

PROGRAM EVALUATION

FY2013
7/01/12 – 12/31/12

Our Mission

To end homelessness, CSB innovates solutions, creates collaborations, and invests in quality programs.

We thank our Partner Agencies for their assistance in collecting data and ensuring data accuracy for our community reports.

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Overview

The Community Shelter Board, established in 1986, is a public-private partnership organization that creates collaborations, innovates solutions, and invests in quality programs to end homelessness in Columbus and Franklin County. The Community Shelter Board allocates over \$14 million annually to support homeless programs and services. Last year, these programs served more than 9,000 families and individuals experiencing homelessness. The Community Shelter Board is funded by the City of Columbus, the Franklin County Board of Commissioners, the United Way of Central Ohio, The Columbus Foundation, Nationwide, American Electric Power Foundation, the U.S. Department of Housing and Urban Development, the State of Ohio, and other public and private donors.

The Community Shelter Board operates an outcomes-based funding model, establishing measurable performance standards to monitor agencies' progress. The CSB Board of Trustees adopts these performance standards as a component of their vision to create an overall strategy for improving the homeless services system, providing an "open door" and working toward the eventual elimination of homelessness.

By setting performance outcome standards that measure length of stay, housing outcomes, shelter/program occupancy, recidivism, and other outcomes, CSB's performance outcomes monitor the success of each provider. CSB also includes in its evaluation compliance with administrative and program standards, as well as, cost-efficiency measures. The system's effectiveness as a whole is monitored by quarterly and annual reviews of aggregated data from providers.

The FY2013 Program Evaluation report evaluates programs using CSB's established performance standards. The report includes all programs funded by or under contract with CSB in Fiscal Year 2013 (July 2012-June 2013). For each program, the report includes an overall performance rating, summary description, tables showing previous and current performance with respect to established outcome measures, a cost efficiency table, and recommendations, where applicable, for performance outcome measures for the upcoming FY2014 partnership year.

The program evaluation also includes non-CSB funded programs – evaluation of the Continuum of Care (CoC) funded programs, programs that receive Veterans Administration funding and need to participate in the local CoC and programs that voluntarily participate in Columbus ServicePoint, the local homeless management information system. The evaluation of these programs is based on performance requirements established by the local CoC Steering Committee and the U.S. Department of Housing and Urban Development (HUD). The evaluation of CSB funded programs is inclusive of the above performance requirements.

Data Sources

Program descriptions were developed from information provided by partner agency staff. Financial information used in cost efficiency tables, found under the "Efficient Use of Community Resources" section, was gathered from semi-annual reports submitted by each agency. Compliance with CSB administrative and program standards was assessed by CSB staff during CY2012 and beginning of CY2013.

Unless otherwise noted, performance data was gathered from the Community Shelter Board's Columbus ServicePoint (CSP) for the 7/1/12 through 12/31/12 reporting period. All data used in the report met CSB quality assurance standards, which require current data and a 95% completion rate for all required CSP data variables.

System Performance

CSB is evaluating the System level (Emergency Shelter System, Family Emergency Shelter System, Men's Emergency Shelter System, Women's Emergency Shelter System, Emergency Shelter and Transitional Housing System, Prevention System, Direct Housing System and Permanent Supportive Housing System) performance outcome goals versus actual performance. The evaluation includes recommendations for each system for FY2014 based on previous performance and CSB performance standards. For outcome definitions and methodologies, please see the evaluation methodologies sections at the end of this publication.

Each performance goal was assessed as achieved (Yes), not achieved (No), or not applicable (N/A). An *Achieved Goal* is defined as 90% or better of a numerical goal or within 5 percentage points of a percentage goal, except where a lesser or greater value than this variance also indicated an achieved goal (e.g. Average Length of Stay goal was met if actual achievement is 105% or less of goal). HUD performance goals do not allow for this variance, they are fixed goals. *Not Applicable* is assigned when a performance goal was not assigned; the reason for this is explained in the footnote for the respective system.

Each system was assigned a performance rating of High, Medium, or Low as determined by overall system achievement of performance outcomes for the evaluation period. Ratings are based on the following:

Rating	Achievement of System Outcome Measure
High	achieve at least 75% of the measured outcomes and at least one of the successful housing outcomes (either number or percentage outcome)
Medium	achieve at least 50% but less than 75% of the measured outcomes
Low	achieve less than 50% of the measured outcomes

Program Performance

Program performance outcome goals were compared with actual performance to determine consistency with CSB, CoC or HUD standards. For outcome definitions and methodologies, please see the evaluation methodologies sections at the end of this publication.

Each performance goal was assessed as achieved (Yes), not achieved (No), or not applicable (N/A). An *Achieved Goal* is defined as 90% or better of a numerical goal or within 5 percentage points of a percentage goal, except where a lesser or greater value than this variance also indicated an achieved goal (e.g. Average Length of Stay goal was met if actual achievement is 105% or less of goal). HUD performance goals do not allow for this variance. They are fixed goals. *Not Applicable* is assigned when a performance goal was not assigned; the reason for doing so is explained in the footnote for the respective program.

Each program was assigned a performance rating¹ of High, Medium, or Low as determined by overall program achievement of performance outcomes for the evaluation period. Ratings are based on the following:

¹ In some instances, the program was too new to evaluate; therefore, a performance rating was not assigned.

<i>Rating</i>	<i>Achievement of Program Outcome Measure¹</i>
High	achieve at least 75% of the measured outcomes and at least one of the successful housing outcomes (either number or percentage outcome)
Medium	achieve at least 50% but less than 75% of the measured outcomes
Low	achieve less than 50% of the measured outcomes

Programs rated as “Low” or experiencing long-standing and/or serious program issues and/or systemic agency concerns are handled by CSB through a **Quality Improvement Intervention (QII)** process. It is based on quarterly one-on-one dialogues between CSB and the provider agency and considers agency plans and progress on addressing program issues.

For interim (quarterly) reports, programs that meet less than one-half of measured outcome goals will be considered a program of concern.

The evaluation includes Program Outcomes Plan (POP) measures for each program for FY2014 based on past program performance, and CSB, CoC and HUD performance standards. Agencies have agreed to these POP measures for inclusion in the FY2014 partnership agreements.

¹ If serious and persistent program non-performance issues existed prior to evaluation, then the program was assigned a lower rating than what its program achievement of performance outcomes would otherwise warrant.

Performance Ratings at a Glance

System/Program	Performance Rating
Family Emergency Shelter System	High
Men's Emergency Shelter System	Medium
Women's Emergency Shelter System	High
Emergency Shelter System	High
Emergency Shelter and Transitional Housing System	High
Prevention System	Medium
Direct Housing System	High
Permanent Supportive Housing System	High
Homeless Prevention	
Communities In Schools Stable Families	High
Gladden Community House Homeless Prevention	Low
Gladden Community House Stable Families	High
Emergency Shelters	
YWCA Family Center	High
HandsOn Central Ohio Coordinated Point of Access	High
LSS/Faith Mission Single Adults	High
LSS/Faith Mission VA Emergency Housing	High
Maryhaven Engagement Center	Low
Southeast/Friends of the Homeless Men's Shelter	High
Southeast/Friends of the Homeless Rebecca's Place	High
VOAGO Men's Shelter	High
VOAGO VA Emergency Housing	High
YMCA Single Men Overflow ¹	N/A
YMCA Single Women Overflow ¹	N/A
Outreach Specialist	
Maryhaven Collaborative Outreach	High
Access to Benefits	
YWCA Benefits Partnership	High
Direct Housing	
CSB Transition Program	High
Homeless Families Foundation Rolling Stock	High
The Salvation Army Direct Housing	Medium
The Salvation Army Job2Housing	Medium
VOAGO Transition in Place	High
YWCA Kinship Care	Medium
Permanent Supportive Housing	
CHN Briggsdale	High
CHN Cassady Avenue Apartments	Medium
CHN Community ACT	High
CHN East Fifth Avenue Apartments	Medium
CHN Hotel St. Clair	High
CHN Inglewood Court ¹	N/A
CHN Leased Supportive Housing Program	Medium
CHN North 22 nd Street	High

¹ Program too new to be rated.

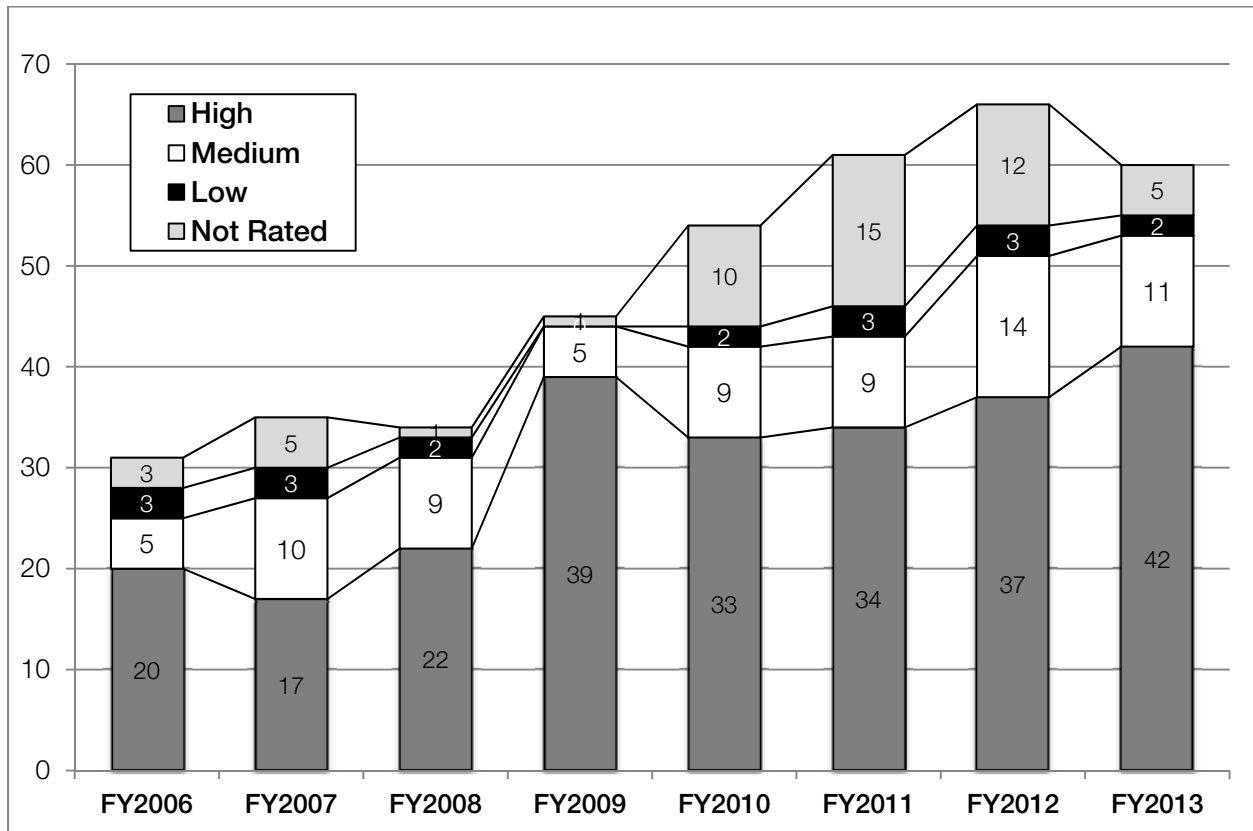
CHN North High Street	High
CHN Parsons Avenue	High
CHN Rebuilding Lives PACT Team Initiative	High
CHN Safe Havens	High
CHN Southpoint Place	High
Maryhaven Commons at Chantry	Medium
NCR Commons at Buckingham	High
NCR Commons at Grant	High
NCR Commons at Livingston 1	High
NCR Commons at Livingston 2 ¹	N/A
NCR Commons at Third	High
Southeast Scattered Sites	High
YMCA 40 West Long Street	High
YMCA 40 West Long Street Expansion ¹	N/A
YMCA Sunshine Terrace	High
YWCA WINGS	Medium
Continuum of Care Programs (Non-CSB funded)	
Transitional Housing	
Amethyst RSVP	High
Huckleberry House Transitional Living Program	Medium
Maryhaven Women’s Program	High
Southeast New Horizons Transitional Housing	High
VOAGO Veterans Program	Medium
YMCA ADAMH	High
Permanent Supportive Housing	
CHN Family Homes	High
CHN Wilson	High
VOAGO Family Supportive Housing	High
Rental Assistance	
Amethyst Shelter Plus Care	Medium
AIDS Resource Center Ohio Shelter Plus Care TRA	High
CHN Shelter Plus Care SRA	High
CHN Shelter Plus Care TRA	High
LSS/Faith Mission Shelter Plus Care SRA	High

Conclusion

The findings outlined in this evaluation indicate a good level of performance and service provision by partner agencies. The graph on the next page illustrates the number of rated programs between fiscal years 2006 and 2013 by rating category. The Community Shelter Board commends partner agencies on their performance and continued commitment to quality, responsive services and housing for some of the most vulnerable members of our community – adults and children who experience homelessness. CSB looks forward to working with partner agencies in the coming year to accomplish the goals identified in this report and to further improve individual programs and system coordination.

¹ Program too new to be rated.

Number of program evaluations by rating category between FY2006 and FY2013



In FY2013, 5 programs were not rated as being too new to evaluate.

Acknowledgements

The Community Shelter Board thanks partner agency staff for their assistance in completing this evaluation and their responsiveness to CSB's requests for information. CSB appreciates the time and effort given by agency staff in order to make programs both successful and meaningful to those they serve and the broader community.

CSB acknowledges the following staff, who provided significant contribution to this report:

Jeremiah Bakerstull, Data & Evaluation Manager
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 Amy Price, Director of Programs and Planning
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System Evaluations

System: Family Emergency Shelter System
Agencies: YWCA
Period: 7/1/12-12/31/12
Performance: High

A. Description

The emergency shelter system for families with children emphasizes efficient use of resources, close collaboration among partner agencies, streamlined admission and linkage to services and/or housing and quick re-housing of families with appropriate supports. The model centers on a “front-door” approach to shelter admission, with a single shelter — the YWCA Family Center — managing all initial requests for shelter, including provision of immediate emergency shelter when diversion to safe, alternative housing is not available.

The YWCA Family Center opened in October of 2005 and replaced the YWCA Interfaith Hospitality Network and Hospitality Center as the front-door, or “Tier I,” shelter program for families. The Family Center is a state-of-the-art facility that accommodates up to 50 families on a daily basis and provides onsite daycare, meal services, and adult and child activities.

A critical component of the family shelter system is a “Housing First” approach to assessment and referral to the next stage of housing, with a focus on quickly moving families to housing and ensuring that appropriate supports are in place to ensure long-term housing stability.

Next-step housing options include rapid re-housing, transitional housing, permanent supportive housing and other permanent housing with or without transitional supports. For families exiting to permanent, rapid re-housing or transitional housing, financial assistance for rent, security deposit and/or utilities is available through the Transition Program administered by CSB.

Once assessed by the Family Center, families who need transitional supports are referred to the rapid re-housing programs for housing placement assistance, including financial assistance and short-term, in-home transitional services once housed. The short-term supportive services are intended to assist families in locating permanent, affordable housing within three weeks of referral from the Family Center. To accomplish this, case managers assist with finding suitable and affordable housing and linking families to CSB administered financial assistance. Program participants typically receive case management for three to six months and financial assistance, typically consisting of rent and deposit. Once the family is housed, case management services and linkage with supportive services in the community continue until the family has achieved a successful housing outcome — meaning that sufficient household income is available to afford housing — and/or until the family has ended contact with the provider. Three agencies provide rapid re-housing programs: The Salvation Army, Homeless Families Foundation and Volunteers of America of Greater Ohio.

Job2Housing, a HUD funded program expanded the placing opportunities for families experiencing homelessness. The program started in FY2010 and was expected to serve 120 families over a 3 year pilot timeframe, focusing on family employment and employment skills. The program provides housing assistance up to 6 months and case management services up to one year for every household served.

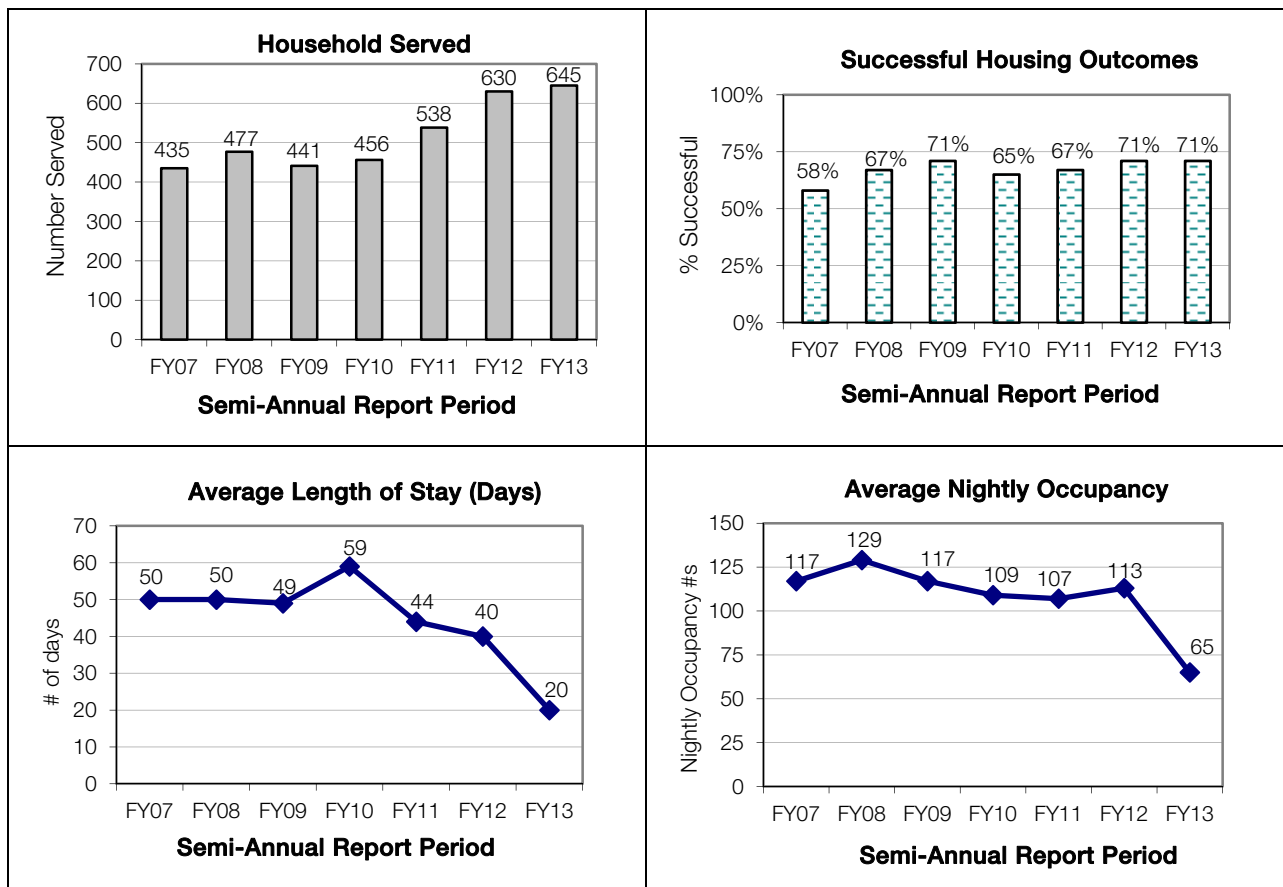
In FY2013, to assure that adequate emergency shelter capacity was available, CSB contracted with the YWCA Family Center to provide overflow assistance for families in need of emergency shelter beyond the 50 family capacity of the YWCA Family Center.

FY2013 Family Shelter System Provider and Capacity¹ (7/1/12 – 6/30/13)

Shelter Type	Agency	Program	Capacity (Families)
Tier I	YWCA	Family Center	50
Total Capacity			50

B. Performance Outcomes

Semi-annual Trends



¹ YWCA Family Center provided overflow for the family system during FY2013.

System Outcome Achievement 7/1/12 to 12/31/12

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	400	645	Yes
Successful Housing Outcomes	#	245	412	Yes
Successful Housing Outcomes	%	70	71	Yes
Average Length of Stay	Days	20	20	Yes
Recidivism	%	5	0	Yes
CSB Cost per Household		CSB costs consistent with budget	CSB costs consistent with budget	Yes
CSB Cost per Successful Housing Outcome				
Pass Program Certification		Pass certification	Passed certification	

The Family Emergency Shelter System served 2% more households than during the same period of time last year, despite the reduction in capacity due to the Tier II shelters fully transitioning to direct housing. The new capacity of the emergency shelter system for families, as of 1/1/2012, is 50, and is represented by the YWCA Family Center. The system maintained a good performance despite operating over capacity for the entire reporting period. The decrease in the average length of stay and nightly occupancy is somewhat due to the reduction in sheltering capacity.

C. Efficient Use of Community Resources¹

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$1,603,170	\$801,585	\$809,137
Other Funds	\$1,233,895	\$616,948	\$579,784
Total	\$2,837,065	\$1,418,533	\$1,388,921
Cost per Household Served – CSB	\$2,429	\$2,004	\$1,254
Cost per Successful Household Served – CSB	\$3,754	\$3,272	\$1,964
Percentage of CSB Funds	57%	57%	58%
Percentage of Leveraged Funds	43%	43%	42%

¹ Overflow funds included in totals; YWCA Family Center handled overflow for the family system during FY2013.

D. Recommendations
System Outcome Measures

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	245	245	400	232	232	376	660
Successful Housing Outcomes ¹	%	70	70	70	70	70	70	70
Successful Housing Outcomes	#	137	137	245	127	127	228	427
Average Length of Stay	Days	20	20	20	20	20	20	20
Recidivism	%			5			5	5
Pass Program Certification				Pass certification			Pass certification	Pass certification
Cost per Household				CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget
Cost per Successful Housing Outcome				CSB costs per successful household consistent with CSB budget			CSB costs per successful household consistent with CSB budget	CSB costs per successful household consistent with CSB budget

¹ FY2014 number of successful housing outcomes based on calculated number [(households served - system capacity)* 70%] for each period.

System: Men's Emergency Shelter System
Agencies: Lutheran Social Services, Maryhaven, Southeast, Inc.,
Volunteers of America of Greater Ohio and YMCA
Period: 7/1/12-12/31/12
Performance: Medium

A. Description

The men's emergency shelter system is comprised of four men's shelter programs, two shelter programs for veterans and one shelter for inebriated men who are homeless. Together, these programs include a normal (non-overflow) capacity of 443 beds.

HandsOn Central Ohio took over the provision of services related to the front door to shelter for single adults February 29, 2012. The goals of the front door are to reduce the number of single adults that are admitted to the adult system through diversion to more appropriate community resources and improve the single adults' experience accessing shelter. Admission to the adult shelter system occurs when no other option exists for the client. The "front door" model was redesigned using a call center model with greater emphasis on prevention and diversion efforts. Individuals seeking emergency shelter initially access the CPoA via the 1-888-4SHELTR phone line being answered by designated CPoA staff. Phone lines are answered 24-hours a day, every day of the year.

Resource specialists at each shelter provide individualized assistance for clients seeking employment and housing, as well as support for clients utilizing Resource Centers located at each shelter. For clients exiting to permanent or transitional housing, financial assistance for rent, security deposit and/or any utilities is available through the direct client assistance Transition Program, administered by CSB.

From October to March the adult shelter system implements an overflow plan to assure that no individual seeking shelter is turned away during these colder months. As part of the "Winter Overflow" plan, the number of emergency shelter beds for single adults is increased in existing facilities and additional flexible capacity is made available, as needed. In FY2013, YMCA provides overflow capacity for single men and women when no other shelter beds are available. During warmer months, the adult shelter system has a fixed capacity.

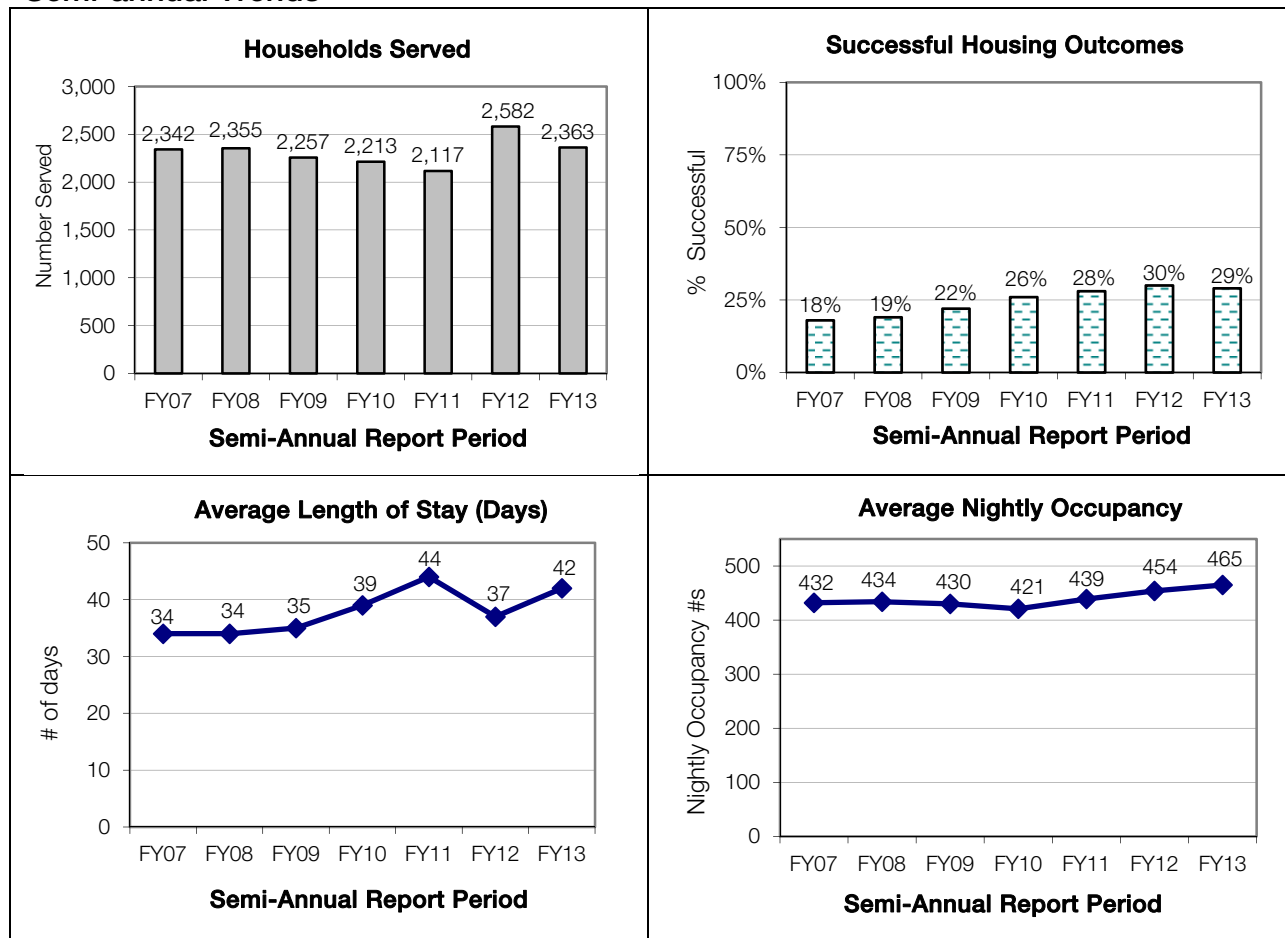
In FY2013, shelters started overflow in August due to high demand. In early December, Faith Mission on 6th Street worked in collaboration with YMCA to provide additional beds to single men accessing winter overflow within its existing shelter as part of the stop-gap plan until the alternate winter overflow site, located at 511 Industrial Mile opened on 1/7/2013.

FY2013 Men's Shelter Capacity, Including Overflow

Agency	Men's Programs	Regular Capacity	Seasonal Overflow Capacity	Total Capacity
Lutheran Social Services	Faith Mission on 6 th Street ¹	110	0	110
Lutheran Social Services	Faith Mission on 8 th Avenue	95	24	119
Lutheran Social Services	VA Emergency Housing	13	0	13
Maryhaven	Engagement Center (Inebriate shelter)	42	0	42
Southeast, Inc.	Friends of the Homeless	130	15	145
Volunteers of America Greater Ohio	Men's Shelter	40	5	45
Volunteers of America Greater Ohio	VA Emergency Housing	13	0	13
YMCA	Overflow Alternate Site	0	130	130
Total Capacity		443	174	617

B. Performance Outcomes

Semi-annual Trends



¹ Faith Mission on 6th Street worked in collaboration with YMCA to provide additional 70 beds to single men accessing winter overflow within its existing shelter as part of the stop-gap plan until the alternate YMCA overflow site opened on 1/7/2013. The number of these beds is not included in this chart.

System Outcome Achievement 7/1/12 to 12/31/12

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	2450	2363	Yes
Successful Housing Outcomes	#	502	548	Yes
Successful Housing Outcomes	%	25	29	Yes
Average Length of Stay	Days	30	42	No
Recidivism	%	5	7	Yes
Movement	%	15	24	No
CSB Cost per Household		CSB costs consistent with budget	CSB costs consistent with budget	Yes
CSB Cost per Successful Housing Outcome				
Pass Program Certification		Pass certification	Passed certification	

The system experienced a decrease in the number of individuals served by 8%, compared to the same period of time last year. The decrease does not mean a reduction in need, as the system experienced a waitlist for services throughout the reporting period, until additional shelter capacity was opened.

C. Efficient Use of Community Resources¹

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$1,936,052	\$968,027	\$861,607
Other Funds	\$3,346,777	\$1,673,389	\$1,632,354
Total	\$5,282,829	\$2,641,416	\$2,493,961
Cost per Household Served - CSB	\$538	\$395	\$365
Cost per Successful Household Served - CSB	\$2,454	\$1,928	\$1,572
Percentage of CSB Funds	37%	37%	35%
Percentage of Leveraged Funds	63%	63%	65%

¹ Overflow costs not included as the program started 1/7/2013. Costs for LSS VA Emergency Housing and VOAGO VA Emergency Housing are not included.

D. Recommendations
System Outcome Measures

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served ¹	#	1400	1550	2450	1650	1500	2550	3600
Successful Housing Outcomes ²	#	239	277	502	302	264	527	789
Successful Housing Outcomes	%	25	25	25	25	25	25	25
Average Length of Stay	Days	30	30	30	30	30	30	30
Recidivism	%			5			5	5
Movement	%			15			15	15
Pass Program Certification				Pass certification			Pass certification	Pass certification
Cost per Household				CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget
Cost per Successful Housing Outcome				CSB costs per successful household consistent with CSB budget			CSB costs per successful household consistent with CSB budget	CSB costs per successful household consistent with CSB budget

¹ FY2014 households served based on FY2013 semi-annual period achievement and historical trending information.

² FY2014 number of successful housing outcomes based on calculated number [(households served – non-overflow system capacity) * 25%] for each period.

System: Women's Emergency Shelter System
Agencies: Lutheran Social Services, Maryhaven, Southeast, Inc. and YMCA
Period: 7/1/12-12/31/12
Performance: High

A. Description

The women's emergency shelter system is comprised of two women's shelter programs and shelter programs for veterans/inebriated women who are homeless. Together, these programs include a normal (non-overflow) capacity of 101 beds.

HandsOn Central Ohio took over the provision of services related to the front door to shelter for single adults February 29, 2012. The goals of the front door are to reduce the number of single adults that are admitted to the adult system through diversion to more appropriate community resources and improve the single adults' experience accessing shelter. Admission to the adult shelter system occurs when no other option exists for the client. The "front door" model was redesigned using a call center model with greater emphasis on prevention and diversion efforts. Individuals seeking emergency shelter initially access the CPoA via the 1-888-4SHELTR phone line being answered by designated CPoA staff. Phone lines are answered 24-hours a day, every day of the year.

Resource specialists at each shelter provide individualized assistance for clients seeking employment and housing, as well as support for clients utilizing Resource Centers located at each shelter. For clients exiting to permanent or transitional housing, financial assistance for rent, security deposit and/or any utilities is available through the direct client assistance Transition Program, administered by CSB.

From October to March the adult shelter system implements an overflow plan to assure that no individual seeking shelter is turned away during colder months. As part of the "Winter Overflow" plan, the number of emergency shelter beds for single adults is increased in existing facilities and additional flexible capacity is made available, as needed. In FY2013, YMCA provides overflow capacity for single women when no other shelter beds are available. During warmer months, the adult shelter system has a fixed capacity.

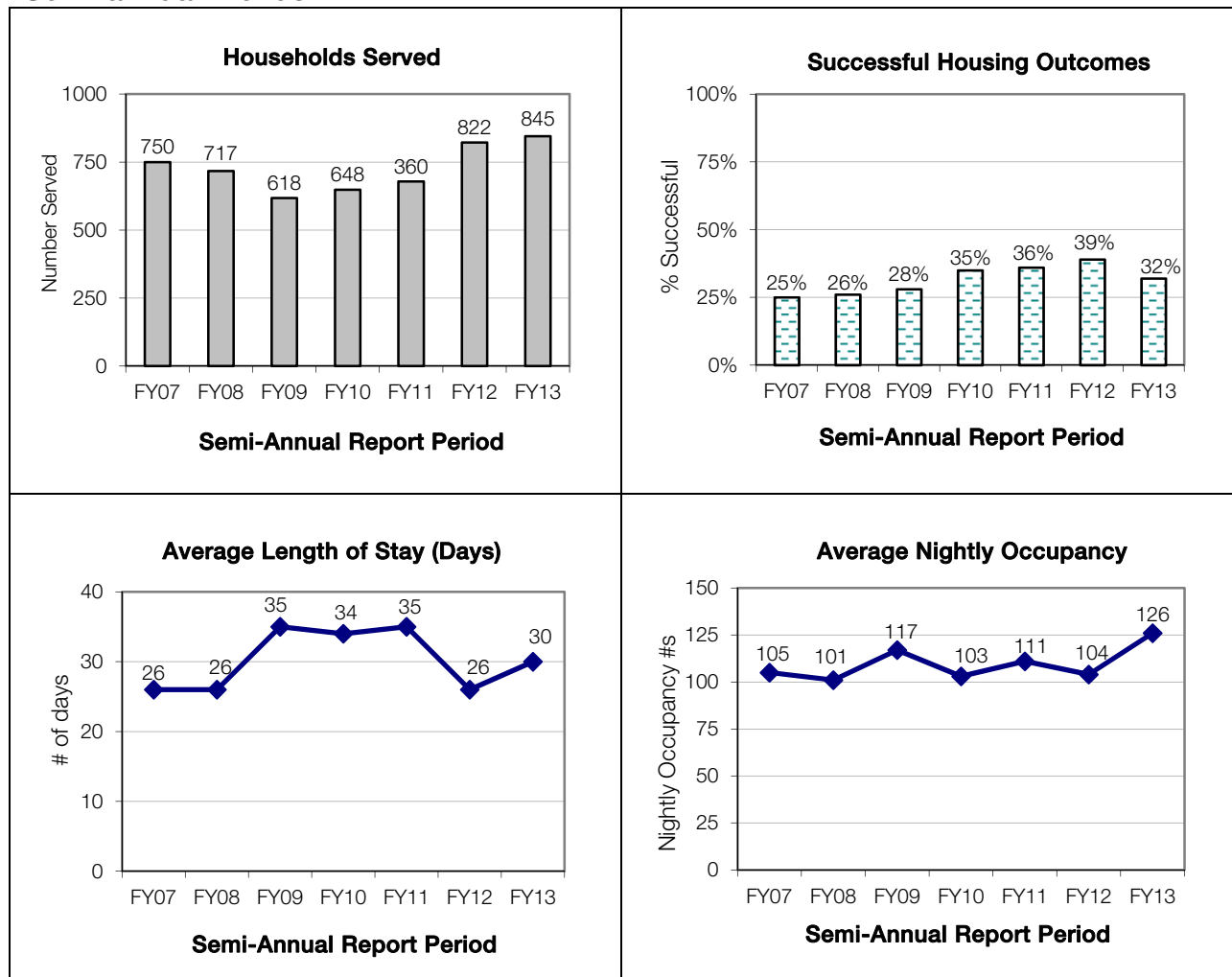
In FY2013, shelters started overflow in August due to high demand. LSS Faith Mission Nancy's Place and Southeast Rebecca's Place women shelters worked in collaboration with YMCA to provide additional beds to single women accessing winter overflow within their existing shelter as part of the stop-gap plan until the alternate winter overflow site, located at 511 Industrial Mile opened on 1/7/2013.

FY2013 Women’s Shelter Capacity, Including Overflow

Agency	Women’s Programs	Regular Capacity	Seasonal Overflow Capacity	Total Capacity
Lutheran Social Services	Faith Mission Nancy’s Place ¹	42	6	48
Lutheran Social Services	VA Emergency Housing	4	0	4
Maryhaven	Engagement Center (Inebriate Shelter)	8	5	13
Southeast, Inc.	Friends of the Homeless Rebecca’s Place ¹	47	7	54
YMCA	Seasonal overflow alternate site	0	60	60
Total Capacity		101	78	179

B. Performance Outcomes

Semi-annual Trends



¹ Nancy’s Place and Rebecca’s Place worked in collaboration with YMCA to provide additional 30 beds and 8 beds, respectively to single women accessing winter overflow within their existing shelter as part of the stop-gap plan until the alternate YMCA overflow site opened on 1/7/2013. The number of these beds is not included in this chart.

System Outcome Achievement 7/1/12 to 12/31/12

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	700	845	Yes
Successful Housing Outcomes	#	150	232	Yes
Successful Housing Outcomes	%	25	32	Yes
Average Length of Stay	Days	30	30	Yes
Recidivism	%	5	4	Yes
Movement	%	15	11	Yes
CSB Cost per Household ¹		CSB costs consistent with budget	CSB costs consistent with budget	Yes
CSB Cost per Successful Housing Outcome				
Pass Program Certification		Pass certification	Passed certification	

The system experienced an increase in the number of individuals served by 3%, compared to the same period of time last year, associated with a significant waitlist for services until additional shelter capacity was made available. We are reporting the highest number of households served for the past seven reporting periods.

C. Efficient Use of Community Resources²

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$615,540	\$307,770	\$427,431
Other Funds	\$690,932	\$345,466	\$740,535
Total	\$1,306,472	\$653,236	\$1,167,966
Cost per Household Served - CSB	\$524	\$440	\$506
Cost per Successful Household Served - CSB	\$2,288	\$2,052	\$1,842
Percentage of CSB Funds	47%	47%	37%
Percentage of Leveraged Funds	53%	53%	63%

¹ Cost per household served not consistent with CSB budget, however, the other two metrics were met.

² Overflow costs not included as the program started 1/7/2013. Costs for LSS VA Emergency Housing are not included.

D. Recommendations
System Outcome Measures

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served ¹	#	400	420	700	470	390	750	1175
Successful Housing Outcomes ²	#	75	80	150	92	72	162	269
Successful Housing Outcomes	%	25	25	25	25	25	25	25
Average Length of Stay	Days	30	30	30	30	30	30	30
Recidivism	%			5			5	5
Movement	%			15			15	15
Pass Program Certification				Pass certification			Pass certification	Pass certification
Cost per Household				CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget
Cost per Successful Housing Outcome				CSB costs per successful household consistent with CSB budget			CSB costs per successful household consistent with CSB budget	CSB costs per successful household consistent with CSB budget

¹ FY2014 households served based on FY2013 semi-annual period achievement and historical trending information.

² FY2014 number of successful housing outcomes based on calculated number [(households served – non-overflow system capacity) * 25%] for each period.

System: Emergency Shelter System
Agencies: Lutheran Social Services, Maryhaven, Southeast, Inc.,
 Volunteers of America of Greater Ohio, YMCA and YWCA
Period: 7/1/12-12/31/12
Performance: High

A. Description

CSB is presenting the emergency shelter system as a combination of all the emergency shelters in Columbus and Franklin County for which CSB has available data. The aggregation below is inclusive of the programs in the Family System, Men’s System and Women’s System sections of this Program Evaluation Report.

FY2013 Emergency Shelter System Providers and Capacity

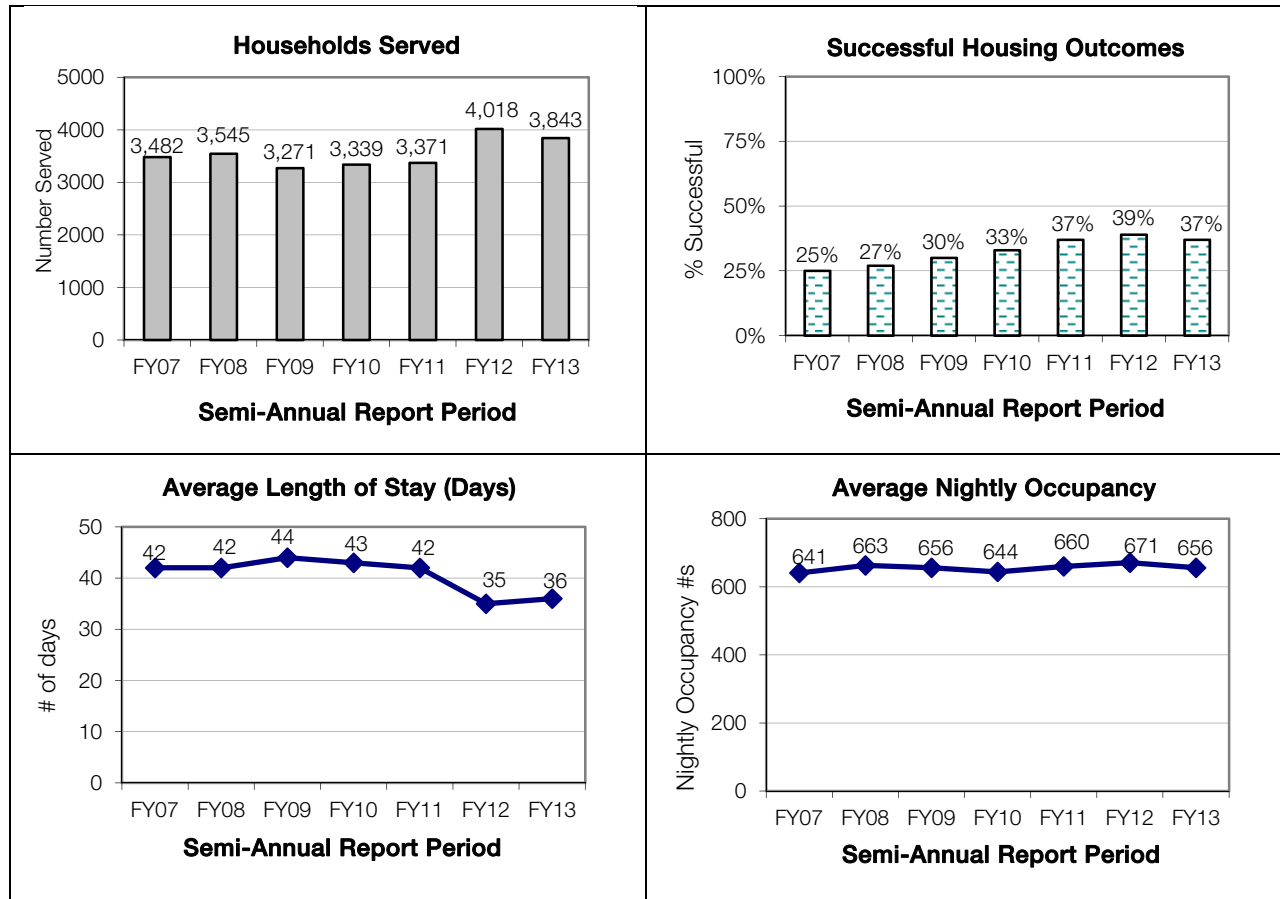
Agency	Shelter Type	Regular Capacity	Seasonal Overflow Capacity	Total Capacity
Lutheran Social Services ¹	Single Adult Shelter, VA Emergency Housing	264	30	294
Maryhaven	Inebriate Shelter	50	5	55
Southeast, Inc. ¹	Single Adult Shelter	177	22	199
Volunteers of America of Greater Ohio	Single Adult Shelter, VA Emergency Housing	53	5	58
YMCA ²	Seasonal Overflow Alternate Site (Single Adults)	-	190	190
YWCA ²	Family Shelter	50	0	50
Total Capacity		594	252	846

¹ LSS Faith Mission and Southeast worked in collaboration with YMCA to provide additional 108 beds to single adults accessing winter overflow within their existing shelter as part of the stop-gap plan until the alternate YMCA overflow site opened on 1/7/2013. The number of these beds is not included in this chart.

² YWCA Family Center provided overflow for the family system during FY2013. YMCA provided overflow for the single adult system during FY2013, starting 1/7/2013.

B. Performance Outcomes

Semi-annual Trends



System Outcome Achievement 7/1/12 to 12/31/12

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	3550	3843	Yes
Successful Housing Outcomes	#	1035	1190	Yes
Successful Housing Outcomes	%	35	38	Yes
Average Length of Stay	Days	30	36	No
Recidivism	%	5	4	Yes
CSB Cost per Household		CSB costs consistent with budget	CSB costs consistent with budget	Yes
CSB Cost per Successful Housing Outcome				
Pass Program Certification		Pass certification	Passed certification	

We are reporting a 4% decrease in the number of households served compared to the same period last year. The low average length of stay is due to the impact of the family emergency shelter on the entire system.

