



communityshelterboard

ANNUAL REPORT FY2023

Until everyone has a place to call home

Dear Friends and Supporters,

As we embrace the opportunities of a new year, it is the measure of hope that feels altogether appropriate for the season.

Community Shelter Board is the region's lead housing and homeless response organization, catalyzed to organize partners, stakeholders, and advocates locally, regionally, and federally—to a clear and compelling mission—ensuring every person has a place to call home. As we do this work, readying an every-moment shelter response, ensuring a county, local, and regional safety net, building a network of providers to respond to the human condition, we also hope.

For over three decades, together we have stood at the forefront of change, impact, and community commitment, demanding that each and every community member is treated with dignity, with an inherent and an unalienable right to have the most basic of needs met, in sheltering, in housing. Community Shelter Board has been at work, navigating the many economic and housing forces while maintaining a loud refrain—it is unacceptable for any person to be homeless in the Columbus and Franklin County community, even for one night. And with a diverse provider network, a continuum that adheres to care, and a largesse of providers, partners, and programs working successfully together to care for our community, we still hope.

Community Shelter Board is committed to innovative, creative, and smart solutions while being sensitive to all community members. Our shared programs center care for the most marginalized community members while declaring family homelessness our worst enemy. Our partners work tirelessly as first responders while providing respite and safety for many. And yet we also hope...

That the personal toll on families will be lightened;

That children and families will be safe;

That all can have stability and security;

That uncertainty will be replaced with certainty;

That a shelter cot will be replaced by a home's bed;

That our work, our commitment will move this region one step closer to curing homelessness in Columbus and Franklin County; that no one will be homeless, not even for one night.

