skills, interpersonal life skills that help them [immeasurably]."

Through their participation in Hubs, youth were able to "explore their interests," and "reconnect with the world." Through mentorship, work with their social workers, exposure to peer supports, and participation in relevant programs, youth also gained experience in setting goals and making positive and self-affirming decisions. In combination, these immediate outcomes led to greater youth "independence" where they were able to thrive on their own and "no longer needed support from [their] Hub." Youth are transitioned to this level of independence by staff who begin "with a lot of handholding but then help them… do things on their own with a little safety net, slowly pulling that away until they can advocate for themselves." Additional life skills and knowledge gained by youth, according to interviewed Hub staff, include work ethic, sex education, parenting skills, and healthy relationship strategies. Youth also gained a better awareness of how to enrich their own lives by learning creative skills in the areas of fine arts, music, acting, and dance. Youth participants described discovering and gaining confidence in their passions.

In addition, participants gained valuable leadership experience and skills and became not only Hub "members or receivers of services" but also "leaders of the spaces" they are in. As explained by one lead organization, "we build the community leaders. I'm optimistic that some of our youth will be going into politics, so we're building up the future leaders as well."

Youth snapshot:

Tabitha jokingly described being pursued by the local Hub program until deciding to participate. After encountering staff at multiple community settings and being encouraged to join, Tabitha decided to do so, despite previous interactions with the lead organization that left them initially less interested. Once joining, however, Tabitha immediately saw gains through working with mentors and staff. Tabitha joined therapy, began achieving self-identified goals, earned their GED, and obtained an apartment. Tabitha credits the Hub program with helping them figure out how to afford rent and obtain food. According to Tabitha,

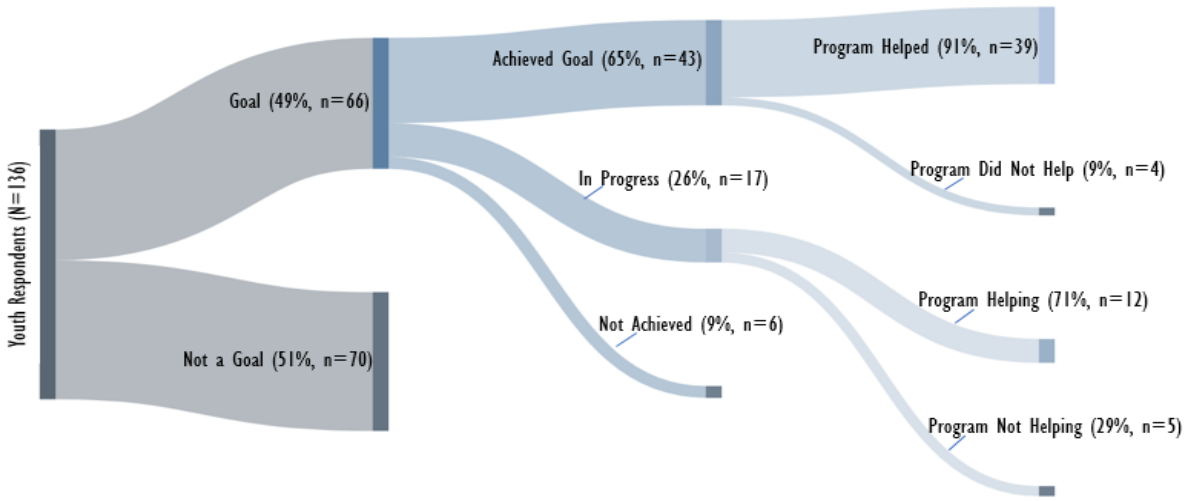
"Everything that I know is all from them. Everything I was taught is all from them. Everything I do is all from them."

Tabitha recently enrolled in college, and reflecting on the mentorship received through the Hub, described wanting to be a mentor as well, noting that *being* a mentor, not only *receiving* mentorship, can also "be a blessing."

4.3.3 Improved Mental Health and Substance Use

The health-related goal in the youth survey focused on getting mental health or substance use treatment. Nearly half of youth (49%) identified getting mental health or substance use treatment as a goal. Of youth who identified this as a goal, 65 percent indicated that they achieved it. Of youth who identified and achieved the goal, 91 percent responded that program resources and services helped them achieve it. See Figure 4-2.

Figure 4-2. Getting mental health or substance use treatment



Common themes captured through the process evaluation supported the finding that Hubs improved participants' mental health. Hub leadership, partner organization representatives, and youth participants indicated that participation in the Hub overall provided youth with a newfound sense of hope about their lives.

Youth were connected to mental health services to a greater degree and were more likely to partake of these services as a result of efforts by Hub staff, partners, and programs to normalize mental healthcare and simplify the referral process. While some youth might have participated in

these programs independently, Hub programs were able to change community perceptions of mental health by addressing it within the safe spaces cultivated by lead and partner organizations. In addition, case managers and social workers provided youth with comfortable linkages to these services within and outside the lead organizations. As shared by one lead organization, offering these services as part of a broader wraparound strategy "makes it less intimidating or scary" and "destigmatizes the idea of reaching out for help." Another lead organization reported an increase in young people asking their social workers for counseling since the "stigma is much less now."

Youth affirmed the relevance of this outcome, sharing both that they learned the importance of receiving mental health support through their participation and the impact that receiving these services had on their personal growth and transformation. Importantly, accessing mental health was also described by youth as relatively seamless due to active involvement of social workers and staff. For example, one young person described how Hub staff:

> *"…even helped me with seeking therapy. I went through depression. I went through [attempted] suicide. I went through relationship [issues] and stuff like that. So, they helped with all of that, especially [my social worker]."*

A second youth explained that their case manager assisted them in navigating an otherwise complicated process of securing treatment:

> *"I don't know what would have happened to me after turning 21 without [my social worker], because I don't know exactly how to get a psychologist or a mental health counselor. I didn't know what it was going to cover, my insurance, and stuff like that."*

Impact of COVID-19 on Health

Three Youth Survey items inquired about the impact of the COVID-19 pandemic and the ability of the Hubs to provide services and supports. Youth were asked to think about the ongoing COVID-19 pandemic and how it negatively affected their emotions, concentration, behavior, or being able to get along with other people. Twenty-two percent of youth respondents indicated that the ongoing COVID-19 pandemic did not affect them. The remaining respondents, over three-fourths, indicated that the COVID-19 pandemic impacted their emotions, concentration, behaviors and ability to get along with others by a little amount (36%), a medium amount (20%) or a great deal (22%).

Hubs also shifted themselves closer to a "basic needs model" over the duration of the YOH Initiative and provided emergency care in the areas of food insecurity, housing, hygiene, and immediate economic supports. Additional immediate needs resolved by youth included the securing of proper identification, registration for government benefits, urgent healthcare, and reproductive health services—since, for example, some youth had never obtained medical care—and the necessary technology (e.g., internet access, cellphones) to interface with education and employment programs. Youth participants' immediate and urgent physical needs were addressed through their participation in Hub programs, with particular attention to the needs of youth in crisis during the peak of the COVID-19 pandemic. One youth described the support from the Hub by stating that "anything that I needed, they were there, whether it was food, clothes or an opportunity to earn money."

Hub snapshot:

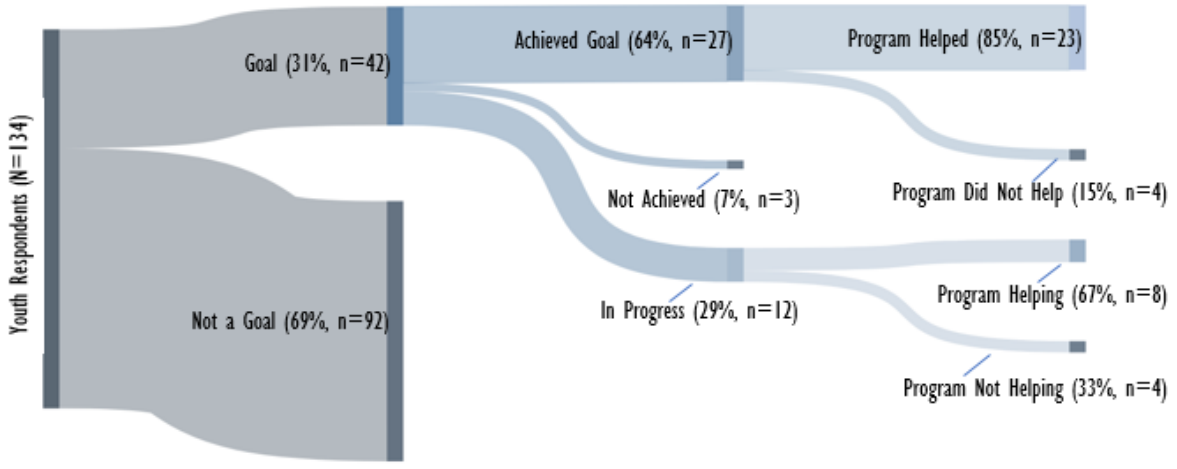
During the COVID-19 pandemic, the Living Redemption Hub pivoted toward addressing the immediate needs of the broader Harlem communities. Not only were participants and their families provided with an array of resources and supports through the efforts of the lead and partner organizations, the Hub also launched a food distribution program that, at its peak, provided supplies to over 700 families each day that it was open. Through these and other efforts to broaden its reach, the Living Redemption built strong and lasting connections to the community that led to increased trust and opportunities for further impact. At the individual and community level, this Hub program manifested the commitment to moving youth and families out of crisis so that individuals could focus on moral and spiritually driven growth and transformation.

4.3.4 Improved Educational Achievement

The education-related goals in the survey focused on (1) returning to school, obtaining a GED, or passing a high school equivalency exam; (2) staying in school; and (3) enrolling in a college, technical, or vocational/job training school or program. The identification of education-related goals varied. Despite variation in goal identification, once identified, youth reported achieving or working toward the goal and finding program resources and services helpful.

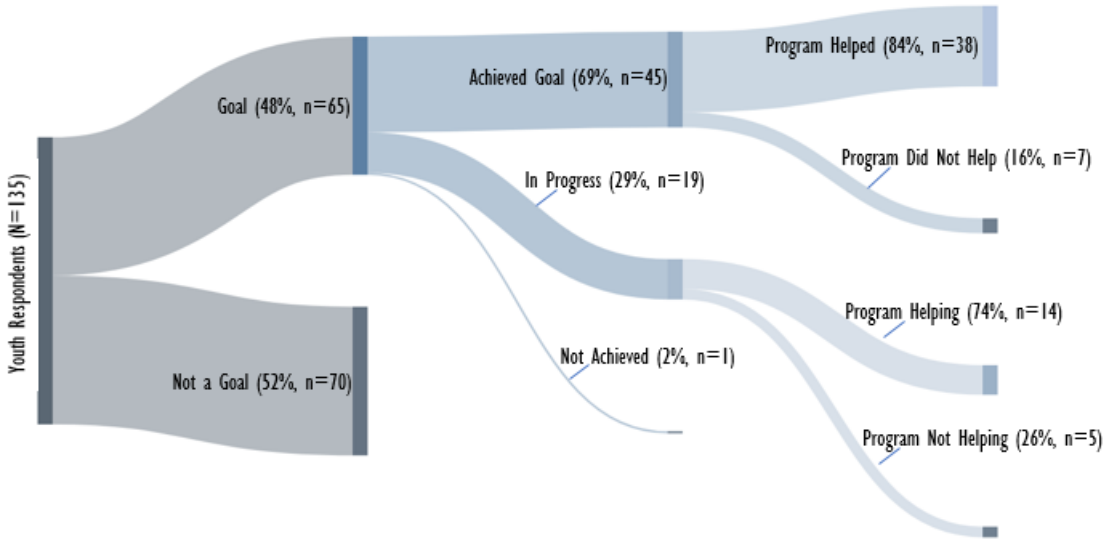
For the identified goal of returning to school, obtaining a GED, or passing a high school equivalency exam, 31 percent of youth identified this as a goal since participating in Hub services. Of youth who identified this as a goal, 64 percent indicated that they achieved it. Of youth who identified and achieved the goal, 85 percent responded that program resources and services helped them achieve it. See Figure 4-3.

Figure 4-3. Return to school, obtain a GED, or pass a high school equivalency exam



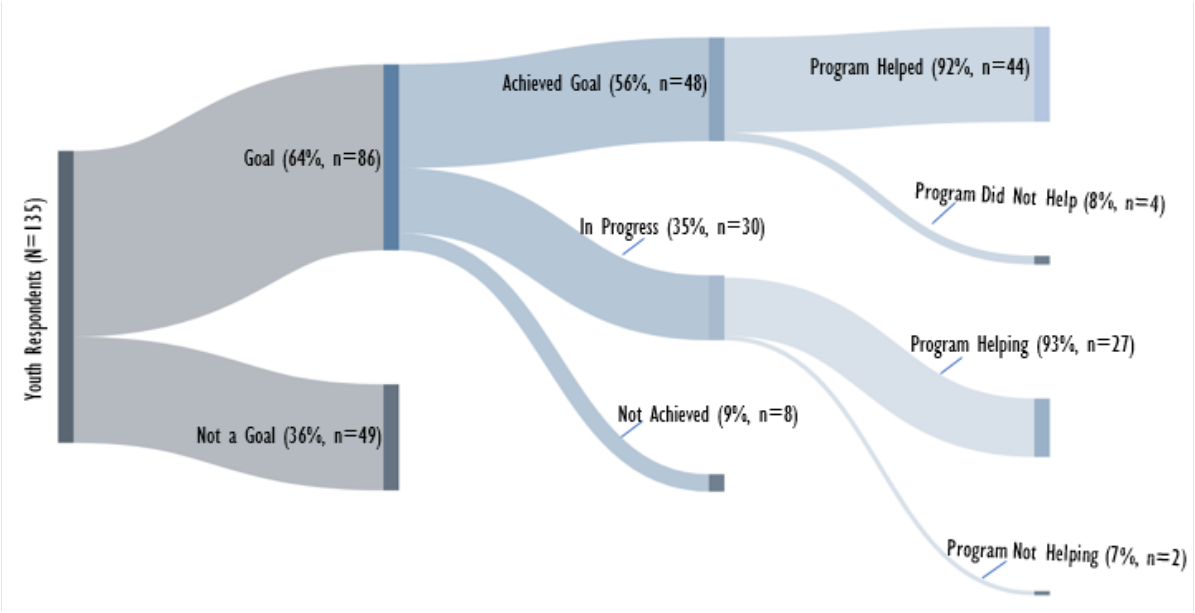
For the identified goal of staying in school, 48 percent of youth identified this as a goal since participating in Hub services. Of youth who identified this as a goal, 69 percent indicated that they achieved it. Of youth who identified and achieved the goal, 84 percent felt that program resources and services helped them achieve it. See Figure 4-4.

Figure 4-4. Staying in school



For the identified goal of enrolling in a college, technical, or vocational/job training school or program, 64 percent of youth identified this as a goal since participating in Hub services. Of youth who identified this as a goal, 56 percent indicated that they achieved it. Of youth who identified and achieved the goal, 92 percent felt that program resources and services helped them achieve it. See Figure 4-5.

Figure 4-5. Enrolling in a college, technical, or vocational/job training school or program



Data obtained through process evaluation interviews also indicated that participants were able to move closer to achieving their career and education goals as a result of participating in Hub programs. Educational outcomes for youth ranged from assistance in completing their high school equivalency programs to excelling in college. Education, in turn, was described by one Hub as "one of the biggest areas that our young people come to us with needs around, so a lot of our work is connecting them with that kind of support." Here, youth participants described being connected to educational programs as well as receiving encouragement to persevere in high school and college.

Youth snapshot:

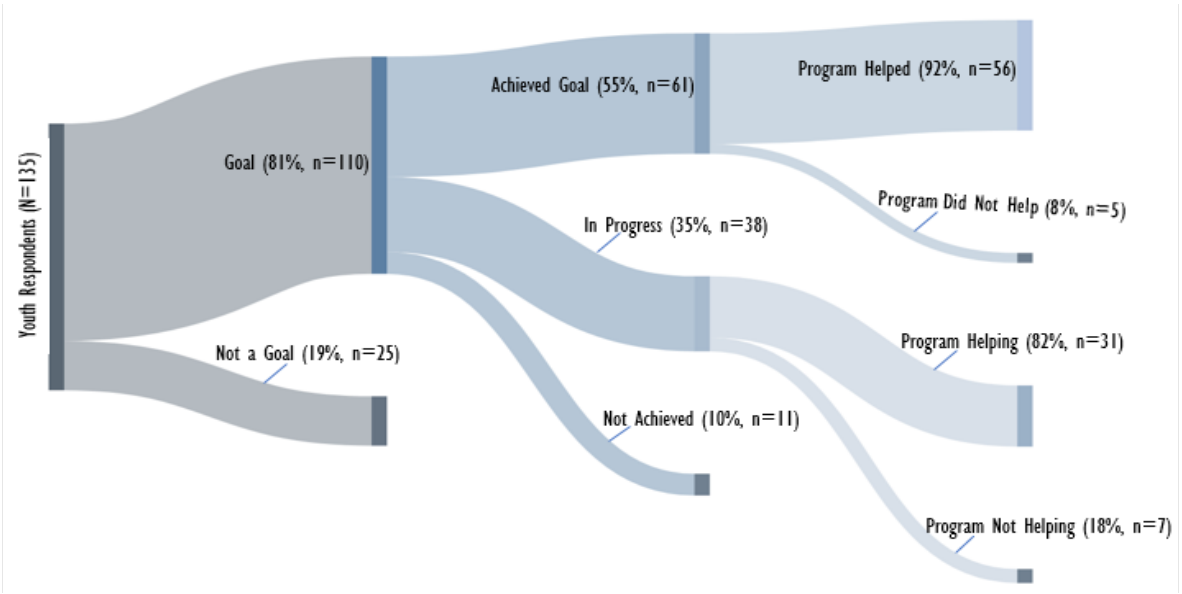
Miguel first joined a Hub program because he was having a negative experience in high school and his guidance counselor "told me about [the Hub] and asked if I wanted to go and check it out." He remembered thinking, "you know what? High school is pretty [awful] I'll take a look" and afterwards felt that this was his "best decision ever." Upon joining the Hub, Miguel set goals with his social worker to pass each semester and secure a summer internship. Not only did he achieve his academic goals, he also obtained an internship most years. When asked to describe how the Hub supported his goals, Miguel explained that in addition to educational programs, the Hub provided mental health and counseling services that helped him "become a better person." He found a community within the Hub that felt like "family:"

Oh. I don't want to sound cheesy and say it's a family, but it kind of feels like it. Everybody knows each other. We know how everybody works. If somebody's not in the mood, we always help each other out. If somebody's struggling, we have each other. It's a pretty great place to be part of.

4.3.5 Improved Workforce Opportunities

The workforce-related goal in the youth survey focuses on getting a job. Among survey participants, getting a job was the most common goal (81%). Of the youth who identified this goal, the majority (55%) indicated that they achieved it. Of youth who identified and achieved the goal, 92 percent responded that program resources and services helped them achieve it. See Figure 4-6.

Figure 4-6. Getting a job

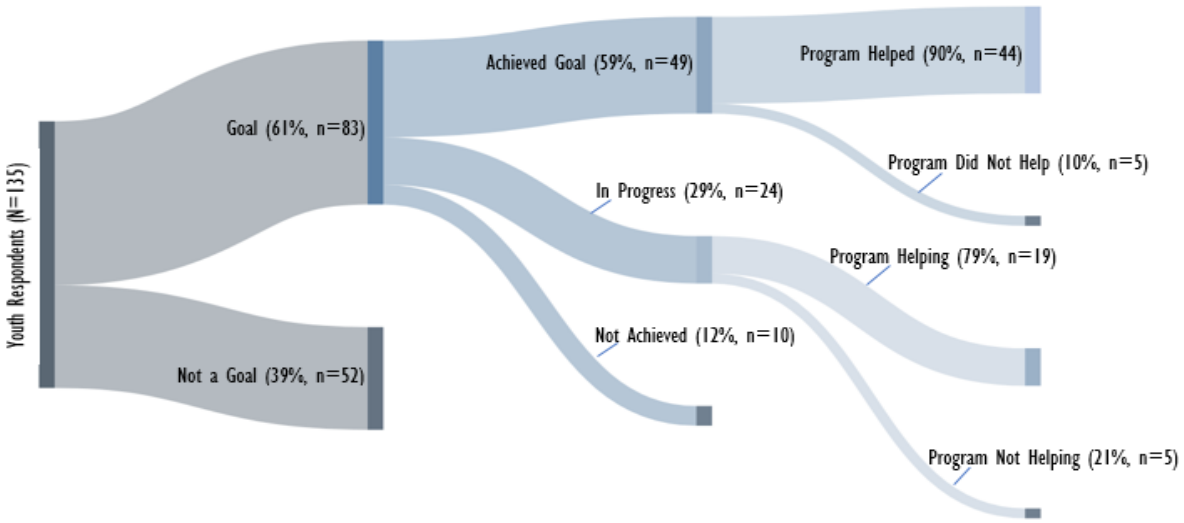


Employment outcomes ranged from learning how to write resumes and cover letters to obtaining internships and full-time employment. Participants also gained financial literacy, learning, for example, how to open bank accounts, obtain debit cards, and use credit appropriately. Lead organizations especially excelled in these areas when strategic partnerships were developed with job readiness and education-focused partners. At one Hub, for example, youth gained employment outcomes due to the partnership between the lead organization and a "job essentials training program," while other Hubs provided direct employment through their own and partner organizations. Furthermore, by engaging with youth at young ages, Hub staff were able to instill "strong work ethics" and cultivate "entrepreneurial and business acumen" in participants.

4.3.6 Improved Supports: Housing

The housing goal in the youth survey focused on living in stable housing (e.g., having a safe place to stay). Of youth who identified stable housing as a goal (61%), 59 percent indicated that they achieved it. Of youth who identified and achieved the goal, 90 percent responded that program resources and services helped them achieve it. Figure 4-7.

Figure 4-7. Obtaining stable housing



4.3.7 Improved Connections to Positive Adults and Mentors

During the process evaluation interviews, we asked Hub leadership, partner organization representatives, and youth participants to share their perceptions of program benefits. Common themes captured through the qualitative analysis supported the finding that participants developed positive relationships with adults through each Hub, which increased participants' beliefs that there are individuals who are looking out for them and care about their experiences.

For youth who were otherwise disconnected from, and disillusioned with, the social service sector, the Hub programs offered a radically different alternative. By participating in a Hub program, youth were "exposed to a world in which they are not competing with each other [for access to services]," where adults were "working in their best interests collaboratively," and where access to abundant wraparound services was granted. As stated by one lead organization, the impact of the Hub program was not only a greater enrollment in services, but a shift in youths' knowledge about the

options that were available. These experiences changed youth's perceptions of the service landscape, pushed them to raise their expectations for what they deserved, convinced them that adults could be trusted to help, and motivated them to seek out services themselves. The coordinated care inherent to the YOH Initiative was described as building youths' confidence by helping them "feel cared for" since "most young people who we're seeing," according to one lead organization, "have never experienced people working together for them in that way" before.

These outcomes also accrued to individuals who were already involved in juvenile justice, child welfare, or similar systems. As explained by one lead organization, youth with these backgrounds may have had a limited or negative experience with community organizations where they were the recipient of services but never felt they were able to provide input on their own interests or needs. As stated by one lead organization, it can be "really hard" for these youth to "trust that someone is there for you if their sole basis for working with you is that you've been through something unfortunate." Yet, through their Hub participation, these individuals were offered enrollment in programs tied to their own goals and strengths, which led them to "connect with more programs in the future" and increased the likelihood that they will "advocate for themselves in an institutional [setting]" going forward.

Finally, participants received mentorship from adult role models, through which they gained maturity and opportunities for intangible personal transformation through emotional and moral growth. This was further explained as shifts in participants' life goals, their ability to interpret their own actions, and increased commitment to themselves and others. As summarized by one lead organization, "we bring to the participants not only the touchable [outcomes] but those emotional, those deeper [outcomes,] the essence of who they are as person. So that when they walk out, you can see the transformation on their face." Youth participants shared similar sentiments, ranging from the Hub "basically turning [my] life around a whole 180" and motivating them to "do better in life" to recognizing that if it were not for the Hub they may be "dead" or incarcerated.

4.4 Impact of Service Delivery on Outcomes

The following section explored whether outcomes were moderated by the intensity of service delivery from data collected through the Youth Survey. Overall, data collected through the Youth Survey indicated that 37.5 percent of youth had regular contact and 62.5 percent of youth respondents had minimal to no contact. "Connect" was defined as talking to someone in-person, by phone, via video calls, or other methods of communication like text message. See Table 4-2.

Table 4-2. Youth survey responses related to service delivery

Youth survey items	Regular contact	Minimal/no contact	Total
	%	%	N
On average, how often do you connect with someone at [the Hub/organization] to discuss your goals or needs?	37.5	62.5	136

Data collected through the Youth Survey demonstrated significant relationships between more **frequent program staff contact** (i.e., weekly or monthly) and achieving outcomes. For example, youth reporting more frequent contact were more likely to report positive outcomes such as

enrolling in college, technical, or vocational/job training;[6] and staying out of trouble with the law.[7] Moreover, more frequent program staff contact was also associated with youth reporting that the program improved how they feel about life or well-being by a great extent.[8]

Most Youth Survey respondents (84%) reported that they would still get services from this program if they had other choices. The majority of respondents (84.7%) also agreed that services received were "right" for them. See Table 4-3.

Table 4-3. Youth survey responses on satisfaction with service delivery

Youth survey items	Agree/ strongly agree	Disagree/strongly disagree/unsure	Total
	%	%	N
If I had other choices, I would still get services from this program.	84.0%	16.0%	131
The services I received were right for me.	84.7%	15.3%	131

Youth who agreed or strongly agreed with the statement that, if other options were available, they would still get services from this program, were also more likely to report positive outcomes such as returning to school, obtaining a GED, or passing a high school equivalency exam[9] and staying in school.[10] Youth who reported that they would get services from this program again regardless of other options also indicated that the program improved to a great extent their feelings about life or well-being.[11]

Impact of COVID-19 on Services

The Youth Survey also explored changes in service delivery during the pandemic. Twenty-two percent of youth indicated that they did not need any support or services during the pandemic. In contrast, 44 percent of respondents indicated that they needed more support and services during the pandemic compared to the amount of support and services they needed before the pandemic, with another 33 percent of youth indicating they needed about the same amount. Further, most youth respondents (67%) indicated that the Hubs responded to their needs during the pandemic the same or better than before.

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6 ($t_{79.96} = 1.943$, $p < .10$, equal variances not assumed).

7 ($t_{45} = 2.842$, $p < .01$, equal variances not assumed).

8 ($t_{107.828} = 2.007$, $p < .05$, equal variances not assumed).

9 ($t_{37} = 2.292$, $p < .05$).

10 ($t_{58} = 2.372$, $p < .05$).

11 ($t_{25.821} = 3.367$, $p < .01$, equal variances not assumed).

5. Cost Study

The cost study captured the budgets and expenditures of the five Hubs. This chapter provides key findings and presents measures of total Hub costs, individual Hub costs, and Hub costs by year.

Key Findings

- Overall, total expenditures were very similar between the Hubs, ranging from $5.7 million to $7.3 million.
- On average, the cost for each participant was between $1,687 to $3,065 per quarter.
- Youth received an average of 7 to 10 services over their entire time with their hub, at an average cost of $699 to $1,086 per service.

5.1 Total Hub Costs

CJII committed $45.9 million of funding to the YOH Initiative, of which $31.8 million was spent directly on youth programs, with the remainder available for capital improvement expenditures. Table 5-1 describes the total Hub costs of youth programs (excluding capital improvement expenditures) over the entire project (July 2017 through June 2023) in aggregated budget expenditure categories. Total program expenditures were very similar between the Hubs, ranging from $5.7 million to $7.3 million.

Table 5-1. Total youth program expenditures by cost category, by Hub (July 2017 – June 2023)

Youth opportunity Hub	Total personnel (salaries + fringe)	Direct costs/OTPS	Subcontracts	Indirect costs	Total
Living Redemption	$4,158,000 (57%)	$1,926,709 (26%)	$203,983 (3%)	$1,016,007 (14%)	$7,304,699
Union Settlement	$3,715,593 (60%)	$619,373 (10%)	$1,055,419 (17%)	$788,177 (13%)	$6,178,562
The Door	$2,720,802 (43%)	$310,091 (5%)	$2,972,431 (47%)	$295,900 (5%)	$6,299,224
Henry Street	$3,912,605 (68%)	$531,296 (9%)	$531,160 (9%)	$746,274 (13%)	$5,721,336
NewYork-Presbyterian	$4,558,587 (72%)	$429,571 (7%)	$1,085,438 (17%)	$251,403 (4%)	$6,324,999
Total	$19,065,587 (60%)	$3,817,040 (12%)	$5,848,431 (18%)	$3,097,761 (10%)	$31,828,819

5.2 Individual Hub Costs

Table 5-2 and Figure 5-1 describe each Hub's total costs by project implementation year, generally beginning in July and ending the following June. Expenditures were lower during the planning/pilot year, typically around 75 percent of the costs of the full implementation years, as services had not yet come into full operation with NewYork-Presbyterian's planning/pilot year being less than half the cost of implementation years. Costs were typically lower in implementation year 4, as programs began to wind down. The "Data Year" had a different funding structure than implementation years and was the least expensive for all Hubs as dollars were no longer budgeted for youth services.

Hubs received support only for data operations relevant to providing performance metrics for existing Hub participants and for working with the evaluator.

Table 5-2. Total youth program expenditures by year, by Hub (excl. capital improvement)

	Plan/Pilot '17-'18	Year 1 '18-'19	Year 2 '19-'20	Year 3 '20-'21	Year 4[1] '21-'22	Data year '22-'23	Total
Living Redemption	$1,129,511	$1,592,258	$1,545,366	$1,243,996	$935,880	$857,688[2]	$7,304,699
Union Settlement	$1,079,826	$1,284,236	$1,521,561	$1,332,081	$782,856	$178,000	$6,178,562
The Door	$1,127,107	$1,423,724	$1,587,935	$1,397,686	$445,773	$316,999	$6,299,224
Henry Street	$1,064,927	$1,411,388	$1,408,488	$1,354,407	$441,500	$40,626	$5,721,336
NewYork-Presbyterian	$582,748	$1,355,403	$1,678,759	$1,321,424	$1,013,298	$373,369	$6,324,999
Total	$4,984,119	$7,067,009	$7,742,109	$6,649,594	$3,619,307	$1,766,681	$31,828,819

[1] Henry Street ended their implementation period in Sept 2021, and starting in Year 4, all Hubs were beginning to transition from CJII funding.

[2]Living Redemption received additional funding to do programmatic work during their data year.

Figure 5-1. Total youth program expenditures by year, by Hub (excl. capital improvements)

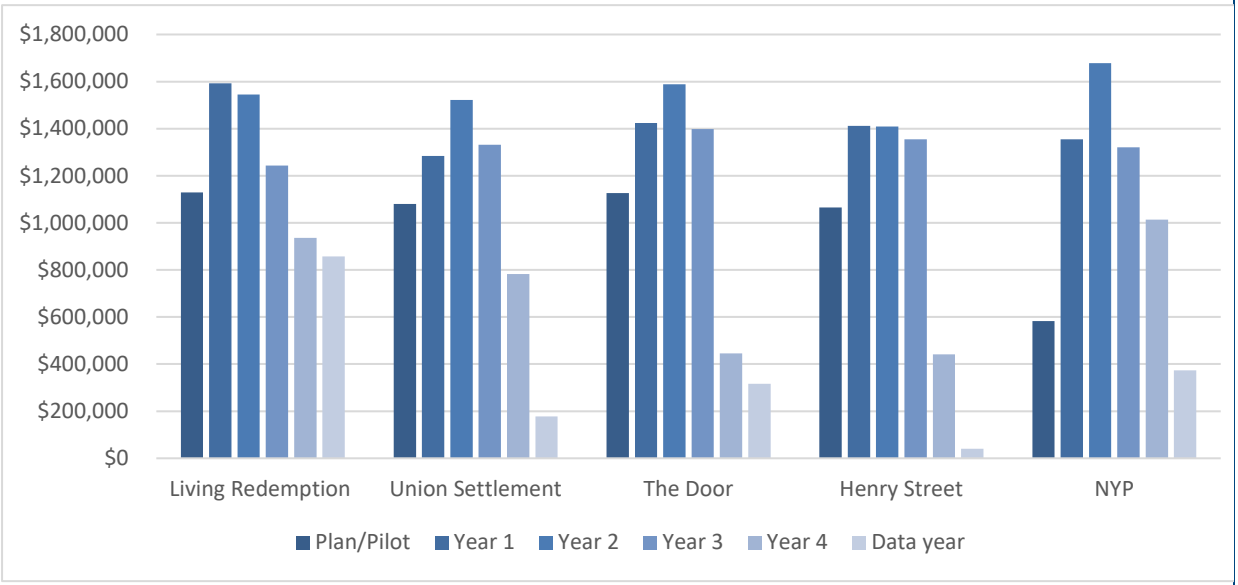


Table 5-3 describes summary cost metrics for each Hub from July 2017 through June 2020 (planning/pilot year and first two implementation years), which was the period where performance metrics data by Hub were available. Summary metrics include total youth served, average quarters enrolled per youth, average cost per youth-quarter, average services utilized per youth, and average cost per service utilized.[12]

[12] The Door served 9,400 unique youth during this period; more than 13 times as many youth as the next-highest Hub (Henry Street Settlement). Youth at The Door received many more services on average, suggesting their average cost per youth-quarter enrolled, and average cost per service used, was significantly lower than other Hubs. However, upon

With the exception of The Door (excluded per the reasons provided above), Hubs served roughly 500-700 youth, who were engaged for an average of 2.4 to 3.3 quarters (6-9 months). On average, the cost for each participant was between $1,687 to $3,065 per quarter. Youth received an average of 7 to 10 services over their entire time with their Hub, at an average cost of $699 to $1,086 per service. The weighted average costs across all four Hubs was $6,845 per unique youth served, $2,461 per youth-quarter enrolled, and $836 per youth service utilized.