C. Efficient Use of Community Resources^{1, 2}

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$4,154,763	\$2,077,382	\$2,098,175
Other Funds	\$5,271,604	\$2,635,802	\$2,952,673
Total	\$9,426,367	\$4,713,184	\$5,050,848
Cost per Household Served - CSB	\$764	\$585	\$546
Cost per Successful Household Served – CSB	\$2,453	\$2,007	\$1,763
Percentage of CSB Funds	44%	44%	42%
Percentage of Leveraged Funds	56%	56%	58%

D. Recommendations System Outcome Measures

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	2045	2215	3550	2352	2122	3676	5435
Successful Housing Outcomes ³	#	508	567	1035	615	535	1079	1694
Successful Housing Outcomes	%	35	35	35	35	35	35	35
Average Length of Stay	Days	30	30	30	30	30	30	30
Recidivism	%			5			5	5
Pass Program Certification				Pass certification			Pass certification	Pass certification
Cost per Household				CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget
Cost per Successful Housing Outcome				CSB costs per successful household consistent with CSB budget			CSB costs per successful household consistent with CSB budget	CSB costs per successful household consistent with CSB budget

¹ Single Adult Overflow funds not included in totals as the program started on 1/7/2013.

² Costs for LSS VA Emergency Housing and VOAGO VA Emergency Housing are not included.

³ FY2014 number of successful housing outcomes based on calculated number [(households served – non overflow system capacity of 594)* 35%] for each period. The % SHO based on historical trending.

System: Emergency Shelter and Transitional Housing System
Agencies: Amethyst, Inc., Huckleberry House, Lutheran Social Services, Maryhaven, Southeast, Inc., Volunteers of America of Greater Ohio, YWCA and YMCA
Period: 7/1/12-12/31/12
Performance: High

A. Description

CSB is presenting the emergency shelter and transitional housing system as a combination of all the emergency shelters and transitional housing in Columbus and Franklin County for which CSB has available data. This is necessary due to the HEARTH Act reporting requirements enacted by the department of Housing and Urban Development (HUD). The aggregation below is inclusive of the programs in the Family System, Men’s System, Women’s System and Transitional Housing sections of this Program Evaluation Report.

**FY2013 Emergency Shelter and Transitional Housing System
 Providers and Capacity**

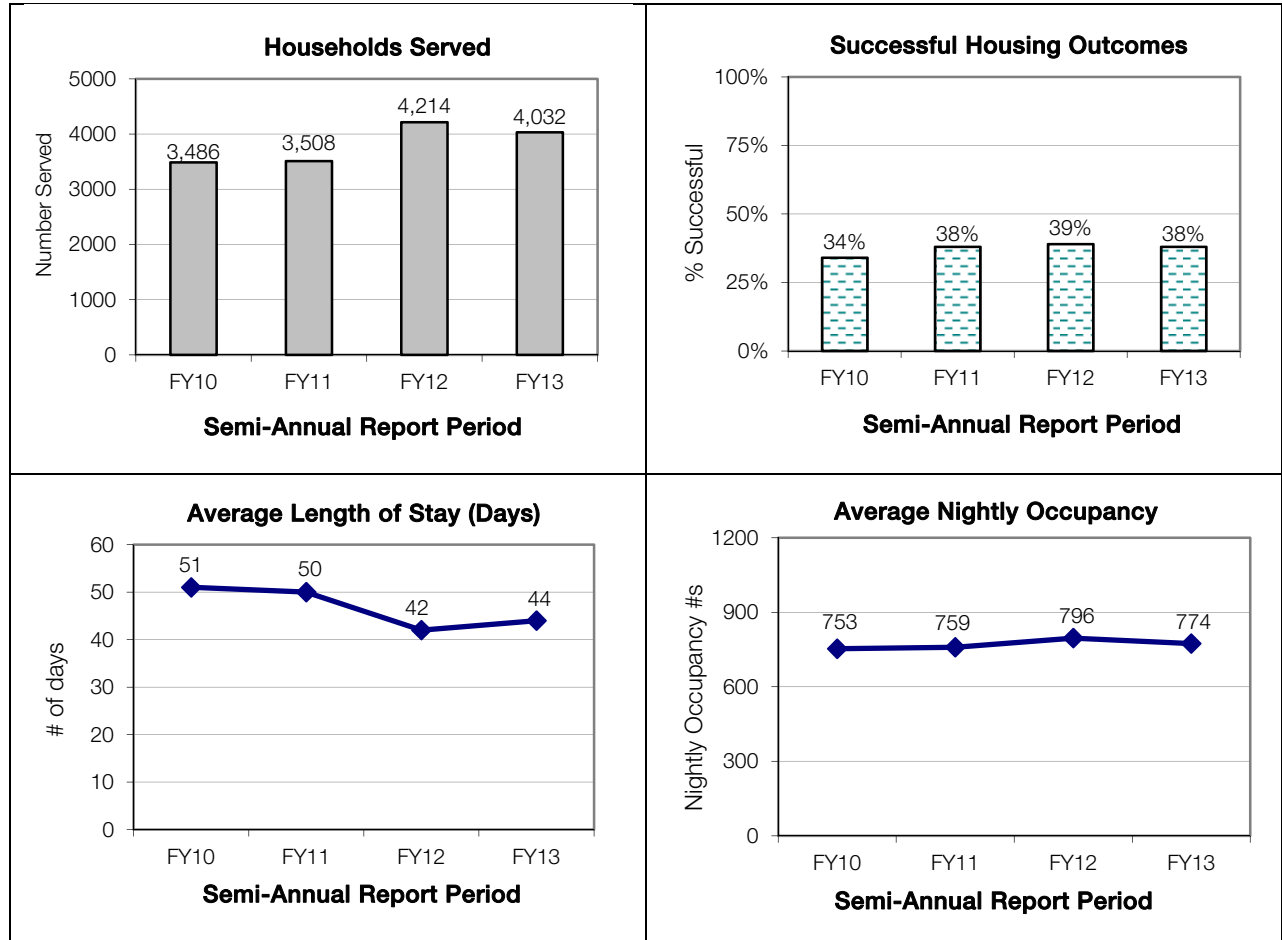
Agency	Housing Type	Regular Capacity	Seasonal Overflow Capacity	Total Capacity
Amethyst, Inc.	Transitional Housing	8	-	8
Huckleberry House	Transitional Housing	24	-	24
Lutheran Social Services ¹	Single Adult Shelter, VA Emergency Housing	264	30	294
Maryhaven	Inebriate Shelter, Transitional Housing	55	5	60
Southeast, Inc. ¹	Single Adult Shelter, Transitional Housing	213	22	235
Volunteers of America of Greater Ohio	Single Adult Shelter, VA Emergency Housing, Veterans Transitional Housing	93	5	98
YMCA ²	Seasonal Overflow Alternate Site (Single Adults), Transitional Housing	15	190	205
YWCA ²	Family Shelter	50	-	50
Total Capacity		722	252	974

¹ LSS Faith Mission and Southeast worked in collaboration with YMCA to provide additional 108 beds to single adults accessing winter overflow within their existing shelter as part of the stop-gap plan until the alternate YMCA overflow site opened on 1/7/2013. The number of these beds is not included in this chart.

² YWCA Family Center provided overflow for the family system during FY2013. YMCA provided overflow for the single adult system during FY2013, starting 1/7/2013.

B. Performance Outcomes

Semi-annual Trends



System Outcome Achievement 7/1/12 to 12/31/12

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	3751	4032	Yes
Successful Housing Outcomes	#	1120	1230	Yes
Successful Housing Outcomes	%	35	38	Yes
Average Length of Stay	Days	30	44	No
Recidivism	%	5	4	Yes
Pass Program Certification		Pass certification	Passed certification	Yes

We are reporting 4% less households served compared to the same period last year. We are watching the average length of stay metric with the intent of reducing it to 30 days.

C. Recommendations
System Outcome Measures

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	2195	2365	3751	2502	2272	3877	5767
Successful Housing Outcomes ¹	#	519	579	1064	627	546	1108	1769
Successful Housing Outcomes	%	35	35	35	35	35	35	35
Average Length of Stay	Days	30	30	30	30	30	30	30
Recidivism	%			5			5	5
Pass Program Certification				Pass certification			Pass certification	Pass certification
Cost per Household				CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget
Cost per Successful Housing Outcome				CSB costs per successful household consistent with CSB budget			CSB costs per successful household consistent with CSB budget	CSB costs per successful household consistent with CSB budget

¹ FY2014 number of successful housing outcomes based on calculated number [(households served – non overflow system capacity of 712)* 35%] for each period. The % SHO based on historical trending.

System: Prevention System
Agencies: **Communities In Schools and Gladden Community House**
Period: 7/1/12-12/31/12
Performance: **Medium**

A. Description

The prevention system is comprised of Communities In Schools Stable Families, Gladden Community House Prevention program and Gladden Community House Stable Families program.

The prevention programs assist families and individuals at imminent risk of losing their housing. Once eligibility is determined, clients and staff develop a short-term action plan to work towards securing or maintaining permanent housing. Clients receive case management services, mediation services, housing placement assistance, budgeting counseling, and assistance with applications for Franklin County Department of Job and Family Services. Staff also assists clients in accessing other possible sources for financial assistance and other community-based services to help maintain their housing. These include Legal Aid, COMPASS, IMPACT, JOIN, and the Salvation Army. To accomplish this, case managers assist individuals and families with finding suitable and affordable housing and linking them to CSB administered direct client assistance (DCA). Case management services continue until the household has achieved a successful housing outcome (i.e. sufficient household income is available to afford housing) and linkage with supportive services in the community occurs.

B. Performance Outcomes

System Outcome Achievement 7/1/12 to 12/31/12

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
New Households Served	#	262	177	No
Households Served	#	307	221	No
Exited Households ¹	#	258	176	N/A
Successful Housing Outcomes	#	232	168	No
Successful Housing Outcomes	%	90	95	Yes
Average Length of Participation	Days	90	48	Yes
Housing Affordability at Exit ^{1, 2}	%	50	60	N/A
Recidivism	%	5	4	Yes
Usage of CSB Direct Client Assistance ³	%	30	51	Yes
Usage of CSB Direct Client Assistance ³	\$	1000	944	Yes
CSB Cost per Household		CSB costs consistent with budget	CSB costs not consistent with budget	No
CSB Cost per Successful Housing Outcome				
Pass Program Certification		Pass certification	Passed certification	

The performance of the system, reflected by the successful housing outcomes is very good. The reduction in the households served is due to the termination of the federal HPRP funds. The high average income and employment rate, compared to the other systems serving families, indicates a need for more effective targeting of households that without this prevention assistance would become homeless.

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$249,839	\$124,920	\$126,529
Other Funds	\$47,641	\$23,821	\$23,819
Total	\$297,480	\$148,741	\$150,348
Cost per Household Served - CSB	\$439	\$407	\$573
Cost per Successful Household Served - CSB	\$534	\$538	\$753
Percentage of CSB Funds	84%	84%	84%
Percentage of Leveraged Funds	16%	16%	16%

¹ Monitored but not evaluated.

² CIS and GCH Stable Families programs only. Six households were excluded due to missing data.

³ Gladden Homeless Prevention Program did not have any DCA recipients.

D. Recommendations
System Outcome Measures

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
New Households Served	#	51	51	102	51	51	102	204
Households Served ¹	#	176	180	307	180	180	311	569
Exited Households ²	#	127	131	258	131	131	262	520
Successful Housing Outcomes	%	93	93	93	93	93	93	93
Successful Housing Outcomes	#	118	122	240	122	122	244	484
Average Length of Participation	Days	90	90	90	90	90	90	90
Housing Affordability at Exit ²	%	50	50	50	50	50	50	50
Usage of CSB Direct Client Assistance ²	\$	500	500	500	500	500	500	500
Usage of CSB Direct Client Assistance ²	%	50	50	50	50	50	50	50
Recidivism	%			5			5	5
Pass Program Certification				Pass certification			Pass certification	Pass certification
Cost per Household				CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget
Cost per Successful Housing Outcome				CSB costs per successful household consistent with CSB budget			CSB costs per successful household consistent with CSB budget	CSB costs per successful household consistent with CSB budget

¹ FY2014 households served based FY14 individual POP goals.

² Monitored but not evaluated.

System: Direct Housing System
Agencies: Homeless Families Foundation, The Salvation Army and Volunteers of America of Greater Ohio
Period: 7/1/12-12/31/12
Performance: High

A. Description

The direct housing system is comprised of Homeless Families Foundation Rolling Stock, VOAGO Transition in Place, The Salvation Army Direct Housing and The Salvation Army Job2Housing programs. The CSB Transition program is not included in these system numbers.

Direct housing programs assist families staying in emergency shelters with obtaining and maintaining permanent housing. The emergency shelters assess and refer households who require transitional support in order to stabilize housing after exiting the shelter. Supportive services are initiated while the household is still in shelter, and are intended to assist households in locating permanent, affordable housing in a very short time of referral from the emergency shelter. To accomplish this, case managers assist families with finding suitable and affordable housing and linking them to CSB administered direct client assistance (DCA). Case management services continue until the household has achieved a successful housing outcome (i.e. sufficient household income is available to afford housing) and linkage with supportive services in the community occurs. The programs provide short-term services typically for 3 to 6 months after housing placement.

For a small group of programs only DCA is provided as households do not need case management after exit from the emergency shelter, only limited financial assistance, or case management is not available due to the lack of resources, like in the case of single adults. The limited intervention is done under the CSB Transition program.

B. Performance Outcomes

System Outcome Achievement 7/1/12 to 12/31/12¹

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
New Households Served	#	280	249	No
Households Served	#	412	418	Yes
Exited Households ³	#	257	264	N/A
Successful Housing Outcomes	#	231	234	Yes
Successful Housing Outcomes	%	90	89	Yes
Average Length of Shelter Stay	Days	15	16	Yes
Average Length of Participation	Days	110	120	Yes
Housing Affordability at Exit ^{2, 3}	%	50	44	N/A
Recidivism	%	5	0	Yes
Usage of CSB Direct Client Assistance	%	90	94	Yes
Usage of CSB Direct Client Assistance	\$	1200	1439	No
CSB Cost per Household		CSB costs consistent with budget	CSB costs consistent with budget	Yes
CSB Cost per Successful Housing Outcome				
Pass Program Certification		Pass certification	Passed certification	

The performance of the system, reflected by the successful housing outcomes is very good. The new households and households served are reduced compared to the same time period last year due to the termination of federal stimulus funds. Several direct housing programs were closed as of 6/30/12.

C. Efficient Use of Community Resources⁴

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$1,580,748	\$790,374	\$723,019
Other Funds	\$898,498	\$449,249	\$334,742
Total	\$2,479,246	\$1,239,623	\$1,057,761
Cost per Household Served - CSB	\$2,284	\$1,918	\$1,730
Cost per Successful Household Served - CSB	\$3,273	\$3,422	\$3,090
Percentage of CSB Funds	64%	64%	68%
Percentage of Leveraged Funds	36%	36%	32%

¹ CSB Transition and YWCA Kinship Care are excluded.

² Seventy four clients were excluded from the calculation due to missing data.

³ Measure to be monitored but not evaluated during FY2013.

⁴ Costs incurred by HFF Rolling Stock, VOAGO Transition in Place, The Salvation Army Direct Housing, The Salvation Army Job2Housing, and CSB Direct Housing DCA are included in the calculation.

D. Recommendations
System Outcome Measures

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
New Households Served	#	147	148	295	138	147	285	580
Households Served ¹	#	291	300	439	290	299	437	724
Exited Households ²	#	139	148	287	138	147	285	572
Successful Housing Outcomes	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	125	133	258	124	132	257	515
Average Length of Shelter Stay	Days	15	15	15	15	15	15	15
Average Length of Participation	Days	110	110	110	110	110	110	110
Housing Affordability at Exit ²	%	50	50	50	50	50	50	50
Usage of CSB Direct Client Assistance	\$	1200	1200	1200	1200	1200	1200	1200
Usage of CSB Direct Client Assistance	%	90	90	90	90	90	90	90
Recidivism	%			5			5	5
Pass Program Certification				Pass certification			Pass certification	Pass certification
Cost per Household				CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget
Cost per Successful Housing Outcome				CSB costs per successful household consistent with CSB budget			CSB costs per successful household consistent with CSB budget	CSB costs per successful household consistent with CSB budget

¹ FY2014 households served based FY14 individual POP goals.

² Monitored but not evaluated.

System: Permanent Supportive Housing System
Agencies: **Community Housing Network, Maryhaven, National Church Residences, Southeast, Inc., YMCA and YWCA**
Period: 7/1/12-12/31/12
Performance: **High**

A. Description

Permanent supportive housing (PSH) links residents to a range of support services designed to maintain stable housing and improve the quality of their lives. In Columbus and Franklin County Rebuilding Lives, permanent supportive housing for persons who have experienced long-term homelessness and are disabled consists of 1054 units of housing operating within 21 different supportive housing programs. These programs, all part of the Rebuilding Lives initiative, represent a diverse mixture of housing and supportive service models designed to best meet the needs of individuals and families and to promote long-term housing stability.

Supportive housing programs typically use a “blended management” model of housing operations and supportive service management. In this model, property management and service staff coordinate efforts beginning with initial unit leasing. This allows for a more comprehensive view of residents and their needs and coordination in response to lease compliance issues.

The services offered by supportive housing providers may be on- or off-site and vary depending on the needs of the residents. Services may include any combination of the following:

- < Case management
- < Health care
- < Employment services, training and job placement
- < Recovery services and support groups
- < Independent living skills training, such as money management and housekeeping

All Rebuilding Lives supportive housing programs adhere to the “Housing First” services model in that service participation is voluntary and is not a requirement for obtaining or maintaining housing. Voluntary services ensure that individuals and families resistant to service participation, or those who inconsistently participate, can maintain their housing so long as basic lease compliance is achieved. Supportive housing providers typically start engaging residents before move-in as part of the outreach and application process and report that the vast majority of residents choose to participate in services once stably housed.

Tenants of Rebuilding Lives supportive housing must have experienced long-term homelessness and have one or more disabilities. For Rebuilding Lives, the following definitions are used:

Long-Term Homeless: the individual or family has stayed 120 days or more in an emergency shelter, on the street, or a combination of the two OR has experienced at least four separate episodes of homelessness.

Disabled: the individual or a member of the family has one or more of the following: a serious mental illness, substance use disorder, long-term health disorder or developmental disability, or has experienced long-term unemployment.

An additional 199 units of Rebuilding Lives supportive housing for men and women are planned through new program development and are in various stages of development. It is anticipated that these new additional units will become operational over the next two to three years.

FY2013 Rebuilding Lives Unit Summary (as of February 26, 2013)

Operational	Rebuilding Lives	Other Populations	Total Units
Briggsdale Apartments, Community Housing Network	25	10	35
Cassady Avenue Apartments, Community Housing Network	10	-	10
Community ACT Housing, Community Housing Network	42	33	75
East Fifth Avenue Apartments, Community Housing Network	38	-	38
Leasing Supportive Housing, Community Housing Network/Southeast	25	-	25
North 22nd Street Apartments, Community Housing Network	30	-	30
North High Street Apartments, Community Housing Network	33	3	36
Parsons Avenue Apartments, Community Housing Network	25	-	25
Rebuilding Lives PACT Team Initiative	108	-	108
Safe Havens Apartments, Community Housing Network ⁴	13	-	13
Scattered Site Apartments, Southeast ¹	90	-	90
Rebuilding Lives Leasing, Southeast	30	-	30
Southpoint Place, Community Housing Network	46	34	80
St. Clair Hotel, Community Housing Network	30	1	31
Sunshine Terrace, YMCA ²	75	120	195
The Commons at Buckingham, National Church Residences	75	25	100
The Commons at Chantry, Maryhaven/National Church Residences	50	50	100
The Commons at Grant, National Church Residences	50	50	100
The Commons at Livingston 1, National Church Residences	25	25	50
The Commons at Third, National Church Residences	60	40	100
YMCA Supportive Housing ³	105	298	403
YWCA WINGS	69	33	102
	1,054	722	1,776

Future Opening Date - 2013 or later

Inglewood Court, Community Housing Network	45	15	60
South Franklinton Permanent Supportive Housing, Volunteers of America of Greater Ohio	60	40	100
The Commons at Livingston 2, National Church Residences	35	15	50
YMCA Supportive Housing	38	-	38
YWCA WINGS Renovation	21	-	21
	199	70	269
Total Units	1,253	792	2,045

¹ 15 units designated for Critical Access to Housing

² 10 units designated for Critical Access to Housing

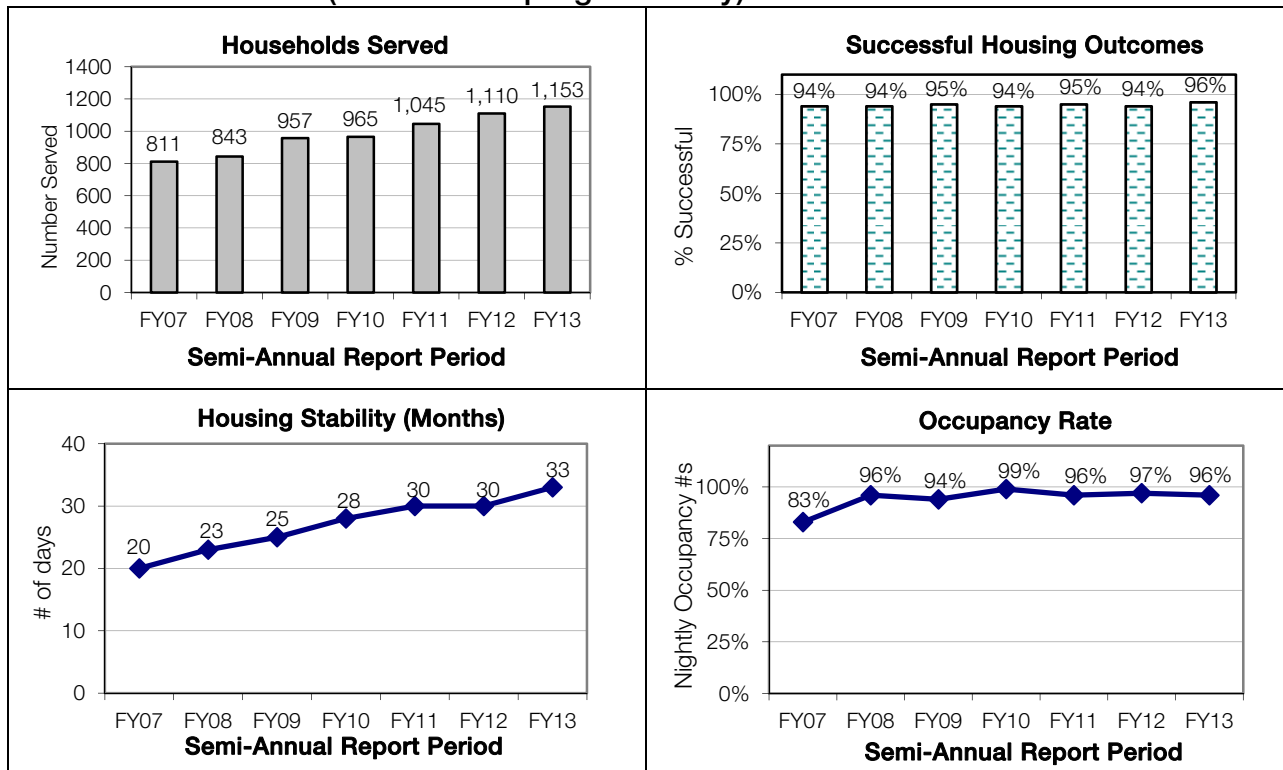
³ 25 units designated for Critical Access to Housing

⁴ 3 units can house couples

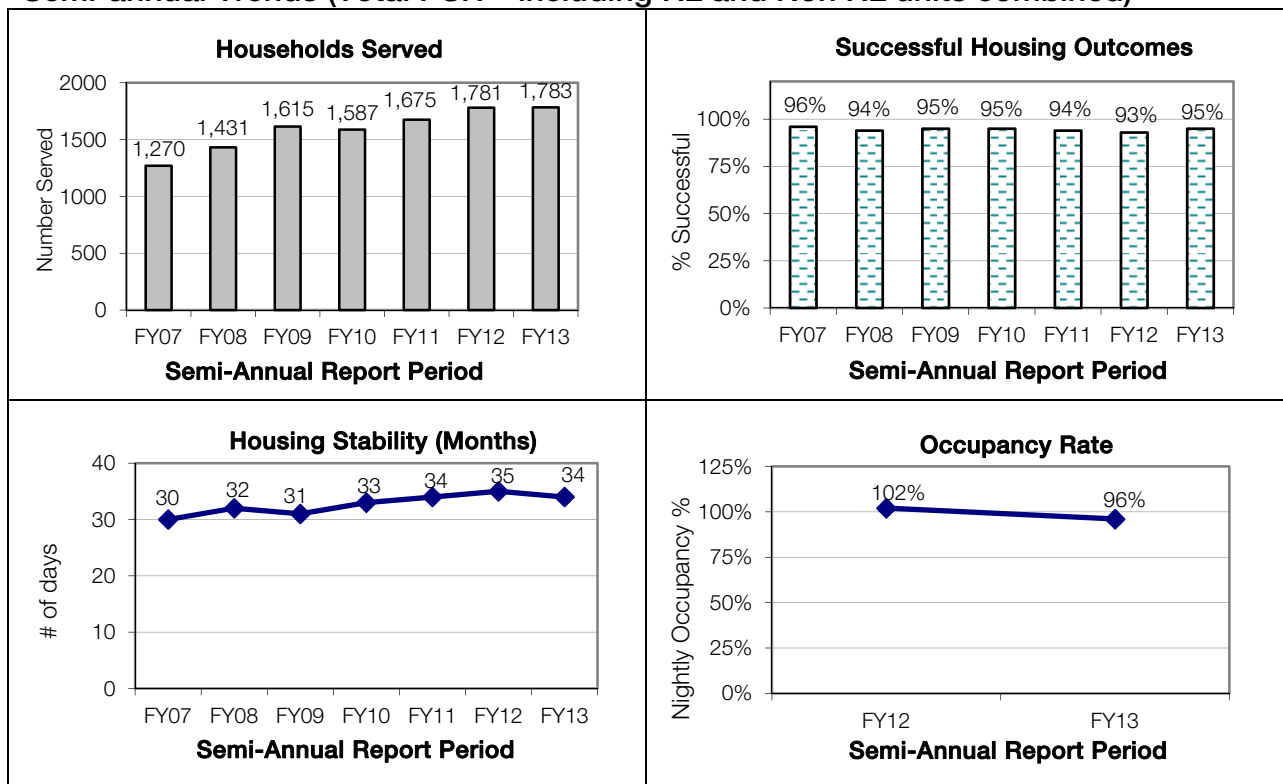
In addition to the Rebuilding Lives units, below are the permanent supportive housing units that receive funding from the U.S. Department of Housing and Urban Development under the McKinney-Vento Act.

Operational	Capacity
Family Homes, Community Housing Network	15
Wilson, Community Housing Network	8
VOAGO Family Supportive Housing	30
Amethyst SPC	92
ARC Ohio SPC TRA	89
Community Housing Network SPC SRA	172
Community Housing Network SPC TRA	149
LSS Faith Mission SPC SRA	9
	564

B. Performance Outcomes
Semi-annual Trends (CSB funded programs only)



Semi-annual Trends (Total PSH – including RL and Non RL units combined)



System Outcome Achievement 7/1/12 to 12/31/12
(CSB funded programs only)

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	1155	1153	Yes
Successful Housing Outcomes	#	1039	1096	Yes
Successful Housing Outcomes ^{1, 2}	%	90	96	Yes
Successful Housing Exits ¹	%	50	55	Yes
Housing Stability ²	Months	24	33	Yes
Housing Retention ²	%	5	9	Yes
Turnover Rate ³	%	10	11	Yes
System Occupancy Rate ²	%	95	96	Yes
CSB Cost per Household		CSB costs consistent with budget	CSB costs consistent with budget	Yes
CSB Cost per Successful Housing Outcome				
CSB Cost per Unit				
Pass Program Certification		Pass Program Certification	Passed Certification	
HUD or CoC Local Goals²				
Employment Status at Exit ²	%	20	8	No
Negative Reason for Leaving ²	%	20	16	Yes
Interim Housing Stability ²	%	81	84	Yes
Increase in Income from Entry to Exit ²	%	45	35	No

The PSH System continues to perform well. The inventory as of 12/31/2012 is 1,054 units of Rebuilding Lives Permanent Supportive Housing with the addition of the new National Church Residences Commons at Third development that ended lease-up in August 2012. 4% more households were served this reporting period compared to the similar reporting period of last year.

¹ Eight deceased clients are not included in calculation.

² HUD or CoC local goal.

³ Monitored but not evaluated.

System Outcome Achievement 7/1/12 to 12/31/12
 (CSB funded and HUD funded PSH/SPC programs)

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	1775	1783	Yes
Successful Housing Outcomes	#	1420	1688	Yes
Successful Housing Outcomes ^{1, 2}	%	80	95	Yes
Successful Housing Exits ¹	%	50	55	Yes
Housing Stability ²	Months	24	34	Yes
Housing Retention ²	%	5	6	Yes
Turnover Rate ³	%	10	13	Yes
System Occupancy Rate ²	%	95	96	Yes
CSB Cost per Household		CSB costs consistent with Budget	CSB costs consistent with Budget	Yes
CSB Cost per Successful Housing Outcome				
CSB Cost per Unit				
Pass Program Certification		Pass Program Certification	Passed Certification	
HUD or CoC Local Goals²				
Employment Status at Exit ²	%	20	7	No
Negative Reason for Leaving ²	%	20	16	Yes
Interim Housing Stability ²	%	81	80	No
Increase in Income from Entry to Exit ²	%	45	39	No

CSB is reporting out on all supporting housing projects as a whole. Performance of this system is showing signs of concerns as exemplified by the decrease in occupancy rate by 6 percentage points compared to the similar reporting period of last year and virtually the same number of households served with increased capacity. The current capacity of Permanent Supportive Housing units included in Columbus Service Point (CSP) and reported on here is 1,614. VA VASH voucher capacity of 170 is not included in CSP as well as 3 units at CHN N. High St.

¹ Nine deceased clients are not included in calculation.

² HUD or CoC local goal.

³ Monitored but not evaluated.

C. Efficient Use of Community Resources (CSB funded programs only)¹

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$ 2,494,109	\$ 1,247,055	\$ 1,166,590
Other Funds	\$ 7,988,942	\$ 3,994,471	\$ 4,559,589
Total	\$10,483,051	\$ 5,241,526	\$ 5,726,179
Cost per Unit - CSB	\$2,517	\$1,258	\$1,177
Cost per Unit/month - CSB	\$210	\$210	\$196
Cost per Unit	\$9,946	\$4,973	\$5,433
Cost per Household Served - CSB	\$2,110	\$1,150	\$1,077
Cost per Successful Households Served - CSB	\$2,344	\$1,278	\$1,132
Percentage of CSB Funds	24%	24%	20%
Percentage of Leveraged Funds	76%	76%	80%

¹ CHN Briggsdale, CHN Leased Supportive Housing and CHN Safe Haven did not have CSB costs. They are not included in the CSB cost calculations.

D. Recommendations

System Outcome Measures (CSB funded programs only)

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served ¹	#	1190	1190	1246	1190	1190	1246	1360
Successful Housing Outcomes	#	1071	1071	1121	1071	1071	1121	1224
Successful Housing Outcomes ³	%	90	90	90	90	90	90	90
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability ³	Months	24	24	24	24	24	24	24
Housing Retention ³	%			5			5	5
Turnover Rate ²	%	5	5	10	5	5	10	20
System Occupancy Rate ³	%	95	95	95	95	95	95	95
Employment Status at Exit ³	%	20	20	20	20	20	20	20
Benefits Status at Exit ⁴	%	20	20	20	20	20	20	20
Negative Reason for Leaving ³	%			20			20	20
Interim Housing Stability ³	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ³	%	45	45	45	45	45	45	45
Housing Affordability at Exit ²	%	50	50	50	50	50	50	50
Pass Program Certification				Pass certification			Pass certification	Pass certification
Cost per Household				CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget
Cost per Successful Housing Outcome				CSB costs per successful household consistent with CSB budget			CSB costs per successful household consistent with CSB budget	CSB costs per successful household consistent with CSB budget

¹ FY2014 households served based on system capacity of 1133 units and 20% projected annual turnover rate.

² Monitored but not evaluated.

³ HUD or CoC local goal. If CSB funded, CSB metric applies.

⁴ New measure to be evaluated starting in FY14.

System Outcome Measures (HUD PSH & SPC programs included)

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served ¹	#	1761	1761	1845	1761	1761	1845	2012
Successful Housing Outcomes	#	1409	1409	1476	1409	1409	1476	1610
Successful Housing Outcomes ³	%	80	80	80	80	80	80	80
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability ³	Months	24	24	24	24	24	24	24
Housing Retention ³	%			5			5	5
Turnover Rate ²	%	5	5	10	5	5	10	20
System Occupancy Rate ³	%	95	95	95	95	95	95	95
Employment Status at Exit ³	%	20	20	20	20	20	20	20
Benefits Status at Exit ⁴	%	20	20	20	20	20	20	20
Negative Reason for Leaving ³	%			20			20	20
Interim Housing Stability ³	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ³	%	45	45	45	45	45	45	45
Housing Affordability at Exit ²	%	50	50	50	50	50	50	50
Pass Program Certification				Pass certification			Pass certification	Pass certification
Cost per Household				CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget
Cost per Successful Housing Outcome				CSB costs per successful household consistent with CSB budget			CSB costs per successful household consistent with CSB budget	CSB costs per successful household consistent with CSB budget

¹ FY2014 households served based on system capacity of 1677 units and 20% projected annual turnover rate.

² Monitored but not evaluated.

³ HUD or CoC local goal. If CSB funded, CSB metric applies.

⁴ New measure to be evaluated starting in FY14.

Homeless Prevention

Category: Homeless Prevention
Agency: Communities In Schools
Program: Stable Families
Period: 7/1/12-12/31/12
Performance: High

A. Description

Stable Families is a family homelessness prevention program that provides targeted services to prevent homelessness and to reduce school mobility among children at risk of homelessness. The program started in April of 2008. The program is managed by Communities in Schools and is funded by The Siemer Family Foundation and the United Way of Central Ohio.

The Stable Families program provides short-term, intensive case management and limited financial assistance to families in a collaborative manner to ensure families maintain positive, stable housing; maintain stability of children in school; have access to community-based resources and services as needed to maintain housing; and do not enter the emergency shelter system. Following an average of three months of case management services, families receive six months of follow up support.

In FY2012 the program changed its design. The changes implemented were based on the recommendations noted in the Stable Families Evaluation Report and funder requirements. The new program design implemented a single source for referrals for Stable Families, the YWCA Family Center. The eligibility criterion was tightened to close in the families that would become homeless without this assistance. The program is smaller in scale, the length of stay in the program for families is kept at an average of 90 days and to be eligible families have to have income below 35% AMI (area median income) but above zero. During FY2013 the income eligibility for families changed to further tighten the prioritization criteria, lowering the AMI to 30%.

B. Performance Outcomes
Semi-Annual Trends

Measure		7/1/08	7/1/09	7/1/10	7/1/11
		12/31/08	12/31/09	12/31/10	12/31/11
Households Served	#	132	200	154	75
Successful Housing Outcomes	#	58	124	121	50
Successful Housing Outcomes	%	83	88	95	100
Average Length of Participation	Days	118	97	93	77
Recidivism	%	0	1	2	0

Program Outcome Achievement 7/1/12 to 12/31/12: Homeless Prevention

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Carryover Households Served ¹	#	30	44	N/A
New Households Served	#	68	67	Yes
Households Served	#	98	111	Yes
Exited Households ¹	#	64	71	N/A
Successful Housing Outcomes	#	58	65	Yes
Successful Housing Outcomes	%	90	92	Yes
Average Length of Participation	Days	90	93	Yes
Usage of CSB Direct Client Assistance	%	90	86	Yes
Usage of CSB Direct Client Assistance	\$	880	945	Yes
Housing Affordability at Exit ^{2,3}	%	50	61	N/A
Recidivism	%	5	6	Yes
CSB Cost per Household		CSB costs consistent with budget	CSB costs consistent with budget	Yes
CSB Cost per Successful Housing Outcome				
Pass Program Certification		Pass certification	Passed certification	

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$136,758	\$68,379	\$67,873
Other Funds	\$0	\$0	\$0
Total	\$136,758	\$68,379	\$67,873
Cost per Household Served - CSB	\$824	\$698	\$611
Cost per Successful Household Served - CSB	\$1,149	\$1,179	\$1,044
Percentage of CSB Funds	100%	100%	100%
Percentage of Leveraged Funds	0%	0%	0%

¹ Measure is monitored but not evaluated.

² Three successfully exited households were excluded due to missing data.

³ Measure to be monitored but not evaluated during FY2013.

D. Recommendations

Program Outcome Measures: Homeless Prevention

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Carryover Households Served ¹	#	30	34	30	34	34	34	30
New Households Served	#	34	34	68	34	34	68	136
Households Served	#	64	68	98	68	68	102	166
Exited Households ¹	#	30	34	64	34	34	68	132
Successful Housing Outcomes	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	27	31	58	31	31	61	119
Average Length of Participation	Days	90	90	90	90	90	90	90
Recidivism	%			5			5	5
Usage of CSB Direct Client Assistance	%	90	90	90	90	90	90	90
Usage of CSB Direct Client Assistance	\$	750	750	750	750	750	750	750
Housing Affordability at Exit ²	%	50	50	50	50	50	50	50

¹ Monitored but not evaluated; however, this can impact other success measures.

² Measure to be monitored but not evaluated during FY2014.

Category: Homeless Prevention
Agency: Gladden Community House
Program: Homelessness Prevention
Period: 7/1/12-12/31/12
Performance: Low

A. Description

Gladden Community House’s Homelessness Prevention Program assists families and individuals who are homeless or at risk of becoming homeless within the neighborhoods served by Gladden Community House. Once eligibility is determined, clients and staff develop a short-term action plan to work towards securing or maintaining permanent housing. Clients receive individualized case management services, mediation services, housing placement assistance, budget counseling, and assistance with applications for Franklin County Department of Job and Family Services, as well as Gladden Community House’s own financial assistance, if necessary. Staff also assist clients in accessing other possible sources for financial assistance and other community-based services to help maintain their housing. These include Legal Aid, COMPASS, IMPACT, JOIN, and the Salvation Army. Follow-up services are provided to clients on a case-by-case basis.

B. Performance Outcomes

Semi-Annual Trends

Measure		7/1/02	7/1/03	7/1/04	7/1/05	7/1/06	7/1/07	7/1/08	7/1/09	7/1/10	7/1/11
		12/31/02	12/31/03	12/31/04	12/31/05	12/31/06	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11
Households Served	#	161	268	191	169	182	185	216	405	214	142
Successful Outcomes	%	98	97	100	100	99	99	99	100	100	100
Recidivism	%	0	3	2	2	3	2	0	1	1	0

Program Outcome Achievement 7/1/12 to 12/31/12: Homeless Prevention

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	160	79	No
Successful Housing Outcomes	#	155	79	No
Successful Housing Outcomes	%	97	100	Yes
Recidivism	%	5	4	Yes
CSB Cost per Household		CSB costs consistent with budget	CSB costs not consistent with budget	No
CSB Cost per Successful Housing Outcome				
Pass Program Certification		Pass certification	Passed certification	

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$41,160	\$20,580	\$20,580
Other Funds	\$47,641	\$23,821	\$23,819
Total	\$88,801	\$44,401	\$44,399
Cost per Household Served - CSB	\$129	\$129	\$261
Cost per Successful Household Served - CSB	\$133	\$133	\$261
Percentage of CSB Funds	46%	46%	46%
Percentage of Leveraged Funds	54%	54%	54%

D. Recommendations

Program Outcome Measures: Homeless Prevention

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Carryover Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
New Households Served	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Households Served	#	80	80	160	80	80	160	320
Exited Households ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes	%	97	97	97	97	97	97	97
Successful Housing Outcomes	#	78	78	155	78	78	155	310
Average Length of Participation	Days	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Recidivism	%			5			5	5
Usage of CSB Direct Client Assistance	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Usage of CSB Direct Client Assistance	\$	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Housing Affordability at Exit	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A

¹ Monitored but not evaluated; however this can impact other success measures.

Category: Homeless Prevention
Agency: Gladden Community House
Program: Stable Families
Period: 7/1/12-12/31/12
Performance: High

A. Description

Gladden Community House Stable Families is a family homelessness prevention program that provides targeted services to prevent homelessness and to reduce school mobility among children at risk of homelessness. The program started July 1, 2012. The program is managed by Gladden Community House and is funded by The Siemer Family Foundation and the United Way of Central Ohio.

The Stable Families program provides short-term, intensive case management and limited financial assistance to families in a collaborative manner to ensure families maintain positive, stable housing; maintain stability of children in school; have access to community-based resources and services as needed to maintain housing; and do not enter the emergency shelter system. The families eligible for this program are referred through the YWCA Family Center emergency shelter program. The length of stay in the program for families will be kept at an average of 90 days and to be eligible families have to have income below 35% AMI (area median income) but above zero. During FY13 the income eligibility for families changed to further tighten the prioritization criteria, lowering the AMI to 30%.

B. Performance Outcomes

Program Outcome Achievement 7/1/12 to 12/31/12: Homeless Prevention

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Carryover Households Served ¹	#	0	0	N/A
New Households Served	#	34	36	Yes
Households Served	#	34	36	Yes
Exited Households ⁴	#	19	30	N/A
Successful Housing Outcomes	#	17	28	Yes
Successful Housing Outcomes	%	90	93	Yes
Average Length of Participation	Days	90	57	Yes
Recidivism ²	%	5	N/A	N/A
Usage of CSB Direct Client Assistance	%	90	97	Yes
Usage of CSB Direct Client Assistance	\$	880	826	Yes
Housing Affordability at Exit ^{3, 4}	%	50	55	N/A
CSB Cost per Household		CSB costs consistent with budget	CSB costs consistent with budget	Yes
CSB Cost per Successful Housing Outcome				
Pass Program Certification		Pass certification	Passed certification	

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 - 6/30/13	7/1/12 - 12/31/12	
CSB Funds	\$71,921	\$35,961	\$38,076
Other Funds	\$0	\$0	\$0
Total	\$71,921	\$35,961	\$38,076
Cost per Household Served - CSB	\$1,058	\$1,058	\$1,058
Cost per Successful Household Served - CSB	\$1,530	\$2,115	\$1,360
Percentage of CSB Funds	100%	100%	100%
Percentage of Leveraged Funds	0%	0%	0%

¹ Measure is monitored but not evaluated; however this can impact other success measures.

² Measure cannot be calculated, program too new.

³ Six successfully exited households were excluded due to missing data.

⁴ Measure to be monitored but not evaluated during FY2013.

D. Recommendations

Program Outcome Measures: Homeless Prevention

Measure		Quarter 1 7/1/13- 9/30/13 ¹	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Carryover Households Served ²	#	N/A	0	0	15	15	15	0
New Households Served	#	N/A	17	17	17	17	34	51
Households Served	#	N/A	17	17	32	32	49	51
Exited Households ²	#	N/A	2	2	17	17	34	36
Successful Housing Outcomes	%	N/A	90	90	90	90	90	90
Successful Housing Outcomes	#	N/A	1	1	15	15	31	32
Average Length of Participation	Days	N/A	90	90	90	90	90	90
Recidivism	%			5			5	5
Usage of CSB Direct Client Assistance	%	N/A	90	90	90	90	90	90
Usage of CSB Direct Client Assistance	\$	N/A	750	750	750	750	750	750
Housing Affordability at Exit ³	%	N/A	50	50	50	50	50	50

¹ The program will not be monitored in Q1 as it will not have staffing for the program.

² Monitored but not evaluated; however this can impact other success measures.

³ Measure to be monitored but not evaluated during FY2014.

Emergency Shelters

Family Shelter

Category: Emergency Shelter (Families)
Agency: YWCA
Program: Family Center
Period: 7/1/12-12/31/12
Performance: High

A. Description

In October 2005 the YWCA opened the newly constructed Family Center to replace the former Hospitality Center and network of overnight shelter accommodations provided for families through the Interfaith Hospitality Network. The Family Center is a state of the art facility and, like the former Hospitality Center, serves as the “front door” for families needing emergency shelter assistance in Franklin County by providing a centralized means of entry into the family system. Through triage and assessment, the Family Center seeks to ensure families not in need of immediate emergency shelter assistance are diverted to other homelessness prevention and supportive services in the community. For families needing immediate emergency shelter, the Family Center provides temporary accommodations for up to 50 families onsite. In FY2013 the YWCA Family Center provided overflow services for families, expanding capacity as needed.

A variety of onsite supportive services are provided, including childcare, case management, housing and employment resources, and child advocacy. Through a partnership with Columbus City Schools, children receive assistance with ensuring uninterrupted education during the school year and accessing appropriate developmental and educational supports. Families staying at the Family Center move into permanent housing, direct housing, transitional housing, and permanent supportive housing.

