

PROGRAM EVALUATION

FY2008
7/31/07 – 12/31/07

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 in order to end homelessness in Columbus and Franklin County. The Community Shelter Board allocates over \$10 million annually to support homeless programs and services. Last year, these programs served more than 7,400 individuals. 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, 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 FY2008 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 2008 (July 2007-June 2008). Some programs which are not CSB funded are included as well. 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 FY2009 contract year.

Data Sources

Program descriptions were developed from information provided by agencies and CSB Programs and Planning staff. Financial information used in cost efficiency tables, found under the "Efficient Use of Community Resources" section, was gathered from semi-annual reports submitted by each agency. Compliance with CSB Administrative and Program Standards was assessed by an external consultant; more information about the program review and certification is contained in a separate February 29, 2008 report.

Unless otherwise noted, performance data was gathered from the Community Shelter Board's Homeless Management Information System (HMIS) for the 7/1/07 through 12/31/07 period. All data used in the report met CSB quality assurance standards, which require current data and a 95% completion rate for all required HMIS data variables.

System Performance

CSB is evaluating the System level (Family Emergency Shelter System, Men’s Emergency Shelter System, Women’s Emergency Shelter System, and Permanent Supportive Housing System) performance outcome goals versus actual performance. The evaluation includes recommendations for each system for FY2009 based on previous performance and CSB performance standards. For outcome definitions and methodologies, please see Appendix I.

Each performance goal was assessed as achieved (Yes), not achieved (No), or not applicable (N/A). *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). *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:

<i>Rating</i>	<i>Achievement of System Outcome Measure</i>
High	all achieved or no more than one not achieved
Medium	half or more achieved
Low	less than half achieved

Program Performance

Program performance outcome goals were compared with actual performance to determine consistency with CSB standards and agency contracts. For outcome definitions and methodologies, please see Appendix II.

Each performance goal was assessed as achieved (Yes), not achieved (No), or not applicable (N/A). *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). *Not Applicable* is assigned when a performance goal was not assigned; the reason for this 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:

<i>Rating</i>	<i>Achievement of Program Outcome Measure</i> ²
High	all achieved or no more than one not achieved
Medium	half or more achieved
Low	less than half achieved

The evaluation includes Program Outcomes Plan (POP) measures for each program for FY2009 based on agency proposals, past program performance, and CSB performance standards. Agencies have agreed to these POP measures for inclusion in the FY2009 contracts as part of CSB’s annual contracting process.

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

² If serious and persistent program non-performance issues existed prior to evaluation, then the program was assigned a lower rating than what its program achievement of performance outcomes would otherwise warrant.

Performance Ratings at a Glance

Program	Performance Rating
Prevention	
Gladden Community House	High
Communities in Schools/Stable Families	Not Rated ¹
Emergency Shelters	
Family Shelters	
HFF Family Shelter	High
VOA Family Shelter	Medium
YWCA Family Center	High
Men's Shelters	
Southeast/FOH Men's Shelter	Low
Volunteers of America Men's Transitional Residence	Medium
Women's Shelters	
Southeast/FOH Rebecca's Place	Medium
Inebriate Shelter	
Maryhaven Engagement Center	Medium
Other Single Adults	
LSS/Faith Mission	High
Resource Specialists	
Homeless Families Foundation	High
Lutheran Social Services/Faith Mission	High
Southeast/Friends of the Homeless	Low
YWCA Family Center	Medium
Housing Services	
Outreach	
Maryhaven Outreach	Medium
Southeast Outreach	Medium
Transition	
CSB Transition	Medium
Direct Housing	
Salvation Army Short-Term Direct Housing	High
Homeless Families Foundation Long-Term Direct Housing	Not Rated ¹

¹ Program is too new to evaluate.

