

PROGRAM EVALUATION

FY2014
7/01/13 – 12/31/13

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 10,000 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 FY2014 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 2014 (July 2013-June 2014). 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 FY2015 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 respective funders and the local community. 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 or annual performance reports submitted by each agency. Compliance with CSB administrative and program standards was assessed by CSB staff during CY2013 and beginning of CY2014.

Unless otherwise noted, performance data was gathered from the Community Shelter Board's Columbus ServicePoint (CSP) for the 7/1/13 through 12/31/13 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 FY2015 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 FY2015 based on past program performance, and CSB and HUD performance standards. Agencies have agreed to these POP measures for inclusion in the FY2015 partnership agreements.

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

Performance Ratings at a Glance

System/Program

Performance Rating High (System of Concern)

Family Emergency Shelter System	
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	High
Direct Housing System	High
Permanent Supportive Housing System	High
Homelessness Prevention	
Communities In Schools Stable Families	High
Gladden Community House Homeless Prevention	High
Gladden Community House Stable Families	High
LSS/FM SSVF Prevention ¹	N/A
VOAGO/FM SSVF Prevention ¹	N/A
Emergency Shelters	
YWCA Family Center	Medium
HandsOn Central Ohio Coordinated Point of Access	High
LSS/Faith Mission Single Adults	High
LSS/Faith Mission VA Emergency Housing	High
Maryhaven Engagement Center	Medium
Southeast/Friends of the Homeless Men's Shelter	Medium
Southeast/Friends of the Homeless Rebecca's Place	High
VOAGO Men's Shelter	High
VOAGO VA Emergency Housing	High
YMCA Front Door Shelter ¹	N/A
YMCA Single Men Overflow	High
YMCA Single Women Overflow	High
Outreach Specialist	
Maryhaven Collaborative Outreach	High
Access to Benefits	
YWCA Benefits Partnership	Medium
Direct Housing	
CSB Transition Program	High
Homeless Families Foundation Rolling Stock	High
LSS/FM Navigator Pilot ¹	N/A
LSS/FM SSVF Rapid Rehousing ¹	N/A
The Salvation Army Direct Housing	High
The Salvation Army Job2Housing	High
VOAGO SSVF Rapid Rehousing ¹	N/A
VOAGO Transition in Place	High
YWCA Kinship Care	High

¹ Program too new to be rated.

Permanent Supportive Housing

CHN Briggsdale	High
CHN Cassady Avenue Apartments	High
CHN Community ACT	High
CHN East Fifth Avenue Apartments	High
CHN Hotel St. Clair	High
CHN Inglewood Court	Medium
CHN Leased Supportive Housing Program	Medium
CHN North 22 nd Street	High
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	High
NCR Commons at Buckingham	High
NCR Commons at Grant	Medium
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 Expansion ¹	N/A
YMCA Sunshine Terrace/Franklin Station	High
YWCA WINGS	High

Continuum of Care Programs (Non-CSB funded)

Transitional Housing

Huckleberry House Transitional Living Program	High
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

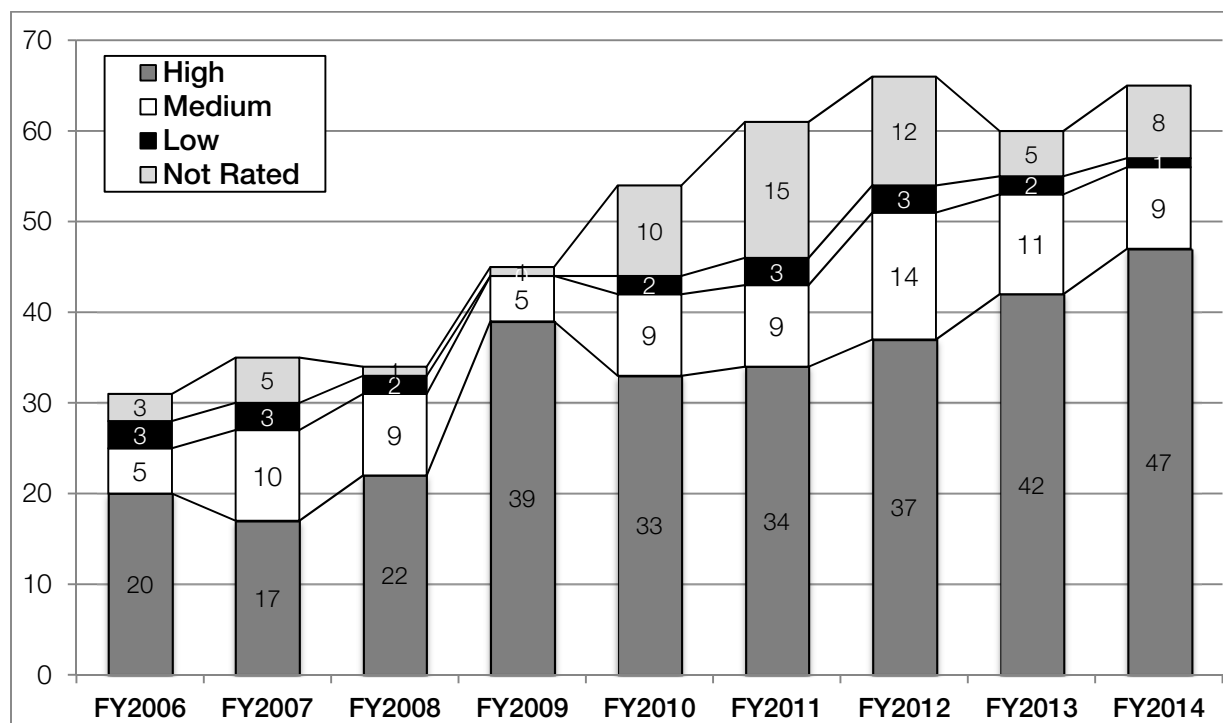
Amethyst Shelter Plus Care	Low
AIDS Resource Center Ohio Shelter Plus Care	Medium
CHN Shelter Plus Care SRA	High
CHN Shelter Plus Care TRA	High
LSS/Faith Mission Shelter Plus Care SRA	High

¹ Program too new to be rated.

Conclusion

The findings outlined in this evaluation indicate a good level of performance and service provision by partner agencies. The graph below illustrates the number of rated programs between fiscal years 2006 and 2014 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.

Number of programs by rating category between FY2006 and FY2014



In FY2014, 8 programs were not rated as being too new to evaluate. Amethyst RSVP program was not rated and excluded as the program operations ended in January 2014.

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
- Lianna Barbu, Operations Director
- Catherine Kendall, Database Administrator
- Erin Maus, Program Manager
- Amy Price, Director of Programs and Planning
- Keiko Takusagawa, Operations Administrator

System Evaluations

System: Family Emergency Shelter System
Agencies: YWCA
Period: 7/1/13-12/31/13
Performance: High – “System of Concern”

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 3 to 6 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 expanded the placing opportunities for families experiencing homelessness. CSB received a grant from HUD to implement this demonstration program, starting with FY2010. HUD continues funding of this program, along with the local funder, JP Morgan Chase, 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.

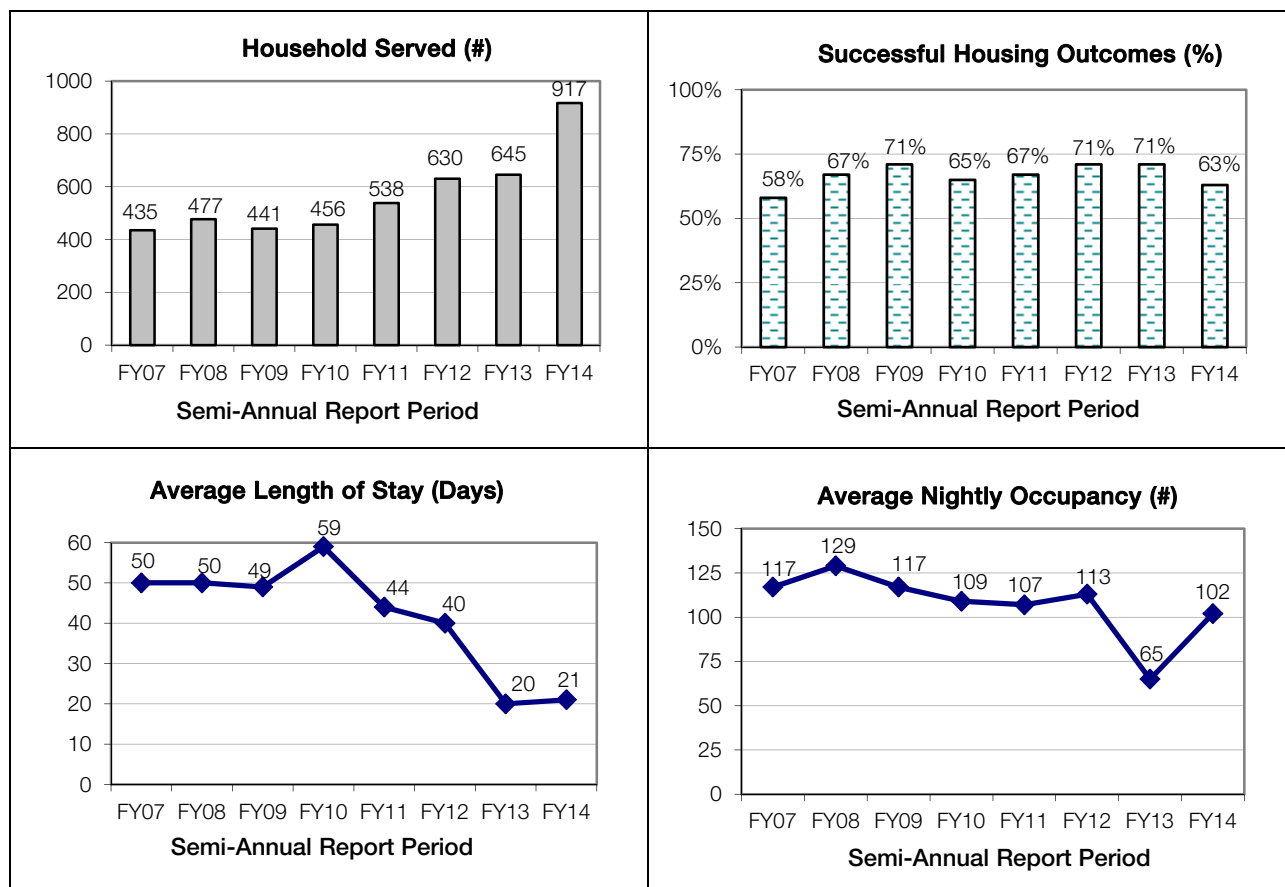
In FY2014, to assure that adequate emergency shelter capacity was available, CSB contracted with the YWCA Family Center to provide overflow assistance for families in need of emergency shelter beyond the 50 family capacity of the YWCA Family Center.

FY2014 Family Shelter System Provider and Capacity (7/1/13 – 6/30/14)

Shelter Type	Agency	Program	Capacity (Families)
Tier I	YWCA	Family Center	50
<i>Total Capacity</i>			<i>50</i>

B. Performance Outcomes

Semi-annual Trends



System Outcome Achievement 7/1/13 to 12/31/13

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	400	917	Yes
Successful Housing Outcomes	#	245	510	Yes
Successful Housing Outcomes	%	70	63	No
Average Length of Stay	Days	20	21	Yes
Recidivism	%	5	1	Yes
CSB Cost per Household		CSB costs consistent with budget	CSB costs consistent with budget	Yes
CSB Cost per Successful Housing Outcome				

The Family Emergency Shelter System served 42% more households than the previous reporting period. The decrease in successful housing outcomes for the system is concerning. A significant increase in households' income at entry and employment, compared to prior reporting periods, is noted (currently 36% of families are employed compared to the previous 25%). We are reporting the highest number of households served for the past eight fiscal years. We are qualifying this system as a "system of concern" due to its unsustainability related to funding and operations at this increased level of demand and service.

C. Efficient Use of Community Resources¹

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual ²
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$1,903,170	\$951,585	\$1,143,746
Other Funds	\$806,792	\$403,396	\$423,743
Total	\$2,709,962	\$1,354,981	\$1,567,489
Cost per Household Served – CSB	\$2,884	\$2,379	\$1,247
Cost per Successful Household Served – CSB	\$4,457	\$3,884	\$2,243
Percentage of CSB Funds	70%	70%	73%
Percentage of Leveraged Funds	30%	30%	27%

¹ Overflow funds included in totals; YWCA Family Center handled overflow for the family system during FY2014.

² Received a performance payment for the YWCA Family Center operations excluding overflow, payments by CSB are above the current semi-annual actual CSB costs by \$294,687, \$134,862 for the Family Center and \$159,825 for Overflow operations.

D. Recommendations
System Outcome Measures

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
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

¹FY2015 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: 7/1/13-12/31/13
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 445 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 designed 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.

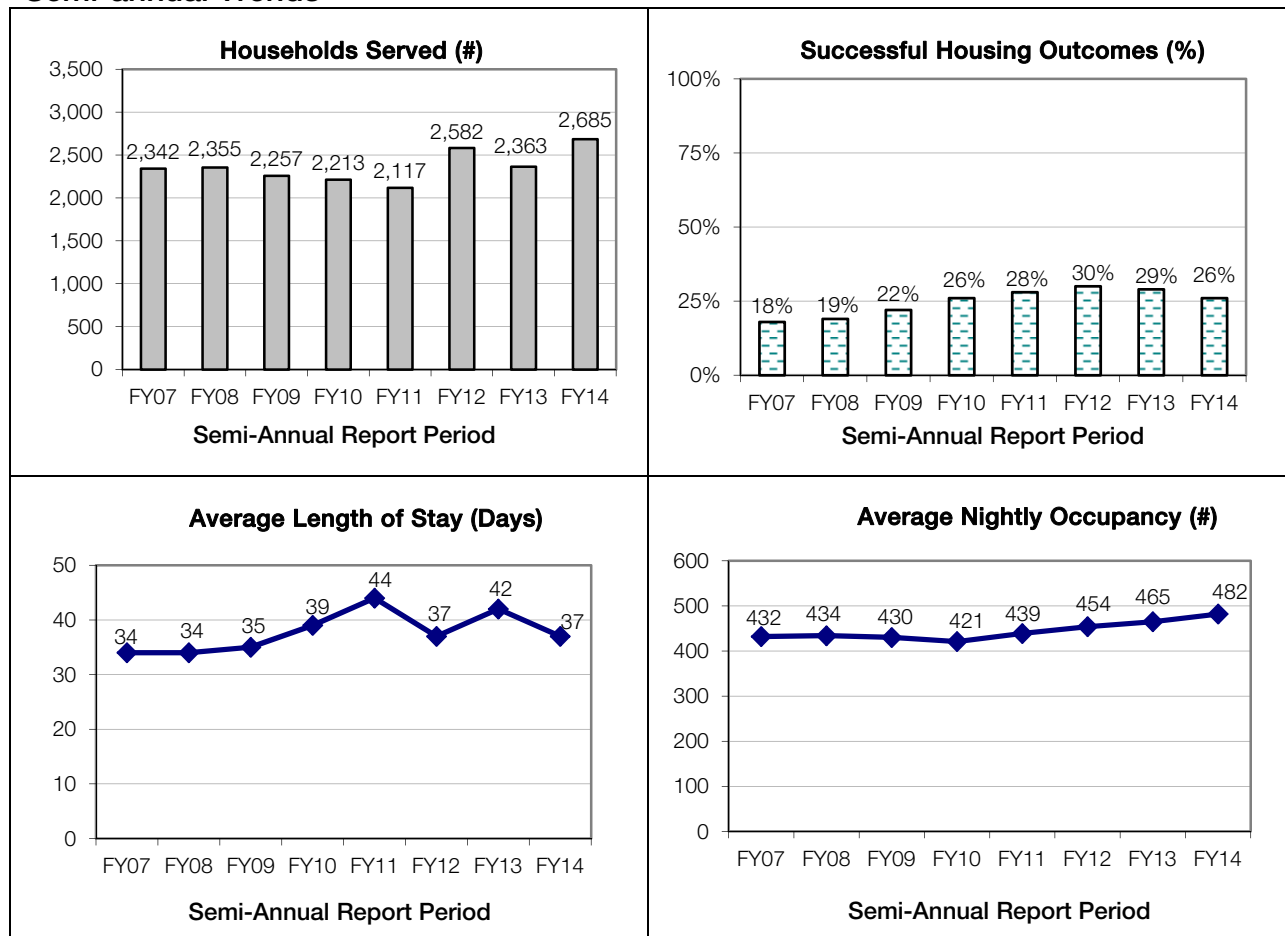
From October to March the adult shelter system implements an overflow plan to assure that no individual seeking shelter is turned away during these colder months. As part of the "Winter Overflow" plan, the number of emergency shelter beds for single adults is increased in existing facilities and additional flexible capacity is made available, as needed. During warmer months, the adult shelter system has a fixed capacity. In FY2014, shelters started overflow in August due to high demand. LSS/Faith Mission and YMCA provided additional overflow capacity for single men when no other shelter beds were available until end of March.

FY2014 Men's Shelter Capacity (7/1/13 – 6/30/14)

Agency	Men's Programs	Regular Capacity	Regular/Seasonal Overflow Capacity	Total Capacity
Lutheran Social Services	Faith Mission on 6 th Street	110	94	204
Lutheran Social Services	Faith Mission on 8 th Avenue	95	0	95
Lutheran Social Services	VA Emergency Housing	15	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	0	60	130
Total Capacity		445	174	619

B. Performance Outcomes

Semi-annual Trends



System Outcome Achievement 7/1/13 to 12/31/13

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual ¹ Actual 7/1/13-12/31/13	Achieved
Households Served	#	2450	2685	Yes
Successful Housing Outcomes	#	502	563	Yes
Successful Housing Outcomes	%	25	26	Yes
Average Length of Stay	Days	30	37	No
Recidivism	%	5	7	Yes
Movement	%	15	23	No
CSB Cost per Household		CSB costs consistent with budget	CSB costs consistent with budget	Yes
CSB Cost per Successful Housing Outcome				

The system experienced an increase in the number of individuals served by 14%, compared to the previous reporting period. Compared to previous reporting periods, the decrease in average length of stay is positive while the decrease in successful housing outcomes is concerning. The system expanded capacity in August to eliminate waitlist for shelters, which accounts for the increase in the number served.

C. Efficient Use of Community Resources²

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$2,318,670	\$1,159,335	\$1,044,969
Other Funds	\$2,937,657	\$1,468,828	\$1,481,365
Total	\$5,256,327	\$2,628,163	\$2,526,334
Cost per Household Served - CSB	\$606	\$433	\$389
Cost per Successful Household Served - CSB	\$2,935	\$2,305	\$1,856
Percentage of CSB Funds	44%	44%	41%
Percentage of Leveraged Funds	56%	56%	59%

¹ Actual includes overflow and LSS/VOAGO VA Emergency Housing programs.

² Costs for LSS/VOAGO VA Emergency Housing programs are excluded. Budgeted cost per household and per successful household include LSS's actual number of households served in the overflow program.

D. Recommendations
System Outcome Measures

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
Households Served ¹	#	1650	1750	2600	1700	1550	2550	3800
Successful Housing Outcomes ²	#	322	350	588	336	294	574	924
Successful Housing Outcomes	%	28	28	28	28	28	28	28
Average Length of Stay	Days	35	35	35	35	35	35	35
Average Engagement Time	Days	N/A	7	7	7	7	7	7
Recidivism	%			5			5	5
Movement ³	%			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 FY2015 households served based on FY2014 semi-annual period achievement and historical trending information.

² FY2015 number of successful housing outcomes based on calculated number [(households served – non-overflow system capacity) * 28%] for each period.

³ Applicable to Tier 2 shelters only.

System: Women's Emergency Shelter System
Agencies: Lutheran Social Services, Maryhaven, Southeast, Inc. and YMCA
Period: 7/1/13-12/31/13
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 designed 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.

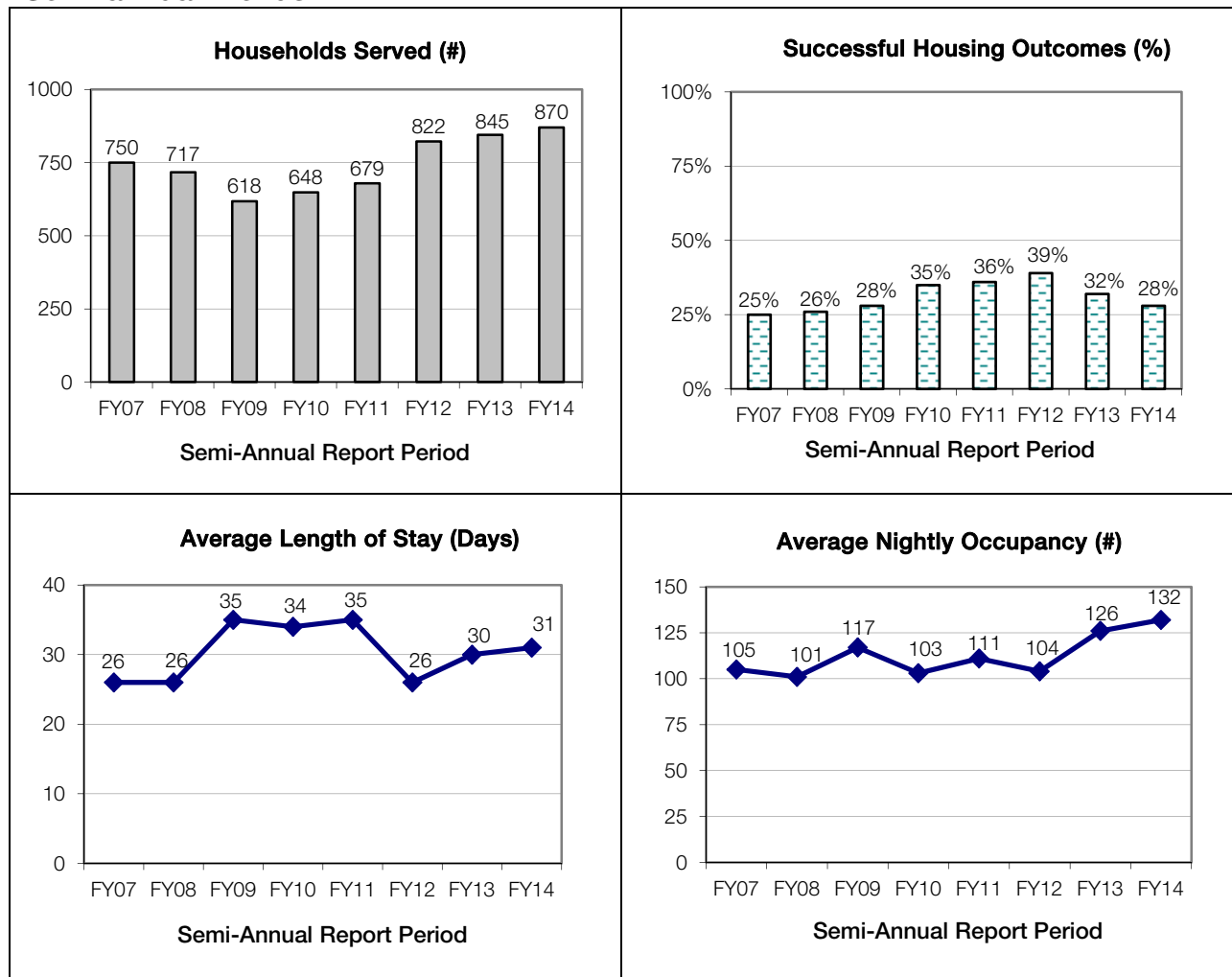
From October to March the adult shelter system implements an overflow plan to assure that no individual seeking shelter is turned away during colder months. As part of the "Winter Overflow" plan, the number of emergency shelter beds for single adults is increased in existing facilities and additional flexible capacity is made available, as needed. In FY2014, shelters started overflow in July due to high demand. LSS/Faith Mission and YMCA provided additional overflow capacity for single women when no other shelter beds were available until end of March.

FY2014 Women’s Shelter Capacity (7/1/13 – 6/30/14)

Agency	Women’s Programs	Regular Capacity	Regular/Seasonal Overflow Capacity	Total Capacity
Lutheran Social Services	Faith Mission Nancy’s Place	42	36	78
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	47	7	54
YMCA	Overflow	0	15	15
Total Capacity		101	63	164

B. Performance Outcomes

Semi-annual Trends



System Outcome Achievement 7/1/13 to 12/31/13

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual ¹ 7/1/13-12/31/13	Achieved
Households Served	#	700	870	Yes
Successful Housing Outcomes	#	150	203	Yes
Successful Housing Outcomes	%	25	28	Yes
Average Length of Stay	Days	30	31	Yes
Recidivism	%	5	3	Yes
Movement	%	15	15	Yes
CSB Cost per Household		CSB costs consistent with budget	CSB costs consistent with budget	Yes
CSB Cost per Successful Housing Outcome				

The system experienced an increase in the number of individuals served by 3%, compared to the previous reporting period. Performance lagged compared to the previous reporting periods for both successful housing outcomes and average length of stay. The system expanded capacity in August to eliminate waitlist for shelters, which accounts for the increase in the number served.

C. Efficient Use of Community Resources²

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$752,569	\$376,284	\$394,663
Other Funds	\$764,231	\$382,116	\$406,759
Total	\$1,516,800	\$758,400	\$801,422
Cost per Household Served - CSB	\$594	\$475	\$454
Cost per Successful Household Served - CSB	\$2,798	\$2,509	\$1,944
Percentage of CSB Funds	50%	50%	49%
Percentage of Leveraged Funds	50%	50%	51%

¹ Actual includes overflow and LSS VA Emergency Housing programs.

² Costs for LSS VA Emergency Housing program are excluded. Budgeted cost per household and per successful household include LSS's actual number of households served in the overflow program.

D. Recommendations
System Outcome Measures

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
Households Served ¹	#	500	550	870	550	450	800	1400
Successful Housing Outcomes ²	#	104	118	207	118	90	188	356
Successful Housing Outcomes	%	28	28	28	28	28	28	28
Average Length of Stay	Days	35	35	35	35	35	35	35
Average Engagement Time	Days	N/A	7	7	7	7	7	7
Recidivism	%			5			5	5
Movement ³	%			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 FY2015 households served based on FY2014 semi-annual period achievement and historical trending information.

² FY2015 number of successful housing outcomes based on calculated number [(households served – non-overflow system capacity) * 28%] for each period.

³ Applies to Tier 2 shelters only.

System: Emergency Shelter System
Agencies: Lutheran Social Services, Maryhaven, Southeast, Inc.,
 Volunteers of America of Greater Ohio, YMCA and YWCA
Period: 7/1/13-12/31/13
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.

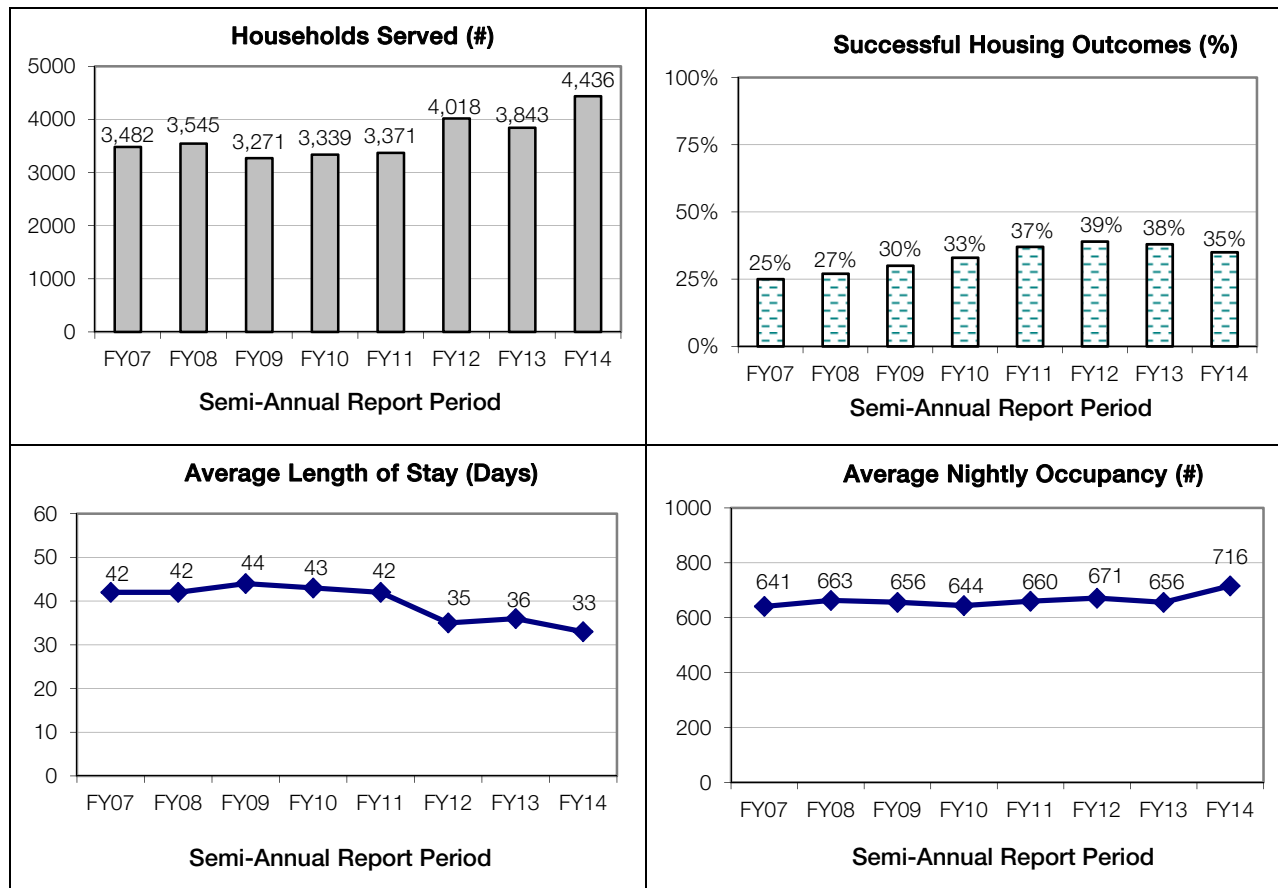
FY2014 Emergency Shelter System Providers and Capacity (7/1/13 – 6/30/14)

Agency	Shelter Type	Regular Capacity	Seasonal Overflow Capacity	Total Capacity
Lutheran Social Services ¹	Single Adult Shelter, VA Emergency Housing	266	130	396
Maryhaven	Inebriate Shelter	50	5	55
Southeast, Inc.	Single Adult Shelter	177	22	199
Volunteers of America of Greater Ohio	Single Adult Shelter, VA Emergency Housing	53	5	58
YMCA ¹	Single Adult Seasonal Overflow Site	-	75	75
YWCA ¹	Family Shelter	50	-	50
Total Capacity		596	237	833

¹ YWCA Family Center provided overflow for the family system during FY2014. LSS/Faith Mission and YMCA provided overflow for the single adult system during FY2014.

B. Performance Outcomes

Semi-annual Trends



System Outcome Achievement 7/1/13 to 12/31/13

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual ¹ 7/1/13-12/31/13	Achieved
Households Served	#	3550	4436	Yes
Successful Housing Outcomes	#	1035	1267	Yes
Successful Housing Outcomes	%	35	35	Yes
Average Length of Stay	Days	30	33	Yes
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				

We are reporting a 15% increase in households served compared to the previous reporting period mainly due to the family system numbers. Performance lagged compared to previous reporting periods. The low average length of stay is due to the impact of the family emergency shelter on the entire system. Capacity limitations for single adults prevented 19 individuals, on average, to receive emergency shelter each night, until the system expanded capacity in early August to meet demand.