B. Performance Outcomes

Semi-Annual Trends: Emergency Shelter

Measure		10/1/98	4/1/99	10/1/99	4/1/00	10/1/00	4/1/01
		3/31/99	09/30/99	3/31/00	9/30/00	3/31/01	9/30/01
Households Served	#	173	258	274	317	279	315
Successful Housing Outcomes	#	104	164	186	190	169	183
Successful Housing Outcomes	%	70	71	71	67	65	64
Average Length of Stay	Days	25	18	18	16	19	19
Recidivism	%	2	10	0	8	7	1

Measure		7/1/02	7/1/03	7/1/04	7/1/05	7/1/06	7/1/07	7/1/08	7/1/09	7/1/10	7/1/11
		12/31/02	12/31/03	12/31/04	12/31/05	12/31/06	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11
Households Served	#	332	460	383	395	371	407	378	379	488	589
Successful Housing Outcomes	#	256	263	234	241	214	266	267	175	231	343
Successful Housing Outcomes	%	72	62	65	68	64	73	77	70	74	91
Average Length of Stay	Days	24	22	20	22	24	21	24	22	25	29
Recidivism	%	1	13	0	3	5	7	1	0	0	0

Program Outcome Achievement 7/1/12 to 12/31/12: Emergency Shelter

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	400	645	Yes
Average Length of Stay	Days	20	20	Yes
Average Transition Time	Days	7	8	Yes
Successful Housing Outcomes	#	245	412	Yes
Successful Housing Outcomes	%	70	71	Yes
Usage of CSB Direct Client Assistance	#	24	98	Yes
Usage of CSB Direct Client Assistance	%	8	37	Yes
Recidivism	%	5	0	Yes
Successful Diversion Outcome	%	39	29	No
Diversion Recidivism	%	5	6	Yes
CSB Cost per Household		CSB costs consistent with budget	CSB costs consistent with budget	Yes
CSB Cost per Successful Housing Outcome				
Pass Program Certification		Pass certification	Passed certification	

C. Efficient Use of Community Resources¹

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 - 6/30/13	7/1/12 - 12/31/12	
CSB Funds	\$1,603,170	\$801,585	\$809,137
Other Funds	\$1,233,895	\$616,948	\$579,784
Total	\$2,837,065	\$1,418,533	\$1,388,921
Cost per Household Served – CSB	\$2,429	\$2,004	\$1,254
Cost per Successful Household Served - CSB	\$3,754	\$3,272	\$1,964
Percentage of CSB Funds	57%	57%	58%
Percentage of Leveraged Funds	43%	43%	42%

¹ Includes overflow costs.

D. Recommendations

Program Outcome Measures: Emergency Shelter

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	245	245	400	232	232	376	660
Successful Housing Outcomes	%	70	70	70	70	70	70	70
Successful Housing Outcomes	#	137	137	245	127	127	228	427
Average Length of Stay	Days	20	20	20	20	20	20	20
Average Transition Time	Days	7	7	7	7	7	7	7
Recidivism	%			5			5	5
Usage of CSB Direct Client Assistance	%	8	8	8	8	8	8	8
Usage of CSB Direct Client Assistance	#	12	12	24	12	12	24	48
Successful Diversion Outcome	%	39	39	39	39	39	39	39
Diversion Recidivism	%			5			5	5

Single Adult Shelters

Category: Emergency Shelter - Coordinated Point of Access (Single Adults)
Agency: HandsOn Central Ohio
Program: Coordinated Point of Access (CPoA)
Period: 7/1/12-12/31/12
Performance: High

A. Description

The Community Shelter Board contracted in 2012 with HandsOn Central Ohio, to deliver a Coordinated Point of Access (CPoA) for single adults seeking emergency shelter. The goals of the front door are to reduce the number of single adults that are admitted to the adult system through diversion to more appropriate community resources and improve the single adults' experience accessing shelter. Admission to the adult shelter system occurs when no other option exists for the client. The "front door" model has been designed as a call center model with greater emphasis on prevention and diversion efforts. Individuals seeking emergency shelter initially access the CPoA via the 1-888-4SHELTR phone line being answered by designated CPoA staff. Phone lines are answered 24-hours a day, every day of the year. HandsOn has established relationships with community locations where persons seeking shelter may go to use a public telephone in order to contact CPoA. The 1-888-4SHELTR phone number is toll free from any payphone.

B. Performance Outcomes

Program Outcome Achievement 7/1/12 to 12/31/12: CPoA

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual ¹ 7/1/12-12/31/12	Achieved
Households Served	#	3200	4488	Yes
Successful Diversion Outcome	%	20	15	Yes
Successful Diversion Outcome	#	736	799	Yes
Shelter Linkage	%	80	98	Yes
Diversion Recidivism	%	10	37	No
CSB Cost per Household		CSB costs consistent with budget	CSB costs consistent with budget	Yes
CSB Cost per Successful Diversion Outcome				
Pass Program Certification				

¹ Updated, actual numbers were used to evaluate the program, due to significant amount of data corrections.

C. Efficient Use of Community Resources: CPoA

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$267,081	\$133,541	\$124,439
Other Funds	\$0	\$0	\$0
Total	\$267,081	\$133,541	\$124,439
Cost per Household Served - CSB	\$47	\$42	\$28
Cost per Successful Household Diverted - CSB	\$204	\$181	\$156
Percentage of CSB Funds	100%	100%	100%
Percentage of Leveraged Funds	0%	0%	0%

D. Recommendations

Program Outcome Measures: Emergency Shelter - Coordinated Point of Access

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	2200	2500	3200	2200	2700	3400	6000
Successful Diversion Outcome	%	20	20	20	20	20	20	20
Successful Diversion Outcome ¹	#	440	500	736	440	540	782	1200
Shelter Linkage	%	90	90	90	90	90	90	90
Diversion Recidivism	%			10			10	10

¹ Monitored but not evaluated.

Category: Emergency Shelter (Single Adults)
Agency: Lutheran Social Services
Program: Faith Mission on 6th Street, 8th Avenue, Nancy's Place
Period: 7/1/12-12/31/12
Performance: High

A. Description

Faith Mission Nancy's Place is a 24-hour facility that serves single homeless women in shared rooms. Faith Mission on 6th Street and Faith Mission on 8th Avenue are 24-hour facilities that serve single homeless men in dormitory style environments. Each resident is assigned to a team including an advocate, resource specialist and housing resource specialist that develop and implement an individualized service plan. Supportive services include case management, a housing and employment resource center, Housing Resource Specialist services, material assistance and optional worship services/Bible study. Staff assist clients with accessing needed community services, including mental health care, substance abuse treatment, and vision, medical and dental care. Breakfast, lunch and dinner are provided for residents, as well as other low-income individuals, in the Community Kitchen, located at North Grant Avenue across from HandsOn Central Ohio. Vision, medical and dental care is provided at the same location.

Nancy's Place can shelter up to 42 women. The shelter expands capacity between mid-October and mid-April by six beds to assist with Winter Overflow. Faith Mission on 8th Avenue has a nightly maximum capacity of 95 beds. Faith Mission on 6th Street has capacity for 110 men. The shelters expand capacity from mid-October to mid-April to serve an additional 24 men per night in peak overflow time.

Starting with FY2008 the above shelters were evaluated as a whole and goals established for all three shelters combined.

In FY2013, shelters started overflow in August due to high demand, Nancy's Place increasing capacity by as much as 30 beds for single women. In addition, in early December, Faith Mission on 6th Street worked in collaboration with YMCA to provide additional beds to single men accessing winter overflow within its existing shelter as part of the stop-gap plan until the alternate winter overflow site, located at 511 Industrial Mile opened on 1/07/2013.

B. Performance Outcomes

Semi-Annual Trends: Emergency Shelter (Faith on 6th)

Measure		10/1/98	4/1/99	10/1/99	4/1/00	10/1/00	4/1/01	4/1/02	7/1/03	7/1/04	7/1/05	7/1/06	7/1/07	7/1/08	7/1/09	7/1/10	7/1/11
		3/31/99	9/30/99	3/31/00	9/30/00	3/31/01	9/30/01	9/30/02	12/31/03	12/31/04	12/31/05	12/31/06	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11
Households Served	#	963	951	1161	1074	1162	945	525	1057	1062	1000	1011	1100	836	820	641	1055
Successful Housing Outcomes	#	51	59	86	85	75	79	35	56	84	117	92	123	128	152	109	173
Successful Housing Outcomes	%	6	6	8	8	7	10	7	6	9	14	12	14	19	23	20	19
Average Length of Stay	Days	24	19	17	18	20	25	55	23	19	22	23	22	28	32	37	24
Recidivism	%	26	22	28	24	28	16	14	14	13	9	4	12	4	7	8	7
Movement	%	N/A	N/A	N/A	N/A	N/A	N/A	6	11	31	N/A	N/A	N/A	N/A	17	35	30

Semi-Annual Trends: Emergency Shelter (Faith on 8th)

Measure		4/1/02	7/1/03	7/1/04	7/1/05	7/1/06	7/1/07	7/1/08	7/1/09	7/1/10	7/1/11
		9/30/02	12/31/03	12/31/04	12/31/05	12/31/06	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11
Households Served	#	765	559	431	473	500	617	614	553	421	679
Successful Housing Outcomes	#	34	66	70	54	56	98	82	96	92	122
Successful Housing Outcomes	%	6	13	20	14	14	20	17	24	28	21
Average Length of Stay	Days	33	28	40	36	32	28	30	40	49	29
Recidivism	%	6	10	21	13	13	11	14	7	8	8
Movement	%	5	11	27	N/A	N/A	N/A	N/A	20	36	31

Semi-Annual Trends: Emergency Shelter (Nancy's Place)

Measure		10/1/98	4/1/99	10/1/99	4/1/00	10/1/00	4/1/01	4/1/02	7/1/03	7/1/04	7/1/05	7/1/06	7/1/07	7/1/08	7/1/09	7/1/10	7/1/11
		3/31/99	09/30/99	3/31/00	9/30/00	3/31/01	9/30/01	9/30/02	12/31/03	12/31/04	12/31/05	12/31/06	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11
Households Served	#	393	348	401	394	304	304	390	447	441	394	384	419	321	315	256	417
Successful Housing Outcomes	#	44	53	79	89	68	57	53	63	80	66	78	92	71	105	104	151
Successful Housing Outcomes	%	12	16	21	24	19	26	13	16	20	19	23	25	23	39	48	41
Average Length of Stay	Days	21	19	17	17	20	24	27	21	18	20	21	19	29	31	36	22
Recidivism	%	13	4	8	12	16	6	6	20	20	6	4	7	3	4	3	5
Movement	%	N/A	N/A	N/A	N/A	N/A	N/A	4	11	19	N/A	N/A	N/A	N/A	12	16	17

Program Outcome Achievement 7/1/12 to 12/31/12: Emergency Shelter (Individual)

Individual Programs		Semi-Annual Actual 7/1/12-12/31/12		
Measure		Faith Mission on 6th	Faith Mission on 8th	Faith Mission - Nancy's Place
Households Served	#	889	603	413
Average Length of Stay	Days	31	34	31
Successful Housing Outcomes	#	151	132	113
Successful Housing Outcomes	%	21	26	31
Occupancy Rate	%	116	98	150
Usage of CSB Direct Client Assistance	%	15	16	18
Recidivism	%	5	10	8
Movement	%	25	21	8

Program Outcome Achievement 7/1/12 to 12/31/12: Emergency Shelter (Combined)

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	1536	1811	Yes
Average Length of Stay	Days	30	34	No
Successful Housing Outcomes	#	322	388	Yes
Successful Housing Outcomes	%	25	26	Yes
Occupancy Rate	%	100	115	Yes
Usage of CSB Direct Client Assistance	%	8	17	Yes
Recidivism	%	5	8	Yes
Movement	%	15	21	No
CSB Cost per Household		CSB costs consistent with budget	CSB costs consistent with budget	Yes
CSB Cost per Successful Housing Outcome				
Pass Program Certification				

C. Efficient Use of Community Resources: LSS Combined

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$1,247,304	\$623,652	\$631,520
Other Funds	\$2,438,535	\$1,219,268	\$1,627,367
Total	\$3,685,839	\$1,842,920	\$2,258,887
Cost per Household Served - CSB	\$464	\$406	\$349
Cost per Successful Household Served - CSB	\$2,041	\$1,937	\$1,628
Percentage of CSB Funds	34%	34%	28%
Percentage of Leveraged Funds	66%	66%	72%

D. Recommendations

Program Outcome Measures: Emergency Shelter (Combined)

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served ¹	#	930	930	1536	930	930	1536	2691
Successful Housing Outcomes	%	25	25	25	25	25	25	25
Successful Housing Outcomes	#	171	171	322	171	171	322	611
Occupancy Rate ²	%	100	100	100	100	100	100	100
Average Length of Stay	Days	30	30	30	30	30	30	30
Recidivism	%			5			5	5
Movement	%			15			15	15
<i>Inebriate Shelter Only Detox Exits</i>	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Usage of CSB Direct Client Assistance	%	8	8	8	8	8	8	8

¹ Household served projection does not include overflow.

² 5% allowable variance. If system demand is below capacity such that there is no waitlist or alternate overflow need then the occupancy rate may fall below 95%.

Category: Emergency Shelter (Single Adults)
Agency: Lutheran Social Services
Program: VA Emergency Housing¹
Period: 7/1/12-12/31/12
Performance: High

A. Description

The program provides emergency housing to veterans along with services consistent with the Health Care for Homeless Veterans (HCHV) Program objectives. The goal of the program is to remove homeless veterans from the street or habitation unfit for veterans and place them in community-based, residential environments. The program is focused on addressing the needs of the most vulnerable and at risk homeless veterans.

The program is responsible for identifying sufficient residential capacity to place up to 17 veterans (13 men and 4 women) at one time on any given day in safe, community-based residences. Identification of suitable residential placement generally requires: a) sufficient personnel to assure safety; b) staffing available on-site 24-hours per day, 7 days per week; c) up to 3 healthy meals per day; d) available laundry facilities; e) the ability to place a veteran on the same day of a referral from HCHV staff.

B. Performance Outcomes

Semi-Annual Trends

Measure		7/1/11
		12/31/11
Households Served	#	49
Successful Housing Outcomes	#	11
Successful Housing Outcomes	%	33
Average Length of Stay	Days	34
Recidivism	%	N/A
Movement	%	21

¹ LSS –VA Emergency Housing is not funded by CSB.

Program Outcome Achievement 7/1/12 to 12/31/12: Emergency Shelter

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	34	65	Yes
Successful Housing Outcome	#	17	27	Yes
Successful Housing Outcome	%	50	53	Yes
Average Length of Stay	Days	90	60	Yes
Occupancy Rate	%	100	94	No
Recidivism	%	5	0	Yes
Movement	%	15	14	Yes
Pass Program Certification		Pass certification	Passed certification	Yes

C. Recommendations

Program Outcome Measures: Emergency Shelter

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	17	17	34	17	17	34	68
Successful Housing Outcomes	%	50	50	50	50	50	50	50
Successful Housing Outcomes	#	8	9	17	8	9	17	34
Occupancy Rate ¹	%	100	100	100	100	100	100	100
Average Length of Stay	Days	90	90	90	90	90	90	90
Recidivism	%			5			5	5
Movement	%			15			15	15
<i>Inebriate Shelter Only Detox Exits</i>	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Usage of CSB Direct Client Assistance	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A

¹ 5% allowable variance. If system demand is below capacity such that there is no waitlist or alternate overflow need then the occupancy rate may fall below 95%.

Category: Emergency Shelter (Single Adults)
Agency: Maryhaven
Program: Engagement Center
Period: 7/1/12-12/31/12
Performance: Low

A. Description

The Engagement Center (EC) at Maryhaven provides services to meet the basic needs of homeless men and women who are inebriated and unable to self-care or otherwise are in need of more intensive service supports. The EC seeks to motivate clients to take the essential steps to a better life, including stable housing. Services offered at the EC include safe, secure emergency shelter along with screening and referral for housing, medical, behavioral healthcare and other social services. Inebriated individuals are brought to the EC by Netcare Reach Out Workers and public safety officers. Maryhaven has the capacity for 42 men and 8 women. Maryhaven expands capacity in the overflow season, from October 15 to April 15, by 5 beds for women to be used if needed. In FY2013, the program started overflow in August due to high demand.

B. Performance Outcomes

Semi-Annual Trends

Measure		10/1/99	4/1/00	10/1/00	4/1/01	4/1/02	7/1/03
		3/31/00	9/30/00	3/31/01	9/30/01	9/30/02	12/31/03
Households Served	#	535	513	520	640	429	987
Successful Housing Outcomes	#	N/A	N/A	58	38	44	36
Successful Housing Outcomes	%	9	9	5	6	7	4
Average Length of Stay	Days	10	13	16	14	5	12
Recidivism	%	70	34	16	15	N/A	N/A
Detox Exits	%	N/A	N/A	N/A	N/A	N/A	N/A

Measure		7/1/04	7/1/05	7/1/06	7/1/07	7/1/08	7/1/09	7/1/10	7/1/11
		12/31/04	12/31/05	12/31/06	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11
Households Served	#	1377	1089	1044	828	798	782	696	694
Successful Housing Outcomes	#	59	94	228	142	105	95	103	154
Successful Housing Outcomes	%	4	17	24	19	14	12	16	23
Average Length of Stay	Days	11	8	9	10	11	11	12	11
Recidivism	%	N/A	N/A	24	28	16	14	12	21
Detox Exits	%	9	8	6	8	5	7	4	7

Program Outcome Achievement 7/1/12 to 12/31/12: Emergency Shelter

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	851	738	No
Average Length of Stay	Days	11	13	No
Successful Housing Outcomes	#	144	107	No
Successful Housing Outcomes	%	18	15	Yes
Usage of CSB Direct Client Assistance	%	2	6	Yes
Recidivism ¹	%	10	16	No
Detox Exits	%	10	5	Yes
Movement	%	15	14	Yes
CSB Cost per Household		CSB costs consistent with budget	CSB costs not consistent with budget	No
CSB Cost per Successful Housing Outcome				
Pass Program Certification		Pass certification	Passed certification	

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$256,010	\$128,005	\$124,242
Other Funds	\$894,412	\$447,206	\$452,830
Total	\$1,150,422	\$575,211	\$577,072
Cost per Household Served - CSB	\$183	\$150	\$168
Cost per Successful Household Served - CSB	\$1,054	\$889	\$1,161
Percentage of CSB Funds	22%	22%	22%
Percentage of Leveraged Funds	78%	78%	78%

¹ CSB Board End at 5%. Exception for the Engagement Center.

D. Recommendations

Program Outcome Measures: Emergency Shelter

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served ¹	#	460	460	740	460	460	740	1200
Successful Housing Outcomes	%	18	18	18	18	18	18	18
Successful Housing Outcomes	#	74	74	124	74	74	124	207
Average Length of Stay	Days	11	11	11	11	11	11	11
Recidivism ²	%			10			10	10
Movement	%			15			15	15
Program Occupancy Rate ³	%	100	100	100	100	100	100	100
Inebriate Shelter Only Detox Exits	%	10	10	10	10	10	10	10
Usage of CSB Direct Client Assistance	%	2	2	2	2	2	2	2

¹ Households served goal decreased from 1400 to 1200.

² CSB Board End at 5%. Exception for the Engagement Center.

³ 5% allowable variance. If system demand is below capacity such that there is no waitlist or alternate overflow need then the occupancy rate may fall below 95%.

Category Emergency Shelter (Single Adults)
Agency: **Southeast, Inc.**
Program: **Friends of the Homeless/Men's Shelter**
Period: 7/1/12-12/31/12
Performance: **High**

A. Description

The Friends of the Homeless (FOH) Men's Shelter is a 24-hour facility that serves single, homeless men in a dormitory style environment. Supportive services include meeting basic needs such as daily meals, showers, bed linens, towels and personal hygiene items, laundry facilities, and telephone use, as well as providing case management and linkage to community services. The shelter Resource Center is available for the employment and housing needs of clients. The Resource Center provides computer access, housing and employment lists, bus passes and help applying for public assistance. Although FOH has capacity for 130 men, from mid-October to mid-April, it shelters up to 15 additional men per night on cots or overflow mats, part of the seasonal overflow plan. In FY2013, the program started overflow in August due to high demand.

B. Performance Outcomes

Semi-Annual Trends: Emergency Shelter

Measure		10/1/98	4/1/99	10/1/99	4/1/00	10/1/00	4/1/01	4/1/02
		3/31/99	9/30/99	3/31/00	9/30/00	3/31/01	9/30/01	9/30/02
Households Served	#	628	551	578	514	581	645	699
Successful Housing Outcomes	#	95	72	74	64	98	99	97
Successful Housing Outcomes	%	16	14	13	15	18	17	16
Average Length of Stay	Days	36	36	40	46	41	41	33
Recidivism	%	18	12	16	13	17	8	5
Movement	%	N/A	N/A	N/A	N/A	N/A	N/A	6

Measure		7/1/03	7/1/04	7/1/05	7/1/06	7/1/07	7/1/08	7/1/09	7/1/10	7/1/11
		12/31/03	12/31/04	12/31/05	12/31/06	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11
Households Served	#	650	803	631	472	512	654	673	671	911
Successful Housing Outcomes	#	101	101	102	97	64	117	126	139	169
Successful Housing Outcomes	%	20	15	21	30	18	23	24	26	22
Average Length of Stay	Days	53	30	41	54	49	37	44	45	30
Recidivism	%	7	9	14	8	16	11	10	6	9
Movement	%	14	22	N/A	N/A	N/A	N/A	15	36	37

Program Outcome Achievement 7/1/12 to 12/31/12: Emergency Shelter

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	808	824	Yes
Average Length of Stay	Days	30	33	Yes
Successful Housing Outcomes	#	170	141	No
Successful Housing Outcomes	%	25	21	Yes
Occupancy Rate	%	100	102	Yes
Usage of CSB Direct Client Assistance	%	8	13	Yes
Recidivism	%	5	9	Yes
Movement	%	15	26	No
CSB Cost per Household	CSB costs consistent with budget	CSB cost consistent with budget	CSB cost consistent with budget	Yes
CSB Cost per Successful Housing Outcome ¹				
Pass Program Certification				

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$543,805	\$271,903	\$262,637
Other Funds	\$310,974	\$155,487	\$102,320
Total	\$854,779	\$427,390	\$364,957
Cost per Household Served – CSB	\$384	\$337	\$319
Cost per Successful Household Served – CSB	\$1,689	\$1,599	\$1,863
Percentage of CSB Funds	64%	64%	72%
Percentage of Leveraged Funds	36%	36%	28%

¹ Cost per successful household not consistent with CSB budget, however, the other two metrics were met.

D. Recommendations

Program Outcome Measures: Emergency Shelter

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	489	489	808	489	489	808	1416
Successful Housing Outcomes	%	25	25	25	25	25	25	25
Successful Housing Outcomes	#	90	90	170	90	90	170	322
Occupancy Rate ¹	%	100	100	100	100	100	100	100
Average Length of Stay	Days	30	30	30	30	30	30	30
Recidivism	%			5			5	5
Movement	%			15			15	15
<i>Inebriate Shelter Only Detox Exits</i>	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Usage of CSB Direct Client Assistance	%	8	8	8	8	8	8	8

¹5% allowable variance. If system demand is below capacity such that there is no waitlist or alternate overflow need then the occupancy rate may fall below 95%.

Category: Emergency Shelter (Single Adults)
Agency: Southeast, Inc.
Program: Friends of the Homeless/Rebecca's Place
Period: 7/1/12-12/31/12
Performance: High

A. Description

Rebecca's Place is a 24-hour facility that serves single homeless women in an apartment structure. Rebecca's Place accepts intakes 24 hours a day. Supportive services include meeting basic needs such as daily meals, showers, bed linens, towels and personal hygiene items, laundry facilities, and telephone use, as well as providing case management and linkage to community services. The shelter Resource Center is available for the employment and housing needs of clients. The Resource Center provides computer access, housing and employment lists, bus passes and help in applying for public assistance. Rebecca's Place has capacity for 47 women and between mid-October to mid-April it increases shelter capacity to house up to 7 additional women per night. In FY2013, the program started overflow in August due to high demand. In early December, the program worked in collaboration with YMCA to provide additional beds to single women accessing winter overflow within its existing shelter as part of the stop-gap plan until the alternate winter overflow site, located at 511 Industrial Mile opened on 1/7/2013.

B. Performance Outcomes

Semi-Annual Trends

Measure		10/1/98	4/1/99	10/1/99	4/1/00	10/1/00	4/1/01	4/1/02
		3/31/99	09/30/99	3/31/00	9/30/00	3/31/01	9/30/01	9/30/02
Households Served	#	189	146	200	219	284	238	256
Successful Housing Outcomes	#	21	41	37	54	32	42	40
Successful Housing Outcomes	%	12	30	21	29	13	19	15
Average Length of Stay	Days	37	48	38	38	31	37	25
Recidivism	%	13	4	11	7	14	7	10
Movement	%	N/A	N/A	N/A	N/A	N/A	N/A	4

Measure		7/1/03	7/1/04	7/1/05	7/1/06	7/1/07	7/1/08	7/1/09	7/1/10	7/1/11
		12/31/03	12/31/04	12/31/05	12/31/06	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11
Households Served	#	229	242	311	332	317	274	268	271	407
Successful Housing Outcomes	#	56	46	83	67	57	58	80	66	104
Successful Housing Outcomes	%	31	24	33	24	21	26	35	30	30
Average Length of Stay	Days	47	36	30	27	29	33	39	42	25
Recidivism	%	14	0	1	10	12	4	1	3	2
Movement	%	14	17	N/A	N/A	N/A	N/A	10	15	37

Program Outcome Achievement 7/1/12 to 12/31/12: Emergency Shelter

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	292	404	Yes
Average Length of Stay	Days	30	26	Yes
Successful Housing Outcomes	#	61	91	Yes
Successful Housing Outcomes	%	25	26	Yes
Occupancy Rate	%	100	106	Yes
Usage of CSB Direct Client Assistance	%	8	11	Yes
Recidivism	%	5	12	No
Movement	%	15	10	Yes
CSB Cost per Household		CSB costs consistent with budget	CSB costs consistent with budget	Yes
CSB Cost per Successful Housing Outcome				
Pass Program Certification		Pass certification	Passed certification	

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$362,537	\$181,268	\$200,850
Other Funds	\$133,275	\$66,637	\$43,695
Total	\$495,812	\$247,905	\$244,545
Cost per Household Served - CSB	\$708	\$621	\$497
Cost per Successful Household Served - CSB	\$3,125	\$2,972	\$2,207
Percentage of CSB Funds	73%	73%	82%
Percentage of Leveraged Funds	27%	27%	18%

D. Recommendations

Program Outcome Measures: Emergency Shelter

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	177	177	292	177	177	292	512
Successful Housing Outcomes	%	25	25	25	25	25	25	25
Successful Housing Outcomes	#	33	33	61	33	33	61	116
Occupancy Rate ¹	%	100	100	100	100	100	100	100
Average Length of Stay	Days	30	30	30	30	30	30	30
Recidivism	%			5			5	5
Movement	%			15			15	15
<i>Inebriate Shelter Only Detox Exits</i>	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Usage of CSB Direct Client Assistance	%	8	8	8	8	8	8	8

¹ 5% allowable variance. If system demand is below capacity such that there is no waitlist or alternate overflow need then the occupancy rate may fall below 95%.

Category: Emergency Shelter (Single Adults)
Agency: Volunteers of America of Greater Ohio
Program: Men's Shelter
Period: 7/1/12-12/31/12
Performance: High

A. Description

Volunteer of America of Greater Ohio (VOAGO) Men's Shelter is an emergency shelter facility that each night serves up to 40 single homeless men in a dormitory style environment. Shelter staff assists clients with housing planning and placement, accessing employment, community services and other resources and services available through VOAGO. Each client receives a substance abuse assessment that is incorporated into an individualized goal plan. Men staying at the facility receive assistance with basic needs, such as daily meals, showers and personal hygiene items. VOAGO coordinates services for clients through other providers including Maryhaven, Southeast Mental Health, Netcare, Community Housing Network, Healthcare for the Homeless, Prevent Blindness Ohio and services for veterans. VOAGO expands capacity in the overflow season by 5 beds, from October 15 to April 15. In FY2013, the program started overflow in August due to high demand.

B. Performance Outcomes

Semi-Annual Trends

Measure		10/1/97	4/1/98	10/1/98	4/1/99	10/1/99	4/1/00
		3/31/98	9/30/98	3/31/99	9/30/99	3/31/00	9/30/00
Households Served	#	739	666	723	745	711	741
Successful Housing Outcomes	#	15	15	20	26	23	0
Successful Housing Outcomes	%	2	2	3	4	3	0
Average Length of Stay	Days	14	14	14	12	13	13
Recidivism	%	53	40	53	40	52	46
Movement	%	N/A	N/A	N/A	N/A	N/A	N/A

Measure		7/1/03	7/1/04	7/1/05	7/1/06	7/1/07	7/1/08	7/1/09	7/1/10	7/1/11
		12/31/03	12/31/04	12/31/05	12/31/06	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11
Households Served	#	220	256	333	467	274	282	277	414	385
Successful Housing Outcomes	#	5	26	66	43	59	54	66	63	62
Successful Housing Outcomes	%	3	12	22	10	25	22	28	17	18
Average Length of Stay	Days	45	20	17	14	24	24	27	19	22
Recidivism	%	0	24	12	16	19	19	10	30	13
Movement	%	25	19	N/A	N/A	N/A	N/A	22	67	43

Program Outcome Achievement 7/1/12 to 12/31/12: Emergency Shelter

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	306	267	No
Average Length of Stay	Days	30	33	Yes
Successful Housing Outcomes	#	67	76	Yes
Successful Housing Outcomes	%	25	34	Yes
Occupancy Rate	%	100	108	Yes
Usage of CSB Direct Client Assistance	%	8	8	Yes
Recidivism	%	5	8	Yes
Movement	%	15	24	No
CSB Cost per Household ¹		CSB costs consistent with budget	CSB cost consistent with budget	Yes
CSB Cost per Successful Housing Outcome				
Pass Program Certification				

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$141,937	\$70,969	\$69,789
Other Funds	\$260,513	\$130,257	\$146,677
Total	\$402,450	\$201,226	\$216,466
Cost per Household Served - CSB	\$273	\$232	\$261
Cost per Successful Household Served - CSB	\$1,183	\$1,059	\$918
Percentage of CSB Funds	35%	35%	32%
Percentage of Leveraged Funds	65%	65%	68%

¹ Cost per household served not consistent with CSB budget, however, the other two metrics were met.

D. Recommendations

Program Outcome Measures: Emergency Shelter

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	188	188	306	188	188	306	520
Successful Housing Outcomes	%	25	25	25	25	25	25	25
Successful Housing Outcomes	#	37	37	67	37	37	67	120
Occupancy Rate ¹	%	100	100	100	100	100	100	100
Average Length of Stay	Days	30	30	30	30	30	30	30
Recidivism	%			5			5	5
Movement	%			15			15	15
<i>Inebriate Shelter Only</i> Detox Exits	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Usage of CSB Direct Client Assistance	%	8	8	8	8	8	8	8

¹ 5% allowable variance. If system demand is below capacity such that there is no waitlist or alternate overflow need then the occupancy rate may fall below 95%.

Category: Emergency Shelter (Single Adults)
Agency: Volunteers of America of Greater Ohio
Program: VA Emergency Housing¹
Period: 7/1/12-12/31/12
Performance: High

A. Description

The program provides emergency housing to veterans along with services consistent with the Health Care for Homeless Veterans (HCHV) Program objectives. The goal of the program is to remove homeless veterans from the street or habitation unfit for veterans and place them in community-based, residential environments. The program is focused on addressing the needs of the most vulnerable and at risk homeless veterans.

The program is responsible for identifying sufficient residential capacity to place up to 13 veterans at one time on any given day in safe, community-based residences. Identification of suitable residential placement generally requires: a) sufficient personnel to assure safety; b) staffing available on-site 24-hours per day, 7 days per week; c) up to 3 healthy meals per day; d) available laundry facilities; e) the ability to place a veteran on the same day of a referral from HCHV staff.

The program was implemented 9/1/2010.

B. Performance Outcomes
Semi-Annual Trends

Measure		7/1/10	7/1/11
		12/31/10	12/31/11
Households Served	#	48	61
Successful Housing Outcomes	#	22	39
Successful Housing Outcomes	%	67	81
Average Length of Stay	Days	23	55
Recidivism	%	N/A	7

¹ VOAGO-VA Emergency Housing is not funded by CSB.

C. Performance Outcomes

Program Outcome Achievement 7/1/12 to 12/31/12: Emergency Shelter

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	26	52	Yes
Successful Housing Outcome	#	7	18	Yes
Successful Housing Outcome	%	25	46	Yes
Average Length of Stay	Days	90	56	Yes
Occupancy Rate	%	100	100	Yes
Recidivism	%	5	0	Yes
Movement	%	15	13	Yes
Pass Program Certification		Pass certification	Passed certification	Yes

D. Recommendations

Program Outcome Measures: Emergency Shelter

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi-Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi-Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	13	13	26	13	13	26	52
Successful Housing Outcomes	%	25	25	25	25	25	25	25
Successful Housing Outcomes	#	3	4	7	3	4	7	13
Occupancy Rate ¹	%	100	100	100	100	100	100	100
Average Length of Stay	Days	90	90	90	90	90	90	90
Recidivism	%			5			5	5
Movement	%			15			15	15
Inebriate Shelter Only Detox Exits	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Usage of CSB Direct Client Assistance	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A

¹ 5% allowable variance. If system demand is below capacity such that there is no waitlist or alternate overflow need then the occupancy rate may fall below 95%.

Category: Emergency Shelter (Single Adults)
Agency: YMCA
Program: Single Men Overflow
Period: 7/1/12-12/31/12
Performance: N/A¹

A. Description

The YMCA of Central Ohio worked with CSB partner agencies to conduct a 130 bed men’s winter overflow program during November 15, 2012 – March 15, 2013 timeframe. During the winter overflow season, the YMCA’s first priority is to provide overflow shelter to homeless individuals seeking refuge from extreme weather conditions when the shelters are at capacity.

This year’s alternate overflow site, located at 511 Industrial Mile opened on 1/7/2013, delayed by almost 2 months. In interim, the YMCA worked with existing shelters as well as their own facility to provide a stop-gap plan until the facility was able to open. The delay in opening was caused by community concerns related to sighting the shelter in Franklin Township and needed construction work to obtain a temporary occupancy permit.

B. Performance Outcomes

Semi-Annual Trends

Measure		7/1/11
		12/31/11
Households Served	#	241
Successful Housing Outcomes	#	0
Successful Housing Outcomes	%	0
Average Length of Stay	Days	13
Recidivism	%	N/A
Movement	%	53

¹ In FY2013, the program opened on 1/7/13. Unable to rate the program for the report period.

C. Recommendations

Program Outcome Measures: Emergency Shelter

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served ¹	#	N/A	250	250	500	N/A	500	600
Successful Housing Outcomes	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Average Length of Stay	Days	N/A	30	30	30	N/A	30	30
Recidivism	%			5			5	5
Movement	%			N/A			N/A	N/A
<i>Inebriate Shelter Only Detox Exits</i>	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Usage of CSB Direct Client Assistance	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A

¹ Household served projection includes overflow only.

Category: Emergency Shelter (Single Adults)
Agency: YMCA
Program: Single Women Overflow
Period: 7/1/12-12/31/12
Performance: N/A¹

A. Description

The YMCA of Central Ohio worked with CSB partner agencies to conduct a 60 bed women’s winter overflow program during November 15, 2012 – March 15, 2013 timeframe. During the winter overflow season, the YMCA’s first priority is to provide overflow shelter to homeless individuals seeking refuge from extreme weather conditions when the shelters are at capacity.

This year’s alternate overflow site, located at 511 Industrial Mile opened on 1/7/2013, delayed by almost two months. In interim, the YMCA worked with existing shelters as well as their own facility to provide a stop-gap plan until the facility was able to open. The delay in opening was caused by community concerns related to sighting the shelter in Franklin Township and needed construction work to obtain a temporary occupancy permit.

B. Recommendations

Program Outcome Measures: Emergency Shelter

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served ²	#	N/A	75	75	170	N/A	170	180
Successful Housing Outcomes	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Average Length of Stay	Days	N/A	30	30	30	N/A	30	30
Recidivism	%			5			5	5
Movement	%			N/A			N/A	N/A
<i>Inebriate Shelter Only Detox Exits</i>	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Usage of CSB Direct Client Assistance	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A

¹ In FY2013, the program opened on 1/7/13. Unable to rate the program for the report period.

² Household served projection includes overflow only.

Outreach Specialist

Category: Outreach Specialist
Agency: Maryhaven
Program: Collaborative Outreach
Period: 7/1/12-12/31/12
Performance: High

A. Description

Maryhaven’s Outreach Program, initiated in 2003, is designed to engage homeless persons living outdoors and assist them in moving into appropriate housing as quickly as possible. A collaborative outreach strategy was implemented by Maryhaven starting with 7/1/2011. Services include assertive outreach at sites where homeless persons congregate, pro-active engagement, referral to needed community services, linkage to shelter and housing, obtaining birth certificates and other personal identification, access to benefits, coordination of services with shelters and housing providers and participation in community planning for shelter and housing access. Once housing is identified, the Outreach Specialists link clients with CSB direct client assistance funds and other financial and material assistance options. Maryhaven’s Collaborative Outreach program is a key partner in CSB’s Critical Access to Housing project, launched in mid-2006. The Maryhaven Outreach program became the sole provider of Outreach services for homeless persons starting with FY2010, with the intent of developing a coordinated approach for all outreach services being delivered in Franklin County.

B. Performance Outcomes

Semi-Annual Trends

Measure		7/1/03	7/1/04	7/1/05	7/1/06	7/1/07	7/1/08	7/1/09	7/1/10	7/1/11
		12/31/03	12/31/04	12/31/05	12/31/06	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11
Households Served	#	50	63	100	126	104	101	164	184	209
Successful Outcomes	#	12	N/A	N/A	N/A ¹	68	70	96	85	83
Successful Outcomes	%	27	N/A	N/A	N/A ¹	67	70	78	57	72
Successful Housing Outcomes	#	23	54	99	N/A ¹	19	31	62	22	54
Successful Housing Outcomes	%	51	89	99	N/A ¹	28	44	65	26	65
Recidivism	%	11	26	16	N/A ¹	14	7	2	0	2
Usage of CSB Direct Client Assistance	%	N/A	N/A	54	16	10	28	43	10	28

¹ CSB was unable to evaluate the program during FY2007 due to agency disclosure on substantial exit data entry errors.

Program Outcome Achievement 7/1/12 to 12/31/12: Outreach Specialist

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Carryover Households Served ¹	#	20	136	N/A
New Households Served	#	150	119	No
Households Served	#	170	255	Yes
Exited Households ¹	#	150	146	N/A
Exited Households to PSH ¹	#	14	57	N/A
Successful Outcomes (Shelter and Housing)	#	105	103	Yes
Successful Outcomes (Shelter and Housing)	%	70	71	Yes
Successful Housing Outcomes ²	#	53	75	Yes
Successful Housing Outcomes ²	%	50	73	Yes
Usage of CSB Direct Client Assistance	%	25	29	Yes
Recidivism	%	5	3	Yes
CSB Cost per Household		CSB costs consistent with budget	CSB costs consistent with budget	Yes
CSB Cost per Successful Housing Outcome				
Pass Program Certification				

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$226,940	\$113,470	\$121,035
Other Funds	\$0	\$0	\$0
Total	\$226,940	\$113,470	\$121,035
Cost per Household Served-CSB	\$709	\$667	\$475
Cost per Successful Outcome - CSB	\$1,081	\$1,081	\$1,175
Cost per Successful Housing Outcome - CSB	\$2,161	\$2,141	\$1,614
Percentage of CSB Funds	100%	100%	100%
Percentage of Leveraged Funds	0%	0%	0%

¹ Monitored but not evaluated; however this can impact other success measures.

² Express housing outcomes (permanent and transitional) as % of all successful outcomes.

D. Recommendations

Program Outcome Measures: Outreach Specialist

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Carryover Households Served ¹	#	20	20	20	20	20	20	20
New Households Served	#	77	77	154	77	77	154	308
Households Served	#	97	97	170	97	97	170	328
Exited Households ¹	#	77	77	154	77	77	154	308
Exited Households to PSH ¹	#	8	8	16	8	8	16	32
Successful Outcomes (shelter and housing)	%	70	70	70	70	70	70	70
Successful Outcomes (shelter and housing)	#	54	54	108	54	54	108	216
Successful Housing Outcomes	%	50	50	50	50	50	50	50
Successful Housing Outcomes ²	#	27	27	54	27	27	54	108
Recidivism	%			5			5	5
Usage of CSB Direct Client Assistance	%	25	25	25	25	25	25	25

¹ Monitored but not evaluated; however, this can impact other success measures.

² Express housing outcomes (permanent and transitional) as % of all successful outcomes.

Access to Benefits

Category: Access to Benefits
Agency: YWCA
Program: Benefits Partnership
Period: 7/1/12-12/31/12
Performance: High

A. Description

This program implements the Rebuilding Lives Plan strategy of “Increase Access to Benefits and Income” under the Access goal, by making community resources available to prevent or end homelessness. The program provides immediate and systematic access to mainstream benefits and services for persons who are homeless and served by the homeless service system. The Benefits Specialists work collaboratively with other homeless agencies in Central Ohio to identify individuals and families in need and assist them in obtaining benefits through the Ohio Benefit Bank (OBB). The primary goal of the program is submission of SSI/SSDI applications; however, applications are submitted for all other public benefits that the household qualifies for. This program was implemented as of July, 2009.

B. Performance Outcomes
Semi-Annual Trends

Measure		7/1/09	7/1/10	7/1/11
		12/31/09	12/31/10	12/31/11
Households Served	#	28	309	326
Submitted SSI/SSDI Applications	#	18	103	103
Submitted SSI/SSDI Applications	%	64	33	32
Other Submitted Applications	#	15	135	50
Other Submitted Applications	%	54	44	15
Successful SSI /SSDI Applications	%	43	11	30
Recidivism	%	0	0	4

Program Outcome Achievement 7/1/12 to 12/31/12: Access to Benefits

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Carryover Households Served ¹	#	18	165	Yes
New Households Served	#	91	196	Yes
Households Served	#	109	361	Yes
Submitted SSI/SSDI Applications	#	53	71	Yes
Submitted SSI/SSDI Applications	%	42	20	No
Submitted Other Applications	#	25	61	Yes
Submitted Other Applications ²	%	20	17	Yes
Successful SSI /SSDI Applications	%	40	23	No
Recidivism	%	5	0	Yes
CSB Cost per Household		CSB costs consistent with budget	CSB costs consistent with budget	Yes
CSB Cost per Submitted SSI/SSDI Application				
Pass Program Certification		Pass certification	Passed certification	

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$124,000	\$62,000	\$71,087
Other Funds	\$0	\$0	\$0
Total	\$124,000	\$62,000	\$71,087
Cost per Household Served-CSB	\$620	\$569	\$197
Cost per Submitted SSI/SSDI Application - CSB	\$1,170	\$1,170	\$1,001
Percentage of CSB Funds	100%	100%	100%
Percentage of Leveraged Funds	0%	0%	0%

¹ Monitored but not evaluated.

² Goal reduced from 42% to 20% in FY2013.

D. Recommendations

Program Outcome Measures: Access to Benefits

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Carryover Households Served ¹	#	18	18	18	18	18	18	18
New Households Served	#	46	45	91	46	45	91	182
Households Served	#	64	63	109	64	63	109	200
# of Submitted SSI/SSDI Applications	#	27	26	53	27	26	53	106
% of Submitted SSI/SSDI Applications	%	42	42	42	42	42	42	42
# of Other Submitted Applications	#	13	12	25	13	12	25	50
% of Other Submitted Applications	%	20	20	20	20	20	20	20
% SSI/SSDI Successful Applications	%	40	40	40	40	40	40	40
Recidivism	%			5			5	5

¹ Monitored but not evaluated.

Direct Housing

Category: Direct Housing
Agency: Community Shelter Board
Program: Transition Program
Period: 7/1/12-12/31/12
Performance: High

A. Description

The Community Shelter Board administers direct client assistance funds through the Transition Program for homeless individuals and families moving into permanent housing. Clients working with shelter and outreach agencies in Franklin County are able to apply for short-term rental assistance, utility deposits, and other eligible expenses related to securing and stabilizing housing. The Transition Program also provides assistance to individuals and families moving to subsidized housing, including Rebuilding Lives units. In FY2013, agencies utilizing the Transition Program included Community Housing Network, Friends of the Homeless, Homeless Families Foundation, LSS-Faith Mission/Faith Housing, Maryhaven, Southeast, Inc., Volunteers of America of Greater Ohio, the YMCA, and the YWCA.