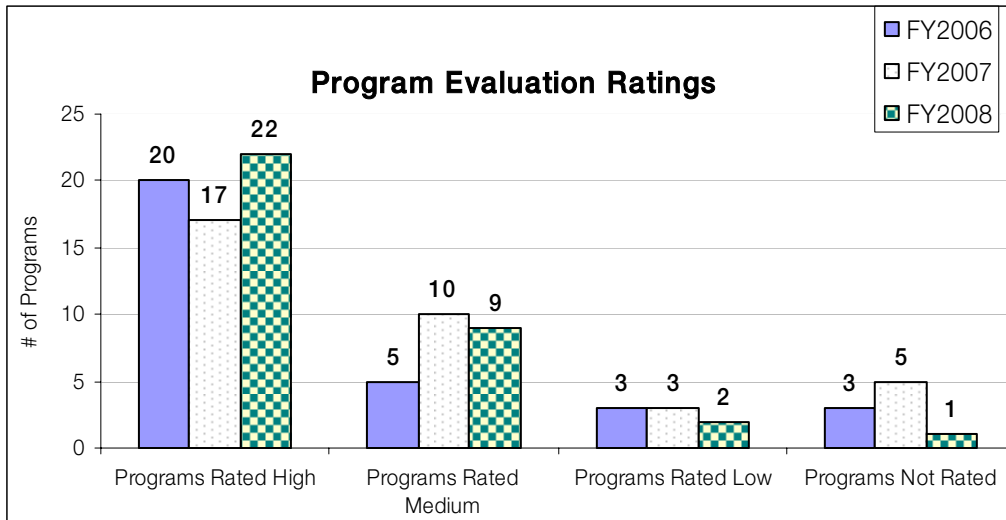
Program	Performance Rating
Permanent Supportive Housing	
CHN Briggsdale	High
CHN Cassady	High
CHN Community ACT	Medium
CHN East 5th Avenue	High
CHN Hotel St. Clair	High
CHN North 22nd St.	High
CHN North High St.	High
CHN Parsons	High
CHN RLPTI	High
CHN Safe Havens	High
CHN Southpoint Place	Not Rated ¹
Maryhaven Commons at Chantry	High
NCR Commons at Grant	High
Southeast Scattered Sites	High
YMCA Sunshine Terrace	High
YMCA 40 W. Long	High
YWCA WINGS	High

Conclusion

The findings outlined in this evaluation show a generally high level of performance and service provision by partner agencies. The graph on the next page illustrates the number of rated programs between 2006 and 2008 by rating category. CSB is noting a general performance improvement at all system levels, compared to FY2007. The Community Shelter Board commends partner agencies on their performance and continued commitment to quality, responsive services and housing for some of the most vulnerable members of our community -- adults and children who experience homelessness. CSB looks forward to working with partner agencies in the coming year to accomplish the goals identified in this report and to further improve individual programs and system coordination.

¹ Program is too new to evaluate.

Number of program evaluations by rating category between FY2006 and FY2008



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:

- Anna Bianco, Special Projects Intern
- Elise Faith, Special Projects Intern
- Tiffany Nobles, Program Assistant
- Catherine Kendall, Database Administrator
- Barbara Maravich, Data Analyst
- Tom Albanese, Director of Programs & Planning
- Lianna Barbu, Director of Data & Evaluation

System Evaluation

System: Family Emergency Shelter System
Agencies: YWCA, Homeless Families Foundation and Volunteers of America
Period: 7/1/07-12/31/07
Performance: High

A. Description

The shelter system for families with children emphasizes efficient use of resources, close collaboration among partner agencies, streamlined admission and linkage to service 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 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 on-site 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 transitional housing, permanent supportive housing and other permanent housing with or without transitional supports. Families may be referred to a “Tier II” shelter while they await final housing placement. For families exiting to permanent or transitional housing, financial assistance for the first month’s rent, security deposit and/or utilities is available through the Transition Program administered by the CSB.

Once assessed by the Family Center, families who need transitional supports are referred to the Family Housing Collaborative (FHC) for housing placement assistance, including financial assistance and either short-term or long-term, in-home transitional services once housed. The short-term FHC supportive services are provided by four full-time case managers employed by the Salvation Army. The long-term FHC program has two full-time case managers that are employed by the Homeless Families Foundation. The FHC program is 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 assistance. Short-term program participants typically receive case management for 3-6 months and financial assistance, typically consisting of first month’s rent and deposit. Long-term program families may participate for up to 18 months and receive assistance with move-in costs, a monthly rent subsidy and other miscellaneous expenses crucial to their stability in housing. 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.

Tier II shelters serve families who cannot be quickly re-housed in permanent or transitional housing due to various barriers. While in Tier II shelter, families work on securing income, budgeting, parenting and family issues, and other concerns inhibiting long-term housing stability. Within the family shelter system, two agencies provide Tier II shelter for families: the Homeless Families Foundation and the Volunteers of America.