Table 5-3. Cost metrics – Hub comparison summary (July 2017 – June 2020; excl. The Door)

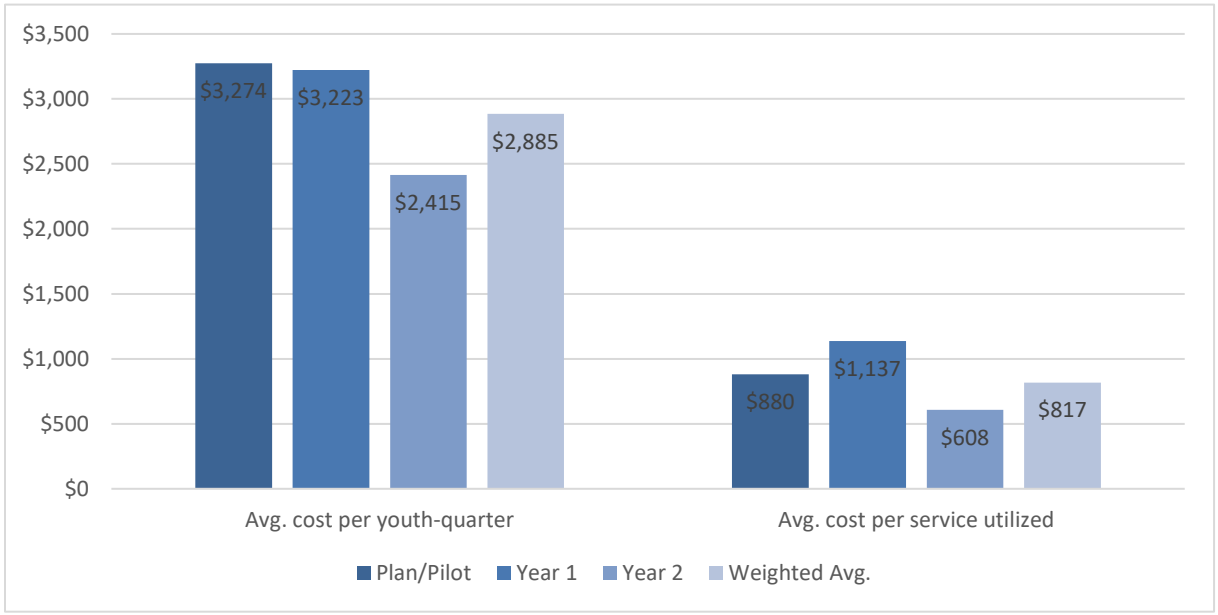
Youth opportunity Hub	Cum. total cost	Cum. unique youth served	Cum. avg. cost per unique youth served	Cum. avg. quarters engaged per youth	Avg. cost per youth-quarter	Cum. avg. services utilized per youth	Avg. cost per service utilized
Living Redemption	$4,267,135	535	$7,976	2.8	$2,885	9.8	$817
Union Settlement	$3,885,624	556	$6,989	2.8	$2,508	6.9	$1,015
Henry Street	$3,884,803	707	$5,495	3.3	$1,687	7.9	$699
NewYork-Presbyterian	$3,616,910	489	$7,397	2.4	$3,065	6.8	$1,086
Weighted avg. across Hubs			$6,845		$2,461		$836

5.3 Hub Costs Metrics by Year

Figures 5-2 through 5-5 describe each Hub's cost metrics of average cost per youth-quarter enrolled and average cost per service utilized by year of implementation from July 2017 through June 2020. Additional detailed cost metrics and cumulative metrics are available in Appendix I.

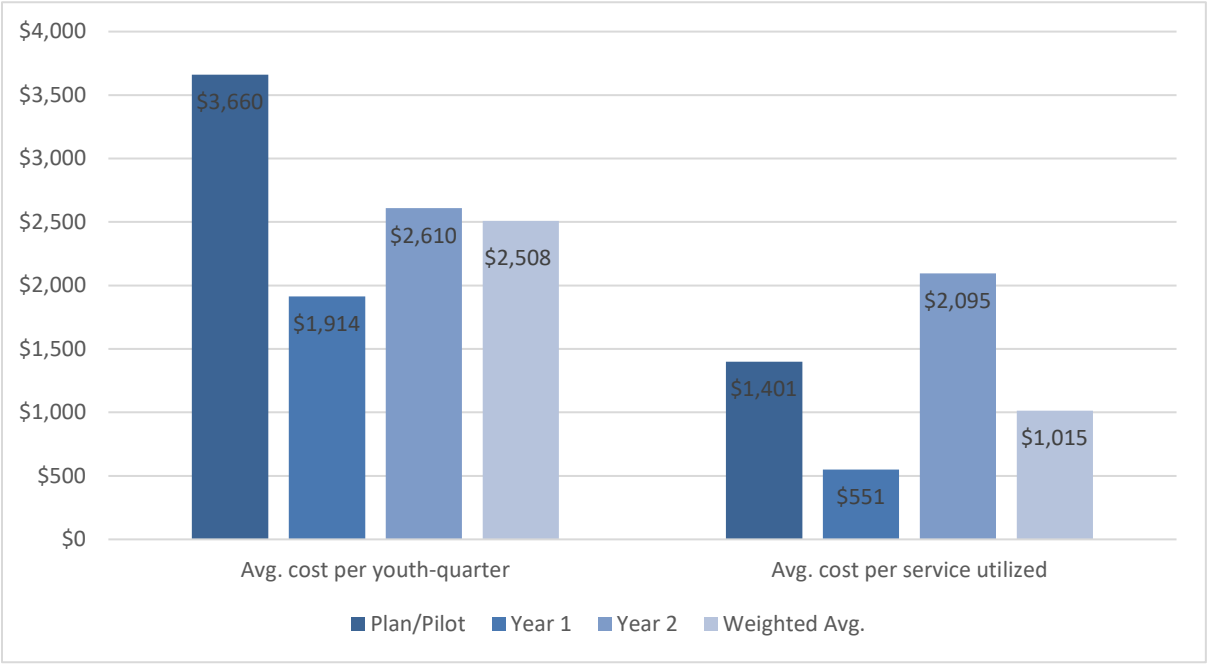
further examination, The Door counted all youth served by their organization while other Hubs only counted youth receiving Hub services. For this reason, the average cost per youth for The Door cannot be compared with other Hubs.

Figure 5-2. Cost metrics – Living Redemption (July 2017 – June 2020)



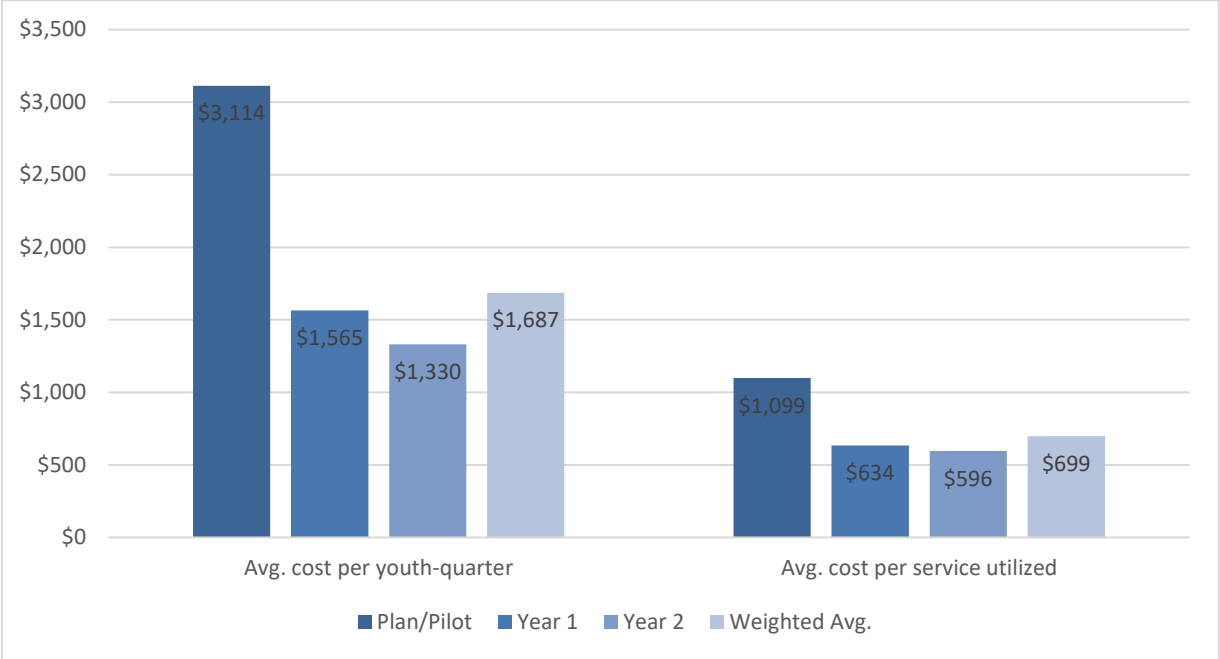
Living Redemption's cost per youth-quarter enrolled fell year-over-year, from $3,274 in the pilot year to $2,415 by year 2 of implementation; the weighted average across the 3 years was $2,885 per youth-quarter. Average cost per service fluctuated, with year 1 of implementation significantly higher than the pilot year or year 2. Across all 3 years, the weighted average cost per service was $817.

Figure 5-3. Cost metrics – Union Settlement (July 2017 – June 2020)



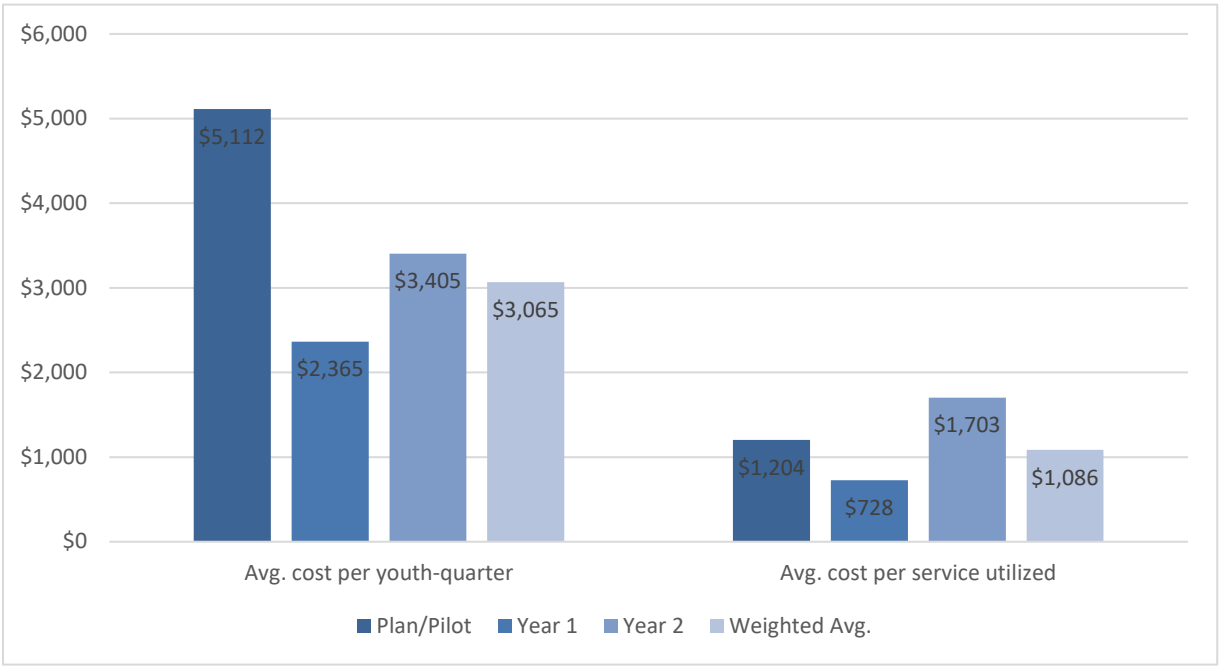
Union Settlement's cost per youth-quarter enrolled fell significantly after the pilot year, initially starting at $3,660 in the pilot year to as low as $1,914 in their first year of implementation, rising to $2,610 in their second year; the weighted average across the 3 years was $2,508 per youth-quarter. Average cost per service fluctuated greatly, starting at $1,401 in the pilot year, falling sharply to $551 in implementation year 1, and rising even higher to $2,095 in year 2. Across all 3 years, the weighted average cost per service was $1,015.

Figure 5-4. Cost metrics – Henry Street (July 2017 – June 2020)



Henry Street's cost metrics fell sharply after the pilot year. Average cost per youth-quarter enrolled initially started at $3,114 in the pilot year, fell to $1,565 in their first year of implementation, and further to $1,330 in their second year; the weighted average across the 3 years was $1,687 per youth-quarter. Average cost per service followed a similar pattern, starting at $1,099 in the pilot year, falling to $634 in implementation year 1, and then down to $596 in year 2. Across all 3 years, the weighted average cost per service was $699.

Figure 5-5. Cost metrics – NewYork-Presbyterian (July 2017 – June 2020)



NewYork-Presbyterian's per-youth and per-service cost metrics decreased after the pilot year and then increased into implementation year 2. Average cost per youth-quarter enrolled initially started at $5,112 in the pilot year, dropping to $2,365 in their first year of implementation, rising to $3,405 in their second year; the weighted average across the 3 years was $3,065 per youth-quarter. Average cost per service fluctuated similarly, starting at $1,204 in the pilot year, falling to $728 in implementation year 1, and then rising sharply to $1,703 in year 2. Across all 3 years, the weighted average cost per service was $1,086.

6. Sustainability

Each of the five lead organizations approached the end of the YOH Initiative in a different manner, varying in the extent to which they sought to sustain their Hub programs after CJII funding was no longer available. Future planning was shaped by each organization's history, resources, and vision for the future as well as the characteristics of the Hub model itself.

At the time of the final process evaluation interviews (June-December 2022) as Hubs were finishing up with no cost extensions, only one organization expected to continue its work as a Hub as operationalized during the YOH Initiative and, in fact, sought to expand its Hub model to additional sites operated by the lead organization. Three organizations expected to maintain components of their Hub program, ranging from the operation of one-stop youth development centers to the continuation of organizational partnerships and community-wide collaborations. However, the continuation of Hub-branded programming and/or care coordination through dedicated staff was reported as less likely to occur. The fifth Hub experienced substantial staff and leadership turnover and was unsure of continuing any specific Hub-related services or practices, although it planned to infuse lessons learned and best practices identified through the YOH Initiative into ongoing operations.

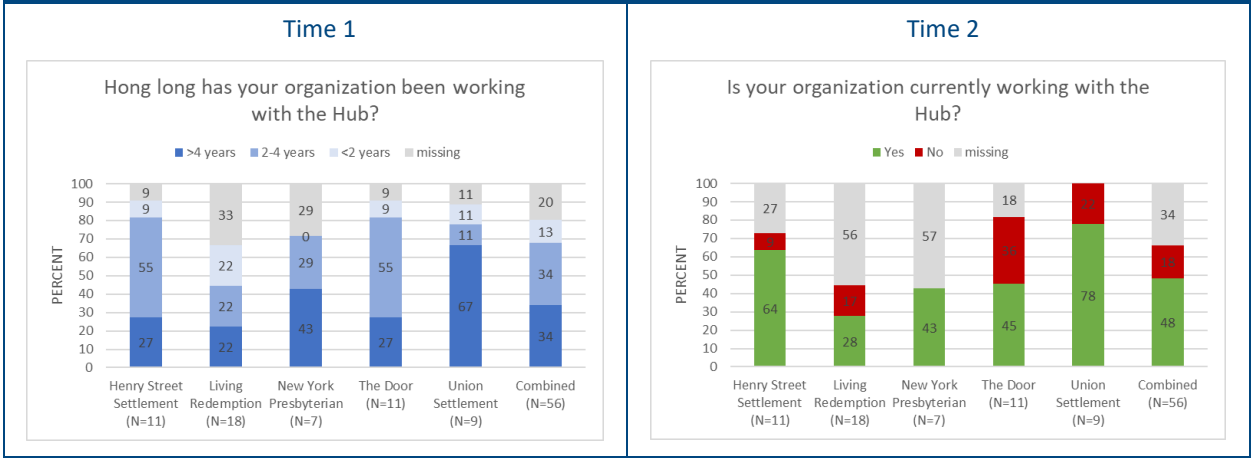
Generally, regardless of whether lead organizations were planning on sustaining their Hub programs in full, they were largely committed to maintaining a focus on wraparound services and care coordination. The sections below describe the sustainability of partnerships and collaborations and ramifications of funding loss, as captured through findings from the Provider Network Survey and Cost Study qualitative data analyses.

6.1 Sustainability of Partnerships and Collaborations

Partnerships were considered essential to each lead organization's Hub model, reflected in the expectations around the funding made available through the YOH Initiative. As a result, lead organizations found it difficult to maintain the same level and number of partnerships without dedicated funding.

The social network analysis provided insight on the timing and extent to which the Hubs sustained their collaborative relationships with their partners after the conclusion of the YOH Initiative. At the second administration of the Provider Network Survey (June to November 2022), all Hubs maintained working relationships with some (28%) to many (78%) of their partners, despite the end of the YOH Initiative's funding. See Figure 6-1.

Figure 6-1. Length of Hub and partner working relationships at Time 1 (June – September 2021) and those sustained at Time 2 (June – November 2022)



As anticipated, some partnerships dissolved as the YOH Initiative ended. Between 9 and 36 percent of partners discontinued their working relationship with the Hub organizations, depending on the Hub. Among the 10 partners that indicated discontinuing their working relationships, seven had discontinued between 7 to 12 months prior to the end of the implementation period, while three had discontinued shortly after (within 2 to 6 months following the end of the implementation period). The three partners that discontinued within the past 6 months (i.e., in January – May 2022) indicated that they anticipated partnering with the Hubs in the future, while the seven that terminated their partnerships over half a year ago indicated no plans of re-establishing the partnerships in the future.

Reasons for reportedly temporary discontinuations were related to the slowing of communications due to changes in management, and temporary seasonal breaks in the academic calendar. The reportedly permanent discontinuations were due to reaching the end of the contract, and a few other reasons, including reasons related to the COVID-19 pandemic:

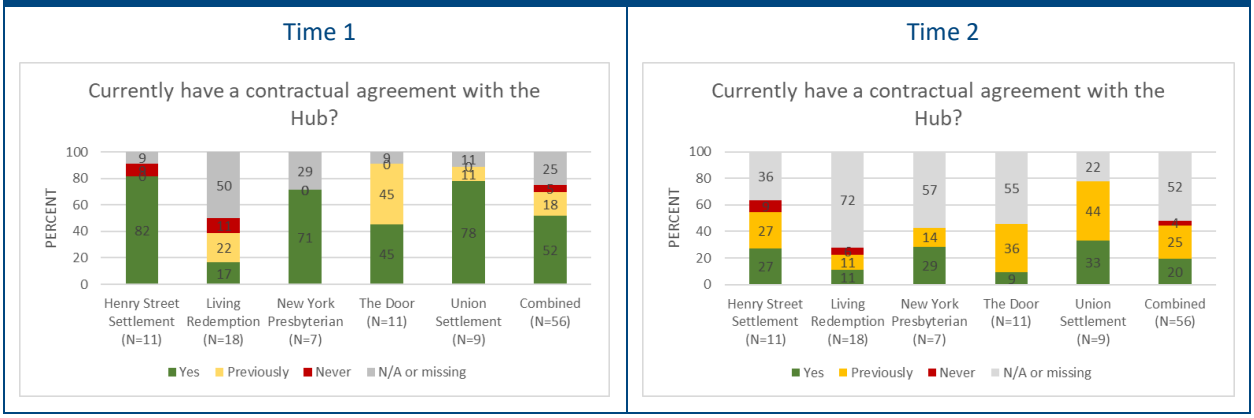
> *We've not been in partnership … since the pandemic. We initially waited for guidance on how we'd proceed, but I believe the weight of the moment superseded administrative management, so the formal partnership disintegrated.*

Others attributed this to the Hub's increased capacity to provide services in house:

> *[We] partnered with [the Hub] to provide case assistance to their young people. The funding for the partnership ended and [the Hub] increased their capacity to provide case assistance in house.*

During Time 1 (June-September 2021), three Hubs had contractual agreements with between 71 and 82 percent of their partners. The remaining two Hubs had contractual agreements with 45 and 52 percent of their partners. By Time 2 (June-November 2022), the three Hubs maintained their collaborations with between 27 and 33 percent of their partners through other contract means. See Figure 6-2.

Figure 6-2. Hub and partner contractual agreements at Time 1 (June – September 2021) and Time 2 (June – November 2022)

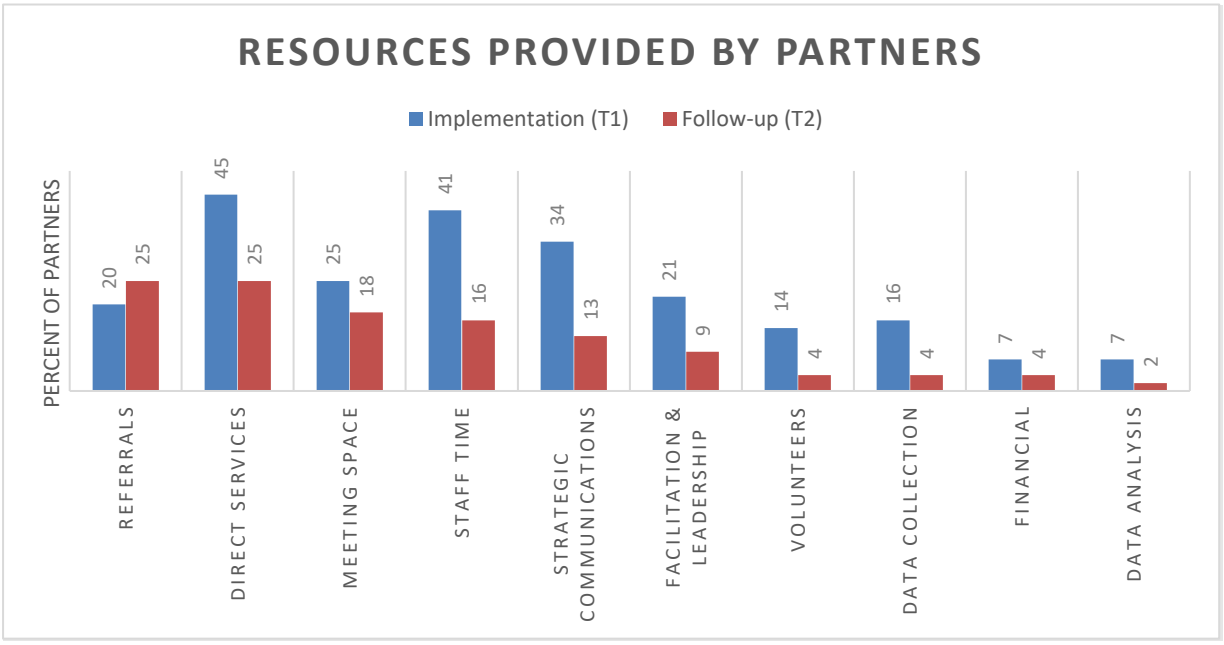


As a part of follow-up discussions with the Hubs from the cost study (December 2022-February 2023), the evaluation team asked Hub administrators whether utilization of partners decreased (or ended) because CJII funding stream ended. We also asked Hub administrators if they were maintaining any partner organization relationships without funding.

- One Hub reported that they ended several partner relationships, continued some partnerships solely through referrals, and was exploring new partnerships outside of the YOH Initiative
- One Hub reported that they could no longer pay partners or have partner meetings around strategic service and case conferencing; it reduced partnerships to only referral relationships
- One Hub reported that they ended one partner subcontract and hired one of the subcontractor's staff part-time
- One Hub reported that they could not maintain formal financial relationships with partners, though they continued to communicate and collaborate informally and participate in network meetings
- One Hub reported that they continued working with partners using internal funds

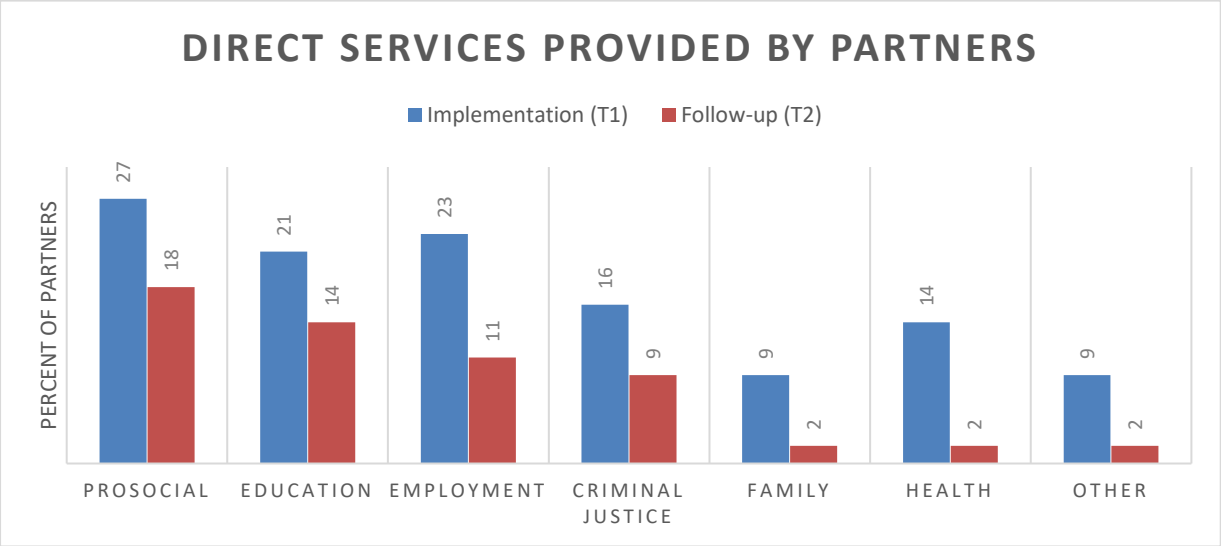
The extent to which Hub partners sustained their provision of resources and services were compared across the two administrations of the Provider Network Survey (Figure 6-3). Across all Hubs, the percentage of partners who provided referrals notably increased over time from 20 percent to 25 percent and stayed intact following the immediate conclusion of the YOH Initiative. The percentage of partners contributing to all other types of resources decreased at varying levels with the largest drop in staff time. Still, one-quarter of partners continued to provide direct services to the Hubs.

Figure 6-3. Hub and partner working relationships at Time 1 (June – September 2021) and Time 2 (June – November 2022)



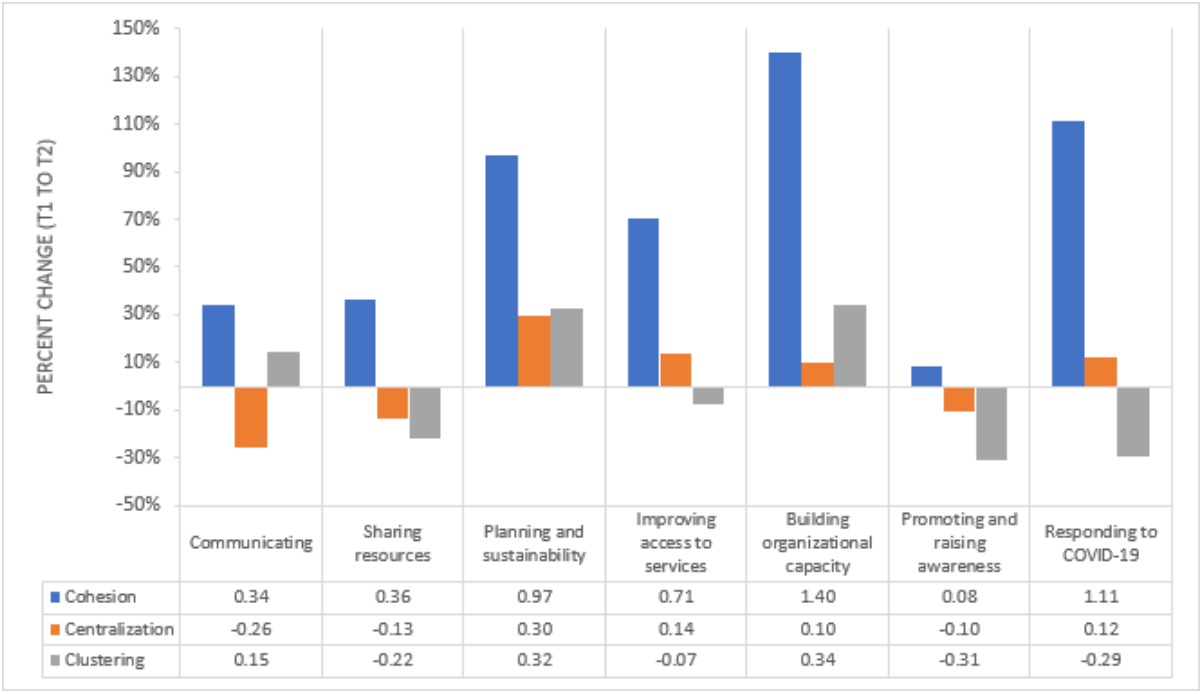
A significant percentage of partners continued to provide direct services to youth served through the Hubs even after the end of the contract period (Figure 6-4). Notably, two-tenths (18%) of partners continued to provide prosocial services such as mentorship, sports and recreation, arts and culture, leadership, community service, life skills, and faith community. As well, 14 percent continued providing education-related services such as school applications, college prep, tutoring, computer literacy, learning disability, high school equivalency exams, and English as a second language classes.

Figure 6-4. Change in direct services provided by partner organizations



To better understand how collaborative activities changed over time, Figure 6-5 shows the aggregated percentage of change in three network metrics between Time 1 (June-September 2021) and Time 2 (June-November 2022); cohesion, centralization, and clustering.

Figure 6-5. Change in network cohesion, centralization, and clustering



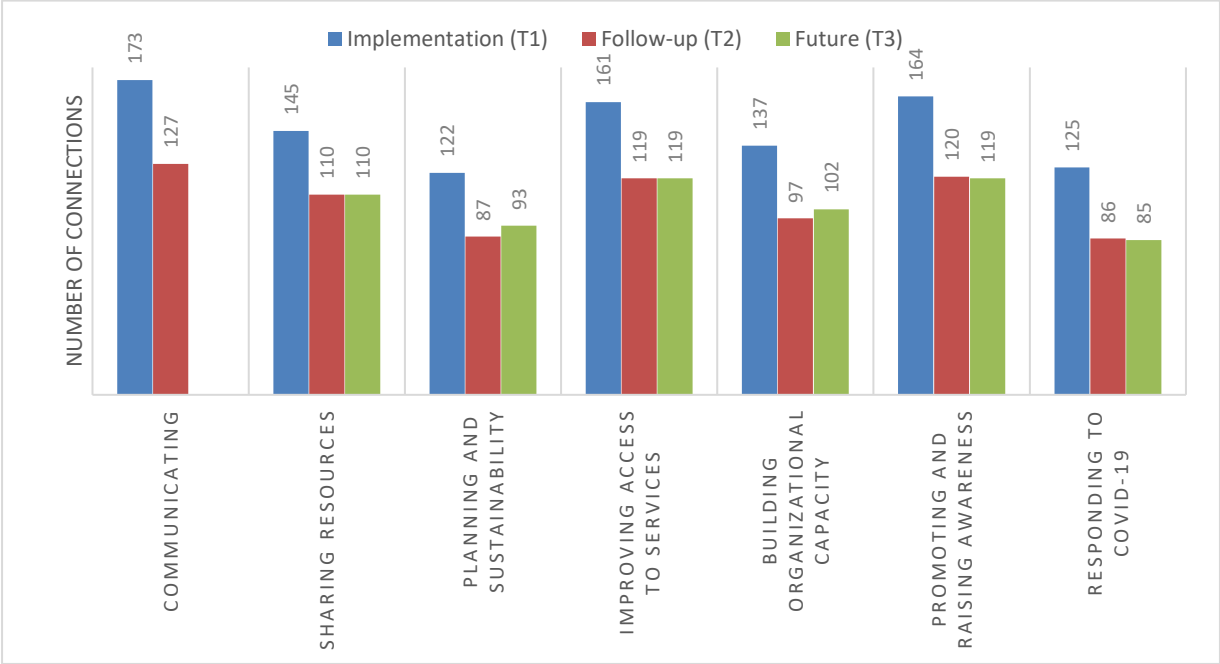
	Communicating	Sharing resources	Planning and sustainability	Improving access to services	Building organizational capacity	Promoting and raising awareness	Responding to COVID-19
Cohesion	0.34	0.36	0.97	0.71	1.40	0.08	1.11
Centralization	-0.26	-0.13	0.30	0.14	0.10	-0.10	0.12
Clustering	0.15	-0.22	0.32	-0.07	0.34	-0.31	-0.29

On average, across all Hubs, the most noticeable change was the increase in network cohesion or the amount of collaborative activity in the Hub networks, which occurred across all activities across the board for each Hub. For example, the frequency of regular contact over email, phone, or in-person *increased* following the end of implementation. Specifically, *building organizational capacity* showed the largest increase, which was specifically related to improving financial policies, infrastructure, systems integration, and organizational adaptability.

Network centralization or the number of individuals involved in the collaboration, varied by type of collaborative activity. Overall, while new connections were developed, most of them involved the Hub lead organization and a select few other organizations with central roles in the Hub. The largest increase in network centralization was seen for activities related to *planning and sustainability*.

Clustering or the extent to which new ties are likely to form between organizations that share a common partner also varied by type of collaborative activity. While the largest decreases over time were in areas of responding to COVID-19 and promoting and raising awareness, increases were reported relating to *planning and sustainability* and *building organizational capacity*, which included modifying and improving programs and adopting evidence-based practices and programs.

Figure 6-6. Hub and partner working relationships at Time 1 and 2



6.2 Ramifications of Funding Loss

As a part of the Cost Study, Hub administrators reported the estimated percentage of YOH programming paid for by *non*-CJII funding streams:

- Three Hubs were entirely CJII-funded for at least the first 3 years.
- One Hub reported that non-CJII funding accounted for approximately 3 percent of Hub operations
- One Hub funded 85 percent of their youth operations using non-CJII funds

Hub administrators reported the estimated percentage of total organization expenditures that were YOH operations during the years of full YOH implementation (fiscal scope of YOH funding on their entire organization):

- One Hub reported that CJII funds represented 100 percent of their total organizational budget in the first 3 years; that percent decreased to 76 percent over time;
- Three Hubs reported that CJII funds represented between 1-3 percent of total organizational budget; and
- One Hub reported that initially CJII funds represented 3-5 percent of total organizational budget; that percent decreased over time down to 1 percent.

Hub administrators were asked if the Hub planned to secure replacement funding to maintain similar Hub operations moving forward after CJII funding ends. Responses included:

- One Hub reported securing other funding to support and expand the Hub's work,
- One Hub reported that internal funding was provided to continue current services and even expand to hire more staff and serve more youth,
- One Hub reported securing funding for an additional year but needing to significantly reduce participants, reduce staff by about two-thirds, and stop payments to partners,
- One Hub reported reducing youth served by half and stopping case management and services from youth advocates, and
- One Hub reported significantly reducing youth served but seeking other funding.

7. Conclusions

The CJII funding for the YOH Initiative created a significant opportunity for organizations in Manhattan neighborhoods to create and test a model for working together, and a way of providing holistic services to young people. Through the Hub Initiative, lead organizations and their partners:

- Provided young people with holistic, wraparound support and opportunities;
- Fostered collaboration and partnership among service providers;
- Built organizational capacities to address neighborhood needs; and
- Created and renovated program space to provide more welcoming environments.

7.1 Positive Outcomes, Key Practices, and Key Levers

The Initiative resulted in specific positive outcomes for the Hub organizations, youth, and communities:

- Positive changes in the ways that lead and partner organizations worked together and separately through partnerships and a focus on services to young people;
- New policies and practices, through opportunities for sharing information within and across the Hubs;
- Organizational partnerships that provided resources and opportunities to meet a wide range of youths' needs;
- A sense of intentional community building and improvement in the landscape of services and supports that had been available to youth prior to the Initiative;
- Increased engagement with the Hubs' communities; and
- Safe and welcoming spaces where young people can work with supportive adults to address their needs holistically.

The Initiative also illuminated key practices relevant to other organizations seeking to positively impact youth in a collaborative manner:

- Elevated the importance of youth development work, which is relationship-driven and youth-led;
- Created inviting community spaces/centers for youth where they did not exist before, which were reported to be essential to attracting youth and building peer relationships;
- Changed the narrative to focus funding on partnerships; each Hub was successful in creating partnerships with a number of those collaborations sustained as ongoing working relationships;

- Changed the narrative about community investment; DANY funded investments in the community for direct and indirect prevention of criminal legal involvement;
- Created spaces for conversations between youth-serving organizations and DANY; and
- Created programs that were client-centered, relationship-driven, and trauma-informed, and served a broad age range of participants.

The success of the Initiative rested on several key levers:

- A commitment on the part of all key stakeholders to improve the life prospects of young people and reduce the likelihood of criminal justice involvement;
- Required design components (wraparound services, partnerships), with flexible program structure and staffing configurations to meet individual Hub, youth, and neighborhood needs;
- All-inclusive funding stream that allowed for optimal and flexible program design within the model;
- Incorporation of funding for capital improvements;
- Ongoing support from DANY and ISLG; and
- Training and technical assistance offerings.