B. Performance Outcomes

Semi-Annual Trends

Measure		7/1/03	7/1/04	7/1/05	7/1/06	7/1/07	7/1/08	7/1/09	7/1/10	7/1/11
		12/31/03	12/31/04	12/31/05	12/31/06	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11
Households Served	#	215	318	361	438	312	441	545	582	773
Successful Housing Outcomes	#	210	318	361	438	312	431	539	575	767
Successful Housing Outcomes	%	98	100	100	100	100	98	99	99	99
Recidivism	%	2	8	6	2	6	3	0	2	4
Usage of CSB Direct Client Assistance	\$	451	461	518	439	630	541	501	807	997

Program Outcome Achievement 7/1/12 to 12/31/12: Transition¹

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	400	661	Yes
Successful Housing Outcomes	#	392	654	Yes
Successful Housing Outcomes	%	98	99	Yes
Usage of CSB Direct Client Assistance	\$	700	682	Yes
Usage of CSB Direct Client Assistance	%	98	99	Yes
Recidivism	%	5	6	Yes
CSB Cost per Household		CSB costs consistent with budget	CSB costs consistent with budget	Yes
CSB Cost per Successful Housing Outcome				
Pass Program Certification		Pass certification	Passed certification	

C. Efficient Use of Community Resources²

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$816,000	\$408,000	\$356,863
Other Funds	\$0	\$0	\$0
Total	\$816,000	\$408,000	\$356,863
Cost per Household Served – CSB	\$1020	\$1020	\$540
Cost per Successful Household Served – CSB	\$1041	\$1041	\$546
Percentage of CSB Funds	100%	100%	100%
Percentage of Leveraged Funds	0%	0%	0%

¹ Includes clients assisted with HPRP funds in July 2012.

² Excludes HPRP funds.

D. Recommendations

Program Outcome Measures: Transition

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	225	275	500	275	225	500	1000
Successful Housing Outcomes	%	98	98	98	98	98	98	98
Successful Housing Outcomes	#	220	270	490	270	220	490	980
Recidivism	%			5			5	5
Usage of CSB Direct Client Assistance	%	98	98	98	98	98	98	98
Usage of CSB Direct Client Assistance	\$	700	700	700	700	700	700	700

Category: Direct Housing
Agency: Homeless Families Foundation
Program: Rolling Stock
Period: 7/1/12-12/31/12
Performance: High

A. Description

The Homeless Families Foundation (HFF) completed its transition from a shelter model to a scattered site, direct housing model for the families exiting the YWCA Family Center by 12/31/2011. All 46 units of HFF’s capacity are scattered site. This model is a better approach for families to gain self sufficiency and housing stability.

The YWCA Family Center assesses and refers families who require transitional support in order to stabilize housing after exiting the shelter. HFF supportive services are initiated while families are at the YWCA Family Center and are intended to assist families in locating permanent, affordable housing and accessing CSB administered direct client assistance (DCA). Case management services continue until the family has achieved a successful housing outcome (i.e. sufficient household income is available to afford housing), the family achieved their goals and linkage with supportive services in the community occurs. HFF services are short-term, typically for up to 100 days.

HFF also offers educational and recreational activities for children at the Dowd Education Center.

B. Performance Outcomes

Semi-Annual Trends

Measure		7/1/10	7/1/11
		12/31/10	12/31/11
Households Served	#	31	83
Successful Housing Outcomes	#	16	22
Successful Housing Outcomes	%	100	88
Average Length of Participation	Days	89	90
Recidivism	%	14	0

Program Outcome Achievement 7/1/12 to 12/31/12: Direct Housing

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Carryover Households Served ¹	#	46	56	N/A
New Households Served	#	86	100	Yes
Households Served	#	132	156	Yes
Exited Households ¹	#	86	103	N/A
Average Length of Shelter Stay	Days	15	17	Yes
Average Length of Participation	Days	100	106	Yes
Successful Housing Outcomes	#	77	91	Yes
Successful Housing Outcomes	%	90	88	Yes
Recidivism	%	5	0	Yes
Usage of CSB Direct Client Assistance	%	90	86	Yes
Usage of CSB Direct Client Assistance	\$	1000	1055	Yes
Housing Affordability at Exit ^{2, 3}	%	50	40	N/A
CSB Cost per Household		CSB costs consistent with budget	CSB costs consistent with budget	Yes
CSB Cost per Successful Housing Outcome				
Pass Program Certification		Pass certification	Passed certification	

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$533,765	\$266,883	\$285,502
Other Funds	\$374,314	\$187,157	\$149,320
Total	\$908,079	\$454,040	\$434,822
Cost per Household Served – CSB	\$2,448	\$2,022	\$1,830
Cost per Successful Household Served – CSB	\$3,466	\$3,466	\$3,137
Percentage of CSB Funds	59%	59%	66%
Percentage of Leveraged Funds	41%	41%	34%

¹ Monitored but not evaluated; however this can impact other success measures.

² Monitored but not evaluated during FY2013.

³ Thirty-eight successfully exited households were excluded due to missing data.

D. Recommendations

Program Outcome Measures: Direct Housing

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Carryover Households Served ¹	#	46	46	46	46	46	46	46
New Households Served	#	43	43	86	43	43	86	172
Households Served	#	89	89	132	89	89	132	218
Exited Households ¹	#	43	43	86	43	43	86	172
Successful Housing Outcomes	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	38	39	77	38	39	77	154
Average Length of Shelter Stay	Days	15	15	15	15	15	15	15
Average Length of Participation	Days	100	100	100	100	100	100	100
Housing Affordability at Exit ²	%	50	50	50	50	50	50	50
Recidivism	%			5			5	5
Usage of CSB Direct Client Assistance	%	90	90	90	90	90	90	90
Usage of CSB Direct Client Assistance	\$	800	800	800	800	800	800	800

¹ Monitored but not evaluated; however this can impact other success measures.

² Measure to be monitored but not evaluated during FY2014.

Category: Direct Housing
Agency: The Salvation Army
Program: Direct Housing
Period: 7/1/12-12/31/12
Performance: Medium

A. Description

The Salvation Army Direct Housing program assists families staying at the YWCA Family Center with obtaining and maintaining permanent housing. The YWCA Family Center assesses and refers families who require transitional support in order to stabilize housing after exiting the shelter. Direct Housing program supportive services are initiated while families are at the YWCA Family Center and are intended to assist families in locating permanent, affordable housing within three weeks of referral from the Family Center. To accomplish this, Direct Housing program case managers assist families with finding suitable and affordable housing and linking families to CSB administered direct client assistance (DCA). Case management services continue until the family has achieved a successful housing outcome (i.e. sufficient household income is available to afford housing), linkage with supportive services in the community occurs and/or the family has ended contact. The Salvation Army's program provides short-term services typically for up to 100 days.

B. Performance Outcomes

Semi-Annual Trends

Measure		7/1/99	1/1/00	7/1/00	1/01/01	7/1/01	7/1/02	7/1/03
		12/31/99	6/30/00	12/31/00	6/30/01	12/31/01	12/31/02	12/31/03
Households Served	#	20	35	22	28	23	38	43
Successful Housing Outcomes	%	100	100	100	90	100	94	88
Average Length of Shelter Stay	Days	N/A	N/A	N/A	N/A	N/A	N/A	18
Usage of CSB Direct Client Assistance	\$	N/A	N/A	1560	N/A	N/A	N/A	923
Recidivism	%	N/A	N/A	0	0	N/A	0	0

Measure		7/1/04	7/1/05	7/1/06	7/1/07	7/1/08	7/1/09	7/1/10	7/1/11
		12/31/04	12/31/05	12/31/06	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11
Households Served	#	135	162	125	172	143	166	151	148
Successful Housing Outcomes	%	77	96	97	99	93	98	90	94
Average Length of Shelter Stay	Days	20	13	15	12	10	10	13	16
Average Length of Participation	Days	N/A	N/A	N/A	101	103	109	114	88
Usage of CSB Direct Client Assistance	\$	676	819	674	1063	908	954	1225	1105
Recidivism	%	11	4	11	0	3	3	0	0

Program Outcome Achievement 7/1/12 to 12/31/12: Direct Housing

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Carryover Households Served ¹	#	37	39	N/A
New Households Served	#	95	74	No
Households Served	#	132	113	No
Exited Households ¹	#	95	73	N/A
Average Length of Shelter Stay	Days	13	16	No
Average Length of Participation	Days	100	88	Yes
Successful Housing Outcomes	#	85	64	No
Successful Housing Outcomes	%	90	88	Yes
Recidivism	%	5	0	Yes
Usage of CSB Direct Client Assistance	%	90	93	Yes
Usage of CSB Direct Client Assistance	\$	1200	1179	Yes
Housing Affordability at Exit ^{2,3}	%	50	40	N/A
CSB Cost per Household	CSB costs consistent with budget		CSB costs consistent with budget	Yes
CSB Cost per Successful Housing Outcome				
Pass Program Certification	Pass certification	Passed certification		

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$206,746	\$103,373	\$63,328
Other Funds	\$153,075	\$76,538	\$66,565
Total	\$359,821	\$179,911	\$129,893
Cost per Household Served – CSB	\$975	\$783	\$560
Cost per Successful Household Served – CSB	\$1,317	\$1,216	\$990
Percentage of CSB Funds	57%	57%	49%
Percentage of Leveraged Funds	43%	43%	51%

¹ Monitored but not evaluated; however this can impact other success measures.

² Measure to be monitored but not evaluated during FY2013.

³ Eleven successfully exited households were excluded due to missing data.

D. Recommendations

Program Outcome Measures: Direct Housing

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Carryover Households Served ¹	#	37	37	37	37	37	37	37
New Households Served	#	48	47	95	32	48	80	175
Households Served	#	85	84	132	69	85	117	212
Exited Households ¹	#	48	47	95	32	48	80	175
Successful Housing Outcomes	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	43	42	85	29	43	72	157
Average Length of Shelter Stay	Days	15	15	15	15	15	15	15
Average Length of Participation	Days	100	100	100	100	100	100	100
Housing Affordability at Exit ²	%	50	50	50	50	50	50	50
Recidivism	%			5			5	5
Usage of CSB Direct Client Assistance	%	90	90	90	90	90	90	90
Usage of CSB Direct Client Assistance	\$	1800	1800	1800	1800	1800	1800	1800

¹ Monitored but not evaluated; however this can impact other success measures.

² Measure to be monitored but not evaluated during FY2014.

Category: Direct Housing
Agency: The Salvation Army
Program: Job2Housing
Period: 7/1/12-12/31/12
Performance: Medium

A. Description

Over the three-year pilot period, the Job2Housing program will serve, at the minimum, 130 homeless families with children who meet HUD’s Rapid Re-Housing eligibility threshold, who also have insufficient income to afford an apartment, and are committed to pursuing employment to achieve family self-sufficiency. The program provides housing placement, leasing assistance for up to 6 months, and employment focused case management. Participants complete community-based job placement programs that result in employment income sufficient to maintain independent housing at the conclusion of the leasing assistance period. CSB received a grant from HUD to implement this demonstration program for a period of three years, starting with FY2010 and ending 2/28/2013. After this pilot period the program moves into its implementation. HUD continues funding of this program, along with the local funder, JP Morgan Chase.

B. Performance Outcomes

Semi-Annual Trends

Measure		7/1/10	7/1/11
		12/31/10	12/31/11
Households Served	#	39	68
Successful Housing Outcomes	#	18	29
Successful Housing Outcomes	%	90	97
Average Length of Shelter Stay	#	13	14
Average Length of Participation	Days	180	201
Recidivism	%	0	7

Program Outcome Achievement 7/1/12 to 12/31/12: Direct Housing

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Carryover Households Served ¹	#	25	51	N/A
New Households Served	#	40	26	No
Households Served	#	65	77	Yes
Exited Households ¹	#	25	42	N/A
Average Length of Shelter Stay	Days	15	9	Yes
Average Length of Participation	Days	180	225	No
Successful Housing Outcomes	#	23	35	Yes
Successful Housing Outcomes	%	90	83	No
Housing Affordability at Exit ^{2,3}	%	50	54	N/A
Recidivism	%	5	0	Yes
Completed Vocational /Other Training	%	70	79	Yes
Employment Status at Exit	#	16	22	Yes
Employment Status at Exit	%	65	52	No
Usage of CSB Direct Client Assistance	%	100	100	Yes
Usage of CSB Direct Client Assistance	\$	4000	2441	Yes
CSB Cost per Household		CSB costs consistent with budget	CSB costs consistent with budget	Yes
CSB Cost per Successful Housing Outcome				
Pass Program Certification		Pass certification	Passed certification	

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$179,506	\$89,753	\$77,041
Other Funds	\$0	\$0	\$0
Total	\$179,506	\$89,753	\$77,041
Cost per Household Served – CSB	\$1,561	\$1,381	\$1,001
Cost per Successful Household Served – CSB	\$2,640	\$3,902	\$2,201
Percentage of CSB Funds	100%	100%	100%
Percentage of Leveraged Funds	0%	0%	0%

¹ Monitored but not evaluated; however this can impact other success measures.

² Measure to be monitored but not evaluated during FY2013.

³ Eleven successfully exited households were excluded due to missing data.

D. Recommendations

Program Outcome Measures: Direct Housing

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Carryover Households Served ¹	#	20	20	20	20	20	20	20
New Households Served	#	13	14	27	14	14	28	55
Households Served	#	33	34	47	34	34	48	75
Exited Households ¹	#	13	14	27	14	14	28	55
Successful Housing Outcomes	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	12	12	24	12	13	25	49
Average Length of Shelter Stay	Days	15	15	15	15	15	15	15
Average Length of Participation	Days	180	180	180	180	180	180	180
Housing Affordability at Exit ²	%	50	50	50	50	50	50	50
Recidivism	%			5			5	5
Completed Vocational/Other Training	%	70	70	70	70	70	70	70
Employment Status at Exit	%	65	65	65	65	65	65	65
Employment Status at Exit	#	8	9	17	9	9	18	35
Usage of CSB Direct Client Assistance	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Usage of CSB Direct Client Assistance	\$	N/A	N/A	N/A	N/A	N/A	N/A	N/A

¹ Monitored but not evaluated; however this can impact other success measures.

² Measure to be monitored but not evaluated during FY2014.

Category: Direct Housing
Agency: Volunteers of America of Greater Ohio
Program: Transition in Place
Period: 7/1/12-12/31/12
Performance: High

A. Description

Volunteers of America of Greater Ohio (VOAGO) completed its transition from a shelter model to a scattered site, direct housing model for the families exiting the YWCA Family Center by 12/31/2011. All 24 units of VOAGO’s capacity are now scattered site. This model is a better approach for families to gain self sufficiency and housing stability.

The YWCA Family Center assesses and refers families who require transitional support in order to stabilize housing after exiting the shelter. VOAGO supportive services are initiated while families are at the YWCA Family Center and are intended to assist families in locating permanent, affordable housing and accessing CSB administered direct client assistance (DCA). VOAGO provides families with case management, an initial supply of food at intake, clothing and school supplies, life skills classes for adults, after-school tutoring for all school-aged kids, transportation, assistance with accessing Head Start or child care, housing placement assistance, employment and material assistance and access to other community services, as indicated. Case management services continue until the family has achieved a successful housing outcome (i.e. sufficient household income is available to afford housing), the family achieved their goals and linkage with supportive services in the community occurs. VOAGO services are short-term, typically for up to 100 days after housing placement.

B. Performance Outcomes
Semi-Annual Trends

Measure		7/1/10	7/1/11
		12/31/10	12/31/11
Households Served	#	51	67
Successful Housing Outcomes	#	22	34
Successful Housing Outcomes	%	92	87
Average Length of Shelter Stay	Days	13	14
Average Length of Participation	Days	99	114
Recidivism	%	0	0

Program Outcome Achievement 7/1/12 to 12/31/12: Direct Housing

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Carryover Households Served ¹	#	24	23	N/A
New Households Served	#	38	49	Yes
Households Served	#	62	72	Yes
Exited Households ¹	#	38	46	N/A
Average Length of Shelter Stay	Days	15	16	Yes
Average Length of Participation	Days	100	106	Yes
Successful Housing Outcomes	#	34	44	Yes
Successful Housing Outcomes	%	90	96	Yes
Recidivism	%	5	0	Yes
Housing Affordability at Exit ^{2, 3}	%	50	50	N/A
Usage of CSB Direct Client Assistance	%	90	80	Yes ⁴
Usage of CSB Direct Client Assistance	\$	1000	1136	No
CSB Cost per Household		CSB costs consistent with budget	CSB costs consistent with budget	Yes
CSB Cost per Successful Housing Outcome				
Pass Program Certification		Pass certification	Passed certification	

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$167,731	\$83,866	\$94,901
Other Funds	\$371,109	\$185,555	\$118,857
Total	\$538,840	\$269,421	\$213,758
Cost per Household Served – CSB	\$1,677	\$1,353	\$1,318
Cost per Successful Household Served – CSB	\$2,467	\$2,467	\$2,157
Percentage of CSB Funds	31%	31%	44%
Percentage of Leveraged Funds	69%	69%	56%

¹ Monitored but not evaluated; however this can impact other success measures.

² Monitored but not evaluated during FY2013.

³ Fourteen successfully exited households were excluded due to missing data.

⁴ Some clients did not need DCA at their exit from program.

D. Recommendations

Program Outcome Measures: Direct Housing

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Carryover Households Served ¹	#	24	24	24	24	24	24	24
New Households Served	#	19	19	38	19	19	38	76
Households Served	#	43	43	62	43	43	62	100
Exited Households ¹	#	19	19	38	19	19	38	76
Successful Housing Outcomes	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	17	17	34	17	17	34	68
Average Length of Shelter Stay	Days	15	15	15	15	15	15	15
Average Length of Participation	Days	100	100	100	100	100	100	100
Housing Affordability at Exit ²	%	50	50	50	50	50	50	50
Recidivism	%			5			5	5
Usage of CSB Direct Client Assistance	%	90	90	90	90	90	90	90
Usage of CSB Direct Client Assistance	\$	800	800	800	800	800	800	800

¹ Monitored but not evaluated; however this can impact other success measures.

² Measure to be monitored but not evaluated during FY2014.

Category: Direct Housing
Agency: YWCA
Program: Kinship Care
Period: 7/1/12-12/31/12
Performance: Medium

A. Description

The YWCA Family Center Kinship Care Pilot Program became available for eligible families who are experiencing homelessness and staying at the YWCA Family Center on July 1, 2012. The Kinship Care Pilot was created on the premise that approximately 65% of the families entering the YWCA Family Center come directly from doubled-up living situations, a living arrangement within the context of today's economic conditions that has become a necessity for a number of families throughout the Columbus community.

The Kinship Care Pilot Program is offered to any family that enters the YWCA Family Center that is able to identify an eligible host family. These families are offered the opportunity to receive case management services, mediation services, and a small stipend for the host family for 3 months.

The Kinship Care program has seen great success utilizing case management services. Many of the families have obtained employment or increased their income after returning back into a doubled-up living situation. Through case management services, participants have the opportunity to identify an individualized stable housing goal for their family which may include remaining in the doubled-up environment or looking for a home for just their family.

B. Performance Outcomes

Program Outcome Achievement 7/1/12 to 12/31/12: Direct Housing

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Carryover Households Served ¹	#	0	0	N/A
New Households Served	#	37	16	No
Households Served	#	37	16	No
Exited Households ¹	#	10	9	N/A
Average Length of Shelter Stay	Days	2	0	Yes
Average Length of Participation	Days	90	77	Yes
Successful Outcomes ²	#	7	4	No
Successful Outcomes ²	%	70	44	No
Increase in Income	%	25	11	No
Recidivism	%	10	0	Yes
Usage of CSB Direct Client Assistance	%	90	100	Yes
Usage of CSB Direct Client Assistance	\$	600	400	Yes
CSB Cost per Household ³		CSB costs consistent with budget	CSB cost consistent with budget	Yes
CSB Cost per Successful Housing Outcome				
Pass Program Certification				

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$51,532	\$25,766	\$14,484
Other Funds	\$0	\$0	\$0
Total	\$51,532	\$25,766	\$14,484
Cost per Household Served – CSB	\$904	\$696	\$905
Cost per Successful Household Served – CSB	\$2,454	\$3,681	\$3,621
Percentage of CSB Funds	100%	100%	100%
Percentage of Leveraged Funds	0%	0%	0%

¹ Monitored but not evaluated; however this can impact other success measures.

² Updated. It was reported erroneously on the Semi-Annual SPIR.

³ Cost per household served not consistent with CSB budget, however, the other two metrics were met.

D. Recommendations

Program Outcome Measures: Direct Housing

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Carryover Households Served ¹	#	17	17	17	17	17	17	17
New Households Served	#	10	10	20	10	10	20	40
Households Served	#	27	27	37	27	27	37	57
Exited Households ¹	#	10	10	20	10	10	20	40
Successful Outcomes	%	70	70	70	70	70	70	70
Successful Outcomes	#	7	7	14	7	7	14	28
Average Length of Shelter Stay	Days	2	2	2	2	2	2	2
Average Length of Participation	Days	90	90	90	90	90	90	90
Increase in Income	%	25	25	25	25	25	25	25
Recidivism	%			10			10	10
Usage of CSB Direct Client Assistance	%	90	90	90	90	90	90	90
Usage of CSB Direct Client Assistance	\$	599	599	599	599	599	599	599

¹ Monitored but not evaluated; however this can impact other success measures.

Permanent Supportive Housing

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: Briggsdale
Period: 7/1/12-12/31/12
Performance: High

A. Description

CHN's Briggsdale Apartments, a 35 unit facility, opened in March 2006 and provides 25 units of Rebuilding Lives housing and 10 units of supportive housing for other individuals with mental illness. The project serves chronically homeless individuals disabled by mental illness, substance addiction or both, who are often survivors of physical, emotional and sexual abuse and have personal and generational histories that include poverty, drugs, abuse, homelessness, incarceration, institutionalization and long-term unemployment. Many of these individuals also have significant physical health problems. The program, built on the Stages of Change model, has 24-hour staffing and onsite supportive services provided by Southeast, Inc. Services include outreach, service engagement, assistance with goal planning, case management, treatment and mental health services, individual and group programming, and employment services. Onsite staff orient tenants to living in a supportive housing program; assist them with housing-related issues; and provide crisis intervention, conflict resolution, and daily living assistance. Residents are also referred to other agencies for medical and dental health needs, material needs, legal assistance and other needs.

B. Performance Outcomes **Semi-Annual Trends**

Measure		7/1/06	7/1/07	7/1/08	7/1/09	7/1/10	7/1/11
		12/31/06	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11
Program Capacity	#	25	25	25	25	25	25
Unit Capacity	#	35	35	35	35	35	35
Households Served	#	28	25	29	30	30	27
Housing Stability	Months	7	16	20	22	23	31
Housing Retention	%	0	0	4	0	0	0
Program Occupancy	%	95	100	92	96	92	100
Successful Housing Outcomes	#	25	25	27	26	28	26
Successful Housing Outcomes	%	89	100	93	87	98	96

Program Outcome Achievement 7/1/12 to 12/31/12: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	27	26	Yes
Exited Households ¹	#	N/A	1	N/A
Housing Stability ⁴	Months	24	34	Yes
Turnover Rate ¹	%	10	4	N/A
Successful Housing Outcomes	#	24	25	Yes
Successful Housing Outcomes ^{2, 4}	%	90	100	Yes
Successful Housing Exits ³	%	50	N/A	N/A
Housing Affordability at Exit ^{1, 3}	%	50	N/A	N/A
Housing Retention ^{3, 4}	%	5	N/A	N/A
Program Occupancy Rate ⁴	%	95	96	Yes
Cost per Unit		Cost per unit consistent with budget	Cost per unit not consistent with budget	Yes
Pass Program Certification		Pass certification	Passed certification	
HUD or CoC Local Goals⁴				
Employment Status at Exit ^{3, 4}	%	20	N/A	N/A
Negative Reason for Leaving ^{3, 4}	%	20	N/A	N/A
Interim Housing Stability ⁴	%	81	92	Yes
Increase in Income from Entry to Exit ^{3, 4}	%	45	N/A	N/A

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$0	\$0	\$0
Other Funds	\$343,629	\$171,815	\$212,827
Total	\$343,629	\$171,815	\$212,827
Cost per Unit - CSB	\$0	\$0	\$0
Cost per Unit / month	\$1,145	\$1,145	\$1,419
Cost per Unit	\$13,745	\$6,873	\$8,513
Cost per Household Served	\$11,454	\$6,364	\$8,186
Cost per Successful Household Served	\$12,727	\$7,159	\$8,513
Percentage of CSB Funds	0%	0%	0%
Percentage of Leveraged Funds	100%	100%	100%

¹ Monitored but not evaluated.

² One deceased client is excluded from calculation.

³ The exited client is deceased. Measure not evaluated.

⁴ HUD or CoC local goal.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	26	26	27	26	26	27	30
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ²	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	23	23	24	23	23	24	27
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability ²	Months	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Employment Status at Exit ²	%	20	20	20	20	20	20	20
Benefits Status at Exit ⁴	%	20	20	20	20	20	20	20
Housing Retention ²	%			5			5	5
Turnover Rate ³	%	5	5	10	5	5	10	20
Program Occupancy Rate ²	%	95	95	95	95	95	95	95
Negative Reason for Leaving ²	%			20			20	20
Interim Housing Stability ²	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ²	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² HUD or CoC local goal. If CSB funded, CSB metric applies.

³ Monitored but not evaluated.

⁴ New measure to be evaluated starting in FY14.

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: Cassady Avenue Apartments
Period: 7/1/12-12/31/12
Performance: Medium

A. Description

Community Housing Network (CHN) provides 10 apartments on Cassady Avenue for men who meet the Rebuilding Lives criteria for homelessness. Rebuilding Lives residents include those disabled by mental illness, substance abuse or dual diagnosis. Project partners include the Columbus Neighborhood Health Center’s (CNHC) Healthcare for the Homeless Program. Services include access to health care, alcohol and drug treatment and linkage to community services. CHN serves as the building developer and manager. A Resident Manager lives onsite and assures security and access to staff for all residents. CNHC’s Healthcare for the Homeless staff provides referral to healthcare providers, substance abuse and mental health treatment services and assistance accessing benefits.

The project is using the centralized client referral, assessment and eligibility aspects of the Unified Supportive Housing System (USHS). USHS is a strategy under the Rebuilding Lives Plan.

B. Performance Outcomes
Semi-Annual Trends

Measure		7/1/04	7/1/05	7/1/06	7/1/07	7/1/08	7/1/09	7/1/10	7/1/11
		12/31/04	12/31/05	12/31/06	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11
Program Capacity	#	10	10	10	10	10	10	10	10
Unit Capacity	#	10	10	10	10	10	10	10	10
Households Served	#	12	11	9	12	13	12	13	12
Housing Stability	Months	14	15	22	22	24	25	30	33
Housing Retention	%	0	N/A	0	0	0	0	0	0
Program Occupancy	%	100	85	86	90	90	90	100	100
Successful Housing Outcomes	#	N/A	8	9	11	13	11	12	12
Successful Housing Outcomes	%	N/A	73	100	92	100	92	92	100

Program Outcome Achievement 7/1/12 to 12/31/12: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	11	14	Yes
Exited Households ¹	#	N/A	3	N/A
Housing Stability ³	Months	24	21	No
Turnover Rate ¹	%	10	30	N/A
Successful Housing Outcomes	#	10	12	Yes
Successful Housing Outcomes ³	%	90	86	Yes
Successful Housing Exits	%	50	33	No
Housing Affordability at Exit ¹	%	50	100	N/A
Housing Retention ³	%	5	33	No
Program Occupancy Rate ³	%	95	100	Yes
CSB Cost per Household		CSB costs consistent with budget	Yes	Yes
CSB Cost per Successful Housing Outcome				
CSB Cost per Unit ²				
Pass Program Certification		Pass certification	Passed certification	
HUD or CoC Local Goals³				
Employment Status at Exit ³	%	20	0	No
Negative Reason for Leaving ³	%	20	0	Yes
Interim Housing Stability ³	%	81	64	No
Increase in Income from Entry to Exit ³	%	45	33	No

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$40,699	\$20,350	\$20,288
Other Funds	\$40,176	\$20,088	\$44,812
Total	\$80,875	\$40,438	\$65,100
Cost per Unit – CSB	\$4,070	\$2,035	\$2,029
Cost per Unit/month – CSB	\$339	\$339	\$338
Cost per Unit	\$8,088	\$4,044	\$6,510
Cost per Household Served - CSB	\$3,392	\$1,850	\$1,449
Cost per Successful Household Served - CSB	\$3,700	\$2,035	\$1,691
Percentage of CSB Funds	50%	50%	31%
Percentage of Leveraged Funds	50%	50%	69%

¹ Monitored but not evaluated.

² CSB cost per unit not consistent with budget, however, the other three metrics were met.

³ HUD or CoC local goal.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	10	11	11	10	11	11	12
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ²	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	9	10	10	9	10	10	11
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability ²	Months	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Employment Status at Exit ²	%	20	20	20	20	20	20	20
Benefits Status at Exit ⁴	%	20	20	20	20	20	20	20
Housing Retention ²	%			5			5	5
Turnover Rate ³	%	5	5	10	5	5	10	20
Program Occupancy Rate ²	%	95	95	95	95	95	95	95
Negative Reason for Leaving ²	%			20			20	20
Interim Housing Stability ²	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ²	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² HUD or CoC local goal. If CSB funded, CSB metric applies.

³ Monitored but not evaluated.

⁴ New measure to be evaluated starting in FY14.

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: Community ACT
Period: 7/1/12-12/31/12
Performance: High

A. Description

This CHN project opened in 2006 and provides 42 Rebuilding Lives units in studio and one bedroom apartments in three clustered apartment settings that also provide communal living and service space. The project serves chronic homeless individuals who are homeless, have severe mental illness and involvement in the criminal justice system, including persons who have committed misdemeanors, had several arrests and jail time, but are less likely to have committed serious violent offenses or have extensive prison time. CHN’s resident management coverage and Southeast ACT team (Assertive Community Treatment, an evidence-based practice) have, as their primary goals, to increase the quality of life by meeting basic needs and improving housing stability and to decrease psychiatric hospitalizations and incarceration of tenants.

B. Performance Outcomes
Semi-Annual Trends

Measure		7/1/06	7/1/07	7/1/08	7/1/09	7/1/10	7/1/11
		12/31/06	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11
Program Capacity	#	42	42	42	42	42	42
Unit Capacity	#	42	42	42	42	42	42
Households Served	#	29	54	56	50	52	48
Housing Stability	Months	3	8	12	17	21	25
Housing Retention	%	0	4	2	2	9	2
Program Occupancy	%	36	93	98	100	98	98
Successful Housing Outcomes	#	26	41	46	46	48	46
Successful Housing Outcomes	%	90	76	82	92	92	96

Program Outcome Achievement 7/1/12 to 12/31/12: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	46	46	Yes
Exited Households ¹	#	N/A	6	N/A
Housing Stability ³	Months	18	30	Yes
Turnover Rate ¹	%	10	14	N/A
Successful Housing Outcomes	#	41	43	Yes
Successful Housing Outcomes ³	%	90	93	Yes
Successful Housing Exits	%	50	50	Yes
Housing Affordability at Exit ^{1,2}	%	50	100	N/A
Housing Retention ³	%	5	17	No
Program Occupancy Rate ³	%	95	98	Yes
CSB Cost per Household		CSB costs consistent with budget	CSB costs consistent with budget	Yes
CSB Cost per Successful Housing Outcome				
CSB Cost per Unit				
Pass Program Certification		Pass certification	Passed certification	
HUD or CoC Local Goals³				
Employment Status at Exit ³	%	20	0	No
Negative Reason for Leaving ³	%	20	17	Yes
Interim Housing Stability ³	%	81	87	Yes
Increase in Income from Entry to Exit ³	%	45	67	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$41,486	\$20,743	\$20,764
Other Funds	\$344,794	\$172,397	\$174,194
Total	\$386,280	\$193,140	\$194,958
Cost per Unit - CSB	\$988	\$494	\$494
Cost per Unit/month - CSB	\$82	\$82	\$82
Cost per Unit	\$9,197	\$4,599	\$4,642
Cost per Household Served - CSB	\$830	\$451	\$451
Cost per Successful Household Served - CSB	\$922	\$506	\$483
Percentage of CSB Funds	11%	11%	11%
Percentage of Leveraged Funds	89%	89%	89%

¹ Monitored but not evaluated.

² Two successfully exited households were excluded due to missing data.

³ HUD or CoC local goal.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	44	44	46	44	44	46	50
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ²	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	40	40	41	40	40	41	45
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability ³	Months	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Employment Status at Exit ²	%	20	20	20	20	20	20	20
Benefits Status at Exit ⁴	%	20	20	20	20	20	20	20
Housing Retention ²	%			5			5	5
Turnover Rate ³	%	5	5	10	5	5	10	20
Program Occupancy Rate ²	%	95	95	95	95	95	95	95
Negative Reason for Leaving ²	%			20			20	20
Interim Housing Stability ²	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ²	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² HUD or CoC local goal. If CSB funded, CSB metric applies.

³ Monitored but not evaluated.

⁴ New measure to be evaluated starting in FY14.

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: East Fifth Avenue Apartments
Period: 7/1/12-12/31/12
Performance: Medium

A. Description

Community Housing Network (CHN) provides 38 apartments on East Fifth Avenue to women who meet the Rebuilding Lives criteria for homelessness. Twenty seven of them also meet the chronic homeless definition. Rebuilding Lives residents include those disabled by mental illness, substance abuse or dual diagnosis. The program is designed to provide a safe, secure environment to allow residents to address issues that led to their homelessness. The environment offers low demand programming that allows residents to participate in Alcoholics Anonymous, vocational counseling, money management and life skills classes, relationship building, social and leisure activities. Residents are also encouraged to actively participate in building management through building meetings and a resident advisory council. Concord Counseling provides the primary source of mental health support for residents through onsite service provision. CHN serves as the building developer and manager. CHN also oversees the onsite manager, front desk staff and mobile support workers, who provide 24-hour front desk supervision and monitoring of residents.

B. Performance Outcomes

Semi-Annual Trends

Measure		7/1/04	7/1/05	7/1/06	7/1/07	7/1/08	7/1/09	7/1/10	7/1/11
		12/31/04	12/31/05	12/31/06	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11
Program Capacity	#	38	38	38	38	38	38	38	38
Unit Capacity	#	38	38	38	38	38	38	38	38
Households Served	#	42	42	42	39	39	42	39	46
Housing Stability	Months	9	14	20	23	30	30	34	29
Housing Retention	%	3	N/A	0	0	0	0	0	0
Program Occupancy	%	100	95	99	92	95	92	95	95
Successful Housing Outcomes	#	N/A	38	41	39	38	40	35	43
Successful Housing Outcomes	%	N/A	90	98	100	97	95	90	93

Program Outcome Achievement 7/1/12 to 12/31/12: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	42	37	No
Exited Households ¹	#	N/A	3	N/A
Housing Stability ³	Months	24	34	Yes
Turnover Rate ¹	%	10	8	N/A
Successful Housing Outcomes	#	38	35	Yes
Successful Housing Outcomes ³	%	90	95	Yes
Successful Housing Exits	%	50	33	No
Housing Affordability at Exit ¹	%	50	100	N/A
Housing Retention ³	%	5	33	No
Program Occupancy Rate ³	%	95	95	Yes
CSB Cost per Household ²		CSB costs consistent with budget	CSB costs consistent with budget	Yes
CSB Cost per Successful Housing Outcome				
CSB Cost per Unit				
Pass Program Certification		Pass certification	Passed certification	
HUD or CoC Local Goals³				
Employment Status at Exit ³	%	20	33	Yes
Negative Reason for Leaving ³	%	20	0	Yes
Interim Housing Stability ³	%	81	95	Yes
Increase in Income from Entry to Exit ³	%	45	0	No

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$56,290	\$28,145	\$27,505
Other Funds	\$477,733	\$238,867	\$309,839
Total	\$534,023	\$267,012	\$337,344
Cost per Unit - CSB	\$1,481	\$741	\$724
Cost per Unit/month - CSB	\$123	\$123	\$121
Cost per Unit	\$14,053	\$7,027	\$8,877
Cost per Household Served - CSB	\$1,224	\$670	\$743
Cost per Successful Household Served - CSB	\$1,373	\$741	\$786
Percentage of CSB Funds	11%	11%	8%
Percentage of Leveraged Funds	89%	89%	92%

¹ Monitored but not evaluated.

² Cost per household not consistent with CSB budget, however, the other three metrics were met.

³ HUD or CoC local goal.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	40	40	42	40	40	42	46
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ²	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	36	36	38	36	36	38	41
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability ²	Months	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Employment Status at Exit ²	%	20	20	20	20	20	20	20
Benefits Status at Exit ⁴	%	20	20	20	20	20	20	20
Housing Retention ²	%			5			5	5
Turnover Rate ³	%	5	5	10	5	5	10	20
Program Occupancy Rate ²	%	95	95	95	95	95	95	95
Negative Reason for Leaving ²	%			20			20	20
Interim Housing Stability ²	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ²	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² HUD or CoC local goal. If CSB funded, CSB metric applies.

³ Monitored but not evaluated.

⁴ New measure to be evaluated starting in FY14.

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: Hotel St. Clair
Period: 7/1/12-12/31/12
Performance: High

A. Description

CHN provides 30 units of permanent supportive housing for men and women 55 or older who meet Rebuilding Lives criteria for homelessness. Priority is given to those disabled by substance addiction and in early recovery, but tenants may also be disabled by mental illness, HIV/AIDS or physical disabilities, or some combination of these disabilities. The Hotel St. Clair building houses a total of 31 tenants. CHN serves as the building developer and manager and provides a Housing Service Coordinator and Resident Assistant staff to work with tenants and community agencies. CHN also oversees the onsite manager, front desk staff and mobile support workers, who provide 24-hour front desk supervision and monitoring of residents. The program capacity increased to 30 Rebuilding Lives units in FY2013, from the previous 27. Twenty two of the units house individuals that also meet the federal chronic homeless definition.

The project is using the centralized client referral, assessment and eligibility aspects of the Unified Supportive Housing System (USHS). USHS is a strategy under the Rebuilding Lives Plan.

B. Performance Outcomes

Semi-Annual Trends

Measure		7/1/05	7/1/06	7/1/07	7/1/08	7/1/09	7/1/10	7/1/11
		12/31/05	12/31/06	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11
Program Capacity	#	16	26	26	26	26	26	26
Unit Capacity	#	31	31	31	31	31	31	31
Households Served	#	18	26	27	28	27	30	37
Housing Stability	Months	2	11	13	21	23	26	17
Housing Retention	%	N/A	0	4	0	0	0	0
Program Occupancy	%	46	89	92	92	100	104	119
Successful Housing Outcomes	#	18	23	23	27	27	29	37
Successful Housing Outcomes	%	100	88	88	96	100	97	100

Program Outcome Achievement 7/1/12 to 12/31/12: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	33	34	Yes
Exited Households ¹	#	N/A	3	N/A
Housing Stability ⁴	Months	22	24	Yes
Turnover Rate ¹	%	10	10	N/A
Successful Housing Outcomes	#	30	34	Yes
Successful Housing Outcomes ⁴	%	90	100	Yes
Successful Housing Exits	%	50	100	Yes
Housing Affordability at Exit ^{1, 2}	%	50	100	N/A
Housing Retention ⁴	%	5	0	Yes
Program Occupancy Rate ^{3, 4}	%	95	107	Yes
CSB Cost per Household		CSB costs consistent with budget	CSB costs consistent with budget	Yes
CSB Cost per Successful Housing Outcome				
CSB Cost per Unit				
Pass Program Certification		Pass certification	Passed certification	
HUD or CoC Local Goals⁴				
Employment Status at Exit ⁴	%	20	0	No
Negative Reason for Leaving ⁴	%	20	0	Yes
Interim Housing Stability ⁴	%	81	97	Yes
Increase in Income from Entry to Exit ⁴	%	45	67	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$87,528	\$43,764	\$41,406
Other Funds	\$224,916	\$112,458	\$244,935
Total	\$312,444	\$156,222	\$286,341
Cost per Unit – CSB	\$2,918	\$1,459	\$1,380
Cost per Unit/month - CSB	\$243	\$243	\$230
Cost per Unit	\$10,415	\$5,207	\$9,545
Cost per Household Served - CSB	\$2,431	\$1,326	\$1,218
Cost per Successful Household Served - CSB	\$2,735	\$1,459	\$1,218
Percentage of CSB Funds	28%	28%	14%
Percentage of Leveraged Funds	72%	72%	86%

¹ Monitored but not evaluated.

² Two successfully exited households were excluded due to missing data.

³ Program served RL individuals in non-RL units or eligible roommates/couples.

⁴ HUD or CoC local goal.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	31	32	33	31	32	33	36
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ²	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	28	29	30	28	29	30	32
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability ²	Months	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Employment Status at Exit ²	%	20	20	20	20	20	20	20
Benefits Status at Exit ⁴	%	20	20	20	20	20	20	20
Housing Retention ²	%			5			5	5
Turnover Rate ³	%	5	5	10	5	5	10	20
Program Occupancy Rate ²	%	95	95	95	95	95	95	95
Negative Reason for Leaving ²	%			20			20	20
Interim Housing Stability ²	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ²	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² HUD or CoC local goal. If CSB funded, CSB metric applies.

³ Monitored but not evaluated.

⁴ New measure to be evaluated starting in FY14.

Category: Permanent Supportive Housing
Agency: **Community Housing Network**
Program: **Inglewood Court**
Period: 7/1/12-12/31/12
Performance: N/A¹

A. Description

CHN’s Inglewood Court, a 60 unit one-bedroom facility, is scheduled to open in May 2013 and will provide 45 units of Rebuilding Lives housing out of which 9 will meet the HUD chronic homeless eligibility criteria and 15 units of supportive housing for other individuals with mental illness. The project serves homeless individuals disabled by mental illness or both mental illness and substance abuse. Many of these individuals also have significant physical health problems. The program, built on the Stages of Change model, has 24-hour staffing and onsite supportive services provided by Maryhaven. Services include outreach, service engagement, assistance with goal planning, case management, treatment and mental health services, individual and group programming, and employment services. Onsite staff orient tenants to living in a supportive housing program; assist them with housing-related issues; and provide crisis intervention, conflict resolution, and daily living assistance. Residents are also referred to other agencies for medical and dental health needs, material needs, legal assistance and other needs.

The project is using the centralized client referral, assessment and eligibility aspects of the Unified Supportive Housing System (USHS). USHS is a strategy under the Rebuilding Lives Plan.

¹ Program too new to be rated.

B. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	47	47	50	47	47	50	54
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ²	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	42	42	45	42	42	45	49
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability ²	Months	3	3	6	6	6	6	6
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Employment Status at Exit ²	%	20	20	20	20	20	20	20
Benefits Status at Exit ⁴	%	20	20	20	20	20	20	20
Housing Retention ²	%			5			5	5
Turnover Rate ³	%	5	5	10	5	5	10	20
Program Occupancy Rate ²	%	95	95	95	95	95	95	95
Negative Reason for Leaving ²	%			20			20	20
Interim Housing Stability ²	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ²	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² HUD or CoC local goal. If CSB funded, CSB metric applies.

³ Monitored but not evaluated.

⁴ New measure to be evaluated starting in FY14.

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: CHN Leased Supportive Housing Program
Period: 7/1/12-12/31/12
Performance: Medium

A. Description

This CHN project opened during FY2011 as a scattered site project with capacity to serve 25 homeless, disabled individuals out of which 18 meet the HUD chronic homeless eligibility criteria. The project was approved by HUD as the 2009 Samaritan Bonus project for the Columbus and Franklin County Continuum of Care.

The project is using the centralized client referral, assessment and eligibility aspects of the Unified Supportive Housing System (USHS). USHS is a strategy under the Rebuilding Lives Plan.

B. Performance Outcomes
Semi-Annual Trends

Measure		7/1/11
		12/31/11
Program Capacity	#	25
Unit Capacity	#	25
Households Served	#	28
Housing Stability	Months	7
Housing Retention	%	4
Program Occupancy	%	96
Successful Housing Outcomes	#	25
Successful Housing Outcomes	%	89

Program Outcome Achievement 7/1/12 to 12/31/12: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	27	30	Yes
Exited Households ¹	#	N/A	5	N/A
Housing Stability ³	Months	6	14	Yes
Turnover Rate ¹	%	10	20	N/A
Successful Housing Outcomes	#	24	26	Yes
Successful Housing Outcomes ³	%	90	87	Yes
Successful Housing Exits	%	50	20	No
Housing Affordability at Exit ^{1,2}	%	50	N/A	N/A
Housing Retention ³	%	5	20	No
Program Occupancy Rate ³	%	95	96	Yes
CSB Cost per Household		Costs consistent with budget	Costs consistent with budget	Yes
CSB Cost per Successful Housing Outcome				
CSB Cost per Unit				
Pass Program Certification		Pass certification	Passed certification	
HUD or CoC Local Goals³				
Employment Status at Exit ³	%	20	0	No
Negative Reason for Leaving ³	%	20	60	No
Interim Housing Stability ^{3,4}	%	77	83	Yes
Increase in Income from Entry to Exit ³	%	45	0	No

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$0	\$0	\$0
Other Funds	\$226,357	\$113,179	\$132,329
Total	\$226,357	\$113,179	\$132,329
Cost per Unit - CSB	\$0	\$0	\$0
Cost per Unit/month	\$755	\$755	\$882
Cost per Unit	\$9,054	\$4,527	\$5,293
Cost per Household Served	\$7,545	\$4,192	\$4,411
Cost per Successful Household Served	\$8,384	\$4,716	\$5,090
Percentage of CSB Funds	0%	0%	0%
Percentage of Leveraged Funds	100%	100%	100%

¹ Monitored but not evaluated.

² Measure could not be calculated due to missing data.

³ HUD or CoC local goal.