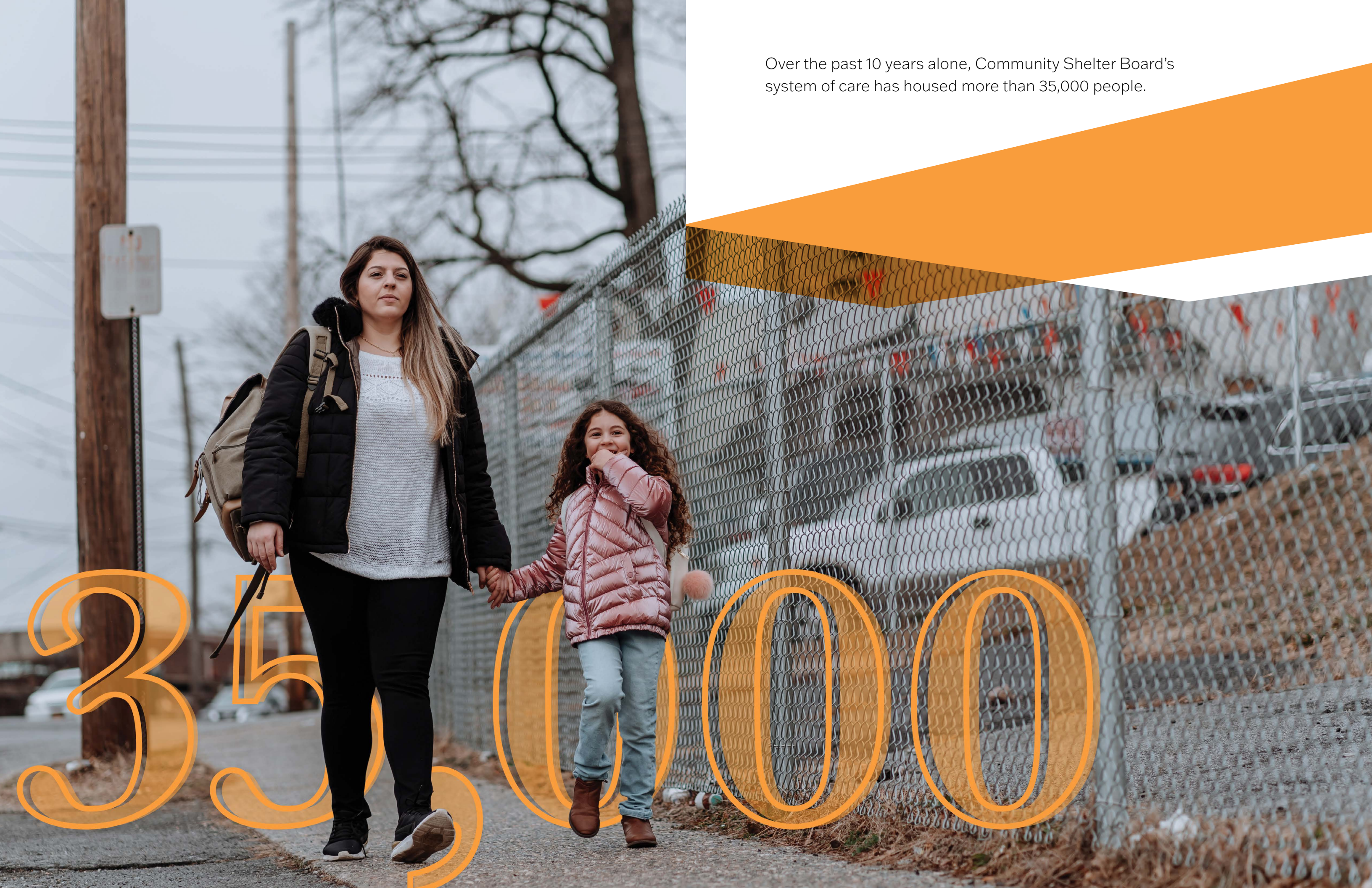
To our collective hope,



Shannon TL Isom
President + CEO

Over the past 10 years alone, Community Shelter Board's system of care has housed more than 35,000 people.

35,000



How we do it

Time frame for below numbers is July 1, 2022 – June 30, 2023.

Street Outreach

579 people living outside were engaged by street outreach teams to work toward safe shelter and housing.

WHAT IT IS: Outreach workers canvas, assess, and enumerate the changing needs of those living outdoors. From youth to families, this 24/7 team approach method links people to housing, food, and other resources, responding to primary needs, including health and mental care.

WHO DOES IT: Huckleberry House, Mount Carmel Health System, Southeast Healthcare

Diversion and Coordinated Entry

Over 11,000 people who called the homeless hotline were either connected to shelter beds or helped to find better options than shelter.

WHAT IT IS: A 24-hour homeless hotline answers 10,000+ calls a year to connect people to shelter beds or help them find better options than shelter. Families, youth, and survivors of domestic violence meet face-to-face with case managers to assess their strengths, identify available resources, and get linked to tailored options to avoid becoming homeless.

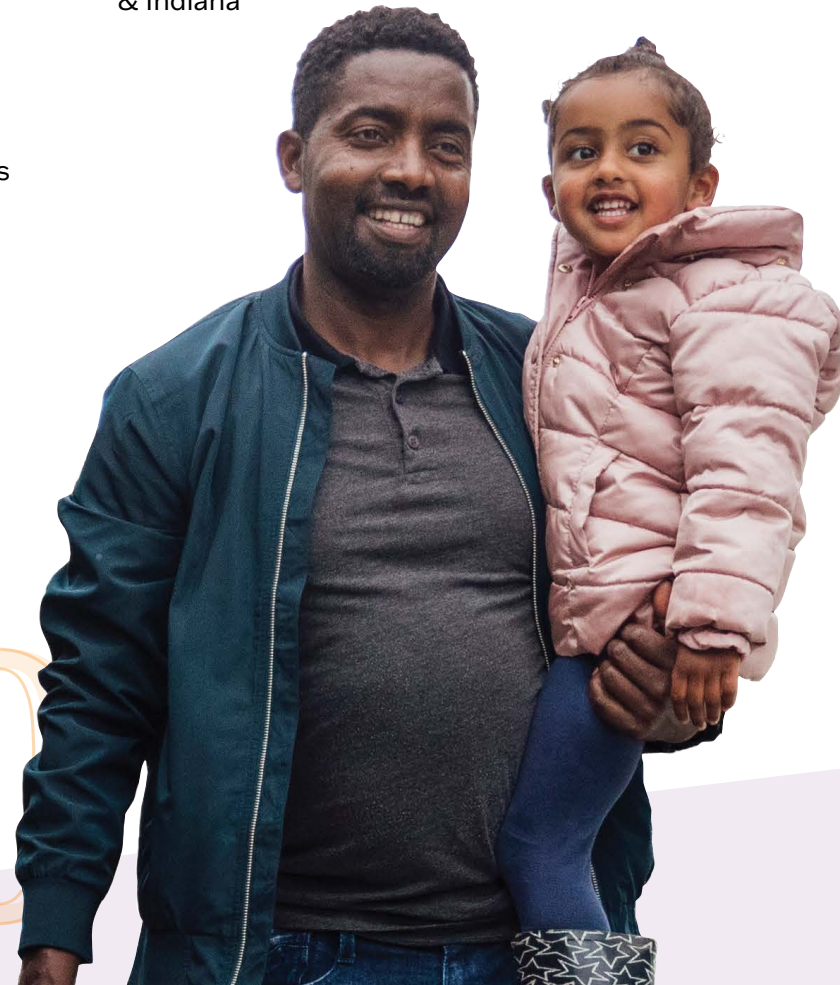
WHO DOES IT: The Center for Family Safety and Healing, Huckleberry House, Gladden Community House, Netcare Access