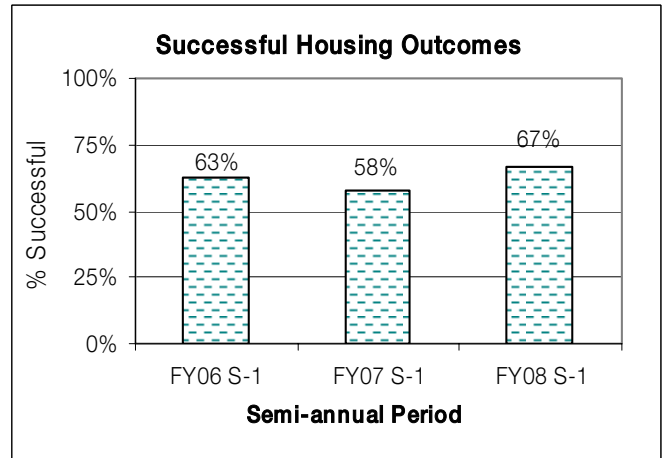
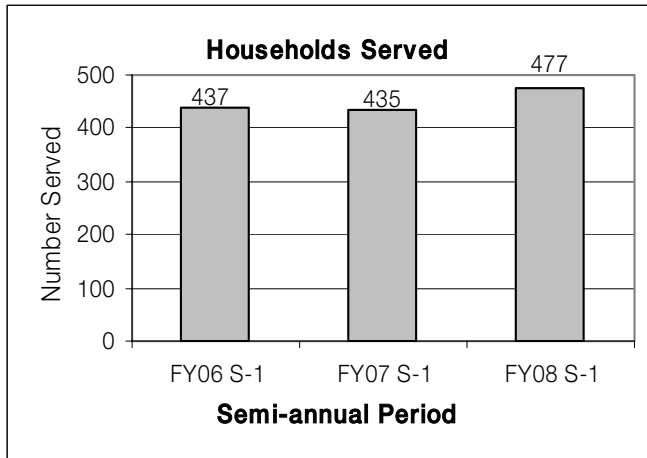
Demand for emergency shelter among families generally increases during the July through December period each year. In FY2008, to assure that adequate emergency shelter capacity was available, CSB contracted with the Homeless Families Foundation to provide overflow apartments and hotel assistance for families in need of emergency shelter as part of the Homeless Families Foundation Tier II shelter program.

FY2008 Family Shelter System Providers and Capacity ¹

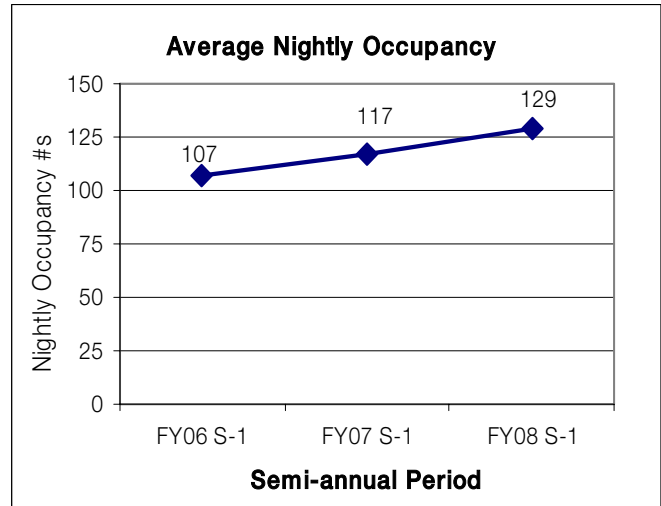
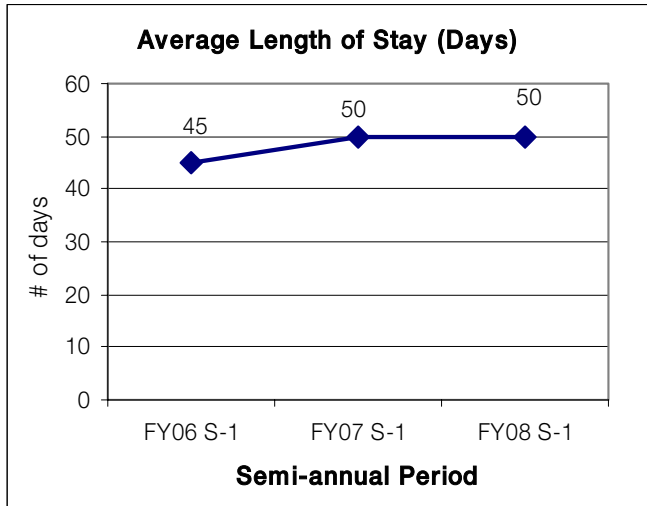
Shelter Type	Agency	Program	Capacity (Families)
Tier I	YWCA	Family Center	50
Tier II	Homeless Families Foundation	Family Shelter	46
Tier II	Volunteers of America	Family Shelter	24
Total Capacity			120

B. Performance Outcomes

Semi-annual Trends



¹ HFF provided overflow for the family system during FY08. Overflow capacity was 15 but varied according to need.