⁴ Per approved Project Plan, to prioritize population not eligible for federal housing subsidy, goal is set at HUD goal level, currently at 77%. The % will be brought up to the required local goal (81%) in FY2014.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	26	26	27	26	26	27	30
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ²	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	23	23	24	23	23	24	27
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability ²	Months	14	14	14	16	16	16	14
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Employment Status at Exit ²	%	20	20	20	20	20	20	20
Benefits Status at Exit ⁴	%	20	20	20	20	20	20	20
Housing Retention ²	%			5			5	5
Turnover Rate ³	%	5	5	10	5	5	10	20
Program Occupancy Rate ²	%	95	95	95	95	95	95	95
Negative Reason for Leaving ²	%			20			20	20
Interim Housing Stability ²	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ²	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² HUD or CoC local goal. If CSB funded, CSB metric applies.

³ Monitored but not evaluated.

⁴ New Measure to be evaluated starting in FY14.

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: North 22nd Street
Period: 7/1/12-12/31/12
Performance: High

A. Description

CHN's North 22nd Street Apartments, in partnership with the Chalmers P. Wylie Outpatient Clinic (VA Clinic) and Columbus Area Mental Health Center, Inc. (CAMHC), provides 30 units of permanent housing linked to social, health and employment services for men and women who meet the Rebuilding Lives criteria for homelessness. Supportive services enable residents to find work, maintain their treatment and recovery and eventually give back to the community. The range of services that are available through CAMHC and the VA Clinic include health care referrals, case management, life skills, money management, mental health assessment, substance abuse assessment, employment referrals, medication monitoring and individual counseling. Onsite resident managers assure security and access to staff for all residents. The project consists of two 16-unit buildings facing each other with a parking lot between them.

B. Performance Outcomes **Semi-Annual Trends**

Measure		1/1/02	7/1/02	7/1/03	7/1/04	7/1/05	7/1/06	7/1/07	7/1/08	7/1/09	7/1/10	7/1/11
		6/30/02	12/31/02	12/31/03	12/31/04	12/31/05	12/31/06	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11
Program Capacity	#	15	15	15	30	30	30	30	30	30	30	30
Unit Capacity	#	15	15	15	30	30	30	30	30	30	30	30
Households Served	#	18	20	17	35	35	32	34	34	34	37	33
Housing Stability	Months	6	11	13	20	23	27	27	29	29	32	34
Housing Retention	%	6	0	12	6	N/A	0	0	0	0	0	0
Program Occupancy	%	90	120	106	200	89	91	93	93	97	93	97
Successful Housing Outcomes	#	N/A	N/A	N/A	N/A	32	30	33	30	34	35	33
Successful Housing Outcomes	%	N/A	N/A	N/A	N/A	91	94	97	97	100	95	100

Program Outcome Achievement 7/1/12 to 12/31/12: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	33	33	Yes
Exited Households ¹	#	N/A	3	N/A
Housing Stability ³	Months	24	37	Yes
Turnover Rate ¹	%	10	10	N/A
Successful Housing Outcomes	#	30	32	Yes
Successful Housing Outcomes ³	%	90	97	Yes
Successful Housing Exits	%	50	67	Yes
Housing Affordability at Exit ^{1,2}	%	50	100	N/A
Housing Retention ³	%	5	0	Yes
Program Occupancy Rate ³	%	95	97	Yes
CSB Cost per Household		CSB costs consistent with budget	CSB costs consistent with budget	Yes
CSB Cost per Successful Housing Outcome				
CSB Cost per Unit				
Pass Program Certification		Pass certification	Passed certification	
HUD or CoC Local Goals³				
Employment Status at Exit ³	%	20	0	No
Negative Reason for Leaving ³	%	20	0	Yes
Interim Housing Stability ³	%	81	85	Yes
Increase in Income from Entry to Exit ³	%	45	33	No

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$25,467	\$12,734	\$13,414
Other Funds	\$175,812	\$87,906	\$112,568
Total	\$201,279	\$100,640	\$125,982
Cost per Unit - CSB	\$849	\$424	\$447
Cost per Unit/month - CSB	\$71	\$71	\$75
Cost per Unit	\$6,709	\$3,355	\$4,199
Cost per Household Served - CSB	\$707	\$386	\$406
Cost per Successful Household Served - CSB	\$796	\$424	\$419
Percentage of CSB Funds	13%	13%	11%
Percentage of Leveraged Funds	87%	87%	89%

¹ Monitored but not evaluated.

² One successfully exited household was excluded due to missing data.

³ HUD or CoC local goal.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	31	32	33	31	32	33	36
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ²	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	28	29	30	28	29	30	32
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability ²	Months	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Employment Status at Exit ²	%	20	20	20	20	20	20	20
Benefits Status at Exit ⁴	%	20	20	20	20	20	20	20
Housing Retention ²	%			5			5	5
Turnover Rate ³	%	5	5	10	5	5	10	20
Program Occupancy Rate ²	%	95	95	95	95	95	95	95
Negative Reason for Leaving ²	%			20			20	20
Interim Housing Stability ²	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ²	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² HUD or CoC local goal. If CSB funded, CSB metric applies.

³ Monitored but not evaluated.

⁴ New measure to be evaluated starting in FY14.

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: North High Street
Period: 7/1/12-12/31/12
Performance: High

A. Description

CHN provides 33 studio apartments at 1494 North High Street for men and women who meet the Rebuilding Lives criteria for homelessness, including those disabled by mental illness, substance abuse or dual diagnosis. The site includes 3 other non-Rebuilding Lives units. Twenty six units meet the federal chronic homeless criteria. Services include outreach, service engagement, assistance with goal planning, case management, treatment and mental health services, individual and group programming and employment services. Based on the Stages of Change model, the environment offers low demand programming that allows residents to participate in Alcoholics Anonymous, vocational counseling, money management and life skills classes, relationship building, social and leisure activities. Residents are also encouraged to actively participate in building management through building meetings and a resident advisory council. Concord Counseling provides the primary source of support for residents through the Service Engagement Specialist. The Service Engagement Specialist assists tenants with linkages to benefits, crisis management, socialization and recreation activities and referrals to treatment organizations and vocational programs. CHN serves as the building developer and manager. CHN also oversees the onsite manager, front desk staff and mobile support workers, who provide 24-hour front desk supervision and monitoring of residents.

B. Performance Outcomes
Semi-Annual Trends

Measure		7/1/02	7/1/03	7/1/04	7/1/05	7/1/06	7/1/07	7/1/08	7/1/09	7/1/10	7/1/11
		12/31/02	12/31/03	12/31/04	12/31/05	12/31/06	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11
Program Capacity	#	36	36	36	36	36	33	33	33	33	33
Unit Capacity	#	36	36	36	36	36	36	36	36	36	36
Households Served	#	37	35	39	43	35	37	37	36	35	36
Housing Stability	Months	8	15	23	24	32	26	32	30	37	37
Housing Retention	%	0	9	0	N/A	0	0	0	0	0	0
Program Occupancy	%	100	97	97	91	88	97	94	100	100	97
Successful Housing Outcomes	#	N/A	N/A	N/A	40	33	36	36	35	34	36
Successful Housing Outcomes	%	N/A	N/A	N/A	93	94	97	97	97	97	100

Program Outcome Achievement 7/1/12 to 12/31/12: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	36	36	Yes
Exited Households ¹	#	N/A	4	N/A
Housing Stability ³	Months	24	43	Yes
Turnover Rate ¹	%	10	12	N/A
Successful Housing Outcomes	#	32	34	Yes
Successful Housing Outcomes ^{2, 3}	%	90	97	Yes
Successful Housing Exits ²	%	50	67	Yes
Housing Affordability at Exit ¹	%	50	100	N/A
Housing Retention ³	%	5	0	Yes
Program Occupancy Rate ³	%	95	97	Yes
CSB Cost per Household		CSB costs consistent with budget	CSB costs consistent with budget	Yes
CSB Cost per Successful Housing Outcome				
CSB Cost per Unit				
Pass Program Certification		Pass certification	Passed certification	
HUD or CoC Local Goals³				
Employment Status at Exit ³	%	20	0	No
Negative Reason for Leaving ³	%	20	0	Yes
Interim Housing Stability ³	%	81	86	Yes
Increase in Income from Entry to Exit ³	%	45	50	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$166,510	\$83,255	\$79,770
Other Funds	\$256,468	\$128,234	\$178,788
Total	\$422,978	\$211,489	\$258,558
Cost per Unit - CSB	\$5,046	\$2,523	\$2,417
Cost per Unit/month - CSB	\$420	\$420	\$403
Cost per Unit	\$12,818	\$6,409	\$7,835
Cost per Household Served - CSB	\$4,163	\$2,313	\$2,216
Cost per Successful Household Served - CSB	\$4,625	\$2,602	\$2,346
Percentage of CSB Funds	39%	39%	31%
Percentage of Leveraged Funds	61%	61%	69%

¹ Monitored but not evaluated.

² One deceased client is excluded from calculation.

³ HUD or CoC local goal.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	34	35	36	34	35	36	40
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ²	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	31	32	32	31	32	32	36
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability ²	Months	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Employment Status at Exit ²	%	20	20	20	20	20	20	20
Benefits Status at Exit ⁴	%	20	20	20	20	20	20	20
Housing Retention ²	%			5			5	5
Turnover Rate ³	%	5	5	10	5	5	10	20
Program Occupancy Rate ²	%	95	95	95	95	95	95	95
Negative Reason for Leaving ²	%			20			20	20
Interim Housing Stability ²	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ²	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² HUD or CoC local goal. If CSB funded, CSB metric applies.

³ Monitored but not evaluated.

⁴ New measure to be evaluated starting in FY14.

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: Parsons Avenue
Period: 7/1/12-12/31/12
Performance: High

A. Description

Community Housing Network’s Parsons Avenue apartments offer permanent supportive housing for men who meet the Rebuilding Lives criteria for homelessness. Twenty five apartments are provided in a building that also includes communal living and supportive services space. Eighteen of the units meet the federal chronic homeless criteria. Services include outreach, service engagement, assistance with goal planning, case management, treatment and mental health services, individual and group programming, and employment services. Based on the Stages of Change model, the environment offers low demand programming that allows residents to participate in Alcoholics Anonymous, vocational counseling, money management and life skills classes, relationship building, and social and leisure activities. Services are provided through a partnership with Southeast, Inc., while CHN provides housing and employment related services. The Southeast Service Engagement Specialist provides primary case management and mental health and chemical dependency counseling for residents not receiving these services from another agency. This staff person also coordinates individual and group programming. The CHN staff is available 24 hours a day to assist tenants as needed.

B. Performance Outcomes

Semi-Annual Trends

Measure		7/1/03	7/1/04	7/1/05	7/1/06	7/1/07	7/1/08	7/1/09	7/1/10	7/1/11
		12/31/03	12/31/04	12/31/05	12/31/06	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11
Program Capacity	#	25	25	25	25	25	25	25	25	25
Unit Capacity	#	25	25	25	25	25	25	25	25	25
Households Served	#	26	26	29	28	27	27	29	27	27
Housing Stability	Months	14	26	27	32	37	37	32	35	34
Housing Retention	%	4	4	N/A	4	0	0	0	0	0
Program Occupancy	%	96	100	97	95	96	96	92	96	96
Successful Housing Outcomes	#	N/A	N/A	28	27	26	26	26	26	26
Successful Housing Outcomes	%	N/A	N/A	97	96	100	96	93	96	96

Program Outcome Achievement 7/1/12 to 12/31/12: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	27	26	Yes
Exited Household ¹	#	N/A	2	N/A
Housing Stability ³	Months	24	29	Yes
Turnover Rate ¹	%	10	8	N/A
Successful Housing Outcomes	#	24	25	Yes
Successful Housing Outcomes ³	%	90	96	Yes
Successful Housing Exits	%	50	50	Yes
Housing Affordability at Exit ^{1, 2}	%	50	N/A	N/A
Housing Retention ³	%	5	50	No
Program Occupancy Rate ³	%	95	96	Yes
CSB Cost per Household		CSB costs consistent with budget	CSB costs consistent with budget	Yes
CSB Cost per Successful Housing Outcome				
CSB Cost per Unit				
Pass Program Certification		Pass certification	Passed certification	
HUD or CoC Local Goals³				
Employment Status at Exit ³	%	20	0	No
Negative Reason for Leaving ³	%	20	0	Yes
Interim Housing Stability ³	%	81	85	Yes
Increase in Income from Entry to Exit ³	%	45	50	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$71,047	\$35,524	\$35,349
Other Funds	\$339,457	\$169,729	\$244,710
Total	\$410,504	\$205,253	\$280,059
Cost per Unit - CSB	\$2,842	\$1,421	\$1,414
Cost per Unit/month - CSB	\$237	\$237	\$236
Cost per Unit	\$16,420	\$8,210	\$11,202
Cost per Household Served - CSB	\$2,368	\$1,316	\$1,360
Cost per Successful Household Served - CSB	\$2,631	\$1,480	\$1,414
Percentage of CSB Funds	17%	17%	13%
Percentage of Leveraged Funds	83%	83%	87%

¹ Monitored but not evaluated.

² Unable to calculate measure due to missing data.

³ HUD or CoC local goal.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	26	26	27	26	26	28	30
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ²	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	23	23	24	23	23	25	27
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability ²	Months	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Employment Status at Exit ²	%	20	20	20	20	20	20	20
Benefits Status at Exit ⁴	%	20	20	20	20	20	20	20
Housing Retention ²	%			5			5	5
Turnover Rate ³	%	5	5	10	5	5	10	20
Program Occupancy Rate ²	%	95	95	95	95	95	95	95
Negative Reason for Leaving ²	%			20			20	20
Interim Housing Stability ²	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ²	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² HUD or CoC local goal. If CSB funded, CSB metric applies.

³ Monitored but not evaluated.

⁴ New measure to be evaluated starting in FY14.

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: Rebuilding Lives PACT Team Initiative
Period: 7/1/12-12/31/12
Performance: High

A. Description

The Rebuilding Lives Pact Team Initiative (RLPTI) was one of eleven projects funded as part of the federal Collaborative Initiative to End Homelessness. RLPTI targets long-term homeless men and women with serious mental illness who may also have co-occurring substance abuse problems and/or physical illnesses or disabilities. The project includes 108 units of supportive housing, with 80 units meeting the HUD chronic homeless criteria, master leased at five sites by the Community Housing Network and 28 units provided at public housing sites operated by the Columbus Metropolitan Housing Authority (CMHA) and other locations. Southeast, Inc. provides a multi-disciplinary team of primary health care, mental health and substance abuse, benefits linkage and housing professionals that utilizes evidenced-based practices to deliver services to clients in their homes and the community. Housing provided by the Community Housing Network opened in March 2004, while the units provided by CMHA and other housing providers became available beginning in March 2005.

B. Performance Outcomes
Semi-Annual Trends

Measure		7/1/04	7/1/05	7/1/06	7/1/07	7/1/08	7/1/09	7/1/10	7/1/11
		12/31/04	12/31/05	12/31/06	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11
Program Capacity	#	80	108	108	108	108	108	108	108
Unit Capacity	#	80	108	108	108	108	108	108	108
Households Served	#	82	90	108	113	121	129	120	123
Housing Stability	Months	5	14	15	21	26	26	30	32
Housing Retention	%	2	N/A	N/A	5	1	0	14	1
Program Occupancy	%	76	72	84	87	99	97	98	99
Successful Housing Outcomes	#	N/A	85	102	97	110	118	115	111
Successful Housing Outcomes	%	N/A	108	94	87	93	92	96	90

Program Outcome Achievement 7/1/12 to 12/31/12: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	119	112	Yes
Exited Households ¹	#	N/A	9	N/A
Housing Stability ³	Months	24	36	Yes
Turnover Rate ¹	%	10	8	N/A
Successful Housing Outcomes	#	107	109	Yes
Successful Housing Outcomes ³	%	90	97	Yes
Successful Housing Exits	%	50	67	Yes
Housing Affordability at Exit ^{1,2}	%	50	100	N/A
Housing Retention ³	%	5	0	Yes
Program Occupancy Rate ³	%	95	94	Yes
CSB Cost per Household		CSB costs consistent with budget	CSB costs consistent with budget	Yes
CSB Cost per Successful Housing Outcome				
CSB Cost per Unit				
Pass Program Certification		Pass certification	Passed certification	
HUD or CoC Local Goals³				
Employment Status at Exit ³	%	20	0	No
Negative Reason for Leaving ³	%	20	11	Yes
Interim Housing Stability ³	%	81	91	Yes
Increase in Income from Entry to Exit ³	%	45	44	No

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$74,343	\$37,172	\$37,225
Other Funds	\$796,401	\$398,201	\$397,553
Total	\$870,744	\$435,372	\$434,778
Cost per Unit - CSB	\$688	\$344	\$345
Cost per Unit/month - CSB	\$57	\$57	\$57
Cost per Unit	\$8,062	\$4,031	\$4,026
Cost per Household Served - CSB	\$572	\$312	\$332
Cost per Successful Household Served - CSB	\$635	\$347	\$342
Percentage of CSB Funds	9%	9%	9%
Percentage of Leveraged Funds	91%	91%	91%

¹ Monitored but not evaluated.

² Three successfully exited households were excluded due to missing data.

³ HUD or CoC local goal.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	113	113	119	113	113	119	130
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ²	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	102	102	107	102	102	107	117
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability ²	Months	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Employment Status at Exit ²	%	20	20	20	20	20	20	20
Benefits Status at Exit ⁴	%	20	20	20	20	20	20	20
Housing Retention ²	%			5			5	5
Turnover Rate ³	%	5	5	10	5	5	10	20
Program Occupancy Rate ²	%	95	95	95	95	95	95	95
Negative Reason for Leaving ²	%			20			20	20
Interim Housing Stability ²	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ²	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² HUD or CoC local goal. If CSB funded, CSB metric applies.

³ Monitored but not evaluated.

⁴ New measure to be evaluated starting in FY14.

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: Safe Havens
Period: 7/1/12-12/31/12
Performance: High

A. Description

CHN's Safe Havens program is designed to serve dual diagnosed men and women with active addictions as well as a mental health disability and who meet Rebuilding Lives criteria for homelessness. Based on the Stages of Change model, the project provides 13 apartments that can house up to 16 eligible tenants out of which 12 must be meeting the chronic homeless eligibility criteria. In partnership with Southeast, Inc., the program offers a full range of supportive services and referrals, including counseling, case management, drug and alcohol treatment, vocational and employment services, referrals for medical and dental care, life skills training, budgeting assistance, material and emergency food assistance, assistance in accessing benefits and transportation assistance. Onsite staff orients tenants to living in a supportive housing program; assist them with housing-related issues; and provide crisis intervention, conflict resolution and daily living assistance. CHN serves as the building developer and manager.

B. Performance Outcomes

Semi-Annual Trends

Measure		7/1/05	7/1/06	7/1/07	7/1/08	7/1/09	7/1/10	7/1/11
		12/31/05	12/31/06	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11
Program Capacity	#	16	16	16	16	16	16	16
Unit Capacity	#	13	13	13	13	13	13	13
Households Served	#	17	17	17	16	17	16	18
Housing Stability	Months	33	34	43	49	44	51	50
Housing Retention	%	N/A	0	6	0	0	0	0
Program Occupancy ¹	%	83	98	115	115	115	108	108
Successful Housing Outcomes	#	17	17	15	15	17	15	16
Successful Housing Outcomes	%	100	100	94	94	100	94	94

¹ Three of the 13 units can house up to two individuals and these units are frequently but not always assigned to couples in which both partners are Rebuilding Lives eligible.

Program Outcome Achievement 7/1/12 to 12/31/12: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	17	14	No
Exited Households ¹	#	N/A	0	N/A
Housing Stability ³	Months	24	53	Yes
Turnover Rate ¹	%	10	0	N/A
Successful Housing Outcomes	#	15	14	Yes
Successful Housing Outcomes ³	%	90	100	Yes
Successful Housing Exits ²	%	50	N/A	N/A
Housing Affordability at Exit ^{1, 2}	%	50	N/A	N/A
Housing Retention ^{2, 3}	%	5	N/A	N/A
Program Occupancy Rate ³	%	95	100	Yes
Cost per Unit		Cost per unit consistent with budget	Cost per unit consistent with budget	Yes
Pass Program Certification		Pass certification	Passed certification	
HUD or CoC Local Goals³				
Employment Status at Exit ^{2, 3}	%	20	N/A	N/A
Negative Reason for Leaving ^{2, 3}	%	20	N/A	N/A
Interim Housing Stability ³	%	81	86	Yes
Increase in Income from Entry to Exit ^{2, 3}	%	45	N/A	N/A

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$0	\$0	\$0
Other Funds	\$290,703	\$145,352	\$133,272
Total	\$290,703	\$145,352	\$133,272
Cost per Unit - CSB	\$0	\$0	\$0
Cost per Unit/month	\$1,863	\$3,727	\$3,727
Cost per Unit	\$22,362	\$11,181	\$10,252
Cost per Household Served	\$16,150	\$8,550	\$9,519
Cost per Successful Household Served	\$18,169	\$9,690	\$9,519
Percentage of CSB Funds	0%	0%	0%
Percentage of Leveraged Funds	100%	100%	100%

¹ Monitored but not evaluated.

² There were no households exited from the program during the report period. Measure not calculated.

³ HUD or CoC local goal.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	16	16	17	16	16	17	18
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ²	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	14	14	15	14	14	15	16
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability ²	Months	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Employment Status at Exit ²	%	20	20	20	20	20	20	20
Benefits Status at Exit ⁴	%	20	20	20	20	20	20	20
Housing Retention ²	%			5			5	5
Turnover Rate ³	%	5	5	10	5	5	10	20
Program Occupancy Rate ²	%	95	95	95	95	95	95	95
Negative Reason for Leaving ²	%			20			20	20
Interim Housing Stability ²	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ²	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² HUD or CoC local goal. If CSB funded, CSB metric applies.

³ Monitored but not evaluated.

⁴ New measure to be evaluated starting in FY14.

Category: Permanent Supportive Housing
Agency: **Community Housing Network**
Program: **Southpoint Place**
Period: 7/1/12-12/31/12
Performance: **High**

A. Description

In partnership with Amethyst and Concord Counseling Services, CHN is offering safe, permanent supportive housing to 80 households, including 46 Rebuilding Lives households (housed in 25 of 40 studio apartments and 21 of 40 family townhouses) in a newly constructed development at 4079 Southpoint Boulevard in the Southside neighborhood of Columbus. Ten units meet the federal chronic homeless eligibility criteria. The complex also offers community living and service space. Individual apartments provide tenants with independence. 24-hour staffing and onsite supportive services (including linkages to case management and counseling) as well as individual and group activities are all designed to address individual needs and to strengthen the tenant community. The goal is to offer households the opportunity to develop and maintain stability within the framework of a supportive community. The program seeks to ensure that tenants are moved in as quickly as possible.

The project is using the centralized client referral, assessment and eligibility and unified services payment aspects of the Unified Supportive Housing System (USHS). USHS is a strategy under the Rebuilding Lives Plan.

B. Performance Outcomes

Semi-Annual Trends

Measure		7/1/08	7/1/09	7/1/10	7/1/11
		12/31/08	12/31/09	12/31/10	12/31/11
Program Capacity	#	46	46	46	46
Unit Capacity	#	80	80	80	80
Households Served	#	29	54	50	55
Housing Stability	Months	1	10	18	24
Housing Retention	%	0	0	0	0
Program Occupancy	%	13	96	98	102
Successful Housing Outcomes	#	29	47	47	52
Successful Housing Outcomes	%	100	87	94	95

Program Outcome Achievement 7/1/12 to 12/31/12: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	51	56	Yes
Exited Households ¹	#	N/A	13	N/A
Housing Stability ³	Months	20	26	Yes
Turnover Rate ¹	%	10	28	N/A
Successful Housing Outcomes	#	46	55	Yes
Successful Housing Outcomes ³	%	90	98	Yes
Successful Housing Exits	%	50	92	Yes
Housing Affordability at Exit ^{1,2}	%	50	100	N/A
Housing Retention ³	%	5	8	Yes
Program Occupancy Rate ³	%	95	96	Yes
CSB Cost per Household		CSB costs consistent with budget	CSB costs consistent with budget	Yes
CSB Cost per Successful Housing Outcome				
CSB Cost per Unit				
Pass Program Certification		Pass certification	Passed certification	
HUD or CoC Local Goals³				
Employment Status at Exit ³	%	20	8	No
Negative Reason for Leaving ³	%	20	31	No
Interim Housing Stability ³	%	81	86	Yes
Increase in Income from Entry to Exit ³	%	45	46	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$60,000	\$30,000	\$17,909
Other Funds	\$600,289	\$300,145	\$456,212
Total	\$660,289	\$330,145	\$474,121
Cost per Unit - CSB	\$1,304	\$652	\$389
Cost per Unit/month - CSB	\$109	\$109	\$65
Cost per Unit	\$14,354	\$7,177	\$10,307
Cost per Household - CSB	\$1,091	\$588	\$320
Cost per Successful Household - CSB	\$1,200	\$652	\$326
Percentage of CSB Funds	9%	9%	4%
Percentage of Leveraged Funds	91%	91%	96%

¹ Monitored but not evaluated.

² Seven successfully exited households were excluded due missing data.

³ HUD or CoC local goal.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	48	48	51	48	48	51	55
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ²	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	43	43	46	43	43	46	50
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability ²	Months	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Employment Status at Exit ²	%	20	20	20	20	20	20	20
Benefits Status at Exit ⁴	%	20	20	20	20	20	20	20
Housing Retention ²	%			5			5	5
Turnover Rate ³	%	5	5	10	5	5	10	20
Program Occupancy Rate ²	%	95	95	95	95	95	95	95
Negative Reason for Leaving ²	%			20			20	20
Interim Housing Stability ²	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ²	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² HUD or CoC local goal. If CSB funded, CSB metric applies.

³ Monitored but not evaluated.

⁴ New measure to be evaluated starting in FY14.

Category: Permanent Supportive Housing
Agency: Maryhaven
Program: Commons at Chantry
Period: 7/1/12-12/31/12
Performance: Medium

A. Description

The Commons at Chantry opened in August 2006 and is operated through a partnership between Maryhaven (supportive services) and National Church Residences (developer and property manager). The project has a total of 100 apartment units, with 60 units in multiple buildings for low-income families and 40 units in a single building for chronic homeless men and women. Fifty (50) units are for individuals and families who meet Rebuilding Lives eligibility criteria (40 single adults, 10 families). Family units include a mix of 2- and 3-bedroom townhouses. The building for single men and women is a four-story, 40-unit structure with small efficiency-style apartments, common space, office space and storage. Front desk reception services are available around the clock to help meet resident needs and monitor the facilities and grounds for safety. Reception staff are located in the single adult apartment building and available to all residents. Onsite staff members provide case management, recovery support and linkage to community services and resources. Other services include independent living and training and education, employment support, resident community development and recreational activities.

This project implemented the Move-up Pilot as part of the Unified Supportive Housing System (USHS) development. USHS is a strategy under the Rebuilding Lives Plan.

This project is using the centralized client referral, assessment and eligibility aspects of the USHS as of 7/1/2011.

B. Performance Outcomes
Semi-Annual Trends

Measure		7/1/07	7/1/08	7/1/09	7/1/10	7/1/11
		12/31/07	12/31/08	12/31/09	12/31/10	12/31/11
Program Capacity	#	50	50	50	50	50
Unit Capacity	#	50	50	50	50	50
Households Served	#	51	57	57	54	58
Housing Stability	Months	12	15	20	26	23
Housing Retention	%	0	0	0	0	0
Program Occupancy	%	96	96	98	98	94
Successful Housing Outcomes	#	50	54	53	50	52
Successful Housing Outcomes	%	98	95	93	93	90

Program Outcome Achievement 7/1/12 to 12/31/12: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	55	50	Yes
Exited Households ¹	#	N/A	2	N/A
Housing Stability ⁴	Months	22	26	Yes
Turnover Rate ¹	%	10	4	N/A
Successful Housing Outcomes	#	50	48	Yes
Successful Housing Outcomes ⁴	%	90	96	Yes
Successful Housing Exits	%	50	0	No
Housing Affordability at Exit ^{1, 2}	%	50	N/A	N/A
Housing Retention ⁴	%	5	0	Yes
Program Occupancy Rate ⁴	%	95	98	Yes
CSB Cost per Household		CSB costs consistent with budget	CSB costs not consistent with budget	No
CSB Cost per Successful Housing Outcome				
CSB Cost per Unit ³				
Pass Program Certification		Pass certification	Passed certification	
HUD or CoC Local Goals⁴				
Employment Status at Exit ⁴	%	20	0	No
Negative Reason for Leaving ⁴	%	20	100	No
Interim Housing Stability ⁴	%	81	98	Yes
Increase in Income from Entry to Exit ⁴	%	45	0	No

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$36,913	\$18,457	\$19,898
Other Funds	\$197,383	\$98,692	\$99,969
Total	\$234,296	\$117,149	\$119,867
Cost per Unit - CSB	\$738	\$369	\$398
Cost per Unit/month - CSB	\$62	\$62	\$66
Cost per Unit	\$4,686	\$2,343	\$2,397
Cost per Household Served - CSB	\$615	\$336	\$398
Cost per Successful Household Served - CSB	\$684	\$369	\$415
Percentage of CSB Funds	16%	16%	17%
Percentage of Leveraged Funds	84%	84%	83%

¹ Monitored but not evaluated.

² Not able to calculate measure due to no successful housing exits during the report period.

³ CSB cost per unit consistent with budget but the other two cost measures were not.

⁴ HUD or CoC local goal.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	52	53	55	52	53	55	60
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ²	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	47	48	50	47	48	50	54
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability ²	Months	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Employment Status at Exit ²	%	20	20	20	20	20	20	20
Benefits Status at Exit ⁴	%	20	20	20	20	20	20	20
Housing Retention ²	%			5			5	5
Turnover Rate ³	%	5	5	10	5	5	10	20
Program Occupancy Rate ²	%	95	95	95	95	95	95	95
Negative Reason for Leaving ²	%			20			20	20
Interim Housing Stability ²	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ²	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² HUD or CoC local goal. If CSB funded, CSB metric applies.

³ Monitored but not evaluated

⁴ New measure to be evaluated starting in FY14.

Category: Permanent Supportive Housing
Agency: National Church Residences
Program: Commons at Buckingham
Period: 7/1/12-12/31/12
Performance: High

A. Description

National Church Residences (NCR) provides 75 permanent supportive housing units for Rebuilding Lives eligible men and women and 25 units of supportive housing for other individuals at the Commons at Buckingham, a 100 unit apartment building that opened in July 2010. Sixteen units meet the federal chronic homeless eligibility criteria. Clients at the Commons at Buckingham are provided supportive services by NCR staff as well as various other partner agencies. Services include case management, job readiness and placement, benefits linkage and linkage to substance abuse and mental health treatment. Clients served include those with mental health, substance abuse and/or physical disabilities. Housing subsidies are provided through a partnership with the Columbus Metropolitan Housing Authority.

The project is using the centralized client referral, assessment and eligibility aspects of the Unified Supportive Housing System (USHS). USHS is a strategy under the Rebuilding Lives Plan.

B. Performance Outcomes

Semi-Annual Trends

Measure		7/1/10	7/1/11
		12/31/10	12/31/11
Program Capacity	#	75	75
Unit Capacity	#	100	100
Households Served	#	77	93
Housing Stability	Months	5	13
Housing Retention	%	0	0
Program Occupancy	%	80	97
Successful Housing Outcomes	#	75	87
Successful Housing Outcomes	%	97	94

Program Outcome Achievement 7/1/12 to 12/31/12: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	82	82	Yes
Exited Households ¹	#	N/A	7	N/A
Housing Stability ³	Months	12	21	Yes
Turnover Rate ¹	%	10	9	N/A
Successful Housing Outcomes	#	74	78	Yes
Successful Housing Outcomes ³	%	90	95	Yes
Successful Housing Exits	%	50	50	Yes
Housing Affordability at Exit ^{1, 2}	%	50	100	N/A
Housing Retention ³	%	5	0	Yes
Program Occupancy Rate ³	%	95	99	Yes
CSB Cost per Household		CSB costs per consistent with budget	CSB costs per consistent with budget	Yes
CSB Cost per Successful Housing Outcome				
CSB Cost per Unit				
Pass Program Certification		Pass certification	Passed certification	
HUD or CoC Local Goals³				
Employment Status at Exit ³	%	20	0	No
Negative Reason for Leaving ³	%	20	14	Yes
Interim Housing Stability ³	%	81	90	Yes
Increase in Income from Entry to Exit ³	%	45	57	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$115,208	\$57,604	\$8,566
Other Funds	\$535,107	\$267,554	\$273,517
Total	\$650,315	\$325,158	\$282,083
Cost per Unit - CSB	\$1,536	\$768	\$114
Cost per Unit/month - CSB	\$128	\$128	\$19
Cost per Unit	\$8,671	\$4,335	\$3,761
Cost per Household Served - CSB	\$1,280	\$702	\$104
Cost per Successful Household Served - CSB	\$1,422	\$778	\$110
Percentage of CSB Funds	18%	18%	3%
Percentage of Leveraged Funds	82%	82%	97%

¹ Monitored but not evaluated.

² One successfully exited household was excluded due to missing data.

³ HUD or CoC local goal.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	79	79	82	79	79	83	90
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ²	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	71	71	74	71	71	75	81
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability ²	Months	19	19	19	19	19	19	19
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Employment Status at Exit ²	%	20	20	20	20	20	20	20
Benefits Status at Exit ⁴	%	20	20	20	20	20	20	20
Housing Retention ²	%			5			5	5
Turnover Rate ³	%	5	5	10	5	5	10	20
Program Occupancy Rate ²	%	95	95	95	95	95	95	95
Negative Reason for Leaving ²	%			20			20	20
Interim Housing Stability ²	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ²	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² HUD or CoC local goal. If CSB funded, CSB metric applies.

³ Monitored but not evaluated.

⁴ New measure to be evaluated starting in FY14.

Category: Permanent Supportive Housing
Agency: National Church Residences
Program: Commons at Grant
Period: 7/1/12-12/31/12
Performance: High

A. Description

National Church Residences (NCR) provides 50 permanent supportive housing units for Rebuilding Lives and chronic homeless eligible men and women and 50 units of supportive housing for other individuals at the Commons at Grant, a 100 unit apartment building that opened in 2003. Clients at the Commons at Grant are provided supportive services by NCR staff as well as various other partner agencies. Services include case management, job readiness and placement, benefits linkage and linkage to substance abuse and mental health treatment. Onsite facilities include a resource center with computers and materials for residents, a classroom and multiple meeting rooms for both residents and staff. Clients served include those with mental health, substance abuse and/or physical disabilities. Housing subsidies are provided through a partnership with the Columbus Metropolitan Housing Authority.

B. Performance Outcomes
Semi-Annual Trends

Measure		7/1/03	7/1/04	7/1/05	7/1/06	7/1/07	7/1/08	7/1/09	7/1/10	7/1/11
		12/31/03	12/31/04	12/31/05	12/31/06	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11
Program Capacity	#	50	50	50	50	50	50	50	50	50
Unit Capacity	#	100	100	100	100	100	100	100	100	100
Households Served	#	51	55	57	58	52	57	58	52	55
Housing Stability	Months	4	14	22	26	32	33	38	42	46
Housing Retention	%	2	6	N/A	2	0	0	0	0	0
Program Occupancy	%	60	100	97	100	100	100	100	100	100
Successful Housing Outcomes	#	N/A	N/A	54	57	51	55	56	51	52
Successful Housing Outcomes	%	N/A	N/A	95	98	98	96	97	98	95

Program Outcome Achievement 7/1/12 to 12/31/12: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	55	52	Yes
Exited Households ¹	#	N/A	2	N/A
Housing Stability ³	Months	24	52	Yes
Turnover Rate ¹	%	10	4	N/A
Successful Housing Outcomes	#	50	50	Yes
Successful Housing Outcomes ³	%	90	96	Yes
Successful Housing Exits	%	50	0	No
Housing Affordability at Exit ^{1,2}	%	50	N/A	N/A
Housing Retention ³	%	5	50	No
Program Occupancy Rate ³	%	95	100	Yes
CSB Cost per Household		CSB costs consistent with budget	CSB costs consistent with budget	Yes
CSB Cost per Successful Housing Outcome				
CSB Cost per Unit				
Pass Program Certification		Pass certification	Passed certification	
HUD or CoC Local Goals³				
Employment Status at Exit ³	%	20	50	Yes
Negative Reason for Leaving ³	%	20	0	Yes
Interim Housing Stability ³	%	81	94	Yes
Increase in Income from Entry to Exit ³	%	45	50	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$75,763	\$37,882	\$31,686
Other Funds	\$575,301	\$287,651	\$308,562
Total	\$651,064	\$325,533	\$340,248
Cost per Unit - CSB	\$1,515	\$758	\$634
Cost per Unit/month - CSB	\$126	\$126	\$106
Cost per Unit	\$13,021	\$6,511	\$6,805
Cost per Household Served - CSB	\$1,263	\$689	\$609
Cost per Successful Household Served - CSB	\$1,403	\$758	\$634
Percentage of CSB Funds	12%	12%	9%
Percentage of Leveraged Funds	88%	88%	91%

¹ Monitored but not evaluated.

² Not calculated as there were no successful housing exits.

³ HUD or CoC local goal.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	52	53	55	52	53	55	60
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ²	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	47	48	50	47	48	50	54
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability ²	Months	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Employment Status at Exit ²	%	20	20	20	20	20	20	20
Benefits Status at Exit ⁴	%	20	20	20	20	20	20	20
Housing Retention ²	%			5			5	5
Turnover Rate ³	%	5	5	10	5	5	10	20
Program Occupancy Rate ²	%	95	95	95	95	95	95	95
Negative Reason for Leaving ²	%			20			20	20
Interim Housing Stability ²	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ²	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² HUD or CoC local goal. If CSB funded, CSB metric applies.

³ Monitored but not evaluated.

⁴ New measure to be evaluated starting in FY14.

Category: Permanent Supportive Housing
Agency: National Church Residences
Program: Commons at Livingston 1
Period: 7/1/12-12/31/12
Performance: High

A. Description

National Church Residences (NCR) provides 25 permanent supportive housing units for Rebuilding Lives eligible men and women who are also veterans and 25 units of supportive housing for other veterans at the Commons at Livingston 1, a 50 unit apartment building that opened in July 2011. Clients at the Commons at Livingston are provided supportive services by NCR staff as well as various other partner agencies. Services include case management, job readiness and placement, benefits linkage and linkage to substance abuse and mental health treatment. Clients served include those with mental health, substance abuse and/or physical disabilities. Housing subsidies are provided through a partnership with the Columbus Metropolitan Housing Authority.

The project is using the centralized client referral, assessment and eligibility aspects of the Unified Supportive Housing System (USHS). USHS is a strategy under the Rebuilding Lives Plan.

B. Performance Outcomes

Semi-Annual Trends

Measure		7/1/11
		12/31/11
Program Capacity	#	25
Unit Capacity	#	50
Households Served	#	25
Housing Stability	Months	6
Housing Retention	%	N/A
Program Occupancy	%	92
Successful Housing Outcomes	#	25
Successful Housing Outcomes	%	100

Program Outcome Achievement 7/1/12 to 12/31/12: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	28	26	Yes
Exited Households ¹	#	N/A	1	N/A
Housing Stability ²	Months	6	16	Yes
Turnover Rate ¹	%	10	4	N/A
Successful Housing Outcomes	#	25	26	Yes
Successful Housing Outcomes ²	%	90	100	Yes
Successful Housing Exits ²	%	50	100	Yes
Housing Affordability at Exit ¹	%	50	100	N/A
Housing Retention ²	%	5	0	Yes
Program Occupancy Rate ²	%	95	96	Yes
CSB Cost per Household		CSB costs consistent with budget	CSB costs consistent with budget	Yes
CSB Cost per Successful Housing Outcome				
CSB Cost per Unit				
Pass Program Certification		Pass certification	Passed certification	
HUD or CoC Local Goals²				
Employment Status at Exit ²	%	20	100	Yes
Negative Reason for Leaving ²	%	20	0	Yes
Interim Housing Stability ²	%	81	92	Yes
Increase in Income from Entry to Exit ²	%	45	100	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$60,561	\$30,281	\$13,936
Other Funds	\$181,255	\$90,628	\$55,300
Total	\$241,816	\$120,909	\$69,236
Cost per Unit - CSB	\$2,422	\$1,211	\$557
Cost per Unit/month - CSB	\$202	\$202	\$93
Cost per Unit	\$9,673	\$4,836	\$2,769
Cost per Household Served - CSB	\$2,019	\$1,081	\$536
Cost per Successful Household Served - CSB	\$2,243	\$1,211	\$536
Percentage of CSB Funds	25%	25%	20%
Percentage of Leveraged Funds	75%	75%	80%

¹ Monitored but not evaluated.

² HUD or CoC local goal.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	26	26	28	26	26	28	30
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ²	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	23	23	25	23	23	25	27
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability ²	Months	14	14	14	14	14	14	14
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Employment Status at Exit ²	%	20	20	20	20	20	20	20
Benefits Status at Exit ⁴	%	20	20	20	20	20	20	20
Housing Retention ²	%			5			5	5
Turnover Rate ³	%	5	5	10	5	5	10	20
Program Occupancy Rate ²	%	95	95	95	95	95	95	95
Negative Reason for Leaving ²	%			20			20	20
Interim Housing Stability ²	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ²	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² HUD or CoC local goal. If CSB funded, CSB metric applies.

³ Monitored but not evaluated

⁴ New measure to be evaluated starting in FY14.

Category: Permanent Supportive Housing
Agency: National Church Residences
Program: Commons at Livingston 2
Period: 7/1/12-12/31/12
Performance: N/A¹

A. Description

National Church Residences (NCR) will provide 35 permanent supportive housing units for Rebuilding Lives eligible men and women who are also veterans and chronic homeless and 15 units of supportive housing for other veterans at the Commons at Livingston 2, a 50 unit apartment building that is scheduled to open in late fall 2013. If eligible veterans are not able to be located for the units, NCR will utilize the units for non-veterans. Clients at the Commons at Livingston are provided supportive services by NCR staff as well as various other partner agencies. Services include case management, job readiness and placement, benefits linkage and linkage to substance abuse and mental health treatment. Clients served include those with mental health, substance abuse and/or physical disabilities. Housing subsidies are provided through a partnership with the Columbus Metropolitan Housing Authority.

The project will be using the centralized client referral, assessment and eligibility aspects of the Unified Supportive Housing System (USHS). USHS is a strategy under the Rebuilding Lives Plan.

¹ Program too new to be rated.

B. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	N/A	N/A	N/A	35	35	35	35
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ²	%	N/A	N/A	N/A	90	90	90	90
Successful Housing Outcomes	#	N/A	N/A	N/A	32	32	32	32
Successful Housing Exits	%	N/A	N/A	N/A	N/A	50	50	50
Housing Stability ²	Months	N/A	N/A	N/A	N/A	2	2	2
Housing Affordability at Exit ³	%	N/A	N/A	N/A	N/A	50	50	50
Employment Status at Exit ²	%	N/A	N/A	N/A	N/A	20	20	20
Benefits Status at Exit ⁴	%	N/A	N/A	N/A	N/A	20	20	20
Housing Retention ²	%			N/A			5	5
Turnover Rate ³	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Program Occupancy Rate ²	%	N/A	N/A	N/A	95	95	95	95
Negative Reason for Leaving ²	%			N/A			20	20
Interim Housing Stability ²	%	N/A	N/A	N/A	N/A	81	81	81
Increase in Income from Entry to Exit ²	%	N/A	N/A	N/A	N/A	45	45	45

¹ Programs serving Critical Access to Housing clients.

² HUD or CoC local goal. If CSB funded, CSB metric applies.

³ Monitored but not evaluated.

⁴ New measure to be evaluated starting in FY14.

Category: Permanent Supportive Housing
Agency: National Church Residences
Program: Commons at Third
Period: 7/1/12-12/31/12
Performance: High

A. Description

National Church Residences (NCR) provides 60 permanent supportive housing units for Rebuilding Lives eligible men and women and 40 units of supportive housing for other individuals at the Commons at Third, a 100 unit apartment building that opened in June 2012. Twelve units meet the federal chronic homeless eligibility criteria. Clients at the Commons at Third will be provided supportive services by NCR staff and Goodwill Columbus, as well as various other partner agencies. Services include case management, job readiness and placement, benefits linkage and linkage to substance abuse and mental health treatment. Clients served include those with mental health, substance abuse and/or physical disabilities. Housing subsidies are provided through a partnership with the Columbus Metropolitan Housing Authority.

The project will use the centralized client referral, assessment and eligibility aspects of the Unified Supportive Housing System (USHS). USHS is a strategy under the Rebuilding Lives Plan.