Prevention

2,330 expectant mothers, youth, veterans, and family members received prevention services. They remained stably housed and did not enter into a homeless shelter.

WHAT IT IS: Targeted prevention assistance for families at risk of literal homelessness within the next 30 days. Partners identify families at imminent risk of homelessness and immediately offer them problem-solving assistance focused on housing. Out of more than 2,000 families served during the first two years of the pilot program, 97% maintained their housing and did not become homeless.

WHO DOES IT: Gladden Community House, Home for Families, Volunteers of America Ohio & Indiana



Shelter

7,865 people were provided with safe emergency shelter while experiencing homelessness, including 1,910 children and 196 expectant mothers.

WHAT IT IS: Nine shelters across central Ohio provide 24/7/365 response to individuals and families experiencing homelessness, providing a safe and dignified environment to meet their immediate needs and connect them with resources to regain housing stability. Working in system congruency, dedicated, around-the-clock shelter staff act as first responders, providing intake for community members, navigating housing options, and keeping men, women, and families safe every single day and night of the year.

WHO DOES IT: LSS Faith Mission, Maryhaven, Southeast Healthcare, Volunteers of America Ohio & Indiana, YMCA of Central Ohio, YWCA Columbus

Rapid Rehousing

1,307 people in shelter received help to find stable housing.

WHAT IT IS: Case managers work with people in shelter who are experiencing a momentary loss of safety nets, connecting them to housing, employment, training, medical care, and rental assistance to help them move back into stable, permanent housing. CSB works with partners for quick access to short-term financial assistance for rent, security deposit, or utility payments. This is the community's most powerful tool to move people through shelter rapidly and ensure a quick transition back to stability in housing.

WHO DOES IT: Homefull, Home for Families, LSS Faith Mission, The Salvation Army, Volunteers of America Ohio & Indiana, YMCA of Central Ohio

Transitional Housing

118 youth were kept safe in transitional housing.

WHAT IT IS: Temporary housing for youth age 17-24 with severe challenges, trauma, or physical health issues. Programs range between two months and 12 months in length, while residents receive peer and professional support and 24-hour supervision. Services include housing, life skills assistance, alcohol and drug treatment, mental health care, and physical health care.

WHO DOES IT: Home for Families, Huckleberry House

Supportive Housing

3,239 people were kept safely housed and healthy in permanent supportive housing, including 232 veterans.

WHAT IT IS: Affordable housing with health care, employment, and other supports for the most vulnerable and people of highest need experiencing homelessness. CSB is a designated Unified Funding Agency of the U.S. Department of Housing and Urban Development (HUD), and as such, CSB administers all federal funding for supportive housing programs in Columbus. As its largest portfolio of sustained care, CSB funds the rental assistance and supportive services for these housing units, and also coordinates the application and placement process using a vulnerability assessment to ensure that people with the greatest needs receive priority for housing.

WHO DOES IT: Community Housing Network, Equitas Health, Homefull, Maryhaven, National Church Residences, Volunteers of America Ohio & Indiana, YMCA of Central Ohio, YWCA Columbus

2,330

Managing resources to best support a place to call home

We keep operating costs low so the majority of resources go to programs focused on solutions for people facing homelessness.

Programs	94%	\$46,820,801
Administration	4%	\$1,945,586
Fundraising	2%	\$907,855
		\$49,674,242



Community Shelter Board is a responsible steward of the public's dollars, spending 94% of our budget on programs for people facing homelessness.