7.2 Lessons Learned for the Field

Based on the findings presented in this report, we offer the following lessons learned to organizations in the field interested in implementing similar programs.

- Regardless of structure, partnerships were described as more effective when lead and partner organizations shared the same values, culture, and approach to youth development and community engagement.
- Government and philanthropic funders should explore avenues for and sources of funding that allow for the same flexibility that Hubs had to meet the service and support needs of young people. Including funding to improve the physical spaces where young people receive support and services should also be considered. If a network of programs is created, funding should be provided for an intermediary organization to guide program development, support cross-systems and service collaboration, and establish shared measurement practices.
- Community initiatives should invest in program data management, including but not limited to training staff, building data infrastructure, and supporting capacity for data collection activities. Complex community initiatives benefit from a shared data management system that includes common intake forms, standard service definitions, and agreed-upon short – and longer-term outcome measures for program planning and management. The funding for system design, and training and supporting staff, also needs to be commensurate with the effort.

- Hub services and programs were substantially different in content and intensity. Since the cost metrics were aggregated up to the Hub level, the data were not robust enough to evaluate program-level differences either between Hubs, or different programs within Hubs. Similar efforts would benefit from tracking costs for specific standardized program elements across Hub programs, including personnel, direct costs, overhead, and the number of youth served. Capturing comparable data over multiple time points would allow for a better understanding of longer-term effects and impacts of the Initiative.

- Effective youth programs invested and ensured that staff had the same values as the programs hiring them, including staff committed to listening to youth needs and co-creating services alongside participants sharing values of openness, moral support, respect, and appreciation.

Although the end of CJII YOH funding means that the Hubs as implemented over the past 5 years will not be sustained, elements of the Hub model live on at all the sites, and evaluation findings strongly indicated that the YOH Initiative made an impactful contribution to the non-profit sector within New York City. The YOH Initiative, as documented in this evaluation, offers practical guidance for funders and organizations seeking to better the lives of young people through place-based collaboration.

Appendix A

Mid-Implementation Snapshots of Individual Hubs

Appendix A
Mid-Implementation Snapshots of Individual Hubs

The description of each Hub was based on information collected through Wave 1 of the process evaluation. Descriptions include information about the lead organization, Hub funding, program and partnership structure, participant characteristics, recruitment and implementation, and a data snapshot.[13]

A.1 Henry Street Settlement, Lower East Side Hub

Henry Street Settlement (Henry Street) is a well-established (founded 1893) organization offering services to residents of all ages at 18 sites on Manhattan's Lower East Side (LES) through four major divisions: Education and Employment, Transitional and Supportive Housing, Health and Wellness, and Visual and Performing Arts. The Hub program falls under the purview of the director of education services within the Education and Employment division, overseen by a vice president. CJII programmatic funding for the Lower East Side Hub program amounted to about $5.7 million; an additional $2.7 million was allocated for capital improvements.

The Hub operates out of multiple spaces belonging to Henry Street Settlement and their primary partners. Capital improvements consisted of a major renovation of Hub program and meeting spaces at Henry Street's main building at 301 Henry Street, and a new heating and cooling system and new bleachers at Henry's Street's Boys and Girls Republic site.

Program and Partnership Structure. Recognizing the existence of other strong settlement houses in the area, the Henry Street LES Hub was developed around a set of primary partners: Chinese-American Planning Council, Educational Alliance, Grand Street Settlement, Hamilton-Madison House, and University Settlement. Structured as a "deployment model," social workers are out-stationed at one or more primary partner sites to conduct intake, assessment, and case management, creating multiple points of entry to Hub services. Other organizations (secondary partners) are subcontracted on an annual basis or longer, for additional, specific services that are provided either at a Hub site or through referral. The structure creates "a 'web' of service sites across the LES. No matter which organization or door a young person enters, he/she will be connected to the right mix of services to achieve his/her unique goals."[14]

The Hub program is led by a director who works under Henry Street's director of education services. At the time of the interviews, the Hub's staffing structure (when fully staffed), in addition to leadership, includes nine social workers (one of whom is a Licensed Clinical Social Worker [LCSW] who serves as the Hub team's clinical lead), a partnership and outreach coordinator, a Credible Messenger, and an administrative assistant, all supervised by the Hub program director. Social workers conduct initial intake and maintain a caseload of youth with whom they check in and provide wraparound care in terms of case management, referrals, identifying potential needs, and basic mental health counseling. They manage their specific participants' data and support prosocial

[13] Because of the different data sources, there may be inconsistencies across some of the numbers presented throughout the report and appendices.

[14] Henry Street Settlement application for Youth Opportunities Hub funding.

activities at their sites, recruiting youth from across the Hub and assisting with planning and facilitation of certain activities. Hub social workers based at the primary partner sites are employed by Henry Street and co-supervised by a partner supervisor as well as the Hub's program director.

A partner and outreach coordinator is responsible for communicating with and organizing secondary partners, conducting community recruitment activities, and managing outreach to participants through social media and monthly newsletters. This staff also identifies internship locations and manages rollout of the Hub's internship program. A Credible Messenger, hired to engage youth who are harder to reach, serves as a mentor to youth across the different Hub sites. An administrative assistant works directly with the Hub director to support all administrative tasks, including invoicing and payments, documentation, and data responsibilities. The assistant also supports Hub activities such as outreach and recruitment, facilitates youth group programming, and has supported COVID-19-related activities such as PPE distribution and a food bank. All Hub staff meet weekly as a team to discuss program activities as well as the needs of individual youth. There are also weekly clinical supervision meetings.

Over the course of implementation, there has been only one change in primary partners—as Hamilton-Madison House shifted to primarily serving an elderly population, that partnership was discontinued. Some secondary partners also have changed as the Hub identified a need for different programming or activities to engage participants; several of them have provided internship or apprenticeship programs for participants.

Figure A.H-1 depicts the Hub partnership structure as of February 2020 and Table A.H.1 presents a list of primary partners (other settlement houses) and secondary partners (other service providers) by year. Because social workers are out-stationed at the primary partner sites, while other partners provide specific services, the Hub model is described as a "Deployment Model."

Figure A.H-1. Henry Street Lower East Side Hub partnership structure

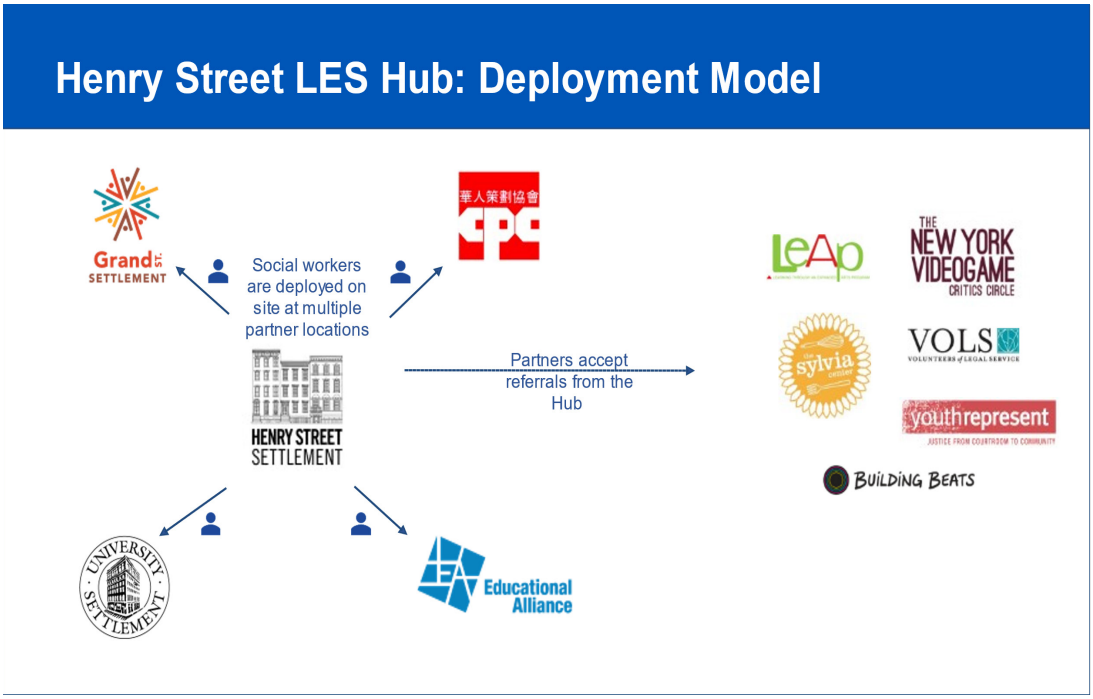


Table A.H-1. Henry Street Lower East Side Hub subcontracted partners, by year				
Partner organization	Planning/pilot	Year 1 (FY '19)	Year 2 (FY '20)	Year 3 (FY '21)
Primary Partners				
Chinese-American Planning Council	✓	✓	✓	✓
Educational Alliance	✓	✓	✓	✓
Grand Street Settlement	✓	✓	✓	✓
Hamilton-Madison House	✓	✓	✓	
University Settlement	✓	✓	✓	✓
Secondary Partners				
Animation Project	✓	✓	✓	
Beam Center		✓		
Building Beats			✓	✓
Center for Community Alternatives	✓	✓	✓	
LAMP	✓			
LEAP (Learning through an Expanded Arts Program)			✓	
NY Video Games Critics Circle			✓	
Sylvia Center			✓	✓
VOLS (Volunteers of Legal Services)			✓	✓
Youth Represent		✓	✓	✓

Participant Characteristics. As shown in data snapshot (Table A.H.2), the Hub served a total of 887 participants from program inception through December 2020, including 41 percent from the Lower East Side (though all Hub participants have a connection to the neighborhood). At enrollment, 2 percent were under age 13, 16 percent were aged 13-14, 45 percent aged 15-17, 17 percent aged 18-19, and 21 percent aged 20 and older (Table A.H.3). Just over half (52%) were female and 37 percent were male; 1 percent was reported as "other" and gender was not reported for 10 percent (Figure A.H.2). At the time of enrollment 12 percent were out of school and out of work. Latinx (30%) and Black (25%) participants made up the largest share of participants, 17 percent were Asian, and other/unknown accounted for 26 percent (Figure A.H.3). The racial and ethnic makeup of the Lower East Side and Manhattan as a whole are also shown in this figure.

Recruitment and Implementation. The Hub recruits youth in a variety of ways: Through a program site they are already engaged at, through a primary partner social worker, at a community event, by direct street outreach from the Credible Messenger, by referral from secondary partners or other organizations, or word-of-mouth. To facilitate introducing the program, the Hub created a Mobile Hub, consisting of a wagon with table and chairs, marketing materials, and small gifts to bring to community events. As one staff member commented, "*we just give young people a place to be and so that helps with recruitment.*"

Depending on the point of entry as well as preference, a youth is matched with a social worker who conducts intake to learn about a young person's interests and needs; this might occur over a number of sessions. The Hub's broad array of services includes case management, advocacy support, and a menu of activities within the wraparound service categories that allows for choice. All young people are connected to a social worker, but some may not want the clinical services offered and may only participate in other activities.

Although many young people may already be connected to one of the partner organizations, the Hub provides additional interventions and wraparound services to fill identified service gaps, and seeks out youth who have been more difficult to engage. Quarterly community events also help to keep young people from different Hub locations connected. Examples of programming include:

- To create a space for male-identified youth ages 19-24, including those with a history of criminal legal involvement, the Credible Messenger facilitates the Mentor and Nurture (MAN) group, offered in collaboration with Jobs Plus, a city employment program.
- The "Hub Hustle" program has offered stipend internships at Henry Street and other primary partner sites, along with weekly job readiness and job coaching workshops, for youth ages 16-24.
- The "Hub Hustle Junior" program has offered workshops, also a stipend, for younger youth ages 13-15 to learn skills they will need to become job ready.
- Through the Sylvia Center, the Hub has offered a nutrition and culinary education apprenticeship program, and youth have prepared food for various Hub and community events.
- Other offerings include beat-making classes through Building Beats; a support group for Mandarin-speaking English-language learners by the Chinese-American Planning Council; and a "Know Your Rights" workshop series by Youth Represent that is open to parents/caregivers as well as young people.

Data on wraparound needs and services (Figure A.H-4) show that employment represented the most common need participants reported at enrollment, with education second. Figure A.H-5 lists the most prevalent providers and the types of services they provided.

Exhibit A-1. Henry Street Settlement Hub: Program participants

Henry Street Settlement Lower East Side Hub: Population Served

Table A.H.2. Participant locations

Manhattan	50%
Outside of Manhattan	30%
Unknown	20%
Total	887

Table A.H.3. Participant ages

Population aged 8 to 12	2%
Aged 13 to 14	16%
Aged 15 to 17	45%
Aged 18 to 19	17%
Aged 20 and older	21%
Unknown	0%
Total	847

12% out of school and work

41% of participants are from the Lower East Side.

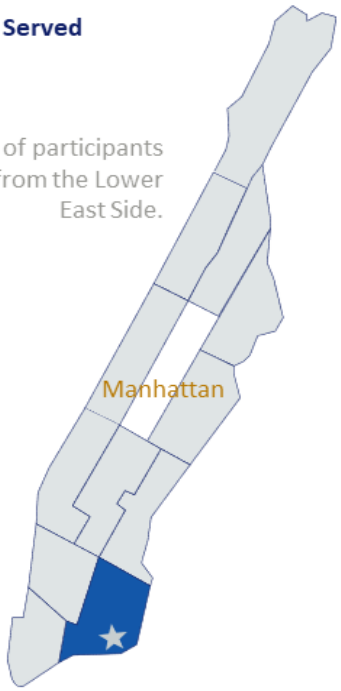


Figure A.H.2. Gender

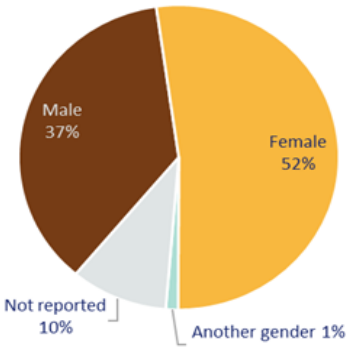
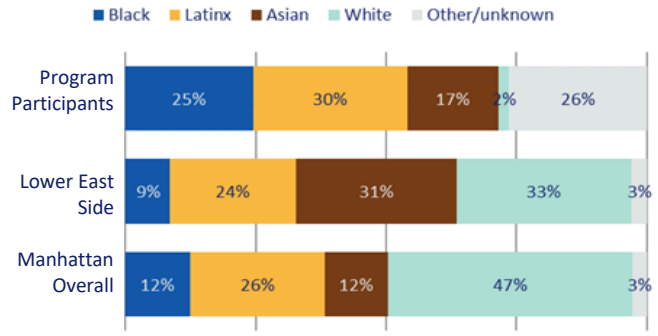


Figure A.H.3. Race and ethnicity



There are approximately 6,100 young people ages 15-24 struggling with poverty in Chinatown/the Lower East Side.

Program data provided by Henry Street Settlement Lower East Side Hub reflect the period from 2017 Q4 to 2020 Q4.
Percentage out of school and work excludes 149 youth with missing data.
Manhattan and neighborhood data are 2019 five-year estimates from the American Community Survey.

Exhibit A-2. Henry Street Settlement Hub: Wraparound needs and services

Henry St. Lower East Side Hub: Wraparound Needs and Services

Figure A.H.4. Number of participants in each category of need

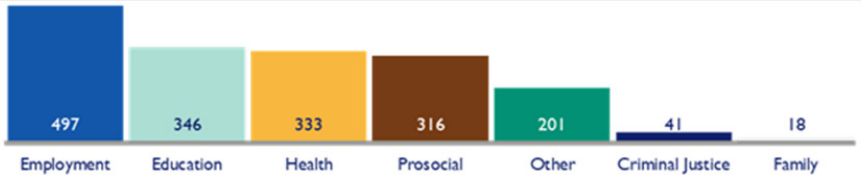
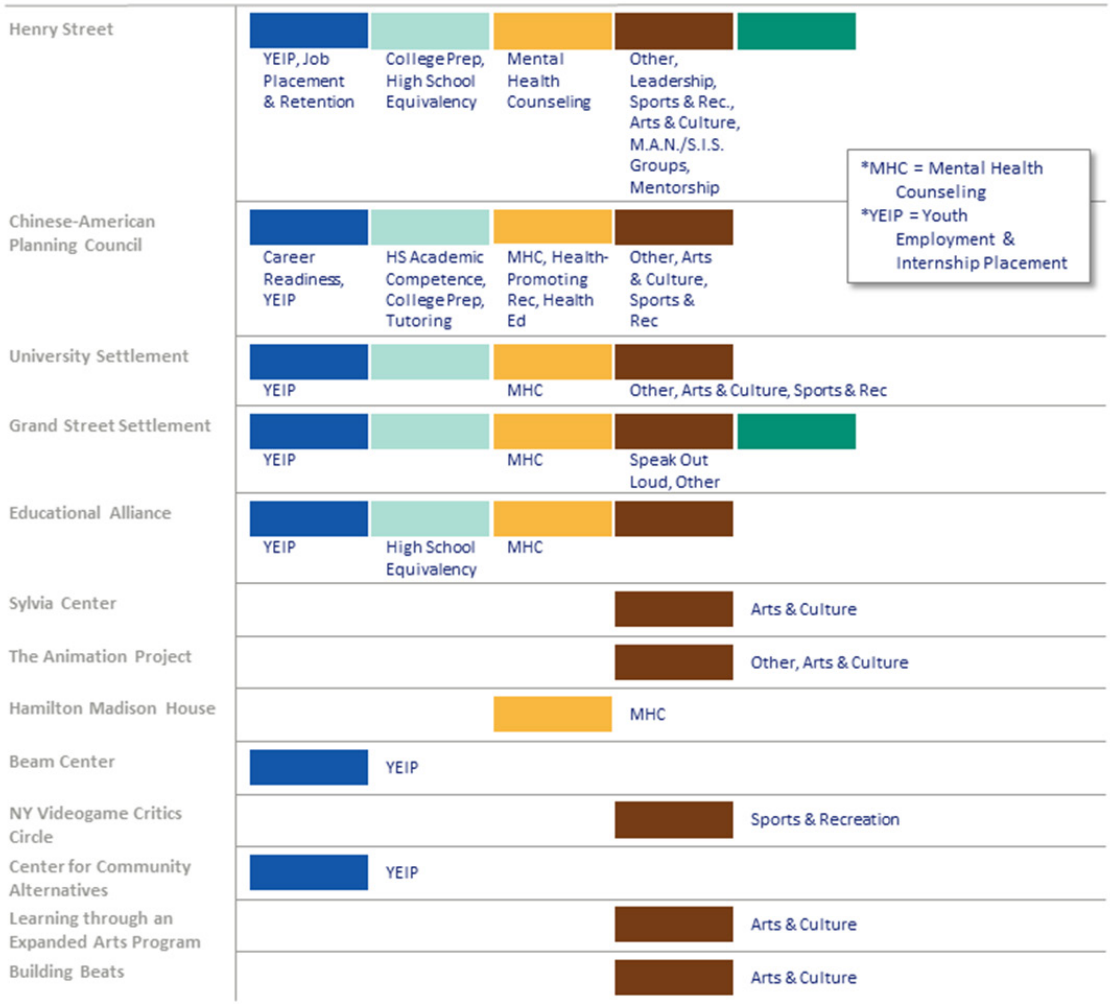


Figure A.H.5. Wraparound services by providers



The "needs identified" shows the total number of participants identified in each need category organized from most (left) to least (right), with a unique color for each category. The "services by provider" lists all the providers in order from most (top) to fewest (bottom). Only providers that served at least five participants over the course of the period from 2017 Q4 to 2020 Q4 are included. Next to each organization are colored boxes representing the services that each organization provided. Beneath each colored box are the specific services provided. Services were recorded in the domains of criminal justice and family, but not for more than five participants. If there is no specific service specified, it is because no one service met the threshold of five participants.

A.2 Living Redemption Youth Opportunity Hub

The Living Redemption Hub is a grassroots faith-based organization that began as a program of Community Connections for Youth (CCFY), an organization whose mission is to empower grassroots faith and neighborhood organizations to develop effective community-driven alternatives to incarceration for youth. The Hub was developed under the leadership of Rev. Maurice Winley who created a number of programs and served as CCFY's director of Credible Messenger mentoring, and who became the founder and executive director of the Living Redemption Hub in 2017. CJII funding for the Living Redemption Hub program amounted to about $6.3 million; an additional $4 million was allocated for capital improvements.

The program's primary site is located within the Soul Saving Station Church building. Living Redemption has made minor renovations to the church building while determining plans for the capital funding; initial plans were to do a major renovation of the building or construct a new facility on an adjacent parking lot. The Hub still hopes to renovate the building space within the next few years.

Program and Partnership Structure. Critical to this program is a grassroots approach to engaging Harlem's highest risk youth using Credible Messengers, individuals from the Harlem community who have lived experience with violence and criminal activity, but who have experienced life transformation. The program uses a transformative mentoring approach to engage young people in healing and inner change by involving them in restorative justice.

The Hub is led by the organization's founding executive director, a deputy director, and director of operations. Four Credible Messengers on staff share responsibility for mentoring and case management. Building on their individual expertise, they each lead an area of service: (1) crisis intervention and family and engagement; (2) violence interrupter; (3) program coordination and administration, restorative justice circles, and work with partner organizations; and (4) community service internships. A peer, who is training to be a Credible Messenger, works with young women and mothers, while also assisting with Hub administrative tasks.

Living Redemption has contracted with a small set of partner organizations, including Bethel Gospel Assembly, Community Impact, and Emergent Works, as well as other organizations. Some services are provided at the Living Redemption site and others in the community. Because mentoring is central to the program's approach, the Hub model is described as a "Mentor Network."

Figure A.L-1 depicts the Hub partnership structure as of February 2020, and Table A.L-1 presents a list of subcontracted partner organizations by year.

Exhibit A-3. Living Redemption Hub partnership structure

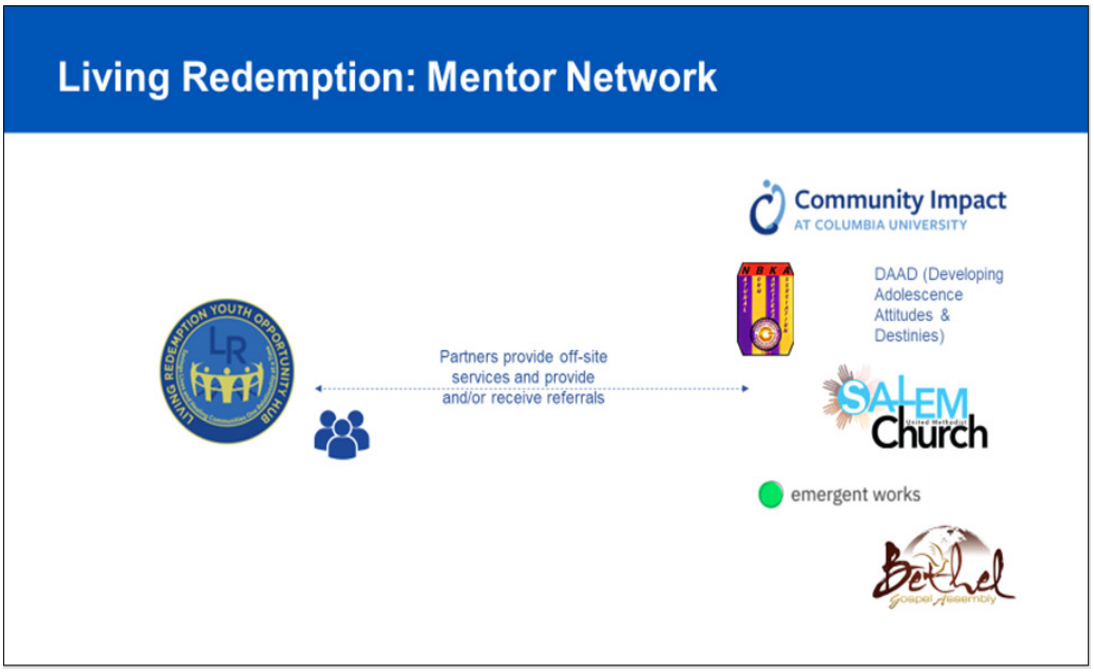


Table A.L-1. Living Redemption Hub subcontracted partners, by year

Partner organization	Planning/pilot	Year 1 (FY '19)	Year 2 (FY '20)	Year 3 (FY '21)*
Full Circle Health	✓			
Bethel Gospel	✓	✓	✓	
West Harlem Empowerment	✓			
STEM Kids	✓			
Thrive Collective	✓	✓		✓
NYS Jazz Literacy and Arts Assn		✓	✓	
DAAD Ministries (Developing Adolescents, Attitudes and Destinies)		✓		
Community Impact			✓	✓
Emergent Works (formerly Code Cooperative)			✓	✓
Hostos Community College				✓

* Year 3 subcontracts were not finalized at the time of this report.

Participant Characteristics. As shown in the data snapshot (Table A.L.2), the Living Redemption Hub served 659 participants from program inception through the end of December 2020, including 66 percent connected to Central and West Harlem (though all Hub participants have a connection to the neighborhood). More than half (55%) of the population was aged 19 or younger; 31 percent was 20 and older; however, age was unknown for 15 percent (Table A.L.3). More than two-thirds (69%) were male and 30 percent were female; gender was not reported for 1 percent (Figure A.L.2). At the time of enrollment 26 percent were out of school and out of work. The large majority (74%) of participants were Black, 19 percent were Latinx, and other/unknown accounted for 6 percent (Figure A.L.4). The racial and ethnic makeup of Central/West Harlem and Manhattan as a whole are also shown in this figure.

Recruitment and Implementation. Although Living Redemption receives referrals, the Credible Messengers make the program known through their presence and trust-building conversations with area residents. A young person's introduction follows a deliberate sequence that begins with personal greetings, a tour, and a meal. About a week after this initial contact, a Credible Messenger and the youth meet to co-create an Individual Success Plan, and when warranted, staff may make a home visit. Although there are forms to fill out, the approach emphasizes motivational interviewing and dialogue. Goals are set, but the mentoring process is ongoing. Participants also earn stipends based on their meeting agreed-upon outcomes. Hub staff hold regular case management meetings to prioritize needs, ensure case coverage, and discuss individual youth's needs.

Over the course of implementation, Living Redemption has worked with several different organizations through formal subcontracts or informal arrangements. Among them are Community Impact (high school equivalency preparation program through Columbia University), Thrive Collective (visual and digital art projects and music making), STEM Kids NYC (robotics), Emergent Works (software engineering skills), Argus (sexual health), and Full Circle Health Clinic (health and mental health services). Offerings have changed over the course of implementation.

Paid community service and internships, and outcomes-based stipends, provide young people with opportunities and incentives for civic engagement, skills-building, and financial support. Throughout program implementation, Living Redemption also maintained a strong engagement with the wider Harlem community through holiday distribution of food baskets and meals for members and their families. This engagement expanded greatly during the pandemic with hot meals and food baskets provided to thousands of individuals and families, as described in the discussion about COVID-19 program adaptations. In another example of its community outreach, the Hub organized pop-up eye clinics for Harlem residents through a partnership with Helen Keller International's New York Vision program.

Data on wraparound needs and services (Figure A.L.4) show that the greatest need participants reported at enrollment was for prosocial services, with education second. Figure A.L.5 lists the most prevalent providers and the types of services they provided.

Exhibit A-4. Living Redemption Hub: Program participants

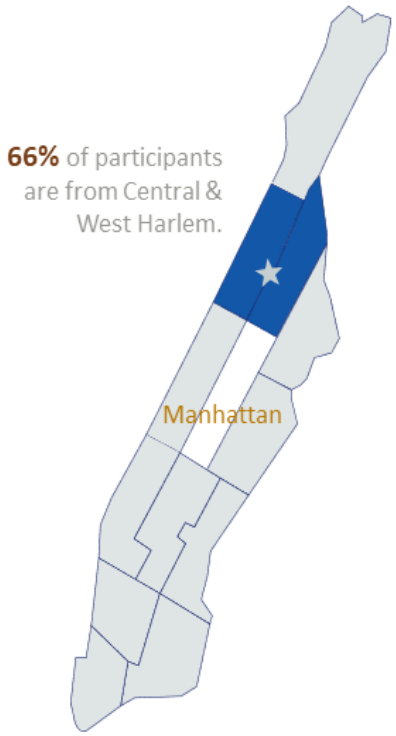
Living Redemption Hub: Population Served

Table A.L.2. Participant locations

Manhattan	74%
Outside of Manhattan	23%
Unknown	2%
Total	659

Table A.L.3. Participant ages

Population 19 and younger	55%
Population 20 and older	31%
Unknown	15%
Total	659



26% out of school and work

Figure A.L.2. Gender

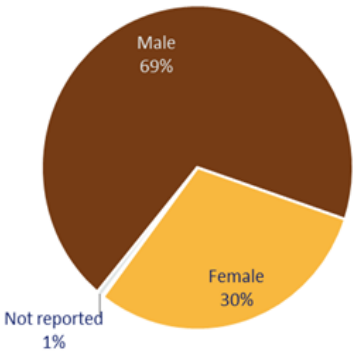
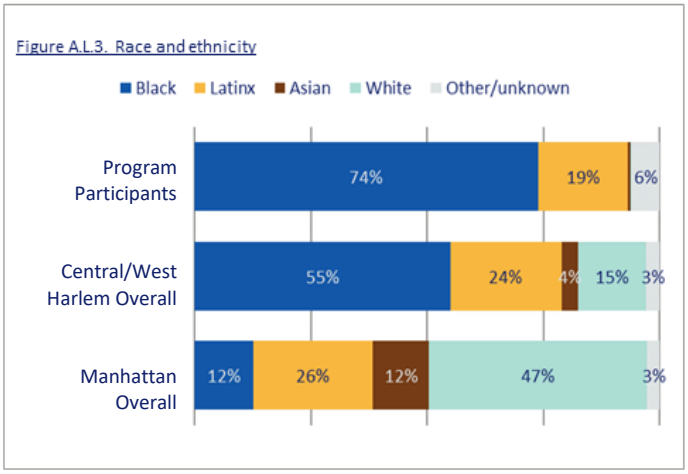


Figure A.L.3. Race and ethnicity



There are approximately 4,700 young people ages 15-24 struggling with poverty in Central/West Harlem.

Program data provided by Living Redemption Hub reflect the period from 2017 Q4 to 2020 Q4. Percentage out of school and work excludes 97 youth with missing data.
Manhattan and neighborhood data are 2019 five-year estimates from the American Community Survey.

Exhibit A-5. Living Redemption Hub: Wraparound needs and services

Living Redemption Hub: Wraparound Needs and Services

Figure A.L.4. Number of participants in each category of need

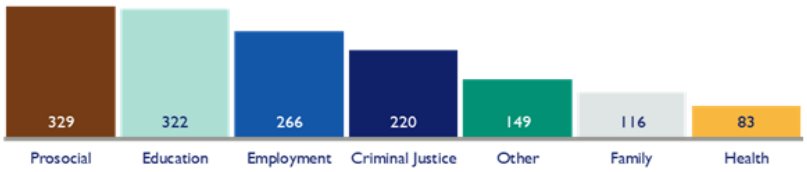
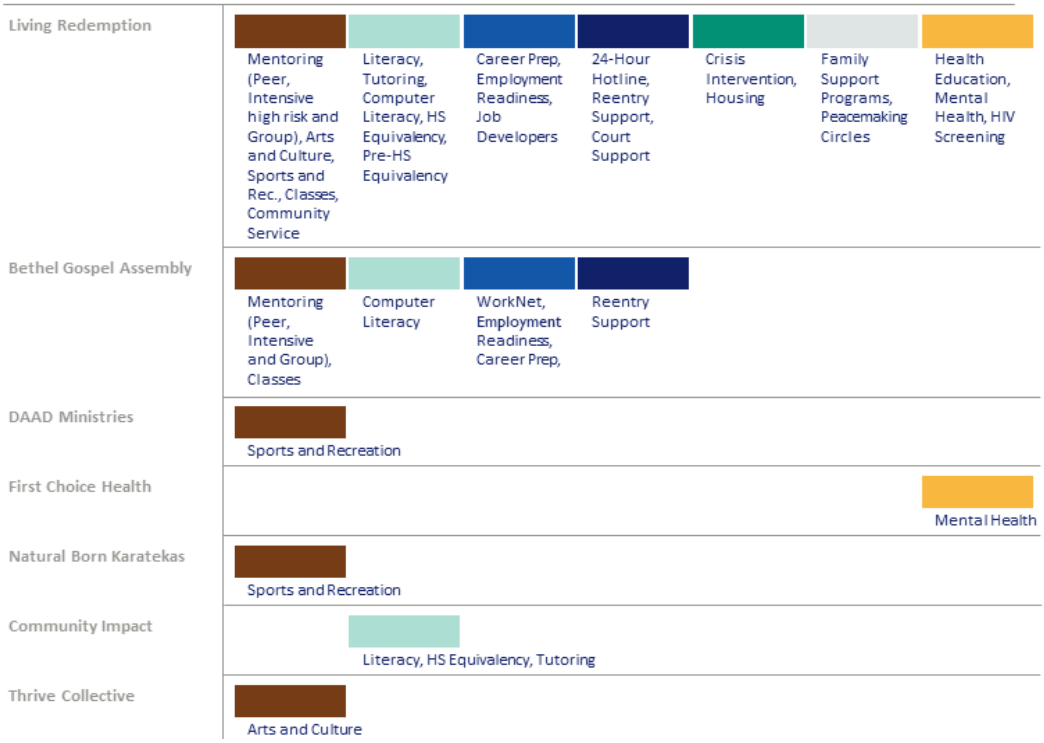


Figure A.L.5. Wraparound services by providers



The "needs identified" shows the total number of participants identified in each need category organized from most (left) to least (right), with a unique color for each category. The "services by provider" lists all the providers in order from most (top) to fewest (bottom). Only providers that served at least five participants over the course of the period from 2017 Q4 to 2020 Q4 are included. Next to each organization are colored boxes representing the services that each organization provided. Beneath each colored box are the specific services provided.

A.3 NewYork-Presbyterian, Uptown Hub

Located in Washington Heights, NewYork-Presbyterian (NYP) is a large academic medical center and teaching hospital that provides inpatient and outpatient services through a network of ambulatory care centers and school-based health centers. The Uptown Hub is housed within the hospital's Division of Community and Population Health. CJII funding for the Uptown Hub program amounted to about $6 million; an additional $4 million was allocated for capital improvements.

The Uptown Hub operated initially out of a basement conference room in a hospital building. It subsequently moved to a former eye clinic (also located in a basement) where the space was converted into a drop-in center with waiting room, kitchen, and offices for private conversations. A permanent youth drop-in center has been under construction on the first floor of a NYC Department of Health building that has been used by the hospital under a long-term agreement.

Program and Partnership Structure. The Hub builds on NYP's extensive medical and behavioral health staff resources, expanded with other non-clinical staff. Some changes in staff titles and responsibilities have occurred as a result of program growth and staff turnover. The staff structure at the time of the interviews is described below.

The program is led by a program manager who oversees four program coordinators and four Hub advocates, as well as a grant reporting manager and staff assistant. The program coordinators develop and organize the Hub's programming activities. Each coordinator has a primary area of focus: (1) outreach and marketing, (2) in-house programming, (3) employment and professional development, and (4) oversight of general operations and the Supportive Guidance Program. At the time of the interviews, the program manager and three of the coordinators were social workers, either LCSWs or MSWs. The Supportive Guidance Program is staffed by advocates who maintain a caseload of youth. They provide a one-on-one mentoring relationship, work with youth to set goals, make referrals, and maintain attendance data. Although they are expected to be generalists, each has developed specialties that may factor into which youth are assigned to their caseload. These include securing jobs, connecting youth to insurance and medical services, working with youth who have serious behavioral health issues, and engaging youth in prosocial activities.