System Outcome Achievement 7/1/07 to 12/31/07

Measure	Semi-Annual Goal 7/1/07-12/31/07	Semi-Annual Actual 7/1/07-12/31/07	Achieved
Households Served - #	440	477	Yes
Successful Housing Outcomes - #	224	238	Yes
Successful Housing Outcomes - %	70%	67%	Yes
Average Length of Stay - (Days)	45	50	No
Recidivism - %	10%	1%	Yes
Basic needs met in secure, decent environment	Pass certification	All programs compliant	Yes
Ongoing engagement with the neighborhood	Pass certification	All programs compliant	Yes
Efficient use of a pool of community resources	CSB costs per household consistent with CSB budget	All programs compliant	Yes

For the period evaluated, the Family Emergency Shelter System served 477 families, a slightly increased number of households than same time last year, however overall performance was as expected. For the next fiscal year CSB’s expectation is that the successful housing outcome percentage will increase to be greater than or equal to 70%, in accordance with CSB’s Ends policies.

C. Efficient Use of Community Resources¹

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/07-06/30/08	07/01/07 – 12/31/07	
CSB Funds	\$1,705,477	\$852,739	\$939,651
Other Funds	\$2,250,116	\$1,125,058	\$1,126,592
Total	\$3,955,593	\$1,977,797	\$2,066,243
Cost per unit-CSB	\$2,330	\$1,938	\$1,970
Cost per successful household served-CSB	\$3,985	\$3,807	\$3,948
Percentage of CSB Funds	43%	43%	45%
Percentage of Leveraged Funds	57%	57%	55%

D. Recommendations

System Outcome Measures

Measure	Quarter 1 7/1/08-9/30/08	Quarter 2 10/1/08-12/31/08	Semi-Annual 7/1/08-12/31/08	Quarter 3 1/1/09-3/31/09	Quarter 4 4/1/09-6/30/09	Semi-Annual 1/1/09-6/30/09	Annual 7/1/08-6/30/09
Households Served - # ²	294	273	440	261	275	416	732
Successful Housing Outcomes - # ³	122	107	224	99	109	207	428
Successful Housing Outcomes - %	70	70	70	70	70	70	70
Average Length of Stay - (Days) ⁴	45	45	45	45	45	45	45
Recidivism %			5			5	5
Basic needs met in a non-congregate environment			Pass certification			Pass certification	Pass certification
Ongoing engagement with the neighborhood			Pass certification			Pass certification	Pass certification
Efficient use of a pool of community resources			CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

¹ Overflow funds included in totals; HFF handled overflow for the family system during FY08.

² FY09 households served based on FY08 recommendations.

³ FY09 number of successful housing outcomes based on calculated number [(households served - system capacity) * 70%] for each period.

⁴ Prorated to reflect varying LOS for Tier I and Tier II shelters.

System: Men’s Emergency Shelter System
Agencies: Lutheran Social Services / Faith Mission, Southeast / Friends of the Homeless, Volunteers of America and Maryhaven
Period: 7/1/07-12/31/07
Performance: High

A. Description

The men’s emergency shelter system is comprised of four men’s shelter programs and a shelter program for inebriated men and women who are homeless. Together, these programs include a normal - or non-overflow capacity - of 417 beds for men.

In the adult emergency shelter system, each shelter operates a “front door” — meaning that clients can arrive at any shelter and receive assistance. This is based on a “no wrong door” philosophy in which any client presenting a need for shelter is assessed and admitted, referred to another shelter if appropriate, or diverted to alternative, safe housing and prevention assistance.

Adult shelter providers embrace a Housing First service philosophy that emphasizes linkage to housing planning, placement assistance and rapid re-housing. 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 the first month’s rent, a security deposit and/or any utilities is available through the Transition Program, administered by CSB.