B. Performance Outcomes

Program Outcome Achievement 7/1/12 to 12/31/12: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	60	71	Yes
Exited Households ¹	#	N/A	4	N/A
Housing Stability ³	Months	N/A	5	N/A
Turnover Rate ¹	%	N/A	7	N/A
Successful Housing Outcomes	#	54	68	Yes
Successful Housing Outcomes ³	%	90	96	Yes
Successful Housing Exits	%	50	25	No
Housing Affordability at Exit ^{1, 2}	%	N/A	N/A	N/A
Housing Retention ³	%	N/A	50	N/A
Program Occupancy Rate ³	%	N/A	93	N/A
CSB Cost per Household		CSB costs consistent with budget	CSB costs consistent with budget	Yes
CSB Cost per Successful Housing Outcome				
CSB Cost per Unit				
Pass Program Certification		Pass certification	Passed certification	
HUD or CoC Local Goals³				
Employment Status at Exit ³	%	N/A	0	N/A
Negative Reason for Leaving ³	%	N/A	25	N/A
Interim Housing Stability ^{3, 4}	%	N/A	N/A	N/A
Increase in Income from Entry to Exit ³	%	N/A	0	N/A

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$51,000	\$25,500	\$16,931
Other Funds	\$450,671	\$225,336	\$255,047
Total	\$501,671	\$250,836	\$271,978
Cost per Unit - CSB	\$850	\$425	\$282
Cost per Unit/month - CSB	\$71	\$71	\$47
Cost per Unit	\$8,361	\$4,181	\$4,533
Cost per Household Served - CSB	\$708	\$425	\$238
Cost per Successful Household Served - CSB	\$797	\$472	\$249
Percentage of CSB Funds	10%	10%	6%
Percentage of Leveraged Funds	90%	90%	94%

¹ Monitored but not evaluated.

² Unable to calculate measure due to missing data.

³ HUD or CoC local goal.

⁴ Program too new, not able to calculate measure.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	63	63	66	63	63	66	72
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ²	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	57	57	59	57	57	59	64
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability ²	Months	6	6	6	9	9	9	9
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Employment Status at Exit ²	%	20	20	20	20	20	20	20
Benefits Status at Exit ⁴	%	20	20	20	20	20	20	20
Housing Retention ²	%			5			5	5
Turnover Rate ³	%	5	5	10	5	5	10	20
Program Occupancy Rate ²	%	95	95	95	95	95	95	95
Negative Reason for Leaving ²	%			20			20	20
Interim Housing Stability ²	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ²	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² HUD or CoC local goal. If CSB funded, CSB metric applies.

³ Monitored but not evaluated.

⁴ New measure to be evaluated starting in FY14.

Category: Permanent Supportive Housing
Agency: Southeast, Inc.
Program: Scattered Sites (including RL Leasing project)
Period: 7/1/12-12/31/12
Performance: High

A. Description

The Southeast, Inc. Scattered Sites Supportive Housing Program provides permanent supportive housing for 120 men, women and couples who meet Rebuilding Lives criteria for homelessness. Clients served include those with mental illness and chemical dependency issues. Clients are housed in privately-owned single bedroom or efficiency apartments located throughout Franklin County. Three program staff provides supportive services to help clients sustain housing through case management, crisis intervention, linkage with community services and other services provided through Southeast, Inc., assisting clients with learning daily living skills, assisting with benefit enrollment, transporting clients to essential activities (e.g. doctor’s appointment), monitoring clients’ apartments and other services.

In FY2008, Southeast expanded the Scattered Site Supportive Housing Program by 15 units as part of the Critical Access to Housing (CAH) initiative. This expansion allowed to rapidly house individuals and couples experiencing street homelessness in supportive housing designed to ensure long-term housing stability. In FY2010, Southeast expanded by 30 units as part of the HUD Samaritan bonus funding for 2008. The 30 units are occupied by single individuals who meet the HUD chronic homeless eligibility criteria.

The project is using the centralized client referral, assessment and eligibility aspects of the Unified Supportive Housing System (USHS). USHS is a strategy under the Rebuilding Lives Plan.

B. Performance Outcomes

Semi-Annual Trends

Measure		7/1/01	7/1/02	7/1/03	7/1/04	7/1/05	7/1/06	7/1/07	7/1/08	7/1/09	7/1/10	7/1/11
		12/31/01	12/31/02	12/31/03	12/31/04	12/31/05	12/31/06	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11
Program Capacity	#	30	30	60	60	75	75	90	90	90	120	120
Unit Capacity	#	30	30	60	60	75	75	90	90	90	120	120
Households Served	#	22	32	52	84	91	N/A ¹	94	115	98	123	126
Housing Stability	Months	Unavailable	13	15	18	26	N/A ¹	26	27	37	37	42
Housing Retention	%	9	0	0	0	N/A	N/A ¹	0	0	0	0	0
Program Occupancy	%	>90	N/A	85	133	111	N/A ¹	96	113	114	93	95
Successful Housing Outcomes	#	N/A	N/A	N/A	N/A	86	82	94	106	92	115	116
Successful Housing Outcomes	%	N/A	N/A	N/A	N/A	95	88	100	92	94	93	92

¹ For FY2007 CSB was unable to present reliable data for this program due to insufficient documentation of tenants’ living situation prior to entering Southeast.

Program Outcome Achievement 7/1/12 to 12/31/12: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	132	131	Yes
CAH Clients Served	#	17	72	Yes
Exited Households ¹	#	N/A	13	N/A
Housing Stability ⁴	Months	24	46	Yes
Turnover Rate ¹	%	10	11	N/A
Successful Housing Outcomes	#	119	120	Yes
Successful Housing Outcomes ^{2, 4}	%	90	94	Yes
Successful Housing Exits ²	%	50	20	No
Housing Affordability at Exit ^{1, 3}	%	50	0	N/A
Housing Retention ⁴	%	5	8	Yes
Program Occupancy Rate ⁴	%	95	98	Yes
CSB Cost per Household		CSB costs consistent with budget	CSB costs not consistent with budget	No
CSB Cost per Successful Housing Outcome				
CSB Cost per Unit				
Pass Program Certification		Pass certification	Passed certification	
HUD or CoC Local Goals⁴				
Employment Status at Exit ⁴	%	20	15	No
Negative Reason for Leaving ⁴	%	20	0	Yes
Interim Housing Stability ⁴	%	81	89	Yes
Increase in Income from Entry to Exit ⁴	%	45	54	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$478,797	\$239,399	\$284,713
Other Funds	\$411,158	\$205,579	\$181,421
Total	\$889,955	\$444,978	\$466,134
Cost per Unit - CSB	\$3,990	\$1,995	\$2,373
Cost per Unit/month - CSB	\$332	\$332	\$396
Cost per Unit	\$7,416	\$3,708	\$3,884
Cost per Household Served - CSB	\$3,325	\$1,814	\$2,173
Cost per Successful Household Served - CSB	\$3,683	\$2,012	\$2,373
Percentage of CSB Funds	54%	54%	61%
Percentage of Leveraged Funds	46%	46%	39%

¹ Monitored but not evaluated.

² Three deceased clients were excluded from the calculation.

³ One successfully exited household was excluded due to missing data.

⁴ HUD or CoC local goal.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	126	126	132	126	126	132	144
CAH Households Served ¹	#	16	16	17	16	16	17	18
Successful Housing Outcomes ²	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	113	113	119	113	113	119	130
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability ²	Months	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Employment Status at Exit ²	%	20	20	20	20	20	20	20
Benefits Status at Exit ⁴	%	20	20	20	20	20	20	20
Housing Retention ²	%			5			5	5
Turnover Rate ³	%	5	5	10	5	5	10	20
Program Occupancy Rate ²	%	95	95	95	95	95	95	95
Negative Reason for Leaving ²	%			20			20	20
Interim Housing Stability ²	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ²	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² HUD or CoC local goal. If CSB funded, CSB metric applies.

³ Monitored but not evaluated.

⁴ New measure to be evaluated starting in FY14.

Category: Permanent Supportive Housing
Agency: YMCA
Program: 40 West Long Street
Period: 7/1/12-12/31/12
Performance: High

A. Description

The YMCA provides 105 units of permanent supportive housing to men who meet Rebuilding Lives criteria for homelessness and who have one or more disabilities, including mental health, substance abuse and developmental delays. YMCA staff provides basic skill building and self-care programming, such as hygiene and housekeeping. Case managers assess the needs of each client and make appropriate referrals to mental health, substance abuse treatment and other needed community services. The YMCA partners with a variety of other agencies to provide food service, medical care and other services to residents. The YMCA building contains 403 single room occupancy (SRO) apartments for male residents, as well as staff offices, a front desk and a lounge area for residents. The program expanded by 25 units (from 70 to 95) in the fall of 2006 as part of the Critical Access to Housing (CAH) initiative to engage and rapidly house persons experiencing street homelessness. An additional 10 units for CAH were added in January of 2008.

This project implemented the Move-up Pilot as part of the USHS development. USHS is a strategy under the Rebuilding Lives Plan.

As of 1/1/2011, the project is using the centralized client referral, assessment and eligibility aspects of the Unified Supportive Housing System (USHS).

B. Performance Outcomes Semi-Annual Trends

Measure		1/1/02	7/1/02	7/1/03	7/1/04	7/1/05	7/1/06	7/1/07	7/1/08	7/1/09	7/1/10	7/1/11
		6/30/02	12/31/02	12/31/03	12/31/04	12/31/05	12/31/06	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11
Program Capacity	#	25	25	65	70	70	70	95	105	105	105	105
Unit Capacity	#	403	403	403	403	403	403	403	403	403	403	403
Households Served	#	26	40	91	109	105	104	111	131	123	125	115
Housing Stability	Months	3	5	9	10	14	15	21	22	27	31	31
Housing Retention	%	8	8	16	5	N/A	1	2	3	0	0	0
Program Occupancy	%	99	116	108	113	101	78	111	99	99	99	99
Successful Housing Outcomes	#	N/A	N/A	N/A	N/A	89	94	104	129	115	117	111
Successful Housing Outcomes	%	N/A	N/A	N/A	N/A	85	90	94	98	94	94	97

Program Outcome Achievement 7/1/12 to 12/31/12: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	116	113	Yes
CAH Households Served ¹	#	38	51	Yes
Exited Households ²	#	N/A	12	N/A
Housing Stability ⁴	Months	24	36	Yes
Turnover Rate ²	%	10	11	N/A
Successful Housing Outcomes	#	104	108	Yes
Successful Housing Outcomes ⁴	%	90	96	Yes
Successful Housing Exits	%	50	58	Yes
Housing Affordability at Exit ^{2, 3}	%	50	80	N/A
Housing Retention ⁴	%	5	8	Yes
Program Occupancy Rate ⁴	%	95	97	Yes
CSB Cost per Household		CSB costs consistent with budget	CSB costs consistent with budget	Yes
CSB Cost per Successful Housing Outcome				
CSB Cost per Unit				
Pass Program Certification		Pass certification	Passed certification	
HUD or CoC Local Goals⁴				
Employment Status at Exit ⁴	%	20	0	No
Negative Reason for Leaving ⁴	%	20	25	Yes
Interim Housing Stability ⁴	%	81	89	Yes
Increase in Income from Entry to Exit ⁴	%	45	8	No

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$630,045	\$315,023	\$297,974
Other Funds	\$190,559	\$95,280	\$180,600
Total	\$820,604	\$410,303	\$478,574
Cost per Unit - CSB	\$6,000	\$3,000	\$2,838
Cost per Unit/month - CSB	\$500	\$500	\$473
Cost per Unit	\$7,815	\$3,908	\$4,558
Cost per Household Served - CSB	\$5,000	\$2,716	\$2,637
Cost per Successful Household Served - CSB	\$5,576	\$3,029	\$2,759
Percentage of CSB Funds	77%	77%	62%
Percentage of Leveraged Funds	23%	23%	38%

¹ Programs serving Critical access to Housing clients.

² Monitored but not evaluated.

³ Two successfully exited households were excluded due to missing data.

⁴ HUD or CoC local goal.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	110	110	116	110	110	116	136
CAH Households Served ¹	#	37	37	38	37	37	39	42
Successful Housing Outcomes ²	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	99	99	104	99	99	104	113
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability ²	Months	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Employment Status at Exit ²	%	20	20	20	20	20	20	20
Benefits Status at Exit ⁴	%	20	20	20	20	20	20	20
Housing Retention ²	%			5			5	5
Turnover Rate ³	%	5	5	10	5	5	10	20
Program Occupancy Rate ²	%	95	95	95	95	95	95	95
Negative Reason for Leaving ²	%			20			20	20
Interim Housing Stability ²	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ²	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² HUD or CoC local goal. If CSB funded, CSB metric applies.

³ Monitored but not evaluated.

⁴ New measure to be evaluated starting in FY14.

Category: Permanent Supportive Housing
Agency: YMCA
Program: 40 West Long Street Expansion
Period: 7/1/12-12/31/12
Performance: N/A¹

A. Description

The YMCA will provide 38 units of permanent supportive housing to men who meet Rebuilding Lives criteria for homelessness and who have one or more disabilities, including mental health, substance abuse and developmental delays. The expansion project is scheduled to open in June 2013. YMCA staff will provide basic skill building and self-care programming, such as hygiene and housekeeping. Case managers assess the needs of each client and make appropriate referrals to mental health, substance abuse treatment and other needed community services. The YMCA partners with a variety of other agencies to provide food service, medical care and other services to residents. The YMCA building contains 403 single room occupancy (SRO) apartments for male residents, as well as staff offices, a front desk and a lounge area for residents.

The project is using the centralized client referral, assessment and eligibility aspects of the Unified Supportive Housing System (USHS). USHS is a strategy under the Rebuilding Lives Plan.

¹ Program too new to be rated.

B. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	28	40	42	40	40	42	46
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ²	%	N/A	90	90	90	90	90	90
Successful Housing Outcomes	#	N/A	36	38	36	36	38	41
Successful Housing Exits	%	N/A	50	50	50	50	50	50
Housing Stability ²	Months	N/A	2	2	6	6	6	6
Housing Affordability at Exit ³	%	N/A	50	50	50	50	50	50
Employment Status at Exit ²	%	N/A	20	20	20	20	20	20
Benefits Status at Exit ⁴	%	N/A	20	20	20	20	20	20
Housing Retention ²	%			5			5	5
Turnover Rate ³	%	N/A	5	10	5	5	10	20
Program Occupancy Rate ²	%	N/A	100	100	100	100	100	100
Negative Reason for Leaving ²	%			20			20	20
Interim Housing Stability ²	%	N/A	N/A	N/A	81	81	81	81
Increase in Income from Entry to Exit ²	%	N/A	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² HUD or CoC local goal. If CSB funded, CSB metric applies.

³ Monitored but not evaluated.

⁴ New measure to be evaluated starting in FY14.

Category: Permanent Supportive Housing
Agency: YMCA
Program: Sunshine Terrace
Period: 7/1/12-12/31/12
Performance: High

A. Description

The YMCA, in partnership with the Columbus Metropolitan Housing Authority (CMHA) and the Columbus Neighborhood Health Center (CNHC), provides 75 units of permanent supportive housing at CMHA’s Sunshine Terrace apartments for men and women who meet Rebuilding Lives criteria for homelessness. The YMCA provides tenants with access to various supportive services, including case management, crisis intervention, support groups, conflict resolution and mediation, psychiatric services, recovery readiness services, daily living skills assistance, physical/occupational/medical services, recreational/socialization opportunities, personal money management, legal assistance/tenant rights education, transportation and food/nutritional services. CNHC provides onsite preventive health and nursing services. An onsite Employment Resource Center provides access to self-help supports to enable residents to quickly access housing, employment and community services. In FY2009, YMCA Sunshine Terrace expanded by 10 units as part of the Critical Access to Housing (CAH) initiative.

As of 1/1/2011, the project is using the centralized client referral, assessment and eligibility aspects of the Unified Supportive Housing System (USHS). USHS is a strategy under the Rebuilding Lives Plan.

Sunshine Terrace will be replaced in January 2014 with Franklin Station, a new CMHA housing project in final stages of development.

B. Performance Outcomes
Semi-Annual Trends

Measure		1/1/02	7/1/02	7/1/03	7/1/04	7/1/05	7/1/06	7/1/07	7/1/08	7/1/09	7/1/10	7/1/11
		6/30/02	12/31/02	12/31/03	12/31/04	12/31/05	12/31/06	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11
Program Capacity	#	50	65	65	65	65	65	65	75	75	75	75
Unit Capacity	#	195	195	195	195	195	195	195	195	195	195	195
Households Served	#	50	69	67	71	73	75	69	86	85	87	78
Housing Stability	Months	8	10	19	24	27	30	36	33	38	40	46
Housing Retention	%	2	0	9	2	N/A	1	3	1	8	0	0
Program Occupancy	%	97	N/A	101	100	96	97	94	95	99	99	96
Successful Housing Outcomes	#	N/A	N/A	N/A	N/A	66	73	65	86	80	84	75
Successful Housing Outcomes	%	N/A	N/A	N/A	N/A	90	97	94	100	98	97	96

Program Outcome Achievement 7/1/12 to 12/31/12: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	83	79	Yes
CAH Households Served ¹	#	11	17	Yes
Exited Households ²	#	N/A	5	N/A
Housing Stability ⁴	Months	24	51	Yes
Turnover Rate ²	%	10	7	N/A
Successful Housing Outcomes	#	75	77	Yes
Successful Housing Outcomes ^{3,4}	%	90	99	Yes
Successful Housing Exits ³	%	50	75	Yes
Housing Affordability at Exit ²	%	50	100	N/A
Housing Retention ⁴	%	5	0	Yes
Program Occupancy Rate ⁴	%	95	99	Yes
CSB Cost per Household		CSB costs consistent with budget	CSB costs consistent with budget	Yes
CSB Cost per Successful Housing Outcome				
CSB Cost per Unit				
Pass Program Certification		Pass certification	Passed certification	
HUD or CoC Local Goals⁴				
Employment Status at Exit ⁴	%	20	0	No
Negative Reason for Leaving ⁴	%	20	0	Yes
Interim Housing Stability ⁴	%	81	95	Yes
Increase in Income from Entry to Exit ⁴	%	45	0	No

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$373,579	\$186,790	\$176,143
Other Funds	\$418,655	\$209,328	\$204,221
Total	\$792,234	\$396,118	\$380,364
Cost per Unit - CSB	\$4,981	\$2,491	\$2,349
Cost per Unit/month - CSB	\$415	\$415	\$391
Cost per Unit	\$10,563	\$5,282	\$5,072
Cost per Household Served - CSB	\$4,151	\$2,250	\$2,230
Cost per Successful Household Served - CSB	\$4,344	\$2,491	\$2,288
Percentage of CSB Funds	47%	47%	46%
Percentage of Leveraged Funds	53%	53%	54%

¹ Program serving Critical Access to Housing clients.

² Monitored but not evaluated.

³ One deceased client was excluded from calculation.

⁴ HUD or CoC local goal.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	79	79	83	79	79	83	90
CAH Households Served ¹	#	10	11	11	10	11	11	13
Successful Housing Outcomes ²	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	71	71	75	71	71	75	81
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability ²	Months	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Employment Status at Exit ²	%	20	20	20	20	20	20	20
Benefits Status at Exit ⁴	%	20	20	20	20	20	20	20
Housing Retention ²	%			5			5	5
Turnover Rate ³	%	5	5	10	5	5	10	20
Program Occupancy Rate ²	%	95	95	95	95	95	95	95
Negative Reason for Leaving ²	%			20			20	20
Interim Housing Stability ²	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ²	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² HUD or CoC local goal. If CSB funded, CSB metric applies.

³ Monitored but not evaluated.

⁴ New measure to be evaluated starting in FY14.

Category: Permanent Supportive Housing
Agency: YWCA
Program: WINGS
Period: 7/1/12-12/31/12
Performance: Medium

A. Description

The YWCA WINGS program provides permanent supportive housing for 69 homeless women who have a serious mental illness. Fourteen of these meeting the federal chronic homeless definition. Single room occupancy (SRO) units with shared bathrooms are provided. WINGS offers case management, housing and employment assistance, referrals to medical, mental health and substance abuse treatment programs, as well as linkages to other community resources. Onsite substance abuse services are provided through a partnership with Amethyst. Although the program does not provide daily meals to its clients, it does house a food pantry through the Mid-Ohio Food Bank that women may access. The YWCA was awarded additional funding from HUD in 2005 in order to expand WINGS by 16 units in FY2006. Also in FY2006, the YWCA merged their 25 Rental Assistance units with the WINGS units for a total permanent supportive housing capacity of 69 units.

This project implemented the Move-up Pilot as part of the USHS development. USHS is a strategy under the Rebuilding Lives Plan.

As of 1/1/2011, the project is using the centralized client referral, assessment and eligibility aspects of the Unified Supportive Housing System (USHS).

B. Performance Outcomes

Semi-Annual Trends (as Transitional Housing program)

Measure		10/1/98	4/1/99	10/1/99	4/1/00	10/1/00	4/1/01	4/1/02	7/1/03
		3/31/99	09/30/99	3/31/00	9/30/00	3/31/01	9/30/01	9/30/02	12/31/03
Households Served	#	36	32	30	37	35	40	33	47
Successful Housing Outcomes	#	8	5	4	7	4	9	4	14
Successful Housing Outcomes	%	62	71	44	54	57	69	57	73
Average Length of Stay	Days	119	144	141	105	139	120	236	199
Recidivism	%	3	0	7	0	0	0	0	0

Semi-Annual Trends (as Permanent Supportive Housing program)

Measure		7/1/04	7/1/05	7/1/06	7/1/07	7/1/08	7/1/09	7/1/10	7/1/11
		12/31/04	12/31/05	12/31/06	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11
Program Capacity	#	28	69	69	69	69	69	69	69
Unit Capacity	#	102	102	102	102	102	102	102	102
Households Served	#	34	69	78	81	82	83	78	71
Housing Stability	Months	8	14	18	23	27	27	30	27
Housing Retention	%	0	N/A	0	1	0	0	0	0
Program Occupancy	%	100	80	94	97	97	97	96	88
Successful Housing Outcomes	#	N/A	64	75	79	80	80	74	68
Successful Housing Outcomes	%	N/A	93	96	98	98	96	95	96

Program Outcome Achievement 7/1/12 to 12/31/12: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	76	85	Yes
Exited Households ¹	#	N/A	18	N/A
Housing Stability ⁵	Months	24	26	Yes
Turnover Rate ¹	%	10	26	N/A
Successful Housing Outcomes	#	68	77	Yes
Successful Housing Outcomes ^{2, 5}	%	90	92	Yes
Successful Housing Exits ²	%	50	59	Yes
Housing Affordability at Exit ^{1,3}	%	50	83	N/A
Housing Retention ⁵	%	5	0	Yes
Program Occupancy Rate ^{4, 5}	%	95	88	No
CSB Cost per Household		CSB costs consistent with budget	CSB costs consistent with budget	Yes
CSB Cost per Successful Housing Outcome				
CSB Cost per Unit				
Pass Program Certification		Pass certification	Passed certification	
HUD or CoC Local Goals⁵				
Employment Status at Exit ⁵	%	20	17	No
Negative Reason for Leaving ⁵	%	20	11	Yes
Interim Housing Stability ⁵	%	81	78	No
Increase in Income from Entry to Exit ⁵	%	45	39	No

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/12 – 6/30/13	7/1/12 – 12/31/12	
CSB Funds	\$48,873	\$24,437	\$23,113
Other Funds	\$912,118	\$456,059	\$358,913
Total	\$960,991	\$480,496	\$382,026
Cost per Unit - CSB	\$708	\$354	\$335
Cost per Unit/month - CSB	\$59	\$59	\$56
Cost per Unit	\$13,927	\$6,964	\$5,537
Cost per Household Served - CSB	\$589	\$322	\$272
Cost per Successful Household Served - CSB	\$652	\$359	\$300
Percentage of CSB Funds	5%	5%	6%
Percentage of Leveraged Funds	95%	95%	94%

¹ Monitored but not evaluated.

² One deceased client was excluded from the calculation.

³ Four successfully exited households were excluded due to missing data.

⁴ Eligibility for the program was 100% Chronic Homeless women. HUD approved in April and September 2011 a change in the program's eligibility criteria, for 80% of the units to meet Rebuilding Lives eligibility criteria.

⁵ HUD or CoC local goal.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	72	73	76	72	73	76	83
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ²	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	65	66	68	65	66	68	75
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability ²	Months	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Employment Status at Exit ²	%	20	20	20	20	20	20	20
Benefits Status at Exit ⁴	%	20	20	20	20	20	20	20
Housing Retention ²	%			5			5	5
Turnover Rate ³	%	5	5	10	5	5	10	20
Program Occupancy Rate ²	%	95	95	95	95	95	95	95
Negative Reason for Leaving ²	%			20			20	20
Interim Housing Stability ²	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ²	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² HUD or CoC local goal. If CSB funded, CSB metric applies.

³ Monitored but not evaluated.

⁴ New measure to be evaluated starting in FY14.

Continuum of Care Programs

Transitional Housing

Category: Transitional Housing - HUD funded
Agency: Amethyst, Inc.
Program: Rapid Stabilization Program (RSVP)
Period: 7/1/12-12/31/12
Performance: High¹

A. Description

RSVP is a short-term transitional housing program for homeless women/female-headed families diagnosed with chronic alcohol and/or substance abuse/dependence. Women entering housing at Amethyst have untreated addiction, mental health, trauma, and physical health issues; have little or no employment skills and have experienced chronic poverty. RSVP is typically 8 weeks in duration, and while women/families live in the transitional housing, they receive peer and professional support and supervision 24 hours a day, seven days a week. Services include alcohol and drug treatment; relapse prevention planning; mental health services; physical health care; family case management; linkage to community resources/public benefits such as food stamps/income assistance; recovery peer support; nutrition education and healthful meals; exercise, relaxation and leisure; transportation; and childcare, linkage to schools and after school and weekend activities for children including alcohol, drug, tobacco and violence prevention activities and case management support. Children also attend a therapeutic summer camp.

The expected outcome for each RSVP participant is stabilization in her housing and addictions recovery. Over 70% of participants graduate to permanent housing and ongoing supportive services where they continue to make progress on their goals of residential stability, increased skills and income, and greater self-determination. Ninety-eight (98%) of participants develop relapse prevention skills and maintain sobriety throughout program participation.

B. Semi-Annual Trends

Measure		7/1/07	7/1/08	7/1/09	7/1/10	7/1/11
		12/31/07	12/31/08	12/31/09	12/31/10	12/31/11
Households Served	#	24	27	32	34	45
Successful Housing Outcomes	#	14	14	24	20	30
Successful Housing Outcomes	%	82	70	100	80	81
Housing Stability	Months	2	2	2	1	1
Program Occupancy	%	88	88	88	88	88

¹ While the program is rated as “High” performer, specific performance concerns are to be noted: below goal successful housing outcomes % and program occupancy %, combined with two HUD required measures that are not evaluated for this program by the CoC decision and are not met.

C. Performance Outcomes

Program Outcome Achievement 7/1/12 to 12/31/12: Transitional Housing

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	23	38	Yes
Exited Households ¹	#	19	35	N/A
Housing Stability ²	Months	2	1	Yes
Successful Housing Outcomes	#	14	25	Yes
Successful Housing Outcomes ³	%	77	71	No
Housing Retention ³	%	5	0	Yes
Program Occupancy Rate ³	%	95	88	No
Pass Program Certification		Pass certification	Passed certification	Yes
Employment Status at Exit ^{3,4}	%	20	0	N/A
Negative Reason for Leaving ³	%	20	11	Yes
Increase in Income from Entry to Exit ^{2, 3, 4}	%	5	9	N/A

¹ Monitored but not evaluated.

² Lower goal approved by the CoC Steering Committee.

³ HUD CoC local goal; agency goal considered if better than required goal.

⁴ Monitored but not evaluated. Approved by the CoC Steering Committee, as HUD goal is not appropriate for this program.

D. Recommendations

Program Outcome Measures: Transitional Housing

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	12	12	23	12	12	23	46
Exited Households ¹	#	9	10	19	9	10	19	38
Successful Housing Outcomes ³	%	77	77	77	77	77	77	77
Successful Housing Outcomes	#	7	8	15	7	8	15	30
Housing Stability ^{2, 3}	Months	2	2	2	2	2	2	2
Employment Status at Exit ^{3, 4}	%	20	20	20	20	20	20	20
Benefits Status at Exit ⁵	%	20	20	20	20	20	20	20
Housing Retention ³	%			5			5	5
Program Occupancy Rate ³	%	95	95	95	95	95	95	95
Negative Reason for Leaving ³	%			20			20	20
Increase in Income from Entry to Exit ^{2, 3, 4}	%	5	5	5	5	5	5	5

¹ Monitored but not evaluated; however this can impact other success measures.

² Lower goal approved by the CoC Steering Committee.

³ HUD or CoC local goal. Historical performance considered if better than required goal.

⁴ Monitored but not evaluated. Approved by the CoC Steering Committee, as HUD goal is not appropriate for this program.

⁵ New measure to be evaluated starting in FY14.

Category: Transitional Housing - HUD funded
Agency: Huckleberry House, Inc.
Program: Transitional Living Program
Period: 7/1/12-12/31/12
Performance: Medium

A. Description

The Transitional Living Program provides housing to multi-problem, older adolescent, homeless youth. The program is an 18 month program that serves youth 17 to 19 years of age. It also provides transitional housing for teen parents who have their own children.

The Transitional Living Program provides independent living skill instruction, mental health intervention, crisis support, assistance with access and linkage to community resources, educational and vocational support, education on human sexuality including parenting support and linkage to additional parenting/birthing classes, counseling services and transitional services to obtain permanent housing.

The program capacity was reduced to 24 units in FY2010, from a previous 30 unit capacity.

B. Semi-Annual Trends

Measure		7/1/07	7/1/08	7/1/09	7/1/10	7/1/11
		12/31/07	12/31/08	12/31/09	12/31/10	12/31/11
Households Served	#	47	45	43	35	36
Successful Housing Outcomes	#	14	15	17	13	8
Successful Housing Outcomes	%	93	79	100	100	57
Housing Stability	Months	10	8	10	8	9
Program Occupancy	%	113 ¹	93	100	92	100

¹ Huckleberry House occupancy rate can exceed 100% due to flexible capacity.

C. Performance Outcomes

Program Outcome Achievement 7/1/12 to 12/31/12: Transitional Housing

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	36	35	Yes
Exited Households ¹	#	12	12	N/A
Housing Stability ²	Months	10	8	Yes
Successful Housing Outcomes	#	9	10	Yes
Successful Housing Outcomes ²	%	77	83	Yes
Housing Retention ²	%	5	20	No
Program Occupancy Rate ²	%	98	92	No
Pass Program Certification		Pass certification	Passed certification	Yes
Employment Status at Exit ²	%	20	20	Yes
Negative Reason for Leaving ²	%	20	40	No
Increase in Income from Entry to Exit ²	%	50	40	No

¹ Monitored but not evaluated.

² HUD or CoC local goal; agency goal considered if better than required goal.

D. Recommendations

Program Outcome Measures: Transitional Housing

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	30	30	36	30	30	36	51
Exited Households ¹	#	6	6	12	6	6	12	24
Successful Housing Outcomes ²	%	77	77	77	77	77	77	77
Successful Housing Outcomes	#	5	4	9	5	4	9	18
Housing Stability ²	Months	10	10	10	10	10	10	10
Employment Status at Exit ²	%	20	20	20	20	20	20	20
Benefits Status at Exit ³	%	20	20	20	20	20	20	20
Housing Retention ²	%			5			5	5
Program Occupancy Rate ²	%	98	98	98	98	98	98	98
Negative Reason for Leaving ²	%			20			20	20
Increase in Income from Entry to Exit ²	%	50	50	50	50	50	50	50

¹ Monitored but not evaluated; however this can impact other success measures.

² HUD or CoC local goal. Historical performance considered if better than required goal.

³ New measure to be evaluated starting in FY14.

Category: Transitional Housing
Agency: Maryhaven
Program: Women's Program¹
Period: 7/1/12-12/31/12
Performance: High

A. Description

The Women's Center is a long-term, 6 month residential treatment program, which is staffed 24 hours per day, seven days per week. Therapeutic and education groups, individual sessions, and other activities are scheduled throughout each day; study groups, 12-step and support groups are held in the evening. The goals of the program are to 1) assist residents in obtaining control of their substance abuse through abstinence; 2) manage mental health symptoms through talk therapy and psychopharmacology; and to 3) promote a healthy lifestyle by emphasizing skill-building as it relates to anger, emotions, parenting, self-esteem, honesty, codependence, assertive communication, etc.

The Women's Center is committed to the sobriety and success of all its residents, and understands that addiction is a family disease. Emphasis is placed on linking children and other affected family members or partners with community resources.

B. Semi-Annual Trends

Measure		7/1/11
		12/31/11
Households Served	#	10
Successful Housing Outcomes	#	4
Successful Housing Outcomes	%	57
Housing Stability	Months	7
Program Occupancy	%	100

¹ Women's Program is not funded by CSB. Maryhaven voluntarily participates in CSP.

C. Performance Outcomes

Program Outcome Achievement 7/1/12 to 12/31/12: Transitional Housing

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	5	6	Yes
Exited Households ¹	#	5	4	N/A
Housing Stability ²	Months	4	6	Yes
Successful Housing Outcomes	#	2	3	Yes
Successful Housing Outcomes ²	%	50	75	Yes
Housing Retention ²	%	5	0	Yes
Program Occupancy Rate ²	%	80	60	No
Pass Program Certification		Pass certification	Passed certification	Yes
Employment Status at Exit ³	%	20	0	N/A
Negative Reason for Leaving ²	%	30	0	Yes
Increase in Income from Entry to Exit ³	%	25	0	N/A

¹ Monitored but not evaluated.

² Non-HUD funded program; provider established goal.

³ Not evaluated. Non-HUD funded program; provider established goal.

D. Recommendations

Program Outcome Measures: Transitional Housing

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	5	5	5	5	5	5	10
Exited Households ¹	#	2	3	5	2	3	5	10
Successful Housing Outcomes ²	%	50	50	50	50	50	50	50
Successful Housing Outcomes	#	1	1	2	1	2	3	5
Housing Stability ²	Months	4	4	4	4	4	4	4
Employment Status at Exit	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Benefits Status at Exit	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Housing Retention ²	%			5			5	5
Program Occupancy Rate ²	%	90	90	90	90	90	90	90
Negative Reason for Leaving ²	%			20			20	20
Increase in Income from Entry to Exit	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A

¹ Monitored but not evaluated; however this can impact other success measures.

² Non-HUD funded program; provider established goal.

Category: Transitional Housing - HUD funded
Agency: Southeast, Inc.
Program: New Horizons Transitional Housing
Period: 7/1/12-12/31/12
Performance: High

A. Description

New Horizons Transitional Housing program is based on HUD’s transitional housing model, designed to provide short-term stays and stabilization services for unaccompanied adult men and women who have histories of long-term homelessness and a severe mental disability (SMD). Most residents are linked with a mental health treatment provider and documentation of their SMD is provided by their treatment provider. Many residents also struggle with a co-occurring substance use disorder, physical health problems, chronic unemployment, low income level and lack of educational attainment. New Horizons provides a total of 36 transitional housing units: 24 for men and 12 for women. The goal of the program is to move residents into permanent housing. All individuals meet the Rebuilding Lives eligibility criteria at entry into the program.

B. Semi-Annual Trends

Measure		7/1/07	7/1/08	7/1/09	7/1/10	7/1/11
		12/31/07	12/31/08	12/31/09	12/31/10	12/31/11
Households Served	#	77	81	73	71	63
Successful Housing Outcomes	#	19	27	22	26	15
Successful Housing Outcomes	%	46	60	58	65	56
Housing Stability	Months	4	4	4	5	5
Program Occupancy	%	100	94	89	89	97

C. Performance Outcomes

Program Outcome Achievement 7/1/12 to 12/31/12: Transitional Housing

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	69	85	Yes
Exited Households ¹	#	28	49	N/A
Housing Stability ²	Months	4	5	Yes
Successful Housing Outcomes	#	21	42	Yes
Successful Housing Outcomes ²	%	77	86	Yes
Housing Retention ²	%	5	2	Yes
Program Occupancy Rate ²	%	95	100	Yes
Pass Program Certification		Pass certification	Passed certification	Yes
Employment Status at Exit ²	%	20	12	No
Negative Reason for Leaving ²	%	20	6	Yes
Increase in Income from Entry to Exit ²	%	50	6	No

¹ Monitored but not evaluated.

² HUD or CoC local goal; agency goal considered if better than required goal.

D. Recommendations

Program Outcome Measures: Transitional Housing

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	48	48	69	48	48	69	90
Exited Households ¹	#	14	14	28	14	14	28	56
Successful Housing Outcomes ²	%	77	77	77	77	77	77	77
Successful Housing Outcomes	#	11	11	22	11	11	22	43
Housing Stability ²	Months	4	4	4	4	4	4	4
Employment Status at Exit ²	%	20	20	20	20	20	20	20
Benefits Status at Exit ³	%	20	20	20	20	20	20	20
Housing Retention ²	%			5			5	5
Program Occupancy Rate ²	%	95	95	95	95	95	95	95
Negative Reason for Leaving ²	%			20			20	20
Increase in Income from Entry to Exit ²	%	50	50	50	50	50	50	50

¹ Monitored but not evaluated; however this can impact other success measures.

² HUD or CoC local goal. Historical performance considered if better than required goal.

³ New measure to be evaluated starting in FY14.

Category: Transitional Housing
Agency: Volunteers of America of Greater Ohio¹
Program: Veterans Program
Period: 7/1/12-12/31/12
Performance: Medium

A. Description

Volunteers of America of Greater Ohio operates a 40-bed transitional housing program for Veterans. Twenty beds are designated for drug and alcohol treatment and twenty beds are designated for pre-alcohol and drug treatment or transitional housing. The primary goals of the program are to assist homeless veterans to achieve residential stability, to increase income and/or skill level and to develop greater self-determination.

B. Semi-Annual Trends

Measure		7/1/07	7/1/08	7/1/09	7/1/10	7/1/11
		12/31/07	12/31/08	12/31/09	12/31/10	12/31/11
Households Served	#	133	100	111	119	144
Successful Housing Outcomes	#	21	25	14	27	39
Successful Housing Outcomes	%	25	39	20	33	38
Housing Stability	Months	2	4	4	3	3
Program Occupancy	%	93	95	105	100	100

C. Performance Outcomes

Program Outcome Achievement 7/1/12 to 12/31/12: Transitional Housing

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	50	50	Yes
Exited Households ²	#	48	65	N/A
Housing Stability ³	Months	4	4	Yes
Successful Housing Outcomes	#	37	26	No
Successful Housing Outcomes ³	%	77	40	No
Housing Retention ³	%	5	8	Yes
Program Occupancy Rate ³	%	95	100	Yes
Pass Program Certification		Pass certification	Passed certification	Yes
Employment Status at Exit ³	%	20	14	No
Negative Reason for Leaving ³	%	20	22	Yes
Increase in Income from Entry to Exit ³	%	50	5	No

¹ VOAGO – Veterans Program is not funded by the CoC. As of 1/1/2011 it is mandatory for this program to participate in CSP.

² Measure is monitored but not evaluated.

³ HUD or CoC local goal; agency goal considered if better than required goal.

D. Recommendations

Program Outcome Measures: Transitional Housing

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	45	45	50	45	45	50	100
Exited Households ¹	#	24	24	48	24	24	48	96
Successful Housing Outcomes ²	%	77	77	77	77	77	77	77
Successful Housing Outcomes	#	18	19	37	18	19	37	74
Housing Stability ²	Months	4	4	4	4	4	4	4
Employment Status at Exit ²	%	20	20	20	20	20	20	20
Benefits Status at Exit ³	%	20	20	20	20	20	20	20
Housing Retention ²	%			5			5	5
Program Occupancy Rate ²	%	95	95	95	95	95	95	95
Negative Reason for Leaving ²	%			20			20	20
Increase in Income from Entry to Exit ²	%	50	50	50	50	50	50	50

¹ Monitored but not evaluated; however this can impact other success measures.

² HUD or CoC local goal. Historical performance considered if better than required goal.

³ New measure to be evaluated starting in FY14.

Category: Transitional Housing
Agency: YMCA
Program: ADAMH¹
Period: 7/1/12-12/31/12
Performance: High

A. Description

The ADAMH Board of Franklin County funds a program to provide temporary Housing Stabilization Subsidies at the YMCA of Central Ohio to assist consumers who are clinically ready for discharge from any Ohio Behavioral Health Organization, but whose psychiatric hospitalizations are being extended due to homeless status or risk of homelessness. The program will provide subsidy for a maximum of 120 days. The intended results of the project is to reduce the number of medically unnecessary hospital bed days (also known as Continued Stay Denial days) and, as applicable, to maintain consumers' eligibility for permanent, federally funded rental assistance housing subsidies.

B. Semi-Annual Trends

Measure		7/1/11
		12/31/11
Households Served	#	18
Successful Housing Outcomes	#	7
Successful Housing Outcomes	%	88
Housing Stability	Months	4
Program Occupancy	%	180

C. Performance Outcomes

Program Outcome Achievement 7/1/12 to 12/31/12: Transitional Housing

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	18	22	Yes
Exited Households ²	#	4	13	N/A
Housing Stability ³	Months	4	3	Yes
Successful Housing Outcomes	#	2	10	Yes
Successful Housing Outcomes ³	%	50	77	Yes
Housing Retention ³	%	5	15	No
Program Occupancy Rate ^{3,4}	%	80	180	Yes
Pass Program Certification		Pass certification	Passed certification	Yes
Employment Status at Exit ⁵	%	1	0	N/A
Negative Reason for Leaving ³	%	30	0	Yes
Increase in Income from Entry to Exit ⁵	%	1	0	N/A

¹ YMCA ADAMH is not funded by CSB. YMCA voluntarily participates in CSP.

² Measure is monitored but not evaluated.

³ Non-HUD funded program; provider established goal.

⁴ Program capacity fluctuates based on need and available capacity, up to 15 units.

⁵ Not evaluated. Non-HUD funded program; provider established goal.

C. Recommendations

Program Outcome Measures: Transitional Housing

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	10	10	18	10	10	18	35
Exited Households ¹	#	3	3	6	3	3	6	12
Successful Housing Outcomes ²	%	70	70	70	70	70	70	70
Successful Housing Outcomes	#	2	2	4	2	2	4	8
Housing Stability ²	Months	4	4	4	4	4	4	4
Employment Status at Exit	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Benefits Status at Exit	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Housing Retention ²	%			5			5	5
Program Occupancy Rate ²	%	95	95	95	95	95	95	95
Negative Reason for Leaving ²	%			20			20	20
Increase in Income from Entry to Exit	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A

¹ Monitored but not evaluated; however this can impact other success measures.

² Non-HUD funded program; provider established goal.

Permanent Supportive Housing

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: Family Homes
Period: 7/1/12-12/31/12
Performance: High

A. Description

CHN Family Homes tenants receive a full range of supportive services through linkages with community-based services facilitated by CHN's Housing Retention Specialist. The program serves 15 homeless families in which at least one adult is disabled by mental illness, substance abuse or both. Families served have lived in emergency shelters or in a place not meant for human habitation and may have experienced multiple episodes of homelessness.

B. Semi-Annual Trends

Measure		7/1/07	7/1/08	7/1/09	7/1/10	7/1/11
		12/31/07	12/31/08	12/31/09	12/31/10	12/31/11
Households Served	#	17	15	17	17	18
Successful Housing Outcomes	#	16	15	17	15	17
Successful Housing Outcomes	%	94	100	100	88	94
Housing Stability	Months	20	27	28	30	29
Program Occupancy	%	93	100	93	100	100

C. Performance Outcomes

Program Outcome Achievement 7/1/12 to 12/31/12: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	17	15	No
Exited Households ¹	#	N/A	1	N/A
Housing Stability	Months	24	38	Yes
Turnover Rate ¹	%	10	7	N/A
Successful Housing Outcomes	#	14	15	Yes
Successful Housing Outcomes ²	%	80	100	Yes
Successful Housing Exits	%	50	100	Yes
Housing Affordability at Exit ^{1,3}	%	50	N/A	N/A
Housing Retention ²	%	5	0	Yes
Program Occupancy Rate ²	%	95	100	Yes
Pass Program Certification		Pass certification	Passed certification	Yes
Employment Status at Exit ²	%	20	0	No
Negative Reason for Leaving ²	%	20	0	Yes
Interim Housing Stability ²	%	81	100	Yes
Increase in Income from Entry to Exit ²	%	45	0	No

¹ Monitored but not evaluated.

² HUD or CoC local goal: agency goal considered if better than required goal.

³ Not calculated due to missing data.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	16	16	17	16	16	17	18
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ²	%	80	80	80	80	80	80	80
Successful Housing Outcomes	#	13	13	14	13	13	14	14
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability ²	Months	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Employment Status at Exit ²	%	20	20	20	20	20	20	20
Benefits Status at Exit ⁴	%	20	20	20	20	20	20	20
Housing Retention ²	%			5			5	5
Turnover Rate ³	%	5	5	10	5	5	10	20
Program Occupancy Rate ²	%	95	95	95	95	95	95	95
Negative Reason for Leaving ²	%			20			20	20
Interim Housing Stability ²	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ²	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² HUD or CoC local goal. If CSB funded, CSB metric applies.

³ Monitored but not evaluated.

⁴ New measure to be evaluated starting in FY14.

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: Wilson
Period: 7/1/12-12/31/12
Performance: High

A. Description

Community Housing Network’s Wilson program serves eight formerly homeless individuals disabled by serious mental illness, who may also be chronically homeless and may have dual diagnosis of mental illness and chemical dependency. CHN’s partner, Columbus Area, Inc. provides a comprehensive range of supportive services, including eight hours onsite supervision daily, seven days per week. Services are provided by mobile case managers, peer supporters from the Pathway Clubhouse and a full-time Program Manager.