¹ Actual includes overflow and LSS/VOAGO VA Emergency Housing programs.

C. Efficient Use of Community Resources¹

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$4,974,409	\$2,487,205	\$2,583,378
Other Funds	\$4,508,680	\$2,254,340	\$2,311,867
Total	\$9,483,089	\$4,741,545	\$4,895,245
Cost per Household Served - CSB	\$865	\$643	\$582
Cost per Successful Household Served – CSB	\$2,935	\$2,401	\$2,039
Percentage of CSB Funds	52%	52%	53%
Percentage of Leveraged Funds	48%	48%	47%

D. Recommendations

System Outcome Measures

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
Households Served	#	2395	2545	3870	2482	2232	3726	5860
Successful Housing Outcomes ²	%	35	35	35	35	35	35	35
Successful Housing Outcomes ²	#	563	605	1040	581	511	990	1707
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 Costs for LSS/VOAGO VA Emergency Housing program are excluded. Budgeted cost per household and per successful household include LSS's actual number of households served in the overflow programs.

² FY2015 number of successful housing outcomes based on calculated number, adding all system Program Outcomes Plans successful housing outcomes 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: 7/1/13-12/31/13
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.

**FY2014 Emergency Shelter and Transitional Housing System
 Providers and Capacity (7/1/13 – 6/30/14)**

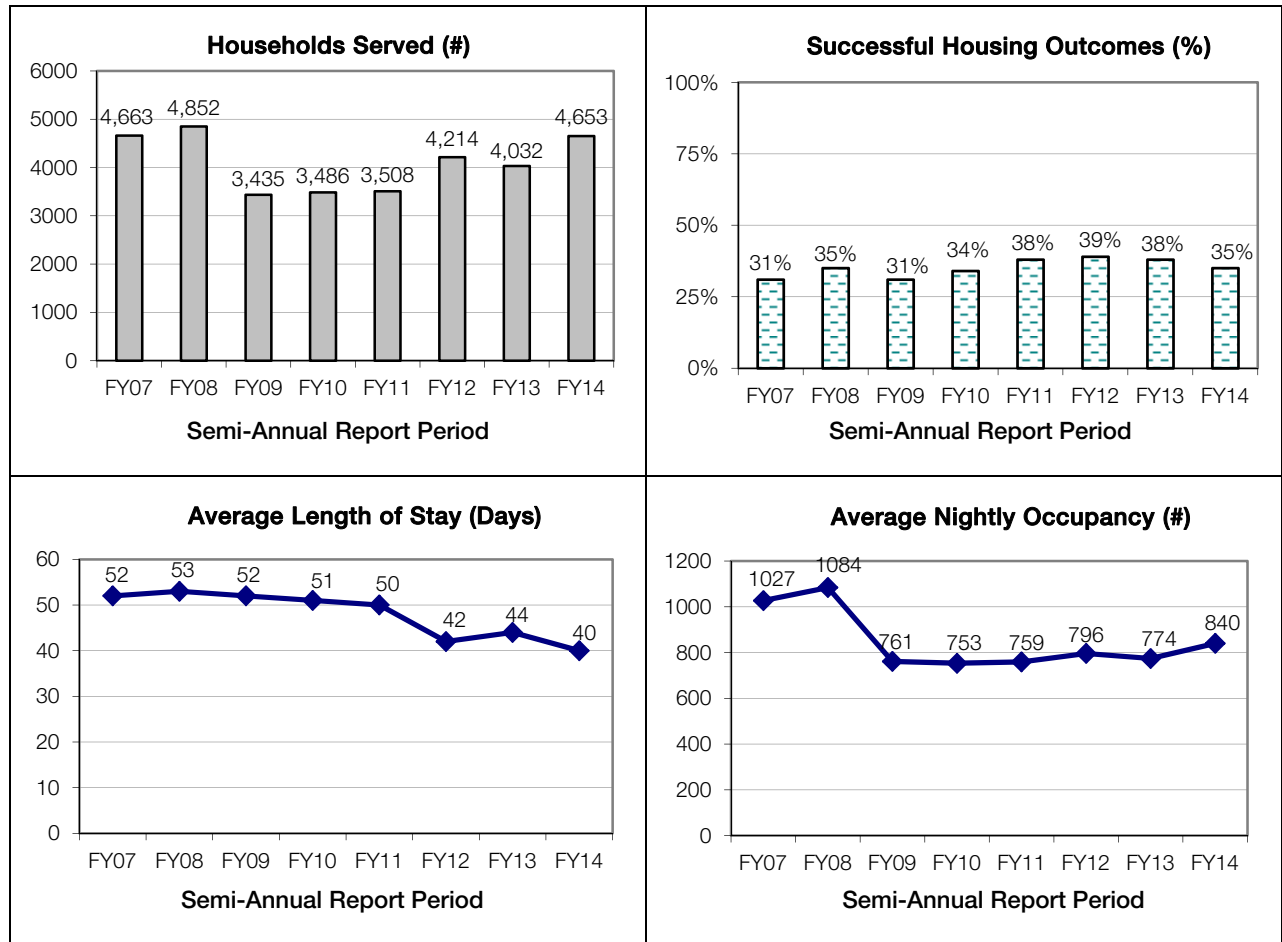
Agency	Housing Type	Regular Capacity	Regular/ Seasonal Overflow Capacity	Total Capacity
Amethyst, Inc. ¹	Transitional Housing	8	-	8
Huckleberry House	Transitional Housing	24	-	24
Lutheran Social Services ²	Single Adult Shelter, VA Emergency Housing	266	130	396
Maryhaven	Inebriate Shelter, Transitional Housing	55	5	60
Southeast, Inc.	Single Adult Shelter, Transitional Housing	213	22	235
Volunteers of America of Greater Ohio	Single Adult Shelter, VA Emergency Housing, Veterans Transitional Housing	103	5	108
YMCA ²	Seasonal Overflow Alternate Site (Single Adults), Transitional Housing	5	75	80
YWCA ²	Family Shelter	50	-	50
Total Capacity		724	237	961

¹ Program closed as of 1/31/2014. Individual program performance is not reported in FY14 Program Evaluation.

² YWCA Family Center provided overflow for the family system during FY2014. LSS/Faith Mission and YMCA provided overflow for the single adult system during FY2014.

B. Performance Outcomes

Semi-annual Trends



System Outcome Achievement 7/1/13 to 12/31/13

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	3751	4653	Yes
Successful Housing Outcomes	#	1064	1319	Yes
Successful Housing Outcomes	%	35	35	Yes
Average Length of Stay	Days	30	40	No
Recidivism	%	5	4	Yes

We are reporting a 15% increase in households served compared to the previous reporting period. 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 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
Households Served	#	2533	2683	4048	2620	2370	3904	6146
Successful Housing Outcomes ¹	#	617	669	1147	647	560	1097	1881
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 FY2015 number of successful housing outcomes based on calculated number [(households served – non overflow system capacity)* 35%] for each period. The % SHO based on historical trending.

System: Prevention System
Agencies: Communities In Schools, Lutheran Social Services, Gladden Community House and Volunteers of America Greater Ohio
Period: 7/1/13-12/31/13
Performance: High

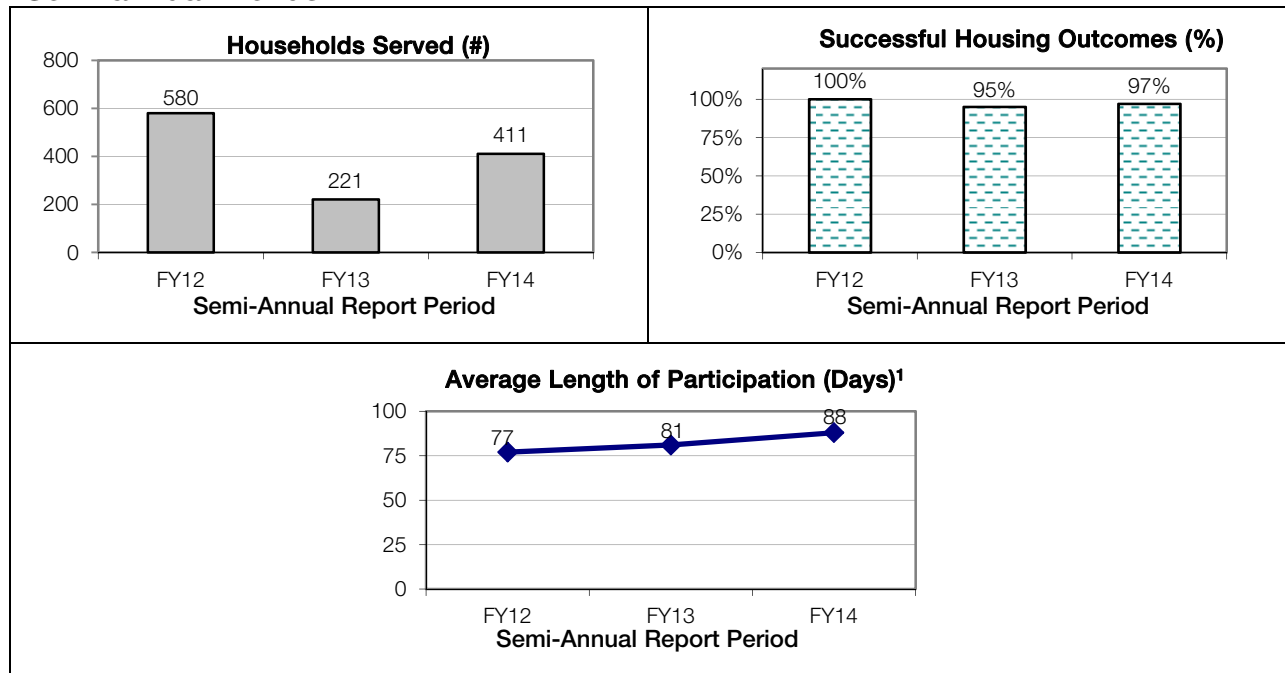
A. Description

The prevention system is comprised of Communities In Schools Stable Families, Gladden Community House Prevention program and Gladden Community House Stable Families program. Starting October 2013, Lutheran Social Services SSVF and VOAGO SSVF prevention programs are included in the system.

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

Semi-annual Trends



¹ Excludes GCH Prevention. Average length of participation including GCH Prevention is 26 days.

System Outcome Achievement 7/1/13 to 12/31/13¹

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
New Households Served	#	102	375	Yes
Households Served	#	345	411	Yes
Exited Households ²	#	258	359	N/A
Successful Housing Outcomes	#	266	349	Yes
Successful Housing Outcomes	%	93	97	Yes
Average Length of Participation	Days	90	88	Yes
Housing Affordability at Exit ^{2, 3}	%	50	36	N/A
Recidivism	%	5	4	Yes
Usage of CSB Direct Client Assistance ^{4, 5}	%	50	90	Yes
Usage of CSB Direct Client Assistance ⁵	\$	500	735	No
CSB Cost per Household		CSB costs consistent with budget	CSB costs consistent with budget	Yes
CSB Cost per Successful Housing Outcome				

The performance of the system, reflected by the successful housing outcomes is very good. The system has a high average income and employment rate, compared to the other systems and indicates a need for more effective targeting of households that without this prevention assistance would become homeless. Stable Families program targeting is being changed to focus on doubled up families.

C. Efficient Use of Community Resources⁶

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$248,589	\$124,295	\$99,643
Other Funds	\$53,984	\$26,992	\$26,667
Total	\$302,573	\$151,287	\$126,310
Cost per Household Served - CSB	\$437	\$405	\$254
Cost per Successful Household Served - CSB	\$514	\$518	\$289
Percentage of CSB Funds	82%	82%	79%
Percentage of Leveraged Funds	18%	18%	21%

¹ Where applicable, goals adjusted to include SSVF Prevention programs and actual includes SSVF Prevention programs.

² Monitored but not evaluated.

³ Measured for Stable Families programs only. Two households were excluded due to missing data.

⁴ Households who had a successful housing outcome without the assistance of DCA are excluded from the calculation.

⁵ GCH – Prevention program did not have any DCA recipients.

⁶ LSS SSVF and VOAGO SSVF prevention programs are excluded.

D. Recommendations
System Outcome Measures

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
New Households Served	#	178	178	356	176	176	352	708
Households Served ¹	#	235	238	413	237	237	413	765
Exited Households ²	#	175	177	352	176	176	352	704
Successful Housing Outcomes	%	93	93	93	93	93	93	93
Successful Housing Outcomes	#	163	165	327	164	164	327	655
Average Length of Participation ³	Days	90	90	90	90	90	90	90
Housing Affordability at Exit ^{2,3}	%	50	50	50	50	50	50	50
Usage of CSB Direct Client Assistance ³	\$	1000	1000	1000	1000	1000	1000	1000
Usage of CSB Direct Client Assistance ³	%	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 FY2015 households served based FY2015 individual Program Outcomes Plan goals.

² Monitored but not evaluated.

³ Excludes Gladden Community House Prevention.

System: Direct Housing System
Agencies: Homeless Families Foundation, Lutheran Social Services, The Salvation Army and Volunteers of America of Greater Ohio
Period: 7/1/13-12/31/13
Performance: High

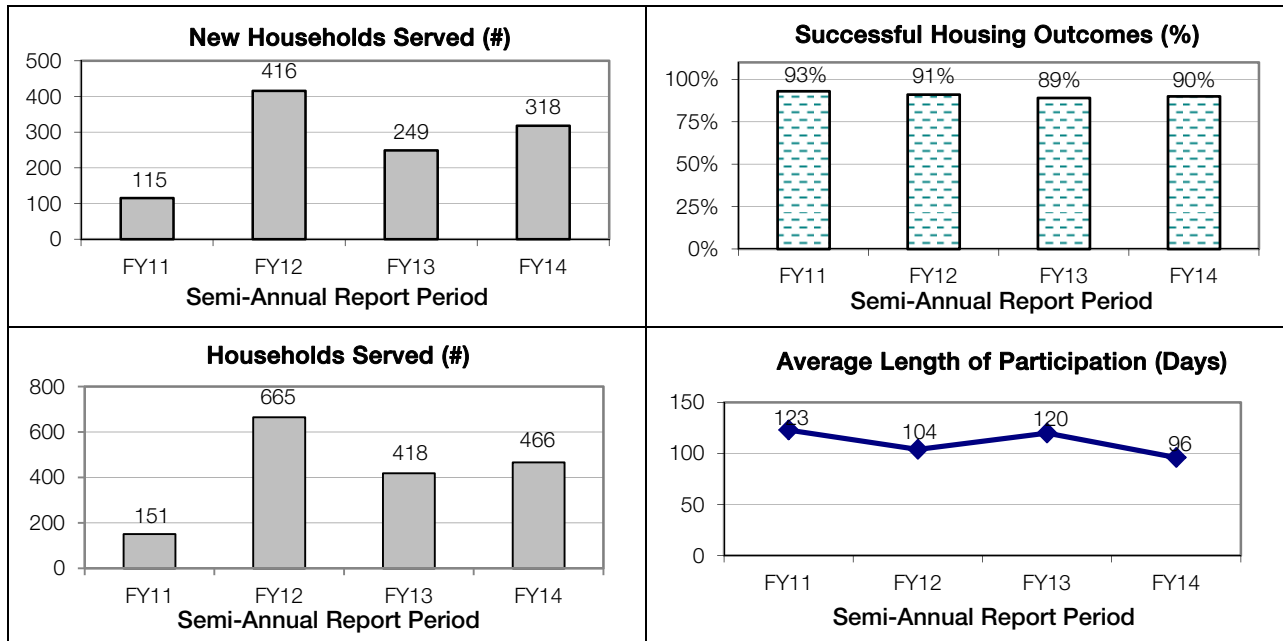
A. Description

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. Starting October 2013, Lutheran Social Services SSVF and VOAGO SSVF rapid-rehousing programs are included in the system.

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

Semi-annual Trends



System Outcome Achievement 7/1/13 to 12/31/13¹

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
New Households Served	#	345	318	Yes
Households Served	#	489	466	Yes
Exited Households ²	#	287	271	N/A
Successful Housing Outcomes	#	290	243	No
Successful Housing Outcomes	%	85	90	Yes
Average Length of Shelter Stay	Days	15	19	No
Average Length of Participation	Days	100	96	Yes
Housing Affordability at Exit ^{2, 3}	%	50	26	N/A
Recidivism	%	5	6	Yes
Usage of CSB Direct Client Assistance ⁴	%	90	93	Yes
Usage of CSB Direct Client Assistance	\$	1200	1176	Yes
CSB Cost per Household		CSB costs consistent with budget	CSB costs consistent with budget	Yes
CSB Cost per Successful Housing Outcome				

The performance of the system, reflected by the successful housing outcomes is very good. The recidivism rate of 6% is higher than historically and is due to seven families served by direct housing providers returning to emergency shelter.

C. Efficient Use of Community Resources⁵

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$1,207,672	\$603,836	\$502,548
Other Funds	\$897,168	\$448,584	\$434,460
Total	\$2,104,840	\$1,052,420	\$937,008
Cost per Household Served - CSB	\$1,668	\$1,375	\$1,229
Cost per Successful Household Served - CSB	\$2,345	\$2,340	\$2,103
Percentage of CSB Funds	57%	57%	54%
Percentage of Leveraged Funds	43%	43%	46%

¹ CSB Transition is excluded. Where applicable, goals adjusted to include SSVF direct housing programs and actual includes SSVF direct housing programs.

² Measure to be monitored but not evaluated.

³ Excludes SSVF programs. Three households were excluded due to missing data.

⁴ Households who had a successful housing outcome without the assistance of DCA are excluded from the calculation.

⁵ Costs incurred by HFF Rolling Stock, VOAGO Transition in Place, The Salvation Army Direct Housing and The Salvation Army Job2Housing. CSB Direct Housing DCA, LSS SSVF and VOAGO SSVF programs are excluded.

D. Recommendations
System Outcome Measures

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
New Households Served	#	193	196	389	181	194	375	764
Households Served ¹	#	345	345	541	330	343	524	916
Exited Households ²	#	196	196	392	181	191	372	754
Successful Housing Outcomes ³	%	90	90	90	90	90	90	90
Successful Housing Outcomes ³	#	169	169	339	155	166	322	653
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	%	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 FY2015 households served based FY2015 individual Program Outcomes Plan goals.

² Monitored but not evaluated.

³ FY2015 number of successful housing outcomes based on calculated number, adding all system Program Outcomes Plans successful housing outcomes for each period. The % SHO based on historical trending.

System: Permanent Supportive Housing System
Agencies: **Community Housing Network, Maryhaven, National Church Residences, Southeast, Inc., YMCA and YWCA**
Period: 7/1/13-12/31/13
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 1172 units of housing operating within 24 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 73 units of Rebuilding Lives supportive housing for men and women opened in 2014. An additional 81 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.

FY2014 Rebuilding Lives Unit Summary (as of March 3, 2014)

Operational	Rebuilding Lives	Other Populations	Total Units
Community Housing Network, Briggsdale Apartments	25	10	35
Community Housing Network, Cassady Avenue Apartments	10	-	10
Community Housing Network, Community ACT Housing	42	33	75
Community Housing Network, East Fifth Avenue Apartments	38	-	38
Community Housing Network, Inglewood Court	45	15	60
Community Housing Network/Southeast, Leasing Supportive Housing	25	-	25
Community Housing Network, North 22nd Street Apartments	30	-	30
Community Housing Network, North High Street Apartments	33	3	36
Community Housing Network, Parsons Avenue Apartments	25	-	25
Community Housing Network, Rebuilding Lives PACT Team Initiative	108	-	108
Community Housing Network, Safe Havens Apartments ⁴	13	-	13
Community Housing Network, Southpoint Place	46	34	80
Community Housing Network, St. Clair Hotel	30	1	31
Maryhaven/National Church Residences, Commons at Chantry	50	50	100
National Church Residences, Commons at Grant	50	50	100
National Church Residences, Commons at Buckingham	75	25	100
National Church Residences, Commons at Livingston 1	25	25	50
National Church Residences, Commons at Livingston 2 (Opened Jan 2014)	35	15	50
National Church Residences, The Commons at Third	60	40	100
Southeast, Scattered Site Apartments ¹	90	-	90
Southeast, Rebuilding Lives Leasing	30	-	30
YMCA, Sunshine Terrace/Franklin Station ²	75	120	195
YMCA, 40 W. Long Street Supportive Housing ³	105	298	403
YMCA, HUD SPC (Opened April 2014)	38	-	38
YWCA, WINGS	69	33	102
	1,172	752	1,924
Future Opening Date - 2014 or later			
Volunteers of America of Greater Ohio, Van Buren Village	60	40	100
YWCA, WINGS Renovation	21	-	21
	81	40	121
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

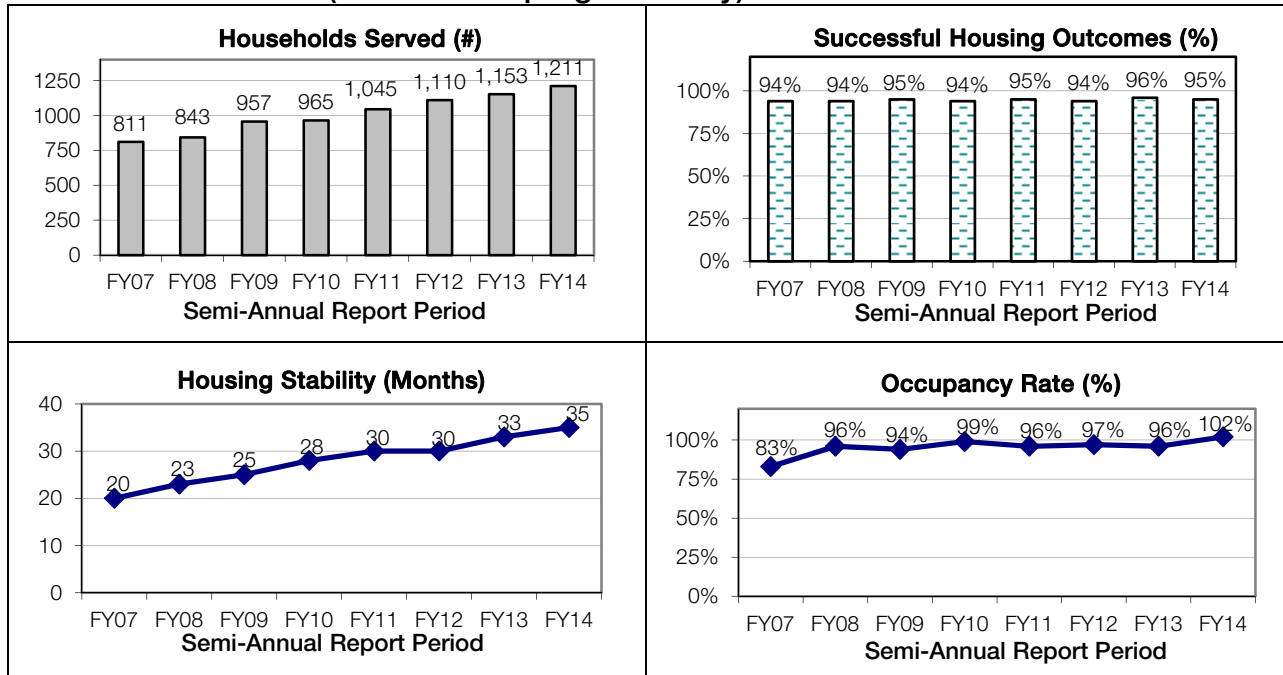
³ 25 units designated for Critical Access to Housing

⁴ 3 units can house couples

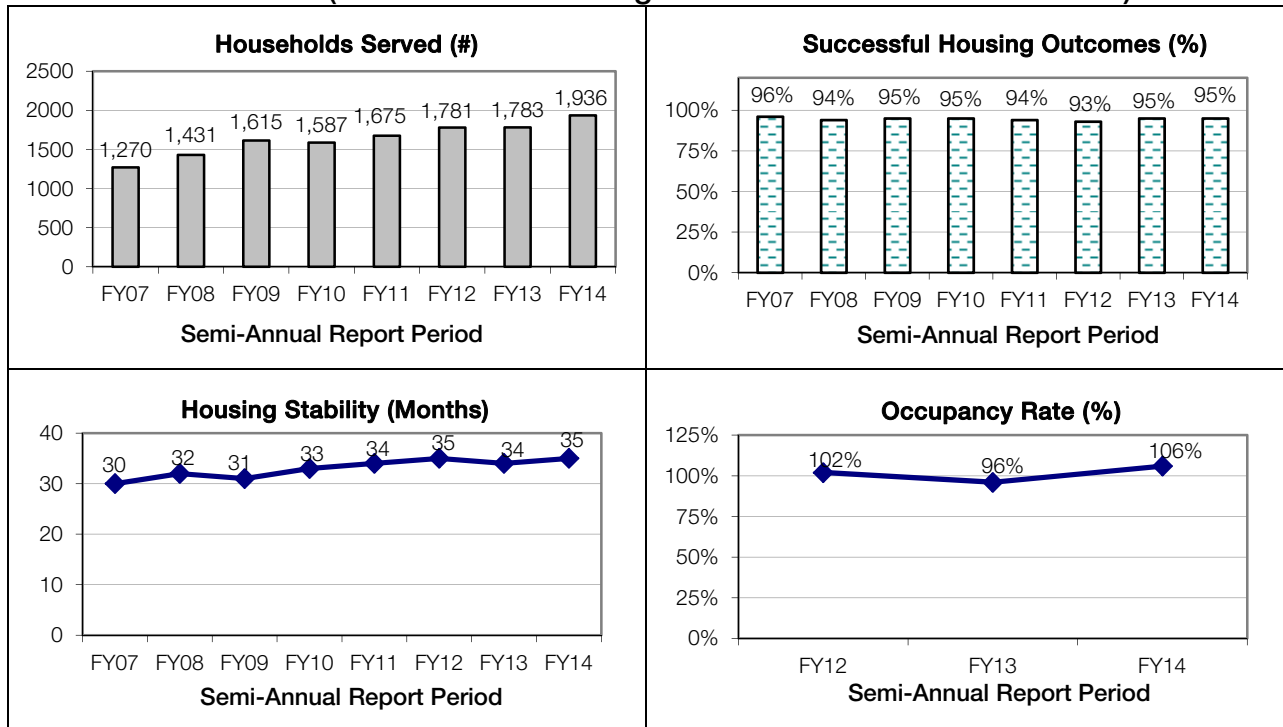
In addition to the Rebuilding Lives units, below are the permanent supportive housing units that receive funding from the U.S. Department of Housing and Urban Development under the McKinney-Vento Act.

Operational	Capacity
Family Homes, Community Housing Network	15
Wilson, Community Housing Network	8
VOAGO Family Supportive Housing	30
Amethyst SPC	72
ARC Ohio SPC	89
Community Housing Network SPC SRA	172
Community Housing Network SPC TRA	149
LSS Faith Mission SPC SRA	9
	544

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 7/1/13 to 12/31/13
(CSB funded programs only)

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	1246	1211	Yes
Exited Households ³	#	N/A	159	N/A
Successful Housing Outcomes	#	1121	1141	Yes
Successful Housing Outcomes ^{1, 2}	%	90	95	Yes
Successful Housing Exits ¹	%	50	61	Yes
Housing Affordability at Exit ³	%	50	84	N/A
Housing Stability ²	Months	24	35	Yes
Housing Retention ²	%	5	10	Yes
Turnover Rate ³	%	10	14	Yes
System Occupancy Rate ²	%	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				
HUD or CoC Local Goals²				
Benefits Status at Exit ^{1, 2, 4}	%	20	96	Yes
Employment Status at Exit ^{1, 2}	%	20	28	Yes
Negative Reason for Leaving ²	%	20	3	Yes
Interim Housing Stability ²	%	81	88	Yes
Increase in Income from Entry to Exit ^{1, 2}	%	45	62	Yes

The PSH System continues to perform well. The inventory as of 12/31/13 is 1,099 units of Rebuilding Lives Permanent Supportive Housing. Five percent more households were served this reporting period compared to the previous reporting timeframe.

¹ Fourteen deceased clients are not included in calculation.

² HUD or CoC local goal.

³ Monitored but not evaluated.

⁴ New measure to be evaluated starting in FY2014.

System Outcome Achievement 7/1/13 to 12/31/13
 (CSB funded and HUD funded PSH/SPC programs)

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	1845	1936	Yes
Exited Households ³	#	N/A	363	N/A
Successful Housing Outcomes	#	1476	1819	Yes
Successful Housing Outcomes ^{1, 3}	%	80	95	Yes
Successful Housing Exits ¹	%	50	68	Yes
Housing Affordability at Exit ^{2, 4}	%	50	97	N/A
Housing Stability ³	Months	24	35	Yes
Housing Retention ³	%	5	9	Yes
Turnover Rate ⁴	%	10	22	N/A
System Occupancy Rate ³	%	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				
HUD or CoC Local Goals³				
Benefits Status at Exit ^{1, 3, 5}	%	20	97	Yes
Employment Status at Exit ^{1, 3}	%	20	16	No
Negative Reason for Leaving ³	%	20	6	Yes
Interim Housing Stability ³	%	81	90	Yes
Increase in Income from Entry to Exit ^{1, 3}	%	45	45	Yes

The system is showing significant improvement exemplified by the increased number of households served (9% increase compared to the prior year) and an occupancy rate of 107%. The current capacity of Permanent Supportive Housing units included in Columbus Service Point (CSP) and reported on here is 1,646. VA VASH voucher capacity of 230 is not included in CSP.

¹ Fifteen deceased clients are not included in calculation.

² Sixty-five households are excluded from measure due to missing data.

³ HUD or CoC local goal.

⁴ Monitored but not evaluated.

⁵ New measure to be evaluated starting in FY2014.

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

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$2,595,344	\$1,297,672	\$1,225,861
Other Funds	\$7,488,855	\$3,744,428	\$4,233,791
Total	\$10,084,199	\$5,042,100	\$5,459,652
Cost per Unit - CSB	\$2,505	\$1,253	\$1,183
Cost per Unit/month - CSB	\$209	\$209	\$197
Cost per Unit	\$9,734	\$4,867	\$5,270
Cost per Household Served - CSB	\$1,908	\$1,060	\$1,076
Cost per Successful Households Served - CSB	\$2,083	\$1,158	\$1,139
Percentage of CSB Funds	26%	26%	22%
Percentage of Leveraged Funds	74%	74%	78%

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 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
Households Served ¹	#	1231	1231	1289	1231	1231	1289	1406
Successful Housing Outcomes	#	1108	1108	1160	1108	1108	1160	1265
Successful Housing Outcomes	%	90	90	90	90	90	90	90
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability	Months	24	24	24	24	24	24	24
Exit to Homelessness ^{3,4,5}	%			5			5	5
Turnover Rate ²	%	5	5	10	5	5	10	20
System Occupancy Rate	%	95	95	95	95	95	95	95
Negative Reason for Leaving ³	%			20			20	20
Increase in income (other than employment) from entry to exit (%) ^{3,5}	%	54	54	54	54	54	54	54
Increase in mainstream benefits at entry to exit (%) ^{3,5}	%	90	90	90	90	90	90	90
Increase in income from employment, from entry to exit (%) ^{3,5}	%	20	20	20	20	20	20	20
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 FY2015 households served based on system capacity of 1172 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 Measure name changed, was previously Housing Retention.