For the FY2023 Form 990, visit www.csb.org. For a copy of the full audited financial statements, contact Community Shelter Board at info@csb.org.

Revenue Sources for FY2023

U.S. Department of Housing & Urban Development	\$18,822,320
City of Columbus	\$14,534,145
Franklin County	\$6,989,074
State of Ohio	\$2,739,094
Private contributions	\$4,353,361
United Way of Central Ohio	\$735,000
Other	\$563,686
	\$48,736,680

Total net assets at end of fiscal year
\$16,258,245

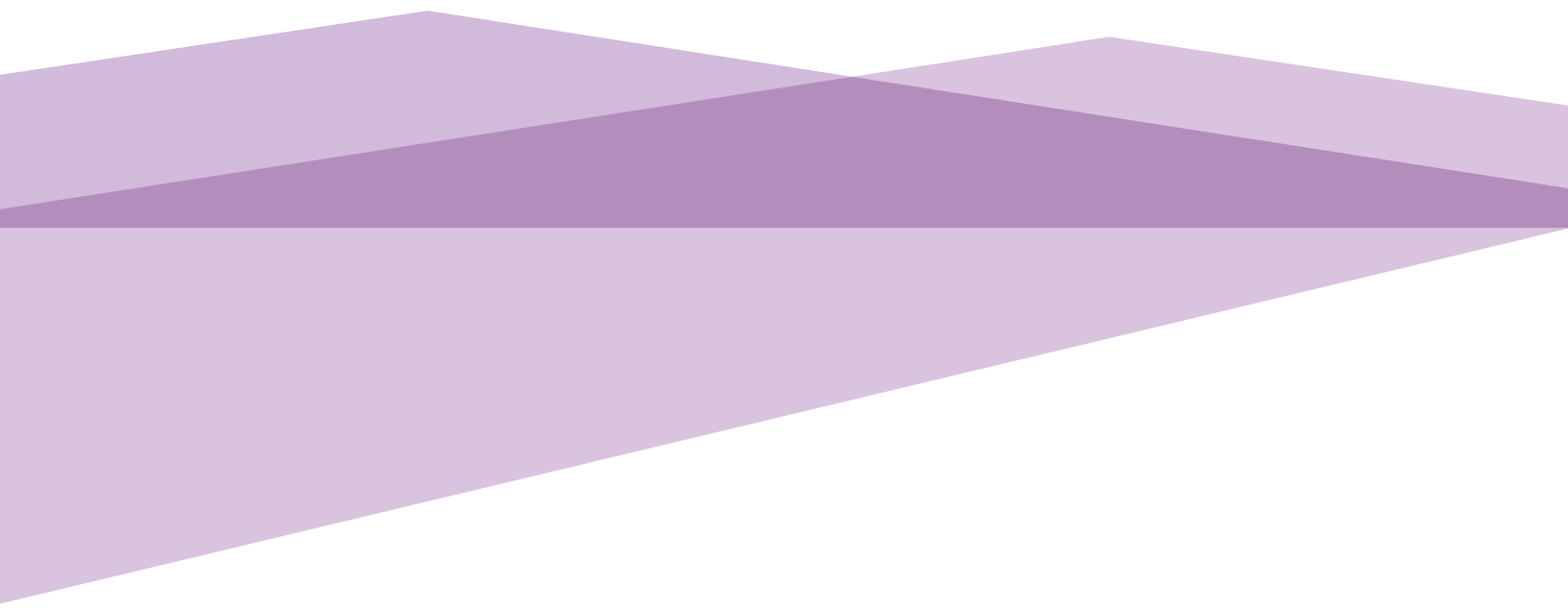
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- Franklin County
- YMCA of Central Ohio
- Sanctuary Night
- Home for Families
- OhioHealth
- City of Columbus
- Worthington Industries
- LSS CHOICES
- Community Shelter Board
- Columbus Mayor's Office
- Columbus Police
- Veterans Administration
- Columbus City Schools
- Columbus City Council
- Affordable Housing Trust of Columbus & Franklin County
- Marker, Inc.
- Legal Aid Society of Columbus
- Franklin County Board of Developmental Disabilities
- Mount Carmel Health System
- Columbus State Community College
- Corporation for Supportive Housing
- Citizens Advisory Council
- Columbus Coalition for the Homeless
- Columbus City Attorney's Office
- The Columbus Foundation
- Columbus Metropolitan Housing Authority
- Workforce Development Board of Central Ohio
- Youth Action Board
- Franklin County Children Services
- Equitas Health
- Community of Caring Foundation
- Citizens Advisory Council
- Franklin County Department of Job & Family Services
- ADAMH Board of Franklin County
- Ohio Capital Corporation for Housing
- United Way of Central Ohio
- Franklin County Office on Aging
- Nationwide