The Behavioral Health team is led by NYP's director of psychology who supervises three psychologists who maintain a caseload and an extern. They provide individual and group counseling, consultations, crisis assessments and interventions, and trainings for the rest of the staff. They also support recruitment and community outreach, and meet with youth informally during programming, in part as a strategy for building young people's comfort with therapy, and to serve as a connection to other hospital services. Additional psychologists are available through the hospital, as needed.

Although the clinical and non-clinical sides of the Hub have different reporting structures within NYP, coordination occurs through all-staff weekly meetings as well as weekly case management meetings that the psychologists and advocates attend.

NYP has partnered with a small set of organizations that has been consistent over the course of implementation. They include the Dominican Women's Development Center for social justice and advocacy engagement and wellness initiatives, working particularly with LGBTQIA youth; NMIC for job training and career readiness; People's Theater Project for creative arts programming; Police Athletic League for sports and recreation at the Armory; and the YM&YWHA of Washington Heights and Inwood for other youth employment programs. Partners provide services at their own facilities

and refer to or receive referrals from NYP. A key component is working with partners to serve cohorts of young people through a variety of internships. Hub funding supports a part-time liaison at each partner. NYP also works with other organizations to provide additional programming for participants, including Uptown Stories (writing workshops), Building Beats (music production), and Viva Uptown (volunteer tutors and mentors).

Because of its hospital base and drop-in center approach, the Hub is described as a "Hospital-Based Youth Center." Figure A.P-1 depicts the Hub partnership structure as of February 2020 and Table A.P-1 presents a list of subcontracted partner organizations by year.

Exhibit A-6. NewYork-Presbyterian Uptown Hub partnership structure

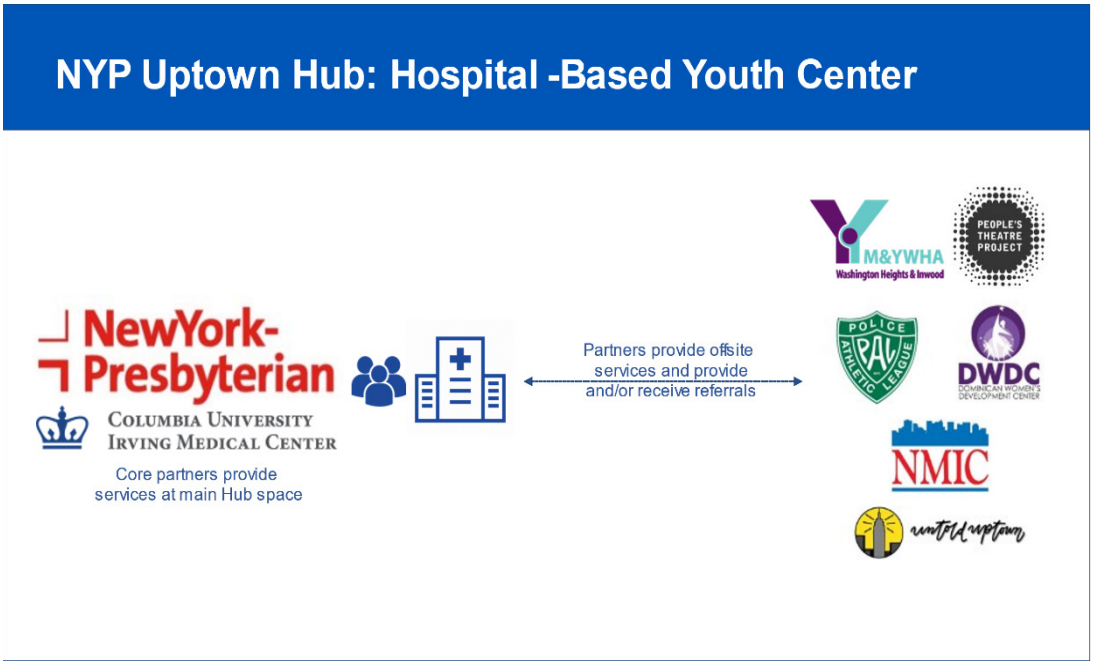


Table A.P-1. NewYork-Presbyterian, Uptown Hub subcontracted partners, by year

Partner organization	Planning/pilot	Year 1 (FY '19)	Year 2 (FY '20)	Year 3 (FY '21)
Columbia University	✓	✓	✓	✓
People's Theatre Project	✓	✓	✓	✓
Dominican Women's Development Center	✓	✓	✓	
PAL (Police Athletic League)	✓	✓	✓	✓
NMIC	✓	✓	✓	✓
YM&YWHA of Washington Heights and Inwood		✓	✓	✓

Participant Characteristics. As shown in the data snapshot (Table A.P.2), the Uptown Hub served 608 participants through the end of December 2020, including 36 percent from Washington Heights/Inwood (though all Hub participants have a connection to the neighborhood). About a third (32%) of the population was aged 19 or younger; 36 percent was 20 and older; however, age was unknown for 32 percent (Table A.P.3). More than half (53%) were female and 46 percent were male (Figure A.P.2). At the time of enrollment 25 percent were out of school and out of work.[15] For half of the population, the racial/ethnic breakdown of participants was unknown/other and 38 percent were Latinx (Figure A.P.3). The racial and ethnic makeup of Washington Heights/Inwood and Manhattan as a whole are also shown in this figure.

Recruitment and Implementation. Recruitment for the Hub begins with referrals from the hospital and partner organizations, and outreach events such as the hospital's annual teen health expo. Over time, presentations by the Hub's outreach coordinator and word-of-mouth have been primary sources of enrollment. The Hub's internship program also opened the program to additional youth. Enrollment in the Hub follows NYP's protocols, which includes creating a record in the hospital's patient information system.

The core of the Uptown Hub is its Supportive Guidance program, staffed by Hub advocates who conduct intake that includes a general risk assessment and goals discussion. Advocates continue to work one-on-one with participants, serve as mentors, and connect them to other wraparound services. In their discussions with youth, the advocates promote behavioral health and address participants' concerns. Depending on the response, advocates connect the youth with one of the Hub's psychologists, who may conduct a more in-depth assessment.

Until the pandemic, the Hub served as a drop-in space in the afternoons and evenings, where youth could receive tutoring and had access to computers, or could just decompress. They could also participate in a wide array of prosocial activities, some provided by NYP's Hub staff and others by partners. Over the course of implementation, these included care and wellness groups (Manhood 2.0, Sisters Table, Uptown Pride, MySpace); nutrition and fitness; and creative youth development groups (Hub Clubs). Employment readiness and education support included workshops at the Hub, opportunities to shadow hospital staff, and internships. The Hub's Behavioral Health Team provides a range of therapeutic programming (art therapy, crisis intervention, access to health, mental health, and social service programs for family members, and guided discussion groups).

Data on wraparound needs and services (Figure A.P.4) show that the greatest need participants reported at enrollment was for employment services, with prosocial supports next. Figure A.P.5 lists the most prevalent providers and the types of services they provided.

[15] Excludes youth with missing data.

Exhibit A-7. NewYork-Presbyterian Hub: Program participants

New York-Presbyterian, Uptown Hub: Population Served

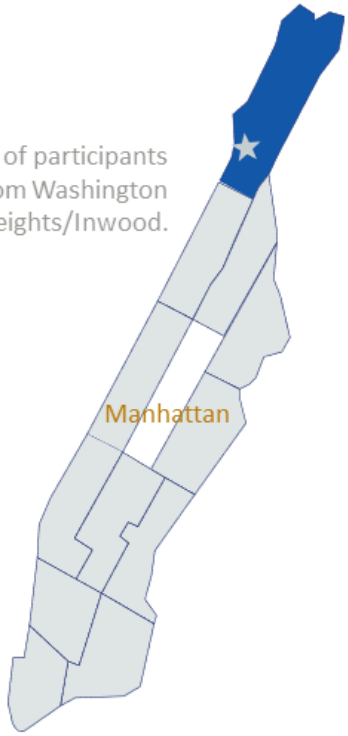
Table A.P.2. Participant locations

Manhattan	56%
Outside of Manhattan	42%
Unknown	2%
Total	608

Table A.P.3. Participant ages

Population 19 and younger	32%
Population 20 and older	36%
Unknown	32%
Total	608

36% of participants are from Washington Heights/Inwood.



25% out of school and work

Figure A.P.2. Gender

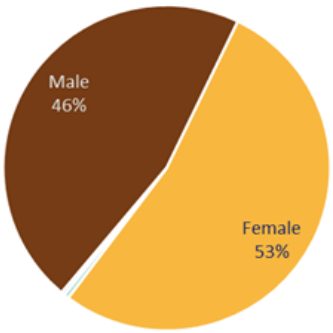
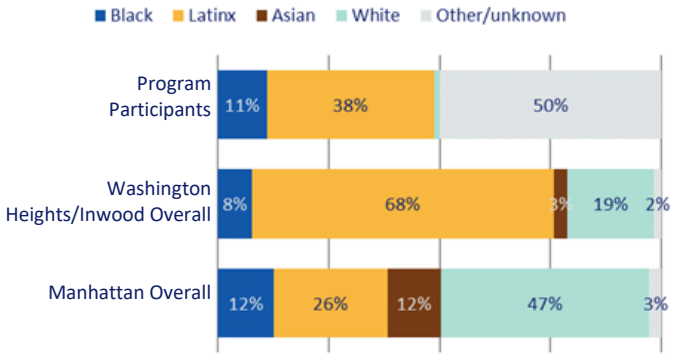


Figure A.P.3. Race and ethnicity



There are approximately 6,200 young people ages 15-24 struggling with poverty in Washington Heights/Inwood.

Program data provided by New York-Presbyterian Uptown Hub reflect the period from 2017 Q4 to 2020 Q4.
Percentage out of school and work excludes 194 youth with missing data.
Manhattan and neighborhood data are 2019 five-year estimates from the American Community Survey.

Exhibit A-8. NewYork-Presbyterian Hub: Wraparound needs and services

New York-Presbyterian, Uptown Hub: Wraparound Needs and Services

Figure A.P.4. Number of participants in each category of need

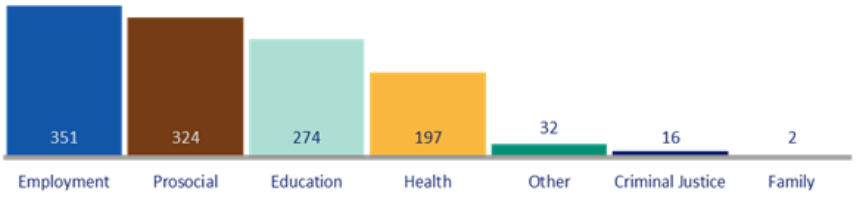
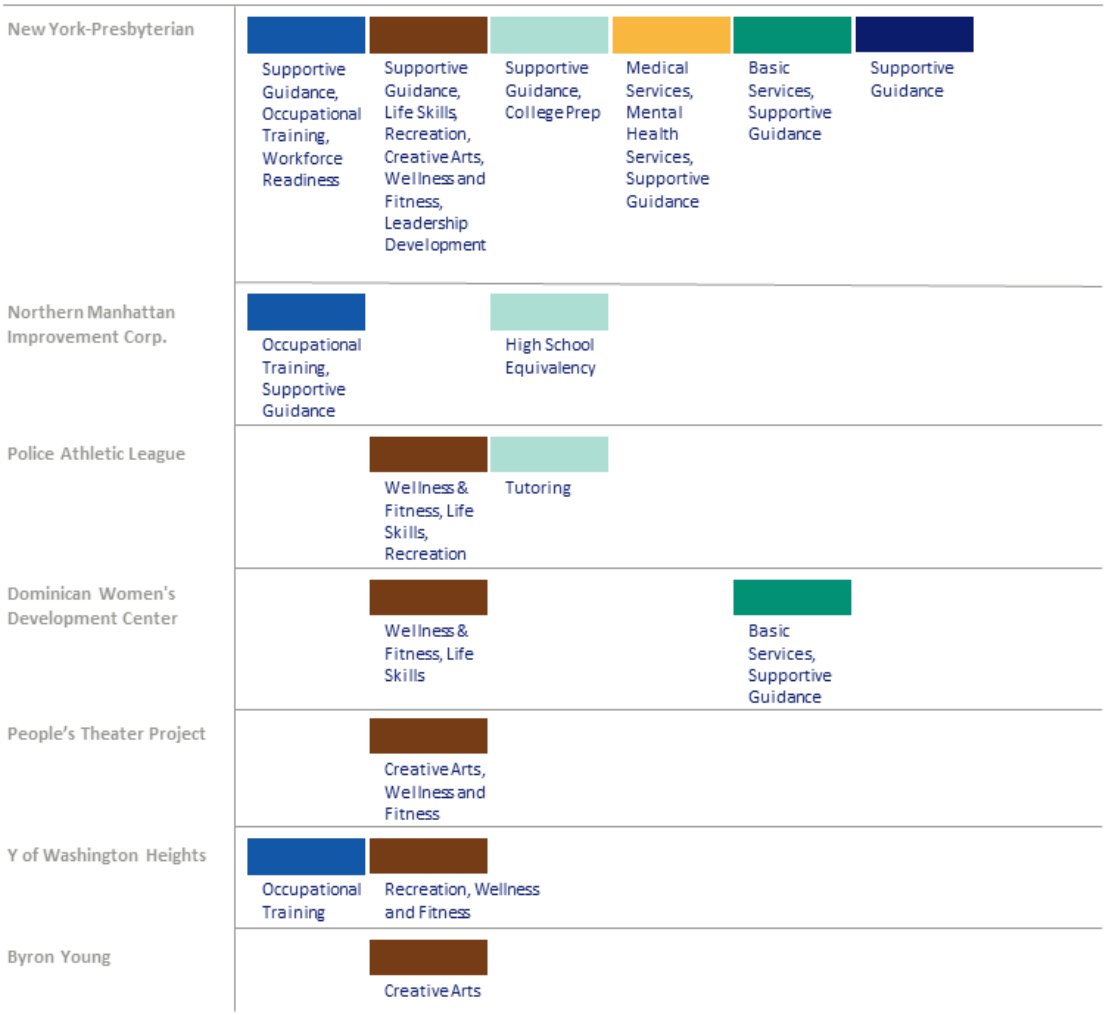


Figure A.P.5. Wraparound services by providers



The "needs identified" shows the total number of participants identified in each need category organized from most (left) to least (right), with a unique color for each category. The "services by provider" lists all the providers in order from most (top) to fewest (bottom). Only providers that served at least five participants over the course of the period from 2017 Q4 to 2020 Q4 are included. Next to each organization are colored boxes representing the services that each organization provided. Beneath each colored box are the specific services provided.

A.4 Union Settlement, East Harlem Hub

Union Settlement (Union), a well-established settlement house founded in 1895, serves East Harlem residents through education, health, senior and youth services, child care, counseling, and economic development programs. Union operates programs at more than a dozen locations throughout the neighborhood and Hub funding represented an expansion of their programs for youth. CJII funding for the East Harlem Hub program amounted to about $6 million; up to $4 million was allocated for capital improvements.

The Hub operates out of Union's main facility located in the Gaylord White community center, Washington Houses community center, and Jefferson Houses community center—all NYCHA facilities in long-term use by Union Settlement. The Hub is organized in two service regions: the lower (southern) region serves youth in and around the larger Washington Houses center and the upper (northern) region around Jefferson Houses. Capital improvement funds have been used to modernize the first floor of the Gaylord White building for use in youth programming as well as to create a separate space for youth programs at Washington Houses.

Program and Partnership Structure. Each region is led by a regional director who oversees similar program services. The regional directors and partner relationships are overseen by Union's associate director of prevention and intervention services, under Union's director of youth services. Hub staff configurations have changed over the course of implementation, a result of structural changes as well as staff turnover at all levels. For example, as the initial distinction between outreach workers and youth advocates became less clear in practice, responsibility for outreach, intake and assessment, and caseloads was merged into a single "youth advocate outreach worker" position. They are also responsible for connecting with partners and other community organizations. Exemplifying the Hub's "warm handoff" approach, a central responsibility of the youth advocate outreach worker is to accompany youth to a community service provider for wraparound services not offered directly by Hub or Union staff.

Each region added a case manager (supervised by a single case manager supervisor) to reduce caseload size, as well as to work with youth who might need a higher level of case management. In practice, a case manager and youth advocate outreach worker may work with the same youth because of relationships established or time constraints. At the time of the interviews, further changes in staff roles were under discussion.

Hub staff include a data manager responsible for analysis and reports, and another staff responsible for collecting and entering data. A technical assistance provider has assisted with Union's data systems and reporting at times.

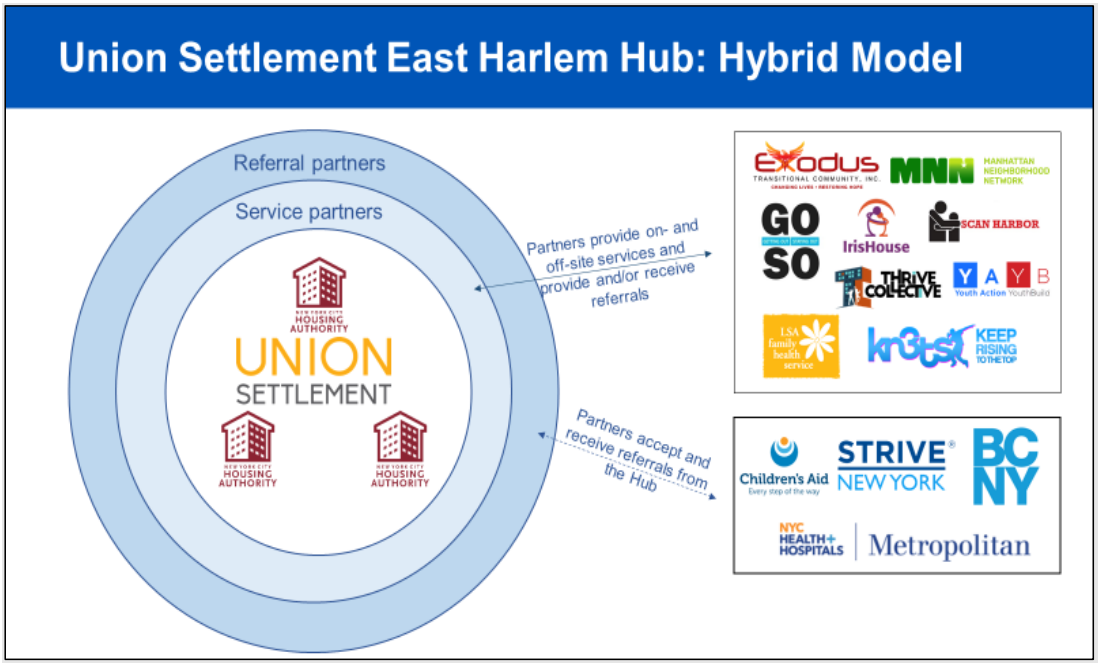
The initial design of the Hub was to work with a large number of community organizations. The number remained large over the first 2 years of the program and, although still a large number, decreased in the last 2 years. The annual nature of the subcontracts allowed the Hub to move away from partnerships that were not working, to focus on the subcontractors with the strongest ties to the Hub. Some of the organizations that have partnered with the Hub over all 4 years include: Boys Club of New York (education, prosocial services); STRIVE (education, employment/workforce development); YouthBuild (education, employment/workforce development); Iris House (wellness and sexual health education); LSA Family Health Services (public benefits); Metropolitan Hospital

and Manhattan Neighborhood Network (health services); and Getting Out Staying Out (GOSO)/SAVE[16] (criminal justice, violence prevention, mentoring).

The Hub is described as a "Hybrid model" because Hub services are variably offered by Union's Hub staff or through a "warm handoff" to the East Harlem partners that provide services to Hub participants either on-site at Union or at their own facilities ("service partners") and other organizations that accept or receive referrals ("referral partners").

Figure A.U-1 depicts the Hub partnership structure as of February 2020, and Table A.U-1 presents a list of subcontracted partner organizations by year.

Exhibit A-9. Union Settlement East Harlem Hub partnership structure



[16] Getting Out Staying Out/Stand Against Violence East Harlem.

Table A.U-1. Union Settlement East Harlem Hub subcontracted partners, by year				
Partner organization	Planning/pilot	Year 1 (FY '19)	Year 2 (FY '20)	Year 3 (FY '21)
Alvin Ailey	✓			
Boys and Girls Harbor	✓	✓	✓	✓
Boys Club of NY	✓	✓	✓	✓
Children's Aid Society	✓	✓	✓	✓
Community Voices Heard	✓			
Concrete Safaris	✓			
East Harlem Tutorial	✓	✓		
El Museo del Barrio	✓	✓		
Exodus				✓
GOSO (Getting Out Staying Out)	✓	✓	✓	✓
Harlem RBI	✓	✓		
Iris House	✓	✓	✓	✓
Kr3ts (Keep Rising to the Top)		✓	✓	✓
Legal Aid Society	✓	✓		
LIFT (Legal Information for Families Today)	✓	✓		
LSA Family Health Services (Little Sisters)	✓	✓	✓	✓
Manhattan Neighborhood Network	✓	✓	✓	✓
Metropolitan Hospital	✓	✓	✓	✓
Mount Sinai Adolescent Health Center	✓	✓		
Not Another Child				✓
PAL (Police Athletic League)	✓			
Stanley Isaacs	✓	✓		
STRIVE	✓	✓	✓	✓
Thrive				✓
YouthBuild	✓	✓	✓	✓

Participant Characteristics. As shown in the data snapshot (Table A.U.2), the Hub served 593 participants from inception through the end of September 2020, including 50 percent from East Harlem (though all Hub participants have a connection to the neighborhood).[17] About one-quarter (24%) of the population was aged 19 or younger; 20 percent was 20 and older; however, age was unknown for 56 percent (Table A.U.3).[18] More than half (58%) were male and 42 percent were female (Figure A.U.2). At the time of enrollment, 56 percent were out of school and out of work. Half of the population was Black, 34 percent Latinx; other/unknown accounted for 15 percent (Figure A.U.3). The racial and ethnic makeup of East Harlem and Manhattan as a whole are also shown in this figure.

Recruitment and Implementation. Youth advocate outreach workers have done outreach through flyers, presentations, community events, open houses, and game nights. Sports, recreation, and the arts have been a strategy to attract youth to the Hub, which works to engage young people who have come in for prosocial activities in ongoing case management and other services as well. Youth also enter the program via Union's high school equivalency and career readiness program. Youth advocate outreach workers are also responsible for conducting intake, learning about participants' interests and needs, and making referrals. This is accomplished through a brief first meeting and a more in-depth second meeting during which additional application information is collected, goals are discussed, and a service plan is created. Although initially, there was a 30-day interval between the first and second meeting to allow time for the development of a relationship between staff before setting goals and service planning, the Hub found it hard to keep the youth engaged and shortened the time frame.

Data on wraparound needs and services (Figure A.U.4) show that the greatest need participants reported at enrollment was prosocial supports, with employment services next. Figure A.U.5 lists the most prevalent providers and the types of services they provided.

[17] At the time of this report, data were available only through September.

[18] Data on gender was not available.

Exhibit A-10. Union Settlement Hub: Program participants

Union Settlement East Harlem Hub: Population Served

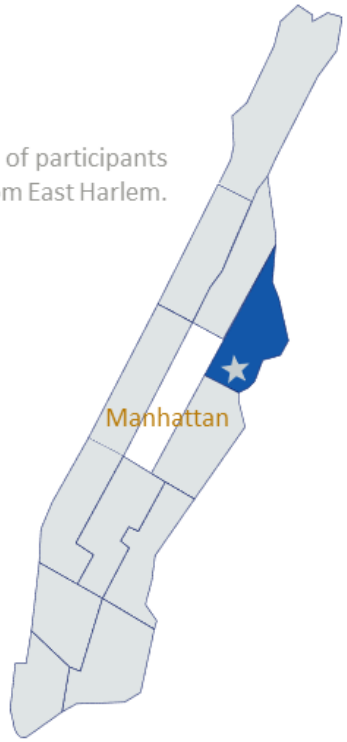
Table A.U.2. Participant locations

Manhattan	66%
Outside of Manhattan	29%
Unknown	5%
Total	593

Table A.U.3. Participant ages

Population 19 and younger	24%
Population 20 and older	20%
Unknown	56%
Total	593

50% of participants are from East Harlem.



56% out of school and work

Figure A.U.2. Gender

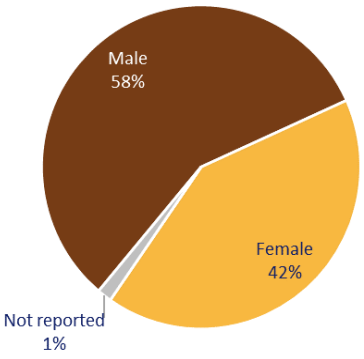
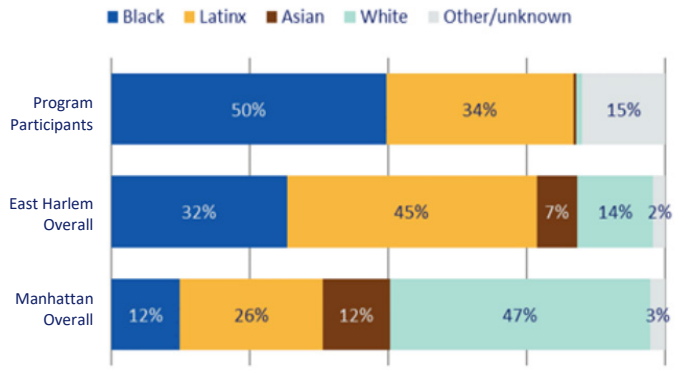


Figure A.U.3. Race and ethnicity



There are approximately 5,600 young people ages 15-24 struggling with poverty in East Harlem.

Program data provided by Union Settlement East Harlem Hub reflect the period from 2017 Q4 to 2020 Q3.
Percentage out of school and work excludes 335 youth with missing data.
Manhattan and neighborhood data are 2019 five-year estimates from the American Community Survey.

Exhibit A-11. Union Settlement Hub: Wraparound needs and services

Union Settlement Hub: Wraparound Needs and Services

Figure A.U.3. Number of participants in each category of need

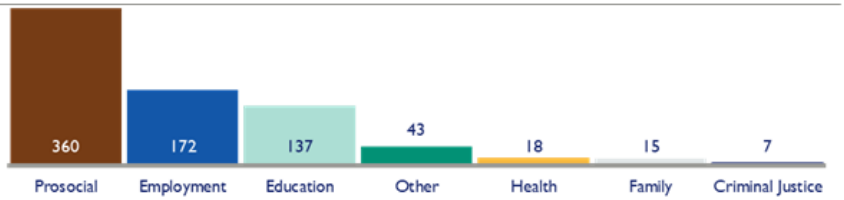
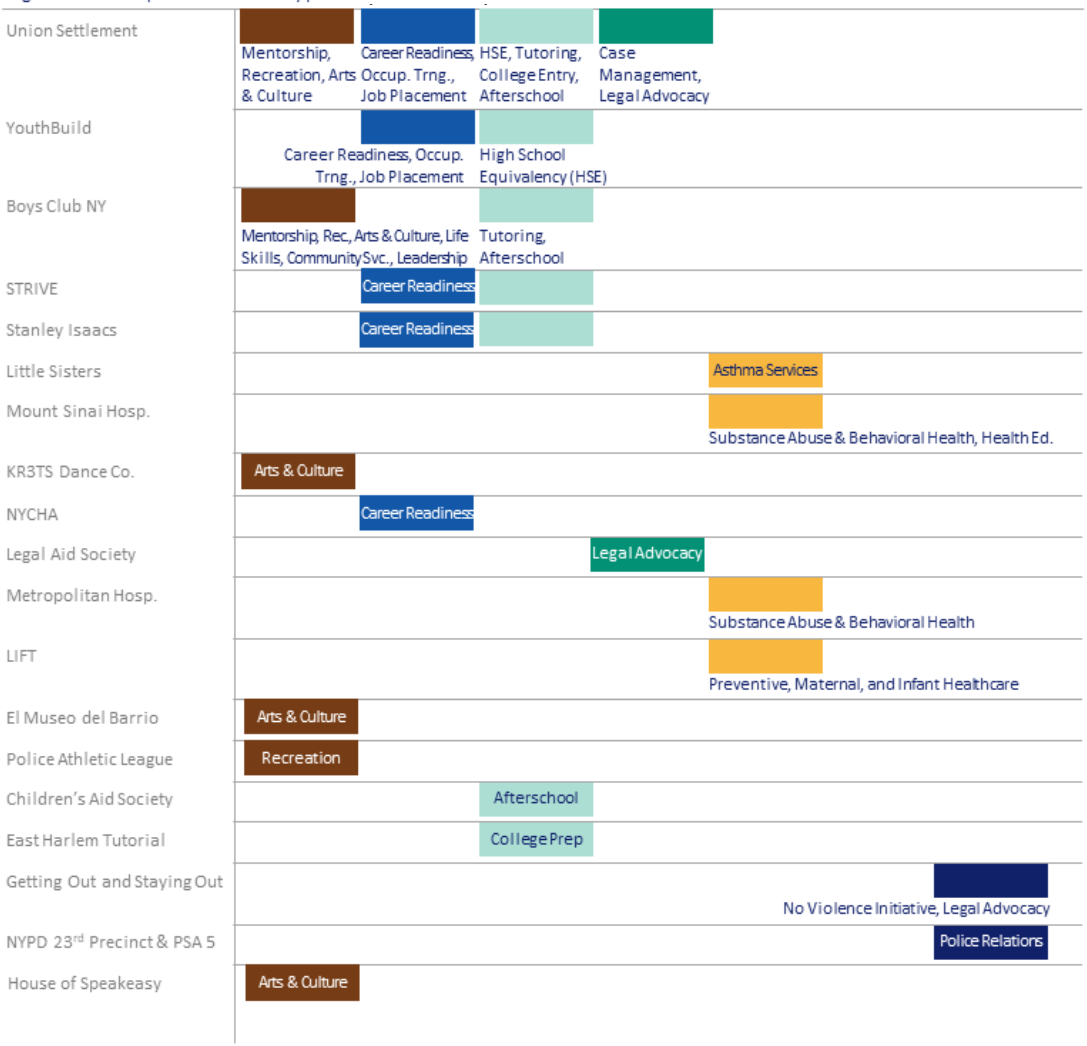


Figure A.U.4. Wraparound services by providers



The "needs identified" portion demonstrates a column chart showing the total number of clients served in each need category organized from highest total (left) to lowest total (right). Each category has been assigned a specific color as well. The "services by provider" portion lists all the provider names in order from higher total of clients served at the top to lower totals of clients served at the bottom. Next to each program name are colored boxes demonstrating the needs that each program helped clients with. Either in or next to each colored box is the specific services the organizations provided.

A.5 The Door

Established in 1972, the mission of The Door – A Center of Alternatives, Inc. is to "empower young people to reach their potential, by providing comprehensive youth development services in a diverse and caring environment."[19] The Door typically serves youth who are disconnected, including youth who identify as LBGTQ, are runaway or homeless, or other systems-involved. Providing a safe space and confidential services are critical aspects of the organization. Eight program areas support The Door's mission: a Career and Education Services Department; an Adolescent Health Center; Mental Health and Counseling services; a Legal Services Center; Arts programming; a meals program; a Runaway and Homeless Youth program; and two supportive housing facilities. Located in lower Manhattan and serving youth between the ages of 12 and 24 throughout the city, CJII funding for The Door's Hub program amounted to about $6.4 million; an additional $160,000 was allocated for capital improvements.

Already providing a wide array of services, The Door applied for Hub funding to expand their wraparound services. Initially developed with a focus on Manhattan, especially the northern Manhattan neighborhoods where The Door already had a presence, the Hub program was extended citywide to be consistent with the organization's service area.

The Door operates out of its own full-service building. Hub capital funding was used to redesign and renovate The Door's third floor to create more welcoming and usable space that includes private areas for delivering confidential services to youth.

Program and Partnership Structure. The core Hub program team[20] is led by the Hub supervisor, under the direction of the organization's managing director of programming; an engagement specialist, responsible for connecting youth to the array of services at The Door, which are available to Hub participants; and a career and education coordinator; along with staff of three partner organizations who are co-located at The Door. Full-time co-located staff consist of a substance abuse counselor from Arms Acres; a program coordinator to support criminal justice-involved youth from CASES; and a benefits caseworker from University Settlement who helps youth obtain public benefits and government documents. To provide a seamless Door/Hub experience to participants, these staff work in a shared office space and are not distinguishable as employed by different organizations.

In addition to the co-located partners, the Hub has subcontracted with a consistent set of other organizations that accept and provide referrals to services either on or off-site. The additional partners include Project Renewal (culinary arts training); the Whitney Museum of American Art (artists in residence and exhibits); Drama Club (theater programming); Per Scholas (technology-focused career training); Avenues for Justice (services for court-involved youth); Carnegie Hall (arts and culture programming); NY Foundling (tutoring); Sheltering Arms (children, youth, and family services); and Fresh Youth Initiatives (social worker at a Washington Heights high school).

[19] The Door. (n.d.). *Our Mission*. Available at https://door.org/about-door/mission/.

[20] The team is supported by The Door's director of data systems and program evaluation, who manages the Hub program data.

The full complement of services already existing at The Door and expanded through on-site and off-site partnerships is described as a "Full-Service Youth Center." Figure A.D-1 depicts the partnership structure as of February 2020 and Table A.D-1 presents a list of subcontracted partner organizations by year.