⁵ HUD goals do not allow for variance.

System Outcome Measures (HUD PSH & SPC programs included)

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/15- 12/31/15	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
Households Served ¹	#	1802	1802	1888	1802	1802	1888	2059
Successful Housing Outcomes	#	1532	1532	1605	1532	1532	1605	1750
Successful Housing Outcomes	%	85	85	85	85	85	85	85
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability	Months	24	24	24	24	24	24	24
Exit to Homelessness ^{3,4}	%			5			5	5
Turnover Rate ²	%	5	5	10	5	5	10	20
System Occupancy Rate	%	95	95	95	95	95	95	95
Negative Reason for Leaving ³	%			20			20	20
Increase in Income (other than employment) from Entry to Exit ^{3,5}	%	54	54	54	54	54	54	54
Increase in Mainstream Benefits at Exit (%) ^{3,5}	%	90	90	90	90	90	90	90
Increase in Income from Employment, from Entry to Exit (%) ^{3,5}	%	20	20	20	20	20	20	20
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 FY2015 households served based on system capacity of 1716 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 Measure name changed, was previously Housing Retention.

⁵ HUD goals do not allow for variance.

Homelessness Prevention

Category: Homelessness Prevention
Agency: **Communities In Schools**
Program: **Stable Families**
Period: 7/1/13-12/31/13
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 30% AMI (area median income) but above zero. During FY2014 the prioritization criteria was further tightened by giving priority to doubled-up families and increasing the number of housing barriers from two to three. The YWCA Family Center is not referring directly to the Stable Families program, but has provided a referral line and voicemail for the Stable Families providers.

B. Performance Outcomes

Semi-Annual Trends

Measure		7/1/08	7/1/09	7/1/10	7/1/11	7/1/12
		12/31/08	12/31/09	12/31/10	12/31/11	12/31/12
Households Served	#	132	200	154	75	111
Successful Housing Outcomes	#	58	124	121	50	65
Successful Housing Outcomes	%	83	88	95	100	92
Average Length of Participation	Days	118	97	93	77	93
Recidivism	%	0	1	2	0	6

Program Outcome Achievement 7/1/13 to 12/31/13: Homelessness Prevention

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Carryover Households Served ¹	#	30	20	N/A
New Households Served	#	68	82	Yes
Households Served	#	98	102	Yes
Exited Households ¹	#	64	79	N/A
Successful Housing Outcomes	#	58	71	Yes
Successful Housing Outcomes	%	90	90	Yes
Average Length of Participation	Days	90	75	Yes
Usage of CSB Direct Client Assistance ²	%	90	87	Yes
Usage of CSB Direct Client Assistance	\$	750	739	Yes
Housing Affordability at Exit ^{3,4}	%	50	54	N/A
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		Pass certification	Passed certification	

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual ⁵
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$154,426	\$77,213	\$65,556
Other Funds	\$8,975	\$4,488	\$0
Total	\$163,401	\$81,701	\$65,556
Cost per Household Served - CSB	\$930	\$788	\$643
Cost per Successful Household Served - CSB	\$1,298	\$1,331	\$923
Percentage of CSB Funds	95%	95%	100%
Percentage of Leveraged Funds	5%	5%	0%

¹ Measure is monitored but not evaluated.

² Households that had a successful housing outcome without the assistance of DCA are excluded from the calculation.

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

⁴ Measure to be monitored but not evaluated during FY2014.

⁵ Received a performance payment, payments by CSB are above the current semi-annual actual CSB costs by \$17,182.

D. Recommendations

Program Outcome Measures: Homelessness Prevention

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
Carryover Households Served ¹	#	32	36	32	36	36	36	32
New Households Served	#	36	36	72	36	36	72	144
Households Served	#	68	72	104	72	72	108	176
Exited Households ¹	#	32	36	68	36	36	72	140
Successful Housing Outcomes	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	29	32	61	32	32	65	126
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	\$	1000	1000	1000	1000	1000	1000	1000
Housing Affordability at Exit	%	50	50	50	50	50	50	50

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

Category: Homelessness Prevention
Agency: Gladden Community House
Program: Homelessness Prevention
Period: 7/1/13-12/31/13
Performance: High

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	7/1/12
		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	12/31/12
Households Served	#	161	268	191	169	182	185	216	405	214	142	79
Successful Outcomes	%	98	97	100	100	99	99	99	100	100	100	100
Recidivism	%	0	3	2	2	3	2	0	1	1	0	4

Program Outcome Achievement 7/1/13 to 12/31/13: Homelessness Prevention

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	160	263	Yes
Exited Households ¹	#	N/A	263	N/A
Successful Housing Outcomes	#	155	263	Yes
Successful Housing Outcomes	%	97	100	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
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$41,160	\$20,580	\$20,580
Other Funds	\$45,009	\$22,505	\$22,506
Total	\$86,169	\$43,085	\$43,086
Cost per Household Served - CSB	\$129	\$129	\$78
Cost per Successful Household Served - CSB	\$133	\$133	\$78
Percentage of CSB Funds	48%	48%	48%
Percentage of Leveraged Funds	52%	52%	52%

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

D. Recommendations

Program Outcome Measures: Homelessness Prevention

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
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: Homelessness Prevention
Agency: Gladden Community House
Program: Stable Families
Period: 7/1/13-12/31/13
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 30% AMI (area median income) but above zero. During FY2014 the prioritization criteria was tightened by giving priority to doubled-up families and increasing the number of housing barriers from two to three. The YWCA Family Center has provided a referral line and voicemail for the Stable Families providers.

B. Performance Outcomes
Semi-Annual Trends

Measure		7/1/12
		12/31/12
Households Served	#	36
Successful Housing Outcomes	#	28
Successful Housing Outcomes	%	93
Average Length of Participation	Days	57
Recidivism	%	N/A

Program Outcome Achievement 7/1/13 to 12/31/13: Homelessness Prevention

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Carryover Households Served ¹	#	0	18	N/A
New Households Served	#	17	13	No
Households Served	#	17	31	Yes
Exited Households ¹	#	2	17	N/A
Successful Housing Outcomes	#	1	15	Yes
Successful Housing Outcomes	%	90	88	Yes
Average Length of Participation	Days	90	162	No
Recidivism	%	5	7	Yes
Usage of CSB Direct Client Assistance ²	%	90	100	Yes
Usage of CSB Direct Client Assistance	\$	750	702	Yes
Housing Affordability at Exit ^{3, 4}	%	50	33	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				

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$53,003	\$26,502	\$13,507
Other Funds	\$0	\$0	\$4,161
Total	\$53,003	\$26,502	\$17,668
Cost per Household Served - CSB	\$1,039	\$1,559	\$436
Cost per Successful Household Served - CSB	\$1,656	\$26,502	\$900
Percentage of CSB Funds	100%	100%	76%
Percentage of Leveraged Funds	0%	0%	24%

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

² Households that had a successful housing outcome without the assistance of DCA are excluded from the calculation.

³ Measure to be monitored but not evaluated during FY2014.

⁴ One successfully exited household is excluded from the calculation due to missing data.

D. Recommendations

Program Outcome Measures: Homelessness Prevention

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/14- 6/30/14	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
Carryover Households Served ¹	#	15	15	15	15	15	15	15
New Households Served	#	18	18	36	18	18	36	72
Households Served	#	33	33	51	33	33	51	87
Exited Households ¹	#	18	18	36	18	18	36	72
Successful Housing Outcomes	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	16	16	32	16	16	32	65
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	\$	1000	1000	1000	1000	1000	1000	1000
Housing Affordability at Exit	%	50	50	50	50	50	50	50

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

Category: Homelessness Prevention
Agency: Lutheran Social Services
Program: SSVF (Supportive Services for Veteran Families) Prevention¹
Period: 7/1/13-12/31/13
Performance: N/A²

A. Description

On October 1, 2013 Lutheran Social Services/Faith Mission (LSS/FM) began implementing the SSVF Program. The intent of this federally funded project is to promote housing stability among very low-income Veteran families who reside in or are transitioning to permanent housing. This program targets Veterans experiencing homeless (Rapid Re-Housing) and those at risk of losing their existing housing (Homeless Prevention). Veteran families are defined as both a single veteran and the veteran and his/her family members with whom s/he resides. Each Veteran receives services including, but not limited to outreach, case management, assistance in obtaining VA benefits, temporary financial assistance. The definition of the Veteran is broad for these programs. A veteran is anyone that has served actively in the military, naval, air service, Merchant Marines or was activated by Presidential order and served in another state or country while in the National Guard or Reserves. Three basic eligibility criteria for the program are 1) gross annual household income less than 50% of the area median income for household size 2) permanently housed but imminently at-risk of literal homelessness or literally homeless 3) no other resources or social supports are currently in place. LSS/FM is primarily serving single adults.

¹ Program not funded by CSB.

² Program too new to be rated.

B. Performance Outcomes

Program Outcome Achievement 10/1/13 to 12/31/13: Homelessness Prevention

Measure		Semi-Annual Goal 10/1/13-12/31/13	Semi-Annual Actual 10/1/13-12/31/13	Achieved
Carryover Households Served¹	#	0	0	N/A
New Households Served	#	10	3	No
Households Served	#	10	3	No
Exited Households¹	#	7	2	N/A
Successful Housing Outcomes	#	6	2	No
Successful Housing Outcomes	%	90	100	Yes
Average Length of Participation	Days	90	22	Yes
Recidivism²	%	N/A	N/A	N/A
Usage of Direct Client Assistance	%	50	100	Yes
Pass Program Certification		Pass certification	Passed certification	Yes

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

² Program too new, unable to calculate measure.

C. Recommendations

Program Outcome Measures: Homelessness Prevention

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
Carryover Households Served ¹	#	2	1	2	2	2	2	2
New Households Served	#	12	12	24	10	10	20	44
Households Served	#	14	13	26	12	12	22	46
Exited Households ¹	#	13	11	24	10	10	20	44
Successful Housing Outcomes	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	12	10	22	9	9	18	40
Average Length of Participation	Days	90	90	90	90	90	90	90
Recidivism	%			5			5	5
Usage of SSVF Direct Client Assistance	%	50	50	50	50	50	50	50

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

Category: Homelessness Prevention
Agency: Volunteers of America of Greater Ohio
Program: SSVF (Supportive Services for Veteran Families) Prevention¹
Period: 7/1/13-12/31/13
Performance: N/A²

A. Description

On October 1, 2013 The Volunteers of America of Greater Ohio (VOAGO) began implementing the SSVF Program. The intent of this federally funded project is to promote housing stability among very low-income Veteran families who reside in or are transitioning to permanent housing. This program targets Veterans experiencing homeless (Rapid Re-Housing) and those at risk of losing their existing housing (Homeless Prevention). Veteran families are defined as both a single veteran and the veteran and his/her family members with whom s/he resides. Each Veteran receives services including, but not limited to outreach, case management, assistance in obtaining VA benefits, temporary financial assistance. The definition of the Veteran is broad for these programs. A veteran is anyone that has served actively in the military, naval, air service, Merchant Marines or was activated by Presidential order and served in another state or country while in the National Guard or Reserves. Three basic eligibility criteria for the program are 1) gross annual household income less than 50% of the area median income for household size 2) permanently housed but imminently at-risk of literal homelessness or literally homeless 3) no other resources or social supports are currently in place. VOAGO is primarily serving families.

¹ Program is not funded by CSB.

² Program started 10/1/2013, too new to be rated.

B. Performance Outcomes

Program Outcome Achievement 10/1/13 to 12/31/13: Homelessness Prevention

Measure		Semi-Annual Goal 10/1/13-12/31/13	Semi-Annual Actual 10/1/13-12/31/13	Achieved
Carryover Households Served ¹	#	0	0	N/A
New Households Served	#	28	19	No
Households Served	#	28	19	No
Exited Households	#	22	3	N/A
Successful Housing Outcomes	#	20	3	No
Successful Housing Outcomes	%	90	100	Yes
Average Length of Participation	Days	90	40	Yes
Recidivism ²	%	N/A	N/A	N/A
Usage of Direct Client Assistance	%	40	100	Yes
Pass Program Certification		Pass certification	Passed certification	Yes

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

² Program too new, unable to calculated measure.

C. Recommendations

Program Outcome Measures: Homelessness Prevention

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/15- 12/31/15	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
Carryover Households Served ¹	#	8	8	8	8	8	8	8
New Households Served	#	32	32	64	32	32	64	128
Households Served	#	40	40	72	40	40	72	136
Exited Households ¹	#	32	32	64	32	32	64	121
Successful Housing Outcomes	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	29	29	58	29	29	58	109
Average Length of Participation	Days	90	90	90	90	90	90	90
Recidivism	%			5			5	5
Usage of SSVF Direct Client Assistance	%	40	40	40	40	40	40	40

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

Emergency Shelters

Family Shelter

Category: Emergency Shelter (Families)
Agency: YWCA
Program: Family Center
Period: 7/1/13-12/31/13
Performance: Medium

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 the centralized point for access functions of 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. In FY2014 the YWCA Family Center provided overflow services for families, expanding capacity as needed, beyond the fixed capacity of 50 units.

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	7/1/12
		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	12/31/12
Households Served	#	332	460	383	395	371	407	378	379	488	589	645
Successful Housing Outcomes	#	256	263	234	241	214	266	267	175	231	343	412
Successful Housing Outcomes	%	72	62	65	68	64	73	77	70	74	91	71
Average Length of Stay	Days	24	22	20	22	24	21	24	22	25	29	20
Recidivism	%	1	13	0	3	5	7	1	0	0	0	0

Program Outcome Achievement 7/1/13 to 12/31/13: Emergency Shelter

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	400	917	Yes
Average Length of Stay	Days	20	21	Yes
Average Transition Time	Days	7	17	No
Successful Housing Outcomes	#	245	510	Yes
Successful Housing Outcomes	%	70	63	No
Usage of CSB Direct Client Assistance	#	24	228	Yes
Usage of CSB Direct Client Assistance ¹	%	8	44	Yes
Recidivism	%	5	1	Yes
Successful Diversion Outcome	%	39	34	Yes
Diversion Recidivism	%	5	25	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 Resources²

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual ³
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$1,903,170	\$951,585	\$1,143,746
Other Funds	\$806,792	\$403,396	\$423,743
Total	\$2,709,962	\$1,354,981	\$1,567,489
Cost per Household Served – CSB	\$2,884	\$2,379	\$1,247
Cost per Successful Household Served - CSB	\$4,457	\$3,884	\$2,243
Percentage of CSB Funds	70%	70%	73%
Percentage of Leveraged Funds	30%	30%	27%

¹ Households that had a successful housing outcome without the assistance of DCA are excluded from the calculation.

² Includes overflow costs.

³ Received a performance payment, payments by CSB are above the current semi-annual actual CSB costs by \$294,687.

D. Recommendations

Program Outcome Measures: Emergency Shelter

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
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 Engagement Time ¹	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

¹ Measure name changed, was previously Average Transition Time.

Single Adult Shelters

Category: Emergency Shelter - Coordinated Point of Access (Single Adults)
Agency: HandsOn Central Ohio
Program: Coordinated Point of Access (CPoA)
Period: 7/1/13-12/31/13
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 individual. The "front door" model has been designed as a call center 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

Semi-Annual Trends

Measure		7/1/12
		12/31/12
Households Served	#	4488
Successful Diversion Outcomes	#	799
Successful Diversion Outcomes	%	15
Shelter Linkage	%	98
Diversion Recidivism	%	37

Program Outcome Achievement 7/1/13 to 12/31/13: CPoA

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	3200	4409	Yes
Successful Diversion Outcome	%	20	18	Yes
Successful Diversion Outcome	#	736	1118	Yes
Shelter Linkage	%	90	97	Yes
Diversion Recidivism	%	10	48	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		Pass certification	Passed certification with conditions	

C. Efficient Use of Community Resources: CPoA

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual ¹
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$254,000	\$127,000	\$109,008
Other Funds	\$0	\$0	\$0
Total	\$254,000	\$127,000	\$109,008
Cost per Household Served - CSB	\$42	\$40	\$25
Cost per Successful Household Diverted - CSB	\$212	\$173	\$98
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 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
Households Served	#	2400	2500	4300	2500	2300	4300	7000
Successful Diversion Outcome	%	20	20	20	20	20	20	20
Successful Diversion Outcome	#	480	500	860	500	460	860	1400
Shelter Linkage	%	90	90	90	90	90	90	90
Diversion Recidivism	%			10			10	10

¹ Received a performance payment, payments by CSB are above the current semi-annual actual CSB costs by \$1,000.

Category: Emergency Shelter (Single Adults)
Agency: Lutheran Social Services
Program: Faith Mission on 6th Street, 8th Avenue, Nancy's Place, Overflow
Period: 7/1/13-12/31/13
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 FY2014 Faith Mission on 6th Street worked in collaboration with YMCA to provide additional beds to single men and women accessing winter overflow within its existing shelter. Faith Mission expanded its overflow capacity to 70 beds for men and 30 beds for women. Overflow started earlier than usual due to high demand. Additional beds for men opened on 8/9/2013 and for women on 7/22/2013.

B. Performance Outcomes

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

1998-2005

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
		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
Households Served	#	963	951	1161	1074	1162	945	525	1057	1062	1000
Successful Housing Outcomes	#	51	59	86	85	75	79	35	56	84	117
Successful Housing Outcomes	%	6	6	8	8	7	10	7	6	9	14
Average Length of Stay	Days	24	19	17	18	20	25	55	23	19	22
Recidivism	%	26	22	28	24	28	16	14	14	13	9
Movement	%	N/A	N/A	N/A	N/A	N/A	N/A	6	11	31	N/A

2006-2012

Measure		7/1/06	7/1/07	7/1/08	7/1/09	7/1/10	7/1/11	7/1/12
		12/31/06	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11	12/31/12
Households Served	#	1011	1100	836	820	641	1055	889
Successful Housing Outcomes	#	92	123	128	152	109	173	151
Successful Housing Outcomes	%	12	14	19	23	20	19	21
Average Length of Stay	Days	23	22	28	32	37	24	31
Recidivism	%	4	12	4	7	8	7	5
Movement	%	N/A	N/A	N/A	17	35	30	25

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	7/1/12
		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	12/31/12
Households Served	#	765	559	431	473	500	617	614	553	421	679	603
Successful Housing Outcomes	#	34	66	70	54	56	98	82	96	92	122	132
Successful Housing Outcomes	%	6	13	20	14	14	20	17	24	28	21	26
Average Length of Stay	Days	33	28	40	36	32	28	30	40	49	29	34
Recidivism	%	6	10	21	13	13	11	14	7	8	8	10
Movement	%	5	11	27	N/A	N/A	N/A	N/A	20	36	31	21

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

1998-2005

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
		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
Households Served	#	393	348	401	394	304	304	390	447	441	394
Successful Housing Outcomes	#	44	53	79	89	68	57	53	63	80	66
Successful Housing Outcomes	%	12	16	21	24	19	26	13	16	20	19
Average Length of Stay	Days	21	19	17	17	20	24	27	21	18	20
Recidivism	%	13	4	8	12	16	6	6	20	20	6
Movement	%	N/A	N/A	N/A	N/A	N/A	N/A	4	11	19	N/A

2006-2012

Measure		7/1/06	7/1/07	7/1/08	7/1/09	7/1/10	7/1/11	7/1/12
		12/31/06	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11	12/31/12
Households Served	#	384	419	321	315	256	417	413
Successful Housing Outcomes	#	78	92	71	105	104	151	113
Successful Housing Outcomes	%	23	25	23	39	48	41	31
Average Length of Stay	Days	21	19	29	31	36	22	31
Recidivism	%	4	7	3	4	3	5	8
Movement	%	N/A	N/A	N/A	12	16	17	8

Program Outcome Achievement 7/1/13 to 12/31/13: Emergency Shelter (Individual)

Measure		Semi-Annual Actual				
		Faith Mission on 6th	Faith Mission on 8th	Faith Mission Nancy's Place	Men's Overflow	Women's Overflow
Households Served	#	932	672	306	1030	359
Average Length of Stay	Days	26	29	32	6	10
Successful Housing Outcomes	#	172	115	108	0	0
Successful Housing Outcomes	%	21	20	42	3	0
Occupancy Rate	%	104	97	112	N/A	N/A
Usage of CSB Direct Client Assistance ¹	%	13	11	27	N/A	N/A
Recidivism	%	6	14	4	N/A	N/A
Movement	%	24	25	19	N/A	N/A

Program Outcome Achievement 7/1/13 to 12/31/13: Emergency Shelter

Measure		Semi-Annual Goal	Semi-Annual Actual <i>without</i> Overflow	Semi-Annual Actual <i>with</i> Overflow	Achieved based on actual <i>without</i> Overflow
Households Served	#	1536	1824	2413	Yes
Average Length of Stay	Days	30	29	26	Yes
Successful Housing Outcomes	#	322	387	387	Yes
Successful Housing Outcomes	%	25	25	19	Yes
Occupancy Rate	%	100	102	123	Yes
Usage of CSB Direct Client Assistance ¹	%	8	15	N/A ²	Yes
Recidivism	%	5	8	N/A ²	Yes
Movement ³	%	15	25	N/A ²	N/A
CSB Cost per Household		CSB costs consistent with budget	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 Combined⁴

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$1,518,504	\$759,252	\$684,765
Other Funds	\$2,227,656	\$1,113,828	\$1,180,149
Total	\$3,746,160	\$1,873,080	\$1,864,914
Cost per Household Served – CSB	\$372	\$260	\$284
Cost per Successful Household Served - CSB	\$2,473	\$2,336	\$1,769
Percentage of CSB Funds	41%	41%	37%
Percentage of Leveraged Funds	59%	59%	63%

¹ Households that had a successful housing outcome without the assistance of DCA are excluded from the calculation.

² Measure not appropriate with Overflow clients included.

³ Per contract, measure not evaluated for the reporting period.

⁴ Includes overflow cost.

D. Recommendations

Program Outcome Measures: Emergency Shelter (Combined)

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
Households Served ¹	#	930	930	1536	930	930	1536	2691
Successful Housing Outcomes	%	28	28	28	28	28	28	28
Successful Housing Outcomes	#	191	191	361	191	191	361	684
Occupancy Rate ²	%	100	100	100	100	100	100	100
Average Length of Stay	Days	35	35	35	35	35	35	35
Average Engagement Time ³	Days	N/A	7	7	7	7	7	7
Recidivism	%			5			5	5
Movement	%			15			15	15

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 overflow need then the occupancy rate may fall below 95%.

³ New measure due to the Navigator program implementation on October 1, 2014.

Category: Emergency Shelter (Single Adults)
Agency: Lutheran Social Services
Program: VA Emergency Housing¹
Period: 7/1/13-12/31/13
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 19 veterans (15 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.

The program was implemented 9/1/2011.

B. Performance Outcomes

Semi-Annual Trends

Measure		7/1/11	7/1/12
		12/31/11	12/31/12
Households Served	#	49	65
Successful Housing Outcomes	#	11	27
Successful Housing Outcomes	%	33	53
Average Length of Stay	Days	34	60
Recidivism	%	N/A	0
Movement	%	21	14

¹ Program not funded by CSB.

Program Outcome Achievement 7/1/13 to 12/31/13: Emergency Shelter

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	34	63	Yes
Successful Housing Outcome	#	17	28	Yes
Successful Housing Outcome	%	50	60	Yes
Average Length of Stay	Days	90	67	Yes
Occupancy Rate	%	100	89	No
Recidivism	%	5	0	Yes
Movement	%	15	9	Yes
Pass Program Certification		Pass certification	Passed certification	Yes

C. Recommendations

Program Outcome Measures: Emergency Shelter

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi-Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi-Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
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
Average Engagement Time ²	Days	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Recidivism	%			5			5	5
Movement	%			15			15	15

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

²New measure due to the Navigator program implementation on October 1, 2014.

Category: Emergency Shelter (Single Adults)
Agency: Maryhaven
Program: Engagement Center
Period: 7/1/13-12/31/13
Performance: Medium

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.

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	7/1/12
		12/31/04	12/31/05	12/31/06	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11	12/31/12
Households Served	#	1377	1089	1044	828	798	782	696	694	738
Successful Housing Outcomes	#	59	94	228	142	105	95	103	154	107
Successful Housing Outcomes	%	4	17	24	19	14	12	16	23	15
Average Length of Stay	Days	11	8	9	10	11	11	12	11	13
Recidivism	%	N/A	N/A	24	28	16	14	12	21	16
Detox Exits	%	9	8	6	8	5	7	4	7	5

Program Outcome Achievement 7/1/13 to 12/31/13: Emergency Shelter

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	740	675	Yes
Average Length of Stay	Days	11	14	No
Successful Housing Outcomes	#	124	75	No
Successful Housing Outcomes	%	18	12	No
Program Occupancy Rate ¹	%	100	102	Yes
Usage of CSB Direct Client Assistance ²	%	2	1	Yes
Recidivism ³	%	10	12	Yes
Detox Exits	%	10	6	Yes
Movement	%	15	17	Yes
CSB Cost per Household		CSB costs consistent with budget	CSB costs ⁴ 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
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$256,010	\$128,005	\$115,206
Other Funds	\$907,348	\$453,674	\$435,456
Total	\$1,163,358	\$581,679	\$550,662
Cost per Household Served - CSB	\$213	\$173	\$171
Cost per Successful Household Served - CSB	\$1,237	\$1,032	\$1,536
Percentage of CSB Funds	22%	22%	21%
Percentage of Leveraged Funds	78%	78%	79%

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%.

² Households that had a successful housing outcome without the assistance of DCA are excluded from the calculation.

³ CSB Board End at 5%. Exception for the Engagement Center.

⁴ Cost per successful housing outcome not consistent with CSB budget, however, the other two metrics were met (?)

D. Recommendations

Program Outcome Measures: Emergency Shelter/ Housing

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
Households Served	#	207	207	348	207	207	348	588
Successful Housing Outcomes	%	28	28	28	28	28	28	28
Successful Housing Outcomes	#	51	51	90	51	51	90	158
Program Occupancy Rate ¹	%	100	100	100	100	100	100	100
Average Length of Stay	Days	35	35	35	35	35	35	35
Average Engagement Time	Days	N/A	7	7	7	7	7	7
Recidivism	%			5			5	5
Movement ²	%			15			15	15

Program Outcome Measures: Emergency Shelter/ Safety³

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
Households Served	#	438	438	721	438	438	721	1200
Successful Outcomes ⁴	%	50	50	50	50	50	50	50
Successful Outcomes	#	207	207	348	207	207	348	588
Average Length of Stay	Days	12	12	12	12	12	12	12
Average Engagement Time	Days	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Recidivism ⁵	%			10			10	10
Movement ⁶	%			15			15	15
Program Occupancy Rate	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<i>Inebriate Shelter Only Detox Exits</i>	%	10	10	10	10	10	10	10

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%.

² Monitored but not evaluated.

³ New program type to separate frequently inebriated individuals from individuals that are ready for housing.

⁴ Exits to the Engagement Center – Housing program and any other emergency shelter are considered Successful Outcomes.

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

⁶ Monitored but not evaluated.

Category: Emergency Shelter (Single Adults)
Agency: Southeast, Inc.
Program: Friends of the Homeless/Men’s Shelter
Period: 7/1/13-12/31/13
Performance: Medium

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.

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	7/1/12
		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	12/31/12
Households Served	#	650	803	631	472	512	654	673	671	911	824
Successful Housing Outcomes	#	101	101	102	97	64	117	126	139	169	141
Successful Housing Outcomes	%	20	15	21	30	18	23	24	26	22	21
Average Length of Stay	Days	53	30	41	54	49	37	44	45	30	33
Recidivism	%	7	9	14	8	16	11	10	6	9	9
Movement	%	14	22	N/A	N/A	N/A	N/A	15	36	37	26

Program Outcome Achievement 7/1/13 to 12/31/13: Emergency Shelter

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	808	793	Yes
Average Length of Stay	Days	30	34	No
Successful Housing Outcomes	#	170	175	Yes
Successful Housing Outcomes	%	25	27	Yes
Occupancy Rate	%	100	99	Yes
Usage of CSB Direct Client Assistance ¹	%	8	12	Yes
Recidivism	%	5	18	No
Movement	%	15	28	No
CSB Cost per Household	CSB costs consistent with budget	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
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$654,388	\$327,194	\$279,597
Other Funds	\$233,542	\$116,771	\$57,662
Total	\$887,930	\$443,965	\$337,259
Cost per Household Served – CSB	\$462	\$405	\$353
Cost per Successful Household Served – CSB	\$2,032	\$1,925	\$1,598
Percentage of CSB Funds	74%	74%	83%
Percentage of Leveraged Funds	26%	26%	17%

¹Households that had a successful housing outcome without the assistance of DCA are excluded from the calculation.

D. Recommendations

Program Outcome Measures: Emergency Shelter

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
Households Served	#	489	489	808	489	489	808	1416
Successful Housing Outcomes	%	28	28	28	28	28	28	28
Successful Housing Outcomes	#	101	101	190	101	101	190	360
Occupancy Rate ¹	%	100	100	100	100	100	100	100
Average Length of Stay	Days	35	35	35	35	35	35	35
Average Engagement Time ²	Days	N/A	7	7	7	7	7	7
Recidivism	%			5			5	5
Movement	%			15			15	15

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%.

²New measure due to the Navigator program implementation on October 1, 2014.

Category: Emergency Shelter (Single Adults)
Agency: Southeast, Inc.
Program: Friends of the Homeless/Rebecca's Place
Period: 7/1/13-12/31/13
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 FY2014, the program started overflow on 7/30/2013 due to high demand.

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	7/1/12
		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	12/31/12
Households Served	#	229	242	311	332	317	274	268	271	407	404
Successful Housing Outcomes	#	56	46	83	67	57	58	80	66	104	91
Successful Housing Outcomes	%	31	24	33	24	21	26	35	30	30	26
Average Length of Stay	Days	47	36	30	27	29	33	39	42	25	26
Recidivism	%	14	0	1	10	12	4	1	3	2	12
Movement	%	14	17	N/A	N/A	N/A	N/A	10	15	37	10

Program Outcome Achievement 7/1/13 to 12/31/13: Emergency Shelter

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	292	376	Yes
Average Length of Stay	Days	30	28	Yes
Successful Housing Outcomes	#	61	78	Yes
Successful Housing Outcomes	%	25	24	Yes
Occupancy Rate	%	100	106	Yes
Usage of CSB Direct Client Assistance ¹	%	8	11	Yes
Recidivism	%	5	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
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$236,542	\$118,271	\$182,476
Other Funds	\$84,418	\$42,209	\$58,925
Total	\$320,960	\$160,480	\$241,401
Cost per Household Served - CSB	\$462	\$405	\$485
Cost per Successful Household Served - CSB	\$2,039	\$1,939	\$2,339
Percentage of CSB Funds	74%	74%	76%
Percentage of Leveraged Funds	26%	26%	24%

¹Households that had a successful housing outcome without the assistance of DCA are excluded from the calculation.

D. Recommendations

Program Outcome Measures: Emergency Shelter

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
Households Served	#	177	177	292	177	177	292	512
Successful Housing Outcomes	%	28	28	28	28	28	28	28
Successful Housing Outcomes	#	36	36	69	36	36	69	130
Occupancy Rate ¹	%	100	100	100	100	100	100	100
Average Length of Stay	Days	35	35	35	35	35	35	35
Average Engagement Time ²	Days	N/A	7	7	7	7	7	7
Recidivism	%			5			5	5
Movement	%			15			15	15

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%.