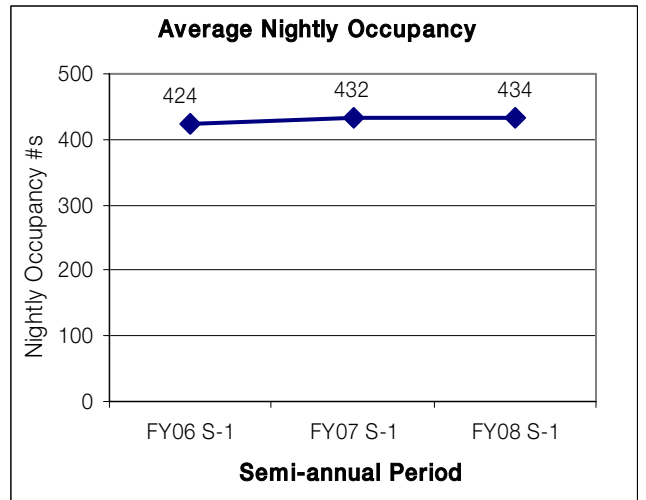
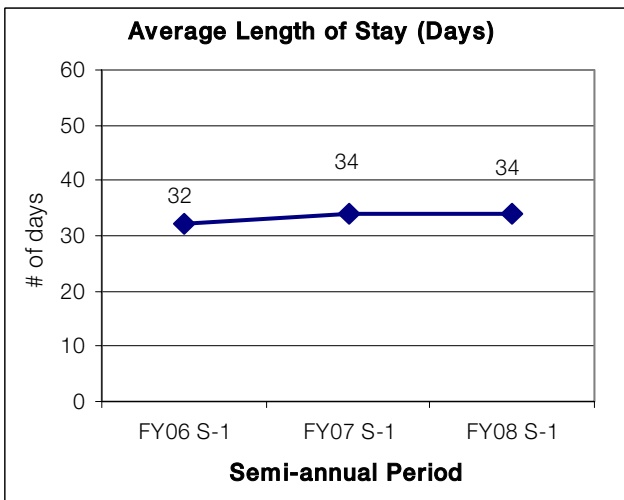
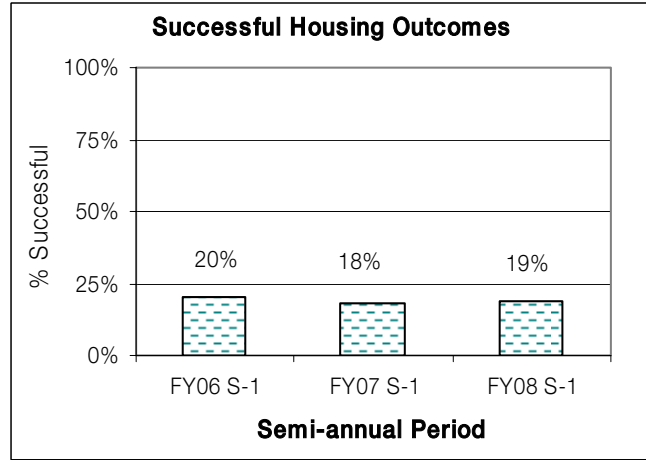
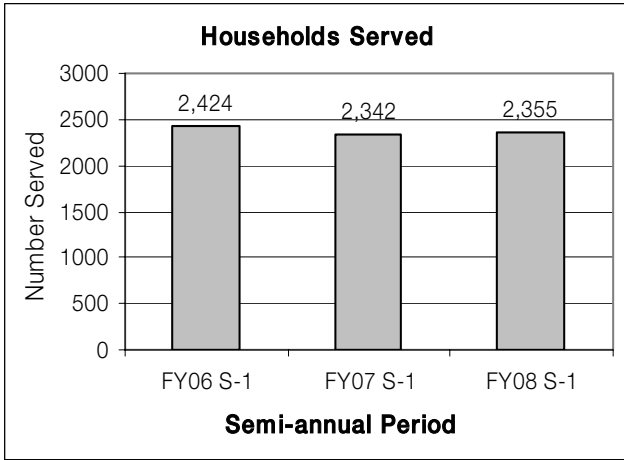
From November to March the adult shelter system implements an overflow plan to assure that no individual seeking shelter is turned away during colder months. As part of the "Winter Overflow" plan, the number of emergency shelter beds for single adults is increased in existing facilities and additional flexible capacity is made available, as needed. In FY2008, Lutheran Social Services provided additional overflow capacity for both men and women when no other shelter beds were available. During warmer months, the adult shelter system has a fixed capacity. In the men's shelter system, non-overflow shelter capacity is typically sufficient to meet demand in warmer months.