Exhibit A-12. The Door Hub partnership structure

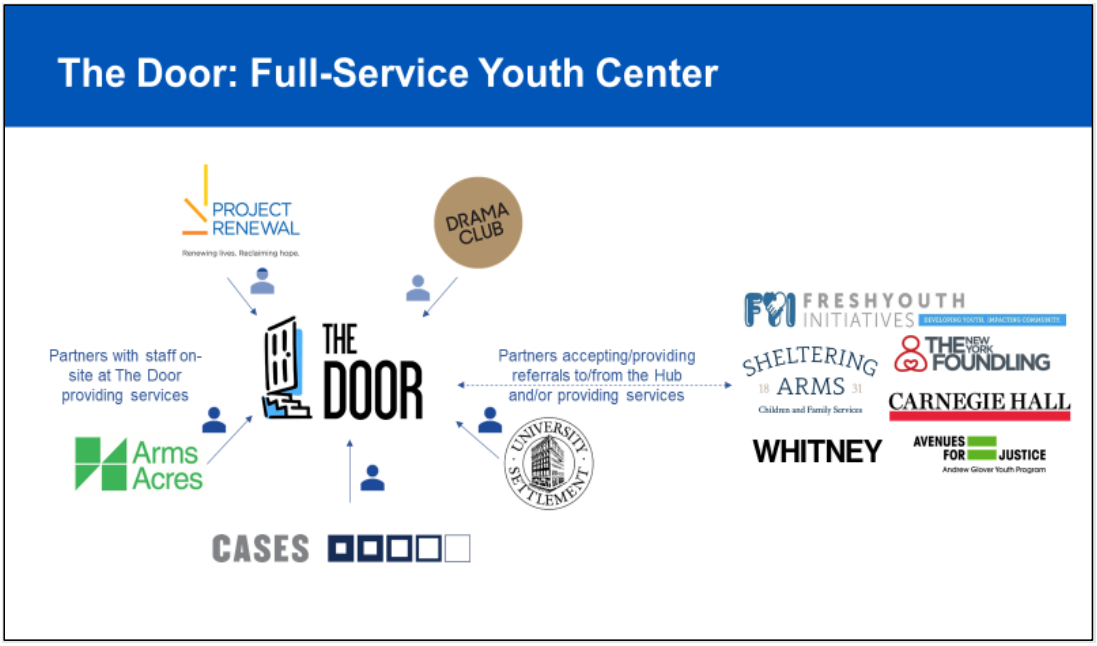


Table A.D-1. The Door Hub subcontracted partners, by year

Partner organization	Planning/pilot	Year 1 (FY '19)	Year 2 (FY '20)	Year 3 (FY '21)
Co-Located Staff (Full-Time)				
Arms Acres	✓	✓	✓	✓
CASES	✓	✓	✓	✓
University Settlement	✓	✓	✓	✓
On- or Off-Site/Referral				
Avenues for Justice	✓	✓	✓	✓
Carnegie Hall	✓	✓	✓	✓
C-CAP (Careers Through Culinary Arts Program)				✓
Drama Club	✓	✓	✓	✓
Fresh Youth Initiatives	✓	✓	✓	✓
NY Foundling	✓	✓	✓	✓
Per Scholas	✓	✓	✓	
Project Renewal	✓	✓	✓	✓
Sheltering Arms	✓	✓	✓	✓
Whitney Museum	✓	✓	✓	✓

Participant Characteristics. As shown in the data snapshot (Table A.D.2), The Door served 9,974 participants through the end of December 2020, a number that reflects a practice of counting the larger Door population throughout the city that receives Hub services. At time of enrollment, 3 percent of the population was aged 13-14, 38 percent aged 15-17, 26 percent aged 18-19, and 32 percent aged 20 and older. Less than one percent was aged 8-12 (Table A.D.3). More than half (55%) were female and 42 percent were male; another gender was reported for 2 percent (Figure A.D.2). At the time of enrollment, 34 percent were out of school and out of work. A majority of the population was Black (44%) or Latinx (35%), and other/unknown represented 13 percent (Figure A.D.3). The racial and ethnic makeup of Manhattan and New York City as a whole are also shown in this figure.

Recruitment and Implementation. The Door has promoted the new services available through Hub funding to young people already using The Door's services, and has received referrals from the partner organizations. For example, court-involved youth have been referred by CASES and other participants through Fresh Youth Initiative's school-based and legal services. Arts programming offered by Carnegie Hall brought other young people to The Door.

The Door's intake process informs youth about all available services and the organization's commitment to safety and confidentiality, which helps in building a relationship between the youth and staff. Youth self-identify their goals and service needs, and the particular staff they want to work with; The Door's staffing structure does not include designated case managers. However, the needs of individual youth may be discussed during core Hub team case conference meetings.

Assessments are conducted for specific services. For example, the Arms Acres counselor conducts a basic needs assessment along with tools to assess substance use, Adverse Childhood Experiences, suicidality and depression, and protective factors, to determine the appropriate level of care, as needed. The counselor also provides access to inpatient and outpatient services, on-site psychoeducation and support groups, and presentations and trainings for other staff.[21]

The benefits specialist assists youth to obtain public benefits such as Food Stamps and Medicaid and vital documents such as birth certificates, Social Security cards, and government IDs, which enable access to housing, employment, and other services.

The addition of staff on-site from CASES provides support for young people coming out of or facing potential incarceration, or who have challenges that The Door's legal department is unable to address, such as immigration, benefits, and family issues.

Several organizations offer a variety of arts programming. These include a theater program offered by the Drama Club and artists—in-residence from the Whitney Museum. The Whitney Museum also has supported an Art as a Second Language program for immigrant youth. Carnegie Hall has offered field trips for youth in non-secure detention programs.

Data on wraparound needs and services (Figure A.D-4) show that the greatest need participants reported at enrollment was for employment services, with education services next. Figure A.D-4 lists the most prevalent providers and the types of services they provided.

[21] This position became vacant at the end of 2019 and remained unfilled.

Exhibit A-13. The Door Hub: Program participants

The Door: Population Served

Table A.D.2. Participant locations

Manhattan	24%
Outside of Manhattan	47%
Unknown	29%
Total	9895

Table A.D.3. Participant ages

Population aged 8 to 12	< 1%
Aged 13 to 14	3%
Aged 15 to 17	38%
Aged 18 to 19	26%
Aged 20 and older	32%
Unknown	< 1%
Total	9974

34% out of school and work

The Door serves youth from all of NYC, so their Manhattan focus area is the whole borough.

Figure A.D.2. Gender

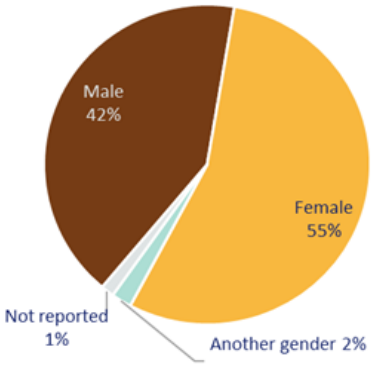
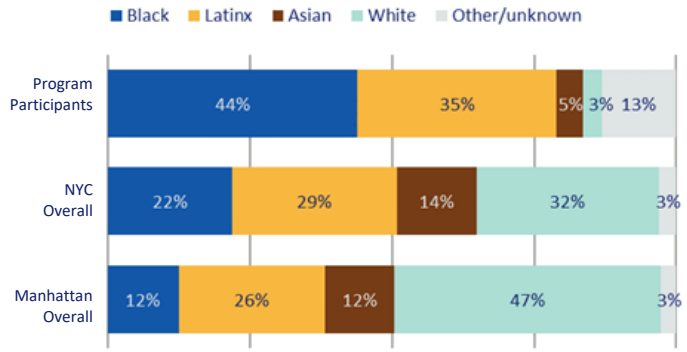


Figure A.D.3. Race and ethnicity



There are approximately 229,000 young people ages 15-24 struggling with poverty citywide.

Program data provided by The Door reflect the period from 2017 Q4 to 2020 Q4.
Percentage out of school and work excludes 2725 youth with missing data.
Manhattan and citywide data are 2019 five-year estimates from the American Community Survey.

Exhibit A-14. The Door Hub: Wraparound needs and services

The Door: Wraparound Needs and Services

Figure A.D.4. Number of participants in each category of need

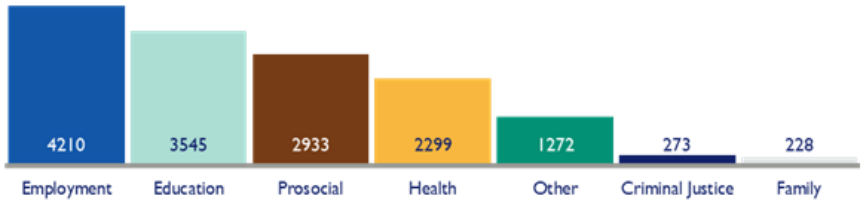
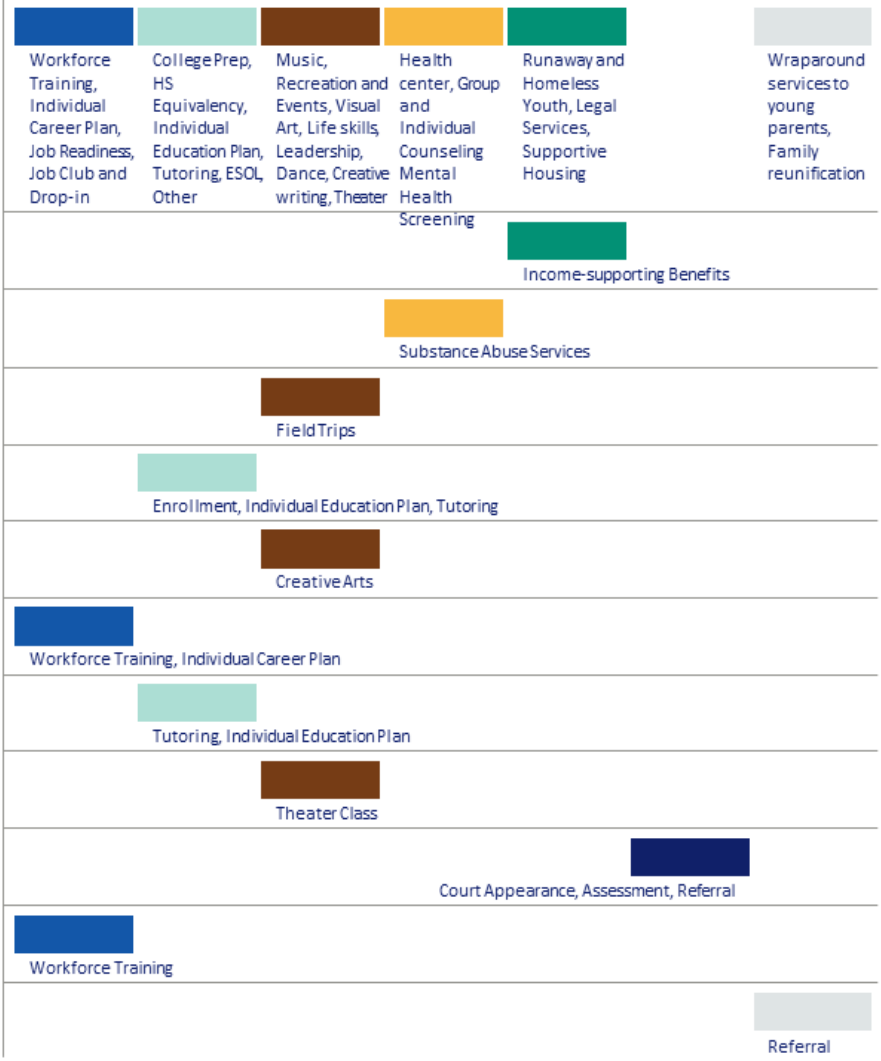


Figure A.D.5. Wraparound services by providers



The "needs identified" shows the total number of clients identified in each need category organized from most (left) to least (right), with a unique color for each category. The "services by provider" lists all the providers in order from most clients served (top) to fewest clients served (bottom). Only providers that served at least five participants over the course of the period from 2017 Q4 to 2020 Q4 are included. Next to each provider name are colored boxes representing the needs that each program helped clients with. Beneath each colored box are the specific services the organizations provided.

Appendix B

Process Evaluation Interview Guides Wave 1

Appendix B
Process Evaluation Interview Guides Wave 1

B.1 Hub Leadership

Background

Let's start with some background about your role and about the Hub. When I use the term "Hub" I'm referring to both the lead organization and partner provider organizations.

1. What is your role within the Hub and how long have you worked at the lead organization?
2. How would you describe the goals of the Hubs Initiative?
3. What is the current organizational structure of the Hub, including at the lead organization and partner organizations, and through any other relationships? How have these changed over the course of implementation to date?
4. What is the Hub program's current staffing structure (e.g., number and types of positions)? How has this changed over the course of implementation to date? Are there vacancies that you expect to fill?
5. How, if at all, have you developed a Hub "identity" at your site? *(Probe for reasons a Hub brand was or was not created.)*
6. Who is the Hub's target population?
    a. What are the eligibility criteria for joining the Hub?
    b. How many participants is the Hub supposed to serve (in what time period)?

Partnerships and Services

Now let's talk about the Hub partners and the services your organization and the partners provide.

1. Please describe your current Hub partners. How did you select them? What changes, if any, have you made over the course of the Initiative to your partners? Why did you make these changes? Which partners do/did you have a subcontract or fiscal arrangement with?
    a. Based on your experience so far, what makes for an effective partnership? What strategies do you use to support the partnership? (*Probe for meetings, data sharing, staffing structures, fiscal arrangements, or subcontracts.*)

b. How would you define your partners' role [with respect to the unique ways they contribute to] the Hub?

c. What are some ways you feel the partnerships are limited? What factors limit your ability to better partner together?

2. Prior to COVID-19, how did you conduct outreach and intake? How have these changed since the pandemic?

3. Prior to COVID-19, what services and activities were available to youth in the Hub program from the Hub lead organization and primary partners, and by which organization or staff? How have these changed as a result of the pandemic? *(Probe on any wraparound supports/opportunities listed in the Hubs Program RFP that are not mentioned; wraparound service "buckets" that the Hubs report on to ISLG are: education, employment, prosocial [mentoring fits here], health, family strengthening, criminal justice support, other.)*

   a. Have services/activities varied by youth population (e.g., age or other characteristic)? If yes, in what way?

   b. What services are available by referral and what is the referral process?

4. How have the Hub lead agency and partner organizations coordinated with each other (e.g., steering or other committees, joint staff or other meetings, data sharing, referrals)?

   a. Typically, how often has this occurred?

   b. How, if at all, has the way you work with the partner organization changed as a result of the pandemic? When thinking about collaboration, what comes to mind?

   c. Other than the activities you have mentioned, is there anything else we should know about the relationship(s) between your partners and other organizations? *(Probe: Collaboration between service sectors? Referrals between service providers? Access to wraparound supports? Sharing of information or resources? Activity planning? Space? Staffing?)*

5. How, and by whom, is care coordination accomplished? How do Hubs assess and reassess client needs/interests? Has this changed over time, and if so, how?

   a. Please describe your practices for addressing trauma among participants.

6. Are there any gaps in services that you would like to address?

   a. Do participants have needs that the Hub has been unable to meet (before the pandemic, since the pandemic)? What are they? In general, have their needs been met in a timely manner?

7. Are there any other ways, not yet mentioned, that the organizational and staffing structure, outreach, intake, engagement in services/activities, number and type of participants, program location/space of the Hub has changed? What were the reasons for the change?

Facilities

Let's talk about where services take place and about improvements to your space as a result of the Initiative.

1. When the Hub space was open (prior to March 2020), where did the Hub programming (services and activities) take place?

    a. Describe the facilities (size, types of rooms, outdoor space, technology or other resources, accessibility, condition).

    b. Other than the space for programming, what other facilities are considered part of the Hub?

    c. Did you use CJII funding to build out or enhance your space? If so, please describe.

    d. How, if at all, did these improvements allow you to serve more youth and or youth with a greater range of challenges? *(Probe: Is there anything that you are now able to provide that you wouldn't have been able to provide without the capital funding?)*

    e. What are the advantages and disadvantages of the Hub location(s) and facilities?

Hub's Impact

My next set of questions asks about any changes to your organization, your partners, and coordination as a result of the Hubs Initiative.

1. Has implementing the Initiative changed your organization's operations in any way? *(Probe for: program operations, financial operations, staffing and workforce development, outreach and recruitment, partnerships, data systems and analysis.)*

    a. What do you do the same?

    b. What do you do differently now?

2. To what extent, if at all, has the Hub program increased the capacity of local organizations to better address the needs of youth in the community?

    a. How has the Initiative helped you expand upon, improve, or change the services that you provide to youth within the neighborhood?

    b. To what extent, if at all, has the Hub program changed your ability to equitably serve all youth in your neighborhood? *(Probe for differences in race/ethnicity, gender, age.)*

    c. In your opinion, is the Hub program better suited to some youth more than others?

3. To what extent, if at all, has the Hub program changed the way you position the organization's work? The way you work with other organizations in the community? *(Probe for changes related to funding, turf/competition, organizational identity.)*

4. What coordination and/or centralized planning, if any, is there between the five Hubs (lead organizations and partners)? In what ways, and how often, does this occur? What, specifically, has been addressed?

    a. Are there resources (partners/infrastructure/space) that are shared across Hubs? If so, which organizations/providers come to mind?

5. What impacts, do you believe that the Hub has had on youth?

6. What impacts, if any, do you believe that the Hub has had on the surrounding/target neighborhood?

Strengths, Challenges, and Key Components

In this last set of questions I'd like to ask about the strengths of the Hub program and any challenges, and key components of the program.

1. What do you consider the strengths of the Hub program? Why?

2. What are the aspects of the Hub program that are less strong (or weak)? Why? How are these being addressed?

3. What other challenges has the Hub faced?

4. Which aspects of the Hub program would you consider a best practice in wraparound care, and why? How do you define wraparound care for this Initiative? What would you say are the key or critical components for program success?

5. Are there things you have learned during the COVID-19 pandemic that you think may change the way the Hub or your organization works going forward? What are they?

Additional Comments

1. Is there anything else you would like to add?

B.2 Hub Staff

Background

Let's start with some background about your roles and about the Hub. When I use the term "Hub" I'm referring to both the lead organization and partner provider organizations.

1. What is your role within the Hub and how long have you worked at the lead organization?
2. How would you describe the goals of the Hubs Initiative?
3. What is the Hub's target population?
    a. What are the eligibility criteria for joining the Hub?

Services

Now let's talk about the services you personally provide directly or through referral.

1. Prior to COVID-19, how did you conduct outreach and intake? How have these changed since the pandemic?
2. Prior to COVID-19, what services and activities did you provide? Please describe them.
    a. Do services/activities vary by youth population (e.g., age or other characteristic)? If yes, in what way?
    b. How have the services and activities you provide changed as a result of COVID-19?
3. What other services have been available to youth in the Hub program either from the Hub lead organization or primary partners, and by which organization or staff? *(Probe on any wraparound supports/opportunities listed in the Hubs Program RFP that are not mentioned; wraparound service "buckets" that Hubs report to ISLG are: education, employment, prosocial [mentoring fits here], health, family strengthening, criminal justice support, other.)*
    a. What services are available by referral and what is the referral process?
    b. How, if at all, has this changed as a result of the pandemic?
4. Typically, how do staff at the Lead Hub agency and partner organizations coordinate (e.g., steering or other committees, joint staff or other meetings, data sharing)?
    a. How often does this occur?
    b. When thinking about collaboration, what comes to mind?
    c. Other than the activities you have mentioned, is there anything else we should know about the relationship(s) between these partners/organizations? *(Probe: Collaboration between service sectors? Referrals between service providers? Access to wraparound supports? Sharing of information or resources? Activity planning? Space? Staffing?)*
5. Typically, how, and by whom, is care coordination accomplished? How, and how often, do you assess and reassess client needs/interests? Has this changed over time? If so, how?

a. Please describe your practices for addressing trauma among participants.

6. Are there any gaps in services that you would like the Hub to address?

   a. Do participants have needs that the Hub is unable to meet? What are they? In general, have their needs been met in a timely manner?

7. Are there any other ways, not yet mentioned, that the staffing structure, outreach, intake, services/activities, number and type of participants, program location/space of the Hub have changed since the program began? *What were the reasons for the change?*

Facilities

Let's talk about where services take place and about improvements to your space as a result of the Initiative.

1. When the Hub space was open (prior to March 2020), where did the Hub programming (services and activities) take place? *Describe the facilities (size, types of rooms, outdoor space, technology or other resources, accessibility, condition).*

   a. Other than the space for programming, what other facilities are considered part of the Hub?

   b. What are the advantages and disadvantages of the Hub location(s) and facilities?

Hub's Impact

My next set of questions asks about any changes to your organization, your partners, and coordination as a result of the Hubs Initiative.

1. Has implementing the Initiative changed your services in any way? (*Probe for: program operations, financial operations, staffing and workforce development, outreach and recruitment, partnerships, data systems and analysis.)*

   a. What do you do the same?

   b. What do you do differently now?

   c. In your opinion, is the Hub program better suited to some youth more than others?

2. What coordination or communication, if any, has there been with any or all of the other four Hubs (the Initiative includes five Hubs in all—The Door, Henry Street Settlement, Living Redemption, NewYork-Presbyterian, Union Settlement)? What, specifically, was the coordination or communication about?

   a. Are there resources (partners/infrastructure/space) that are shared across Hubs? If so, which organizations/providers come to mind?

3. What effect do you believe the Hub has had on the youth?

4. What effect, if any, do you believe the Hub has had on the surrounding/target neighborhood?

Strengths, Challenges, and Key Components

In this last set of questions, I'd like to ask about the strengths of the Hub program and any challenges, and key components of the program.

1. What do you consider the strengths of the Hub program? Why?

2. What are the aspects of the Hub program that are less strong (or weak)? Why? How are these being addressed?

3. What other challenges has the Hub faced?

4. Which aspects of the Hub program would you consider a best practice in wraparound care, and why? How do you define wraparound care for this Initiative? What would you say are the key or critical components for program success?

5. Are there things you have learned during the COVID-19 pandemic that you think may change the way the Hub or your organization works going forward? What are they?

Additional Comments

1. Is there anything else you would like to add?

B.3 Hub Partners

Background

Let's start with some background about your role and the role of your organization in the Hub. When I use the term "Hub" I'm referring to both the lead organization and partner provider organizations.

1. What is your role within the Hub and how long have you worked at your organization?
2. How would you describe the goals of the Hubs Initiative?
3. Can you share why you decided to partner with [lead organization] on the Initiative?

Services

The next set of questions asks about Hub services.

1. Prior to COVID-19, what services and activities were available to youth in the Hub program from your organization as well as from the Hub lead organization and other partner organizations? *(Probe on any wraparound supports/opportunities listed in the Hubs Program RFP that are not mentioned; wraparound service "buckets" that the Hubs report to ISLG are: education, employment, prosocial [mentoring fits here], health, family strengthening, criminal justice support, other.)*
    a. Do your services/activities to Hub youth vary by youth population (e.g., age or other characteristic)? If yes, in what way?
    b. How have the services and activities you provide changed as a result of COVID-19?
    c. What services are available by referral and what is the referral process? (*Probe for referrals from partner to lead and other partners/agencies as well as referrals from lead to partner.)*
    d. Typically, how, and by whom (which organization and which staff members), is care coordination of Hub participants accomplished?
        1. How does your organization assess and reassess client needs/interests?
        2. What care coordination information, if any, do you receive from the lead Hub organization?
        3. Does this process differ depending on whether or not a participant first enrolled in the Hub through your organization?
    e. Please describe your practices for addressing trauma among participants.

2. Do participants have needs that the Hub is unable to meet? What are they? In general, are their needs met in a timely manner?

3. Prior to March 2020, when on-site services could be provided, where did the Hub programming (services and activities) that your organization provided take place?

    a. Describe the facilities (size, types of rooms, outdoor space, technology or other resources, accessibility, condition).

    b. What are the advantages and disadvantages of the Hub location(s) and facilities?

Organizational or Other Changes

My next set of questions asks about any changes to your organization and coordination as a result of the Hubs Initiative.

1. Are there any other ways not yet mentioned that the organizational and staffing structure, services/activities, number and type of participants, program location/space of your organization have changed since the program began? *What were the reasons for the change?*

    a. Has participating in the Hubs Initiative changed your own operations? (*Probe for: program operations, financial operations, staffing and workforce development, outreach and recruitment, partnerships, data systems and analysis.*)

    b. Have you seen any changes in attendance at, or interest in your programs as a result of the Initiative?

    c. Has participating in the Initiative changed the way you've communicated or worked with other organizations? (*Probe for: referrals, sharing of resources, sharing of data, sharing of space.*)

2. How have the partners of this Hub coordinated or worked together (e.g., steering or other committees, joint staff or other meetings, data sharing)?

    a. How often has this occurred?

    b. Has this changed over time and since the pandemic? In what ways?

3. To what extent, if at all, has the Hub program increased the capacity of local organizations to better address the needs of youth in the community?

    a. How, if at all, has the Initiative helped you expand upon, improve, or change the services that you provide to youth within the neighborhood?

    b. To what extent, if at all, has the Hub program changed your ability to equitably serve all youth in your neighborhood? *(Probe for differences in race/ethnicity, gender, age.)*

    c. In your opinion, is the Hub program better suited to some youth more than others?

d. To what extent, if at all, has the Hub program changed the way you position the organization's work? The way you work with other organizations in the community? *(Probe for changes related to funding, turf/competition, organizational identity.)*

4. When thinking about collaboration for the Hub program, what comes to mind? Other than the activities you have mentioned, is there anything else we should know about the relationship(s) between these partners/organizations*? (Probe: Collaboration between service sectors? Access to wraparound supports? Sharing of information or resources? Activity planning? Space? Staffing?)*

5. Based on your experience so far, what makes for an effective partnership?

   a. What strategies *do you use to support the partnership? (Probe for meetings, data sharing, staffing structures.*)

   a. What coordination or communication, if any, has there been with any or all of the other four Hubs (the Initiative includes five Hubs in all—The Door, Henry Street Settlement, Living Redemption, NewYork-Presbyterian, Union Settlement)? What, specifically, was the coordination or communication about?

   b. Are there resources (partners/infrastructure/space) that are shared across Hubs? If so, which organizations/providers come to mind?

Hub's Impacts

1. What impacts do you believe the Hub has had on youth?

2. What impacts, if any, do you believe the Hub has had on the surrounding/target neighborhood?

Strengths and Challenges, and Key Components

In this last set of questions, I'd like to ask about the strengths of the Hub program and any challenges, and key components of the program.

1. What do you consider the strengths of the Hub program? Why?

2. What are the aspects of the Hub program that are less strong (or weak)? Why? How are these being addressed?

3. What other challenges has the Hub faced?

4. Which aspects of the Hub program would you consider a best practice in wraparound care, and why? How do you define wraparound care for this Initiative?

5. What would you say are the key or critical components for program success?

Additional Comments

1. Is there anything else you would like to add?

B.4 Hub Participants

Introduction

1. Please tell me a little about yourself. (*Probe: age, in school/grade or out of school/working/job, interests*.)

I have some questions about your first experiences with the [Hub].[22]

1. When and how did you first hear about the [Hub]?

    a. How did you get enrolled in the program? *(Get sense of time and probe for point of entry, through lead organization or partner referral, and if participant was recruited during the pandemic; whether youth attended the program at the lead organization before the Hub program began.)*

2. What was your first impression of the [Hub] program?

    a. What did you learn about what it offered young people?

    b. Why did you join? Why were you interested? *(Probe for whether participant purposely joined the YOH or joined an activity that happened to be part of the Hub.)*

    c. Did you think that your participation could help you in any way? Can you give some examples of how?

Goals and Program Engagement

1. When you first became involved with the Hub, and even since, did you meet with a staff person to talk about setting goals for yourself (like an individual service plan)? Who did you meet with?

    a. Can you tell me what this process was like and how it worked? (*Probe for process—over how many sessions, survey of interests or needs, discussion of offerings, participant role/involvement in service plan*.)

2. What initial goals, if any, did you set?

3. Have you revisited your goals and interest with staff after his first assessment?

    a. *(If yes)* What happened when you did? How, if at all, did your plan for what you do in the program change?

[22] Substitute local name of program in each question: East Harlem Hub, Living Redemption Hub, Lower East Side Hub, The Door, or Uptown Hub.

4. Tell me about the different ways you participated at the Hub before the COVID-19 (coronavirus) pandemic changed things. (*Probe: sports, community service, tutoring or help with schoolwork, test preparation, internship, job search, job training, health services, counseling or mental health services, goal setting, mentoring, support group, life skills workshops, financial planning or budgeting, legal services, college or career exploration.)*

    a. *(For named services)* Can you tell me what was involved with [each service/activity]? What did you do?

    b. What, if anything, have you learned or gained from participating in it? What did you accomplish? *(Probe for details about each service.)*

5. Have you participated in any services or activities at the program space?

    a. When? How would you describe the Hub space (building)? *(Probe: feeling of safety, welcoming, comfortable, well-equipped; does it make youth want to continue to take part?)*

6. Have you gotten any stipends or incentives for participating in the program? *(If yes)* what was this for? How did it work?

Now I'd like to ask you about your thoughts about the program more generally.

1. How satisfied are you with the program/services you've received, in terms of meeting your goals? (*Probe for outcomes, gains.*)

2. What's been the best part of your experience at the Hub? What's been the worst part?

3. Do you live in the neighborhood where the Hub is located?

    a. How important is it to you to take part in a program near where you live? Why or why not?

4. Do you feel welcomed by staff? What have staff done to make you feel welcomed?

    a. Do you trust the staff? Why or why not? What have they done to earn your trust?

5. Have you developed a trusting relationship with any particular staff? Which staff?

    a. What has this relationship meant to you, how do you think it has helped you?

6. Do you think that staff are fair in the way they treat participants?

    a. Can you give an example or two of what you've observed or seen of the relationships between staff and participants?

7. How would you describe the way youth at the program get along with each other?

I'd also like to ask you some questions about your experiences with the Hub when things changed because of the COVID-19 (coronavirus) pandemic.

1. How did the pandemic change the program or what you like to do at the Hub?
    a. What services or activities were no longer offered? What were you still able to participate in? how?
    b. How do you think not being able to be in person affected your experience in the program?
    c. (If not addressed above) How did you get in touch with staff during the time when you couldn't be in-person? How easy or hard was it?
        1. Did you reach out to staff on your own? About how often?
        2. What were some reasons you contacted staff?
    d. Did staff stay in touch with you during this time? How? (*Probe: email, text, phone*) How often?

Meeting Goals and Service Gaps

1. Thinking back to the goals you mentioned at the beginning of our conversation, how has the Hub helped you work toward or meet your goals?
    a. Are there other or new goals you still want to work toward?
        1. What are they?
        2. How, if at all, do you think the Hub can or will help you with these goals?
    b. Are there services you think would help you, or you would like, that the Hub isn't offering?

Participation in Other Programs and Activities

1. Before you started participating in the Hub, did you participate in any program or services somewhere else?
    a. What activities or services, and where? *(Probe if from a partner organization before the Hub program began.)*
2. Are you participating in programs or activities at other agencies or organizations now?
    a. Which ones? What kinds of activities?
    b. Did you find these on your own?
    c. Has the Hub referred you to any other services or organizations? Which ones? For what services?
    d. How different or similar were/are these services or activities to what you have been doing at the Hub?

Finally, I'd like to hear your thoughts on how to make the Hub a better place for young people.

1. Do you have any suggestions for improving the Hub and its services or activities?
2. Would you recommend the Hub to your friends? Why or why not?
    a. What suggestions do you have for getting other youth involved in the Hub? *(Probe: How should the Hub spread the word about its programs?)*
3. Do you think you will continue to be part of the Hub?
    a. Why or why not?
    b. How long do you see yourself being a member/participant of this program? (*Probe for whether they see it as open-ended or activity, or time limited.)*

Conclusion

Thank you so much for telling me about your experiences in the Hub. Before we end, is there anything else you would like to add?

B.5 ISLG and DANY

Background

Let's start with some background about your role and about the beginnings of the Hubs Initiative. When I use the term "Hub" I'm referring to both the lead organization and partner provider organizations.

1. What is your role within the Hubs Initiative as well as within your organization?
2. How would you describe the goals of the Hubs Initiative?
    a. Were these the original goals or have the goals changed over time?
    b. (DANY only) How does the Hub program fit within the District Attorney's Criminal Justice Investment Initiative?
    c. What were the precipitating factors that led DANY to propose the Youth Opportunity Hub program? What challenges is DANY intending to address?
3. What was the basis for selecting the five Hubs?
    a. How much input did ISLG and DANY have in each Hub's implementation plan?
4. (DANY only) What is the responsibility of ISLG within the Hubs Initiative?

Key Elements of Hub Model, Variations, and Coordination

Now let's talk about the key elements of the Hub model and any variations between the Hubs, as well as changes since the programs began.

1. What do you consider to be the key elements of the Hub model—in your opinion, what differentiates a Youth Opportunity Hub from other organizations or approaches *(Probe for: wraparound services, partnerships, branding, other)*?
2. We know that there is a great deal of variation between the five Hubs. From your perspective, do any of the Hubs embody, more so than others, the program model that you envisioned? *(Probe for reasons.)*
3. Over the course of implementation, what coordination and/or centralized planning, if any, has there been between the five Hubs (lead organizations and partners)? In what ways, and how often, does this occur? What, specifically, has been addressed?
    a. Are there resources (partners/infrastructure/space) that are shared across Hubs? If so, which organizations/providers come to mind?
4. Are the Hubs serving the number and type of youth that the Initiative intended?

> **Note:** Questions for ISLG will be asked in terms of all/each Hub to examine variations, similarities, and differences across the Hubs.

5. Over the course of the program, how has the lead Hub organization and their partner provider organizations coordinated with each other (e.g., steering or other committees, joint staff or other meetings, data sharing)?

    a. How often has this occurred and how has it changed over time?

6. When thinking about collaboration, what comes to mind?

    a. Other than the activities you have mentioned, is there anything else we should know about the relationship(s) between these partners/organizations? *(Probe: Collaboration between service sectors? Referrals between service providers? Access to wraparound supports? Sharing of information or resources? Activity planning? Space?)*

7. How, if at all, have the organizational and staffing structure, services/activities, number and type of participants, program location/space of the Hub changed since the program began up through the start of the COVID-19 pandemic?

    a. What were the reasons for the change?

    b. Other than switching to remote offerings, what changes have occurred since the pandemic?

Strengths, Challenges, Best Practices, and Key Components

In this last set of questions I'd like to ask about the strengths of the Hub program and any challenges, best practices in wraparound care, and community impacts.

1. What do you consider the strengths of the Hub program? Why?

2. What are the aspects of the Hub program that are less strong (or weak)? Why? How are these being addressed?

3. What other challenges has the Hub program faced?

4. Do participants have needs that the Hub program is unable to meet? What are they?

5. Which aspects of the Hub program would you consider a best practice in wraparound care, and why? How do you define wraparound care for this Initiative?

6. What impacts, if any, do you believe the Hub program has had on their target neighborhood?

7. What would you say are the key or critical components for program success?

Additional Comments

1. Is there anything else you would like to add?

Appendix C

Process Evaluation Interview Guides Wave 2

Appendix C
Process Evaluation Interview Guides Wave 2

Youth Opportunity Hub Initiative Evaluation – Participant Interview Protocol

Introduction

First, I'd like to spend a few minutes getting to know you better.

1. Please tell me a little about yourself. *(Probe: age, in school/grade or out of school/working/job, interests, place of residence.)*

2. What are some of the best things you've accomplished recently?

3. What are the biggest challenges you and/or your family have faced in the past several years?

I'd like to ask you some questions about your first experiences with the [Youth Opportunity Hub].[23]

4. When and how did you first hear about the [YOH]? *(Probe: Whether the Hub, as a program, was known to the participant.)*

5. What was your first impression of the [YOH] program?

    a. Why did you join? Why were you interested? Did you think that your participation could help you in any way? Can you give some examples of how? *(Probe: Whether participant purposely joined the YOH or joined an activity that happened to be part of the YOH, importance of staffing, fellow participants, involved organizations, location.)*
    b. Overall, from your perspective, what does it mean to be a member of the Hub?

6. Are you still connected to the Hub? When was the last time you participated in a Hub activity, met with Hub staff, or connected to a service through Hub staff? (Probe for time frame and details of the connection.)

Goal Setting and Service Facilitation

7. How did you get enrolled in the program? (Get sense of time and probe for point of entry, through lead organization or partner referral, and if participant was recruited during the pandemic; whether youth attended program at the lead organization before the Hub program began.)

[23] Substitute local name of program in each question: East Harlem Hub, Living Redemption Hub, Lower East Side Hub, The Door, or Uptown Hub.

8. When you first became involved with the YOH, and since, did you meet with a staff person to talk about setting goals for yourself (like an individual service plan)? Who did you meet with?

    a. Can you tell me what this process was like and how it worked? *(Probe for process—over how many sessions, survey of interests or needs, discussion of offerings, participant role/involvement in service plan.)*

9. What initial goals, if any, did you set? Have you revisited these goals since then?

    a. Looking back on the goals that you set, do you feel that you've achieved any of them? If so, which ones? Why or why not?