²New measure due to the Navigator program implementation on October 1, 2014.

Category: Emergency Shelter (Single Adults)
Agency: Volunteers of America of Greater Ohio
Program: Men's Shelter
Period: 7/1/13-12/31/13
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.

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	7/1/12
		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	12/31/12
Households Served	#	220	256	333	467	274	282	277	414	385	267
Successful Housing Outcomes	#	5	26	66	43	59	54	66	63	62	76
Successful Housing Outcomes	%	3	12	22	10	25	22	28	17	18	34
Average Length of Stay	Days	45	20	17	14	24	24	27	19	22	33
Recidivism	%	0	24	12	16	19	19	10	30	13	8
Movement	%	25	19	N/A	N/A	N/A	N/A	22	67	43	24

Program Outcome Achievement 7/1/13 to 12/31/13: Emergency Shelter

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	306	305	Yes
Average Length of Stay	Days	30	31	Yes
Successful Housing Outcomes	#	67	89	Yes
Successful Housing Outcomes	%	25	34	Yes
Occupancy Rate	%	100	110	Yes
Usage of CSB Direct Client Assistance ¹	%	8	9	Yes
Recidivism	%	5	22	No
Movement	%	15	32	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

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$141,937	\$70,969	\$70,974
Other Funds	\$248,924	\$124,462	\$155,932
Total	\$390,861	\$195,431	\$226,906
Cost per Household Served - CSB	\$273	\$232	\$233
Cost per Successful Household Served - CSB	\$1,183	\$1,059	\$797
Percentage of CSB Funds	36%	36%	31%
Percentage of Leveraged Funds	64%	64%	69%

¹ Households that had a successful housing outcome without the assistance of DCA are excluded from the calculation.

D. Recommendations

Program Outcome Measures: Emergency Shelter

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
Households Served	#	188	188	306	188	188	306	520
Successful Housing Outcomes	%	28	28	28	28	28	28	28
Successful Housing Outcomes	#	41	41	74	41	41	74	134
Occupancy Rate ¹	%	100	100	100	100	100	100	100
Average Length of Stay	Days	35	35	35	35	35	35	35
Average Engagement Time ²	Days	N/A	7	7	7	7	7	7
Recidivism	%			5			5	5
Movement	%			15			15	15

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%.

²New measure due to the Navigator program implementation on October 1, 2014.

Category: Emergency Shelter (Single Adults)
Agency: Volunteers of America of Greater Ohio
Program: VA Emergency Housing¹
Period: 7/1/13-12/31/13
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	7/1/12
		12/31/10	12/31/11	12/31/12
Households Served	#	48	61	52
Successful Housing Outcomes	#	22	39	18
Successful Housing Outcomes	%	67	81	46
Average Length of Stay	Days	23	55	56
Recidivism	%	N/A	7	0

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

C. Performance Outcomes

Program Outcome Achievement 7/1/13 to 12/31/13: Emergency Shelter

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	26	46	Yes
Successful Housing Outcome	#	7	16	Yes
Successful Housing Outcome	%	25	48	Yes
Average Length of Stay	Days	90	70	Yes
Occupancy Rate	%	100	100	Yes
Recidivism	%	5	0	Yes
Movement	%	15	3	Yes
Pass Program Certification		Pass certification	Passed certification	Yes

D. Recommendations

Program Outcome Measures: Emergency Shelter

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi-Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi-Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
Households Served	#	13	13	26	13	13	26	52
Successful Housing Outcomes	%	28	28	28	28	28	28	28
Successful Housing Outcomes	#	4	4	7	4	4	7	15
Occupancy Rate ¹	%	100	100	100	100	100	100	100
Average Length of Stay	Days	90	90	90	90	90	90	90
Average Engagement Time	Days	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Recidivism	%			5			5	5
Movement	%			15			15	15

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: Front Door Shelter
Period: 7/1/13-12/31/13
Performance: N/A¹

A. Description

The new Van Buren Emergency Shelter serves as the “front door” shelter for single adults experiencing homelessness for the first time in Columbus and Franklin County with the targeted average length of stay being 7 days in duration. This shelter has a 65 bed capacity – 20 beds for single women and 45 beds for single men. In addition, the shelter is designed with a flexible capacity to meet sheltering demand for single men, women and families when regular, fixed capacity shelters are full. The flexible capacity includes 103 beds for single men, 37 beds for single women and 106 beds for families. The shelter will also house the relocated Rebecca’s Place, a 47 bed women’s shelter that is currently housed in a dilapidated, unsafe building. Overall up to 358 men, women and children will be able to be sheltered at this facility at any point in time. The YMCA is responsible for the overall operations of the Van Buren Shelter.

The shelter contains gender specific sleeping quarters, showers, restrooms, and dining facilities. The new facility also contains a commercial kitchen that will allow preparation of hot meals for all residents, storage and laundry facilities, offices for Navigators (case managers) to meet with residents and work on housing goals, resident resource and computer rooms, staff administrative space, secured intake area with a waiting room and lobby, office for records storage and public restrooms and an outdoor patio.

The shelter is expected to open in August 2014.

B. Recommendations

Program Outcome Measures: Emergency Shelter

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
Households Served	#	800	800	1600	900	900	1800	3300
Successful Outcomes	%	60	60	60	60	60	60	60
Successful Outcomes	#	441	441	921	501	501	1041	1941
Average Length of Stay	Days	7	7	7	7	7	7	7
Average Engagement Time ²	Days	N/A	7	7	7	7	7	7
Recidivism	%			5			5	5

¹ Program too new to be rated.

² New measure due to the Navigator program implementation on October 1, 2014.

Category: Emergency Shelter (Single Adults)
Agency: YMCA
Program: Single Men Overflow
Period: 7/1/13-12/31/13
Performance: High

A. Description

In FY2014, the YMCA of Central Ohio worked with CSB partner agencies to coordinate and provide overflow for single adult men. 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.

B. Performance Outcomes

Semi-Annual Trends

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

Program Outcome Achievement 7/1/13 to 12/31/13: Emergency Shelter

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served ²	#	250	120	N/A
Successful Housing Outcome	#	N/A	0	N/A
Successful Housing Outcome	%	N/A	0	N/A
Average Length of Stay	Days	30	3	Yes
Recidivism ³	%	5	N/A	N/A
Movement	%	N/A	72	N/A
Pass Program Certification		Pass certification	Passed certification	Yes

¹ In FY2013, the program opened on 1/7/13. No outcomes for the report period.

² In FY2014, the program opened on 12/17/13. Measure not evaluated.

³ Measure could not be calculated.

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$160,534	\$80,267	\$76,830
Other Funds	\$0	\$0	\$0
Total	\$160,534	\$80,267	\$76,830
Cost per Household Served - CSB	\$268	\$321	\$640
Percentage of CSB Funds	100%	100%	100%
Percentage of Leveraged Funds	0%	0%	0%

D. Recommendations

Program Outcome Measures: Emergency Shelter

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
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	35	35	35	N/A	35	35
Average Engagement Time ²	Days	N/A	7	7	7	N/A	7	7
Recidivism	%			5			5	5
Movement	%			15			15	15

¹ Household served projection includes overflow only. Overflow may be provided year-round.

² New measure due to the Navigator program implementation on October 1, 2014.

Category: Emergency Shelter (Single Adults)
Agency: YMCA
Program: Single Women Overflow
Period: 7/1/13-12/31/13¹
Performance: High

A. Description

In FY2014, the YMCA of Central Ohio worked with CSB partner agencies to coordinate and provide overflow for single adult women. 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.

B. Performance Outcomes

Semi-Annual Trends

Measure		7/1/12 ²
		12/31/12
Households Served	#	N/A
Successful Housing Outcomes	#	N/A
Successful Housing Outcomes	%	N/A
Average Length of Stay	Days	N/A
Recidivism	%	N/A
Movement	%	N/A

Program Outcome Achievement 7/1/13 to 12/31/13: Emergency Shelter

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	75	77	Yes
Successful Housing Outcome	#	N/A	1	N/A
Successful Housing Outcome	%	N/A	2	N/A
Average Length of Stay	Days	30	8	Yes
Recidivism ³	%	5	N/A	N/A
Movement	%	N/A	38	N/A
Pass Program Certification		Pass certification	Passed certification	Yes

¹ In FY2014, the program opened on 11/12/13.

² In FY2013, the program opened on 1/7/13. No outcomes for the report period.

³ Measure could not be calculated.

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$103,324	\$51,662	\$29,784
Other Funds	\$0	\$0	\$0
Total	\$103,324	\$51,662	\$29,784
Cost per Household Served - CSB	\$574	\$689	\$387
Percentage of CSB Funds	100%	100%	100%
Percentage of Leveraged Funds	0%	0%	0%

D. Recommendations

Program Outcome Measures: Emergency Shelter

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
Households Served ¹	#	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	35	35	35	N/A	35	35
Average Engagement Time ²	Days	N/A	7	7	7	N/A	7	7
Recidivism	%			5			5	5
Movement	%			15			15	15

¹ Household served projection includes overflow only. Overflow may be provided year-round.

² New measure due to the Navigator program implementation on October 1, 2014.

Outreach Specialist

Category: Outreach Specialist
Agency: Maryhaven
Program: Collaborative Outreach
Period: 7/1/13-12/31/13
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. During FY2014, Maryhaven received an outreach contract from the Special Improvement Discovery District (SIDD) to expand services in downtown Columbus.

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	7/1/12
		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	12/31/12
Households Served	#	50	63	100	126	104	101	164	184	209	255
Successful Outcomes	#	12	N/A	N/A	N/A ¹	68	70	96	85	83	103
Successful Outcomes	%	27	N/A	N/A	N/A ¹	67	70	78	57	72	71
Successful Housing Outcomes	#	23	54	99	N/A ¹	19	31	62	22	54	75
Successful Housing Outcomes	%	51	89	99	N/A ¹	28	44	65	26	65	73
Recidivism	%	11	26	16	N/A ¹	14	7	2	0	2	3
Usage of CSB Direct Client Assistance	%	N/A	N/A	54	16	10	28	43	10	28	29

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

Program Outcome Achievement 7/1/13 to 12/31/13: Outreach Specialist

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Carryover Households Served ¹	#	20	107	N/A
New Households Served	#	154	161	Yes
Households Served	#	170	268	Yes
Exited Households ¹	#	154	137	N/A
Exited Households to PSH ¹	#	16	26	N/A
Successful Outcomes (Shelter and Housing)	#	108	136	Yes
Successful Outcomes (Shelter and Housing)	%	70	99	Yes
Successful Housing Outcomes	#	54	57	Yes
Successful Housing Outcomes	%	50	42	No
Usage of CSB Direct Client Assistance ²	%	25	38	Yes
Recidivism	%	5	7	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 ³
	7/1/13 - 6/30/14	7/1/13 - 12/31/13	
CSB Funds	\$226,940	\$113,470	\$109,949
Other Funds	\$0	\$0	\$0
Total	\$226,940	\$113,470	\$109,949
Cost per Household Served-CSB	\$692	\$667	\$410
Cost per Successful Outcome - CSB	\$1,051	\$1,051	\$808
Cost per Successful Housing Outcome - CSB	\$2,101	\$2,101	\$1,929
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 Households that had a successful housing outcome without the assistance of DCA are excluded from the calculation.

³ Paid on performance, payments by CSB are above the current semi-annual actual CSB costs by \$24,003.

D. Recommendations

Program Outcome Measures: Outreach Specialist

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
Carryover Households Served ¹	#	50	50	50	50	50	50	50
New Households Served	#	77	77	154	77	77	154	308
Households Served	#	127	127	204	127	127	204	358
Exited Households ¹	#	77	77	154	77	77	154	308
Exited Households to PSH	#	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: 7/1/13-12/31/13
Performance: Medium

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	7/1/12
		12/31/09	12/31/10	12/31/11	12/31/12
Households Served	#	28	309	326	361
Submitted SSI/SSDI Applications	#	18	103	103	71
Submitted SSI/SSDI Applications	%	64	33	32	20
Other Submitted Applications	#	15	135	50	61
Other Submitted Applications	%	54	44	15	17
Successful SSI /SSDI Applications	%	43	11	30	23
Recidivism	%	0	0	4	0

Program Outcome Achievement 7/1/13 to 12/31/13: Access to Benefits

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Carryover Households Served ¹	#	18	121	N/A
New Households Served	#	91	184	Yes
Households Served	#	109	305	Yes
Submitted SSI/SSDI Applications	#	53	72	Yes
Submitted SSI/SSDI Applications	%	42	24	No
Submitted Other Applications	#	25	50	Yes
Submitted Other Applications	%	20	16	Yes
Successful SSI /SSDI Applications	%	40	21	No
Recidivism	%	5	14	No
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 ²
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$100,000	\$50,000	\$39,239
Other Funds	\$0	\$0	\$0
Total	\$100,000	\$50,000	\$39,239
Cost per Household Served-CSB	\$500	\$459	\$129
Cost per Submitted SSI/SSDI Application - CSB	\$943	\$943	\$545
Percentage of CSB Funds	100%	100%	100%
Percentage of Leveraged Funds	0%	0%	0%

¹ Monitored but not evaluated.

² Received a performance payment, payments by CSB are above the current semi-annual actual CSB costs by \$15,513.

D. Recommendations

Program Outcome Measures: Access to Benefits

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
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	%	42	42	42	42	42	42	42
% 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 (Single Adults and Families)
Period: 7/1/13-12/31/13
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 FY2014, agencies utilizing the Transition Program included CHOICES, 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	7/1/12
		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	12/31/12
Households Served	#	215	318	361	438	312	441	545	582	773	661
Successful Housing Outcomes	#	210	318	361	438	312	431	539	575	767	654
Successful Housing Outcomes	%	98	100	100	100	100	98	99	99	99	99
Recidivism	%	2	8	6	2	6	3	0	2	4	6
Usage of CSB Direct Client Assistance	\$	451	461	518	439	630	541	501	807	997	682

Program Outcome Achievement 7/1/13 to 12/31/13: Transition

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	500	687	Yes
Successful Housing Outcomes	#	490	668	Yes
Successful Housing Outcomes	%	98	97	Yes
Usage of CSB Direct Client Assistance	\$	700	696	Yes
Usage of CSB Direct Client Assistance	%	98	97	Yes
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	

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$816,000	\$408,000	\$461,111
Other Funds	\$0	\$0	\$0
Total	\$816,000	\$408,000	\$461,111
Cost per Household Served – CSB	\$816	\$816	\$671
Cost per Successful Household Served – CSB	\$833	\$833	\$690
Percentage of CSB Funds	100%	100%	100%
Percentage of Leveraged Funds	0%	0%	0%

D. Recommendations

Program Outcome Measures: Transition (Single Adults)

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
Households Served	#	215	250	465	278	322	600	1065
Successful Housing Outcomes	%	98	98	98	98	98	98	98
Successful Housing Outcomes	#	210	245	455	272	315	587	1042
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

Program Outcome Measures: Transition (Family)

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
Households Served	#	120	130	250	70	100	170	420
Successful Housing Outcomes	%	98	98	98	98	98	98	98
Successful Housing Outcomes	#	117	127	244	68	98	166	410
Recidivism	%			5			5	5
Usage of CSB Direct Client Assistance	%	98	98	98	98	98	98	98
Usage of CSB Direct Client Assistance	\$	1000	1000	1000	1000	1000	1000	1000

Category: Direct Housing
Agency: Homeless Families Foundation
Program: Rolling Stock
Period: 7/1/13-12/31/13
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	7/1/12
		12/31/10	12/31/11	12/31/12
Households Served	#	31	83	156
Successful Housing Outcomes	#	16	22	91
Successful Housing Outcomes	%	100	88	88
Average Length of Participation	Days	89	90	106
Recidivism	%	14	0	0

Program Outcome Achievement 7/1/13 to 12/31/13: Direct Housing

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Carryover Households Served ¹	#	46	58	N/A
New Households Served	#	86	104	Yes
Households Served	#	132	162	Yes
Exited Households ¹	#	86	107	N/A
Average Length of Shelter Stay	Days	15	19	No
Average Length of Participation	Days	100	91	Yes
Successful Housing Outcomes	#	77	94	Yes
Successful Housing Outcomes	%	90	88	Yes
Recidivism	%	5	4	Yes
Usage of CSB Direct Client Assistance ²	%	90	90	Yes
Usage of CSB Direct Client Assistance	\$	800	778	Yes
Housing Affordability at Exit ^{3, 5}	%	50	25	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 ⁴
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$595,015	\$297,508	\$270,428
Other Funds	\$324,104	\$162,052	\$122,559
Total	\$919,119	\$459,560	\$392,987
Cost per Household Served – CSB	\$2,729	\$2,254	\$1,669
Cost per Successful Household Served – CSB	\$3,864	\$3,864	\$2,877
Percentage of CSB Funds	65%	65%	69%
Percentage of Leveraged Funds	35%	35%	31%

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

² Households that had a successful housing outcome without the assistance of DCA are excluded from the calculation.

³ Monitored but not evaluated during FY2014.

⁴ Paid on performance, payments by CSB are above the current semi-annual actual CSB costs by \$21,254.

⁵ Two successfully exited households were excluded due to missing data.

D. Recommendations

Program Outcome Measures: Direct Housing

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
Carryover Households Served ¹	#	46	46	46	46	46	46	46
New Households Served	#	50	50	100	50	50	100	200
Households Served	#	96	96	146	96	96	146	246
Exited Households ¹	#	50	50	100	50	50	100	200
Successful Housing Outcomes	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	45	45	90	45	45	90	180
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	%	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.

Category: Direct Housing
Agency: Lutheran Social Services
Program: Navigator Pilot
Period: 7/1/13-12/31/13
Performance: N/A¹

A. Description

On October 1, 2013 Lutheran Social Services launched a small scale pilot Navigator Team within the Single Adult Crisis Redesign System. The Navigator Program is a centralized case management approach with follow-up services once an individual experiencing homelessness exits shelter to housing, with the intent of stabilizing the person for the long-term and preventing future homelessness recurrence. The pilot Navigator Team is comprised of a supervisor, 3 navigators, and 1 housing specialist. The pilot is scheduled to run from October 1, 2013 – September 20, 2014. The Navigator Program will begin full implementation on October 1, 2014, following a community-wide Request for Proposals process to identify the provider(s) implementing the program.

The shelter implementation sites for the pilot are Volunteers of America's shelter for men and Southeast's Rebecca's Place for women. During the pilot shelter participants are being randomly assigned to the Navigator Team. Those not assigned to the Navigator pilot team continue to receive the usual case management services currently being delivered in the shelters.

¹Program started 10/1/2013, too new to be rated.

B. Performance Outcomes

Program Outcome Achievement 10/1/13 to 12/31/13: Direct Housing

Measure		Semi-Annual Goal 10/1/13-12/31/13	Semi-Annual Actual 10/1/13-12/31/13	Achieved
Carryover Households Served ¹	#	0	0	N/A
New Households Served	#	105	82	No
Households Served	#	105	82	No
Households Served ²	%	60	21	No
Housing Barrier	%	90	21	No
Navigator Assignment	%	100	91	No
Access to Case Management ³	%	75	N/A	N/A
Exited Households ¹	#	35	28	N/A
Successful Housing Outcomes	#	9	3	No
Successful Housing Outcomes	%	25	11	No
Average Transition Time	Days	7	7	Yes
Average Length of Shelter Stay	Days	30	30	Yes
Average Length of Participation	Days	90	30	Yes
Recidivism ⁴	%	N/A	N/A	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
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$257,078	\$128,539	\$44,249
Other Funds	\$31,331	\$15,666	\$0
Total	\$288,409	\$144,205	\$44,249
Cost per Household Served – CSB	\$745	\$1,224	\$540
Cost per Successful Household Served – CSB	\$2,989	\$14,282	\$14,750
Percentage of CSB Funds	89%	89%	100%
Percentage of Leveraged Funds	11%	11%	0%

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

² % of the implementation sites population served.

³ Unable to calculate measure due to program workflow.

⁴ Program too new, unable to calculate measure.

Category: Direct Housing
Agency: Lutheran Social Services
Program: SSVF (Supportive Services for Veteran Families) Rapid Rehousing¹
Period: 7/1/13-12/31/13
Performance: N/A²

A. Description

On October 1, 2013 Lutheran Social Services/Faith Mission (LSS/FM) began implementing the SSVF Program. The intent of this federally funded project is to promote housing stability among very low-income Veteran families who reside in or are transitioning to permanent housing. This program targets Veterans experiencing homeless (Rapid Re-Housing) and those at risk of losing their existing housing (Homeless Prevention). Veteran families are defined as both a single veteran and the veteran and his/her family members with whom s/he resides. Each Veteran receives services including, but not limited to outreach, case management, assistance in obtaining VA benefits, temporary financial assistance. The definition of the Veteran is broad for these programs. A veteran is anyone that has served actively in the military, naval, air service, Merchant Marines or was activated by Presidential order and served in another state or country while in the National Guard or Reserves. Three basic eligibility criteria for the program are 1) gross annual household income less than 50% of the area median income for household size 2) permanently housed but imminently at-risk of literal homelessness or literally homeless 3) no other resources or social supports are currently in place. LSS/FM is primarily serving single adults.

¹ Program not funded by CSB.

² Program too new to be rated.

B. Performance Outcomes

Program Outcome Achievement 10/1/13 to 12/31/13: Direct Housing

Measure		Semi-Annual Goal 10/1/13-12/31/13	Semi-Annual Actual 10/1/13-12/31/13	Achieved
Carryover Households Served ¹	#	0	0	N/A
New Households Served	#	15	18	Yes
Households Served	#	15	18	Yes
Exited Households ¹	#	12	4	N/A
Average Length of Shelter Stay	Days	30	8	Yes
Average Length of Participation	Days	90	38	Yes
Successful Housing Outcomes	#	10	3	No
Successful Housing Outcomes	%	80	75	Yes
Recidivism ²	%	N/A	N/A	N/A
Usage of Direct Client Assistance ³	%	80	75	Yes
Pass Program Certification		Pass certification	Passed certification	Yes

C. Recommendations

Program Outcome Measures: Direct Housing

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi-Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi-Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
Carryover Households Served ¹	#	10	7	10	7	7	7	10
New Households Served	#	15	18	33	18	15	33	66
Households Served	#	25	25	43	25	22	40	76
Exited Households ¹	#	18	18	36	18	12	30	66
Successful Housing Outcomes	%	80	80	80	80	80	80	80
Successful Housing Outcomes	#	14	15	29	14	10	24	53
Average Length of Shelter Stay	Days	30	30	30	30	30	30	30
Average Length of Participation	Days	90	90	90	90	90	90	90
Recidivism	%			5			5	5
Usage of SSVF Direct Client Assistance	%	80	80	80	80	80	80	80

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

² Program too new, unable to calculate measure.

³ Households that had a successful housing outcome without the assistance of DCA are excluded from the calculation.

Category: Direct Housing
Agency: The Salvation Army
Program: Direct Housing
Period: 7/1/13-12/31/13
Performance: High

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	7/1/12
		12/31/04	12/31/05	12/31/06	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11	12/31/12
Households Served	#	135	162	125	172	143	166	151	148	113
Successful Housing Outcomes	%	77	96	97	99	93	98	90	94	88
Average Length of Shelter Stay	Days	20	13	15	12	10	10	13	16	16
Average Length of Participation	Days	N/A	N/A	N/A	101	103	109	114	88	88
Usage of CSB Direct Client Assistance	\$	676	819	674	1063	908	954	1225	1105	1179
Recidivism	%	11	4	11	0	3	3	0	0	0

Program Outcome Achievement 7/1/13 to 12/31/13: Direct Housing

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Carryover Households Served ¹	#	37	50	N/A
New Households Served	#	95	88	Yes
Households Served	#	132	138	Yes
Exited Households ¹	#	95	91	N/A
Average Length of Shelter Stay	Days	15	20	No
Average Length of Participation	Days	100	89	Yes
Successful Housing Outcomes	#	85	80	Yes
Successful Housing Outcomes	%	90	88	Yes
Recidivism	%	5	0	Yes
Usage of CSB Direct Client Assistance ²	%	90	93	Yes
Usage of CSB Direct Client Assistance	\$	1800	1396	Yes
Housing Affordability at Exit ³	%	50	21	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 ⁴
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$273,925	\$136,963	\$127,563
Other Funds	\$0	\$0	\$0
Total	\$273,925	\$136,963	\$127,563
Cost per Household Served – CSB	\$1,292	\$1,038	\$924
Cost per Successful Household Served – CSB	\$1,745	\$1,611	\$1,595
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 Households that had a successful housing outcome without the assistance of DCA are excluded from the calculation.

³ Measure to be monitored but not evaluated during FY2014.

⁴ Paid on performance, payments by CSB are above the current semi-annual actual CSB costs by \$22,522.

D. Recommendations

Program Outcome Measures: Direct Housing

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
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	%	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.

Category: Direct Housing
Agency: The Salvation Army
Program: Job2Housing
Period: 7/1/13-12/31/13
Performance: High

A. Description

The Job2Housing program ended its three-year pilot phase on 2/28/13 and continues to operate as a rapid re-housing program for families. The program serves families, who 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, starting with FY2010. 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	7/1/12
		12/31/10	12/31/11	12/31/12
Households Served	#	39	68	77
Successful Housing Outcomes	#	18	29	35
Successful Housing Outcomes	%	90	97	83
Average Length of Shelter Stay	#	13	14	9
Average Length of Participation	Days	180	201	225
Recidivism	%	0	7	0

Program Outcome Achievement 7/1/13 to 12/31/13: Direct Housing

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Carryover Households Served ¹	#	20	16	N/A
New Households Served	#	27	28	Yes
Households Served	#	47	44	Yes
Exited Households ¹	#	27	20	N/A
Average Length of Shelter Stay	Days	15	18	No
Average Length of Participation	Days	180	171	Yes
Successful Housing Outcomes	#	24	19	No
Successful Housing Outcomes	%	90	95	Yes
Housing Affordability at Exit ²	%	50	68	N/A
Recidivism	%	5	0	Yes
Completed Vocational /Other Training	%	70	75	Yes
Employment Status at Exit	#	17	17	Yes
Employment Status at Exit	%	65	85	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 ³
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$75,000	\$37,500	\$14,070
Other Funds	\$286,908	\$143,454	\$199,091
Total	\$361,908	\$180,954	\$213,161
Cost per Household Served – CSB	\$1,000	\$798	\$320
Cost per Successful Household Served – CSB	\$1,531	\$1,563	\$741
Percentage of CSB Funds	21%	21%	7%
Percentage of Leveraged Funds	79%	79%	93%

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

² Measure to be monitored but not evaluated during FY2014.

³ Paid on performance, payments by CSB are above the current semi-annual actual CSB costs by \$22,758.

D. Recommendations

Program Outcome Measures: Direct Housing

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
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	%	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

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

Category: Direct Housing
Agency: Volunteers of America of Greater Ohio
Program: SSVF (Supportive Services for Veteran Families) Rapid Rehousing¹
Period: 7/1/13-12/31/13
Performance: N/A²

A. Description

On October 1, 2013 The Volunteers of America of Greater Ohio (VOAGO) began implementing the SSVF Program. The intent of this federally funded project is to promote housing stability among very low-income Veteran families who reside in or are transitioning to permanent housing. This program targets Veterans experiencing homeless (Rapid Re-Housing) and those at risk of losing their existing housing (Homeless Prevention). Veteran families are defined as both a single veteran and the veteran and his/her family members with whom s/he resides. Each Veteran receives services including, but not limited to outreach, case management, assistance in obtaining VA benefits, temporary financial assistance. The definition of the Veteran is broad for these programs. A veteran is anyone that has served actively in the military, naval, air service, Merchant Marines or was activated by Presidential order and served in another state or country while in the National Guard or Reserves. Three basic eligibility criteria for the program are 1) gross annual household income less than 50% of the Area Median Income for household size 2) permanently housed but imminently at-risk of literal homelessness or literally homeless 3) no other resources or social supports are currently in place. VOAGO is primarily serving families.

¹ Program not funded by CSB.

² Program started 10/1/2013, too new to be rated.

B. Performance Outcomes

Program Outcome Achievement 10/1/13 to 12/31/13: Direct Housing

Measure		Semi-Annual Goal 10/1/13-12/31/13	Semi-Annual Actual 10/1/13-12/31/13	Achieved
Carryover Households Served ¹	#	0	0	N/A
New Households Served	#	35	38	Yes
Households Served	#	35	38	Yes
Exited Households ¹	#	28	5	N/A
Average Length of Shelter Stay	Days	30	38	No
Average Length of Participation	Days	90	62	Yes
Successful Housing Outcomes	#	22	4	No
Successful Housing Outcomes	%	80	80	Yes
Recidivism ²	%	N/A	N/A	N/A
Usage of Direct Client Assistance	%	60	80	Yes
Pass Program Certification		Pass certification	Passed certification	Yes

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

² Program too new, not able to calculate measure.

C. Recommendations

Program Outcome Measures: Direct Housing

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
Carryover Households Served ¹	#	15	15	15	15	15	15	15
New Households Served	#	48	48	96	48	48	96	192
Households Served	#	63	63	111	63	63	111	207
Exited Households ¹	#	48	48	96	48	48	96	182
Successful Housing Outcomes	%	80	80	80	80	80	80	80
Successful Housing Outcomes	#	38	38	77	38	38	77	146
Average Length of Shelter Stay	Days	30	30	30	30	30	30	30
Average Length of Participation	Days	90	90	90	90	90	90	90
Recidivism	%			5			5	5
Usage of SSVF Direct Client Assistance	%	60	60	60	60	60	60	60

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

Category: Direct Housing
Agency: Volunteers of America of Greater Ohio
Program: Transition in Place
Period: 7/1/13-12/31/13
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	7/1/12
		12/31/10	12/31/11	12/31/12
Households Served	#	51	67	72
Successful Housing Outcomes	#	22	34	44
Successful Housing Outcomes	%	92	87	96
Average Length of Shelter Stay	Days	13	14	16
Average Length of Participation	Days	99	114	106
Recidivism	%	0	0	0

Program Outcome Achievement 7/1/13 to 12/31/13: Direct Housing

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Carryover Households Served ¹	#	24	24	N/A
New Households Served	#	38	41	Yes
Households Served	#	62	65	Yes
Exited Households ¹	#	38	42	N/A
Average Length of Shelter Stay	Days	15	17	No
Average Length of Participation	Days	100	102	Yes
Successful Housing Outcomes	#	34	42	Yes
Successful Housing Outcomes	%	90	100	Yes
Recidivism	%	5	17	No
Housing Affordability at Exit ^{2, 3}	%	50	30	N/A
Usage of CSB Direct Client Assistance ⁴	%	90	100	Yes
Usage of CSB Direct Client Assistance	\$	800	815	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
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$263,732	\$131,866	\$90,487
Other Funds	\$286,156	\$143,078	\$112,810
Total	\$549,888	\$274,944	\$203,297
Cost per Household Served – CSB	\$2,637	\$2,127	\$1,392
Cost per Successful Household Served – CSB	\$3,878	\$3,878	\$2,154
Percentage of CSB Funds	48%	48%	45%
Percentage of Leveraged Funds	52%	52%	55%

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

² Monitored but not evaluated during FY2014.

³ Nineteen households are excluded from calculation due to missing data.