B. Semi-Annual Trends

Measure		7/1/07	7/1/08	7/1/09	7/1/10	7/1/11
		12/31/07	12/31/08	12/31/09	12/31/10	12/31/11
Households Served	#	9	9	9	8	8
Successful Housing Outcomes	#	8	9	9	8	8
Successful Housing Outcomes	%	89	100	100	100	100
Housing Stability	Months	69	80	74	92	104
Program Occupancy	%	100	100	100	100	100

C. Performance Outcomes

Program Outcome Achievement 7/1/12 to 12/31/12: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	9	8	No
Exited Households ¹	#	N/A	0	N/A
Housing Stability ³	Months	24	116	Yes
Turnover Rate ^{1, 2}	%	10	0	N/A
Successful Housing Outcomes	#	7	8	Yes
Successful Housing Outcomes ³	%	80	100	Yes
Successful Housing Exits ²	%	50	N/A	N/A
Housing Affordability at Exit ^{1, 2}	%	50	N/A	N/A
Housing Retention ^{2, 3}	%	5	N/A	N/A
Program Occupancy Rate ³	%	95	100	Yes
Pass Program Certification		Pass certification	Passed certification	Yes
Employment Status at Exit ^{2, 3}	%	20	N/A	N/A
Negative Reason for Leaving ^{2, 3}	%	20	N/A	N/A
Interim Housing Stability ³	%	81	100	Yes
Increase in Income from Entry to Exit ^{2, 3}	%	45	N/A	N/A

¹ Monitored but not evaluated.

² Unable to calculate measure due to no housing exits.

³ HUD or CoC local goal; agency goal considered if better than required goal.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	8	8	9	8	8	9	10
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ²	%	80	80	80	80	80	80	80
Successful Housing Outcomes	#	6	6	7	6	6	7	8
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability ²	Months	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Employment Status at Exit ²	%	20	20	20	20	20	20	20
Benefits Status at Exit ⁴	%	20	20	20	20	20	20	20
Housing Retention ²	%			5			5	5
Turnover Rate ³	%	5	5	10	5	5	10	20
Program Occupancy Rate ²	%	95	95	95	95	95	95	95
Negative Reason for Leaving ²	%			20			20	20
Interim Housing Stability ²	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ²	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² HUD or CoC local goal. If CSB funded, CSB metric applies.

³ Monitored but not evaluated.

⁴ New measure to be evaluated starting in FY14.

Category: Permanent Supportive Housing
Agency: Volunteers of America of Greater Ohio
Program: Family Supportive Housing
Period: 7/1/12-12/31/12
Performance: High

A. Description

Volunteers of America of Greater Ohio’s permanent supportive housing program for disabled homeless families has a capacity to serve thirty homeless and disabled families with children each fiscal year by providing thirty scattered-site apartments and goal-oriented case management services.

B. Semi-Annual Trends

Measure		7/1/07	7/1/08	7/1/09	7/1/10	7/1/11
		12/31/07	12/31/08	12/31/09	12/31/10	12/31/11
Households Served	#	32	32	34	34	34
Successful Housing Outcomes	#	30	31	30	31	31
Successful Housing Outcomes	%	94	97	88	91	91
Housing Stability	Months	16	22	25	31	35
Program Occupancy	%	97	100	97	100	97

C. Performance Outcomes

Program Outcome Achievement 7/1/12 to 12/31/12: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	33	40	Yes
Exited Households ²	#	N/A	12	N/A
Housing Stability ¹	Months	24	30	Yes
Turnover Rate ²	%	10	40	N/A
Successful Housing Outcomes	#	26	35	Yes
Successful Housing Outcomes ¹	%	80	88	Yes
Successful Housing Exits	%	50	58	Yes
Housing Affordability at Exit ^{2, 3}	%	50	33	N/A
Housing Retention ¹	%	5	0	Yes
Program Occupancy Rate ¹	%	95	97	Yes
Pass Program Certification		Pass certification	Passed certification	Yes
Employment Status at Exit ¹	%	20	33	Yes
Negative Reason for Leaving ¹	%	20	25	Yes
Interim Housing Stability ¹	%	81	73	No
Increase in Income from Entry to Exit ¹	%	45	50	Yes

¹ HUD or CoC local goal; agency goal considered if better than required goal.

² Monitored but not evaluated.

³ One successfully exited household was excluded due to missing data.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	31	32	33	31	32	33	36
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ²	%	80	80	80	80	80	80	80
Successful Housing Outcomes	#	25	26	26	25	26	26	29
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability ²	Months	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Employment Status at Exit ²	%	20	20	20	20	20	20	20
Benefits Status at Exit ⁴	%	20	20	20	20	20	20	20
Housing Retention ²	%			5			5	5
Turnover Rate ³	%	5	5	10	5	5	10	20
Program Occupancy Rate ²	%	95	95	95	95	95	95	95
Negative Reason for Leaving ²	%			20			20	20
Interim Housing Stability ²	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ²	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² HUD or CoC local goal. If CSB funded, CSB metric applies.

³ Monitored but not evaluated.

⁴ New measure to be evaluated starting in FY14.

Rental Assistance

Category: Permanent Supportive Housing
Agency: Amethyst, Inc.
Program: Shelter Plus Care
Period: 7/1/12-12/31/12
Performance: Medium

A. Description

Amethyst operates 92 units of HUD Rental Assistance permanent housing integrated with alcohol, drug, trauma and mental health treatment for women. Participants are eligible for HUD Rental Assistance participation because of their homelessness and their disability of chronic substance abuse. The average age of participants is typically 40 years old, and most women exist in addiction, violence, poverty and unstable housing for up to 20 years prior to entering the program. Their children are vulnerable to these same traumatic experiences.

While participants live in a safe housing in a community of recovery, they participate in addiction treatment and other supportive services. Services are intensive and long-term and include individual and group counseling, case management, mental health services, and education and employment preparedness. Other issues addressed include: parenting; healthy relationships; physical health; anger management; HIV/AIDS/STD prevention, detection and treatment; spirituality; and cultural exploration. Children also receive a range of services, including emergency babysitting, after school programming, therapeutic summer camp, and family counseling. Work with the children promotes improved family relationships and increases the likelihood of parental success with their housing, recovery and income goals.

Starting FY2014, the capacity of this program will be reduced to 72 units.

B. Semi-Annual Trends

Measure		7/1/07	7/1/08	7/1/09	7/1/10	7/1/11
		12/31/07	12/31/08	12/31/09	12/31/10	12/31/11
Households Served	#	100	109	112	120	121
Successful Housing Outcomes	#	79	90	108	97	90
Successful Housing Outcomes	%	79	83	96	81	74
Housing Stability	Months	18	22	24	23	20
Program Occupancy	%	78	95	92	89	84

C. Performance Outcomes

Program Outcome Achievement 7/1/12 to 12/31/12: Rental Assistance

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	110	127	Yes
Exited Households ²	#	N/A	29	N/A
Housing Stability ¹	Months	20	23	Yes
Turnover Rate ²	%	20	32	N/A
Successful Housing Outcomes	#	88	108	Yes
Successful Housing Outcomes ¹	%	80	85	Yes
Successful Housing Exits	%	50	34	No
Housing Affordability at Exit ^{2, 3}	%	50	N/A	N/A
Housing Retention ¹	%	5	0	Yes
Program Occupancy Rate ¹	%	95	92	Yes
Pass Program Certification		Pass certification	Passed certification	Yes
Employment Status at Exit ¹	%	20	3	No
Negative Reason for Leaving ¹	%	20	28	No
Interim Housing Stability ¹	%	81	52	No
Increase in Income from Entry to Exit ¹	%	45	17	No

¹ HUD or CoC local goal; agency goal considered if better than required goal.

² Monitored but not evaluated.

³ All households were excluded due to missing data.

D. Recommendations

Program Outcome Measures: Rental Assistance

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	76	76	79	76	76	79	86
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ²	%	80	80	80	80	80	80	80
Successful Housing Outcomes	#	61	61	63	61	61	63	69
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability ²	Months	20	20	20	20	20	20	20
Housing Affordability at Exit ⁴	%	50	50	50	50	50	50	50
Employment Status at Exit ²	%	20	20	20	20	20	20	20
Benefits Status at Exit ³	%	20	20	20	20	20	20	20
Housing Retention ²	%			5			5	5
Turnover Rate ⁴	%	5	5	10	5	5	10	20
Program Occupancy Rate ²	%	100	100	100	100	100	100	100
Negative Reason for Leaving ²	%			20			20	20
Interim Housing Stability ²	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ²	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² HUD or CoC local goal. If CSB funded, CSB metric applies.

³ New measure to be evaluated starting in FY14.

⁴ Monitored but not evaluated.

Category: Permanent Supportive Housing
Agency: AIDS Resource Center Ohio
Program: Shelter Plus Care (TRA)
Period: 7/1/12-12/31/12
Performance: High

A. Description

ARC Ohio (AIDS Resource Center Ohio) HUD Rental Assistance (TRA) program serves homeless individuals who are living with HIV/AIDS. Participants receive supportive services, such as case management and mental health therapy. The program provides tenant-based rental assistance (TRA) for 89 units. Columbus AIDS Task Force Rental Assistance (SRA) converted into TRA units in FY2010. Agency changed its name to AIDS Resource Center Ohio as of 7/1/11.

B. Semi-Annual Trends

Measure		7/1/07	7/1/08	7/1/09	7/1/10	7/1/11
		12/31/07	12/31/08	12/31/09	12/31/10	12/31/11
Households Served	#	77	77	92	96	97
Successful Housing Outcomes	#	74	75	89	94	94
Successful Housing Outcomes	%	96	97	97	98	97
Housing Stability	Months	61	62	57	60	67
Program Occupancy	%	91	99	119	103	102

C. Performance Outcomes

Program Outcome Achievement 7/1/12 to 12/31/12: Rental Assistance

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	97	100	Yes
Exited Households ¹	#	N/A	2	N/A
Housing Stability ²	Months	24	84	Yes
Turnover Rate ¹	%	9	2	N/A
Successful Housing Outcomes	#	78	99	Yes
Successful Housing Outcomes ²	%	80	99	Yes
Successful Housing Exits	%	50	50	Yes
Housing Affordability at Exit ¹	%	50	0	N/A
Housing Retention ²	%	5	0	Yes
Program Occupancy Rate ^{2,3}	%	95	110	Yes
Pass Program Certification		Pass certification	Passed certification	Yes
Employment Status at Exit ²	%	20	0	No
Negative Reason for Leaving ²	%	20	0	Yes
Interim Housing Stability ²	%	81	97	Yes
Increase in Income from Entry to Exit ²	%	45	50	Yes

¹ Monitored but not evaluated.

² HUD or CoC local goal; agency goal considered if better than required goal.

³ CMHA allowed over-leasing for this program.

D. Recommendations
Program Outcome Measures: Rental Assistance

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	93	93	97	93	93	97	105
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ²	%	80	80	80	80	80	80	80
Successful Housing Outcomes	#	74	74	78	74	74	78	84
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability ²	Months	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Employment Status at Exit ²	%	20	20	20	20	20	20	20
Benefits Status at Exit ⁴	%	20	20	20	20	20	20	20
Housing Retention ²	%			5			5	5
Turnover Rate ³	%	5	5	10	5	5	10	20
Program Occupancy Rate ²	%	100	100	100	100	100	100	100
Negative Reason for Leaving ²	%			20			20	20
Interim Housing Stability ²	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ²	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² HUD or CoC local goal. If CSB funded, CSB metric applies.

³ Monitored but not evaluated.

⁴ New measure to be evaluated starting in FY14.

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: Shelter Plus Care (SRA)
Period: 7/1/12-12/31/12
Performance: High

A. Description

CHN Rental Assistance (SRA) provides 172 units via sponsor-based HUD rental assistance (SRA) grant. The target population includes very low income persons who are homeless and disabled by severe mental illness, and/or chemical dependency, and their family members. CHN offers supportive housing and rent subsidies to homeless persons referred by outreach teams, shelters and their partnering service providers.

B. Semi-Annual Trends

Measure		7/1/07	7/1/08	7/1/09	7/1/10	7/1/11
		12/31/07	12/31/08	12/31/09	12/31/10	12/31/11
Households Served	#	110	194	200	229	222
Successful Housing Outcomes	#	105	190	191	219	206
Successful Housing Outcomes	%	95	98	96	96	93
Housing Stability	Months	72	41	39	38	41
Program Occupancy	%	74	128	131	113	107

C. Performance Outcomes

Program Outcome Achievement 7/1/12 to 12/31/12: Rental Assistance

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	189	209	Yes
Exited Households ¹	#	N/A	37	N/A
Housing Stability ³	Months	24	19	No
Turnover Rate ¹	%	10	22	N/A
Successful Housing Outcomes	#	151	198	Yes
Successful Housing Outcomes ³	%	80	95	Yes
Successful Housing Exits	%	50	70	Yes
Housing Affordability at Exit ^{1,2}	%	50	100	N/A
Housing Retention ³	%	5	3	Yes
Program Occupancy Rate ³	%	95	90	Yes
Pass Program Certification		Pass certification	Passed certification	Yes
Employment Status at Exit ³	%	20	3	No
Negative Reason for Leaving ³	%	20	8	Yes
Interim Housing Stability ³	%	81	61	No
Increase in Income from Entry to Exit ³	%	45	57	Yes

¹ Monitored but not evaluated.

²Seventeen successfully exited households were excluded due to missing data.

³ HUD or CoC local goal; agency goal considered if better than required goal.

D. Recommendations

Program Outcome Measures: Rental Assistance

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	181	181	189	181	181	189	206
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ²	%	80	80	80	80	80	80	80
Successful Housing Outcomes	#	145	145	151	145	145	151	165
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability ²	Months	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Employment Status at Exit ²	%	20	20	20	20	20	20	20
Benefits Status at Exit ⁴	%	20	20	20	20	20	20	20
Housing Retention ²	%			5			5	5
Turnover Rate ³	%	5	5	10	5	5	10	20
Program Occupancy Rate ²	%	100	100	100	100	100	100	100
Negative Reason for Leaving ²	%			20			20	20
Interim Housing Stability ²	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ²	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² HUD or CoC local goal. If CSB funded, CSB metric applies.

³ Monitored but not evaluated.

⁴ New measure to be evaluated starting in FY14.

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: Shelter Plus Care (TRA)
Period: 7/1/12-12/31/12
Performance: High

A. Description

CHN Rental Assistance (TRA) provides 149 units via tenant-based HUD rental assistance (TRA) grant. As a TRA program, tenants may choose to live in CHN-owned apartments or in apartments owned by other landlords. The target population includes very low income persons who are homeless and disabled by severe mental illness, and/or chemical dependency, and their family members. CHN offers supportive housing and rent subsidies to homeless persons referred by outreach teams, shelters and their partnering service providers.

B. Semi-Annual Trends

Measure		7/1/07	7/1/08	7/1/09	7/1/10	7/1/11
		12/31/07	12/31/08	12/31/09	12/31/10	12/31/11
Households Served	#	145	193	147	168	222
Successful Housing Outcomes	#	144	190	146	167	220
Successful Housing Outcomes	%	99	98	99	99	99
Housing Stability	Months	49	31	36	36	33
Program Occupancy	%	93	117	92	103	135

C. Performance Outcomes

Program Outcome Achievement 7/1/12 to 12/31/12: Rental Assistance

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	164	149	Yes
Exited Households ¹	#	N/A	6	N/A
Housing Stability ⁴	Months	24	30	Yes
Turnover Rate ¹	%	10	4	N/A
Successful Housing Outcomes	#	131	146	Yes
Successful Housing Outcomes ^{2, 4}	%	80	99	Yes
Successful Housing Exits ²	%	50	60	Yes
Housing Affordability at Exit ^{1, 3}	%	50	0	N/A
Housing Retention ⁴	%	5	0	Yes
Program Occupancy Rate ⁴	%	95	95	Yes
Pass Program Certification		Pass certification	Passed certification	Yes
Employment Status at Exit ⁴	%	20	0	No
Negative Reason for Leaving ⁴	%	20	17	Yes
Interim Housing Stability ⁴	%	81	97	Yes
Increase in Income from Entry to Exit ⁴	%	45	67	Yes

¹ Monitored but not evaluated.

² One deceased client was excluded from calculation.

³ Two successfully exited households were excluded due to missing data.

⁴ HUD or CoC local goal; agency goal considered if better than required goal.

D. Recommendations

Program Outcome Measures: Rental Assistance

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	156	156	164	156	156	164	179
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ²	%	80	80	80	80	80	80	80
Successful Housing Outcomes	#	125	125	131	125	125	131	143
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability ²	Months	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Employment status at exit ²	%	20	20	20	20	20	20	20
Benefits status at exit ⁴	%	20	20	20	20	20	20	20
Housing Retention ²	%			5			5	5
Turnover Rate ³	%	5	5	10	5	5	10	20
Program Occupancy Rate ²	%	100	100	100	100	100	100	100
Negative Reason for Leaving ²	%			20			20	20
Interim Housing Stability ²	%	81	81	81	81	81	81	81
Increase in income from entry to exit ²	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² HUD or CoC local goal. If CSB funded, CSB metric applies.

³ Monitored but not evaluated.

⁴ New measure to be evaluated starting in FY14.

Category: Permanent Supportive Housing
Agency: Lutheran Social Services
Program: Faith Mission/Faith Housing Shelter Plus Care
Period: 7/1/12-12/31/12
Performance: High

A. Description

LSS/Faith Mission Rental Assistance program provides rental assistance and support services through partnerships with local service providers for 9 disabled, formerly homeless adults. Housing is provided through efficiency apartments owned by LSS. Supportive services such as mental health counseling, medications, peer and group support, and hospitalization are provided primarily by local Alcohol, Drug and Mental Health (ADAMH) agencies. All of the clients served by the program are homeless, single adults who suffer from disabling mental illness.

B. Semi-Annual Trends

Measure		7/1/07	7/1/08	7/1/09	7/1/10	7/1/11
		12/31/07	12/31/08	12/31/09	12/31/10	12/31/11
Households Served	#	46	44	53	10	9
Successful Housing Outcomes	#	45	43	52	10	8
Successful Housing Outcomes	%	98	98	98	100	89
Housing Stability	Months	54	56	51	41	47
Program Occupancy	%	93	91	114	78	89

C. Performance Outcomes

Program Outcome Achievement 7/1/12 to 12/31/12: Rental Assistance

Measure		Semi-Annual Goal 7/1/12-12/31/12	Semi-Annual Actual 7/1/12-12/31/12	Achieved
Households Served	#	10	9	Yes
Exited Households ¹	#	N/A	1	N/A
Housing Stability ²	Months	24	35	Yes
Turnover Rate ¹	%	10	11	N/A
Successful Housing Outcomes	#	8	9	Yes
Successful Housing Outcomes ²	%	80	100	Yes
Successful Housing Exits	%	50	100	Yes
Housing Affordability at Exit ^{1, 3}	%	50	N/A	N/A
Housing Retention ²	%	5	0	Yes
Program Occupancy Rate ²	%	95	100	Yes
Pass Program Certification		Pass certification	Passed certification	Yes
Employment Status at Exit ²	%	20	0	No
Negative Reason for Leaving ²	%	20	0	Yes
Interim Housing Stability ²	%	81	100	Yes
Increase in Income from Entry to Exit ²	%	45	0	No

¹ Monitored but not evaluated.

² HUD or CoC local goal; agency goal considered if better than required goal.

³ Not able to calculate measure due to missing data.

D. Recommendations

Program Outcome Measures: Rental Assistance

Measure		Quarter 1 7/1/13- 9/30/13	Quarter 2 10/1/13- 12/31/13	Semi- Annual 7/1/13- 12/31/13	Quarter 3 1/1/14- 3/31/14	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/14- 6/30/14	Annual 7/1/13- 6/30/14
Households Served	#	9	9	10	9	9	10	11
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ²	%	80	80	80	80	80	80	80
Successful Housing Outcomes	#	7	7	8	7	7	8	9
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability ²	Months	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Employment Status at Exit ²	%	20	20	20	20	20	20	20
Benefits Status at Exit ⁴	%	20	20	20	20	20	20	20
Housing Retention ²	%			5			5	5
Turnover Rate ³	%	5	5	10	5	5	10	20
Program Occupancy Rate ²	%	100	100	100	100	100	100	100
Negative Reason for Leaving ²	%			20			20	20
Interim Housing Stability ²	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ²	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² HUD or COC local goal. If CSB funded, CSB metric applies.

³ Monitored but not evaluated.

⁴ New measure to be evaluated starting in FY14.

Methodology

FY2013 – FY2014 System Evaluation Methodology

Overview

A. Purpose

Each year CSB establishes a performance plan for the men's emergency shelter system, women's emergency shelter system, family emergency shelter system, permanent supportive housing system, the entire emergency shelter system, prevention system and for the direct housing system for the purpose of program planning and monitoring system performance measured against CSB Ends Policies and anticipated performance. Starting FY2013, CSB is reporting on all emergency shelters and transitional housing programs as a whole, part of HEARTH implementation.

B. Monitoring

System performance measures are monitored on a quarterly, semi-annual and annual basis. System and System Indicators Reports are published quarterly and furnished to CSB trustees, the Rebuilding Lives Funder Collaborative Board and the Rebuilding Lives Funder Collaborative. Annual program evaluations are published based on the first semi-annual partnership period performance and shared with the aforementioned entities. All reports are posted to www.csb.org. Results are also shared with CSB funders consistent with funding contracts and agreements.

Purpose, Definition, Goal-setting & Reporting Methodologies *(in alpha order)*

1) **Average Length of Participation:**

- a) **Purpose:** Indicates that system is assisting households to achieve independence without long term reliance on the system.
- b) **Systems:** Direct Housing and Homelessness Prevention
- c) **Definition:** Average number of days that exited distinct households received services as measured from the point of entry to the exit date from the system.
- d) **Goal-setting methodology:** Meet or below CSB Board Ends Policy.
- e) **Reporting methodology:** $\Sigma(\text{Exit date} - \text{Entry/Enrollment date}) / \text{the number of total distinct households served and exited from system during the report period.}$

2) **Average Length of (shelter) Stay (LOS):**

- a) **Purpose:** A reasonably short LOS indicates the system's success in rapid re-housing. It can also indicate efficiency related to turnover of beds which is essential to meet system demand for emergency shelter.
- b) **Systems:** Emergency Shelter, Direct Housing and Emergency Shelter and Transitional Housing
- c) **Definition:**
 - i) Emergency Shelter and Transitional Housing: The average cumulative number of days households receive shelter as measured from shelter entry to exit or last day of report period.
 - ii) Direct Housing: The average number of days households receive services as measured from the point of entry in the Direct Housing system to the exit date from the emergency shelter. Measure applies only to households that had an entry date in the Direct Housing system within the report period. *Note: households who had a Direct*

Housing *entry date after their emergency shelter exit date are excluded from this calculation.*

- d) **Goal-setting methodology:** Meet or below CSB Board Ends Policy. An average LOS less than Ends goal is considered to be the desired direction.
 - e) **Reporting methodology:**
 - i) Emergency Shelter: $\Sigma(\text{Exit date or report end date} - \text{Entry date}) / \text{the number of total distinct households served within the report period.}$
 - ii) Direct Housing: $\Sigma(\text{shelter exit date} - \text{Direct Housing entry date}) / \text{the number of total distinct households served with an entry date in the Direct Housing system within the report period.}$
- 3) ***Benefits Status at Exit (# and %):***
- a) **Purpose:** Indicates that system is assisting households to stabilize by gaining access to public benefits.
 - b) **Programs:** Permanent Supportive Housing
 - c) **Definition:** The (number and/or) percentage of households that received public benefits at exit as measured by receipt of noncash income at exit from the system.
 - d) **Goal-setting methodology:** Meet or exceed HUD Standard.
 - e) **Reporting methodology:** Benefits Status at Exit is calculated by determining the number of exited households that have “noncash income” as their source of income (any member of the household, each household counted only once) and dividing this number by the total number of households that exited during the report period.
- 4) ***Carryover Households:***
- a) **Purpose:** Indicates volume of households served by the system which do not exit as of the end of the report period. This measure is monitored but not evaluated.
 - b) **Systems:** Direct Housing, Homelessness Prevention
 - c) **Definition:** Distinct households that entered the system prior to the first day of the report period.
 - d) **Goal-setting methodology:** Based on prior performance.
 - e) **Reporting methodology:** The number of distinct households with an entry date before 7/1/XX for annual number; before 7/1/XX and 1/1/XX for semi-annual; before 7/1/XX, 10/1/XX, 1/1/XX, and 4/1/XX for quarterly.
- 5) ***Cost per household:***
- a) **Purpose:** Indicates that the system is cost-efficient.
 - b) **Systems:** All CSB funded and CoC systems
 - c) **Definition:**
 - i) All CSB funded systems excluding PSH: A percentage based on the semi-annual CSB actual cost per household served relative to the annual budgeted CSB cost per household served.
 - ii) CSB-funded PSH: A percentage based on the semi-annual CSB actual cost per household served relative to the semi-annual budgeted CSB cost per household served.

A system is considered efficient if its actual cost per household served is either less than or within 110% of the budgeted cost per household served.

d) **Goal-setting methodology:** N/A

e) **Reporting methodology:**

i) All CSB funded systems excluding PSH: (The semi-annual actual CSB cost per household served / the annual budgeted CSB cost per household served) X 100.

ii) CSB-funded PSH systems: The semi-annual actual CSB cost per household served / the semi-annual budgeted CSB cost per household served) X 100.

6) ***Cost per successful housing outcome:***

a) **Purpose:** Indicates that the system is cost-efficient.

b) **Systems:** All CSB funded and CoC systems

c) **Definition:**

i) CSB funded systems excluding PSH: A percentage based on the semi-annual CSB actual cost per successful housing outcome relative to the annual budgeted CSB cost per successful housing outcome.

ii) CSB-funded PSH system: A percentage based on the semi-annual CSB actual cost per successful housing outcome relative to the budgeted CSB semi-annual cost per successful housing outcome.

A system is considered efficient if its actual cost per successful housing outcome is either less than or within 110% of the budgeted cost per successful housing outcome.

d) **Goal-setting methodology:** N/A

e) **Reporting methodology:**

i) CSB funded systems: (The semi-annual actual CSB cost per successful housing outcome / the annual budgeted CSB cost per successful housing outcome) X 100.

ii) CSB-funded PSH system: (The semi-annual actual CSB cost per successful housing outcome / the semi-annual budgeted CSB cost per successful housing outcome) X 100.

7) ***Cost per unit:***

a) **Purpose:** Indicates that the system is cost-efficient.

b) **Systems:** Permanent Supportive Housing

c) **Definition:**

i) CSB funded PSH system: A percentage based on the semi-annual CSB actual cost per unit relative to the semi-annual budgeted CSB cost per unit.

A system is considered efficient if its actual cost per unit is either less than or within 110% of the budgeted cost per unit.

d) **Goal-setting methodology:** N/A

e) **Reporting methodology:**

i) CSB funded PSH system: (The semi-annual actual CSB cost per unit / the semi-annual budgeted CSB cost per unit) X 100.

8) ***Employment Status at Entry (%)***

a) **Purpose:** Indicates percent of households employed at the time of system entry.

b) **Programs:** Emergency Shelter, Permanent Supportive Housing, Prevention, Direct Housing and Transitional Housing

c) **Definition:** The percent of households that have employment at entry as measured by their earned income at entry into the system.

- d) **Goal-setting methodology:** N/A
- e) **Reporting methodology:** Calculated by determining the number of unique households that have “earned income” from employment as their source of income at system entry (any member of the household), and dividing this number by the total number of unique households that were served during the report period.

9) ***Employment Status at Exit (# and %):***

- a) **Purpose:** Indicates that system is assisting households to stabilize housing by becoming employed. A higher rate is considered positive.
- b) **Programs:** Direct Housing, Permanent Supportive Housing and Transitional Housing
- c) **Definition:** The (number and/or) percentage of households that have employment at exit as measured by their earned income at exit from the system.
- d) **Goal-setting methodology:** Meet or exceed CSB Board Ends or HUD Standards.
- e) **Reporting methodology:** Employment Status at Exit is calculated by determining the number of exited households that have “earned income” from employment as their source of income and dividing this number by the total number of households that exited during the report period.

10) ***Exited Households:***

- a) **Purpose:** Indicates volume of households served by the system which exit during the report period. This measure is monitored, but not evaluated.
- b) **Systems:** Emergency Shelter, Direct Housing, Homelessness Prevention and Transitional Housing
- c) **Definition:** Number of distinct households that *exited* the system during the report period.
- d) **Goal-setting methodology:** Meet or exceed prior performance.
- e) **Reporting methodology:** The number of distinct households with an exit date within the report period and that are also not currently in the system at the end of the report period.

11) ***Households Served:***

- a) **Purpose:** Indicates volume of households served by the system.
- b) **Systems:** All
- c) **Definition:** The number of distinct households served by the system (including new and carryover) during the report period.
- d) **Goal-setting methodology:** Meet or exceed prior performance.
 - i) Direct Housing, Homelessness Prevention:
 - (1) Annual projections: based on historical trends and/or anticipated performance.
 - (a) Carryover households are those enrolled prior to 7/1/XX and anticipated to be active in the system as of 7/1/XX.
 - (b) New system entrants are those households enrolled on or after 7/1/XX.
 - (c) Total households are the sum of carryover plus new system entrants.
 - (2) Semi-annual and quarterly projections.
 - (a) Carryover households are those anticipated to be active in the system as of end of report period. For Direct Housing, this should be seasonally adjusted.

- (b) New system entrants are those households enrolled after start of report period. For Direct Housing, this should be seasonally adjusted.
- (c) Total households are the sum of carryover plus new system entrants.
- ii) Emergency Shelter and Transitional Housing
 - (1) Annual projections: based on historical trends and/or anticipated performance.
 - (a) Use prior year trend data to determine average annual demand.
 - (b) If demand is relatively stable, predict same annual demand # for current fiscal year.
 - (c) If demand trend shows steady increase or steady decrease, predict current fiscal year demand based on average annual rate of change.
 - (2) Semi-annual and quarterly projections: based on annual projections and adjusted for duplication (carryovers and recidivists). Carryover is based on capacity. Recidivism is based on historical system trends. Adjust for seasonality if appropriate.
- iii) Permanent Supportive Housing (including Rental Assistance):
 - (1) Annual projection: Multiply the system capacity by the projected annual turnover rate. In most cases, this percentage will be 20%. For example, if system capacity is 20, then annual projected households served would be 24 ($20 \times 1.2 = 24$).
 - (2) Semi-annual projection: Multiply the system capacity by the projected semi-annual turnover rate. In most cases, this percentage will be 10%. For example, if system capacity is 20, then semi-annual projected households served would be 22 ($20 \times 1.1 = 22$).
 - (3) Quarterly projection: Multiply the system capacity by the projected quarterly turnover rate. In most cases, this percentage will be 5%. For example, if system capacity is 20, then quarterly projected households served would be 21 ($20 \times 1.05 = 21$).
- e) **Reporting methodology:** The number of distinct households served by the system during the report period. Distinct households served are identified by their last service record for the system entered into CSP as of the end of the report period.

12) **Housing Affordability at Exit:**

- a) **Purpose:** Indicates that system is assisting households to obtain sufficient income to attain and maintain housing. A higher rate is considered positive.
- b) **Systems:** Direct Housing, Permanent Supportive Housing and Prevention.
- c) **Definition:** The number or percentage of distinct households that *exited* the system successfully during the report period with a housing cost that doesn't exceed 50% of the income for singles and 50% of the income for families (housing affordability).
- d) **Goal-setting methodology:** Meet or exceed CSB Board Ends Policy.
- e) **Reporting methodology:**
 - Step 1: Determine the number of households that exited the system with a successful housing outcome during the reporting period.
 - Step 2: For each household, calculate the percent of household income spent on housing (and utilities, if relevant) by dividing the household's cost of rent (and utilities for Direct Housing and Prevention) at exit with the household's income at exit.

Step 3: Count the number of households that spend 50% or less of their income on housing and utilities.

Step 4: Divide the number in Step 3 by the number of successful housing exits in Step 1.

Note: Households with successful housing outcome that are missing the income and cost of rent are excluded from calculation.

13) ***Housing Retention:***

- a) **Purpose:** Indicates system's success in ending homelessness as measured by those who return to emergency shelter. A lower rate is considered positive.
- b) **Systems:** Permanent Supportive Housing
- c) **Definition:** The percent of households who do not maintain their housing and return to emergency shelter within two weeks to three months of exit from the system.
- d) **Goal-setting methodology:** At or below CSB Board Ends Policy.
- e) **Reporting methodology:** Those households who exit the system and enter shelter within two weeks to three months after exit or as of date of report, divided by the total number of distinct households served during the report period. $\Sigma(\text{Households that exited system and entered shelter within 14 to 90 days}) / \text{total distinct households served}$.

14) ***Housing Stability:***

- a) **Purpose:** Indicates system's success in ending homelessness as measured by length of time that system participants retain permanent supportive housing or transitional housing. A longer rate is generally considered positive for permanent supportive housing.
- b) **Systems:** Permanent Supportive Housing
- c) **Definition:** The average length of time, measured in months that distinct households reside in the Permanent Supportive Housing unit from entry to exit or end of report period.
- d) **Goal-setting methodology:** Meet or exceed CSB Board Ends Policy.
- e) **Reporting methodology:** Measured using the total average household length of stay (from entry to exit date or end of report period, if still a resident) divided by the total average days per month (30.5 days).

Step 1: Calculate the total days that each household was housed by subtracting the Entry Date from the Exit Date or end of report period for all records.

Step 2: Determine the average length of stay for all the households by dividing the sum of total days housed by the number of households served.

Step 3: Divide the average length of stay by 30.5, which is the average number of days in a month.

15) ***Increase in Income from Entry to Exit:***

- a) **Purpose:** Indicates that system is assisting households to obtain sufficient income to attain housing. A higher rate is considered positive.
- b) **Systems:** Permanent Supportive Housing
- c) **Definition:** The percentage of households that increase total household income amount from entry to exit.
- d) **Goal-setting methodology:** Meet or exceed CoC local standards.

- e) **Reporting methodology:** The percentage increase in income is calculated by determining the number of exited households who had an increase in total household income amount from entry to exit and dividing by the total number of households that exited during the report period. Income sources may include employment, cash benefits, or other sources.

16) ***Interim Housing Stability:***

- a) **Purpose:** Indicates system's success in rapidly stabilizing a household in housing.
- b) **Systems:** Permanent Supportive Housing
- c) **Definition:** The percentage of households that remain in permanent housing for at least six months.
- d) **Goal-setting methodology:** Meet or exceed HUD Standard.
- e) **Reporting methodology:** Measured using the number of households that stayed in housing for more than six months divided by the total households served. Measure is not calculated for those systems undergoing initial lease up.
Step 1: Calculate the total days that each household served was housed by subtracting the Entry Date from the Exit Date or end of report period.
Step 2: Count the number of households that stayed in housing for more than 180 days.
Step 3: Determine the interim housing stability rate by dividing the number of households that stayed in housing for more than 180 days by the number of households served.

17) ***Movement (%):***

- a) **Purpose:** Indicates the extent to which emergency shelter clients are migrating from one shelter to another.
- b) **Systems:** Single Adult Emergency Shelter Systems
- c) **Definition:** All distinct households that exit an emergency shelter during the evaluation period and then have contact with another shelter within seven (7) days of exit. The movement rate is measured by dividing the total distinct households that experience movement by the total distinct household exits during the evaluation period (relative to the system that served them).
- d) **Goal-setting methodology:** At or below CSB Board Ends Policy.
- e) **Reporting methodology:** The number of total distinct households that experience movement within 7 days / the number of total distinct household exits (excludes exit to Maryhaven Engagement Center if the shelter stays overlap and exit to and from overflow programs).

18) ***Negative Reason for Leaving:***

- a) **Purpose:** Low rate of negative reasons indicates system's success in stabilizing a household in housing.
- b) **Systems:** Permanent Supportive Housing
- c) **Definition:** The percentage of households that leave housing due to non-compliance or disagreement with the housing rules.
- d) **Goal-setting methodology:** Meet or below local CoC standards.
- e) **Reporting methodology:** The percentage is calculated by determining the number of exited households who have "non-compliance with project" or "disagreement with

rules/person” as their Reason for Leaving the system and dividing by the total number of households that exited during the report period.

19) ***New Households Served:***

- a) **Purpose:** Indicates volume of new households served by the system which is considered to measure system efficiency.
- b) **Systems:** Direct Housing, Homelessness Prevention
- c) **Definition:** Number of distinct households that *entered* the system during the report period and were not receiving services on the last day of the prior report period.
- d) **Goal-setting methodology:** Meet or exceed prior performance.
- e) **Reporting methodology:** The number of distinct households with an entry date that occurs within the start and end dates of the report period.

20) ***Newly Homeless (# and %):***

- a) **Purpose:** Indicates volume of newly homeless households served by emergency shelters.
- b) **Systems:** Emergency Shelter
- c) **Definition:** The number of distinct households that entered the emergency shelter during the report period and were not previously served in emergency shelters or the outreach program and the percentage this represents of total distinct new households served during the report period.
- d) **Goal-setting methodology:** N/A
- e) **Reporting methodology:** Calculate the number of distinct households served by the emergency shelters during the report period that did not previously access emergency shelters or the outreach program (newly homeless). These households are identified by their profile and the first entry record entered into CSP during the report period by an emergency shelter. The rate is calculated by dividing the number of newly homeless by the number of distinct new households served during the reporting period.

21) ***Pass Program Certification:***

- a) **Purpose:** Indicates system’s success in ending homelessness, ability to provide resources and services to homeless persons and access and coordination to community resources and services, as needed.
- b) **Systems:** All
- c) **Definition:** System adheres to all applicable standards, described in the CSB Administrative and Program Standards.
- d) **Goal-setting methodology:** N/A
- e) **Reporting methodology:** Current Program Review and Certification Report.

22) ***System Occupancy rate:***

- a) **Purpose:** Indicates efficient use of community resources. High occupancy rate indicates system efficiency at turning over units and providing system that is in demand.
- b) **Systems:** Permanent Supportive Housing
- c) **Definition:** A percentage that reflects the average number of clients residing in supportive housing per night relative to the overall system capacity.
- d) **Goal-setting methodology:** Meet or exceed CSB Board Ends Policy

- e) **Reporting methodology:** Total household units of service provided during the report period divided by the total days within the report period divided by the total system capacity. *Note: cumulative total for households with multiple instances of service during the period.*
- (1) *Number:* $\sum((\text{exit date or end of report period} - \text{entry date or beginning of report period}) + 1) / \text{days in report period}.$
 - (2) *Rate:* System occupancy number (rounded to nearest whole number) divided by the system capacity.

23) **Recidivism:**

- a) **Purpose:** Indicates system's success in ending homelessness as measured by number of households who attain housing and do not return or enter shelter subsequent to successful housing outcome. A lower rate is considered positive.
- b) **Systems:** All except Permanent Supportive Housing
- c) **Definition:** The total number of distinct households that were exited during the report period with a successful housing outcome (as defined for that system) and had any shelter contact within two weeks to three months after having exited with a successful housing outcome. This measure is expressed as a percentage of total distinct households with an exit to housing (as defined for that system). For the Homelessness Prevention systems, the number of exited households with a successful housing outcome (as defined for that system) that have any shelter contact within 1(one) year of a successful housing outcome, expressed as a percentage of total distinct households with an exit to housing (as defined for that system).
- d) **Goal-setting methodology:** Meet or below CSB Board Ends Policy or prior performance.
- e) **Reporting methodology:** A percentage rate reflecting the number of recidivist households in a system relative to the number of households that exited the system with a successful housing outcome (specific to that system). Recidivism rate is measured only for semi-annual and annual report periods.
 - i) $\text{Rate} = (\text{numerator}/\text{denominator}) \times 100$
 - ii) Denominator: Cohort of households which attained successful housing outcome 90-days prior to the end of the report period.
 - (1) Quarterly cohort: Calculate the number of distinct households with successful housing outcome within the previous quarterly reporting period. *Note: for Prevention system, the cohort is the number of distinct households with successful housing outcome within the previous year's quarterly reporting period.*
 - (2) Semi-annual cohort: Calculate the number of distinct households with successful housing outcome within the first 90 days of the semi-annual report period. *Note: for Prevention system, the cohort is the number of distinct households with successful housing outcome within the previous year's semi-annual reporting period.*
 - (3) Annual cohort: Calculate the number of distinct households with successful housing outcome within the first 270 days of the annual report period. *Note: for Prevention system, the cohort is the number of distinct households with successful housing outcome within the previous year's annual reporting period.*
 - iii) Numerator: Number of recidivists from the above cohort
 - (1) A recidivist household is defined as a distinct household that exits a system with a successful outcome (specific to that system) and enters the emergency shelter system within two weeks to three months after exit from the system.

- (2) Using the above cohort, calculate the number of distinct households that enters shelter system within 14 to 90 days subsequent to successful housing outcome.
- (3) For the Homelessness Prevention systems the time-range above is replaced by 14 days to 1(one) year.

24) **Successful Housing Exit (%):** Refer to Table 1 for a complete list of housing outcomes.

- a) **Purpose:** Indicates system's success in ending homelessness as measured by those who attain permanent, independent housing. A higher number and rate are considered positive.
- b) **Systems:** Permanent Supportive Housing
- c) **Definition:** The number of distinct households that exit the system for other permanent housing (as defined in Table 1) and the percentage this represents of total distinct households exited.
- d) **Goal-setting methodology:** Meet or exceed prior performance.
- e) **Reporting methodology:** The total number of distinct household exits with destinations that are considered successful housing outcomes divided by the total number of distinct households exited during the report period. *Note: for Permanent Supportive Housing, deceased households are not included in the count of households exited.*

25) **Successful Housing Outcome (# and %):** Refer to Table 1 for a complete list of housing outcomes.

- a) **Purpose:** Indicates system's success in ending homelessness. A higher number and rate are considered positive.
 - i) Permanent Supportive Housing: Indicates system's success in ending homelessness as measured by those who retain permanent housing or attain other permanent housing.
 - ii) All other: Indicates system's success in ending homelessness as measured by those who attain other transitional or permanent housing.
- b) **Systems:** All
- c) **Definition:**
 - i) For all systems excluding Permanent Supportive Housing, Homelessness Prevention: the number of distinct households that exit (i.e., latest exit for households with multiple stays during report period) to successful housing as defined in Table 1 and the percentage this represents of total distinct households exited during the report period.
 - ii) For Permanent Supportive Housing: the number of distinct households that remain in the Permanent Supportive Housing system or that exit the system for other permanent housing (as defined in Table 1) and the percentage this represents of total distinct households served.
 - iii) For Homelessness Prevention system: the number of distinct households that attain stable housing at exit from the system and the percentage this represents of total distinct households exited.
- d) **Goal-setting methodology:** Meet or exceed CSB Board Ends Policy.
 - i) Direct Housing, Homelessness Prevention: Multiply the percentage goal by the projected number of exited households.
 - ii) Emergency Shelter: Number of successful housing outcomes equals rate times number of exits.

- iii) Permanent Supportive Housing: Multiply the percentage goal by the projected number of households served.
- e) **Reporting methodology:**
 - i) For all systems excluding Permanent Supportive Housing: Calculate the total number of distinct household exits and the total number of destinations that are considered successful housing outcomes. Divide the number of successful housing outcomes by the number of total exits during the report period.
 - ii) For Permanent Supportive Housing: Sum the total number of distinct household exits with destinations that are considered successful housing outcomes and the number residing in Permanent Supportive Housing at the end of the report period. Divide the number of successful housing outcomes by the total number of distinct households served during the report period. *Note: for Permanent Supportive Housing, deceased households are not included in the count of households served.*

26) **Turnover Rate:**

- a) **Purpose:** Turnover rate indicates the system's effectiveness in providing stable housing. Rate is monitored, but not evaluated.
- b) **Systems:** Permanent Supportive Housing
- c) **Definition:** The rate at which units become vacant relative to the system capacity. Monitored, but not evaluated.
- d) **Goal-setting methodology:** Set based on prior performance.
- e) **Reporting methodology:** Turnover rate is calculated by dividing the total number of distinct household exited during a report period by the system capacity during the same report period.

27) **Usage of CSB Direct Client Assistance (DCA) (# and %):**

- a) **Purpose:** Indicates that system is assisting households to access DCA and obtain housing. A higher number/rate of access is considered positive.
- b) **Systems:** Emergency Shelter, Direct Housing, Homelessness Prevention
- c) **Definition:** The number of exited distinct households receiving either Transition DCA during the report period or Direct Housing/Prevention DCA during and/or for up to 90 days prior to or after the report period, and the percentage this represents of total distinct household exits during the report period.
- d) **Goal-setting methodology:** Meet or exceed CSB Board Ends Policy.
- e) **Reporting methodology:** The total number of exited distinct households that received CSB DCA during the report period (For direct housing/prevention, DCA received up to 90 days prior to or after the report period included) / total number of distinct households served that exited the system during the report period. The households that exited successfully without the assistance of CSB DCA are excluded from the calculation.

28) **Usage of CSB Direct Client Assistance (DCA) (Average \$ Amount per Household):**

- a) **Purpose:** Indicates that system is cost-efficient in accessing DCA. A lower average amount per household indicates that system has leveraged other community resources.
- b) **Systems:** Direct Housing, Homelessness Prevention.
- c) **Definition:** The average dollar amount of total CSB direct client assistance received per distinct household during the report period.

- d) **Goal-setting methodology:** Based on historical trends, anticipated performance, available resources and system design.
- e) **Reporting methodology:** Total monetary assistance awarded to all households during report period / total number of distinct households served that received assistance.