Program Engagement

10. Tell me about the different ways you participated at the YOH? (Probe: Sports, arts, leadership, community service, tutoring or test preparation, internship, job search, job training, health services, counseling or mental health services, goal setting, mentoring, support group, life skills workshops, financial planning or budgeting, legal services, college or career exploration.)
    a. Do you think that joining the Hub gave you access to programs or services you otherwise wouldn't have participated in or had access to? Why or why not?
    b. Of all these activities/services, which ones were most important to you? Why?
    c. [If not answered above] How, if at all, did any of these activities/services help you reach or work toward your goals? (Probe based on initial and achieved goals stated earlier.)

11. Do you feel welcomed by staff at the Hub? In what ways have staff made you feel welcomed?
    a. Do you think staff are fair in the way they treat participants? Why or why not?

12. Did you work with a [core staff name for each Hub]? If so,

    a. How often did you meet with this individual?
    b. Did you trust this individual? Why or why not? What were some of the best parts of working with this person?
    c. Did this individual help you become involved in any new activities or services? Did they mention any of the following types of activities or services [see Q6]? (Probe for examples.)

13. Have you developed a trusting relationship with any other staff? Which staff?

    a. What have these relationships meant to you? How do you think they have helped you?

14. Can you tell me about the other participants of the Hub? (Probe for: Who are they, did they make peer connections, would they have interacted with the same people otherwise?)

    a. Have you made friendships with other young people through your connection to the Hub?
    b. How would you describe the way youth at the program get along with each other?

Now I'd like to ask you about your thoughts about the Hub more generally.

Program Outcomes

15. What have been the greatest benefits to you of participating in the Hub? (Probe for outcome areas identified in mid-evaluation report, including: connection to new opportunities and activities; relationships with adults and peers; mental health support and counseling; access to economic, food, or housing supports; avoidance/prevention of risky behaviors, including justice-system involvement.)

16. Let's imagine that you never joined the Hub. What would your life be like now? Has the Hub helped you become a better person? Why or why not?

17. Are there services you think would help you, or you would like, that the Hub isn't offering?

18. [Place-based Hubs only] What, if anything, do you think the presence of the Hub has meant for the [Lower East Side, East Harlem, Harlem, Washington Heights/Inwood] neighborhood?

COVID-19

I'd also like to ask you some questions about your experiences with the Hub when things changed because of the COVID-19 (coronavirus) pandemic.

19. Did you feel like the COVID-19 pandemic affected your ability to participate in Hub activities and services? Why or why not? (Probe for how the Hub engaged participant during pandemic.)

    a. What services or activities were no longer offered? What were you still able to participate in? How?
    b. How do you think not being able to be in person affected your experience in the program? (Probe for: How did participant get in touch with staff, who initiated interactions, for what reasons.)

20. Are there any aspects of interacting virtually that you would like to continue even after in-person services resume? Why?

Wrapping Up

Finally, I'd like to hear your thoughts on how to make the YOH a better place for young people.

21. Overall, how satisfied are you with the program/services you've received, in terms of meeting or working toward your goals? (Probe for outcomes, gains.)

22. Do you think you will continue to be a member of [name lead and partner organizations, based on prior responses]? Why or why not?

23. Do you have any suggestions for improving the YOH and its services or activities?

Conclusion

Thank you so much for telling me about your experiences in the Hub. Before we end, is there anything else you would like to add or anything else I should have asked about? Do you have any questions for me?

Youth Opportunity Hub Initiative Leadership Interview Protocol
Interview #1: Youth and Organizational Outcomes

Thank you for your ongoing support of our evaluation efforts. As you know, we are conducting two final interviews with each of the five Hubs as we wrap up our process evaluation. Our first conversation today will be on **youth and organizational outcomes** while our second conversation will focus on partnerships and sustainability. For both interviews, I would like to discuss the totality of your involvement in the CJII Youth Opportunity Hub Initiative. We are interested in your honest assessment and feedback. We would like to audio tape our interview to allow us to best capture your feedback.

Introduction

1. Please introduce yourself and describe your current position within the Hub as well as how your involvement may have changed since we last spoke.

Organizational Outcomes

2. What would you describe as the key organizational outcomes that have resulted from having participated in the Youth Opportunity Hub Initiative? *For each outcome cited:*

    a. How has participation in the YOH Initiative led to this outcome?
    b. Has this outcome led to any outcomes among youth?
    c. Do you see this outcome as being sustained beyond the end of the Initiative? Why or why not?

    Probe for outcomes in the areas of:
    - Staff hiring, training, supervision, and support
    - Community outreach and engagement
    - Facilitation of wraparound services and case management
    - Service provision within your organization
    - Data, reporting, and accountability

3. Have you applied any practices or learnings from your Hub program to other programs or activities at your organization?

    a. Over the course of the initiative, what strategies did you use to foster organizational learning? What challenges, if any, did you encounter when attempting to apply practices or learnings from your Hub program to other areas of your organization?
    b. Are there any organizational, program, or service strategies that you piloted through your Youth Opportunity Hub that you then decided were not effective? Could you give an example and share how you used the Hub as a mechanism for learning in this manner?

4. To what extent did the following supports provided through CJII help inform or support the outcomes that we've discussed so far?

    a. Technical assistance and training provided through the CJII
    b. Support from ISLG
    c. Peer learning among the YOH grantees through meetings and other mechanisms
    d. Support from dedicated TA providers (e.g., data consultants)
    e. Other supports from CJII or ISLG

5. Are there any other ways that participating in the Youth Opportunity Hub Initiative led to changes in your organization?

   Probe for:
   - Learnings from partner organizations

Capital Improvements

I'd like to talk briefly about the capital improvement funding that was included as part of the Youth Opportunity Hub Initiative.

6. Consider when you first chose to apply for this grant opportunity. How important or unimportant to you was the inclusion of capital improvement funding? Why?

7. Have you completed your capital improvement project? Did it turn out as you intended? Why or why not?

8. How, if at all, have the capital improvements impacted the overall operations of your organization?

   a. What impacts have they had on your ability to deliver services through the Hub?
   b. What impact(s) have they had on programs and services outside of the Hub?

Youth Outcomes

9. What would you describe as the key outcomes for youth who participated in your Youth Opportunity Hub?

   a. What Hub practices (services, programs, strategies) led to this outcome? (Probe for: Wraparound services and case management, service provision, partnerships, outreach, capital improvements, other.)
   b. Did this outcome accrue to all participants equally? Why or why not? Who benefited the most in this outcome area?
   c. What barriers, if any, prevented youth from fully realizing this outcome?
   d. How did you measure this outcome?

   Probe for:
   - Connecting to more service providers
   - Connecting to social-emotional supports
   - Meeting basic/immediate needs and economic insecurity
   - Addressing physical and mental health
   - Developing positive relationships with adults
   - Developing positive relationships with peers
   - Exposing youth to the arts
   - Increasing involvement in youths' local community
   - Improving educational and workforce opportunities and participation
   - Reducing justice system involvement
   - Other outcomes

10. How would you characterize the goal(s) of your Youth Opportunity Hub? What were you trying to achieve for the youth who participated?

    a. Were there any youth outcome areas that you chose to focus on in particular? If so, which ones and why?
    b. Do you believe you were able to attain these goals? Why or why not?
    c. For any youth outcomes that did not materialize as desired, what challenges did you encounter?

11. As you know, a stated goal of the Criminal Justice Investment Initiative is to reduce justice system involvement for youth and young adults.

    a. Do you believe that the Youth Opportunity Hub Initiative effectively addressed this goal? Why or why not?
    b. To what extent did the Hub increase public safety for youth participants? For those in the community at-large?
    c. Within this context, what have been the benefits and challenges of participating in an initiative associated with the District Attorney Office?

12. How would you describe the target population(s) for your Youth Opportunity Hub?

    a. How, if at all, did your outreach efforts change over the duration of your grant?
    b. What, if anything, have you learned about the goals held by those you serve?

13. Consider the overall duration of your involvement in the Youth Opportunity Hub Initiative. How, if at all, did youth outcomes change over time? Why?

14. Consider your Youth Opportunity Hub's program model at its peak. At that moment, which youth outcomes was the model best suited to achieve? Why?

    a. To what extent do you believe the following priorities of the YOH Initiative were critical in producing the youth outcomes we've discussed?

    Probe for:
    - Organizational partnerships developed through the Hub
    - Adoption of wraparound services

15. Other than the COVID-19 pandemic, are there any external factors that took place in your community or at your organization that we should know about when exploring the outcomes for your participants?

Community Outcomes

16. As a result of your Youth Opportunity Hub, did any other outcomes accrue to your community at-large?

    Probe for:
    - Outcomes for non-participant community youth, family, or adults
    - Changes to the local service sector
    - Changes in perception or reality of public safety
    - Changes in community, neighborhood trends

Youth Opportunity Hub Initiative Evaluation – Leadership Interview Protocol
Interview #2: Partnership Best Practices and Sustainability

Thank you for your ongoing support in our evaluation efforts. As you know, we are conducting two final interviews with each of the five Hubs as we wrap up our process evaluation. Our second conversation today will be on **partnerships and sustainability.** For this interview I will discuss the totality of your involvement in the CJII Youth Opportunity Hub Initiative. We are interested in your honest assessment and feedback. We would like to audio tape our interview to allow us to best capture your feedback.

Introduction

1. Please introduce yourself and describe your current position within the Hub as well as how your involvement may have changed since we last spoke.

Partnerships

I'd like to start by discussing the role of partnerships in your Hub program.

2. What role do partnerships hold in your Hub program?

3. As you know, a core tenet of the Youth Opportunity Hub Initiative is the idea that each of the Initiative's five grantees would operate as a "Hub" for a set of collaborating organizations. To what extent, if at all, did your program operate in this manner?

    a. How would you describe the overall structure of your Hub regarding the collaboration between organizations?

4. Please describe your organization's approach to selecting organizational partners.

    Probe for:
    - How were partners selected/selection criteria?
    - How was it determined which services would be provided in-house versus through a partner organization?
    - How were partners assessed on an ongoing basis?
    - Were there any organizations you would have liked to work with but were unable to? If so, why?
    - Did DANY or ISLG push back on any of your selections? If so, which ones and why?

5. In what ways did you use grant funding to sustain your partnerships? Did all partners receive grant funding? Why or why not? What impact did this funding have on the structure or quality of the partnerships?

6. What best practices have you identified for cultivating and maintaining effective partnerships?

    Probe for the importance of the following:
    - Sharing information and resources
    - Collaborating on planning and sustainability
    - Improving access to services
    - Building organizational capacity (your own or your partner's)
    - Recruiting participants and building awareness
    - Responding to COVID

7. Consider the most effective partnerships you've had over the past 5 years.

    a. What is one partnership that came to mind? Why was it effective? What impact did the partnership have on Hub youth?

    b. What is a second partnership that came to mind? Why was it effective? What impact did this partnership have on Hub youth?

Sustainability

8. What plans, if any, does your organization have to sustain the Hub program at [organization name] after the initiative ends?

    a. Which elements of your Hub model, if any, will be maintained?

    b. Which elements, if any, will be modified? How so?

    c. If funding was not a concern, what would your ideal program model be moving forward (that is, without the contractual requirements of the Youth Opportunity Hub Initiative)?

    Probe for key elements of the program model, including:
    - Provision of services
    - Case management/service facilitation
    - Funded or unfunded partnerships
    - Hub name, branding, or program "membership"
    - Key staffing
    - Hub-specific components

9. Have you identified or are you currently exploring or pursuing any funding sources to replace the funding provided through the DANY Criminal Justice Investment Initiative?

    a. How confident are you that replacement funding will be obtained?

10. What plans, if any, do you have to continue serving *current* Hub participants?
    a. [If applicable] How will current participants be exited out of the program upon its closure? Will your organization have the means to continue serving these youth in other capacities? Please describe.

11. Do you expect to maintain any of the organizational partnerships created through the Hub Initiative once funding ends? If so, in what ways?

    a. In what ways, if at all, was funding necessary for the success of these partnerships? How might these partnerships be maintained without funding going forward?

    b. To what extent do you believe that your Hub partners have created connections with each other through the Hub? How so? Would any of these connections remain without your involvement? Why or why not?

12. Have you encountered any challenges while planning for the sustainability of your program? What have they been? Have you been able to overcome or address these challenges?

13. How, if at all, has DANY or ISLG supported your sustainability planning? (Probe for most effective supports)

Overall Participation in the Youth Opportunity Hub Initiative

14. Overall, how satisfied are you to have participated in the Youth Opportunity Hub Initiative? Why or why not?

15. Was the experience of operating a Youth Opportunity Hub as you expected? Why or why not?

    a. What were the most significant differences?

    b. Did your organization experience any unintended negative consequences of having participated in the Youth Opportunity Hub Initiative? In hindsight, could these have been avoided? How so?

    c. What would you have done differently if you could have?

    d. Is there anything that your organization could have done to better support your implementation of the Youth Opportunity Hub Initiative? How so?

Overall Lessons Learned

16. If you could highlight one or two takeaways from the Youth Opportunity Hub Initiative overall, what would they be?

17. If you were in front of another organization starting this journey, what would you tell them?

18. Are there any other reflections you would like to share at this time?

Appendix D

Youth Survey Protocol

Appendix D
Youth Survey Protocol

Contact Information

Thank you for agreeing to participate in the survey. Before we get started, please review and **update the information** below. We are collecting this information so we can contact you for the follow-up surveys. We may mail a postcard or send an email to remind you. We will also send you the web link to the follow-up surveys.

1. What is your email address? _____

2. What is your mailing address?

   STREET _____
   APT NO. _____
   CITY _____
   STATE _____
   ZIP CODE _____

As a thank you for your time, we will send you a $10 Amazon Gift Card to the email address you provided above.

Start the Survey

Section A. Strengths and Challenges[24]

Determine youth's age using their DOB from the parent permission form. If youth is aged 18 and above, use SDQ version for youth ages 18 and above.

For each item, please mark the box for Not True, Somewhat True, or Certainly True. It would help us if you answered all items as best you can—even if you are not absolutely certain. Please think about how things have been for you over the last 6 months.

	Not True	Somewhat True	Certainly True
1. I try to be nice to other people. I care about their feelings.	○	○	○
2. I am restless, I cannot stay still for long.	○	○	○
3. I get a lot of headaches, stomach aches, or sickness.	○	○	○
4. I usually share with others, for example CDs, games, food.	○	○	○
5. I get very angry and often lose my temper.	○	○	○
6. I would rather be alone than with people my age.	○	○	○
7. I usually do as I am told.	○	○	○
8. I worry a lot.	○	○	○
9. I am helpful if someone is hurt, upset, or feeling ill.	○	○	○
10. I am constantly fidgeting or squirming.	○	○	○
11. I have one good friend or more.	○	○	○
12. I fight a lot. I can make other people do what I want.	○	○	○
13. I am often unhappy, depressed, or tearful.	○	○	○
14. Other people my age, generally like me.	○	○	○
15. I am easily distracted. I find it difficult to concentrate.	○	○	○
16. I am nervous in new situations. I easily lose confidence.	○	○	○
17. I am kind to younger children.	○	○	○
18. I am often accused of lying or cheating.	○	○	○
19. Other children or young people pick on me or bully me.	○	○	○
20. I often offer to help others (parents, teachers, children).	○	○	○

[24] Version S11-17 available at www.sdqinfo.com/a0.html.

	Not True	Somewhat True	Certainly True
21. I think before I do things.	○	○	○
22. I take things that are not mine from home, school, or elsewhere.	○	○	○
23. I get along better with adults than with people my age.	○	○	○
24. I have many fears, I am easily scared.	○	○	○
25. I finish the work I'm doing. My attention is good.	○	○	○

26. Overall, do you think that you have difficulties in one or more of the following areas: **emotions, concentration, behavior, or being able to get along with other people?**

    ○ No
    ○ Yes – minor difficulties
    ○ Yes – definite difficulties
    ○ Yes – severe difficulties

If Q26=Yes, display Q27-30. If No, go to Q31.

27. How long have you experienced these difficulties (that is, **emotions, concentration, behavior, or being able to get along with other people**)**?**

    ○ Less than a month
    ○ 1-5 months
    ○ 6-12 months
    ○ Over a year

28. Do these difficulties (that is, **emotions, concentration, behavior, or being able to get along with other people**) upset you or make you feel bad?

    ○ Not at all
    ○ Only a little
    ○ A medium amount
    ○ A great deal

29. Do these difficulties (that is, **emotions, concentration, behavior, or being able to get along with other people**) interfere with your everyday life in the following areas?

	Not at all	Only a little	A medium amount	A great deal
a. Home life	○	○	○	○
b. Friendships	○	○	○	○
c. Classroom learning/online learning	○	○	○	○
d. Recreational activities	○	○	○	○

30. Do these difficulties (that is, **emotions, concentration, behavior, or being able to get along with other people**) make it harder for those around you (family, friends, teachers, etc.)?

    - ○ Not at all
    - ○ Only a little
    - ○ A medium amount
    - ○ A great deal

31. Thinking about the ongoing COVID-19 pandemic, how much has it negatively affected your **emotions, concentration, behavior, or being able to get along with other people?**

    - ○ Not at all
    - ○ Only a little
    - ○ A medium amount
    - ○ A great deal

Section B. Perceptions of and Experiences with the Program

B.1 Program Participation

The following questions focus on your participation in the program, including the activities you've participated in and services you have received.

1. When did you start coming to [the Hub/organization]? Please provide your best guess.
   ____ (Month)
   ____ (Year)

2. Why did you join the [the Hub/organization]? Check all that apply:
   a. I needed help with services (e.g., education, employment, housing, etc.).
   b. I was interested in the activities that they offer.
   c. It was a safe place for me to hang out when I wasn't in school or involved in other activities.
   d. I was invited by a family or friend who goes to the program.
   e. A teacher, counselor, probation officer, or a mentor recommended that I go to the program.
   f. I was referred to the program by another program or organization that I go to.
   g. I came across the program and/or met someone who works for the program.
   h. I attended a community event that the program put on or sponsored.
   i. Other (specify: _____)

3. What connections, if any, do you have to the neighborhood where [the Hub/organization] is located? Check all that apply:
   ☐ I live in the same neighborhood as [the Hub/organization].
   ☐ I have family that live within the same neighborhood as [the Hub/organization].
   ☐ I work in the same neighborhood as [the Hub/organization].
   ☐ I go to school in the same neighborhood as [the Hub/organization].
   ☐ Other (specify) : _____
   ☐ I do not have a connection to the neighborhood where [the Hub/organization] is located.

4. Do you have an assigned program staff member (for example, a counselor or social worker) who you meet with on a regular basis?
   ○ Yes
   ○ No

5. On average, how often do you connect with someone at [insert program name] to discuss your goals or needs? By connect, we mean talking to someone in-person, by phone, via video calls, or other methods of communication like text message.
    - ○ I have never connected with someone to discuss my goals or needs
    - ○ Only once since joining [the Hub/organization]
    - ○ Weekly
    - ○ Monthly
    - ○ Less than monthly
    - ○ Once a year

6. Have you started receiving services or participating in program activities at [the Hub/organization]?
    - ○ Yes
    - ○ No

7. **If Q6=Yes:** In the last month, how many times have you participated (in-person or virtual) in [the Hub/organization] activities?
    - ○ Once
    - ○ 2-3 times (every other week)
    - ○ 4-5 times (weekly)
    - ○ More than 5 times

8. Do you know how to find out about the services, programs, and supports that [Hub/organization] offers to young people?
    - ○ Yes
    - ○ No

9. When you are deciding whether to participate in an activity (for example, a sports league, tutoring, legal services), which of the following matter the most to you? Choose **the top 3 that matter the most to you.**

- ☐ The location feels safe to me.
- ☐ The location is easy to get to or is in a familiar area.
- ☐ A staff member at [the Hub/organization] specifically recommends it.
- ☐ I know someone else who is participating.
- ☐ My family wants me to go.
- ☐ The organization providing the activity is familiar to me and I like them.
- ☐ The activity seems like it will help me or my family in the future.
- ☐ The activity seems fun or interesting.

10. Are you treated the same way as other youth who participate in activities at [the Hub/organization]?
    - ○ Yes, I am treated the same way.
    - ○ No, I am treated better.
    - ○ No, I am treated worse.

11. Have you **ever** participated in programs or activities at organizations **other than** [the Hub/organization]?
    - ○ Yes
    - ○ No

12. **If Q11=Yes:** In the last month, how many times have you participated in programs or activities at organizations other than [the Hub/organization]?
    - ○ Once
    - ○ 2-3 times (every other week)
    - ○ 4-5 times (weekly)
    - ○ More than 5 times

B.2 Perception of Care[25,26]

The next questions focus on your perceptions of [the Hub/organization] and experiences in it. Some questions refer to the program staff at [the Hub/organization] and some questions ask what the program did for you. Please indicate your disagreement/agreement with each of the following statements.

	RESPONSE OPTIONS					
	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Prefer Not to Say
1. The staff and I trust one another.	○	○	○	○	○	○
2. Staff here treats me with respect.	○	○	○	○	○	○
3. Staff respects my religious/spiritual beliefs.	○	○	○	○	○	○
4. Staff is sensitive to my gender identity.	○	○	○	○	○	○
5. Staff is sensitive to my cultural/ethnic background.	○	○	○	○	○	○
6. Staff speaks with me in a way that I understand.	○	○	○	○	○	○
7. I feel that the staff appreciates me.	○	○	○	○	○	○
8. The staff and I agree about the things I will need to do in the program to help improve my situation.	○	○	○	○	○	○
9. I am confident in the staff's ability to help me.	○	○	○	○	○	○
10. I got the help I wanted and needed.	○	○	○	○	○	○
11. The services I received were right for me.	○	○	○	○	○	○
12. Overall, I am satisfied with the services I received from the program.	○	○	○	○	○	○
13. If I had other choices, I would still get services from this program.	○	○	○	○	○	○
14. I would recommend this program to a friend or family member.	○	○	○	○	○	○

[25] Questions 14-18 and 22-26 were adapted from Substance Abuse and Mental Health Services Administration (SAMHSA) Center for Mental Health Services (CMHS) National Outcome Measures (NOMs) Client-Level Measures for Discretionary Programs Providing Direct Services - SERVICES TOOL Child/Adolescent or Caregiver Combined Respondent Version.

[26] Questions 13 and 19-21 were adapted from WAI (Working Alliance Inventory-Short Form).

15. To what extent has this program improved how you feel about life or your well-being?[27]

- ○ To a great extent
- ○ Somewhat
- ○ Very little
- ○ Not at all
- ○ Don't know
- ○ Prefer not to say

16. The staff in this program speak the language that we use most often at home.

- ○ Yes
- ○ No

17. Program materials are available in the language that we use most often at home.

- ○ Yes
- ○ No

[27] Adopted from Substance Abuse and Mental Health Services Administration (SAMHSA) Center for Substance Abuse Treatment (CSAT) Government Performance and Results Act (GPRA) Client Outcome Measures for Discretionary Programs.

B.3 Services Received and Outcomes Achieved[28]

This section includes 3-pronged questions. First, B3.A is asked. Second, depending on the response in B3.A, B3.B is asked. Third, depending on the response in B3.B, B3.C or B3.D is asked.

Listed below are different goals you and a program staff may have identified since participating in this program. From the list, please mark the goals relevant to you.

B3.A When you began participating at [the Hub/organization], was it your goal to…	
18. Return to school, obtain a GED, or pass a High School Equivalency examination (HSE)?	○ Yes ○ No
19. Stay in school?	○ Yes ○ No
20. Enroll in a college, technical, or vocational/job training school or program?	○ Yes ○ No
21. Get a job?	○ Yes ○ No
22. Live in stable housing (e.g., have a safe place to stay)?	○ Yes ○ No
23. Stay out of trouble with the law?	○ Yes ○ No
24. Get mental health or substance use treatment?	○ Yes ○ No

If YES to B3.A for any of the questions 18-24, ASK THE FOLLOWING QUESTIONS:

B3.B Have you achieved any of these goals since you began participating in [the Hub/organization]?

25. Returned to school, obtained a GED, or passed a High School Equivalency examination (HSE):

    ○ Yes, I have achieved this goal.
    ○ No, but I'm still working on it.
    ○ No, I didn't achieve this goal.

[28] Adapted from SAMHSA Center for Substance Abuse Treatment (CSAT) Government Performance and Results Act (GPRA) Client Outcome Measures for Discretionary Programs.

26. Stayed in school:

- ○ Yes, I have achieved this goal.
- ○ No, but I'm still working on it.
- ○ No, I didn't achieve this goal.

27. Enrolled in a college, technical, or vocational/job training school or program:

- ○ Yes, I have achieved this goal.
- ○ No, but I'm still working on it.
- ○ No, I didn't achieve this goal.

28. Gotten a job:

- ○ Yes, I have achieved this goal.
- ○ No, but I'm still working on it.
- ○ No, I didn't achieve this goal.

29. Lived in stable housing (e.g., have a safe place to stay):

- ○ Yes, I have achieved this goal.
- ○ No, but I'm still working on it.
- ○ No, I didn't achieve this goal.

30. Stayed out of trouble with the law:

- ○ Yes, I have achieved this goal.
- ○ No, but I'm still working on it.
- ○ No, I didn't achieve this goal.

31. Gotten mental health or substance use treatment:

- ○ Yes, I have achieved this goal.
- ○ No, but I'm still working on it.
- ○ No, I didn't achieve this goal.

If B3.B, Q25-Q31 = YES, I HAVE ACHIEVED THIS GOAL, ASK:

B3.C Do you believe the resources and services you received from the program have helped you reach your goal?

- ○ Yes
- ○ No

If B3.B, Q25-Q31 = NO, BUT I'M STILL WORKING ON IT, ASK:

B3.D Do you believe the resources and services you received from the program are helping you reach your goal?

- ○ Yes
- ○ No

B.4 Experiences During COVID-19 Pandemic

The next few questions ask about your experiences during the COVID-19 pandemic and the help and supports you received from the [the Hub/organization].

B4.1 During the ongoing COVID-19 pandemic, how would you describe the support or services you needed from **[the Hub/organization]** **compared to the support or services you needed before the pandemic?**

- ○ I needed more support and services during the pandemic
- ○ I needed about the same support and services during the pandemic
- ○ I needed less support and services during the pandemic
- ○ I did not need support and services during the pandemic

B4.2 Thinking about [the Hub/organization's] responses to your needs before and during the pandemic, how well did [the Hub/organization] meet your needs during the ongoing COVID-19 pandemic?

- ○ Better than before the pandemic happened
- ○ About the same as before the pandemic happened
- ○ Worse than before the pandemic happened
- ○ I did not need anything during the pandemic

Section C. Demographics

In this last section, we would like to better understand your life experiences. Some of these questions may be sensitive to you. Please remember that your responses are confidential and will not be shared with anyone.

1. Are you Hispanic or Latino(a)?	○ Yes ○ No ○ Don't know ○ Prefer not to say
2. Which of the following describes your race? (**Select all that apply**) 3. **If more than one response selected in Q2:** Of the following races that you selected, **which one best describes** what you consider yourself to be?	☐ White ☐ Black or African American ☐ American Indian or Alaska Native ☐ Asian ☐ Native Hawaiian or other Pacific Islander ☐ Other (specify):_____ ☐ Don't know ☐ Prefer not to say **[List items selected from Q2]**
4. What is your gender?	○ Male ○ Female ○ Transgender Male ○ Transgender Female ○ Non-binary ○ Don't know ○ Prefer not to say
5. Do you consider yourself?	○ Gay or Lesbian ○ Straight, that is, not gay ○ Bisexual ○ Not sure ○ Something else ○ Prefer not to say
6. What is the language you use the most in your living situation (home, shelter, etc.)?	○ English ○ Spanish ○ Mandarin ○ French ○ Other (specify): _____
7. Are you currently in school?	○ Yes ○ No

8. **If Q7=Yes:** What grade level are you?	○ Middle school (6th to 8th grade) ○ High school (9th to 12th grade) ○ Working on high school equivalency (HSE) ○ Attending a technical or vocational school ○ Attending college
9. **If Q7=No:** If you are not currently in school, did you…	○ Graduate from high school or earn high school equivalency (HSE) ○ Complete technical or vocational school ○ Graduate from college ○ Drop out of school ○ Get expelled or suspended from school
10. **If Q7=No and Drop out of school *or* Got expelled or suspended from school:** What was the highest grade level you completed?	○ Elementary school (1st to 5th Grade) ○ Middle school (6th to 8th Grade) ○ High school (9th to 12th Grade) ○ High school equivalency (HSE) ○ Technical or vocational school ○ Some college or technical/vocational school
11. Have you ever been **suspended** from school?	○ Yes ○ No ○ Don't know ○ Prefer not to say
12. **If Q11=Yes:** How many times?	_____
13. Have you ever been **expelled** from school?	○ Yes ○ No ○ Don't know ○ Prefer not to say
14. **If Q13=Yes:** How many times?	_____
15. Are you currently working?	○ Yes ○ No ○ Don't know ○ Prefer not to say
16. **If Q15=Yes:** How long have you been working at your current job?	○ Less than a month ○ 1-3 months ○ 3-6 months ○ Longer than 6 months
17. **If Q15=Yes:** Are you working part-time or full-time?	○ Part-time ○ Full-time
18. Are you **responsible for taking care of a loved one** on a regular basis (for example, younger children such as your own child/children, brothers/sisters, or other family members)?	○ Yes ○ No ○ Don't know ○ Prefer not to say

Next, we have a few questions about your parents/guardians and living situation.

19. Do you currently have stable or permanent housing?	○ Yes ○ No ○ Don't know ○ Prefer not to say
20. **If Q19=No:** Do you currently live in a homeless shelter or temporary housing?	○ Yes ○ No ○ Don't Know ○ Prefer not to say
21. Has anyone in your family ever been arrested?	○ Yes ○ No ○ Don't Know ○ Prefer not to say
22. Has anyone in your family ever been in jail or prison?	○ Yes ○ No ○ Don't Know ○ Prefer not to say

Lastly, we would like to ask you a few questions about your involvement with the police and courts. Please remember that your responses are confidential and will not be shared with anyone outside the research team.

23. In **your lifetime**, how many times have you ever been in trouble with the law? This may include being arrested by the police or taken into custody for an illegal offense or behavior.	○ Never **[skip to End of Survey]** ○ One time ○ Two times ○ Three or more times ○ Don't know ○ Prefer not to say
24. How old were you the first time you got into trouble with the law?	
25. Thinking about the **most serious time** you were in trouble with the law or arrested, what type of offense was it?	○ Status offense (e.g., an offense that is a crime because of your status as a youth or young adult, such as running away from home; truancy or too many school absences; possession of alcohol) ○ Drug offense (e.g., possession of illegal drugs, selling drugs) ○ Property offense (e.g., theft, burglary) ○ Person offense (e.g., robbery, assault) ○ Other (specify): _____ ○ Don't know ○ Prefer not to say

26. In the **past 6 months,** how many times have you ever been in trouble with the law? This may include being arrested by the police or taken into custody for an illegal offense or behavior.	○ Never **[skip to Q30]** ○ One time ○ Two times ○ Three or more times ○ Don't know ○ Prefer not to say
27. In the **past 6 months,** have you pleaded guilty or been found guilty by a judge or a jury?	○ Yes ○ No ○ Don't know ○ Prefer not to say
28. In the **past 6 months,** have you been placed in a detention facility, jail, or prison?	○ Yes ○ No ○ Don't know ○ Prefer not to say
29. In the **past 6 months,** have you been placed on probation?	○ Yes ○ No ○ Don't know ○ Prefer not to say
30. Are you **currently** on probation or parole?	○ Yes ○ No ○ Don't know ○ Prefer not to say

This is the end of the survey. Thank you for your participation. If you have any questions or concerns you would like to discuss about the survey, please contact us at YOHStudy@westat.com.

Appendix E

Youth Survey Response Rates

Appendix E
Youth Survey Response Rates

Table E-1. Youth survey response rate Time 1 by age and Hub

Hub	Time 1			
	Total eligible youth	18+	<18	Submitted
Henry Street	114	105	9	39
Living Redemption	214	214	0	14
NewYork-Presbyterian	15	15	0	10
The Door	1,348	1,348	0	66
Union Settlement	117	117	0	24
Total	1,808	1,799	9	153
Response Rate	8.5%			

Note: For Time 1 the Total column is based on identified and de-identified youth lists sent by the Hubs to Westat. For subsequent "Times," the Total column reflects the submitted from the most proximate, previous time. For the subsequent times, only youth who submitted surveys from the most proximate, previous time were resurveyed.

The submitted Time 1 surveys total may differ from other figures in the report based on source of information for those other counts. For instance, the "Submitted" figure for Time 1 varies from the Time 1 surveys analyzed because of exclusion criteria for the outcome analysis, including the need for at least 50 percent of the survey items to be complete and an indication that the youth participated in YOH-funded activities (based on program data).

Table E-2. Youth survey response rate Time 2-4 by age and Hub				
Hub	Time 2			
	Total	18+	<18	Submitted
Henry Street	39	30	9	23
Living Redemption	14	14	0	2
NewYork-Presbyterian	10	10	0	9
The Door	66	66	0	32
Union Settlement	24	24	0	3
Total	153	144	9	69
Response Rate	45.1%			
Hub	Time 3			
	Total	18+	<18	Submitted
Henry Street	23	16	7	18
Living Redemption	2	2	0	0
NewYork-Presbyterian	9	9	0	5
The Door	32	32	0	25
Union Settlement	3	3	0	2
Total	69	62	7	50
Response Rate	72.5%			
Hub	Time 4			
	Total	18+	<18	Submitted
Henry Street	18	14	4	13
Living Redemption	0	0	0	0
NewYork-Presbyterian	5	5	0	4
The Door	25	25	0	21
Union Settlement	2	2	0	2
Total	50	46	4	40
Response Rate	80.0%			

Note: The "Total" for Time 1-Time 4 is based on the "Submitted" figures from the previous period.

Appendix F

Youth Survey Responses

Appendix F
Youth Survey Responses

Section A. Strengths and Challenges[29]

Question Text	Not True		Somewhat True		Certainly True		Total	
Please think about how things have been for you over the last 6 months.	**N**	**%**	**N**	**%**	**N**	**%**	**N**	**%**
I try to be nice to other people. I care about their feelings.	2	1.5%	31	22.8%	103	75.7%	136	100.0%
I am restless, I cannot stay still for long.	50	36.8%	63	46.3%	23	16.9%	136	100.0%
I get a lot of headaches, stomach aches, or sickness.	82	60.3%	43	31.6%	11	8.1%	136	100.0%
I usually share with others, for example CDs, games, food. [If respondent is 18+, question reads]: I usually share with others, for example food or drink	29	21.3%	65	47.8%	42	30.9%	136	100.0%
I get very angry and often lose my temper.	78	57.4%	50	36.8%	8	5.9%	136	100.0%
I would rather be alone than with people my age. [If respondent is 18+, question reads]: I would rather be alone than with other people	37	27.2%	75	55.1%	24	17.6%	136	100.0%
I usually do as I am told. [If respondent is 18+, question reads]: I am generally willing to do what other people want	36	26.5%	75	55.1%	25	18.4%	136	100.0%
I worry a lot.	34	25.0%	55	40.4%	47	34.6%	136	100.0%
I am helpful if someone is hurt, upset or feeling ill.	7	5.1%	34	25.0%	95	69.9%	136	100.0%
I am constantly fidgeting or squirming.	82	60.3%	40	29.4%	14	10.3%	136	100.0%
I have one good friend or more.	10	7.4%	35	25.7%	91	66.9%	136	100.0%
I fight a lot. I can make other people do what I want.	114	84.4%	18	13.3%	3	2.2%	135	100.0%
I am often unhappy, depressed, or tearful.	79	58.1%	41	30.1%	16	11.8%	136	100.0%
Other people my age, generally like me. [If respondent is 18+, question reads]: Other people generally like me	10	7.4%	60	44.1%	66	48.5%	136	100.0%
I am easily distracted. I find it difficult to concentrate.	56	41.2%	61	44.9%	19	14.0%	136	100.0%
I am nervous in new situations. I easily lose confidence.	47	34.6%	62	45.6%	27	19.9%	136	100.0%
I am kind to younger children. [If respondent is 18+, question reads]: I am kind to children	5	3.7%	26	19.1%	105	77.2%	136	100.0%

[29] Version S11-17 available at www.sdqinfo.com/a0.html.