⁴ Households that had a successful housing outcome without the assistance of DCA are excluded from the calculation.

D. Recommendations

Program Outcome Measures: Direct Housing

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
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	%	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.

Category: Direct Housing
Agency: YWCA
Program: Kinship Care
Period: 7/1/13-12/31/13
Performance: High

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 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

Semi-Annual Trends

Measure		7/1/12
		12/31/12
Households Served	#	16
Successful Outcomes	#	4
Successful Outcomes	%	44
Average Length of Shelter Stay	Days	0
Average Length of Participation	Days	77
Recidivism	%	0

Program Outcome Achievement 7/1/13 to 12/31/13: Direct Housing

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Carryover Households Served ¹	#	17	10	N/A
New Households Served	#	20	27	Yes
Households Served	#	37	37	Yes
Exited Households ¹	#	20	23	N/A
Average Length of Shelter Stay	Days	2	0	Yes
Average Length of Participation	Days	90	73	Yes
Successful Outcomes	#	14	15	Yes
Successful Outcomes	%	70	65	Yes
Recidivism	%	10	0	Yes
Increase in Income from Entry to Exit	%	25	9	No
Usage of CSB Direct Client Assistance	%	90	100	Yes
Usage of CSB Direct Client Assistance	\$	600	337	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
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$64,800	\$32,400	\$25,340
Other Funds	\$0	\$0	\$0
Total	\$64,800	\$32,400	\$25,340
Cost per Household Served – CSB	\$1,137	\$876	\$685
Cost per Successful Household Served – CSB	\$2,314	\$2,314	\$1,689
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.

D. Recommendations

Program Outcome Measures: Direct Housing

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
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	\$	600	600	600	600	600	600	600

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: 7/1/13-12/31/13
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	7/1/12
		12/31/06	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11	12/31/12
Program Capacity	#	25	25	25	25	25	25	25
Unit Capacity	#	35	35	35	35	35	35	35
Households Served	#	28	25	29	30	30	27	26
Housing Stability	Months	7	16	20	22	23	31	34
Housing Retention	%	0	0	4	0	0	0	N/A ¹
Program Occupancy	%	95	100	92	96	92	100	96
Successful Housing Outcomes	#	25	25	27	26	28	26	25
Successful Housing Outcomes	%	89	100	93	87	98	96	100

¹ The exited client is deceased. Measure not evaluated.

Program Outcome Achievement 7/1/13 to 12/31/13: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	27	26	Yes
Exited Households ¹	#	N/A	1	N/A
Housing Stability ⁴	Months	24	45	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 ²	%	50	N/A	N/A
Housing Affordability at Exit ^{1, 2}	%	50	N/A	N/A
Housing Retention ^{2, 4}	%	5	N/A	N/A
Program Occupancy Rate ⁴	%	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 Goals⁴				
Benefits Status at Exit ^{2, 3, 4}	%	20	N/A	N/A
Employment Status at Exit ^{2, 4}	%	20	N/A	N/A
Negative Reason for Leaving ^{2, 4}	%	20	N/A	N/A
Interim Housing Stability ⁴	%	81	96	Yes
Increase in Income from Entry to Exit ^{2, 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
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$0	\$0	\$0
Other Funds	\$322,190	\$161,095	\$175,523
Total	\$322,190	\$161,095	\$175,523
Cost per Unit - CSB	\$0	\$0	\$0
Cost per Unit / month	\$1,074	\$1,074	\$1,170
Cost per Unit	\$12,888	\$6,444	\$7,021
Cost per Household Served	\$10,740	\$5,966	\$6,751
Cost per Successful Household Served	\$11,933	\$6,712	\$7,313
Percentage of CSB Funds	0%	0%	0%
Percentage of Leveraged Funds	100%	100%	100%

¹ Monitored but not evaluated.

² The exited client is deceased. Measure not evaluated or client excluded from calculation where evaluated.

³ New measure to be evaluated starting in FY2014.

⁴ HUD or CoC local goal.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/15- 6/30/15
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	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Exit to Homelessness ^{2,4}	%			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
Increase in Income (other than employment) From Entry to Exit ^{2,5}	%	54	54	54	54	54	54	54
Increase in Mainstream Benefits at Exit (%) ^{2,5}	%	90	90	90	90	90	90	90
Increase in Income from Employment, from Entry to Exit (%) ^{2,5}	%	20	20	20	20	20	20	20

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 Measure name changed, was previously Housing Retention.

⁵ HUD goals do not allow for variance.

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: Cassady Avenue Apartments
Period: 7/1/13-12/31/13
Performance: High

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	7/1/12
		12/31/04	12/31/05	12/31/06	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11	12/31/12
Program Capacity	#	10	10	10	10	10	10	10	10	10
Unit Capacity	#	10	10	10	10	10	10	10	10	10
Households Served	#	12	11	9	12	13	12	13	12	14
Housing Stability	Months	14	15	22	22	24	25	30	33	21
Housing Retention	%	0	N/A	0	0	0	0	0	0	33
Program Occupancy	%	100	85	86	90	90	90	100	100	100
Successful Housing Outcomes	#	N/A	8	9	11	13	11	12	12	12
Successful Housing Outcomes	%	N/A	73	100	92	100	92	92	100	86

Program Outcome Achievement 7/1/13 to 12/31/13: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	11	11	Yes
Exited Households ¹	#	N/A	0	N/A
Housing Stability ³	Months	24	22	Yes
Turnover Rate ^{1, 4}	%	10	N/A	N/A
Successful Housing Outcomes	#	10	11	Yes
Successful Housing Outcomes ^{2, 3}	%	90	100	Yes
Successful Housing Exits ⁴	%	50	N/A	N/A
Housing Affordability at Exit ^{1, 4}	%	50	N/A	N/A
Housing Retention ^{3, 4}	%	5	N/A	N/A
Program Occupancy Rate ^{2, 3}	%	95	110	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				
Benefits Status at Exit ^{3, 4}		20	N/A	N/A
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 ³	%	81	82	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
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$46,264	\$23,132	\$22,794
Other Funds	\$48,779	\$24,390	\$26,202
Total	\$95,043	\$47,522	\$48,996
Cost per Unit – CSB	\$4,626	\$2,313	\$2,279
Cost per Unit/month – CSB	\$386	\$386	\$380
Cost per Unit	\$9,504	\$4,752	\$4,900
Cost per Household Served - CSB	\$3,855	\$2,103	\$2,072
Cost per Successful Household Served - CSB	\$4,206	\$2,313	\$2,072
Percentage of CSB Funds	49%	49%	47%
Percentage of Leveraged Funds	51%	51%	53%

¹ Monitored but not evaluated.

² Program served RL individuals in Non-RL units or eligible roommates/couples.

³ HUD or CoC local goal.

⁴ Program did not have any exits during reporting period. Measure could not be calculated.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
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	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Exit to Homelessness ^{2,4}	%			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
Increase in Income (other than employment) from Entry to Exit ^{2,5}	%	54	54	54	54	54	54	54
Increase in Mainstream Benefits at Exit (%) ^{2,5}	%	90	90	90	90	90	90	90
Increase in Income from Employment, from Entry to Exit (%) ^{2,5}	%	20	20	20	20	20	20	20

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 Measure name changed, was previously Housing Retention.

⁵ HUD goals do not allow for variance.

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: Community ACT
Period: 7/1/13-12/31/13
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	7/1/12
		12/31/06	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11	12/31/12
Program Capacity	#	42	42	42	42	42	42	42
Unit Capacity	#	42	42	42	42	42	42	42
Households Served	#	29	54	56	50	52	48	46
Housing Stability	Months	3	8	12	17	21	25	30
Housing Retention	%	0	4	2	2	9	2	17
Program Occupancy	%	36	93	98	100	98	98	98
Successful Housing Outcomes	#	26	41	46	46	48	46	43
Successful Housing Outcomes	%	90	76	82	92	92	96	93

Program Outcome Achievement 7/1/13 to 12/31/13: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	46	45	Yes
Exited Households ¹	#	N/A	4	N/A
Housing Stability ³	Months	24	33	Yes
Turnover Rate ¹	%	10	10	N/A
Successful Housing Outcomes	#	41	44	Yes
Successful Housing Outcomes ³	%	90	98	Yes
Successful Housing Exits	%	50	75	Yes
Housing Affordability at Exit ^{1, 4}	%	50	100	N/A
Housing Retention ³	%	5	0	Yes
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				
Benefits Status at Exit ^{2, 3}	%	20	100	Yes
Employment Status at Exit ³	%	20	0	No
Negative Reason for Leaving ³	%	20	0	Yes
Interim Housing Stability ³	%	81	91	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
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$18,927	\$9,464	\$9,549
Other Funds	\$369,223	\$184,612	\$180,107
Total	\$388,150	\$194,075	\$189,656
Cost per Unit - CSB	\$451	\$225	\$227
Cost per Unit/month - CSB	\$38	\$38	\$38
Cost per Unit	\$9,242	\$4,621	\$4,516
Cost per Household Served - CSB	\$379	\$206	\$212
Cost per Successful Household Served - CSB	\$421	\$231	\$217
Percentage of CSB Funds	5%	5%	5%
Percentage of Leveraged Funds	95%	95%	95%

¹ Monitored but not evaluated.

² New measure to be evaluated starting in FY2014.

³ HUD or CoC local goal.

⁴ One household was excluded from measure due to missing data.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
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 ²	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Exit to Homelessness ^{2,4}	%			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
Increase in Income (other than employment) from Entry to Exit ^{2,5}	%	54	54	54	54	54	54	54
Increase in Mainstream Benefits at Exit (%) ^{2,5}	%	90	90	90	90	90	90	90
Increase in Income from Employment, from Entry to Exit (%) ^{2,5}	%	20	20	20	20	20	20	20

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 Measure name changed, was previously Housing Retention.

⁵ HUD goals do not allow for variance.

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: East Fifth Avenue Apartments
Period: 7/1/13-12/31/13
Performance: High

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	7/1/12
		12/31/04	12/31/05	12/31/06	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11	12/31/12
Program Capacity	#	38	38	38	38	38	38	38	38	38
Unit Capacity	#	38	38	38	38	38	38	38	38	38
Households Served	#	42	42	42	39	39	42	39	46	37
Housing Stability	Months	9	14	20	23	30	30	34	29	34
Housing Retention	%	3	N/A	0	0	0	0	0	0	33
Program Occupancy	%	100	95	99	92	95	92	95	95	95
Successful Housing Outcomes	#	N/A	38	41	39	38	40	35	43	35
Successful Housing Outcomes	%	N/A	90	98	100	97	95	90	93	95

Program Outcome Achievement 7/1/13 to 12/31/13: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	42	42	Yes
Exited Households ¹	#	N/A	6	N/A
Housing Stability ³	Months	24	34	Yes
Turnover Rate ¹	%	10	16	N/A
Successful Housing Outcomes	#	38	39	Yes
Successful Housing Outcomes ³	%	90	93	Yes
Successful Housing Exits	%	50	50	Yes
Housing Affordability at Exit ¹	%	50	67	N/A
Housing Retention ³	%	5	0	Yes
Program Occupancy Rate ³	%	95	95	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				
Benefit Status at Exit ^{2, 3}	%	20	100	Yes
Employment Status at Exit ³	%	20	33	Yes
Negative Reason for Leaving ³	%	20	0	Yes
Interim Housing Stability ³	%	81	81	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
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$43,410	\$21,705	\$22,000
Other Funds	\$449,575	\$224,788	\$253,389
Total	\$492,985	\$246,493	\$275,389
Cost per Unit - CSB	\$1,142	\$571	\$579
Cost per Unit/month - CSB	\$95	\$95	\$96
Cost per Unit	\$12,973	\$6,487	\$7,247
Cost per Household Served - CSB	\$944	\$517	\$524
Cost per Successful Household Served - CSB	\$1,059	\$571	\$564
Percentage of CSB Funds	9%	9%	8%
Percentage of Leveraged Funds	91%	91%	92%

¹ Monitored but not evaluated.

² New measure to be evaluating starting in FY2014.

³ HUD or CoC local goal.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
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	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Exit to Homelessness ^{2,4}	%			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
Increase in Income (other than employment) from Entry to Exit ^{2,5}	%	54	54	54	54	54	54	54
Increase in Mainstream Benefits at Exit (%) ^{2,5}	%	90	90	90	90	90	90	90
Increase in Income from Employment, from Entry to Exit (%) ^{2,5}	%	20	20	20	20	20	20	20

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 Measure name changed, was previously Housing Retention.
⁵ HUD goals do not allow for variance.

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: Hotel St. Clair
Period: 7/1/13-12/31/13
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	7/1/12
		12/31/05	12/31/06	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11	12/31/12
Program Capacity	#	16	26	26	26	26	26	26	26
Unit Capacity	#	31	31	31	31	31	31	31	31
Households Served	#	18	26	27	28	27	30	37	34
Housing Stability	Months	2	11	13	21	23	26	17	24
Housing Retention	%	N/A	0	4	0	0	0	0	0
Program Occupancy	%	46	89	92	92	100	104	119	107
Successful Housing Outcomes	#	18	23	23	27	27	29	37	34
Successful Housing Outcomes	%	100	88	88	96	100	97	100	100

Program Outcome Achievement 7/1/13 to 12/31/13: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	33	32	Yes
Exited Households ¹	#	N/A	0	N/A
Housing Stability ⁴	Months	24	31	Yes
Turnover Rate ^{1, 5}	%	10	N/A	N/A
Successful Housing Outcomes	#	30	32	Yes
Successful Housing Outcomes ⁴	%	90	100	Yes
Successful Housing Exits ⁵	%	50	N/A	N/A
Housing Affordability at Exit ^{1, 5}	%	50	N/A	N/A
Housing Retention ^{4, 5}	%	5	N/A	N/A
Program Occupancy Rate ^{2, 4}	%	95	103	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				
Benefits Status at Exit ^{3, 4, 5}	%	20	N/A	N/A
Employment Status at Exit ^{4, 5}	%	20	N/A	N/A
Negative Reason for Leaving ^{4, 5}	%	20	N/A	N/A
Interim Housing Stability ⁴	%	81	91	Yes
Increase in Income from Entry to Exit ^{4, 5}	%	45	N/A	N/A

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$109,255	\$54,628	\$55,487
Other Funds	\$295,280	\$147,640	\$154,029
Total	\$404,535	\$202,268	\$209,516
Cost per Unit – CSB	\$3,642	\$1,821	\$1,850
Cost per Unit/month - CSB	\$303	\$303	\$308
Cost per Unit	\$13,485	\$6,742	\$6,984
Cost per Household Served - CSB	\$3,035	\$1,655	\$1,734
Cost per Successful Household Served - CSB	\$3,414	\$1,821	\$1,734
Percentage of CSB Funds	27%	27%	26%
Percentage of Leveraged Funds	73%	73%	74%

¹ Monitored but not evaluated.

² Program served RL individuals in non-RL units or eligible roommates/couples.

³ New measure to be evaluated starting in FY2014.

⁴ HUD or CoC local goal.

⁵ Program did not have any exits during reporting period. Measure could not be calculated.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
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	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Exit to Homelessness ^{2,4}	%			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
Increase in Income (other than employment) from Entry to Exit ^{2,5}	%	54	54	54	54	54	54	54
Increase in Mainstream Benefits at Exit (%) ^{2,5}	%	90	90	90	90	90	90	90
Increase in Income from Employment, from Entry to Exit (%) ^{2,5}	%	20	20	20	20	20	20	20

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 Measure name changed, was previously Housing Retention.

⁵ HUD goals do not allow for variance.

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: Inglewood Court
Period: 7/1/13-12/31/13
Performance: Medium

A. Description

CHN’s Inglewood Court, a 60-unit one-bedroom facility, opened in May 2013 and provides 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.

B. Performance Outcomes

Program Outcome Achievement 7/1/13 to 12/31/13: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	50	47	Yes
Exited Households ¹	#	N/A	3	N/A
Housing Stability ⁴	Months	6	6	Yes
Turnover Rate ¹	%	10	7	N/A
Successful Housing Outcomes	#	45	44	Yes
Successful Housing Outcomes ^{2, 4}	%	90	96	Yes
Successful Housing Exits ²	%	50	0	No
Housing Affordability at Exit ^{1, 5}	%	50	N/A	N/A
Housing Retention ^{4, 6}	%	5	N/A	N/A
Program Occupancy Rate ⁴	%	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 Goals⁴				
Benefits Status at Exit ^{2, 3, 4}	%	20	100	Yes
Employment Status at Exit ^{2, 4}	%	20	0	No
Negative Reason for Leaving ⁴	%	20	0	Yes
Interim Housing Stability ^{4, 7}	%	81	68	N/A
Increase in Income from Entry to Exit ^{2, 4}	%	45	0	No

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$134,205	\$67,103	\$66,078
Other Funds	\$338,008	\$169,004	\$179,776
Total	\$472,213	\$236,107	\$245,854
Cost per Unit – CSB	\$2,982	\$1,491	\$1,468
Cost per Unit/month - CSB	\$249	\$249	\$245
Cost per Unit	\$10,494	\$5,247	\$5,463
Cost per Household Served - CSB	\$2,485	\$1,342	\$1,406
Cost per Successful Household Served - CSB	\$2,739	\$1,491	\$1,537
Percentage of CSB Funds	28%	28%	27%
Percentage of Leveraged Funds	72%	72%	73%

¹ Monitored but not evaluated.

² One exited client is deceased. Client excluded from calculation where applicable.

³ New measure to be evaluated starting in FY2014.

⁴ HUD or CoC local goal.

⁵ Program did not have any successful housing outcomes. Measure could not be calculated.

⁶ Unable to calculate measure due to no exits during 7/1/2013 – 9/30/2013 reporting period.

⁷ Program too new to be evaluated for the measure.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
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	Month	12	12	12	12	12	12	12
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Exit to Homelessness ^{2,4}	%			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
Increase in Income (other than employment) from Entry to Exit ^{2,5}	%	54	54	54	54	54	54	54
Increase in Mainstream Benefits at Exit (%) ^{2,5}	%	90	90	90	90	90	90	90
Increase in Income from Employment, from Entry to Exit (%) ^{2,5}	%	20	20	20	20	20	20	20

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 Measure name changed, was previously Housing Retention.

⁵ HUD goals do not allow for variance.

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: CHN Leased Supportive Housing Program
Period: 7/1/13-12/31/13
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	7/1/12
		12/31/11	12/31/12
Program Capacity	#	25	25
Unit Capacity	#	25	25
Households Served	#	28	30
Housing Stability	Months	7	14
Housing Retention	%	4	20
Program Occupancy	%	96	96
Successful Housing Outcomes	#	25	26
Successful Housing Outcomes	%	89	87

Program Outcome Achievement 7/1/13 to 12/31/13: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	27	30	Yes
Exited Households ¹	#	N/A	5	N/A
Housing Stability ²	Months	14	23	Yes
Turnover Rate ¹	%	10	20	N/A
Successful Housing Outcomes	#	24	27	Yes
Successful Housing Outcomes ²	%	90	90	Yes
Successful Housing Exits	%	50	40	No
Housing Affordability at Exit ¹	%	50	100	N/A
Housing Retention ²	%	5	20	No
Program Occupancy Rate ²	%	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 Goals²				
Benefits Status at Exit ^{2, 3}	%	20	100	Yes
Employment Status at Exit ²	%	20	0	No
Negative Reason for Leaving ²	%	20	0	Yes
Interim Housing Stability ²	%	81	87	Yes
Increase in Income from Entry to Exit ²	%	45	40	No

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$0	\$0	\$0
Other Funds	\$234,625	\$117,313	\$120,473
Total	\$234,625	\$117,313	\$120,473
Cost per Unit - CSB	\$0	\$0	\$0
Cost per Unit/month	\$782	\$782	\$803
Cost per Unit	\$9,385	\$4,693	\$4,819
Cost per Household Served	\$7,821	\$4,345	\$4,016
Cost per Successful Household Served	\$8,690	\$4,888	\$4,462
Percentage of CSB Funds	0%	0%	0%
Percentage of Leveraged Funds	100%	100%	100%

¹ Monitored but not evaluated.

² HUD or CoC local goal.

³ New measure to be evaluated starting in FY2014.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
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	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Exit to Homelessness ^{2,4}	%			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
Increase in Income (other than employment) from Entry to Exit ^{2,5}	%	54	54	54	54	54	54	54
Increase in Mainstream Benefits at Exit (%) ^{2,5}	%	90	90	90	90	90	90	90
Increase in Income from Employment, from Entry to Exit (%) ^{2,5}	%	20	20	20	20	20	20	20

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 Measure name changed, was previously Housing Retention.

⁵ HUD goals do not allow for variance.

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: North 22nd Street
Period: 7/1/13-12/31/13
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	7/1/12
		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	12/31/12
Program Capacity	#	15	15	15	30	30	30	30	30	30	30	30	30
Unit Capacity	#	15	15	15	30	30	30	30	30	30	30	30	30
Households Served	#	18	20	17	35	35	32	34	34	34	37	33	33
Housing Stability	Months	6	11	13	20	23	27	27	29	29	32	34	37
Housing Retention	%	6	0	12	6	N/A	0	0	0	0	0	0	0
Program Occupancy	%	90	120	106	200	89	91	93	93	97	93	97	97
Successful Housing Outcomes	#	N/A	N/A	N/A	N/A	32	30	33	30	34	35	33	32
Successful Housing Outcomes	%	N/A	N/A	N/A	N/A	91	94	97	97	100	95	100	97

Program Outcome Achievement 7/1/13 to 12/31/13: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	33	30	Yes
Exited Households ¹	#	N/A	0	N/A
Housing Stability ²	Months	24	45	Yes
Turnover Rate ^{1, 4}	%	10	N/A	N/A
Successful Housing Outcomes	#	30	30	Yes
Successful Housing Outcomes ²	%	90	100	Yes
Successful Housing Exits ⁴	%	50	N/A	N/A
Housing Affordability at Exit ^{1, 4}	%	50	N/A	N/A
Housing Retention ^{2, 4}	%	5	N/A	N/A
Program Occupancy Rate ²	%	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 Goals²				
Benefits Status at Exit ^{2, 3, 4}	%	20	N/A	N/A
Employment Status at Exit ^{2, 4}	%	20	N/A	N/A
Negative Reason for Leaving ^{2, 4}	%	20	N/A	N/A
Interim Housing Stability ²	%	81	100	Yes
Increase in Income from Entry to Exit ^{2, 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
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$33,617	\$16,809	\$16,746
Other Funds	\$130,253	\$65,127	\$80,051
Total	\$163,870	\$81,935	\$96,797
Cost per Unit - CSB	\$1,121	\$560	\$558
Cost per Unit/month - CSB	\$93	\$93	\$93
Cost per Unit	\$5,462	\$2,731	\$3,227
Cost per Household Served - CSB	\$934	\$509	\$558
Cost per Successful Household Served - CSB	\$1,051	\$560	\$558
Percentage of CSB Funds	21%	21%	17%
Percentage of Leveraged Funds	79%	79%	83%

¹ Monitored but not evaluated.

² HUD or CoC local goal,

³ New measure to be evaluated starting in FY2014.

⁴ Program did not have any exits. Measure could not be calculated.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
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	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Exit to Homelessness ^{2,4}	%			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
Increase in Income (other than employment) from Entry to Exit ^{2,5}	%	54	54	54	54	54	54	54
Increase in Mainstream Benefits at Exit (%) ^{2,5}	%	90	90	90	90	90	90	90
Increase in Income from Employment, from Entry to Exit (%) ^{2,5}	%	20	20	20	20	20	20	20

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 Measure name changed, was previously Housing Retention.

⁵ HUD goals do not allow for variance.

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: North High Street
Period: 7/1/13-12/31/13
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	7/1/12
		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	12/31/12
Program Capacity	#	36	36	36	36	36	33	33	33	33	33	33
Unit Capacity	#	36	36	36	36	36	36	36	36	36	36	36
Households Served	#	37	35	39	43	35	37	37	36	35	36	36
Housing Stability	Months	8	15	23	24	32	26	32	30	37	37	43
Housing Retention	%	0	9	0	N/A	0	0	0	0	0	0	0
Program Occupancy	%	100	97	97	91	88	97	94	100	100	97	97
Successful Housing Outcomes	#	N/A	N/A	N/A	40	33	36	36	35	34	36	34
Successful Housing Outcomes	%	N/A	N/A	N/A	93	94	97	97	97	97	100	97

Program Outcome Achievement 7/1/13 to 12/31/13: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	36	36	Yes
Exited Households ¹	#	N/A	3	N/A
Housing Stability ³	Months	24	47	Yes
Turnover Rate ¹	%	10	9	N/A
Successful Housing Outcomes	#	32	35	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				
Benefits Status at Exit ^{3, 4}	%	20	100	Yes
Employment Status at Exit ³	%	20	33	Yes
Negative Reason for Leaving ³	%	20	0	Yes
Interim Housing Stability ³	%	81	92	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
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$158,732	\$79,366	\$79,977
Other Funds	\$249,585	\$124,793	\$123,407
Total	\$408,317	\$204,159	\$203,384
Cost per Unit - CSB	\$4,810	\$2,405	\$2,424
Cost per Unit/month - CSB	\$401	\$401	\$404
Cost per Unit	\$12,373	\$6,187	\$6,163
Cost per Household Served - CSB	\$3,968	\$2,205	\$2,222
Cost per Successful Household Served - CSB	\$4,409	\$2,480	\$2,285
Percentage of CSB Funds	39%	39%	39%
Percentage of Leveraged Funds	61%	61%	61%

¹ Monitored but not evaluated.

² One household was excluded from measure due to missing data.

³ HUD or CoC local goal.

⁴ New measure to be evaluated starting in FY2014.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
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	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Exit to Homelessness ^{2,4}	%			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
Increase in Income (other than employment) from Entry to Exit ^{2,5}	%	54	54	54	54	54	54	54
Increase in Mainstream Benefits at Exit (%) ^{2,5}	%	90	90	90	90	90	90	90
Increase in Income from Employment, from Entry to Exit (%) ^{2,5}	%	20	20	20	20	20	20	20

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 Measure name changed, was previously Housing Retention.

⁵ HUD goals do not allow for variance.

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: Parsons Avenue
Period: 7/1/13-12/31/13
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	7/1/12
		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	12/31/12
Program Capacity	#	25	25	25	25	25	25	25	25	25	25
Unit Capacity	#	25	25	25	25	25	25	25	25	25	25
Households Served	#	26	26	29	28	27	27	29	27	27	26
Housing Stability	Months	14	26	27	32	37	37	32	35	34	29
Housing Retention	%	4	4	N/A	4	0	0	0	0	0	50
Program Occupancy	%	96	100	97	95	96	96	92	96	96	96
Successful Housing Outcomes	#	N/A	N/A	28	27	26	26	26	26	26	25
Successful Housing Outcomes	%	N/A	N/A	97	96	100	96	93	96	96	96

Program Outcome Achievement 7/1/13 to 12/31/13: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	27	27	Yes
Exited Household ¹	#	N/A	4	N/A
Housing Stability ²	Months	24	29	Yes
Turnover Rate ¹	%	10	16	N/A
Successful Housing Outcomes	#	24	25	Yes
Successful Housing Outcomes ²	%	90	93	Yes
Successful Housing Exits	%	50	50	Yes
Housing Affordability at Exit ¹	%	50	100	N/A
Housing Retention ²	%	5	0	Yes
Program Occupancy Rate ²	%	95	92	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				
Benefits Status at Exit ^{2, 3}	%	20	100	Yes
Employment Status at Exit ²	%	20	50	Yes
Negative Reason for Leaving ²	%	20	25	Yes
Interim Housing Stability ²	%	81	78	No
Increase in Income from Entry to Exit ²	%	45	50	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$44,184	\$22,092	\$21,863
Other Funds	\$411,015	\$205,508	\$196,386
Total	\$455,199	\$227,600	\$218,249
Cost per Unit - CSB	\$1,767	\$884	\$875
Cost per Unit/month - CSB	\$147	\$147	\$146
Cost per Unit	\$18,208	\$9,104	\$8,730
Cost per Household Served - CSB	\$1,473	\$818	\$810
Cost per Successful Household Served - CSB	\$1,636	\$921	\$875
Percentage of CSB Funds	10%	10%	10%
Percentage of Leveraged Funds	90%	90%	90%

¹ Monitored but not evaluated.

² HUD or CoC local goal.

³ New measure to be evaluated starting in FY2014.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
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	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Exit to Homelessness ^{2,4}	%			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
Increase in Income (other than employment) from Entry to Exit ^{2,5}	%	54	54	54	54	54	54	54
Increase in Mainstream Benefits at Exit (%) ^{2,5}	%	90	90	90	90	90	90	90
Increase in Income from Employment, from Entry to Exit (%) ^{2,5}	%	20	20	20	20	20	20	20

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 Measure name changed, was previously Housing Retention.

⁵ HUD goals do not allow for variance.

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: Rebuilding Lives PACT Team Initiative
Period: 7/1/13-12/31/13
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	7/1/12
		12/31/04	12/31/05	12/31/06	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11	12/31/12
Program Capacity	#	80	108	108	108	108	108	108	108	108
Unit Capacity	#	80	108	108	108	108	108	108	108	108
Households Served	#	82	90	108	113	121	129	120	123	112
Housing Stability	Months	5	14	15	21	26	26	30	32	36
Housing Retention	%	2	N/A	N/A	5	1	0	14	1	0
Program Occupancy	%	76	72	84	87	99	97	98	99	94
Successful Housing Outcomes	#	N/A	85	102	97	110	118	115	111	109
Successful Housing Outcomes	%	N/A	108	94	87	93	92	96	90	97

Program Outcome Achievement 7/1/13 to 12/31/13: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	119	117	Yes
Exited Households ¹	#	N/A	14	N/A
Housing Stability ³	Months	24	40	Yes
Turnover Rate ¹	%	10	13	N/A
Successful Housing Outcomes	#	107	111	Yes
Successful Housing Outcomes ³	%	90	95	Yes
Successful Housing Exits	%	50	57	Yes
Housing Affordability at Exit ^{1,2}	%	50	86	N/A
Housing Retention ³	%	5	0	Yes
Program Occupancy Rate ³	%	95	95	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				
Benefits Status at Exit ^{3,4}	%	20	100	Yes
Employment Status at Exit ³	%	20	0	No
Negative Reason for Leaving ³	%	20	7	Yes
Interim Housing Stability ³	%	81	90	Yes
Increase in Income from Entry to Exit ³	%	45	64	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$76,011	\$38,006	\$37,277
Other Funds	\$834,525	\$417,263	\$392,397
Total	\$910,536	\$455,268	\$429,674
Cost per Unit - CSB	\$704	\$352	\$345
Cost per Unit/month - CSB	\$59	\$59	\$58
Cost per Unit	\$8,431	\$4,215	\$3,978
Cost per Household Served - CSB	\$585	\$319	\$319
Cost per Successful Household Served - CSB	\$650	\$355	\$336
Percentage of CSB Funds	8%	8%	9%
Percentage of Leveraged Funds	92%	92%	91%

¹ Monitored but not evaluated.

² One household was excluded from calculation due to missing data.

³ HUD or CoC local goal.

⁴ New measure to be evaluated starting in FY2014.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
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	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Exit to Homelessness ^{2,4}	%			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
Increase in Income (other than employment) from Entry to Exit ^{2,5}	%	54	54	54	54	54	54	54
Increase in Mainstream Benefits at Exit (%) ^{2,5}	%	90	90	90	90	90	90	90
Increase in Income from Employment, from Entry to Exit (%) ^{2,5}	%	20	20	20	20	20	20	20

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 Measure name changed, was previously Housing Retention.