Table 1: Successful Housing Outcomes (see above item 24 and 25)

HUD Destination	Does Head of household Control Housing? ¹	Successful Housing Outcome?
1 = Emergency shelter, including hotel or motel paid for with emergency shelter voucher	No	No
2 = Transitional housing for homeless persons (including homeless youth) Amethyst - RSVP, Huckleberry House – Transitional Living Program, Maryhaven - Women’s program, Southeast -New Horizons Transitional Housing, VOAGO Veterans Program	Varies	No (Except for Emergency Shelters and Outreach)
3 = Permanent supportive housing for formerly homeless persons (such as SHP, Rental Assistance, or SRO) all Rebuilding Lives and CoC systems, HOME, HUD, CSB subsidized	Yes	Yes
4 = Psychiatric hospital or other psychiatric facility	No	No
5 = Substance abuse treatment facility or detox center	No	No
6 = Hospital (non-psychiatric)	No	No
7 = Jail, prison or juvenile detention facility	No	No
10 = Rental by client, no ongoing housing subsidy privately owned, market rent housing	Yes	Yes
11 = Owned by client, no ongoing housing subsidy	Yes	Yes
13 = Staying or living with family, temporary tenure (e.g., room, apartment or house)	No	No
13 = Staying or living with friends, temporary tenure (e.g., room apartment or house)	No	No
14 = Hotel or motel paid for without emergency shelter voucher	No	No
15 = Foster care home or foster care group home	No	No
16 = Place not meant for habitation (e.g., a vehicle, an abandoned building, bus/train/subway station/Airport or anywhere outside)	No	No
17 = Other	No	No
18 = Safe Haven	No	No
19 = Rental by client, VASH Subsidy (veteran supportive housing subsidy)	Yes	Yes
20 = Rental by client, other (non-VASH) ongoing housing subsidy – public housing owned and subsidized by CMHA, housing owned by a private landlord or partner agency and subsidized through a CMHA Section 8 Voucher, other than supportive housing	Yes	Yes
21 = Owned by client, with ongoing housing subsidy	Yes	Yes
22 = Staying or living with family, permanent tenure	No	No (except for Huckleberry House)
23 = Staying or living with friends, permanent tenure	No	No (except for Huckleberry House)
24 = Deceased	No	No
8 = Don’t Know	No	No
9 = Refused	No	No

¹ Heads of household are determined to be in control of their housing if the lease/mortgage is in their name or if they otherwise have a written agreement that gives them a right to reside in their housing, such as a roommate agreement.

FY2013 - FY2014 Program Evaluation Methodology

The Evaluation Methodology document establishes the purpose, definition, goal-setting and reporting methodology for each of the indicators that CSB and the CoC currently track for their reporting needs.

Purpose: identifies the reason for the indicator

Programs: identifies the programs for which an indicator applies

Definition: CSB or CoC/HUD definition for the indicator

Goal-setting methodology: used by each agency to set goals around the indicator

Reporting methodology: detailed description on how CSB is calculating the indicator

Reporting Conventions

- 1) Measures apply only to heads of household with the exception of income-related measures.
- 2) A family is defined as a household consisting of at least one adult and at least one minor child.
- 3) The term “head of household” applies both to families and to single adult clients. Each family unit must have a head of household. A household may not have more than one head of household.
- 4) The term “household” describes a unit consisting of either a family or a single adult.
- 5) Emergency shelter reporting methodology includes overflow numbers. Goals do not include overflow.
- 6) Permanent Supportive Housing includes Rental Assistance.

Purpose, Definition, Goal-setting & Reporting Methodologies *(in alpha order)*

1) **Average Transition Time (ATT):**

- a) **Purpose:** A reasonably short ATT indicates the program’s success in rapid re-housing. It can also indicate efficiency related to turnover of beds which is essential to meet system demand for emergency shelter.
- b) **Programs:** Emergency Shelter – Family Shelter
- c) **Definition:** The average number of days households receive shelter services as measured from shelter entry to entry/enrollment into the Direct Housing program. Measure applies only to households that had an entry date in the Direct Housing program within the report period.
- d) **Goal-setting methodology:** Meet the Direct Housing policies and procedures.
- e) **Reporting methodology:** $\Sigma(\text{Direct Housing program entry/enrollment date} - \text{YWCA Family Center entry date}) / \text{the number of total distinct households served with an entry date in the Direct Housing program within the report period.}$

2) **Average Length of Participation:**

- a) **Purpose:** Indicates that program is assisting households to achieve independence without long term reliance on the program.
- b) **Programs:** Direct Housing and Homelessness Prevention
- c) **Definition:** Average number of days that exited distinct households received services as measured from the point of entry to the exit date from the program.

- d) **Goal-setting methodology:** Based on program design and anticipated performance. Meet or below CSB Board Ends Policy.
 - e) **Reporting methodology:** $\Sigma(\text{Exit date} - \text{Entry/Enrollment date}) / \text{the number of total distinct households served and exited from program during the report period.}$
- 3) **Average Length of (shelter) Stay (LOS):**
- a) **Purpose:** A reasonably short LOS indicates the program's success in rapid re-housing. It can also indicate efficiency related to turnover of beds which is essential to meet system demand for emergency shelter.
 - b) **Programs:** Emergency Shelter and Direct Housing
 - c) **Definition:**
 - i) Emergency Shelter: The average cumulative number of days households receive shelter as measured from shelter entry to exit or last day of report period.
 - ii) Direct Housing: The average number of days households receive services as measured from the point of entry in the Direct Housing program to the exit date from the emergency shelter. Measure applies only to households that had an entry date in the Direct Housing program within the report period. *Note: households who had a Direct Housing entry date after their emergency shelter exit date are excluded from this calculation.*
 - d) **Goal-setting methodology:** Meet or below CSB Board Ends Policy. An average LOS less than Ends goal is considered to be the desired direction.
 - e) **Reporting methodology:**
 - i) Emergency Shelter: $\Sigma(\text{Exit date or report end date} - \text{Entry date}) / \text{the number of total distinct households served within the report period.}$
 - ii) Direct Housing: $\Sigma(\text{shelter exit date} - \text{Direct Housing entry date}) / \text{the number of total distinct households served with an entry date in the Direct Housing program within the report period.}$
- 4) **Benefits Status at Exit (# and %):**
- a) **Purpose:** Indicates that program is assisting households to stabilize by gaining access to public benefits.
 - b) **Programs:** Permanent Supportive Housing
 - c) **Definition:** The (number and/or) percentage of households that received public benefits at exit as measured by receipt of noncash income at exit from the program.
 - d) **Goal-setting methodology:** Meet or exceed HUD Standard.
 - e) **Reporting methodology:** Benefits Status at Exit is calculated by determining the number of exited households that have "noncash income" as their source of income (any member of the household, each household counted only once) and dividing this number by the total number of households that exited during the report period.

5) *Carryover Households:*

- a) **Purpose:** Indicates volume of households served by the program which do not exit as of the end of the report period. This measure is monitored but not evaluated.
- b) **Programs:** Direct Housing, Homelessness Prevention, Benefits Partnership and Outreach Specialists
- c) **Definition:** Distinct households that entered the program prior to the first day of the report period.
- d) **Goal-setting methodology:** Based on prior performance. If new program, the program must provide the rationale for planned goal.
- e) **Reporting methodology:** The number of distinct households with an entry date before 7/1/XX for annual number; before 7/1/XX and 1/1/XX for semi-annual; before 7/1/XX, 10/1/XX, 1/1/XX, and 4/1/XX for quarterly.

6) *Completed Vocational/Other Training (%):*

- a) **Purpose:** Indicates that program is assisting households to stabilize by increasing their skills and becoming employable. A higher rate is considered positive.
- b) **Programs:** Direct Housing
- c) **Definition:** The percentage of households that enroll and/or complete vocational or other training by their exit from the program.
- d) **Goal-setting methodology:** Meet or exceed goal.
- e) **Reporting methodology:** The percentage is calculated by determining the number of exited households that have enrolled and/or completed training (any member of the household, each household counted only once) and dividing by the total number of households that exited during the report period.

7) *Critical Access to Housing (CAH) Households Served:*

- a) **Purpose:** Indicates volume of households served in dedicated permanent supportive housing units for the Critical Access to Housing initiative.
- b) **Programs:** Permanent Supportive Housing (Southeast Scattered Sites, Southeast RL Leasing project, YMCA 40 W Long St and YMCA Sunshine Terrace only)
- c) **Definition:** The number of distinct households served by the program (including new and carryover) who are CAH households. Households served must meet Critical Access to Housing eligibility criteria – they must be referred by a CAH Outreach Case Manager and must be living in homeless camps, on the streets, for an extended period of time.
- d) **Goal-setting methodology:** Based on historical trends and program capacity.
- e) **Reporting methodology:** The number of distinct CAH households served by the program (including new and carryover), during the report period.

8) *Cost per household:*

- a) **Purpose:** Indicates that the program is cost-efficient.
- b) **Programs:** All CSB funded and CoC programs
- c) **Definition:**

- i) All CSB funded programs excluding PSH: A percentage based on the semi-annual CSB actual cost per household served relative to the annual budgeted CSB cost per household served.
- ii) CSB-funded PSH: A percentage based on the semi-annual CSB actual cost per household served relative to the semi-annual budgeted CSB cost per household served.
- iii) CHN Briggsdale, CHN Leased Supportive Housing program and CHN Safe Haven: A percentage based on the semi-annual actual cost per household served relative to the semi-annual budgeted cost per household served.

A program is considered efficient if its actual cost per household served is either less than or within 110% of the budgeted cost per household served.

d) **Goal-setting methodology:** N/A

e) **Reporting methodology:**

- i) All CSB funded programs excluding PSH: (The semi-annual actual CSB cost per household served / the annual budgeted CSB cost per household served) X 100.
- ii) CSB-funded PSH programs: The semi-annual actual CSB cost per household served / the semi-annual budgeted CSB cost per household served) X 100.
- iii) CHN Briggsdale, CHN Leased Supportive Housing program and CHN Safe Haven: The semi-annual actual cost per household served / the semi-annual budgeted cost per household served) X 100.

9) ***Cost per successful housing outcome:***

a) **Purpose:** Indicates that the program is cost-efficient.

b) **Programs:** All CSB funded and CoC programs

c) **Definition:**

- i) CSB funded programs excluding PSH: A percentage based on the semi-annual CSB actual cost per successful housing outcome relative to the annual budgeted CSB cost per successful housing outcome.
- ii) CSB-funded PSH programs: A percentage based on the semi-annual CSB actual cost per successful housing outcome relative to the budgeted CSB semi-annual cost per successful housing outcome.
- iii) CHN Briggsdale, CHN Leased Supportive Housing program and CHN Safe Haven: semi-annual actual cost per successful household served / the semi-annual budgeted cost per successful household served) X 100.

For CSB funded and RL programs: A program is considered efficient if its actual cost per successful housing outcome is either less than or within 110% of the budgeted cost per successful housing outcome.

d) **Goal-setting methodology:** N/A

e) **Reporting methodology:**

- i) CSB funded programs: (The semi-annual actual CSB cost per successful housing outcome / the annual budgeted CSB cost per successful housing outcome) X 100.
- ii) CSB-funded PSH programs: (The semi-annual actual CSB cost per successful housing outcome / the semi-annual budgeted CSB cost per successful housing outcome) X 100.
- iii) CHN Briggsdale, CHN Leased Supportive Housing program and CHN Safe Haven: (The semi-annual actual cost per successful housing outcome / the semi-annual budgeted cost per successful housing outcome) X 100.

10) *Cost per unit:*

- a) **Purpose:** Indicates that the program is cost-efficient.
- b) **Programs:** Permanent Supportive Housing and Transitional Housing
- c) **Definition:**
 - i) CSB funded PSH programs: A percentage based on the semi-annual CSB actual cost per unit relative to the semi-annual budgeted CSB cost per unit.
 - ii) CHN Briggsdale, CHN Leased Supportive Housing program and CHN Safe Haven: A percentage based on the semi-annual actual cost per unit relative to the semi-annual budgeted cost per unit.
 - iii) Continuum of Care programs: A percentage based on the most recent APR cost per unit relative to the current CoC Exhibit 2 budgeted cost per unit.

A CSB-funded or RL program is considered efficient if its actual cost per unit is either less than or within 110% of the budgeted cost per unit. A non-CSB-funded program is considered efficient if its actual cost per unit is between 90% to 110% of its budgeted cost per unit.
- d) **Goal-setting methodology:** N/A
- e) **Reporting methodology:**
 - i) CSB funded PSH programs: $(\text{The semi-annual actual CSB cost per unit} / \text{the semi-annual budgeted CSB cost per unit}) \times 100$.
 - ii) CHN Briggsdale, CHN Leased Supportive Housing program and CHN Safe Haven: $(\text{The semi-annual actual cost per unit} / \text{the semi-annual budgeted cost per unit}) \times 100$.
 - iii) Continuum of Care programs: $(\text{The most recent APR cost per unit} / \text{the current Exhibit 2 budgeted cost per unit}) \times 100$.

11) *Detox Exits:*

- a) **Purpose:** Indicates that program is assisting households to enter detox and/or treatment. A higher rate is considered positive.
- b) **Programs:** Emergency Shelter - Inebriate Shelter
- c) **Definition:** The number of households served that exit to an inpatient drug or alcohol treatment facility.
- d) **Goal-setting methodology:** Meet or exceed CSB standards.
- e) **Reporting methodology:** The percentage of detox exits is derived by dividing the number of distinct households that were exited with a detox destination by the total number of distinct households that exited the program during the report period (i.e., latest exit for households with multiple stays during the report period).

12) *Diversion Recidivism:*

- a) **Purpose:** Indicates program's success in ending homelessness as measured by the number of households successfully diverted to other community resources instead of entering emergency shelter and do not subsequently return or enter shelter after a successful diversion outcome.
- b) **Programs:** Emergency Shelter – Family Shelter and Coordinated Point of Access
- c) **Definition:** The total number of distinct households that were successfully diverted during the report period with a successful diversion outcome (as defined for that program) and subsequently enter shelter within 0 days to three months after having a successful diversion outcome. This measure is expressed as a percentage of total distinct households with a successful diversion outcome.

- d) **Goal-setting methodology:** Meet or below CSB Board Ends Policy.
- e) **Reporting methodology:** A percentage rate reflecting the number of diversion recidivist households relative to the number of households that were successfully diverted. Diversion recidivism rate is measured only for semi-annual and annual report periods.
 - i) Rate = (numerator/denominator) x 100
 - ii) Denominator: Cohort of households which attained a successful diversion outcome 90-day prior to the end of the report period.
 - (1) Semi-annual cohort: Calculate the number of distinct households with successful diversion outcome within the first 90 days of the semi-annual report period.
 - (2) Annual cohort: Calculate the number of distinct households with successful diversion outcome within the first 270 days of the annual report period.
 - iii) Numerator: Number of diversion recidivists from the above cohort
 - (1) A diversion recidivist household is defined as a distinct household that has a successful diversion outcome and enters the emergency shelter system (excludes Maryhaven Engagement Center) within zero days to three months after that outcome.
 - (2) Using the above cohort, calculate the number of distinct households that enters the shelter system within 0 to 90 days subsequent to a successful diversion outcome.

13) **Employment Status at Exit (# and %):**

- a) **Purpose:** Indicates that program is assisting households to stabilize housing by becoming employed. A higher rate is considered positive.
- b) **Programs:** Direct Housing, Permanent Supportive Housing and Transitional Housing
- c) **Definition:** The (number and/or) percentage of households that have employment at exit as measured by their earned income at exit from the program.
- d) **Goal-setting methodology:** Meet or exceed CSB Board Ends or HUD Standards.
- e) **Reporting methodology:** Employment Status at Exit is calculated by determining the number of exited households that have “earned income” from employment as their source of income and dividing this number by the total number of households that exited during the report period.

14) **Exited Households:**

- a) **Purpose:** Indicates volume of households served by the program which exit during the report period. This measure is monitored, but not evaluated.
- b) **Programs:** Direct Housing, Homelessness Prevention, Transitional Housing and Outreach Specialists
- c) **Definition:** Number of distinct households that *exited* the program during the report period.
- d) **Goal-setting methodology:** Meet or exceed prior performance. If new program, the program must provide the rationale for planned goal. Monitored but not evaluated.
- e) **Reporting methodology:** The number of distinct households with an exit date within the report period who are also not currently in the program at the end of the report period.

15) *Exited Households to PSH:*

- a) **Purpose:** Indicates volume of households served by the program which exit during the report period to Permanent Supportive Housing. This measure is monitored but not evaluated.
- b) **Programs:** Outreach Specialists
- c) **Definition:** Number of distinct households that *exited* the program during the report period to permanent supportive housing.
- d) **Goal-setting methodology:** Meet or exceed prior performance. Monitored, but not evaluated.
- e) **Reporting methodology:** The number of distinct households with an exit date within the report period who are also not currently in the program at the end of the report period and who also have an entry date into a permanent supportive housing project.

16) *Households Served:*

- a) **Purpose:** Indicates volume of households served by the program. For emergency shelters, this number indicates the extent to which the program serves a proportional share of system demand. For supportive housing, the number correlates to capacity and unit turnover rates. For all other programs, the number measures program efficiency.
- b) **Programs:** All
- c) **Definition:** The number of distinct households served by the program (including new and carryover) during the report period.
- d) **Goal-setting methodology:** Meet or exceed prior performance. If new program, the program must provide the rationale for planned goal.
 - i) Direct Housing, Homelessness Prevention, Benefits Partnership and Outreach Specialists:
 - (1) Annual projections: based on historical trends and/or anticipated performance.
 - (a) Carryover households are those enrolled prior to 7/1/XX and anticipated to be active in the program as of 7/1/XX.
 - (b) New program entrants are those households enrolled on or after 7/1/XX.
 - (c) Total households are the sum of carryover plus new program entrants.
 - (2) Semi-annual and quarterly projections.
 - (a) Carryover households are those anticipated to be active in the program as of end of report period. For Direct Housing, this should be seasonally adjusted.
 - (b) New program entrants are those households enrolled after start of report period. For Direct Housing, this should be seasonally adjusted.
 - (c) Total households are the sum of carryover plus new program entrants.
 - ii) Emergency Shelter and Coordinated Point of Access:
 - (1) Annual projections: based on historical trends and/or anticipated performance.
 - (2) Semi-annual and quarterly projections: based on annual projections and adjusted for duplication (carryovers and recidivists). Carryover is based on capacity. Recidivism is based on historical system trends. Adjust for seasonality if appropriate.
 - iii) Permanent Supportive Housing (including Rental Assistance):

- (1) Annual projection: Multiply the program capacity by the projected annual turnover rate. In most cases, this percentage will be 20%. For example, if program capacity is 20, then annual projected households served would be 24 ($20 \times 1.2 = 24$).
 - (2) Semi-annual projection: Multiply the program capacity by the projected semi-annual turnover rate. In most cases, this percentage will be 10%. For example, if program capacity is 20, then semi-annual projected households served would be 22 ($20 \times 1.1 = 22$).
 - (3) Quarterly projection: Multiply the program capacity by the projected quarterly turnover rate. In most cases, this percentage will be 5%. For example, if program capacity is 20, then quarterly projected households served would be 21 ($20 \times 1.05 = 21$).
- iv) Transition Program and Transitional Housing:
- (1) Annual projections: based on historical trends, anticipated performance and/or available funds.
 - (2) Semi-annual and quarterly projections: one-half and one-quarter of the annual projection, respectively. Alternatively, the projection may be based on historical trends for the semi-annual and quarterly report periods.
- e) **Reporting methodology:** The number of distinct households served by the program during the report period. Distinct households served are identified by their last service record for the program entered into CSP as of the end of the report period. *Note that clients served equals households served for Permanent Supportive Housing (with the exception of programs that serve families).*

17) **Housing Affordability at Exit:**

- a) **Purpose:** Indicates that program is assisting households to obtain sufficient income to attain and maintain housing. A higher rate is considered positive.
- b) **Programs:** Direct Housing, Permanent Supportive Housing and Prevention.
- c) **Definition:** The number or percentage of distinct households that *exited* the program successfully during the report period with a housing cost that doesn't exceed 50% of the income for singles and 50% of the income for families (housing affordability).
- d) **Goal-setting methodology:** Meet or exceed CSB Board Ends Policy.
- e) **Reporting methodology:**

Step 1: Determine the number of households that exited the program with a successful housing outcome during the reporting period.

Step 2: For each household, calculate the percent of household income spent on housing (and utilities, if relevant) by dividing the household's cost of rent (and utilities for Direct Housing and Prevention) at exit with the household's income at exit.

Step 3: Count the number of households that spend 50% or less of their income on housing and utilities.

Step 4: Divide the number in Step 3 by the number of successful housing exits in Step 1. *Note: Households with successful housing outcome that are missing income and cost of rent are excluded from calculation.*

18) *Housing Retention:*

- a) **Purpose:** Indicates program's success in ending homelessness as measured by those who return to emergency shelter. A lower rate is considered positive.
- b) **Programs:** Permanent Supportive Housing and Transitional Housing
- c) **Definition:** The percent of households who do not maintain their housing, whether or not as part of the Permanent Supportive Housing or Transitional Housing program, and return to emergency shelter within two weeks to three months of exit from the program.
- d) **Goal-setting methodology:** At or below CSB Board Ends Policy or local CoC standards. Based on historical trends or anticipated performance.
- e) **Reporting methodology:** Those households who exit the program and enter shelter within two weeks to three months after exit or as of date of report, divided by the total number of distinct households served during the report period. $\frac{\Sigma(\text{Households that exited program and entered shelter within 14 to 90 days})}{\text{total distinct households served}}$.

19) *Housing Stability:*

- a) **Purpose:** Indicates program's success in ending homelessness as measured by length of time that program participants retain permanent supportive housing or transitional housing. A longer rate is generally considered positive for permanent supportive housing.
- b) **Programs:** Permanent Supportive Housing and Transitional Housing
- c) **Definition:** The average length of time, measured in months that distinct households reside in the Permanent Supportive Housing or the Transitional Housing unit from entry to exit or end of report period.
- d) **Goal-setting methodology:**
 - i) Permanent Supportive Housing: Meet or exceed CSB Board Ends Policy or local CoC standards; based on historical trends or anticipated performance.
 - ii) Transitional Housing: Meet or exceed local CoC standards; based on historical trends, anticipated performance and program design.
- e) **Reporting methodology:** Measured using the total average household length of stay (from entry to exit date or end of report period, if still a resident) divided by the total average days per month (30.5 days). Measure is not calculated for those programs undergoing initial or expansion lease up.

Step 1: Calculate the total days that each household was housed by subtracting the Entry Date from the Exit Date or end of report period for all records.

Step 2: Determine the average length of stay for all the households by dividing the sum of total days housed by the number of households served.

Step 3: Divide the average length of stay by 30.5, which is the average number of days in a month.

20) *Increase in Income from Entry to Exit:*

- a) **Purpose:** Indicates that program is assisting households to obtain sufficient income to attain housing. A higher rate is considered positive.
- b) **Programs:** Permanent Supportive Housing and Transitional Housing
- c) **Definition:** The percentage of households that increase total household income amount from entry to exit.

- d) **Goal-setting methodology:** Meet or exceed CoC local standards.
- e) **Reporting methodology:** The percentage increase in income is calculated by determining the number of exited households who had an increase in total household income amount from entry to exit and dividing by the total number of households that exited during the report period. Income sources may include employment, cash benefits, or other sources.

21) ***Interim Housing Stability:***

- a) **Purpose:** Indicates program's success in rapidly stabilizing a household in housing.
- b) **Programs:** Permanent Supportive Housing
- c) **Definition:** The percentage of households that remain in permanent housing for at least six months.
- d) **Goal-setting methodology:** Meet or exceed HUD Standard.
- e) **Reporting methodology:** Measured using the number of households that stayed in housing for more than six months divided by the total households served. Measure is not calculated for those programs undergoing initial lease up.

Step 1: Calculate the total days that each household served was housed by subtracting the Entry Date from the Exit Date or end of report period.

Step 2: Count the number of households that stayed in housing for more than 180 days.

Step 3: Determine the interim housing stability rate by dividing the number of households that stayed in housing for more than 180 days by the number of households served.

22) ***Movement (%):***

- a) **Purpose:** Indicates the extent to which emergency shelter clients are migrating from one shelter program to another.
- b) **Programs:** Single Adult Emergency Shelters
- c) **Definition:** All distinct households that exit an emergency shelter program during the evaluation period and then have contact with another shelter within seven (7) days of exit. The movement rate is measured by dividing the total distinct households that experience movement by the total distinct household exits during the evaluation period (relative to the program that served them).
- d) **Goal-setting methodology:** At or below CSB Board Ends Policy.
- e) **Reporting methodology:** The number of total distinct households that experience movement within 7 days / the number of total distinct household exits for the respective program (excludes exit to Maryhaven Engagement Center if the shelter stays overlap).

23) ***Negative Reason for Leaving:***

- a) **Purpose:** Low rate of negative reasons indicates program's success in stabilizing a household in housing.
- b) **Programs:** Permanent Supportive Housing and Transitional Housing.
- c) **Definition:** The percentage of households that leave housing due to non-compliance or disagreement with the housing rules.
- d) **Goal-setting methodology:** Meet or below local CoC standards.
- e) **Reporting methodology:** The percentage is calculated by determining the number of exited households who have "non-compliance with project" or "disagreement with

rules/person” as their Reason for Leaving the program and dividing by the total number of households that exited during the report period.

24) ***New Households Served:***

- a) **Purpose:** Indicates volume of new households served by the program which is considered to measure program efficiency.
- b) **Programs:** Direct Housing, Homelessness Prevention, Benefits Partnership and Outreach Specialists
- c) **Definition:** Number of distinct households that *entered* the program during the report period and were not receiving services on the last day of the prior report period.
- d) **Goal-setting methodology:** Meet or exceed prior performance. If new program, the program must provide the rationale for planned goal.
- e) **Reporting methodology:** The number of distinct households with an entry date that occurs within the start and end dates of the report period.

25) ***Other Submitted Applications (# and %):***

- a) **Purpose:** Indicates volume of applications submitted by the program that are not SSI or SSDI, which is considered to measure program efficiency.
- b) **Programs:** Benefits Partnership
- c) **Definition:** Number of distinct households that had applications other than SSI or SSDI submitted by the program during the report period and for which case numbers have been entered into the system, if available, and the percentage this represents of total distinct households served during the report period.
- d) **Goal-setting methodology:** Meet or exceed CSB Board Ends Policy.
- e) **Reporting methodology:** The number of distinct households that have applications other than SSI or SSDI submitted within the start and end dates of the report period and for which case numbers were entered into CSP, if available. The rate is calculated by dividing the number of Other Submitted Applications by the number of distinct households that were served during the reporting period.

26) ***Pass Program Certification:***

- a) **Purpose:** Indicates program’s success in ending homelessness, ability to provide resources and services to homeless persons and access and coordination to community resources and services, as needed.
- b) **Programs:** All
- c) **Definition:** Program adheres to all applicable standards, described in the CSB Administrative and Program Standards.
- d) **Goal-setting methodology:** N/A
- e) **Reporting methodology:** Current Program Review and Certification Report.

27) **Program Occupancy:**

- a) **Purpose:** Indicates efficient use of community resources. High occupancy rate indicates program efficiency at turning over units and providing program that is in demand.
- b) **Programs:** Single Adult Emergency Shelter (except Inebriated shelter), Permanent Supportive Housing and Transitional Housing. Monitored, but not evaluated for Family and Inebriated Emergency Shelters.
- c) **Definition:**
 - i) Emergency Shelter: A percentage that reflects the average number of households that stayed in each emergency shelter per night during the report period relative to the emergency shelter's program capacity. *Note: cumulative total for households with multiple instances of service during the report period.*
 - ii) Permanent Supportive Housing and Transitional Housing: A percentage that reflects the average number of households residing in a program per night relative to the program capacity.
- d) **Goal-setting methodology:** Meet or exceed CSB Board Ends Policy, CoC local standards or prior performance. If new program, the program must provide the rationale for planned goal, including start-up.
- e) **Reporting methodology:** Total household units of service provided during the report period divided by the total days within the report period divided by the total program capacity. Measure is monitored, but not evaluated for new programs during start-up.
 - i) Emergency Shelter:
 - (1) Number: Total bedlist shelter units from the Bedlist Report or Outcomes Report for the report period / total days during the report period.
 - (2) Rate:
 - (a) Step 1: Divide the total (bedlist) shelter units for the report period by the number of days in the report period.
 - (b) Step 2: Divide the results obtained in Step 1 by the program capacity.
 - ii) Permanent Supportive Housing and Transitional Housing:
 - (1) *Number:* $\sum((\text{exit date or end of report period} - \text{entry date or beginning of report period}) + 1) / \text{days in report period}$.
 - (2) *Rate:* Program occupancy number (rounded to nearest whole number) divided by the program capacity.

28) **Recidivism:**

- a) **Purpose:** Indicates program's success in ending homelessness as measured by number of households who attain housing and do not return or enter shelter subsequent to successful housing outcome. A lower rate is considered positive.
- b) **Programs:** All except Permanent Supportive Housing and Transitional Housing
- c) **Definition:** The total number of distinct households that were exited during the report period with a successful housing outcome (as defined for that program) and had any shelter contact within two weeks to three months after having exited with a successful housing outcome. This measure is expressed as a percentage of total distinct households with an exit to housing (as defined for that program). For the Homelessness Prevention programs, the number of exited households with a successful housing outcome (as defined for that program) that have any shelter contact within 1(one) year of a successful housing

outcome, expressed as a percentage of total distinct households with an exit to housing (as defined for that program).

- d) **Goal-setting methodology:** Meet or below CSB Board Ends Policy or prior performance.
- e) **Reporting methodology:** A percentage rate reflecting the number of recidivist households in a program relative to the number of households that exited the program with a successful housing outcome (specific to that program). Recidivism rate is measured only for semi-annual and annual report periods. For Outreach Specialists households with exits to emergency shelter are excluded from the calculation.
 - i) Rate = (numerator/denominator) x 100
 - ii) Denominator: Cohort of households which attained successful housing outcome 90-days prior to the end of the report period.
 - (1) Quarterly cohort: Calculate the number of distinct households with successful housing outcome within the previous quarterly reporting period. *Note: for Prevention programs, the cohort is the number of distinct households with successful housing outcome within the previous year's quarterly reporting period.*
 - (2) Semi-annual cohort: Calculate the number of distinct households with successful housing outcome within the first 90 days of the semi-annual report period. *Note: for Prevention programs, the cohort is the number of distinct households with successful housing outcome within the previous year's semi-annual reporting period.*
 - (3) Annual cohort: Calculate the number of distinct households with successful housing outcome within the first 270 days of the annual report period. *Note: for Prevention programs, the cohort is the number of distinct households with successful housing outcome within the previous year's annual reporting period.*
 - iii) Numerator: Number of recidivists from the above cohort
 - (1) A recidivist household is defined as a distinct household that exits a program with a successful outcome (specific to that program) and enters the emergency shelter system within two weeks to three months after exit from the program.
 - (2) Using the above cohort, calculate the number of distinct households that enters shelter system within 14 to 90 days subsequent to successful housing outcome.
 - (3) For the Homelessness Prevention programs the time-range above is replaced by 14 days to 1(one) year.

29) **Shelter Linkage (%):**

- a) **Purpose:** Indicates program's success in referring households to appropriate emergency shelters and admitting them into shelter. A higher rate is considered positive.
- b) **Programs:** Emergency Shelter – Coordinated Point of Access
- c) **Definition:** The percentage of distinct households that were referred for intake into emergency shelter that enter the emergency shelter within 24 hours of referral.
- d) **Goal-setting methodology:** Meet or exceed CSB Board Ends Policy.
- e) **Reporting methodology:** Calculate the total number of distinct households that received a referral for intake into emergency shelter. Calculate the total number of distinct households from the referral pool that entered the respective emergency shelter (excludes Maryhaven Engagement Center) within 24 hours of referral. Divide the number of those that entered by the number of those that were referred.

30) ***Submitted SSI/SSDI Applications (# and %):***

- a) **Purpose:** Indicates volume of applications submitted by the program, which is considered to measure program efficiency.
- b) **Programs:** Benefits Partnership
- c) **Definition:** Number of distinct households that had their SSI/SSDI applications submitted by the program during the report period and for which case numbers have been entered into the system, if available, and the percentage this represents of total distinct households served during the report period.
- d) **Goal-setting methodology:** Meet or exceed CSB Board Ends Policy.
- e) **Reporting methodology:** The number of distinct households that have SSI/SSDI applications submitted within the start and end dates of the report period and for which case numbers were entered into CSP, if available. The rate is calculated by dividing the number of Submitted SSI/SSDI Applications by the number of distinct households that were served during the reporting period.

31) ***Successful SSI/SSDI Applications (%):***

- a) **Purpose:** Indicates program's success in helping homeless households receive benefits. Successful SSI/SSDI Application % constitutes the proportion of approvals and partial approvals compared to the total number of households that received resolutions during the report period. A higher rate is considered positive.
- b) **Programs:** Benefits Partnership
- c) **Definition:** The % of households for which SSI and/or SSDI applications that were successfully submitted received a resolution of "approved" or "partial approval".
- d) **Goal-setting methodology:** Meet or exceed CSB Board Ends Policy.
- e) **Reporting methodology:** Calculate the total number of households that received a resolution of "approved" or "partial approval" on their SSI or SSDI applications within the report period. Divide this number by the total number of households that received a resolution on their SSI or SSDI applications within the report period (approved, partial approval or denied).

32) ***Successful Diversion Outcome (# and %):***

- a) **Purpose:** Indicates program's success in ending homelessness by linking households to appropriate community resources and not admitting them into shelter. A higher number and rate are considered positive.
- b) **Programs:** Emergency Shelter– Family Shelter and Coordinated Point of Access
- c) **Definition:** The number of distinct households that are diverted to other community resources at their contact with the emergency shelter and the percentage this represents of total distinct households that contact the emergency shelter during the report period.
- d) **Goal-setting methodology:** Meet or exceed CSB Board Ends Policy.
- e) **Reporting methodology:** Calculate the total number of distinct household contacts and the total number of diversions that are considered successful. Divide the number of successful diversion outcomes by the number of total contacts during the report period.

- 33) **Successful Housing Exit (%)**: Refer to Table 1 and Table 2 for a complete list of housing outcomes.
- a) **Purpose**: Indicates program's success in ending homelessness as measured by those who attain permanent, independent housing. A higher number and rate are considered positive.
 - b) **Programs**: Permanent Supportive Housing
 - c) **Definition**: The number of distinct households that exit the program for other permanent housing (as defined in Table 1) and the percentage this represents of total distinct households exited.
 - d) **Goal-setting methodology**: Meet or exceed prior performance.
 - e) **Reporting methodology**: The total number of distinct household exits with destinations that are considered successful housing outcomes divided by the total number of distinct households exited during the report period. *Note: for Permanent Supportive Housing, deceased households are not included in the count of households exited.*
- 34) **Successful Housing Outcome/Successful Outcome (# and %)**: Refer to Table 1 and Table 2 for a complete list of housing outcomes.
- a) **Purpose**: Indicates program's success in ending homelessness. A higher number and rate are considered positive.
 - i) Permanent Supportive Housing: Indicates program's success in ending homelessness as measured by those who retain permanent housing or attain other permanent housing.
 - ii) Transitional Housing: Indicates program's success in ending homelessness as measured by those who attain permanent housing.
 - iii) Outreach Specialist: Indicates program's success in linking households to appropriate next step housing which includes shelter, transitional and permanent housing for successful outcomes and transitional and permanent housing only for the successful housing outcomes.
 - iv) Emergency Shelter: Indicates program's success in linking households to appropriate next step housing which includes Direct Housing, transitional and permanent housing.
 - v) Kinship Care: Indicates program's success in ending homelessness as measured by those who remain stable with the host family for long term, permanently or by those who attain other permanent housing and the exit/family is determined to be stable.
 - vi) All other: Indicates program's success in ending homelessness as measured by those who attain other transitional or permanent housing.
 - b) **Programs**: All
 - c) **Definition**:
 - i) For all programs excluding Permanent Supportive Housing, Outreach Specialists and Homelessness Prevention: the number of distinct households that exit (i.e., latest exit for households with multiple stays during report period) to successful housing as defined in Table 1 and the percentage this represents of total distinct households exited during the report period.
 - ii) For Outreach Specialists:
 - (1) Successful outcomes are the number of distinct households that exit (i.e., latest exit for households with multiple stays during report period) successfully to shelter,

- transitional or permanent housing as defined in Table 1 and Table 2 and the percentage this represents of total distinct households exited during the report period.
- (2) Successful housing outcomes are the number of distinct households that exit (i.e., latest exit for households with multiple stays during report period) to successful housing as defined in Table 1 and the percentage this represents of total distinct households with a successful outcome.
 - iii) For Permanent Supportive Housing: the number of distinct households that remain in the Permanent Supportive Housing program that exit the program for other permanent housing (as defined in Table 1) and the percentage this represents of total distinct households served.
 - iv) For Homelessness Prevention programs: the number of distinct households that attain stable housing at exit from the program and the percentage this represents of total distinct households exited.
 - v) For Kinship Care program:
 - (1) Successful outcomes are the number of distinct households that remain stable with the host family for long term, permanently or that attain other permanent housing and the exit/family is determined to be stable and the percentage this represents of total distinct households exited during the report period.
- d) **Goal-setting methodology:** Meet or exceed CSB Board Ends Policy, HUD Standards or prior performance.
- i) Direct Housing, Homelessness Prevention, and Transitional Housing: Multiply the percentage goal by the projected number of exited households.
 - ii) Outreach Specialists:
 - (1) Successful outcomes: Multiply the percentage goal by the projected number of exited households.
 - (2) Successful housing outcomes: Multiply the percentage goal by the projected number of successful outcomes.
 - iii) Emergency Shelter: Number of successful housing outcomes equals rate times number of exits.
 - iv) Permanent Supportive Housing and Transition Program: Multiply the percentage goal by the projected number of households served.
 - v) Kinship Care:
 - (1) Successful outcomes: Multiply the percentage goal by the projected number of exited households.
- e) **Reporting methodology:**
- i) For all programs excluding Permanent Supportive Housing, and Outreach Specialists: Calculate the total number of distinct household exits and the total number of destinations that are considered successful housing outcomes. Divide the number of successful housing outcomes by the number of total exits during the report period.
 - ii) For Outreach Specialists:
 - (1) Successful outcomes: Calculate the total number of distinct household exits and the total number of destinations that are considered successful shelter and housing outcomes per Table 1 and Table 2. Divide this number of successful outcomes by the number of total exits during the report period.

- (2) Successful housing outcomes: Calculate the total number of successful outcomes (above) and the total number of destinations that are considered successful housing outcomes (please refer to Table 1). Divide the number of successful housing outcomes by the number of total successful outcomes.
- iii) For Permanent Supportive Housing: Sum the total number of distinct household exits with destinations that are considered successful housing outcomes and the number residing in Permanent Supportive Housing at the end of the report period. Divide the number of successful housing outcomes by the total number of distinct households served during the report period. *Note: for Permanent Supportive Housing, deceased households are not included in the count of households served.*
- iv) For Kinship Care:
 - (1) Successful outcomes: Calculate the total number of distinct household exits and the total number of destinations that are considered successful outcomes per Table 2. Divide this number of successful outcomes by the number of total exits during the report period.

35) **Turnover Rate:**

- a) **Purpose:** Turnover rate indicates the program's effectiveness in providing stable housing. Rate is monitored, but not evaluated.
- b) **Programs:** Permanent Supportive Housing
- c) **Definition:** The rate at which units become vacant relative to the program capacity. Monitored, but not evaluated.
- d) **Goal-setting methodology:** Set based on prior performance. For new programs, CSB estimates the following turnover rates: Annual rate: 20%; Semi-annual rate: 10%; Quarterly rate: 5%.
- e) **Reporting methodology:** Turnover rate is calculated by dividing the total number of distinct household exited during a report period by the program capacity during the same report period.

36) **Usage of CSB Direct Client Assistance (DCA) (# and %):**

- a) **Purpose:** Indicates that program is assisting households to access DCA and obtain housing. A higher number/rate of access is considered positive.
- b) **Programs:** Outreach Specialists, Emergency Shelter, Direct Housing, Homelessness Prevention and Transition Program.
- c) **Definition:** The number of exited distinct households receiving either Transition DCA during the report period or Direct Housing/Prevention DCA during and/or for up to 90 days prior to or after the report period, and the percentage this represents of total distinct household exits during the report period.
- d) **Goal-setting methodology:** Meet or exceed CSB Board Ends Policy; based on historical trends, anticipated performance and/or program design.
- a) **Reporting methodology:** The total number of exited distinct households that received CSB DCA during the report period (For direct housing/prevention, DCA received up to 90 days prior to or after the report period included) / total number of distinct households served that exited the system during the report period. The households that exited successfully without the assistance of CSB DCA are excluded from the calculation.

37) ***Usage of CSB Direct Client Assistance (DCA) (Average \$ Amount per Household):***

- a) **Purpose:** Indicates that program is cost-efficient in accessing DCA. A lower average amount per household indicates that program has leveraged other community resources.
- b) **Programs:** Direct Housing, Homelessness Prevention and Transition Program.
- c) **Definition:** The average dollar amount of total CSB direct client assistance received per distinct household during the report period.
- d) **Goal-setting methodology:** Based on historical trends, anticipated performance, available resources and program design.
- e) **Reporting methodology:** Total monetary assistance awarded to all households during report period / total number of distinct households served that received assistance.

Table 1: Successful Housing Outcomes (see above item 33 and 34)

HUD Destination	Does Head of household Control Housing? ¹	Successful Housing Outcome?
1 = Emergency shelter, including hotel or motel paid for with emergency shelter voucher	No	No
2 = Transitional housing for homeless persons (including homeless youth) Amethyst - RSVP, Huckleberry House – Transitional Living Program, Maryhaven - Women’s program, Southeast -New Horizons Transitional Housing, VOAGO Veterans Program	Varies	No (Except for Emergency Shelters and Outreach)
3 = Permanent supportive housing for formerly homeless persons (such as SHP, Rental Assistance, or SRO) all Rebuilding Lives and CoC programs, HOME, HUD, CSB subsidized	Yes	Yes
4 = Psychiatric hospital or other psychiatric facility	No	No
5 = Substance abuse treatment facility or detox center	No	No
6 = Hospital (non-psychiatric)	No	No
7 = Jail, prison or juvenile detention facility	No	No
10 = Rental by client, no ongoing housing subsidy privately owned, market rent housing	Yes	Yes
11 = Owned by client, no ongoing housing subsidy	Yes	Yes
13 = Staying or living with family, temporary tenure (e.g., room, apartment or house)	No	No
13 = Staying or living with friends, temporary tenure (e.g., room, apartment or house)	No	No
14 = Hotel or motel paid for without emergency shelter voucher	No	No
15 = Foster care home or foster care group home	No	No
16 = Place not meant for habitation (e.g., a vehicle, an abandoned building, bus/train/subway station/Airport or anywhere outside)	No	No
17 = Other	No	No
18 = Safe Haven	No	No
19 = Rental by client, VASH Subsidy (veteran supportive housing subsidy)	Yes	Yes
20 = Rental by client, other (non-VASH) ongoing housing subsidy public housing owned and subsidized by CMHA, housing owned by a private landlord or partner agency and subsidized through a CMHA Section 8 Voucher, other than supportive housing	Yes	Yes
21 = Owned by client, with ongoing housing subsidy	Yes	Yes
22 = Staying or living with family, permanent tenure	No	No (except for Huckleberry House)
23 = Staying or living with friends, permanent tenure	No	No (except for Huckleberry House)
24 = Deceased	No	No
8 = Don’t Know	No	No
9 = Refused	No	No

¹ Heads of household are determined to be in control of their housing if the lease/mortgage is in their name or if they otherwise have a written agreement that gives them a right to reside in their housing, such as a roommate agreement.

In addition to the outcomes specified in Table 1 for successful housing outcomes, the outcome listed in Table 2 is considered successful for the Successful Outcome indicator.

Table 2: Successful Outcomes (applies only to Outreach Specialists program and Kinship Care program)

HUD Destination	Successful Outcome? (Outreach)
1 = Emergency shelter, including hotel or motel paid for with emergency shelter voucher	Yes
2 = Transitional housing for homeless persons (including homeless youth) - Amethyst - RSVP, Huckleberry House – Transitional Living Program, Maryhaven - Women’s program, Southeast -New Horizons Transitional Housing, VOAGO Veterans Program	Yes
15 = Foster care home or foster care group home	Yes
18 = Safe Haven	Yes
22 = Staying or living with family, permanent tenure	Yes
23 = Staying or living with friends, permanent tenure	Yes

HUD Destination	Successful Outcome? (Kinship)
10 = Rental by client, no ongoing housing subsidy privately owned, market rent housing	Yes
11 = Owned by client, no ongoing housing subsidy	Yes
20 = Rental by client, other (non-VASH) ongoing housing subsidy public housing owned and subsidized by CMHA, housing owned by a private landlord or partner agency and subsidized through a CMHA Section 8 Voucher, other than supportive housing	Yes
21 = Owned by client, with ongoing housing subsidy	Yes
22 = Staying or living with family, permanent tenure	Yes
23 = Staying or living with friends, permanent tenure	Yes



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Development Services Agency



The City of Columbus
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