Section A. Strengths and Challenges (continued)

Question Text	Not True		Somewhat True		Certainly True		Total	
Please think about how things have been for you over the last 6 months.	**N**	**%**	**N**	**%**	**N**	**%**	**N**	**%**
I am often accused of lying or cheating.	109	80.1%	22	16.2%	5	3.7%	136	100.0%
Other children or young people pick on me or bully me. [If respondent is 18+, question reads]: Other people pick on me or bully me	95	69.9%	31	22.8%	10	7.4%	136	100.0%
I often offer to help others (parents, teachers, children). [If respondent is 18+, question reads]: I often offer to help others (family members, friends, colleagues)	3	2.2%	51	37.5%	82	60.3%	136	100.0%
I think before I do things.	6	4.4%	55	40.4%	75	55.1%	136	100.0%
I take things that are not mine from home, school, or elsewhere. [If respondent is 18+, question reads]: I take things that are not mine from home, work, or elsewhere	124	91.2%	11	8.1%	1	0.7%	136	100.0%
I get along better with adults than with people my age. [If respondent is 18+, question reads]: I get along better with older people than with people my age	34	25.0%	66	48.5%	36	26.5%	136	100.0%
I have many fears, I am easily scared.	85	62.5%	33	24.3%	18	13.2%	136	100.0%
I finish the work I'm doing. My attention is good.	11	8.1%	54	39.7%	71	52.2%	136	100.0%

Section A. Strengths and Challenges (continued)

Question Text	No		Yes, minor difficulties		Yes, definite difficulties		Yes, severe difficulties		Total	
	N	%	N	%	N	%	N	%	N	%
Overall, do you think you have difficulties in one or more of the following areas: emotions, concentration, behavior, or being able to get along with other people?	52	38.2%	57	41.9%	20	14.7%	7	5.1%	136	100.0%
Question Text	**Less than a month**		**1-5 months**		**6-12 months**		**Over a year**		**Total**	
Among youth who indicated "Yes" to having difficulties in one or more of the identified areas.	**N**	**%**	**N**	**%**	**N**	**%**	**N**	**%**	**N**	**%**
How long have you experienced these difficulties (that is, emotions, concentration, behavior, or being able to get along with other people)?	11	13.1%	17	20.2%	8	9.5%	48	57.1%	84	100.0%
Question Text	**Not at all**		**Only a little**		**A medium amount**		**A great deal**		**Total**	
If, overall, do you think you have difficulties in one or more of the following areas: emotions, concentration, behavior, or being able to get along with other people?	**N**	**%**	**N**	**%**	**N**	**%**	**N**	**%**	**N**	**%**
Do these difficulties (that is, emotions, concentration, behavior, or being able to get along with other people) upset you or make you feel bad?	9	10.7%	39	46.4%	19	22.6%	17	20.2%	84	100.0%
Do these difficulties (that is, emotions, concentration, behavior, or being able to get along with other people) interfere with your everyday life in the following areas? Home life [If respondent is 18+, question reads]: Getting along with the people you are closest to (e.g., family, partner)	23	27.4%	17	20.2%	35	41.7%	9	10.7%	84	100.0%

Section A. Strengths and Challenges (continued)

Question Text	Not at all		Only a little		A medium amount		A great deal		Total	
If, overall, do you think you have difficulties in one or more of the following areas: emotions, concentration, behavior, or being able to get along with other people?	**N**	**%**	**N**	**%**	**N**	**%**	**N**	**%**	**N**	**%**
Do these difficulties (that is, emotions, concentration, behavior, or being able to get along with other people) interfere with your everyday life in the following areas? Friendships [If respondent is 18+, question reads]: Making and keeping friends	18	21.4%	31	36.9%	20	23.8%	15	17.9%	84	100.0%
Do these difficulties (that is, emotions, concentration, behavior, or being able to get along with other people) interfere with your everyday life in the following areas? Classroom learning/online learning [If respondent is 18+, question reads]: Work or study	22	26.2%	24	28.6%	22	26.2%	16	19.0%	84	100.0%
Do these difficulties (that is, emotions, concentration, behavior or being able to get along with other people) interfere with your everyday life in the following areas? Recreational activities [If respondent is 18+, question reads]: Hobbies, sports, or other leisure activities	29	34.5%	20	23.8%	19	22.6%	16	19.0%	84	100.0%
Do these difficulties (that is, emotions, concentration, behavior, or being able to get along with other people) make it harder for those around you (family, friends, teachers, etc.)?	26	31.0%	37	44.0%	13	15.5%	8	9.5%	84	100.0%
Thinking about the ongoing COVID-19 pandemic, how much has it negatively affected your emotions, concentration, behavior, or being able to get along with other people?*	30	22.1%	49	36.0%	27	19.9%	30	22.1%	136	100.0%

* For this item, there is no filter regarding having difficulties in one or more of the identified areas.

Section B. Perceptions of and Experiences with the Program

B1. Program Participation (continued)

The following questions focus on your participation in the program, including the activities you've participated in and services you have received.

Question Text	Min	Max	Median	Mode
When did you start coming to [the Hub/organization]? Please provide your best guess.	9/1/2008	6/1/2021	5/1/2019	11/1/2020

Question Text	Checked		Unchecked		Total	
Why did you join the Hub? Check all that apply.	**N**	**%**	**N**	**%**	**N**	**%**
I needed help with services (e.g., education, employment, housing, etc.)	84	61.8%	52	38.2%	136	100.0%
I was interested in the activities they offer	84	61.8%	52	38.2%	136	100.0%
It was a safe place for me to hang out when I wasn't in school or involved in other activities	48	35.3%	88	64.7%	136	100.0%
I was invited by a family or friend who goes to the program	40	29.4%	96	70.6%	136	100.0%
A teacher, counselor, probation officer, or a mentor recommended that I go to the program	27	19.9%	109	80.1%	136	100.0%
I was referred to the program by another program or organization that I go to	32	23.5%	104	76.5%	136	100.0%
I came across the program and/or met someone who works for the program	22	16.2%	114	83.8%	136	100.0%
I attended a community event that the program put on or sponsored	9	6.6%	127	93.4%	136	100.0%
Other	14	10.3%	122	89.7%	136	100.0%
Other (specify):					14	100.0%

Written comments from Other (specify):

- A situation caused me to be more vocal about my issues, so I joined the Settlement
- Came in the mail
- for personal information
- Got the help I needed and the staff was very nice they help you with everything you need help with their my support team. I can go to them when ever I need help.
- High school advisor
- I am an archers alumni also I was also an alumni/graduate
- I needed help to go back to college
- I was battling a severe case of anxiety and depression among other struggles. I spent around two years at home without ever going out due to these struggles. I needed help so I confided in my doctor about it. I was recommended to speak with a psychiatric nurse practitioner that had provided me resources and one of them happened to be the one I attend.
- One of my old therapists recommended this for me.
- Opportunity to learn about other people who were present/make new friends and also to make money
- They were very helpful in all aspects
- To get a job
- Work

Section B. Perceptions of and Experiences with the Program (continued)

B1. Program Participation (continued)

Question Text	Checked		Unchecked		Total	
What connections, if any, do you have to the neighborhood where Hub is located? Check all that apply.	**N**	**%**	**N**	**%**	**N**	**%**
I live in the same neighborhood as [the Hub/organization].	42	30.9%	94	69.1%	136	100.0%
I have family who live within the same neighborhood as [the Hub/organization].	21	15.4%	115	84.6%	136	100.0%
I work in the same neighborhood as [the Hub/organization].	9	6.6%	127	93.4%	136	100.0%
I go to school in the same neighborhood as [the Hub/organization].	14	10.3%	122	89.7%	136	100.0%
Other	13	9.6%	123	90.4%	136	100.0%
Other (specify):					13*	
Written comments from Other (specify) • Homeless there • I used to live in the nearby neighborhood • I used to live near there • I used to work and go to school in the same neighborhood • I visit the area often • I work in [at the Hub] • I worked [at the Hub] • I'm in GED testing with the program • I'm not too far from the [Hub] in my current living area. • It was in [the location] and it was easy to travel there. • My friend went there and she told me about it so I became a member • My primary doctor is at [the Hub] • I have no family over there only friends						
I do not have a connection to the neighborhood where [the Hub/organization] is located.	66	48.5%	70	51.5%	136	100.0%

Question Text	Yes		No		Total	
Thinking about the last 3 months since the date survey taken...	**N**	**%**	**N**	**%**	**N**	**%**
Do you have an assigned program staff member (for example, a counselor or social worker) whom you meet with on a regular basis?	66	48.5%	70	51.5%	136	100.0%

Section B. Perceptions of and Experiences with the Program (continued)

B1. Program Participation (continued)

Question Text	I have never connected with someone to discuss my goals or needs		Only once since joining the Hub		Weekly		Monthly		Less than monthly		Once a year		Total	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%
On average, how often do you connect with someone at [the Hub/organization] to discuss your goals or needs? By connect, we mean talking to someone in person, by phone, via video calls, or other methods of communication like text message.	14	10.3%	26	19.1%	43	31.6%	26	19.1%	17	12.5%	10	7.4%	136	100.0%

Question Text	Yes		No		Total	
	N	%	N	%	N	%
Have you started receiving services or participating in program activities at [the Hub/organization]?	96	71.1%	39	28.9%	135	100.0%

Question Text	Once		2-3 times (every other week)		4-5 times (weekly)		More than 5 times		Total	
Among youth who responded "yes" to having started receiving services or participating in program activities at Hub/organization.	N	%	N	%	N	%	N	%	N	%
In the last month, how many times have you participated (in person or virtual) in [the Hub/organization] activities?	43	45.3%	22	23.2%	14	14.7%	16	16.8%	95	100.0%

Question Text	Yes		No		Total	
	N	%	N	%	N	%
Do you know how to find out about the services, programs, and supports that [the Hub/organization] offers to young people?	111	82.2%	24	17.8%	135	100.0%

Section B. Perceptions of and Experiences with the Program (continued)

B1. Program Participation (continued)

Question Text	Checked		Unchecked		Total	
When you are deciding whether to participate in an activity (for example, a sports league, tutoring, legal services), which of the following matter the most to you? Choose the top 3 that matter the most to you.	**N**	**%**	**N**	**%**	**N**	**%**
The location feels safe to me.	67	49.3%	69	50.7%	136	100.0%
The location is easy to get to or is in a familiar area.	59	43.4%	77	56.6%	136	100.0%
A staff member at [the Hub/organization] specifically recommends it.	34	25.0%	102	75.0%	136	100.0%
I know someone else who is participating.	38	27.9%	98	72.1%	136	100.0%
My family wants me to go.	3	2.2%	133	97.8%	136	100.0%
The organization providing the activity is familiar to me and I like them.	34	25.0%	102	75.0%	136	100.0%
The activity seems like it will help me or my family in the future.	49	36.0%	87	64.0%	136	100.0%
The activity seems fun or interesting.	60	44.1%	76	55.9%	136	100.0%

Question Text	Yes, I am treated the same way.		No, I am treated better.		No, I am treated worse.		Total	
Thinking about the last 3 months since the date survey taken...	**N**	**%**	**N**	**%**	**N**	**%**	**N**	**%**
Are you treated the same way as other youth who participate in activities at [the Hub/organization]?	121	89.6%	6	4.4%	8	5.9%	135	100.0%

Question Text	Yes		No		Total	
Thinking about the last 3 months since the date survey taken...	**N**	**%**	**N**	**%**	**N**	**%**
Have you ever participated in programs or activities at organizations other than [the Hub/organization]?	72	52.9%	64	47.1%	136	100.0%

Question Text	Once		2-3 times (every other week)		4-5 times (weekly)		More than 5 times		Total	
Among youth who said "yes" to participating in programs or activities at organizations other than the Hub/organization, thinking about the last 3 months since the date survey taken...	**N**	**%**	**N**	**%**	**N**	**%**	**N**	**%**	**N**	**%**
In the last month, how many times have you participated in programs or activities at organizations other than [the Hub/organization]?	41	57.7%	16	22.5%	6	8.5%	8	11.3%	71	100.0%

Section B. Perceptions of and Experiences with the Program (continued)

B2. Perception of Care[30,31]

The next questions focus on your perceptions of [the Hub/organization] and experiences in it. Some questions refer to the program staff at [the Hub/organization] and some questions ask what the program did for you. Please indicate your disagreement/agreement with each of the following statements.

Question Text	Strongly Disagree		Disagree		Undecided		Agree		Strongly Agree		Prefer Not to Say		Total	
Please indicate your disagreement/agreement with each of the following statements. Thinking about the last 3 months since the date survey taken…	**N**	**%**	**N**	**%**	**N**	**%**	**N**	**%**	**N**	**%**	**N**	**%**	**N**	**%**
The staff and I trust one another.	4	3.2%	5	4.0%	11	8.9%	50	40.3%	53	42.7%	1	0.8%	124	100.0%
Staff here treats me with respect.	4	3.2%	3	2.4%	6	4.8%	41	33.1%	68	54.8%	2	1.6%	124	100.0%
Staff respects my religious/spiritual beliefs.	4	3.2%	–	–	15	12.1%	41	33.1%	62	50.0%	2	1.6%	124	100.0%
Staff is sensitive to my gender identity.	5	4.1%	5	4.1%	19	15.4%	31	25.2%	60	48.8%	3	2.4%	123	100.0%
Staff is sensitive to my cultural/ethnic background.	4	3.2%	4	3.2%	18	14.5%	31	25.0%	62	50.0%	5	4.0%	124	100.0%
Staff speaks with me in a way that I understand.	2	1.6%	1	0.8%	5	4.0%	43	34.7%	71	57.3%	2	1.6%	124	100.0%
I feel that the staff appreciates me.	2	1.6%	3	2.4%	13	10.5%	41	33.1%	59	47.6%	6	4.8%	124	100.0%
The staff and I agree about the things I will need to do in the program to help improve my situation.	4	3.2%	4	3.2%	7	5.6%	55	44.4%	52	41.9%	2	1.6%	124	100.0%
I am confident in the staff's ability to help me.	7	5.6%	1	0.8%	3	2.4%	50	40.3%	61	49.2%	2	1.6%	124	100.0%
I got the help I wanted and needed.	4	2.9%	4	2.9%	11	8.1%	47	34.6%	66	48.5%	4	2.9%	136	100.0%
The services I received were right for me.	4	2.9%	3	2.2%	13	9.6%	53	39.0%	58	42.6%	5	3.7%	136	100.0%
Overall, I am satisfied with the services I received from the program.	6	4.4%	1	0.7%	8	5.9%	49	36.0%	68	50.0%	4	2.9%	136	100.0%
If I had other choices, I would still get services from this program. ‡	5	3.7%	1	0.7%	15	11.0%	49	36.0%	61	44.9%	5	3.7%	136	100.0%
I would recommend this program to a friend or family member,†	3	2.2%	1	0.7%	5	3.7%	47	34.6%	76	55.9%	4	2.9%	136	100.0%

Question Text	To a great extent		Somewhat		Very little		Not at all		Don't Know		Prefer Not to Say		Total	
	N	**%**	**N**	**%**	**N**	**%**	**N**	**%**	**N**	**%**	**N**	**%**	**N**	**%**
To what extent has this program improved how you feel about life or your well-being?[32,†]	64	47.1%	42	30.9%	12	8.8%	2	1.5%	10	7.4%	6	4.4%	136	100.0%

[30] Question text with the referenced symbol "†" were adapted from Substance Abuse and Mental Health Services Administration (SAMHSA) Center for Mental Health Services (CMHS) National Outcome Measures (NOMs) Client-Level Measures for Discretionary Programs Providing Direct Services – SERVICES TOOL Child/Adolescent or Caregiver Combined Respondent Version.

[31] Question text with the referenced symbol "‡" were adapted from WAI (Working Alliance Inventory-Short Form).

[32] Adopted from Substance Abuse and Mental Health Services Administration (SAMHSA) Center for Substance Abuse Treatment (CSAT) Government Performance and Results Act (GPRA) Client Outcome Measures for Discretionary Programs.

Section B. Perceptions of and Experiences with the Program (continued)

B2. Perception of Care (continued)

Question Text	Yes		No		Total	
	N	%	N	%	N	%
The staff in this program speak the language that we use most often at home. †	117	86.0%	19	14.0%	136	100.0%
Program materials are available in the language that we use most often at home. †	120	88.2%	16	11.8%	136	100.0%

B3. Services Received and Outcomes Achieved[33]

Listed below are different goals you and a program staff may have identified since participating in this program. From the list, please mark the goals that are relevant to you.

Question Text	Yes		No		Total	
When you began participating at [the Hub/organization], was it your goal to…	N	%	N	%	N	%
Return to school, obtain a GED, or pass a High School Equivalency examination (HSE)? †	42	31.3%	92	68.7%	134	100.0%
Stay in school? ‡	65	48.1%	70	51.9%	135	100.0%
Enroll in a college, technical, or vocational/job training school or program? ‡	86	63.7%	49	36.3%	135	100.0%
Get a job? ‡	110	81.5%	25	18.5%	135	100.0%
Live in stable housing (e.g., have a safe place to stay)? †	83	61.5%	52	38.5%	135	100.0%
Stay out of trouble with the law? †	74	54.4%	62	45.6%	136	100.0%
Get mental health or substance use treatment? †	66	48.5%	70	51.5%	136	100.0%

Question Text	Yes, I have achieved this goal		No, but I'm still working on it		No, I didn't achieve this goal		Total	
If you've identified the goal, have you achieved it since you began participating in the Hub/organization?	N	%	N	%	N	%	N	%
Returned to school, obtained a GED, or passed a High School Equivalency examination (HSE)†	27	64.3%	12	28.6%	3	7.1%	42	100.0%
Stayed in school†	45	69.2%	19	29.2%	1	1.5%	65	100.0%
Enrolled in a college, technical, or vocational/job training school or program	48	55.8%	30	34.9%	8	9.3%	86	100.0%
Gotten a job	61	55.5%	38	34.5%	11	10.0%	110	100.0%
Found stable housing to live in (e.g., have a safe place to stay)	49	59.0%	24	28.9%	10	12.0%	83	100.0%
Stayed out of trouble with the law	67	90.5%	4	5.4%	3	4.1%	74	100.0%
Gotten mental health or substance use treatment	43	65.2%	17	25.8%	6	9.1%	66	100.0%

[33] Adapted from SAMHSA Center for Substance Abuse Treatment (CSAT) Government Performance and Results Act (GPRA) Client Outcome Measures for Discretionary Programs.

Section B. Perceptions of and Experiences with the Program, (continued)

B3. Services Received and Outcomes Achieved, (continued)

Question Text	Yes		No		Total	
Do you believe that the resources and services you received from the program are helping you reach your goal?	**N**	**%**	**N**	**%**	**N**	**%**
Returning to school, obtaining a GED, or passing a High School Equivalency examination (HSE)	8	66.7%	4	33.3%	12	100.0%
Staying in school	14	73.7%	5	26.3%	19	100.0%
Enrolling in a college, technical, or vocational/job training school or program	27	93.1%	2	6.9%	29	100.0%
Getting a job	31	81.6%	7	18.4%	38	100.0%
Living in stable housing (e.g., having a safe place to stay	19	79.2%	5	20.8%	24	100.0%
Staying out of trouble with the law	3	75.0%	1	25.0%	4	100.0%
Getting mental health or substance use treatment	12	70.6%	5	29.4%	17	100.0%

B4. Experiences during COVID-19 Pandemic

The next few questions ask about your experiences during the COVID-19 pandemic and the help and supports you received from the [the Hub/organization].

Question Text	I needed more support and services during the pandemic		I needed about the same support and services during pandemic		I needed less support and services during the pandemic		I did not need support and services during the pandemic		Total	
	N	**%**	**N**	**%**	**N**	**%**	**N**	**%**	**N**	**%**
During the ongoing COVID-19 pandemic, how would you describe the support or services you needed from [the Hub/organization] compared to the support or services you needed before the pandemic?	60	44.4%	44	32.6%	1	0.7%	30	22.2%	135	100.0%
Question Text	**Better than before the pandemic happened**		**About the same as before the pandemic happened**		**Worse than before the pandemic happened**		**I did not need anything during the pandemic**		**Total**	
	N	**%**	**N**	**%**	**N**	**%**	**N**	**%**	**N**	**%**
Thinking about [the Hub/organization's] responses to your needs before and during the pandemic, how well did [the Hub/organization] meet your needs during the ongoing COVID-19 pandemic?	41	30.4%	50	37.0%	17	12.6%	27	20.0%	135	100.0%

Section C. Demographics

In this last section, we would like to better understand your life experiences.

Question Text	Yes		No		Don't Know		Prefer Not to Say		Total	
	N	%	N	%	N	%	N	%	N	%
Are you Hispanic or Latino(a)?	50	37.0%	73	54.1%	3	2.2%	9	6.7%	135	100.0%

Question Text	Checked		Unchecked		Total	
Which of the following describes your race? (Select all that apply.)	N	%	N	%	N	%
White	11	8.1%	124	91.9%	135	100.0%
Black or African American	70	51.9%	65	48.1%	135	100.0%
American Indian or Alaska Native	5	3.7%	130	96.3%	135	100.0%
Asian	24	17.8%	111	82.2%	135	100.0%
Native Hawaiian or other Pacific Islander	—	—	135	100.0%	135	100.0%
Other	17	12.6%	118	87.4%	135	100.0%
Other specified values include (n =17): Black Latina (n=1); Black Mixed American (n=1); Caribbean & Latinx (n=1); Half Hispanic And Half White (n=1); Hispanic (n=2); Hispanic/Latino (n=1); Jamaican (n=1); Latina (n=1); Latina (n=1); Mexican (n=1); Mixed (n=1); Mixed Puerto Rican and Black (n=1); Multi racial/Multi-Racial (n=2); Native South American (n = 1); Puerto Rican (n=1)						
Don't Know	5	3.7%	130	96.3%	135	100.0%
Prefer not to say	16	11.9%	119	88.1%	135	100.0%

Question Text	White		Black or African American		American Indian or Alaska Native		Asian		Native Hawaiian or Other Pacific Islander		Other*		Total	
Survey item only completed if more than one race selected.	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Of the following races that you selected, which one best describes what you consider yourself to be?	1	9.1%	5	45.5%	2	18.2%	—	—	—	—	3	27.3%	11	100.0%

* The three other responses are: Caribbean & Latinx, Multi racial, and Native South American, identified by selecting "Other" on this survey question and running a frequency on the survey question "Which of the following describes your race" with response "Other."

Section C. Demographics (continued)

Question Text	Male		Female		Transgender Male		Transgender Female		Non-Binary		Don't Know		Prefer Not to Say		Total	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
What is your gender?	39	28.9%	79	58.5%	4	3.0%	1	0.7%	7	5.2%	—	—	5	3.7%	135	100.0%

Question Text	Gay or Lesbian		Straight, that is, not gay		Bisexual		Not sure		Something else		Prefer Not to Say		Total	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Do you consider yourself?	10	7.4%	74	54.8%	21	15.6%	4	3.0%	12	8.9%	14	10.4%	135	100.0%

Question Text	English		Spanish		Mandarin		French		Other		Total	
	N	%	N	%	N	%	N	%	N	%	N	%
What is the language you use the most in your living situation (home, shelter, etc.)?	109	80.7%	12	8.9%	6	4.4%	1	0.7%	7	5.2%	135	100.0%

Question Text	Yes		No		Total	
	N	%	N	%	N	%
Are you currently in school?	67	49.6%	68	50.4%	135	100.0%

Question Text	Middle school (6th to 8th grade)		High school (9th to 12th grade)		Working on high school equivalency (HSE)		Attending a technical or vocational school		Attending college		Total	
Among respondents who indicated that they are currently in school.	N	%	N	%	N	%	N	%	N	%	N	%
What grade level are you?	2	3.0%	20	29.9%	4	6.0%	1	1.5%	40	59.7%	67	100.0%

Question Text	Graduate from high school or earn a high school equivalency (HSE)		Complete technical or vocational school		Graduate from college		Drop out of school		Get expelled or suspended from school		Total	
Among respondents who indicated they are not in school.	N	%	N	%	N	%	N	%	N	%	N	%
If you are not in school, did you…	49	72.1%	5	7.4%	5	7.4%	9	13.2%	–	–	68	100.0%

Section C. Demographics (continued)

Question Text	Elementary school (1st to 5th grade)		Middle school (6th to 8th grade)		High school (9th to 12th grade)		High school equivalency (HSE)		Technical or vocational school		Some college or technical/vocational school		Total	
Among respondents who indicated that they dropped out of school or were expelled/suspended from school.	**N**	**%**	**N**	**%**	**N**	**%**	**N**	**%**	**N**	**%**	**N**	**%**	**N**	**%**
What was the highest grade level you completed?	–	–	1	11.1 %	8	88.9 %	–	–	–	–	–	–	9	100.0 %

Question Text	Min	Max*	Median	Mean	Total (N)
Age (in years) at Survey Status Date (created, rounded)	13	50	21.50	21.63	134

* The maximum age of 50 years is associated with a respondent who has a birthday of 8/24/1971. When this respondent's age record is ignored, the mean = 21.42; median = 21.00; minimum (min) = 13.00; and maximum (max) = 28.00.

Question Text	Yes		No		Don't Know		Prefer Not to Say		Total	
	N	**%**	**N**	**%**	**N**	**%**	**N**	**%**	**N**	**%**
Have you ever been suspended from school?	31	23.0%	96	71.1%	3	2.2%	5	3.7%	135	100.0%

Question Text	Min	Max	Median	Mean	Total (N)
How many times [suspended from school]?	0	80	2.00	6.57	30

Question Text	Yes		No		Don't Know		Prefer Not to Say		Total	
	N	**%**	**N**	**%**	**N**	**%**	**N**	**%**	**N**	**%**
Have you ever been expelled from school?	5	3.7%	125	92.6%	1	0.7%	4	3.0%	135	100.0%

Question Text	Min	Max	Median	Mean	Total (N)
How many times [expelled from school]?	1	14	3.00	4.8	5

Question Text	Yes		No		Don't Know		Prefer Not to Say		Total	
	N	**%**	**N**	**%**	**N**	**%**	**N**	**%**	**N**	**%**
Are you currently working?	49	36.3%	77	57.0%	1	0.7%	8	5.9%	135	100.0%

Question Text	Less than a month		1-3 months		3-6 months		Longer than 6 months		Total	
Among respondents currently working…	**N**	**%**	**N**	**%**	**N**	**%**	**N**	**%**	**N**	**%**
How long have you been working at your current job?	17	34.7%	10	20.4%	8	16.3%	14	28.6%	49	100.0%

Section C. Demographics (continued)

Question Text	Part-time		Full-time		Total	
Among respondents currently working…	**N**	**%**	**N**	**%**	**N**	**%**
Are you working part-time or full-time?	26	53.1%	23	46.9%	49	100.0%

Question Text	Yes		No		Don't Know		Prefer Not to Say		Total	
	N	**%**	**N**	**%**	**N**	**%**	**N**	**%**	**N**	**%**
Are you responsible for taking care of a loved one on a regular basis (for example, younger children such as your own child/children, brothers/sisters, or other family members)?	50	37.0%	75	55.6%	3	2.2%	7	5.2%	135	100.0%

A few questions inquire about your parents/guardians and living situation.

Question Text	Yes		No		Don't Know		Prefer Not to Say		Total	
	N	**%**	**N**	**%**	**N**	**%**	**N**	**%**	**N**	**%**
Do you currently have stable or permanent housing?	91	67.4%	27	20.0%	6	4.4%	11	8.1%	135	100.0%
Among respondents who did not indicate having stable or permanent housing (response other than "Yes"), do you currently live in a homeless shelter or temporary housing?	13	29.5%	25	56.8%	1	2.3%	5	11.4%	44	100.0%
Has anyone in your family ever been arrested?	31	23.0%	74	54.8%	18	13.3%	12	8.9%	135	100.0%
Has anyone in your family ever been in jail or prison?	32	23.7%	73	54.1%	21	15.6%	9	6.7%	135	100.0%

Section C. Demographics: Involvement in Police and Courts (continued)

A few questions inquire about your involvement with the police and courts.

Question Text	Never		One time		Two times		Three or more times		Don't Know		Prefer Not to Say		Total	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%
In your lifetime, how many times have you ever been in trouble with the law? This may include being arrested by the police or taken into custody for an illegal offense or behavior.	93	68.9%	12	8.9%	8	5.9%	12	8.9%	5	3.7%	5	3.7%	135	100.0%

Question Text Among respondents who did not indicate "Never" with regard to ever being in trouble with the law.	Min	Max	Median	Mean	Total (N)
Age at first trouble with the law	0	20	15.00	14.50	42

Question Text Among respondents who did not indicate "Never" with regard to ever being in trouble with the law.	Status offense		Drug crimes		Property offense		Person offense		Other		Don't Know		Prefer Not to Say		Total	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Thinking about the most serious time you were in trouble with the law or arrested, what type of offense was it?	4	9.5%	4	9.5%	1	2.4%	5	11.9%	7	16.7%	5	11.9%	16	38.1%	42	100.0%

Question Text Among respondents who did not indicate "Never" with regard to ever being in trouble with the law.	Never		One time		Two times		Three or more times		Don't Know		Prefer Not to Say		Total	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%
In the past 6 months, how many times have you ever been in trouble with the law? This may include being arrested by the police or taken into custody for an illegal offense or behavior.	32	76.2%	4	9.5%	–	–	–	–	1	2.4%	5	11.9%	42	100.0%

Section C. Demographics (continued)

Question Text	Yes		No		Don't Know		Prefer Not to Say		Total	
Among respondents who did not indicate "Never" with regard to ever being in trouble with the law.	**N**	**%**	**N**	**%**	**N**	**%**	**N**	**%**	**N**	**%**
In the past 6 months, have you pleaded guilty or been found guilty by a judge or a jury?	–	–	4	40.0%	1	10.0%	5	50.0%	10	100.0%
In the past 6 months, have you been placed in a detention facility, jail, or prison?	2	20.0%	4	40.0%	1	10.0%	3	30.0%	10	100.0%
In the past 6 months, have you been placed on probation?	1	10.0%	4	40.0%	1	10.0%	4	40.0%	10	100.0%
Are you currently on probation or parole?	3	7.1%	34	81.0%	1	2.4%	4	9.5%	42	100.0%

Appendix G

Provider Network Survey Time 1

Appendix G
Provider Network Survey Time 1

Introduction

Thank you for your interest in the Provider Network Survey! We are interested in understanding your partnerships with [Tailored text that is piped in for each network: HUB/CP NAME] and other organizations that provide services and supports to young people and their families.

For the purpose of this survey, the organization for which you are responding is: [RESPONDENT'S ORGANIZATION NAME].

Please answer each question from the perspective of how your organization is partnering with [HUB/CP NAME] and other organizations that are listed in this survey. We encourage you to complete the survey with other staff members in your organization so that multiple perspectives are represented in your responses. While we encourage you to discuss internally with other staff members, we only ask for one submission from each organization. Your name and personal information will be kept confidential and will not be linked with any of the responses submitted about your organization.

At any time, you can save the responses and return to the survey later. When complete, you can review your responses and modify them, if needed.

To learn more about the Provider Network Survey, please refer to our list of *Frequently Asked Questions*.

☐ Click here to proceed to the Informed Consent

Informed Consent

Westat is working with organizations in your neighborhood to improve programs and services for young people. We are inviting you to complete this survey to help us understand your working relationships [among organizations providing services through the Youth Opportunity Hubs (YOH) Initiative / with other organizations providing similar services]. This survey is funded through the Criminal Justice Improvement Initiative and the District Attorney's Office of New York.

You are invited to participate in [two self-administered online surveys, this one and another in 12 months / a self-administered online survey]. This survey will take about 20 minutes to complete. Your participation in this survey is voluntary but we hope you will do so to help us capture an accurate picture of how organizations collaborate with each other to provide services to young people in your community. You may choose not to answer any question, and you can exit the survey at any time.

There are no known risks for taking part in this survey. All collected data will be kept private. Your name will be kept confidential, but the name of your organization will be linked to the answers provided in the survey and may appear in written reports or publications. There are also no direct benefits for taking part in this survey, but your answers will help us understand how to improve the programs and services provided to young people in your surrounding community.

If you have any questions about this survey, please contact our Study Support Team at 1-855-924-0860 or email us at YOHStudy@westat.com.

If you have questions about your rights and welfare as a survey participant, please call the Westat Human Subjects Protections office at 1-888-920-7631. Please leave a message with your full name, the name of the research study that you are calling about (Youth Opportunity Hub Study), and a phone number beginning with the area code. Someone will return your call as soon as possible.

By clicking "I agree to participate," you will be agreeing to participate on behalf of your organization and will be directed to the survey instrument.

☐ I agree to participate in this survey.
☐ I decline to participate in this survey.