Collective impact



Community Shelter Board leverages resources system-wide, ensuring accountability and driving outcomes to achieve the best results for people facing homelessness. To ensure a systemic response to homelessness in central Ohio, CSB drives:



STRATEGY Application of best practices and new initiatives in alignment with planning efforts by federal, state, and local agencies to achieve the best outcomes possible for people facing homelessness. CSB leads the implementation of Franklin County’s strategic framework, “A Place to Call Home”, which articulates our community’s plan for preventing and ending homelessness.



ACCOUNTABILITY Real-time data and compliance monitoring for all public funding from federal, state, and local agencies, as well as private sector funding.



COLLABORATION AND COORDINATION Coordination of federal, state, and local funding resources—including contracts, compliance, and outcomes—for partner agencies within Franklin County’s homeless crisis response system. Likewise, CSB facilitates operation of the Continuum of Care, the community-wide planning body that coordinates federal funding and service access for people facing homelessness in Columbus and Franklin County with the goal of ending homelessness.



RESOURCES Exceptional stewardship of federal, state, and local public and private funding, overseeing a budget of more than \$55M to support a system of care, serving 15,000 people every year with homelessness prevention, emergency shelter, street outreach, rapid re-housing, and permanent supportive housing programs.

Key player in nationwide effort to end homelessness

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UNIFIED FUNDING AGENCIES

Community Shelter Board proudly stands among the distinguished group of United Funding Agencies designated by HUD, having received this designation first in the nation in 2014.

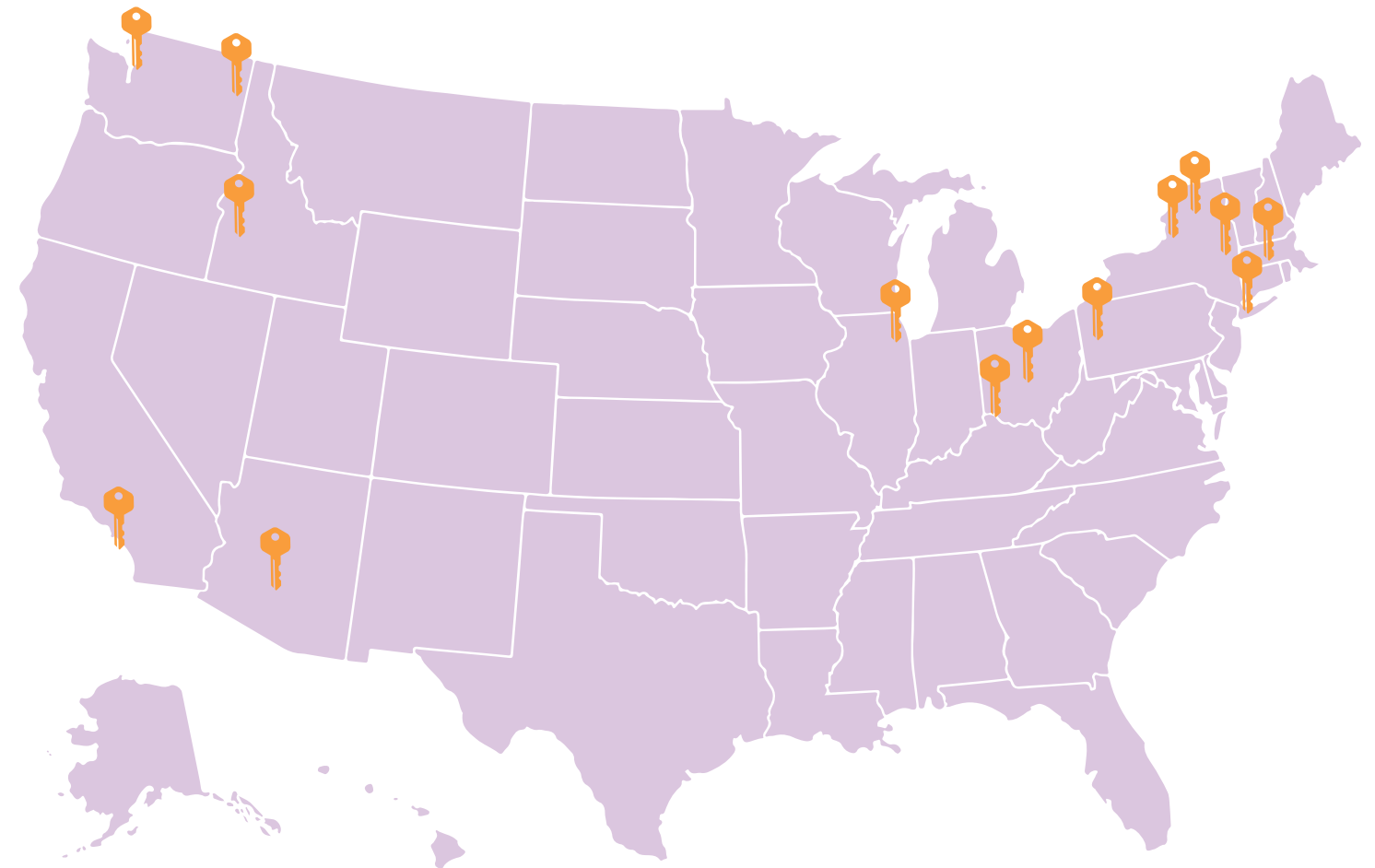
This select group comprises only 14 agencies across the country, a testament to exceptional work and unwavering commitment to address homelessness and housing instability.