⁵ HUD goals do not allow for variance.

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: Safe Havens
Period: 7/1/13-12/31/13
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	7/1/12
		12/31/05	12/31/06	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11	12/31/12
Program Capacity	#	16	16	16	16	16	16	16	16
Unit Capacity	#	13	13	13	13	13	13	13	13
Households Served	#	17	17	17	16	17	16	18	14
Housing Stability	Months	33	34	43	49	44	51	50	53
Housing Retention	%	N/A	0	6	0	0	0	0	N/A ¹
Program Occupancy ²	%	83	98	115	115	115	108	108	100
Successful Housing Outcomes	#	17	17	15	15	17	15	16	14
Successful Housing Outcomes	%	100	100	94	94	100	94	94	100

¹ There were no exits during the evaluated period.

² 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 7/1/13 to 12/31/13: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	17	16	Yes
Exited Households ¹	#	N/A	2	N/A
Housing Stability ⁴	Months	24	57	Yes
Turnover Rate ¹	%	10	15	N/A
Successful Housing Outcomes	#	15	16	Yes
Successful Housing Outcomes ⁴	%	90	100	Yes
Successful Housing Exits	%	50	100	Yes
Housing Affordability at Exit ^{1,5}	%	50	N/A	N/A
Housing Retention ⁴	%	5	100	No
Program Occupancy Rate ^{2,4}	%	95	108	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 Goals⁴				
Benefits Status at Exit ^{3,4}	%	20	100	Yes
Employment Status at Exit ⁴	%	20	0	No
Negative Reason for Leaving ⁴	%	20	0	Yes
Interim Housing Stability ⁴	%	81	88	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
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$0	\$0	\$0
Other Funds	\$291,700	\$145,850	\$126,304
Total	\$291,700	\$145,850	\$126,304
Cost per Unit - CSB	\$0	\$0	\$0
Cost per Unit/month	\$1,870	\$1,870	\$1,619
Cost per Unit	\$22,438	\$11,219	\$9,716
Cost per Household Served	\$16,206	\$8,579	\$7,894
Cost per Successful Household Served	\$18,231	\$9,723	\$7,894
Percentage of CSB Funds	0%	0%	0%
Percentage of Leveraged Funds	100%	100%	100%

¹ Monitored but not evaluated.

² 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.

³ New measure to be evaluated starting in FY2014.

⁴ HUD or CoC local goal.

⁵ Two successfully exited households were excluded from measure due to missing data. Unable to calculate measure.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
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	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Exit to Homelessness ^{2,4}	%			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
Increase in Income (other than employment) from Entry to Exit ^{2,5}	%	54	54	54	54	54	54	54
Increase in Mainstream Benefits at Exit (%) ^{2,5}	%	90	90	90	90	90	90	90
Increase in Income from Employment, from Entry to Exit (%) ^{2,5}	%	20	20	20	20	20	20	20

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 Measure name changed, was previously Housing Retention.

⁵ HUD goals do not allow for variance.

Category: Permanent Supportive Housing
Agency: **Community Housing Network**
Program: **Southpoint Place**
Period: 7/1/13-12/31/13
Performance: **High**

A. Descriptions

In partnership with 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. Twenty-five 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	7/1/12
		12/31/08	12/31/09	12/31/10	12/31/11	12/31/12
Program Capacity	#	46	46	46	46	46
Unit Capacity	#	80	80	80	80	80
Households Served	#	29	54	50	55	56
Housing Stability	Months	1	10	18	24	26
Housing Retention	%	0	0	0	0	8
Program Occupancy	%	13	96	98	102	96
Successful Housing Outcomes	#	29	47	47	52	55
Successful Housing Outcomes	%	100	87	94	95	98

Program Outcome Achievement 7/1/13 to 12/31/13: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	51	53	Yes
Exited Households ¹	#	N/A	7	N/A
Housing Stability ⁴	Months	24	28	Yes
Turnover Rate ¹	%	10	17	N/A
Successful Housing Outcomes	#	46	49	Yes
Successful Housing Outcomes ^{2, 4}	%	90	96	Yes
Successful Housing Exits ²	%	50	50	Yes
Housing Affordability at Exit ^{1, 2}	%	50	100	N/A
Housing Retention ⁴	%	5	0	Yes
Program Occupancy Rate ^{3, 4}	%	95	102	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				
Benefits Status at Exit ^{2, 4, 5}	%	20	100	Yes
Employment Status at Exit ^{2, 4}	%	20	67	Yes
Negative Reason for Leaving ⁴	%	20	0	Yes
Interim Housing Stability ⁴	%	81	87	Yes
Increase in Income from Entry to Exit ^{2, 4}	%	45	100	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$60,000	\$30,000	\$23,491
Other Funds	\$562,404	\$281,202	\$312,183
Total	\$622,404	\$311,202	\$335,674
Cost per Unit - CSB	\$1,304	\$652	\$511
Cost per Unit/month - CSB	\$109	\$109	\$85
Cost per Unit	\$13,531	\$6,765	\$7,297
Cost per Household - CSB	\$1,091	\$588	\$443
Cost per Successful Household - CSB	\$1,200	\$652	\$511
Percentage of CSB Funds	10%	10%	7%
Percentage of Leveraged Funds	90%	90%	93%

¹ Monitored but not evaluated.

² Two deceased clients were excluded from calculation.

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

⁴ HUD or CoC local goal.

⁵ New measure to be evaluated starting in FY2014.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
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	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Exit to Homelessness ^{2,4}	%			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
Increase in Income (other than employment) from Entry to Exit ^{2,5}	%	54	54	54	54	54	54	54
Increase in Mainstream Benefits at Exit (%) ^{2,5}	%	90	90	90	90	90	90	90
Increase in Income from Employment, from Entry to Exit (%) ^{2,5}	%	20	20	20	20	20	20	20

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 Measure name changed, was previously Housing Retention.

⁵ HUD goals do not allow for variance.

Category: Permanent Supportive Housing
Agency: Maryhaven
Program: Commons at Chantry
Period: 7/1/13-12/31/13
Performance: High

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	7/1/12
		12/31/07	12/31/08	12/31/09	12/31/10	12/31/11	12/31/12
Program Capacity	#	50	50	50	50	50	50
Unit Capacity	#	50	50	50	50	50	50
Households Served	#	51	57	57	54	58	50
Housing Stability	Months	12	15	20	26	23	26
Housing Retention	%	0	0	0	0	0	0
Program Occupancy	%	96	96	98	98	94	98
Successful Housing Outcomes	#	50	54	53	50	52	48
Successful Housing Outcomes	%	98	95	93	93	90	96

Program Outcome Achievement 7/1/13 to 12/31/13: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	55	52	Yes
Exited Households ¹	#	N/A	2	N/A
Housing Stability ⁴	Months	24	33	Yes
Turnover Rate ¹	%	10	4	N/A
Successful Housing Outcomes	#	50	51	Yes
Successful Housing Outcomes ⁴	%	90	98	Yes
Successful Housing Exits ^{4, 5}	%	50	100	Yes
Housing Affordability at Exit ^{1, 5}	%	50	100	N/A
Housing Retention ⁴	%	5	0	Yes
Program Occupancy Rate ⁴	%	95	96	Yes
CSB Cost per Household		CSB costs consistent with budget	CSB costs consistent with budget ²	Yes
CSB Cost per Successful Housing Outcome				
CSB Cost per Unit				
Pass Program Certification		Pass certification	Passed certification	
HUD or CoC Local Goals⁴				
Benefits Status at Exit ^{3, 4, 5}	%	20	100	Yes
Employment Status at Exit ^{4,5}	%	20	0	No
Negative Reason for Leaving ⁴	%	20	50	No
Interim Housing Stability ⁴	%	81	88	Yes
Increase in Income from Entry to Exit ^{4,5}	%	45	0	No

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$36,913	\$18,457	\$19,975
Other Funds	\$200,926	\$100,463	\$90,294
Total	\$237,839	\$118,920	\$110,269
Cost per Unit - CSB	\$738	\$369	\$400
Cost per Unit/month - CSB	\$62	\$62	\$67
Cost per Unit	\$4,757	\$2,378	\$2,205
Cost per Household Served - CSB	\$615	\$336	\$384
Cost per Successful Household Served - CSB	\$684	\$369	\$392
Percentage of CSB Funds	16%	16%	18%
Percentage of Leveraged Funds	84%	84%	82%

¹ Monitored but not evaluated.

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

³ New measure to be evaluated starting in FY2014.

⁴ HUD or CoC local goal.

⁵ One deceased client is excluded from calculation.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
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	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Exit to Homelessness ^{2,4}	%			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
Increase in income (other than employment) from entry to exit ^{2,5}	%	54	54	54	54	54	54	54
Increase in mainstream benefits at exit (%) ^{2,5}	%	90	90	90	90	90	90	90
Increase in income from employment, from entry to exit (%) ^{2,5}	%	20	20	20	20	20	20	20

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 Measure name changed, was previously Housing Retention.
⁵ HUD goals do not allow for variance.

Category: Permanent Supportive Housing
Agency: National Church Residences
Program: Commons at Buckingham
Period: 7/1/13-12/31/13
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	7/1/12
		12/31/10	12/31/11	12/31/12
Program Capacity	#	75	75	75
Unit Capacity	#	100	100	100
Households Served	#	77	93	82
Housing Stability	Months	5	13	21
Housing Retention	%	0	0	0
Program Occupancy	%	80	97	99
Successful Housing Outcomes	#	75	87	78
Successful Housing Outcomes	%	97	94	95

Program Outcome Achievement 7/1/13 to 12/31/13: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	82	85	Yes
Exited Households ¹	#	N/A	11	N/A
Housing Stability ³	Months	19	28	Yes
Turnover Rate ¹	%	10	15	N/A
Successful Housing Outcomes	#	74	77	Yes
Successful Housing Outcomes ^{3,5}	%	90	93	Yes
Successful Housing Exits ⁵	%	50	33	No
Housing Affordability at Exit ^{1,2}	%	50	50	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				
Benefits Status at Exit ^{3,4,5}	%	20	100	Yes
Employment Status at Exit ^{3,5}	%	20	0	No
Negative Reason for Leaving ³	%	20	9	Yes
Interim Housing Stability ³	%	81	87	Yes
Increase in Income from Entry to Exit ^{3,5}	%	45	22	No

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$115,208	\$57,604	\$38,658
Other Funds	\$53,042	\$26,521	\$301,746
Total	\$168,250	\$84,125	\$340,404
Cost per Unit - CSB	\$1,536	\$768	\$515
Cost per Unit/month - CSB	\$128	\$128	\$86
Cost per Unit	\$2,243	\$1,122	\$4,539
Cost per Household Served - CSB	\$1,280	\$702	\$455
Cost per Successful Household Served - CSB	\$1,422	\$778	\$489
Percentage of CSB Funds	68%	68%	11%
Percentage of Leveraged Funds	32%	32%	89%

¹ Monitored but not evaluated.

² One household is excluded from calculation due to missing data.

³ HUD or CoC local goal.

⁴ New measure to be evaluated starting in FY2014.

⁵ Two deceased clients were excluded from calculation.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
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	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Exit to Homelessness ^{2,4}	%			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
Increase in Income (other than employment) from Entry to Exit ^{2,5}	%	54	54	54	54	54	54	54
Increase in Mainstream Benefits at Exit (%) ^{2,5}	%	90	90	90	90	90	90	90
Increase in Income from Employment, from Entry to Exit (%) ^{2,5}	%	20	20	20	20	20	20	20

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 Measure name changed, was previously Housing Retention.

⁵ HUD goals do not allow for variance.

Category: Permanent Supportive Housing
Agency: National Church Residences
Program: Commons at Grant
Period: 7/1/13-12/31/13
Performance: Medium

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

Program Outcome Achievement 7/1/13 to 12/31/13: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	55	53	Yes
Exited Households ¹	#	N/A	3	N/A
Housing Stability ²	Months	24	55	Yes
Turnover Rate ¹	%	10	6	N/A
Successful Housing Outcomes	#	50	50	Yes
Successful Housing Outcomes ²	%	90	94	Yes
Successful Housing Exits	%	50	0	No
Housing Affordability at Exit ^{1,4}	%	50	N/A	N/A
Housing Retention ²	%	5	33	No
Program Occupancy Rate ²	%	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 Goals²				
Benefits Status at Exit ^{2, 3}	%	20	100	Yes
Employment Status at Exit ²	%	20	0	No
Negative Reason for Leaving ²	%	20	0	Yes
Interim Housing Stability ²	%	81	92	Yes
Increase in Income from Entry to Exit ²	%	45	33	No

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$75,763	\$37,882	\$29,769
Other Funds	\$255,572	\$127,786	\$164,827
Total	\$331,335	\$165,668	\$194,596
Cost per Unit - CSB	\$1,515	\$758	\$595
Cost per Unit/month - CSB	\$126	\$126	\$99
Cost per Unit	\$6,627	\$3,313	\$3,892
Cost per Household Served - CSB	\$1,263	\$689	\$562
Cost per Successful Household Served - CSB	\$1,403	\$758	\$595
Percentage of CSB Funds	23%	23%	15%
Percentage of Leveraged Funds	77%	77%	85%

¹ Monitored but not evaluated.

² HUD or CoC local goal.

³ New measure to be evaluated starting in FY2014.

⁴ Program did not have any successful housing outcomes. Measure could not be calculated.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
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	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Exit to Homelessness ^{2,4}	%			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
Increase in Income (other than employment) from Entry to Exit ^{2,5}	%	54	54	54	54	54	54	54
Increase in Mainstream Benefits at Exit (%) ^{2,5}	%	90	90	90	90	90	90	90
Increase in Income from Employment, from Entry to Exit (%) ^{2,5}	%	20	20	20	20	20	20	20

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 Measure name changed, was previously Housing Retention.

⁵ HUD goals do not allow for variance.

Category: Permanent Supportive Housing
Agency: National Church Residences
Program: Commons at Livingston 1
Period: 7/1/13-12/31/13
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	7/1/12
		12/31/11	12/31/12
Program Capacity	#	25	25
Unit Capacity	#	50	50
Households Served	#	25	26
Housing Stability	Months	6	16
Housing Retention	%	N/A	0
Program Occupancy	%	92	96
Successful Housing Outcomes	#	25	26
Successful Housing Outcomes	%	100	100

Program Outcome Achievement 7/1/13 to 12/31/13: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	28	27	Yes
Exited Households ¹	#	N/A	3	N/A
Housing Stability ²	Months	14	24	Yes
Turnover Rate ¹	%	10	12	N/A
Successful Housing Outcomes	#	25	24	Yes
Successful Housing Outcomes ²	%	90	89	Yes
Successful Housing Exits ²	%	50	0	No
Housing Affordability at Exit ^{1,4}	%	50	N/A	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				
Benefits Status at Exit ^{2,3}	%	20	100	Yes
Employment Status at Exit ²	%	20	100	Yes
Negative Reason for Leaving ²	%	20	0	Yes
Interim Housing Stability ²	%	81	93	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
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$60,561	\$30,281	\$26,532
Other Funds	\$0	\$0	\$62,780
Total	\$60,561	\$30,281	\$89,312
Cost per Unit - CSB	\$2,422	\$1,211	\$1,061
Cost per Unit/month - CSB	\$202	\$202	\$177
Cost per Unit	\$2,422	\$1,211	\$3,572
Cost per Household Served - CSB	\$2,019	\$1,081	\$983
Cost per Successful Household Served - CSB	\$2,243	\$1,211	\$1,106
Percentage of CSB Funds	100%	100%	30%
Percentage of Leveraged Funds	0%	0%	70%

¹ Monitored but not evaluated.

² HUD or CoC local goal.

³ New measure to be evaluated starting in FY2014.

⁴ Program did not have any successful housing outcomes. Measure could not be calculated.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
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	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Exit to Homelessness ^{2,4}	%			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
Increase in Income (other than employment) from Entry to Exit ^{2,5}	%	54	54	54	54	54	54	54
Increase in Mainstream Benefits at Exit (%) ^{2,5}	%	90	90	90	90	90	90	90
Increase in Income from Employment, from Entry to Exit (%) ^{2,5}	%	20	20	20	20	20	20	20

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 Measure name changed, was previously Housing Retention.

⁵ HUD goals do not allow for variance.

Category: Permanent Supportive Housing
Agency: National Church Residences
Program: Commons at Livingston 2
Period: 7/1/13-12/31/13
Performance: N/A¹

A. Description

National Church Residences (NCR) provides 35 permanent supportive housing units for Rebuilding Lives eligible men and women who are also veterans and 15 units of supportive housing for other veterans including 2 individuals from the mental health system at the Commons at Livingston 2. The 50 unit apartment building opened in January 2014. When eligible veterans are not able to be located for the units, NCR agreed to 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. Program started lease-up on 1/9/14.

B. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
Households Served	#	37	37	39	37	37	39	42
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	#	33	33	35	33	33	35	38
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability ²	Month	6	6	6	9	9	9	9
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Exit to Homelessness ^{2,4}	%			5			5	5
Turnover Rate ³	%	5	5	5	5	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 (other than employment) from Entry to Exit ^{2,5}	%	54	54	54	54	54	54	54
Increase in Mainstream Benefits at Exit (%) ^{2,5}	%	90	90	90	90	90	90	90
Increase in Income from Employment, from Entry to Exit (%) ^{2,5}	%	20	20	20	20	20	20	20

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 Measure name changed, was previously Housing Retention.

⁵ HUD goals do not allow for variance.

Category: Permanent Supportive Housing
Agency: National Church Residences
Program: Commons at Third
Period: 7/1/13-12/31/13
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
Semi-Annual Trends

Measure		7/1/12
		12/31/12
Program Capacity	#	60
Unit Capacity	#	100
Households Served	#	71
Housing Stability	Months	5
Housing Retention	%	50
Program Occupancy	%	93
Successful Housing Outcomes	#	68
Successful Housing Outcomes	%	96

B. Performance Outcomes

Program Outcome Achievement 7/1/13 to 12/31/13: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	66	68	Yes
Exited Households ¹	#	N/A	10	N/A
Housing Stability ²	Months	6	15	Yes
Turnover Rate ¹	%	10	17	N/A
Successful Housing Outcomes	#	59	60	Yes
Successful Housing Outcomes ^{2, 4}	%	90	94	Yes
Successful Housing Exits ⁴	%	50	33	No
Housing Affordability at Exit ¹	%	50	100	N/A
Housing Retention ²	%	5	0	Yes
Program Occupancy Rate ²	%	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 Goals²				
Benefits Status at Exit ^{2, 3, 4}	%	20	83	Yes
Employment Status at Exit ^{2, 4}	%	20	33	Yes
Negative Reason for Leaving ²	%	20	0	Yes
Interim Housing Stability ²	%	81	94	Yes
Increase in Income from Entry to Exit ^{2, 4}	%	45	67	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$51,000	\$25,500	\$22,908
Other Funds	\$57,270	\$28,635	\$248,219
Total	\$108,270	\$54,135	\$271,127
Cost per Unit - CSB	\$850	\$425	\$382
Cost per Unit/month - CSB	\$71	\$71	\$64
Cost per Unit	\$1,805	\$902	\$4,519
Cost per Household Served - CSB	\$708	\$386	\$337
Cost per Successful Household Served - CSB	\$797	\$432	\$409
Percentage of CSB Funds	47%	47%	8%
Percentage of Leveraged Funds	53%	53%	92%

¹ Monitored but not evaluated.

² HUD or CoC local goal.

³ New measure to be evaluated starting in FY2014.

⁴ Four deceased clients were excluded from measure.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
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	Month	20	20	20	20	20	20	20
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Exit to Homelessness ^{2,4}	%			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
Increase in Income (other than employment) from Entry to Exit ^{2,5}	%	54	54	54	54	54	54	54
Increase in Mainstream Benefits at Exit (%) ^{2,5}	%	90	90	90	90	90	90	90
Increase in Income from Employment, from Entry to Exit (%) ^{2,5}	%	20	20	20	20	20	20	20

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 Measure name changed, was previously Housing Retention.

⁵ HUD goals do not allow for variance.

Category: Permanent Supportive Housing
Agency: Southeast, Inc.
Program: Scattered Sites (including RL Leasing project)
Period: 7/1/13-12/31/13
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	7/1/12
		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	12/31/12
Program Capacity	#	30	30	60	60	75	75	90	90	90	120	120	120
Unit Capacity	#	30	30	60	60	75	75	90	90	90	120	120	120
Households Served	#	22	32	52	84	91	N/A ¹	94	115	98	123	126	131
Housing Stability	Months	Unavailable	13	15	18	26	N/A ¹	26	27	37	37	42	46
Housing Retention	%	9	0	0	0	N/A	N/A ¹	0	0	0	0	0	8
Program Occupancy	%	>90	N/A	85	133	111	N/A ¹	96	113	114	93	95	98
Successful Housing Outcomes	#	N/A	N/A	N/A	N/A	86	82	94	106	92	115	116	120
Successful Housing Outcomes	%	N/A	N/A	N/A	N/A	95	88	100	92	94	93	92	94

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 7/1/13 to 12/31/13: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	132	145	Yes
CAH Clients Served	#	17	84	Yes
Exited Households ¹	#	N/A	27	N/A
Housing Stability ⁵	Months	24	40	Yes
Turnover Rate ¹	%	10	23	N/A
Successful Housing Outcomes	#	119	136	Yes
Successful Housing Outcomes ^{2, 5}	%	90	94	Yes
Successful Housing Exits ²	%	50	69	Yes
Housing Affordability at Exit ^{1,3}	%	50	100	N/A
Housing Retention ⁵	%	5	0	Yes
Program Occupancy Rate ⁵	%	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 ⁴				
Pass Program Certification		Pass certification	Passed certification	
HUD or CoC Local Goals⁵				
Benefits Status at Exit ^{2, 5, 6}	%	20	92	Yes
Employment Status at Exit ^{2, 5}	%	20	50	Yes
Negative Reason for Leaving ⁵	%	20	0	Yes
Interim Housing Stability ⁵	%	81	81	Yes
Increase in Income from Entry to Exit ^{2, 5}	%	45	77	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$478,797	\$239,399	\$279,572
Other Funds	\$415,185	\$207,593	\$143,333
Total	\$893,982	\$446,991	\$422,905
Cost per Unit - CSB	\$3,990	\$1,995	\$2,330
Cost per Unit/month - CSB	\$332	\$332	\$388
Cost per Unit	\$7,450	\$3,725	\$3,524
Cost per Household Served - CSB	\$3,325	\$1,814	\$1,928
Cost per Successful Household Served - CSB	\$3,683	\$2,012	\$2,026
Percentage of CSB Funds	54%	54%	66%
Percentage of Leveraged Funds	46%	46%	34%

¹ Monitored but not evaluated.

² One deceased client is excluded from calculation.

³ Seven households are excluded due to missing information.

⁴ CSB cost per unit not consistent with budget, however, the other two metrics were met.

⁵ HUD or CoC local goal.

⁶ New measure to be evaluated starting in FY2014.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
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	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Exit to Homelessness ^{2,4}	%			5			5	5
Turnover Rate ³	%	5	5	10	5	5	10	20
Program Occupancy Rate ²	%	95	95	95	95	95	95	95
Exit to Homelessness ^{2,4}	%			20			20	20
Increase in Income (other than employment) from Entry to Exit ^{2,5}	%	54	54	54	54	54	54	54
Increase in Mainstream Benefits at Exit (%) ^{2,5}	%	90	90	90	90	90	90	90
Increase in Income from Employment, from Entry to Exit (%) ^{2,5}	%	20	20	20	20	20	20	20

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 Measure name changed, was previously Housing Retention.

⁵ HUD goals do not allow for variance.

Category: Permanent Supportive Housing
Agency: YMCA
Program: 40 West Long Street
Period: 7/1/13-12/31/13
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

2002-2006

Measure		1/1/02	7/1/02	7/1/03	7/1/04	7/1/05	7/1/06
		6/30/02	12/31/02	12/31/03	12/31/04	12/31/05	12/31/06
Program Capacity	#	25	25	65	70	70	70
Unit Capacity	#	403	403	403	403	403	403
Households Served	#	26	40	91	109	105	104
Housing Stability	Months	3	5	9	10	14	15
Housing Retention	%	8	8	16	5	N/A	1
Program Occupancy	%	99	116	108	113	101	78
Successful Housing Outcomes	#	N/A	N/A	N/A	N/A	89	94
Successful Housing Outcomes	%	N/A	N/A	N/A	N/A	85	90

2007-2012

Measure		7/1/07	7/1/08	7/1/09	7/1/10	7/1/11	7/1/12
		12/31/07	12/31/08	12/31/09	12/31/10	12/31/11	12/31/12
Program Capacity	#	95	105	105	105	105	105
Unit Capacity	#	403	403	403	403	403	403
Households Served	#	111	131	123	125	115	113
Housing Stability	Months	21	22	27	31	31	36
Housing Retention	%	2	3	0	0	0	8
Program Occupancy	%	111	99	99	99	99	97
Successful Housing Outcomes	#	104	129	115	117	111	108
Successful Housing Outcomes	%	94	98	94	94	97	96

Program Outcome Achievement 7/1/13 to 12/31/13: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	116	116	Yes
CAH Households Served ¹	#	38	51	Yes
Exited Households ²	#	N/A	15	N/A
Housing Stability ³	Months	24	40	Yes
Turnover Rate ²	%	10	14	N/A
Successful Housing Outcomes	#	104	109	Yes
Successful Housing Outcomes ^{3, 5}	%	90	95	Yes
Successful Housing Exits ⁵	%	50	57	Yes
Housing Affordability at Exit ²	%	50	100	N/A
Housing Retention ³	%	5	43	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				
HUD or CoC Local Goals³				
Benefits Status at Exit ^{3,4,5}	%	20	93	Yes
Employment Status at Exit ^{3, 5}	%	20	29	Yes
Negative Reason for Leaving ³	%	20	0	Yes
Interim Housing Stability ³	%	81	91	Yes
Increase in Income from Entry to Exit ^{3, 5}	%	45	64	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$620,552	\$310,276	\$265,610
Other Funds	\$463,095	\$231,548	\$176,765
Total	\$1,083,647	\$541,824	\$442,375
Cost per Unit - CSB	\$5,910	\$2,955	\$2,530
Cost per Unit/month - CSB	\$493	\$493	\$422
Cost per Unit	\$10,320	\$5,160	\$4,213
Cost per Household Served - CSB	\$4,925	\$2,675	\$2,290
Cost per Successful Household Served - CSB	\$5,492	\$2,983	\$2,437
Percentage of CSB Funds	57%	57%	60%
Percentage of Leveraged Funds	43%	43%	40%

¹ Programs serving Critical Access to Housing clients.

² Monitored but not evaluated.

³ HUD or CoC local goal.

⁴ New measure to be evaluated starting in FY2014.

⁵ One deceased household was excluded from measure.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
Households Served	#	110	110	116	110	110	116	126
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	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Exit to Homelessness ^{2,4}	%			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
Increase in Income (other than employment) from Entry to Exit ^{2,5}	%	54	54	54	54	54	54	54
Increase in Mainstream Benefits at Exit (%) ^{2,5}	%	90	90	90	90	90	90	90
Increase in Income from Employment, from Entry to Exit (%) ^{2,5}	%	20	20	20	20	20	20	20

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 Measure name changed, was previously Housing Retention.

⁵ HUD goals do not allow for variance.

Category: Permanent Supportive Housing
Agency: YMCA
Program: 40 West Long Street Expansion
Period: 7/1/13-12/31/13
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 opened in April 2014. 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 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
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, 5}	%	85	85	85	85	85	85	85
Successful Housing Outcomes	#	34	34	36	34	34	36	39
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability ²	Month	3	3	3	6	6	6	6
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Exit to Homelessness ^{2,4}	%			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
Increase in Income (other than Employment) from Entry to Exit ^{2,5}	%	54	54	54	54	54	54	54
Increase in Mainstream Benefits at Exit (%) ^{2,5}	%	90	90	90	90	90	90	90
Increase in Income from Employment, from Entry to Exit (%) ^{2,5}	%	20	20	20	20	20	20	20

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 Measure name changed, was previously Housing Retention.

⁵ HUD goals do not allow for variance.

Category: Permanent Supportive Housing
Agency: YMCA
Program: Sunshine Terrace/ Franklin Station
Period: 7/1/13-12/31/13
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.

Sunshine Terrace was replaced in May 2014 with Franklin Station. Franklin Station provides 75 units of permanent supportive housing for men and women who meet Rebuilding Lives criteria for homelessness and 25 units of low income housing for individuals exiting the ADAMH system. Franklin Station also includes on-site integrated physical healthcare services to the residents.

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.

B. Performance Outcomes

Semi-Annual Trends

2002-2006

Measure		1/1/02	7/1/02	7/1/03	7/1/04	7/1/05	7/1/06
		6/30/02	12/31/02	12/31/03	12/31/04	12/31/05	12/31/06
Program Capacity	#	50	65	65	65	65	65
Unit Capacity	#	195	195	195	195	195	195
Households Served	#	50	69	67	71	73	75
Housing Stability	Months	8	10	19	24	27	30
Housing Retention	%	2	0	9	2	N/A	1
Program Occupancy	%	97	N/A	101	100	96	97
Successful Housing Outcomes	#	N/A	N/A	N/A	N/A	66	73
Successful Housing Outcomes	%	N/A	N/A	N/A	N/A	90	97

2007-2012

Measure		7/1/07	7/1/08	7/1/09	7/1/10	7/1/11	7/1/12
		12/31/07	12/31/08	12/31/09	12/31/10	12/31/11	12/31/12
Program Capacity	#	65	75	75	75	75	75
Unit Capacity	#	195	195	195	195	195	195
Households Served	#	69	86	85	87	78	79
Housing Stability	Months	36	33	38	40	46	51
Housing Retention	%	3	1	8	0	0	0
Program Occupancy	%	94	95	99	99	96	99
Successful Housing Outcomes	#	65	86	80	84	75	77
Successful Housing Outcomes	%	94	100	98	97	96	99

Program Outcome Achievement 7/1/13 to 12/31/13: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	83	75	Yes
CAH Households Served ¹	#	11	20	Yes
Exited Households ²	#	N/A	27	N/A
Housing Stability ⁴	Months	24	58	Yes
Turnover Rate ²	%	10	36	N/A
Successful Housing Outcomes	#	75	74	Yes
Successful Housing Outcomes ^{4, 6}	%	90	100	Yes
Successful Housing Exits ⁶	%	50	100	Yes
Housing Affordability at Exit ^{2, 3, 5}	%	50	100	N/A
Housing Retention ⁴	%	5	0	Yes
Program Occupancy Rate ⁴	%	95	92	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				
Benefits Status at Exit ^{4, 5, 6}	%	20	92	Yes
Employment Status at Exit ^{4, 6}	%	20	23	Yes
Negative Reason for Leaving ⁴	%	20	0	Yes
Interim Housing Stability ⁴	%	81	100	Yes
Increase in Income from Entry to Exit ^{4, 6}	%	45	73	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$383,072	\$191,536	\$159,835
Other Funds	\$417,612	\$208,806	\$205,254
Total	\$800,684	\$400,342	\$365,089
Cost per Unit - CSB	\$5,108	\$2,554	\$2,131
Cost per Unit/month - CSB	\$426	\$426	\$355
Cost per Unit	\$10,676	\$5,338	\$4,868
Cost per Household Served - CSB	\$4,256	\$2,308	\$2,131
Cost per Successful Household Served - CSB	\$4,729	\$2,554	\$2,160
Percentage of CSB Funds	48%	48%	44%
Percentage of Leveraged Funds	52%	52%	56%

¹ Program serving Critical Access to Housing clients.