Section I. About Your Organization

In this section, we will ask you some questions about your organization:

1. What is your organization's geographic area of service? (CHECK ONE):

☐ Selected neighborhood(s) in New York City
☐ City-wide or larger → If checked, skip to Q3
☐ Other (PLEASE SPECIFY): _____ → If checked, skip to Q3

2. Which boroughs does your organization serve? (CHECK ALL THAT APPLY):

☐ Bronx → If checked, show Question 2a
☐ Brooklyn → If checked, show Question 2b
☐ Manhattan → If checked, show Question 2c
☐ Queens → If checked, show Question 2d
☐ Staten Island → If checked, show Question 2e

2a. Please check each Community District in which your organization provides services: (CHECK ALL THAT APPLY)

☐ **Borough-wide [Bronx]** [if checked, then categories underneath are hidden]

☐ CD1 – **Mott Haven and Melrose** (Melrose, Mott Haven, and Port Morris)
☐ CD2 – **Hunts Point and Longwood**
☐ CD3 – **Morrisania and Crotona** (Claremont, Crotona Park East, Melrose, and Morrisania)
☐ CD4 – **Highbridge and Concourse** (Concourse, Concourse Village, East Concourse, Highbridge, Mount Eden, and West Concourse)
☐ CD5 – **Fordham and University Heights** (Morris Heights, Mount Hope, South Fordham, and University Heights)
☐ CD6 – **Belmont and East Tremont** (Bathgate, Belmont, Bronx Park South, East Tremont, and West Farms)
☐ CD7 – **Kingsbridge Heights and Bedford**
☐ CD8 – **Riverdale and Fieldston** (Bedford Park, Fordham, Kingsbridge Heights, Norwood, and University Heights)
☐ CD9 – **Parkchester and Soundview** (Bronx River, Castle Hill, Clason Point, Parkchester, Soundview, Soundview-Bruckner, and Unionport)
☐ CD10 – **Throgs Neck and Co-op City** (City Island, Co-op City, Country Club, Pelham Bay, Schuylerville, Throgs Neck, and Westchester Square)
☐ CD11 – **Morris Park and Bronxdale** (Allerton, Bronxdale, Indian Village, Morris Park, Pelham Gardens, Pelham Parkway, and Van Nest)
☐ CD12 – **Williamsbridge and Baychester** (Baychester, Eastchester, Edenwald, Olinville, Wakefield, Williamsbridge, and Woodlawn)

2b. Please check each Community District in which your organization provides services: (CHECK ALL THAT APPLY)

- ☐ **Borough-wide [Brooklyn]** [if checked, then categories underneath are hidden]

- ☐ CD1 – **Greenpoint and Williamsburg** (East Williamsburg, Greenpoint, Northside, Southside, and Williamsburg)
- ☐ CD2 – **Fort Greene and Brooklyn Heights** (Boerum Hill, Brooklyn Heights, Clinton Hill, Downtown Brooklyn, DUMBO, Fort Greene, and Vinegar Hill)
- ☐ CD3 – **Bedford-Stuyvesant** (Bedford-Stuyvesant, Stuyvesant Heights, and Tompkins Park North)
- ☐ CD4 – **Bushwick**
- ☐ CD5 – **East New York and Starrett City** (Broadway Junction, City Line, Cypress Hills, East New York, New Lots, Spring Creek, and Starrett City)
- ☐ CD6 – **Park Slope and Carroll Gardens** (Carroll Gardens, Cobble Hill, Columbia St, Gowanus, Park Slope, and Red Hook)
- ☐ CD7 – **Sunset Park** (Sunset Park and Windsor Terrace)
- ☐ CD8 – **Crown Heights and Prospect Heights** (Crown Heights, Prospect Heights, and Weeksville)
- ☐ CD9 – **South Crown Heights and Lefferts Gardens** (Prospect Lefferts Gardens, South Crown Heights, and Wingate)
- ☐ CD10 – **Bay Ridge and Dyker Heights** (Bay Ridge, Dyker Heights, and Fort Hamilton)
- ☐ CD11 – **Bensonhurst** (Bath Beach, Bensonhurst, Gravesend, and Mapleton)
- ☐ CD12 – **Borough Park** (Borough Park, Kensington, and Ocean Parkway)
- ☐ CD13 – **Coney Island** (Brighton Beach, Coney Island, Gravesend, Homecrest, Sea Gate, and West Brighton)
- ☐ CD14 – **Flatbush and Midwood** (Ditmas Park, Flatbush, Manhattan Terrace, Midwood, Ocean Parkway, and Prospect Park South)
- ☐ CD15 – **Sheepshead Bay** (Gerritsen Beach, Gravesend, Homecrest, Kings Highway, Manhattan Beach, Plumb Beach, and Sheepshead Bay)
- ☐ CD16 – **Brownsville** (Broadway Junction, Brownsville, and Ocean Hill)
- ☐ CD17 – **East Flatbush** (East Flatbush, Eramus, Farragut, Northeast Flatbush, Remsen Village, and Rugby)
- ☐ CD18 – **Flatlands and Canarsie** (Bergen Beach, Canarsie, Flatlands, Georgetown, Marine Park, and Mill Basin)

2c. Please check each Community District in which your organization provides services: (CHECK ALL THAT APPLY)

- ☐ **Borough-wide [Manhattan]** [if checked, then categories underneath are hidden]

- ☐ CD1 – **Financial District** (Battery Park City, Civic Center, Financial District, South Street Seaport, and Tribeca)
- ☐ CD2 – **Greenwich Village and Soho** (Greenwich Village, Hudson Square, Little Italy, Noho, Soho, South Village, and West Village)
- ☐ CD3 – **Lower East Side and Chinatown** (Chinatown, East Village, and Lower East Side)
- ☐ CD4 – **Clinton and Chelsea** (Chelsea, Clinton, and Hudson Yards)
- ☐ CD5 – **Midtown** (Flatiron, Herald Square, Midtown, Midtown South, Times Square, and Union Square)
- ☐ CD6 – **Stuyvesant Town and Turtle Bay** (Beekman Place, Gramercy Park, Murray Hill, Stuyvesant Town, Sutton Place, Tudor City, and Turtle Bay)
- ☐ CD7 – **Upper West Side** (Lincoln Square, Manhattan Valley, and Upper West Side)
- ☐ CD8 – **Upper East Side** (Carnegie Hill, Lenox Hill, Roosevelt Island, Upper East Side, and Yorkville)
- ☐ CD9 – **Morningside Heights and Hamilton Heights** (Hamilton Heights, Manhattanville, Morningside Heights, and West Harlem)
- ☐ CD10 – **Central Harlem**
- ☐ CD11 – **East Harlem (**East Harlem, Randalls Island, and Wards Island)
- ☐ CD12 – **Washington Heights and Inwood**

2d. Please check each Community District in which your organization provides services: (CHECK ALL THAT APPLY)

- ☐ **Borough-wide [Queens]** [if checked, then categories underneath are hidden]

- ☐ CD1 – **Long Island City and Astoria** (Astoria, Astoria Heights, Queensbridge, Dutch Kills, Long Island City, Ravenswood, and Steinway)
- ☐ CD2 – **Woodside and Sunnyside** (Blissville, Hunters Point, Long Island City, Sunnyside, Sunnyside Gardens, and Woodside)
- ☐ CD3 – **Jackson Heights** (East Elmhurst, Jackson Heights, and North Corona)
- ☐ CD4 – **Elmhurst and Corona** (Corona, Corona Heights, Elmhurst, and Lefrak City)
- ☐ CD5 – **Ridgewood and Maspeth** (Glendale, Maspeth, Middle Village, and Ridgewood)
- ☐ CD6 – **Rego Park and Forest Hills** (Forest Hills, Forest Hills Gardens, and Rego Park)
- ☐ CD7 – **Flushing and Whitestone** (Auburndale, Bay Terrace, College Point, East Flushing, Flushing, Queensboro Hill, and Whitestone)
- ☐ CD8 – **Hillcrest and Fresh Meadows** (Briarwood, Fresh Meadows, Hillcrest, Jamaica Hills, Kew Gardens Hills, and Utopia)

- ☐ CD9 – **Kew Gardens and Woodhaven** (Kew Gardens, Ozone Park, Richmond Hill, and Woodhaven)
- ☐ CD10 – **South Ozone Park and Howard Beach** (Howard Beach, Lindenwood, Old Howard Beach, Ozone Park, and South Ozone Park)
- ☐ CD11 – **Bayside and Little Neck** (Auburndale, Bayside, Douglaston, Hollis Hills, Little Neck, and Oakland Gardens)
- ☐ CD12 – **Jamaica and Hollis** (Hollis, Jamaica, Jamaica Center, North Springfield Gardens, Rochdale, South Jamaica, and St. Albans)
- ☐ CD13 – **Queens Village** (Bellerose, Cambria Heights, Glen Oaks, Laurelton, Queens Village, Rosedale, and Springfield Gardens)
- ☐ CD14 – **Rockaway and Broad Channel** (Arverne, Bayswater, Belle Harbor, Breezy Point, Broad Channel, Edgemere, and Rockaway)

2e. Please check each Community District in which your organzation provides services: (CHECK ALL THAT APPLY)

- ☐ **Borough-wide [Staten Island]** [if checked, then categories underneath are hidden]

- ☐ CD1 – **St. George and Stapleton** (Grymes Hill, Mariner's Harbor, Port Richmond, Stapleton, St. George, West Brighton, and Westerleigh)
- ☐ CD2 – **South Beach and Willowbrook** (Bloomfield, Midland Beach, New Springville, South Beach, Todt Hill, Travis-Chelsea, and Willowbrook)
- ☐ CD3 – **Tottenville and Great Kills** (Annadale, Eltingville, Great Kills, Huguenot, Oakwood, Rossville, and Tottenville)

3. How long has your organization been working with [HUB/CP NAME]?
   - o Less than 1 year
   - o 1-2 years
   - o 2-3 years
   - o 3-4 years
   - o 4-5 years
   - o Over 5 years
   - o Not applicable

4. Do you currently have a contractual agreement (e.g., subcontract or financial agreement) with [HUB/CP NAME]?
   - ☐ Yes, my organization **currently has** a contract with [HUB/CP NAME]
   - ☐ No, my organization **does not currently** have a contract with [HUB/CP NAME], but had one in prior fiscal years
   - ☐ No, my organization has **never** had a contract with [HUB/CP NAME]
   - ☐ Not applicable

5. Please indicate what resources your organization contributes to [HUB/CP NAME], including resources that are and are not under contract. (CHECK ALL THAT APPLY)

- ☐ Physical program or meeting space
- ☐ Staff time
- ☐ Volunteers and volunteer staff
- ☐ Data collection
- ☐ Data analysis
- ☐ Strategic communications to promote collaborative activities
- ☐ Financial resources and planning
- ☐ Facilitation/leadership
- ☐ Referrals
- ☐ Direct services (e.g., education, employment, prosocial, health, family, criminal justice) → If checked, proceed to Question 6. If not checked, skip to Question 7.
- ☐ Other (PLEASE SPECIFY): _____

6a. Which of the following BEST describes the PRIMARY type of service the [HUB NAME/CP Name] asked you to provide to the youth they serve? (CHECK ONE)

- ☐ **Education** (HS application, academic competence, college prep, HSE, ESL, tutoring, computer literacy, learning disability)
- ☐ **Employment** (career readiness, youth employment and internship placement, job placement and retention)
- ☐ **Prosocial** (mentorship, sports and recreation, arts and culture, leadership, community service, life skills, faith community)
- ☐ **Health** (mental health, HIV screening, health education, substance abuse, preventive health)
- ☐ **Family** (family strengthening, child welfare)
- ☐ **Criminal justice** (police relations, re-entry, and legal services)
- ☐ **Other** (PLEASE SPECIFY): (e.g., housing, other legal counseling, financial counseling, immigration-related advocacy)
- ☐ Not applicable

6b. Which other services does your organization provide for the youth served through [HUB NAME /CP NAME]? (CHECK ALL THAT APPLY)

- ☐ **Education** (HS application, academic competence, college prep, HSE, ESL, tutoring, computer literacy, learning disability)
- ☐ **Employment** (career readiness, youth employment and internship placement, job placement and retention)
- ☐ **Prosocial** (mentorship, sports and recreation, arts and culture, leadership, community service, life skills, faith community)
- ☐ **Health** (mental health, HIV screening, health education, substance abuse, preventive health)
- ☐ **Family** (family strengthening, child welfare)
- ☐ **Criminal justice** (police relations, re-entry, and legal services)
- ☐ **Other** (PLEASE SPECIFY): (e.g., housing, other legal counseling, financial counseling, immigration-related advocacy)
- ☐ Not applicable

7. In your opinion, what aspects of collaboration have been most effective for achieving the goals of your organization? (PLEASE INDICATE YOUR SELECTION FOR EACH ASPECT OF COLLABORATION)

	Not effective [1]	Slightly effective [2]	Somewhat effective [3]	Very effective [4]
Bringing together diverse stakeholders	☐	☐	☐	☐
Meeting regularly	☐	☐	☐	☐
Exchanging info/knowledge	☐	☐	☐	☐
Sharing resources	☐	☐	☐	☐
Informal relationships	☐	☐	☐	☐
Collective decisionmaking	☐	☐	☐	☐
Having a shared mission, goals	☐	☐	☐	☐
Having access to a wider variety of services/supports	☐	☐	☐	☐

Section II. Identifying Your Collaborators

[HUB/CP NAME] identified the following list of partner organizations. In subsequent questions you will be asked about your relationships with these organizations in the context of providing services to young people in your community.

8. Please select up to 12 organizations that you have interacted with in the past **6 months**. THESE WILL BE PREPOPULATED AND CUSTOMIZED FOR EACH NETWORK, 9 NETWORKS (5 HUBS AND 4 CPS).

	Organization Name
☐	Organization 1
☐	Organization 2
☐	Organization 3
☐	Organization 4
☐	Organization 5
☐	Organization 6
☐	Organization 7
☐	Organization 8
☐	Organization 9
☐	Organization 10
☐	Organization 11
☐	Organization 12
☐	Organization 13
☐	Organization 14
☐	Organization 15
	No limit to the number of organizations listed here

Section III. Describe Your Current Partnerships

Now, please describe your organization's working relationships with your collaborators. The following set of questions are repeated for each organization you selected in question 8, on the previous page.

The organization you are responding about in this next set of questions is: [ORGANIZATION NAME]

9. In the past 6 months, how often has your organization communicated (i.e., email, phone, in person) with [ORGANIZATION NAME]?

- ☐ Never → Skip to Q12
- ☐ About once a quarter or less
- ☐ About once a month
- ☐ About once every week
- ☐ Every day
- ☐ Don't know → Skip to Q12

10. In the following set of questions, please indicate the extent to which your organization currently collaborates with [ORGANIZATION NAME] on these six activities:

1 = None
2 = A little (i.e., communicate about it, but not regularly)
3 = Somewhat (i.e., actively coordinating, scheduling, regular communications)
4 = A lot (i.e., fully integrated activities, shared resources)

[ORGANIZATION NAME]*	None	A little	Somewhat	A lot
10a. **Sharing information and resources** (e.g., data sharing, consolidating intake procedures, sharing physical space)	☐	☐	☐	☐
10b. **Planning and sustainability** (e.g., improving financial policies, infrastructure, systems integration, adaptability to support your mission)	☐	☐	☐	☐
10c. **Improving access to services** (e.g., provide or receive referrals, wraparound supports/services, improving equity)	☐	☐	☐	☐
10d. **Building organizational capacity** (e.g., modifying and improving programs; adopting evidence-based practices and programs, and training; adding supports and opportunities)	☐	☐	☐	☐
10e. **Promoting and raising awareness** about programs and services	☐	☐	☐	☐
10f. **Responding to COVID-19** (e.g., developing new infrastructure to serve participants; broadening efforts to serve NYC)	☐	☐	☐	☐

11. **Thinking back over the last 4-5 years, specifically, or whenever this relationship was first established if it was less than 4-5 years ago, please indicate how the following activities with this organization have changed (improved, worsened, not changed) over time.**

[ORGANIZATION NAME]*	Improved [1]	Worsened [2]	Not changed [3]	Not applicable [9]
11a. **Sharing information and resources** (e.g., data sharing, consolidating intake procedures, sharing physical space)	☐	☐	☐	☐
11b. **Planning and sustainability** (e.g., improving financial policies, infrastructure, systems integration, adaptability to support your mission)	☐	☐	☐	☐
11c. **Improving access to services** (e.g., providing or receiving referrals, wraparound supports/services, improving equity)	☐	☐	☐	☐
11d. **Building organizational capacity** (e.g., modifying and improving programs; adopting evidence-based practices and programs, and training; and adding supports and opportunities)	☐	☐	☐	☐
11e. **Promoting and raising awareness** about programs and services	☐	☐	☐	☐
11f. **Responding to COVID-19** (e.g., developing new infrastructure to serve participants; broadening efforts to serve NYC)	☐	☐	☐	☐

12. In the next set of questions, we would like to understand the quality and nature of your working relationships with this organization in achieving <u>your organization's</u> overall mission.

[ORGANIZATION NAME]*	1 = Not at all	2 = A small amount	3 = A fair amount	4 = A great deal	9 = Don't know
12a. To what extent does [Org Name] have **power and influence*** to impact your overall mission? ** Holds a prominent position in the community, having influence over decisions, success as a change agent, and showing leadership.*	☐	☐	☐	☐	☐
12b. What is [Org Name]'s **level of involvement*** in your collaborative activities? ** Strongly committed, active in the partnership, and gets things done.*	☐	☐	☐	☐	☐
12c. To what extent does [Org Name] **contribute resources*** to collaborative activities? ** Brings resources to the partnership like funding, information, or other resources.*	☐	☐	☐	☐	☐

[ORGANIZATION NAME]*	1 = Not at all	2 = A small amount	3 = A fair amount	4 = A great deal	9 = Don't know
12d. How **reliable is** [Org Name] with adhering to your mission and goals? * *Following through on commitments.*	☐	☐	☐	☐	☐
12e. To what extent does [Org Name] **share your mission*** and goals? * *Shares a common vision of the goal of what working together should accomplish.*	☐	☐	☐	☐	☐
12f. How **open to discussion*** is [Org Name]? * *Willing to engage in frank, open, and civil discussion (especially when there are disagreements); Willing to consider a variety of viewpoints; You are able to communicate with this organization in an open, trusting manner.*	☐	☐	☐	☐	☐

Section IV. Collaborations around COVID-19

13. Since the onset of the COVID-19 pandemic, did you collaborate with other organizations to address needs specifically around COVID-19?

a. Yes
b. No [skip to Q16]

13a. Please name up to 5 organizations you collaborated with SPECIFICALLY around COVID-19-related needs. These can overlap with organizations listed previously.	**The following question is repeated for each organization you entered in question 13a, above.** **13b. Indicate the specific ways in which you worked together to address COVID-19.** (CHECK ALL THAT APPLY.) • Promoted awareness about COVID-19 • Provided education about COVID-19 (e.g., information, resources, advice) • Provided social/emotional support (e.g., coping during periods of quarantine or lock-down) • Provided tangible aid or services (e.g., transportation, food, shelter, financial assistance) • Provided COVID-19 testing • Provided COVID-19 vaccinations • Other, please specify _____
1.	
2.	
3.	
4.	
5.	

Section V. Thinking about the Future

14. Please name up to 7 additional organizations you think could contribute to current or future efforts toward achieving your organization's overall goals and mission.

1.
2.
3.
4.
5.
6.
7.

15. Is there anything else you would like to tell us about [HUB/CP NAME] or generally about your efforts to collaborate with other partnering youth-serving organizations?

Appendix H

Provider Network Survey Time 2

Appendix H
Provider Network Survey Time 2

Introduction

Thank you for your interest in the Provider Network Survey! We are interested in understanding your partnerships with [HUB NAME] and other organizations that provide services and supports to young people and their families.

For the purpose of this survey, the organization for which you are responding is: [RESPONDENT'S ORGANIZATION NAME].

Please answer each question from the perspective of how your organization is partnering with [HUB NAME] and other organizations that are listed in this survey. We encourage you to complete the survey with other staff members in your organization so that multiple perspectives are represented in your responses. While we encourage you to discuss internally with other staff members, we only ask for one submission from each organization. Your name and personal information will be kept confidential and will not be linked with any of the responses submitted about your organization.

At any time, you can save the responses and return to the survey later. When complete, you can review your responses and modify them, if needed.

To learn more about the Provider Network Survey, please refer to our list of *Frequently Asked Questions*.

☐ Click here to proceed to the Informed Consent.

Informed Consent

Westat is working with organizations in your neighborhood to improve programs and services for young people. We are inviting you to complete this survey to help us understand your working relationships among organizations that you may have partnered with through the Youth Opportunity Hubs (YOH) Initiative. This survey is funded through the Criminal Justice Improvement Initiative and the District Attorney's Office of New York.

This self-administered online survey will take about 20 minutes to complete. Your participation in this survey is voluntary but we hope that you will do so. We will use the information to show how organizations are currently collaborating with each other to provide services to young people in your community. You may choose not to answer any question, and you can exit the survey at any time.

There are no known risks to you for taking part in this survey. All the data we collect will be kept private. Your name will be kept confidential, but the name of your organization will be linked to the answers provided in the survey and may appear in written reports or publications. There are also no direct benefits to you for taking part in this survey, but your answers will help us understand how to improve the programs and services provided to young people in your surrounding community.

If you have any questions about this survey, please contact our Study Support Team at 1-855-924-0860 or email us at YOHStudy@westat.com.

If you have questions about your rights and welfare as a survey participant, please call the Westat Human Subjects Protections office at 1-888-920-7631. Please leave a message with your full name, the name of the research study that you are calling about (Youth Opportunity Hub Study), and a phone number beginning with the area code. Someone will return your call as soon as possible.

By clicking "I agree to participate," you will be agreeing to participate on behalf of your organization and will be directed to the survey instrument.

☐ I agree to participate in this survey.
☐ I decline to participate in this survey.

Section I. About Your Organization

In this section, we will ask you some questions about your organization:

1. Is your organization currently working with [HUB NAME]?
   - ○ Yes [Skip to Q2]
   - ○ No [Go to 1a, 1b, and 1c]
   - ○ Not applicable (select this option if you are responding for [HUB NAME]) [Skip to Q5]

   1a. About how long ago did you STOP working with [HUB NAME]?
   - 1 month ago
   - 2 months ago
   - 3 months ago
   - 4 months ago
   - 5 months ago
   - 6 months ago
   - 7 to 12 months ago
   - Not sure
   - Not applicable

   1b. Briefly state any reasons for the discontinuation of your partnership with [HUB NAME].

   1c. Do you anticipate partnering with [HUB NAME] in the future?
   - ○ Yes [Skip to Q5]
   - ○ No [Skip to Q5]
   - ○ Not sure [Skip to Q5]
   - ○ Not applicable [Skip to Q5]

2. Do you currently have a contractual agreement (e.g., subcontract or financial agreement) with [HUB NAME]?

   - ☐ Yes, my organization **currently has** a contract with [HUB NAME]
   - ☐ No, my organization **does not currently** have a contract with [HUB NAME], but had one in prior fiscal years
   - ☐ No, my organization has **never** had a contract with [HUB NAME]
   - ☐ Not applicable

3. What resources does your organization currently contribute to [HUB NAME]? Include resources whether they are or are not under contract. (CHECK ALL THAT APPLY)

- ☐ Physical program or meeting space
- ☐ Staff time
- ☐ Volunteers and volunteer staff
- ☐ Data collection
- ☐ Data analysis
- ☐ Strategic communications to promote collaborative activities
- ☐ Financial resources and planning
- ☐ Facilitation/leadership
- ☐ Referrals
- ☐ Direct services (e.g., education, employment, prosocial, health, family, criminal justice) → If checked, proceed to Question 4a. If not checked, skip to Question 5.
- ☐ Other (PLEASE SPECIFY): _____

4a. Which of the following BEST describes the PRIMARY SERVICE your organization provides for the youth served through [HUB NAME]? (CHECK ONE)

- ☐ **Education** (HS application, academic competence, college prep, HSE, ESL, tutoring, computer literacy, learning disability)
- ☐ **Employment** (career readiness, youth employment and internship placement, job placement and retention)
- ☐ **Prosocial** (mentorship, sports and recreation, arts and culture, leadership, community service, life skills, faith community)
- ☐ **Health** (mental health, HIV screening, health education, substance abuse, preventive health)
- ☐ **Family** (family strengthening, child welfare)
- ☐ **Criminal justice** (police relations, re-entry, and legal services)
- ☐ **Other** (PLEASE SPECIFY): (e.g., housing, other legal counseling, financial counseling, immigration-related advocacy)
- ☐ Not applicable

4b. Which other services does your organization provide for the youth served through [HUB NAME]? (CHECK ALL THAT APPLY)

- ☐ **Education** (HS application, academic competence, college prep, HSE, ESL, tutoring, computer literacy, learning disability)
- ☐ **Employment** (career readiness, youth employment and internship placement, job placement and retention)
- ☐ **Prosocial** (mentorship, sports and recreation, arts and culture, leadership, community service, life skills, faith community)
- ☐ **Health** (mental health, HIV screening, health education, substance abuse, preventive health)
- ☐ **Family** (family strengthening, child welfare)
- ☐ **Criminal justice** (police relations, re-entry, and legal services)
- ☐ **Other** (PLEASE SPECIFY): (e.g., housing, other legal counseling, financial counseling, immigration-related advocacy)
- ☐ Not applicable

5. In general, what aspects of collaboration have been most effective for achieving the goals of your organization? (PLEASE INDICATE YOUR SELECTION FOR EACH ASPECT OF COLLABORATION)

	Not effective [1]	Slightly effective [2]	Somewhat effective [3]	Very effective [4]
Bringing together diverse stakeholders	☐	☐	☐	☐
Meeting regularly	☐	☐	☐	☐
Exchanging info/knowledge	☐	☐	☐	☐
Sharing resources	☐	☐	☐	☐
Informal relationships	☐	☐	☐	☐
Collective decisionmaking	☐	☐	☐	☐
Having a shared mission, goals	☐	☐	☐	☐
Having access to a wider variety of services/supports	☐	☐	☐	☐

Section II. Identifying Your Collaborators

In subsequent questions you will be asked about your relationships with these <u>organizations</u> in the context of providing services to young people in your community.

6. For each of these organizations, please check off the boxes to indicate (1) if you have interacted with them in the **past 6 months,** and (2) if you anticipate partnering with them in the **future.**
THESE WILL BE PREPOPULATED FOR 5 SEPARATE NETWORKS.

	Organization Name	Interacted within the past 6 months	Anticipate partnering with into the future
	Organization 1	☐	☐
	Organization 2	☐	☐
	Organization 3	☐	☐
	Organization 4	☐	☐
	Organization 5	☐	☐
	Organization 6	☐	☐
	Organization 7	☐	☐
	Organization 8	☐	☐
	Organization 9	☐	☐
	Organization 10	☐	☐
	Organization 11	☐	☐
	Organization 12	☐	☐
	Organization 13	☐	☐
	Organization 14	☐	☐
	Organization 15	☐	☐
	No limit to the number of organizations listed here		

Section III. Describe Your Current Partnerships

Now, please describe your organization's working relationships with your collaborators. The following set of questions are repeated for each organization you selected on the previous page.

PAGE BREAK

The organization you are responding about in this next set of questions is:
[ORGANIZATION NAME]

7. In the past 6 months, how often has your organization communicated (i.e., email, phone, in person) with [ORGANIZATION NAME]?

- ☐ Never → Skip to Q12
- ☐ About once a quarter or less
- ☐ About once a month
- ☐ About once every week
- ☐ Every day
- ☐ Don't know → Skip to Q12

8. In the following set of questions, please indicate the extent to which your organization currently collaborates with [ORGANIZATION NAME] on these six activities:

1 = None
2 = A little (i.e., communicate about it, but not regularly)
3 = Somewhat (i.e., actively coordinating, scheduling, regular communications)
4 = A lot (i.e., fully integrated activities, shared resources)

[ORGANIZATION NAME]*	None	A little	Somewhat	A lot
8a. **Sharing information and resources** (e.g., data sharing, consolidating intake procedures, sharing physical space)	☐	☐	☐	☐
8b. **Planning and sustainability** (e.g., improving financial policies, infrastructure, systems integration, adaptability to support your mission)	☐	☐	☐	☐
8c. Improving **access to services** (e.g., providing or receiving referrals, wraparound supports/services, improving equity)	☐	☐	☐	☐
8d. Building **organizational capacity** (e.g., modifying and improving programs; adopting evidence-based practices and programs, and training; adding supports and opportunities)	☐	☐	☐	☐
8e. Promoting and raising **awareness** about programs and services	☐	☐	☐	☐
8f. **Responding to COVID-19** (e.g., developing new infrastructure to serve participants; broadening efforts to serve NYC)	☐	☐	☐	☐

9. **Now, please indicate the extent to which your organization expects to collaborate with [ORGANIZATION NAME] on these activities into the future (e.g., over the next year).**

[ORGANIZATION NAME]*	None [1]	A little [2]	Somewhat [3]	A lot [4]
9a. **Sharing information and resources** (e.g., data sharing, consolidating intake procedures, sharing physical space)	☐	☐	☐	☐
9b. **Planning and sustainability** (e.g., improving financial policies, infrastructure, systems integration, adaptability to support your mission)	☐	☐	☐	☐
9c. **Improving access to services** (e.g., providing or receiving referrals, wraparound supports/services, improving equity)	☐	☐	☐	☐
9d. **Building organizational capacity** (e.g., modifying and improving programs; adopting evidence-based practices and programs, and training; adding supports and opportunities)	☐	☐	☐	☐
9e. **Promoting and raising awareness** about programs and services	☐	☐	☐	☐
9f. **Responding to COVID-19** (e.g., developing new infrastructure to serve participants; broadening efforts to serve NYC)	☐	☐	☐	☐

10. In the next set of questions, we would like to understand the quality and nature of your working relationships with this organization in achieving your organization's overall mission.

[ORGANIZATION NAME]*	1 = Not at all	2 = A small amount	3 = A fair amount	4 = A great deal	9 = Don't know
10a. To what extent does [Org Name] have **power and influence*** to impact your overall mission? ** Holds a prominent position in the community, has influence over decisions, is successful as a change agent, and shows leadership.*	☐	☐	☐	☐	☐
10b. What is [Org Name]'s **level of involvement*** in your collaborative activities? ** Strongly committed, active in the partnership, and gets things done.*	☐	☐	☐	☐	☐
10c. To what extent does [Org Name] **contribute resources*** to collaborative activities? ** Brings resources to the partnership like funding, information, or other resources.*	☐	☐	☐	☐	☐

[ORGANIZATION NAME]*	1 = Not at all	2 = A small amount	3 = A fair amount	4 = A great deal	9 = Don't know
10d. How **reliable is** [Org Name] with adhering to your mission and goals? * *Following through on commitments.*	☐	☐	☐	☐	☐
10e. To what extent does [Org Name] **share your mission*** and goals? * *Shares a common vision of the end goal of what working together should accomplish.*	☐	☐	☐	☐	☐
10f. How **open to discussion*** is [Org Name]? * *Willing to engage in frank, open, and civil discussion (especially when there are disagreements); Willing to consider a variety of viewpoints; You are able to communicate with this organization in an open, trusting manner.*	☐	☐	☐	☐	☐

Section IV. Final Thoughts

11. As a result of your participation in the Youth Opportunity Hub (YOH) Initiative, has your organization changed the way that it thinks about partnerships with other organizations? If so, in what ways?

12. Has your organization made any other changes to its programs, services, or methods of operation as a result of its participation in the Youth Opportunity Hub (YOH) Initiative or collaboration with [Lead Hub Organization name]?

Appendix I

Cost Metrics Tables

Appendix I.
Cost Metrics Tables

Living Redemption – Annual Cost Metrics

	July 2017 - June 2018	July 2018 - June 2019	July 2019 - June 2020
	Plan/Pilot	Year 1	Year 2
Total cost	$1,129,511	$1,592,258	$1,545,366
Total youth-quarters engaged	345	494	640
Avg. cost per youth-quarter	$3,274	$3,223	$2,415
Total services utilized	1,283	1,400	2,543
Avg. services per youth-quarter	3.7	2.8	4.0
Avg. cost per service utilized	$880	$1,137	$608

Living Redemption – Cumulative Cost Metrics, by Year

	July 2017 - June 2018	July 2017 - June 2019	July 2017 - June 2020
Cumulative total cost	$1,129,511	$2,721,769	$4,267,135
Cum. unique youth served	218	350	535
Cum. avg. cost per unique youth served	$5,181	$7,776	$7,976
Cum. youth-quarters engaged	345	839	1,479
Cum. avg. cost per youth-quarter	$3,274	$3,244	$2,885
Cum. avg. quarters engaged per youth	1.6	2.4	2.8
Cum. services utilized	1,283	2,683	5,226
Cum. avg. cost per service	$880	$1,014	$817
Cum. avg. services utilized per youth	5.9	7.7	9.8
Cum. avg. services utilized per youth-quarter	3.7	3.2	3.5

Union Settlement – Annual Cost Metrics

	July 2017 - June 2018	July 2018 - June 2019	July 2019 - June 2020
	Plan/Pilot	Year 1	Year 2
Total cost	$1,079,826	$1,284,236	$1,521,561
Total youth-quarters engaged	295	671	583
Avg. cost per youth-quarter	$3,660	$1,914	$2,610
Total services utilized	771	2,331	726
Avg. services per youth-quarter	2.6	3.5	1.2
Avg. cost per service utilized	$1,401	$551	$2,095

Union Settlement – Cumulative Cost Metrics, by Year

	July 2017 - June 2018	July 2017 - June 2019	July 2017 - June 2020
Cumulative total cost	$1,079,826	$2,364,063	$3,885,624
Cum. unique youth served	153	423	556
Cum. avg. cost per unique youth served	$7,058	$5,589	$6,989
Cum. youth-quarters engaged	295	966	1,549
Cum. avg. cost per youth-quarter	$3,660	$2,447	$2,508
Cum. avg. quarters engaged per youth	1.9	2.3	2.8
Cum. services utilized	771	3,102	3,828
Cum. avg. cost per service	$1,401	$762	$1,015
Cum. avg. services utilized per youth	5.0	7.3	6.9
Cum. Avg. services utilized per youth-quarter	2.6	3.2	2.5

The Door – Annual Cost Metrics

	July 2017 - June 2018	July 2018 - June 2019	July 2019 - June 2020
	Plan/Pilot	Year 1	Year 2
Total cost	$1,127,107	$1,423,724	$1,587,935
Total youth-quarters engaged	5,197	11,514	9,720
Avg. cost per youth-quarter	$217	$124	$163
Total services utilized	29,800	91,732	66,102
Avg. services per youth-quarter	5.7	8.0	6.8
Avg. cost per service utilized	$38	$16	$24

The Door – Cumulative Cost Metrics, by Year

	July 2017 - June 2018	July 2017 - June 2019	July 2017 - June 2020
Cumulative total cost	$1,127,107	$2,550,831	$4,138,766
Cum. unique youth served	4,142	7,450	9,419
Cum. avg. cost per unique youth served	$272	$342	$439
Cum. youth-quarters engaged	5,197	16,711	26,431
Cum. avg. cost per youth-quarter	$217	$153	$157
Cum. avg. quarters engaged per youth	1.3	2.2	2.8
Cum. services utilized	29,800	121,532	187,634
Cum. avg. cost per service	$38	$21	$22
Cum. avg. services utilized per youth	7.2	16.3	19.9
Cum. avg. services utilized per youth-quarter	5.7	7.3	7.1

Henry Street – Annual Cost Metrics

	July 2017 - June 2018	July 2018 - June 2019	July 2019 - June 2020
	Plan/Pilot	Year 1	Year 2
Total cost	$1,064,927	$1,411,388	$1,408,488
Total youth-quarters engaged	342	902	1,059
Avg. cost per youth-quarter	$3,114	$1,565	$1,330
Total services utilized	969	2,227	2,363
Avg. services per youth-quarter	2.8	2.5	2.2
Avg. cost per service utilized	$1,099	$634	$596

Henry Street – Cumulative Cost Metrics, by Year

	July 2017 - June 2018	July 2017 - June 2019	July 2017 - June 2020
Cumulative total cost	$1,064,927	$2,476,315	$3,884,803
Cum. unique youth served	166	420	707
Cum. avg. cost per unique youth served	$6,415	$5,896	$5,495
Cum. youth-quarters engaged	342	1,244	2,303
Cum. avg. cost per youth-quarter	$3,114	$1,991	$1,687
Cum. avg. quarters engaged per youth	2.1	3.0	3.3
Cum. services utilized	969	3,196	5,559
Cum. avg. cost per service	$1,099	$775	$699
Cum. avg. services utilized per youth	5.8	7.6	7.9
Cum. avg. services utilized per youth-quarter	2.8	2.6	2.4

NewYork-Presbyterian – Annual Cost Metrics

	July 2017 - June 2018	July 2018 - June 2019	July 2019 - June 2020
	Plan/Pilot	Year 1	Year 2
Total cost	$582,748	$1,355,403	$1,678,759
Total youth-quarters engaged	114	573	493
Avg. cost per youth-quarter	$5,112	$2,365	$3,405

NewYork-Presbyterian – Cumulative Cost Metrics, by Year

Total services utilized	484	1,862	986
Avg. services per youth-quarter	4.2	3.2	2.0
Avg. cost per service utilized	$1,204	$728	$1,703
	July 2017 - June 2018	July 2017 - June 2019	July 2017 - June 2020
Cumulative total cost	$582,748	$1,938,151	$3,616,910
Cum. unique youth served	88	343	489
Cum. avg. cost per unique youth served	$6,622	$5,651	$7,397
Cum. youth-quarters engaged	114	687	1,180
Cum. avg. cost per youth-quarter	$5,112	$2,821	$3,065
Cum. avg. quarters engaged per youth	1.3	2.0	2.4
Cum. services utilized	484	2,346	3,332
Cum. avg. cost per service	$1,204	$826	$1,086
Cum. avg. services utilized per youth	5.5	6.8	6.8
Cum. avg. services utilized per youth-quarter	4.2	3.4	2.8