Unified Funding Agencies play a pivotal role in the complex challenge of addressing homelessness. These agencies serve as the linchpins that unite diverse funding sources and stakeholders to establish a streamlined and efficient system aimed at preventing and ultimately ending homelessness in their respective communities.

Receiving the Unified Funding Agency designation from HUD signifies CSB's capacity to adeptly manage and allocate funding from a diverse array of sources—federal, state, and local. Notably, this streamlined approach ensures that resources are directed toward initiatives and programs with the greatest potential for success.

Moreover, Unified Funding Agencies are at the forefront of systemic efforts to address homelessness. They take the lead in driving strategy, accountability, collaboration, and resource management among a multitude of partner organizations and agencies. Their work transcends the simple provision of shelter and support; it involves proactive planning, data-informed decision-making, and a profound commitment to equity and social justice.

In a nation where homelessness remains a persistent and multifaceted challenge, the designation as a Unified Funding Agency serves as a beacon of hope. It represents a pledge to collaboration, innovation, and accountability—all of which are channeled toward realizing a future where every individual has a place to call home.





I only ever want to see you



in a room like this

Excerpt from *A Poetic Challenge to See the Unsheltered People in Our Midst* by Scott Woods. Scan to read poem.



A year of capstones

Seamless leadership transition

In January 2023, Shannon TL Isom assumed the role of President & CEO, succeeding the outgoing Michelle Heritage. Under Isom's leadership, CSB is navigating the challenges posed by economic shifts, changing regional demographics, and housing market conditions. This strategic leadership transition aims to position CSB for a significant and lasting impact on individuals experiencing homelessness.

Scaling growth of effective prevention strategies

Mass scalability in CSB's Homelessness Prevention Network resulted in growth from six social service agencies stabilizing families facing homelessness in 2020 to 26 in 2023. The initial pilot program was possible with support from the Nationwide Foundation, Battelle, Cardinal Health, and Franklin County, as well as a bridge gift from American Electric Power Foundation. A landmark investment of Emergency Rental Assistance funding by the City of Columbus resulted in significant growth in 2023.

Thought leadership for affordable housing strategy

Shane Phillips, the author of "The Affordable City" and the manager of the UCLA Lewis Center Housing Initiative, delivered the keynote address at Under One Roof in April 2023, a fundraising event in support of CSB. This signature event saw an impressive turnout of over 450 attendees at the Jo Ann Davidson Theatre within the Riffe Center.