² Monitored but not evaluated.

³ Five households were excluded from measure due to missing data.

⁴ HUD or CoC local goal.

⁵ New measure to be evaluated starting in FY2014.

⁶ One deceased client was excluded from measure.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
Households Served	#	79	79	83	79	79	83	90
CAH Households Served ¹	#	10	11	11	10	11	11	12
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	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Exit to Homelessness ^{2,4}	%			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
Increase in Income (other than employment) from Entry to Exit ^{2,5}	%	54	54	54	54	54	54	54
Increase in Mainstream Benefits at Exit (%) ^{2,5}	%	90	90	90	90	90	90	90
Increase in Income from Employment, from Entry to Exit (%) ^{2,5}	%	20	20	20	20	20	20	20

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 Measure name changed, was previously Housing Retention.

⁵ HUD goals do not allow for variance.

Category: Permanent Supportive Housing
Agency: YWCA
Program: WINGS
Period: 7/1/13-12/31/13
Performance: High

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	7/1/12
		12/31/04	12/31/05	12/31/06	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11	12/31/12
Program Capacity	#	28	69	69	69	69	69	69	69	69
Unit Capacity	#	102	102	102	102	102	102	102	102	102
Households Served	#	34	69	78	81	82	83	78	71	85
Housing Stability	Months	8	14	18	23	27	27	30	27	26
Housing Retention	%	0	N/A	0	1	0	0	0	0	0
Program Occupancy	%	100	80	94	97	97	97	96	88	88
Successful Housing Outcomes	#	N/A	64	75	79	80	80	74	68	77
Successful Housing Outcomes	%	N/A	93	96	98	98	96	95	96	92

Program Outcome Achievement 7/1/13 to 12/31/13: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	76	79	Yes
Exited Households ¹	#	N/A	12	N/A
Housing Stability ³	Months	24	26	Yes
Turnover Rate ¹	%	10	17	N/A
Successful Housing Outcomes	#	68	74	Yes
Successful Housing Outcomes ³	%	90	94	Yes
Successful Housing Exits	%	50	58	Yes
Housing Affordability at Exit ¹	%	50	57	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 ²				
Pass Program Certification		Pass certification	Passed certification	
HUD or CoC Local Goals³				
Benefits Status at Exit ^{3, 4}	%	20	100	Yes
Employment Status at Exit ³	%	20	33	Yes
Negative Reason for Leaving ³	%	20	8	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
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$48,873	\$24,437	\$27,740
Other Funds	\$1,088,991	\$544,496	\$520,346
Total	\$1,137,864	\$568,932	\$548,086
Cost per Unit - CSB	\$708	\$354	\$402
Cost per Unit/month - CSB	\$59	\$59	\$67
Cost per Unit	\$16,491	\$8,245	\$7,943
Cost per Household Served - CSB	\$589	\$322	\$351
Cost per Successful Household Served - CSB	\$652	\$359	\$375
Percentage of CSB Funds	4%	4%	5%
Percentage of Leveraged Funds	96%	96%	95%

¹ Monitored but not evaluated.

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

³ HUD or CoC local goal.

⁴ New measure to be evaluated starting in FY2014.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
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	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Exit to Homelessness ^{2,4}	%			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
Increase in Income (other than employment) from Entry to Exit ^{2,5}	%	54	54	54	54	54	54	54
Increase in Mainstream Benefits at Exit (%) ^{2,5}	%	90	90	90	90	90	90	90
Increase in Income from Employment, from Entry to Exit (%) ^{2,5}	%	20	20	20	20	20	20	20

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 Measure name changed, was previously Housing Retention.

⁵ HUD goals do not allow for variance.

Continuum of Care Programs

Transitional Housing

Category: Transitional Housing - HUD funded
Agency: Huckleberry House, Inc.
Program: Transitional Living Program
Period: 7/1/13-12/31/13
Performance: High

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. The program maintained an extra unit while consolidating from two locations to one location and that extra unit remains occupied.

B. Performance Outcomes

Semi-Annual Trends

Measure		7/1/07	7/1/08	7/1/09	7/1/10	7/1/11	7/1/12
		12/31/07	12/31/08	12/31/09	12/31/10	12/31/11	12/31/12
Households Served	#	47	45	43	35	36	35
Successful Housing Outcomes	#	14	15	17	13	8	10
Successful Housing Outcomes	%	93	79	100	100	57	83
Housing Stability	Months	10	8	10	8	9	8
Program Occupancy	%	113 ¹	93	100	92	100	92

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

Program Outcome Achievement 7/1/13 to 12/31/13: Transitional Housing

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	36	39	Yes
Exited Households ¹	#	12	14	N/A
Housing Stability ²	Months	10	8	Yes
Successful Housing Outcomes	#	9	13	Yes
Successful Housing Outcomes ²	%	77	93	Yes
Housing Retention ²	%	5	0	Yes
Program Occupancy Rate ²	%	98	100	Yes
Pass Program Certification		Pass certification	Passed certification with conditions	Yes
Benefits Status at Exit ^{2, 3}	%	20	93	Yes
Employment Status at Exit ²	%	20	29	Yes
Negative Reason for Leaving ²	%	20	7	Yes
Increase in Income from Entry to Exit ²	%	50	50	Yes

C. Efficient Use of Community Resources⁴

HUD vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$0	\$0	\$0
HUD Funds	\$240,114	\$120,057	\$117,703
Total	\$240,114	\$120,057	\$117,703
Cost per Household Served - HUD	\$4,708	\$3,335	\$3,018
Cost per Successful Housing Outcome - HUD	\$13,340	\$13,340	\$9,054
Cost per Unit – HUD	\$10,005	\$5,002	\$4,904
Cost per Unit/month - HUD	\$834	\$834	\$817

¹ Monitored but not evaluated.

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

³ New measure to be evaluated starting in FY2014.

⁴ Cost information from HUD APR. Other funding source information is not available.

D. Recommendations

Program Outcome Measures: Transitional Housing

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
Households Served	#	30	30	36	30	30	36	51
Exited Households ¹	#	6	6	12	6	6	12	24
Successful Housing Outcomes ^{2,4}	%	77	77	77	77	77	77	77
Successful Housing Outcomes	#	5	4	9	5	4	9	18
Housing Stability ²	Month	10	10	10	10	10	10	10
Exit to Homelessness ^{2,3}	%			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 (other than employment) from Entry to Exit ^{2,4}	%	54	54	54	54	54	54	54
Increase in Mainstream Benefits at Exit (%) ^{2,4}	%	90	90	90	90	90	90	90
Increase in Income from Employment, from Entry to Exit (%) ^{2,4}	%	20	20	20	20	20	20	20

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 Measure name changed, was previously Housing Retention.

⁴ HUD goals do not allow for variance.

Category: Transitional Housing
Agency: Maryhaven
Program: Women’s Program¹
Period: 7/1/13-12/31/13
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. Performance Outcomes

Semi-Annual Trends

Measure		7/1/11	7/1/12
		12/31/11	12/31/12
Households Served	#	10	6
Successful Housing Outcomes	#	4	3
Successful Housing Outcomes	%	57	75
Housing Stability	Months	7	6
Program Occupancy	%	100	60

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

Program Outcome Achievement 7/1/13 to 12/31/13: Transitional Housing

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	5	12	Yes
Exited Households ¹	#	5	7	N/A
Housing Stability ²	Months	4	6	No
Successful Housing Outcomes	#	2	5	Yes
Successful Housing Outcomes ²	%	50	71	Yes
Housing Retention ²	%	5	17	No
Program Occupancy Rate ²	%	90	120	Yes
Pass Program Certification		Pass certification	Passed certification	Yes
Negative Reason for Leaving ²	%	20	14	Yes

C. Recommendations

Program Outcome Measures: Transitional Housing

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
Households Served	#	5	5	5	5	5	5	10
Exited Households ³	#	2	3	5	2	3	5	10
Successful Housing Outcomes	%	50	50	50	50	50	50	50
Successful Housing Outcomes	#	1	1	2	1	2	3	5
Housing Stability	Month	4	4	4	4	4	4	4
Exit to Homelessness ⁴	%			5			5	5
Program Occupancy Rate	%	90	90	90	90	90	90	90
Negative Reason for Leaving	%			20			20	20

¹ Monitored but not evaluated.

² Non-HUD funded program; provider established goal.

³ Monitored but not evaluated; however this can impact other success measures.

⁴ Measure name changed, was previously Housing Retention.

Category: Transitional Housing - HUD funded
Agency: Southeast, Inc.
Program: New Horizons Transitional Housing
Period: 7/1/13-12/31/13
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. Performance Outcomes

Semi-Annual Trends

Measure		7/1/07	7/1/08	7/1/09	7/1/10	7/1/11	7/1/12
		12/31/07	12/31/08	12/31/09	12/31/10	12/31/11	12/31/12
Households Served	#	77	81	73	71	63	85
Successful Housing Outcomes	#	19	27	22	26	15	42
Successful Housing Outcomes	%	46	60	58	65	56	86
Housing Stability	Months	4	4	4	5	5	5
Program Occupancy	%	100	94	89	89	97	100

Program Outcome Achievement 7/1/13 to 12/31/13: Transitional Housing

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	69	74	Yes
Exited Households ¹	#	28	39	N/A
Housing Stability ²	Months	4	5	Yes
Successful Housing Outcomes	#	22	25	Yes
Successful Housing Outcomes ²	%	77	64	No
Housing Retention ²	%	5	0	Yes
Program Occupancy Rate ²	%	95	100	Yes
Pass Program Certification		Pass certification	Passed certification	Yes
Benefits Status at Exit ^{2, 3, 4}	%	20	100	Yes
Employment Status at Exit ^{2, 4}	%	20	39	Yes
Negative Reason for Leaving ²	%	20	8	Yes
Increase in Income from Entry to Exit ^{2, 4}	%	50	95	Yes

C. Efficient Use of Community Resources⁵

HUD vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$0	\$0	\$0
HUD Funds	\$265,646	\$132,823	\$130,340
Total	\$265,646	\$132,823	\$130,340
Cost per Household Served - HUD	\$2,952	\$1,925	\$1,761
Cost per Successful Housing Outcome - HUD	\$6,178	\$6,037	\$5,013
Cost per Unit – HUD	\$7,379	\$3,690	\$3,621
Cost per Unit/month - HUD	\$615	\$615	\$603

¹ Monitored but not evaluated.

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

³ New measure to be evaluated starting in FY2014.

⁴ One deceased client is excluded from calculation.

⁵ Cost information from HUD APR. Other funding source information is not available.

D. Recommendations

Program Outcome Measures: Transitional Housing

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
Households Served	#	48	48	69	48	48	69	90
Exited Households ¹	#	14	14	28	14	14	28	56
Successful Housing Outcomes ^{2,4}	%	77	77	77	77	77	77	77
Successful Housing Outcomes	#	11	11	22	11	11	22	43
Housing Stability ²	Month	4	4	4	4	4	4	4
Exit to Homelessness ^{2,3}	%			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 (other than employment) from Entry to Exit ^{2,4}	%	54	54	54	54	54	54	54
Increase in Mainstream Benefits at Exit (%) ^{2,4}	%	90	90	90	90	90	90	90
Increase in Income from Employment, from Entry to Exit (%) ^{2,4}	%	20	20	20	20	20	20	20

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 Measure name changed, was previously Housing Retention.

⁴ HUD goals do not allow for variance.

Category: Transitional Housing
Agency: Volunteers of America of Greater Ohio¹
Program: Veterans Program
Period: 7/1/13-12/31/13
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. Performance Outcomes

Semi-Annual Trends

Measure		7/1/07	7/1/08	7/1/09	7/1/10	7/1/11	7/1/12
		12/31/07	12/31/08	12/31/09	12/31/10	12/31/11	12/31/12
Households Served	#	133	100	111	119	144	105
Successful Housing Outcomes	#	21	25	14	27	39	26
Successful Housing Outcomes	%	25	39	20	33	38	40
Housing Stability	Months	2	4	4	3	3	4
Program Occupancy	%	93	95	105	100	100	100

¹ Program not funded by CSB.

Program Outcome Achievement 7/1/13 to 12/31/13: Transitional Housing

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	50	129	Yes
Exited Households ¹	#	48	89	N/A
Housing Stability ²	Months	4	3	Yes
Successful Housing Outcomes	#	37	41	Yes
Successful Housing Outcomes ²	%	77	46	No
Housing Retention ²	%	5	4	Yes
Program Occupancy Rate ²	%	95	98	Yes
Pass Program Certification		Pass certification	Passed certification	Yes
Benefits Status at Exit ^{2, 3}	%	20	89	Yes
Employment Status at Exit ²	%	20	16	No
Negative Reason for Leaving ²	%	20	21	Yes
Increase in Income from Entry to Exit ²	%	50	9	No

¹ Measure is monitored but not evaluated.

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

³ New measure to be evaluated starting in FY2014.

C. Recommendations

Program Outcome Measures: Transitional Housing

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
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	Month	4	4	4	4	4	4	4
Exit to Homelessness ^{2,3}	%			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 (other than employment) from Entry to Exit ²	%	54	54	54	54	54	54	54
Increase in Mainstream Benefits at Exit (%) ²	%	90	90	90	90	90	90	90
Increase in Income from Employment, from Entry to Exit (%) ²	%	20	20	20	20	20	20	20

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 Measure name changed, was previously Housing Retention.

Category: Transitional Housing
Agency: YMCA
Program: ADAMH¹
Period: 7/1/13-12/31/13
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 provides 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. Performance Outcomes

Semi-Annual Trends

Measure		7/1/11	7/1/12
		12/31/11	12/31/12
Households Served	#	18	22
Successful Housing Outcomes	#	7	10
Successful Housing Outcomes	%	88	77
Housing Stability	Months	4	3
Program Occupancy	%	180	180

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

Program Outcome Achievement 7/1/13 to 12/31/13: Transitional Housing

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	18	23	Yes
Exited Households ¹	#	6	13	N/A
Housing Stability	Months	4	3	Yes
Successful Housing Outcomes	#	4	10	Yes
Successful Housing Outcomes	%	70	77	Yes
Housing Retention	%	5	0	Yes
Program Occupancy Rate ²	%	95	200	Yes
Pass Program Certification		Pass certification	Passed certification	Yes
Negative Reason for Leaving	%	20	0	Yes

C. Recommendations

Program Outcome Measures: Transitional Housing

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi-Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi-Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
Households Served	#	10	10	18	10	10	18	35
Exited Households ¹	#	3	3	6	3	3	6	12
Successful Housing Outcomes	%	77	77	77	77	77	77	77
Successful Housing Outcomes	#	2	2	4	2	2	4	8
Housing Stability	Month	4	4	4	4	4	4	4
Exit to Homelessness ³	%			5			5	5
Program Occupancy Rate	%	95	95	95	95	95	95	95
Negative Reason for Leaving	%			20			20	20

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

² Program capacity fluctuates based on need and available capacity, up to 15 units.

³ Measure name changed, was previously Housing Retention.

Permanent Supportive Housing

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: Family Homes
Period: 7/1/13-12/31/13
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. Performance Outcomes

Semi-Annual Trends

Measure		7/1/07	7/1/08	7/1/09	7/1/10	7/1/11	7/1/12
		12/31/07	12/31/08	12/31/09	12/31/10	12/31/11	12/31/12
Households Served	#	17	15	17	17	18	15
Successful Housing Outcomes	#	16	15	17	15	17	15
Successful Housing Outcomes	%	94	100	100	88	94	100
Housing Stability	Months	20	27	28	30	29	38
Program Occupancy	%	93	100	93	100	100	100

Program Outcome Achievement 7/1/13 to 12/31/13: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	17	15	No
Exited Households ¹	#	N/A	0	N/A
Housing Stability ²	Months	24	45	Yes
Turnover Rate ^{1, 4}	%	10	N/A	N/A
Successful Housing Outcomes	#	14	15	Yes
Successful Housing Outcomes ²	%	80	100	Yes
Successful Housing Exits ⁴	%	50	N/A	N/A
Housing Affordability at Exit ^{1, 4}	%	50	N/A	N/A
Housing Retention ^{2, 4}	%	5	N/A	N/A
Program Occupancy Rate ²	%	95	100	Yes
Pass Program Certification		Pass certification	Passed certification	Yes
Benefits Status at Exit ^{2, 3, 4}	%	20	N/A	N/A
Employment Status at Exit ^{2, 4}	%	20	N/A	N/A
Negative Reason for Leaving ^{2, 4}	%	20	N/A	N/A
Interim Housing Stability ²	%	81	100	Yes
Increase in Income from Entry to Exit ^{2, 4}	%	45	N/A	N/A

C. Efficient Use of Community Resources⁵

HUD vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$0	\$0	\$0
HUD Funds	\$35,905	\$17,953	\$17,617
Total	\$35,905	\$17,953	\$17,617
Cost per Household Served - HUD	\$1,995	\$1,056	\$1,174
Cost per Successful Housing Outcome - HUD	\$2,565	\$1,282	\$1,174
Cost per Unit – HUD	\$2,394	\$1,197	\$1,174
Cost per Unit/month - HUD	\$199	\$199	\$196

¹ Monitored but not evaluated.

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

³ New measure to be evaluated starting in FY2014.

⁴ Program did not have any exits. Measure could not be calculated.

⁵ Cost information from HUD APR. Other funding source information is not available.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
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, 5}	%	85	85	85	85	85	85	85
Successful Housing Outcomes	#	14	14	14	14	14	14	15
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability ²	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Exit to Homelessness ^{2,4}	%			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
Increase in Income (other than employment) from Entry to Exit ^{2,5}	%	54	54	54	54	54	54	54
Increase in Mainstream Benefits at Exit (%) ^{2,5}	%	90	90	90	90	90	90	90
Increase in Income from Employment, from Entry to Exit (%) ^{2,5}	%	20	20	20	20	20	20	20

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 Measure name changed, was previously Housing Retention.

⁵ HUD goals do not allow for variance.

Category: Permanent Supportive Housing
Agency: **Community Housing Network**
Program: **Wilson**
Period: 7/1/13-12/31/13
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. Performance Outcomes

Semi-Annual Trends

Measure		7/1/07	7/1/08	7/1/09	7/1/10	7/1/11	7/1/12
		12/31/07	12/31/08	12/31/09	12/31/10	12/31/11	12/31/12
Households Served	#	9	9	9	8	8	8
Successful Housing Outcomes	#	8	9	9	8	8	8
Successful Housing Outcomes	%	89	100	100	100	100	100
Housing Stability	Months	69	80	74	92	104	116
Program Occupancy	%	100	100	100	100	100	100

Program Outcome Achievement 7/1/13 to 12/31/13: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	9	9	Yes
Exited Households ¹	#	N/A	1	N/A
Housing Stability ²	Months	24	85	Yes
Turnover Rate ¹	%	10	13	N/A
Successful Housing Outcomes	#	7	9	Yes
Successful Housing Outcomes ²	%	80	100	Yes
Successful Housing Exits	%	50	100	Yes
Housing Affordability at Exit ^{1, 5}	%	50	N/A	N/A
Housing Retention ^{2, 4}	%	5	N/A	N/A
Program Occupancy Rate ²	%	95	100	Yes
Pass Program Certification		Pass certification	Passed certification	Yes
Benefits Status at Exit ^{2, 3}	%	20	100	Yes
Employment Status at Exit ²	%	20	0	No
Negative Reason for Leaving ²	%	20	0	Yes
Interim Housing Stability ²	%	81	89	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 New measure to be evaluated starting in FY2014.

⁴ Unable to calculate measure due to no exits during 7/1/2013 – 9/30/2013 reporting period.

⁵ Unable to calculate measure due to missing data.

C. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
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, 5}	%	85	85	85	85	85	85	85
Successful Housing Outcomes	#	7	7	8	7	7	8	9
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability ²	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Exit to Homelessness ^{2,4}	%			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
Increase in Income (other than employment) from Entry to Exit ^{2,5}	%	54	54	54	54	54	54	54
Increase in Mainstream Benefits at Exit (%) ^{2,5}	%	90	90	90	90	90	90	90
Increase in Income from Employment, from Entry to Exit (%) ^{2,5}	%	20	20	20	20	20	20	20

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 Measure name changed, was previously Housing Retention.

⁵ HUD goals do not allow for variance.

Category: Permanent Supportive Housing
Agency: Volunteers of America of Greater Ohio
Program: Family Supportive Housing
Period: 7/1/13-12/31/13
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. Performance Outcomes

Semi-Annual Trends

Measure		7/1/07	7/1/08	7/1/09	7/1/10	7/1/11	7/1/12
		12/31/07	12/31/08	12/31/09	12/31/10	12/31/11	12/31/12
Households Served	#	32	32	34	34	34	40
Successful Housing Outcomes	#	30	31	30	31	31	35
Successful Housing Outcomes	%	94	97	88	91	91	88
Housing Stability	Months	16	22	25	31	35	30
Program Occupancy	%	97	100	97	100	97	97

Program Outcome Achievement 7/1/13 to 12/31/13: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	33	30	Yes
Exited Households ²	#	N/A	0	N/A
Housing Stability ¹	Months	24	37	Yes
Turnover Rate ^{2, 4}	%	10	N/A	N/A
Successful Housing Outcomes	#	26	30	Yes
Successful Housing Outcomes ¹	%	80	100	Yes
Successful Housing Exits ⁴	%	50	N/A	N/A
Housing Affordability at Exit ^{2, 4}	%	50	N/A	N/A
Housing Retention ^{1, 4}	%	5	N/A	N/A
Program Occupancy Rate ¹	%	95	100	Yes
Pass Program Certification		Pass certification	Passed certification	Yes
Benefits Status at Exit ^{1, 3, 4}	%	20	N/A	N/A
Employment Status at Exit ^{1, 4}	%	20	N/A	N/A
Negative Reason for Leaving ^{1, 4}	%	20	N/A	N/A
Interim Housing Stability ¹	%	81	97	Yes
Increase in Income from Entry to Exit ^{1, 4}	%	45	N/A	N/A

C. Efficient Use of Community Resources⁵

HUD vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$0	\$0	\$0
HUD Funds	\$364,345	\$182,173	\$178,663
Total	\$364,345	\$182,173	\$178,663
Cost per Household Served - HUD	\$10,121	\$5,520	\$5,955
Cost per Successful Housing Outcome - HUD	\$12,564	\$7,007	\$5,955
Cost per Unit – HUD	\$12,145	\$6,072	\$5,955
Cost per Unit/month - HUD	\$1,012	\$1,012	\$993

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

² Monitored but not evaluated.

³ New measure to be evaluated starting in FY2014.

⁴ Program did not have any household exits. Measure could not be calculated.

⁵ Cost information from HUD APR. Other funding source information is not available.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
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 ^{2,5}	%	85	85	85	85	85	85	85
Successful Housing Outcomes	#	26	27	28	26	27	28	31
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability ²	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Exit to Homelessness ^{2,4}	%			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
Increase in Income (other than employment) from Entry to Exit ^{2,5}	%	54	54	54	54	54	54	54
Increase in Mainstream Benefits at Exit (%) ^{2,5}	%	90	90	90	90	90	90	90
Increase in Income from Employment, from Entry to Exit (%) ^{2,5}	%	20	20	20	20	20	20	20

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 Measure name changed, was previously Housing Retention.

⁵ HUD goals do not allow for variance.

Rental Assistance

Category: Permanent Supportive Housing
Agency: Amethyst, Inc.
Program: Shelter Plus Care
Period: 7/1/13-12/31/13
Performance: Low

A. Description

Amethyst operates 72 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 was reduced to 72 units from the previous 92 units.

B. Performance Outcomes

Semi-Annual Trends

Measure		7/1/07	7/1/08	7/1/09	7/1/10	7/1/11	7/1/12
		12/31/07	12/31/08	12/31/09	12/31/10	12/31/11	12/31/12
Households Served	#	100	109	112	120	121	127
Successful Housing Outcomes	#	79	90	108	97	90	108
Successful Housing Outcomes	%	79	83	96	81	74	85
Housing Stability	Months	18	22	24	23	20	23
Program Occupancy	%	78	95	92	89	84	92

Program Outcome Achievement 7/1/13 to 12/31/13: Rental Assistance

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	79	128	Yes
Exited Households ²	#	N/A	42	N/A
Housing Stability ¹	Months	20	27	Yes
Turnover Rate ²	%	20	58	N/A
Successful Housing Outcomes	#	63	94	Yes
Successful Housing Outcomes ^{1,3}	%	80	74	No
Successful Housing Exits ³	%	50	20	No
Housing Affordability at Exit ²	%	50	100	N/A
Housing Retention ¹	%	5	15	No
Program Occupancy Rate ^{1,4}	%	100	101	Yes
Pass Program Certification		Pass certification	Passed certification	Yes
Benefits Status at Exit ^{1,3,5}	%	20	98	Yes
Employment Status at Exit ^{1,3}	%	20	7	No
Negative Reason for Leaving ¹	%	20	36	No
Interim Housing Stability ¹	%	81	70	No
Increase in Income from Entry to Exit ^{1,3}	%	45	22	No

C. Efficient Use of Community Resources⁶

HUD vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$0	\$0	\$0
HUD Funds	\$638,428	\$319,214	\$226,109
Total	\$638,428	\$319,214	\$226,109
Cost per Household Served - HUD	\$7,424	\$4,041	\$1,766
Cost per Successful Housing Outcome - HUD	\$9,253	\$5,067	\$2,380
Cost per Unit – HUD	\$8,867	\$4,434	\$3,140
Cost per Unit/month - HUD	\$739	\$739	\$523

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

² Monitored but not evaluated.

³ One deceased client is excluded from calculation.

⁴ CMHA allows over-leasing for this program.

⁵ New measure to be evaluated starting in FY2014.

⁶ Cost information from HUD APR. Other funding source information is not available.

D. Recommendations

Program Outcome Measures: Rental Assistance

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
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, 5}	%	85	85	85	85	85	85	85
Successful Housing Outcomes	#	65	65	67	65	65	67	73
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability ²	Month	20	20	20	20	20	20	20
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Exit to Homelessness ^{2,4}	%			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
Increase in Income (other than employment) from Entry to Exit ^{2,5}	%	54	54	54	54	54	54	54
Increase in Mainstream Benefits at Exit (%) ^{2,5}	%	90	90	90	90	90	90	90
Increase in Income from Employment, from Entry to Exit (%) ^{2,5}	%	20	20	20	20	20	20	20

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 Measure name changed, was previously Housing Retention.

⁵ HUD goals do not allow for variance.

Category: Permanent Supportive Housing
Agency: AIDS Resource Center Ohio
Program: Shelter Plus Care
Period: 7/1/13-12/31/13
Performance: Medium

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. Performance Outcomes

Semi-Annual Trends

Measure		7/1/07	7/1/08	7/1/09	7/1/10	7/1/11	7/1/12
		12/31/07	12/31/08	12/31/09	12/31/10	12/31/11	12/31/12
Households Served	#	77	77	92	96	97	100
Successful Housing Outcomes	#	74	75	89	94	94	99
Successful Housing Outcomes	%	96	97	97	98	97	99
Housing Stability	Months	61	62	57	60	67	84
Program Occupancy	%	91	99	119	103	102	110

Program Outcome Achievement 7/1/13 to 12/31/13: Rental Assistance

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	97	116	Yes
Exited Households ¹	#	N/A	5	N/A
Housing Stability ²	Months	24	64	Yes
Turnover Rate ¹	%	10	6	N/A
Successful Housing Outcomes	#	78	111	Yes
Successful Housing Outcomes ²	%	80	96	Yes
Successful Housing Exits	%	50	0	No
Housing Affordability at Exit ^{1,5}	%	50	N/A	N/A
Housing Retention ²	%	5	0	Yes
Program Occupancy Rate ^{2,3}	%	100	117	Yes
Pass Program Certification		Pass certification	Did not pass certification	No
Benefits Status at Exit ^{2,4}	%	20	100	Yes
Employment Status at Exit ²	%	20	0	No
Negative Reason for Leaving ²	%	20	20	Yes
Interim Housing Stability ²	%	81	82	Yes
Increase in Income from Entry to Exit ²	%	45	20	No

C. Efficient Use of Community Resources⁶

HUD vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual ⁷
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$0	\$0	\$0
HUD Funds	\$664,072	\$332,036	\$477,077
Total	\$664,072	\$332,036	\$477,077
Cost per Household Served - HUD	\$6,324	\$3,423	\$4,113
Cost per Successful Housing Outcome - HUD	\$7,906	\$4,257	\$4,298
Cost per Unit – HUD	\$7,461	\$3,731	\$5,360
Cost per Unit/month - HUD	\$622	\$622	\$893

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.

⁴ New measure to be evaluated starting in FY2014.

⁵ Program did not have any successful housing exits. Measure could not be calculated.

⁶ Cost information from HUD APR. Other funding source information is not available.

⁷ Semi-Annual actual information from CMHA.

D. Recommendations

Program Outcome Measures: Rental Assistance

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
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 ^{2,5}	%	85	85	85	85	85	85	85
Successful Housing Outcomes	#	79	79	82	79	79	82	89
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability ²	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Exit to Homelessness ^{2,4}	%			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
Increase in Income (other than employment) from Entry to Exit ^{2,5}	%	54	54	54	54	54	54	54
Increase in Mainstream Benefits at Exit (%) ^{2,5}	%	90	90	90	90	90	90	90
Increase in Income from Employment, from Entry to exit (%) ^{2,5}	%	20	20	20	20	20	20	20

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 Measure name changed, was previously Housing Retention.

⁵ HUD goals do not allow for variance.

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: Shelter Plus Care (SRA)
Period: 7/1/13-12/31/13
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. Performance Outcomes

Semi-Annual Trends

Measure		7/1/07	7/1/08	7/1/09	7/1/10	7/1/11	7/1/12
		12/31/07	12/31/08	12/31/09	12/31/10	12/31/11	12/31/12
Households Served	#	110	194	200	229	222	209
Successful Housing Outcomes	#	105	190	191	219	206	198
Successful Housing Outcomes	%	95	98	96	96	93	95
Housing Stability	Months	72	41	39	38	41	19
Program Occupancy	%	74	128	131	113	107	90

Program Outcome Achievement 7/1/13 to 12/31/13: Rental Assistance

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	189	257	Yes
Exited Households ¹	#	N/A	89	N/A
Housing Stability ²	Months	24	20	No
Turnover Rate ¹	%	10	52	N/A
Successful Housing Outcomes	#	151	251	Yes
Successful Housing Outcomes ²	%	80	98	Yes
Successful Housing Exits	%	50	93	Yes
Housing Affordability at Exit ^{1, 5}	%	50	88	N/A
Housing Retention ²	%	5	0	Yes
Program Occupancy Rate ^{2, 3}	%	100	144	Yes
Pass Program Certification		Pass certification	Passed certification	Yes
Benefits Status at Exit ^{2, 4}	%	20	100	Yes
Employment Status at Exit ²	%	20	11	No
Negative Reason for Leaving ²	%	20	1	Yes
Interim Housing Stability ²	%	81	99	Yes
Increase in Income from Entry to Exit ²	%	45	29	No

C. Efficient Use of Community Resources⁶

HUD vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$0	\$0	\$0
HUD Funds	\$1,266,634	\$633,317	\$439,499
Total	\$1,266,634	\$633,317	\$439,499
Cost per Household Served - HUD	\$6,149	\$3,351	\$1,710
Cost per Successful Housing Outcome - HUD	\$7,677	\$4,194	\$1,751
Cost per Unit – HUD	\$7,364	\$3,682	\$2,555
Cost per Unit/month - HUD	\$614	\$614	\$426

¹ Monitored but not evaluated.