Philanthropic families rallied to address homelessness

The Jeffrey, Weiler, and Lazarus families, along with many others, made incredible investments in Community Shelter Board to provide sustainable support for people facing homelessness, creating meaningful family legacies. The Jeffrey family, in honor of their parents through the Tad and Nancy Jeffrey Fund, invested the first large-scale endowment CSB has ever received, ensuring sustaining support in perpetuity.



In memory of Nancy and Tad Jeffrey

Sustained response to environmental crisis



Joseph Scheller, USA Today Network

On Christmas Day 2022, more than 150 households faced unimaginable challenges as they were evacuated from 525 Sawyer Boulevard due to poor and dangerous living conditions. Each and every household

that turned to our community for help was resettled in a safe home, sparing them from turning to emergency homeless shelters. This was only possible with support from the City of Columbus, Columbus City Council, Franklin County Board of Commissioners, Rosetta Brown, Legal Aid Society of Columbus, Tony Wells Foundation, and Columbus Metropolitan Housing Authority.

Landmark award of federal funds



CSB and the Columbus and Franklin County Continuum of Care received the largest award of funds in local history from HUD, including four new projects. This infusion of federal funds is a stabilizing force for our community and brings our shared mission to life that everyone in our community should have a place to call home. CSB convenes the Continuum of Care in Columbus and Franklin County, a governing body made up of representatives of relevant and diverse stakeholders charged with overseeing the homeless system.

Sustainable housing for those most vulnerable

In a stellar partnership with Columbus Metropolitan Housing Authority, Homefull, and CSB, more than 300 people were housed using emergency housing vouchers issued by HUD in conjunction with the CARES Act. These vouchers were the largest infusion of one-time support our community had ever seen.

Health partnership activated to address unsheltered homelessness

CSB strengthened its collaboration with Mount Carmel Health System, enhancing outreach to individuals facing unsheltered homelessness and response to encampments. Through this partnership, Mount Carmel coordinates a multifaceted, multi-agency team that delivers comprehensive services, encompassing mental health and substance abuse treatment, physical health care, health education, as well as shelter and housing assistance.



Federal participation in Point-in-Time Count



Jim Rose, Columbus Coalition for the Homeless; Shannon TL Isom, Community Shelter Board; Marion McFadden, of HUD; Marcus Salter, Columbus Coalition for the Homeless

In January 2023, Marion McFadden, the Deputy Assistant Secretary of HUD, visited Columbus to observe the impact of economic and demographic changes on homeless individuals in central Ohio during the Point-in-Time Count. Columbus and Franklin County saw

their largest ever increase in homelessness, with a 22% rise in individuals experiencing homelessness reported in the January 2023 count. The count is conducted by CSB in collaboration with the Continuum of Care, a 41-member planning body that carries out a commitment to ending homelessness in Columbus and Franklin County.

Growing spotlight on our best practice model

CSB garnered attention in the Wall Street Journal when unveiling the outcomes of its annual Point-in-Time Count, and it also played a prominent role in a WTAE News documentary in Pittsburgh focusing on the strategic leadership of homelessness response systems. CSB's expertise and forward-thinking insights took center stage at various professional gatherings, such as the State of Youth Homelessness Forum hosted by Huckleberry House, the annual meeting of the Columbus Coalition for the Homeless, the Housing Ohio Conference organized by COHHIO, and the Ohio Housing Conference jointly hosted by the Ohio Housing Finance Agency and Ohio Capital Corporation for Housing.

Future strategy and vision

With new leadership at the helm, CSB envisions a future brimming with fresh opportunities, charting a course for the community in an ever-evolving landscape.

CSB maintains its commitment to working in close partnership with the community, the City of Columbus, Franklin County, and the Columbus Partnership. With a strong determination to pioneer innovative solutions that meet the ever-changing demands, CSB initiated a Comprehensive Community Assessment on Homelessness in June 2023. This assessment actively involves a diverse group of stakeholders and places a special emphasis on gathering insights from individuals who have faced homelessness, service provider organizations, as well as private and public community collaborators.

We are committed to ensuring an optimized homelessness response system. Optimized systems of care for homelessness response:

- Are aligned to local housing market realities and opportunities
- Divert people facing homelessness to safe and stable housing
- Quickly engage and provide an equitable, suitable intervention for each household
- Have short lengths of stay in programs
- Have high rates of leaving programs for permanent housing
- Use data to achieve continuous, equitable improvement





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