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

³ CMHA allows over-leasing for this program.

⁴ New measure to be evaluated starting in FY2014.

⁵ Thirty-four households were excluded from measure due to missing data.

⁶ Cost information from HUD APR. Other funding source information is not available.

D. Recommendations

Program Outcome Measures: Rental Assistance

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
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, 5}	%	85	85	85	85	85	85	85
Successful Housing Outcomes	#	154	154	161	154	154	161	175
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability ²	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Exit to Homelessness ^{2,4}	%			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
Increase in Income (other than employment) from Entry to Exit ^{2,5}	%	54	54	54	54	54	54	54
Increase in Mainstream Benefits at Exit (%) ^{2,5}	%	90	90	90	90	90	90	90
Increase in Income from Employment, from Entry to Exit (%) ^{2,5}	%	20	20	20	20	20	20	20

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 Measure name changed, was previously Housing Retention.

⁵ HUD goals do not allow for variance.

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: Shelter Plus Care (TRA)
Period: 7/1/13-12/31/13
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. Performance Outcomes

Semi-Annual Trends

Measure		7/1/07	7/1/08	7/1/09	7/1/10	7/1/11	7/1/12
		12/31/07	12/31/08	12/31/09	12/31/10	12/31/11	12/31/12
Households Served	#	145	193	147	168	222	149
Successful Housing Outcomes	#	144	190	146	167	220	146
Successful Housing Outcomes	%	99	98	99	99	99	99
Housing Stability	Months	49	31	36	36	33	30
Program Occupancy	%	93	117	92	103	135	95

Program Outcome Achievement 7/1/13 to 12/31/13: Rental Assistance

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	164	190	Yes
Exited Households ¹	#	N/A	88	N/A
Housing Stability ⁴	Months	24	31	Yes
Turnover Rate ¹	%	10	59	N/A
Successful Housing Outcomes	#	131	186	Yes
Successful Housing Outcomes ⁴	%	80	98	Yes
Successful Housing Exits	%	50	95	Yes
Housing Affordability at Exit ^{1, 5}	%	50	93	N/A
Housing Retention ⁴	%	5	0	Yes
Program Occupancy Rate ^{2, 4}	%	100	121	Yes
Pass Program Certification		Pass certification	Passed certification	Yes
Benefits Status at Exit ^{3, 4}	%	20	100	Yes
Employment Status at Exit ⁴	%	20	5	No
Negative Reason for Leaving ⁴	%	20	1	Yes
Interim Housing Stability ⁴	%	81	97	Yes
Increase in Income from Entry to Exit ⁴	%	45	49	Yes

C. Efficient Use of Community Resources⁶

HUD vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/13 – 6/30/14	7/1/13 – 12/31/13	
CSB Funds	\$0	\$0	\$0
HUD Funds	\$1,182,556	\$591,278	\$504,092
Total	\$1,182,556	\$591,278	\$504,092
Cost per Household Served - HUD	\$6,606	\$3,605	\$2,653
Cost per Successful Housing Outcome - HUD	\$8,270	\$4,514	\$2,710
Cost per Unit – HUD	\$7,937	\$3,968	\$3,383
Cost per Unit/month - HUD	\$661	\$661	\$564

¹ Monitored but not evaluated.

² CMHA allows over-leasing for this program.

³ New measure to be evaluated starting in FY2014.

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

⁵ Twenty-four households were excluded from measure due to missing data.

⁶ Cost information from HUD APR. Other funding source information is not available.

D. Recommendations

Program Outcome Measures: Rental Assistance

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
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 ^{2,5}	%	85	85	85	85	85	85	85
Successful Housing Outcomes	#	133	133	139	133	133	139	152
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability ²	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Exit to Homelessness ^{2,4}	%			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
Increase in Income (other than employment) from Entry to Exit ^{2,5}	%	54	54	54	54	54	54	54
Increase in Mainstream Benefits at Exit (%) ^{2,5}	%	90	90	90	90	90	90	90
Increase in Income from Employment, from Entry to Exit (%) ^{2,5}	%	20	20	20	20	20	20	20

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 Measure name changed, was previously Housing Retention.

⁵ HUD goals do not allow for variance.

Category: Permanent Supportive Housing
Agency: Lutheran Social Services
Program: Faith Mission/Faith Housing Shelter Plus Care
Period: 7/1/13-12/31/13
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. Performance Outcomes

Semi-Annual Trends

Measure		7/1/07	7/1/08	7/1/09	7/1/10	7/1/11	7/1/12
		12/31/07	12/31/08	12/31/09	12/31/10	12/31/11	12/31/12
Households Served	#	46	44	53	10	9	9
Successful Housing Outcomes	#	45	43	52	10	8	9
Successful Housing Outcomes	%	98	98	98	100	89	100
Housing Stability	Months	54	56	51	41	47	35
Program Occupancy	%	93	91	114	78	89	100

Program Outcome Achievement 7/1/13 to 12/31/13: Rental Assistance

Measure		Semi-Annual Goal 7/1/13-12/31/13	Semi-Annual Actual 7/1/13-12/31/13	Achieved
Households Served	#	10	10	Yes
Exited Households ¹	#	N/A	2	N/A
Housing Stability ³	Months	24	33	Yes
Turnover Rate ¹	%	10	22	N/A
Successful Housing Outcomes	#	8	10	Yes
Successful Housing Outcomes ³	%	80	100	Yes
Successful Housing Exits	%	50	100	Yes
Housing Affordability at Exit ¹	%	50	100	N/A
Housing Retention ³	%	5	0	Yes
Program Occupancy Rate ³	%	100	89	No
Pass Program Certification		Pass certification	Passed certification	Yes
Benefits Status at Exit ^{2, 3}	%	20	50	Yes
Employment Status at Exit ³	%	20	100	Yes
Negative Reason for Leaving ³	%	20	0	Yes
Interim Housing Stability ³	%	81	70	No
Increase in Income from Entry to Exit ³	%	45	50	Yes

¹ Monitored but not evaluated.

² New measure to be evaluated starting in FY2014.

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

C. Recommendations

Program Outcome Measures: Rental Assistance

Measure		Quarter 1 7/1/14- 9/30/14	Quarter 2 10/1/14- 12/31/14	Semi- Annual 7/1/14- 12/31/14	Quarter 3 1/1/15- 3/31/15	Quarter 4 4/1/15- 6/30/15	Semi- Annual 1/1/15- 6/30/15	Annual 7/1/14- 6/30/15
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, 5}	%	85	85	85	85	85	85	85
Successful Housing Outcomes	#	8	8	9	8	8	9	9
Successful Housing Exits	%	50	50	50	50	50	50	50
Housing Stability ²	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Exit to Homelessness ^{2,4}	%			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
Increase in Income (other than employment) from Entry to Exit ^{2,5}	%	54	54	54	54	54	54	54
Increase in Mainstream Benefits at Exit (%) ^{2,5}	%	90	90	90	90	90	90	90
Increase in Income from Employment, from Entry to Exit (%) ^{2,5}	%	20	20	20	20	20	20	20

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 Measure name changed, was previously Housing Retention.

⁵ HUD goals do not allow for variance.

Methodology

FY2015 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, emergency shelter/transitional housing 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.

B. Monitoring

System performance measures are monitored on a quarterly, semi-annual and annual basis. 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 Daily Waitlist Number (#):**

- a) **Purpose:** A reasonably low waitlist number indicates the system is meeting the demand for emergency shelter.
- b) **Systems:** Single Adult Emergency Shelter
- c) **Definition:** Average number of waitlisted clients reported on the Daily Bedlist Report
- d) **Goal-setting methodology:** N/A
- e) **Reporting methodology:** Total number of waitlisted clients reported on the Daily Bedlist Report / total number of days in the report period.

2) **Average Length of Participation (Days):**

- 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:** $\Sigma(\text{Exit date} - \text{Entry/Enrollment date}) / \text{the number of total distinct households served and exited from system during the report period.}$

3) **Average Monthly Household Income (\$):**

- a) **Purpose:** Indicates the economic status of households served by the system and shows whether the system is targeting appropriate population.
- b) **Systems:** Emergency Shelter, Emergency Shelter and Transitional Housing, Direct Housing, Homeless Prevention and Permanent Supportive Housing

- c) **Definition:** The average income from all income sources for head of the household at system entry.
 - d) **Goal-setting methodology:** N/A
 - e) **Reporting methodology:** Total amount of all income sources at system entry (latest entry for households with multiple stays during report period) / the number of total distinct households served within the report period. *Note: Income created by and clients served by Maryhaven Engagement Center are excluded from calculation.*
- 4) **Average Length of (shelter) Stay (LOS) (Days):**
- 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: $\Sigma(\text{shelter exit date} - \text{Direct Housing entry date}) / \text{the number of total distinct households served with an entry date in the Direct Housing system within the report period.}$
- 5) **Carryover Households (#):**
- a) **Purpose:** Indicates volume of households served by the system which do not exit prior to the first day 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. Monitored but not evaluated.
 - 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.

- 6) **Cost per household (%):**
- Purpose:** Indicates that the system is cost-efficient.
 - Systems:** All systems
 - Definition:** A percentage based on the semi-annual actual cost per household served relative to the annual budgeted cost per household served. A system is considered efficient if its actual cost per household served is between 90% to 110% of the budgeted cost per household served.
 - Goal-setting methodology:** N/A
 - Reporting methodology:** (The semi-annual actual cost per household served / the annual budgeted cost per household served) X 100.
- 7) **Cost per successful housing outcome (%):**
- Purpose:** Indicates that the system is cost-efficient.
 - Systems:** All systems
 - Definition:** A percentage based on the semi-annual actual cost per successful housing outcome relative to the annual budgeted cost per successful housing outcome. A system is considered efficient if its actual cost per successful housing outcome is between 90% to 110% of the budgeted cost per successful housing outcome.
 - Goal-setting methodology:** N/A
 - Reporting methodology:** The semi-annual actual cost per successful housing outcome / the annual budgeted cost per successful housing outcome) X 100.
- 8) **Cost per unit (%):**
- Purpose:** Indicates that the system is cost-efficient.
 - Systems:** Permanent Supportive Housing
 - Definition:** A percentage based on the semi-annual actual cost per unit relative to the semi-annual budgeted cost per unit. A system is considered efficient if its actual cost per unit is between 90% to 110% of the budgeted cost per unit.
 - Goal-setting methodology:** N/A
 - Reporting methodology:** (The semi-annual actual cost per unit / the semi-annual budgeted cost per unit) X 100.
- 9) **Employment Status at Entry (%)**
- Purpose:** Indicates percent of households employed at the time of system entry.
 - Programs:** Emergency Shelter, Permanent Supportive Housing, Prevention, Direct Housing and Transitional Housing
 - Definition:** The percent of households that have employment at entry as measured by their earned income at entry into the system.
 - Goal-setting methodology:** N/A
 - 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. *Note: Earned income entered by and clients served by Maryhaven Engagement Center are excluded from calculation.*

10) **Exit to Homelessness (%)**:

- 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 0 to 90 days 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 0 to 90 days after exit or as of date of report, divided by the total number of distinct households served during the report period. $\Sigma(\text{Households that exited system and entered shelter within 0 to 90 days}) / \text{total distinct households served}$.

11) **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. Monitored but not evaluated.
- 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.

12) **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.

13) **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.
- 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.

14) *Housing Stability (Month):*

- 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 employment, from Entry to Exit (%):*

- a) **Purpose:** Indicates that system is assisting households to obtain employment income. A higher rate is considered positive.
- b) **Systems:** Permanent Supportive Housing
- c) **Definition:** The percentage of adults that increase income from employment from entry to exit.
- d) **Goal-setting methodology:** Meet or exceed CoC local standards.
- e) **Reporting methodology:** The percentage increase in the number of adults is calculated by determining the number of exited adults during the report period who had an increase in their employment income amount from entry to exit from the system, divided by the total number of adults that exited during the report period. Income sources include only employment income.

16) *Increase in Income, other than employment, from Entry to Exit (%):*

- a) **Purpose:** Indicates that system is assisting households to obtain non-employment income. A higher rate is considered positive.
- b) **Systems:** Permanent Supportive Housing
- c) **Definition:** The percentage of adults that increase income from other sources than employment from entry to exit.
- d) **Goal-setting methodology:** Meet or exceed CoC local standards.
- e) **Reporting methodology:** The percentage increase in the number of adults is calculated by determining the number of exited adults during the report period who had an increase in their total income amount from entry to exit from the system, excluding employment income and divided by the total number of adults that exited during the report period. Income sources exclude employment, but may include cash benefits, or other sources.

17) ***Increase in Mainstream Benefits at Exit (%)***:

- a) **Purpose:** Indicates that system is assisting households to stabilize by gaining access to public benefits.
- b) **Programs:** Permanent Supportive Housing
- c) **Definition:** The percentage of adults 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:** Increase in Mainstream Benefits at Exit is calculated by determining the number of exited adults during the report period that have “noncash income” as their source of income and dividing this number by the total number of adults that exited during the report period.

18) ***Long-Term (Two-Year) Recidivism (%)***:

- a) **Purpose:** Indicates system’s success in ending homelessness as measured by the number of households who attain housing and do not return or enter shelter subsequent to a 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 2 years prior to the reporting period with a successful housing outcome (as defined for that system) and return to shelter during the reporting period, or within two years after exiting the system. This measure is expressed as a percentage of total distinct households with an exit to housing 2 years prior to the reporting period (as defined for that system).
- d) **Goal-setting methodology:** Meet or below prior performance. Monitored but not evaluated.
- 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).
 - i) $\text{Rate} = (\text{numerator}/\text{denominator}) \times 100$
 - ii) Denominator: Cohort of households which attained successful housing outcome.
 - (1) Calculate the number of distinct households with successful housing outcome 730 to 1095 days prior to the end of the report 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 1 to 730 (731 for a leap year) days after exit from the system.
 - (2) Using the above cohort, calculate the number of distinct households that enters the shelter system within 1 to 730 (731 for a leap year) days subsequent to successful housing outcome.

19) ***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 report 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). Monitored but not evaluated.
- 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).

20) ***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 during the report period 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.

21) ***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.

22) ***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.

23) **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.

24) **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) during the report period 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 system, 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).
 - i) $\text{Rate} = (\text{numerator}/\text{denominator}) \times 100$
 - ii) **Denominator:** Cohort of households which attained successful housing outcome 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 the 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.
- 25) **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 during the report period 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 during the report period with destinations that are considered successful housing outcomes divided by the total number of distinct households exited during the report period. *Note: Deceased households are not included in the count of households exited.*
- 26) **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 during the report period 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 during the report period 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: Deceased households are not included in the count of households served.*

27) **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.

28) **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:** 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.

29) ***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 25 and 26)

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) 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, Transitional Age Youth and piloted for all other single adult shelters)
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.

FY2015 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 Shelter Plus Care/Rental Assistance programs.

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

1) **Average Engagement Time (AET) (Days):**

- a) **Purpose:** A reasonably short AET indicates the program’s success in rapid re-housing or navigator engagement. It can also indicate efficiency related to turnover of beds which is essential to meet system demand for emergency shelter.
- b) **Programs:** YWCA Family Center, Front Door Shelter, Tier 2 Shelters and Navigator Program
- c) **Definition:**
 - i) YWCA Family Center: The average number of days households receive shelter services as measured from shelter entry to entry/enrollment into the direct housing/rapid re-housing program. Measure applies only to households that had an entry date in the direct housing/rapid re-housing program within the report period.
 - ii) Front Door Shelter, Tier 2 Shelters, Navigator Program: The average number of days households receive shelter services as measured from shelter entry to navigator engagement date. Measure applies only to households that had an entry date in the Navigator Program within the report period.
- d) **Goal-setting methodology:** Meet or below CSB Board Ends Policy.
- e) **Reporting methodology:**
 - i) YWCA Family Center: $\Sigma(\text{direct housing/rapid re-housing program entry/enrollment date} - \text{YWCA Family Center entry date}) / \text{the number of total distinct households served with an entry date in the direct housing/rapid re-housing program within the report period.}$

- ii) Front Door Shelter, Tier 2 Shelters, Navigator Program: $\Sigma(\text{Navigator engagement date} - \text{Front Door Shelter/Tier 2 Shelter entry date}) / \text{the number of total distinct households served with an entry date in the Navigator Program within the report period.}$

2) ***Average Length of Participation (Days):***

- a) **Purpose:** Indicates that program is assisting households to achieve independence without long term reliance on the program.
- b) **Programs:** Direct Housing, Rapid Re-housing, Homelessness Prevention, SSVF programs and Navigator Program
- 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:** $\Sigma(\text{Exit date} - \text{Entry/Enrollment/Engagement date}) / \text{the number of total distinct households served and exited from program during the report period.}$

3) ***Average Length of (shelter) Stay (LOS)(Days):***

- 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, Direct Housing, Rapid Re-housing, and Navigator Program
- 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 and Rapid Re-housing/ SSVF Programs: The average number of days households receive services as measured from the point of entry in the direct housing/rapid re-housing program to the exit date from the emergency shelter. Measure applies only to households that had an entry date in the direct housing/rapid re-housing program within the report period. *Note: households who had a direct housing/rapid re-housing entry date after their emergency shelter exit date are excluded from this calculation.*
 - iii) Navigator Program: The average number of days households receive services as measured from the point of Navigator engagement to the exit date from the emergency shelter. Measure applies only to households that had an engagement date in the Navigator Program within the report period. *Note: households who had a Navigator engagement 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 and Rapid Re-housing/ SSVF Programs: $\Sigma(\text{shelter exit date} - \text{direct housing/rapid re-housing entry date}) / \text{the number of total distinct households served}$

- with an entry date in the direct housing/rapid re-housing program within the report period.
- iii) Navigator Program: $\Sigma(\text{shelter exit date} - \text{Navigator engagement date}) / \text{the number of total distinct households served with an entry date in the Navigator Program within the report period.}$
- 4) ***Average Number of Service Instances (#)***
- a) **Purpose:** A low number of service instances indicates the program's efficiency in rapid re-housing and long-term stability.
 - b) **Programs:** Navigator Program
 - c) **Definition:** Average number of shelter stays per distinct client served within 12 months.
 - d) **Goal-setting methodology:** Meet or below CSB Boards Ends Policy.
 - e) **Reporting methodology:** Total number of shelter stays a client receives within the past 12 months / Total number of distinct clients served during the report period.
- 5) ***Carryover Households (#):***
- a) **Purpose:** Indicates volume of households served by the program which do not exit prior to the first day of the report period. This measure is monitored but not evaluated.
 - b) **Programs:** Direct Housing, Rapid Re-housing, Navigator Program, Homelessness Prevention, SSVF Programs, Benefits Partnership and Outreach Specialist
 - 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:** TSA Job2Housing
 - 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, YMCA 40 W Long St, YMCA Sunshine Terrace/Franklin Station and Rebuilding Lives Leasing project 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 funded programs
 - c) **Definition:** A percentage based on the semi-annual actual cost per household served relative to the annual budgeted cost per household served. A program is considered efficient if its actual cost per household served is between 90% to 110% of the budgeted cost per household served.
 - d) **Goal-setting methodology:** N/A
 - e) **Reporting methodology:**
 - i) $(\text{The semi-annual actual cost per household served} / \text{the annual budgeted cost per household served}) \times 100$.
- 9) **Cost per successful housing outcome (%):**
- a) **Purpose:** Indicates that the program is cost-efficient.
 - b) **Programs:** All funded programs
 - c) **Definition:** A percentage based on the semi-annual actual cost per successful housing outcome relative to the annual budgeted cost per successful housing outcome. A program is considered efficient if its actual cost per successful housing outcome is between 90% to 110% of the budgeted cost per successful housing outcome.
 - d) **Goal-setting methodology:** N/A
 - e) **Reporting methodology:**
 - i) $(\text{The semi-annual actual cost per successful housing outcome} / \text{the annual budgeted cost per successful housing outcome}) \times 100$.
- 10) **Cost per unit (%):**
- a) **Purpose:** Indicates that the program is cost-efficient.
 - b) **Programs:** Permanent Supportive Housing and Transitional Housing
 - c) **Definition:** A percentage based on the semi-annual actual cost per unit relative to the semi-annual budgeted cost per unit. A 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
Reporting methodology: $\text{The semi-annual actual cost per unit} / \text{the semi-annual budgeted cost per unit} \times 100$.
- 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:** Maryhaven Engagement Center
- 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 that do not subsequently return or enter shelter after a successful diversion outcome.
- b) **Programs:** YWCA Family Center 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 that 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) $\text{Rate} = (\text{numerator}/\text{denominator}) \times 100$
 - ii) **Denominator:** Cohort of households which attained a successful diversion outcome 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 0 to 90 days 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:** TSA Job2Housing
- 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, Rapid Re-housing, Navigator Program, Homelessness Prevention, SSVF Programs, Transitional Housing and Outreach Specialist
- 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 Specialist
- 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) ***Exit to Homelessness (%):***

- 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 0 to 90 days 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 0 to 90 days after exit or as of date of report, divided by the total number of distinct households served during the report period. $\Sigma(\text{Households that exited program and entered shelter within 0 to 90 days}) / \text{total distinct households served}$.
 - i) Denominator – Total distinct households served

- 1) Quarterly cohort: Calculate the number of distinct households served within the previous quarterly reporting period.
- 2) Semi-annual cohort: Calculate the number of distinct households within the first 90 days of the semi-annual report period.
- 3) Annual cohort: Calculate the number of distinct households within the first 270 days of the annual report period.

17) **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, Rapid Re-housing, Navigator Program, Homelessness Prevention, Benefits Partnership and Outreach Specialist:
 - (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 Shelter Plus Care/Rental Assistance programs):
 - (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).*

18) **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, Rapid Re-housing, SSVF Programs, Permanent Supportive Housing and Homelessness Prevention (Family programs only.)
- 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 household's income.
- 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, Prevention and Rapid Re-housing) 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.

19) **Housing Stability (Month):**

- 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 employment, from Entry to Exit (%):***

- a) **Purpose:** Indicates program's success in assisting households to obtain employment income. A higher rate is considered positive.
- b) **Programs:** Permanent Supportive Housing
- c) **Definition:** The percentage of adults that increase income from employment from entry to exit.
- d) **Goal-setting methodology:** Meet or exceed HUD Standard. No variance.
- e) **Reporting methodology:** The percentage increase in the number of adults is calculated by determining the number of exited adults during the report period who had an increase in their employment income amount from entry to exit from the program and dividing by the total number of adults that exited during the report period. Income sources include only employment income.

21) ***Increase in Income, other than employment, from Entry to Exit (%):***

- a) **Purpose:** Indicates program's success in assisting households to obtain income. A high rate is considered positive.
- b) **Programs:** Permanent Supportive Housing
- c) **Definition:** The percentage of adults that increases income from other sources than employment, from entry to exit.
- d) **Goal-setting methodology:** Meet or exceed HUD Standard. No variance.
- e) **Reporting methodology:** The percentage increase in the number of adults is calculated by determining the number of exited adults during the report period who had an increase in their total income amount from entry to exit from the program, excluding employment income, and dividing by the total number of adults that exited during the report period. Income sources exclude employment, but may include cash benefits, or other sources.

22) ***Increase in Mainstream Benefits at Exit (%):***

- f) **Purpose:** Indicates that program is assisting households to stabilize by gaining access to public benefits.

- g) **Programs:** Permanent Supportive Housing
- h) **Definition:** The percentage of adults that received public benefits at exit as measured by receipt of noncash income at exit from the program.
- i) **Goal-setting methodology:** Meet or exceed HUD Standard. No variance.
- j) **Reporting methodology:** Increase in Mainstream Benefits at Exit is calculated by determining the number of exited adults during the report period that have “noncash income” as their source of income) and dividing this number by the total number of adults that exited during the report period.

23) ***Movement (%)***:

- a) **Purpose:** Indicates the extent to which emergency shelter clients are migrating from one shelter program to another.
- b) **Programs:** Tier 2 Shelters and Navigator Program
- c) **Definition:** All distinct households that exit a Tier 2 shelter during the evaluation period and then have contact with another Tier 2 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. Monitored but not evaluated.
- 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 during the report period (excludes exit to Maryhaven Engagement Center if the shelter stays overlap).

24) ***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 during the report period 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.

25) ***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, Rapid Re-housing, Homelessness Prevention, SSVF Programs, Benefits Partnership, Outreach Specialist and Navigator Program
- 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.

26) ***New Households Served (%)***:

- a) **Purpose:** Indicates volume of new households served by the Navigator Program which is considered to measure program efficiency.
- b) **Programs:** Navigator Program
- c) **Definition:** Percent of the sheltered single adult population served by the Navigator Program.
- d) **Goal-setting methodology:** Set by program design.
- e) **Reporting methodology:** The percent of households served by the Front Door and Tier 2 shelters within a report period with an entry date in the Navigator Program that occurs within the same start and end dates of the report period.

27) ***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.

28) ***Program Occupancy Rate (%)***:

- 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:** Tier 2 Shelters, Permanent Supportive Housing and Transitional Housing. Not measured for Maryhaven Engagement Center, Overflow Shelter, Front Door Shelter and for YWCA Family Center.
- 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.

29) **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). For Outreach Specialist households with exits to emergency shelter are excluded from the calculation. Recidivism rate is calculated quarterly only for emergency shelters.
 - i) Rate = (numerator/denominator) x 100
 - ii) Denominator: Cohort of households which attained successful housing outcome.
 - (1) Quarterly cohort: Calculate the number of distinct households with successful housing outcome within the previous 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.
 - (3) Annual cohort: Calculate the number of distinct households with successful housing outcome within the first 270 days of the annual report 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.

30) ***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:** Coordinated Point of Access
- c) **Definition:** The percentage of households that were referred for intake into emergency shelter that enter the emergency shelter within 24 hours of reservation.
- d) **Goal-setting methodology:** Meet or exceed CSB Board Ends Policy.
- e) **Reporting methodology:** Calculate the total number of households that received a referral for intake into emergency shelter. Calculate the total number of households from the referral pool that entered the respective emergency shelter (excludes Maryhaven Engagement Center) within 24 hours of reservation. Divide the number of those that entered by the number of those that were put on the reservation list.

31) ***Submitted Other 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 Submitted Other Applications by the number of distinct households that were served during the reporting period.

32) ***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.

33) ***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).

34) ***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:** YWCA Family Center and Coordinated Point of Access
- c) **Definition:** The number of distinct household contact with the emergency shelter that are diverted to other community resources and the percentage this represents of total distinct household contacts with 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 distinct diversions that are considered successful. Divide the number of distinct successful diversion outcomes by the number of total distinct contacts during the report period.

35) ***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 during the report period with destinations that are considered successful housing outcomes divided by the total number of distinct households exited during the report period. *Note: Deceased households are not included in the count of households exited.*
- 36) **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/rapid re-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, or those who attain other permanent housing.
 - vi) **Front Door Shelter:** Indicates program's success in linking households to appropriate services as measured by exiting clients to Tier 2 shelter or other permanent destinations for successful outcomes.
 - vii) **All other:** Indicates program's success in ending homelessness as measured by those who attain other permanent housing.
 - b) **Programs:** All except Overflow Shelter
 - c) **Definition:**
 - i) **Successful Housing Outcomes for all programs except for Outreach Specialist and Permanent Housing programs:** The number of distinct households that exit during the report period (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) **Successful Outcomes for Front Door Shelter:** The number of distinct households that exit during the report period (i.e., latest exit for households with multiple stays during report period) successfully to Tier 2 shelters 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.
 - iii) **Successful Outcomes for Kinship Care program:** The number of distinct households that remain stable with the host family for long term, permanently or that attain other permanent housing as defined in Table 1 and Table 2 and the percentage this represents of total distinct households exited during the report period.

- iv) Successful Outcomes/Successful Housing Outcomes for Outreach Specialist:
 - (1) Successful outcomes are the number of distinct households that exit during the report period (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 during the report period (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.
- v) Successful Housing Outcomes for Permanent Supportive Housing program: the number of distinct households that remain in the Permanent Supportive Housing program or that exit the program during the report period for other permanent housing (as defined in Table 1) and the percentage this represents of total distinct households served.
- d) **Goal-setting methodology:** Meet or exceed CSB Board Ends Policy, HUD Standards or prior performance.
 - i) Direct Housing, Rapid Re-housing, Navigator Program, Homelessness Prevention, and Transitional Housing: Multiply the percentage goal by the projected number of exited households.
 - ii) Front Door Shelter and Kinship Care: Successful outcomes: Multiply the percentage goal by the projected number of exited households to destination defined in Table 1 and 2.
 - iii) Outreach Specialist:
 - (1) Successful outcomes: Multiply the percentage goal by the projected number of exited households with destination defined in Table 1 and 2.
 - (2) Successful housing outcomes: Multiply the percentage goal by the projected number of successful outcomes.
 - iv) Emergency Shelter: Number of successful housing outcomes equals rate times number of exits.
 - v) Permanent Supportive Housing and Transition Program: Multiply the percentage goal by the projected number of households served.
- e) **Reporting methodology:**
 - i) Successful Housing Outcomes for all programs excluding Permanent Supportive Housing, and Outreach Specialist: Calculate the total number of distinct household exits during the report period 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) Successful Outcomes for Front Door Shelter and Kinship Care: Calculate the total number of distinct household exits during the report period 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.
 - iii) For Outreach Specialist:
 - (1) Successful outcomes: Calculate the total number of distinct household exits during the report period 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.
- iv) For Permanent Supportive Housing: Sum the total number of distinct household exits during the report period 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: Deceased households are not included in the count of households served.*

37) **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.

38) **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 Specialist, YWCA Family Center, Direct Housing, Rapid Re-housing, Navigator Program, SSVF programs, Homelessness Prevention and Transition Program.
- c) **Definition:** The number of exited distinct households receiving either Transition DCA during the report period or Rapid Re-housing/ 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 rapid re-housing/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.

39) ***Usage of CSB Direct Client Assistance (DCA) (Average \$ Amount per Household):***

- f) **Purpose:** Indicates that program is cost-efficient in accessing DCA. A lower average amount per household indicates that program has leveraged other community resources.
- g) **Programs:** Direct Housing, Rapid Re-housing, Homelessness Prevention and Transition Program.
- h) **Definition:** The average dollar amount of total CSB direct client assistance received per distinct household during the report period.
- i) **Goal-setting methodology:** Based on historical trends, anticipated performance, available resources and program design.
- j) **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 35 and 36)

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) - 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
12 = 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, Transitional Age Youth and piloted for all other single adult shelters)
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 Front Door Shelter, Outreach Specialist and Kinship Care program)

HUD Destination	Successful Outcome? (Front Door Shelter)
1 = Emergency shelter, including hotel or motel paid for with emergency shelter voucher	Yes

HUD Destination	Successful Outcome? (Outreach specialist)
1 = Emergency shelter, including hotel or motel paid for with emergency shelter voucher	Yes
2 = Transitional housing for homeless persons (including homeless youth) - New Horizons, Amethyst RSVP, VOAGO Veterans	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)
22 = Staying or living with family, permanent tenure	Yes
23 = Staying or living with friends, permanent tenure	Yes



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