FY2008 Men’s Shelter Capacity, Including Overflow

Men’s Programs	Regular Capacity	Seasonal Overflow Capacity	Total Capacity
Faith Mission on 8 th Avenue	95	0	95
Faith Mission on 6 th Street	110	55	165
Faith Mission Emergency Overflow (Hotel)	0	30	30
Friends of the Homeless Men’s Shelter	130	15	145
Maryhaven Engagement Center (Inebriate shelter)	42	0	42
Volunteers of America Men’s Shelter	40	0	40
YMCA Housing Stabilization Beds	0	30	30
<i>Total Capacity</i>	417	130	547

B. Performance Outcomes

Semi-annual Trends



System Outcome Achievement 7/1/07 to 12/31/07

Measure	Semi-Annual Goal 7/1/07-12/31/07	Semi-Annual Actual 7/1/07-12/31/07	Achieved
Households Served - #	2,421	2,355	Yes
Successful Housing Outcomes - #	320	345	Yes
Successful Housing Outcomes - %	15%	19%	Yes
Average Length of Stay - (Days)	30	34	No
Recidivism - %	10%	6%	Yes
Access to resources to avoid shelter admission and stabilize housing	Pass certification	All programs compliant	Yes
Basic needs met in secure, decent environment	Pass certification	All programs compliant	Yes
Ongoing engagement with the neighborhood	Pass certification	All programs compliant	Yes
Efficient use of a pool of community resources	CSB costs per household consistent with CSB budget	All programs compliant	Yes

For the period evaluated, the Men’s Emergency Shelter System performed as expected. There were 2,355 men served with 345 of them having a successful housing outcome, and exceeding CSB’s standard for Successful Housing Outcomes by 4%.

Low performance of the Southeast/FOH emergency shelter program negatively affected all outcomes.

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/07-06/30/08	07/01/07 – 12/31/07	
CSB Funds	\$1,845,866	\$922,933	\$894,858
Other Funds	\$2,195,670	\$1,097,835	\$1,260,490
Total	\$4,041,536	\$2,020,768	\$2,155,348
Cost per household served-CSB	\$502	\$381	\$380
Cost per successful household served-CSB	\$2,844	\$2,884	\$2,594
Percentage of CSB Funds	46%	46%	42%
Percentage of Leveraged Funds	54%	54%	58%

D. Recommendations

System Outcome Measures

Measure	Quarter 1 7/1/08- 9/30/08	Quarter 2 10/1/08- 12/31/08	Semi- Annual 7/1/08- 12/31/08	Quarter 3 1/1/09- 3/31/09	Quarter 4 4/1/09- 6/30/09	Semi- Annual 1/1/09- 6/30/09	Annual 7/1/08- 6/30/09
Households Served - # ¹	1500	1575	2400	1550	1500	2300	3600
Successful Housing Outcomes - # ²	195	208	357	204	195	339	573
Successful Housing Outcomes - %	18	18	18	18	18	18	18
Average Length of Stay – (Days)	30	30	30	30	30	30	30
Recidivism %			10			10	10
Basic needs met in a secure, decent environment			Pass certification			Pass certification	Pass certification
Ongoing engagement with the neighborhood			Pass certification			Pass certification	Pass certification
Efficient use of a pool of community resources			CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

¹ FY09 households served based on FY08 actual.

² FY09 number of successful housing outcomes based on calculated number [(households served - system capacity) * 18%] for each period.

System: Women’s Emergency Shelter System
Agencies: Lutheran Social Services / Faith Mission, Southeast / Friends of the Homeless and Maryhaven
Period: 7/1/07-12/31/07
Performance: High

A. Description

The women’s emergency shelter system is comprised of two women’s shelter programs, and a shelter program for inebriated women who are homeless. Together, these programs include a normal or non-overflow capacity of 97 beds for women.

In the women’s emergency shelter system, each shelter operates a “front door” — meaning that clients can arrive at any shelter and receive assistance. This is based on a “no wrong door” philosophy in which any client presenting a need for shelter is assessed and admitted, referred to another shelter if appropriate, or diverted to alternative, safe housing and prevention assistance.

Women’s shelter providers embrace a Housing First service philosophy that emphasizes linkage to housing planning, placement assistance and rapid re-housing. 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 the first month’s rent, a security deposit and/or any utilities is available through the Transition Program, administered by CSB.

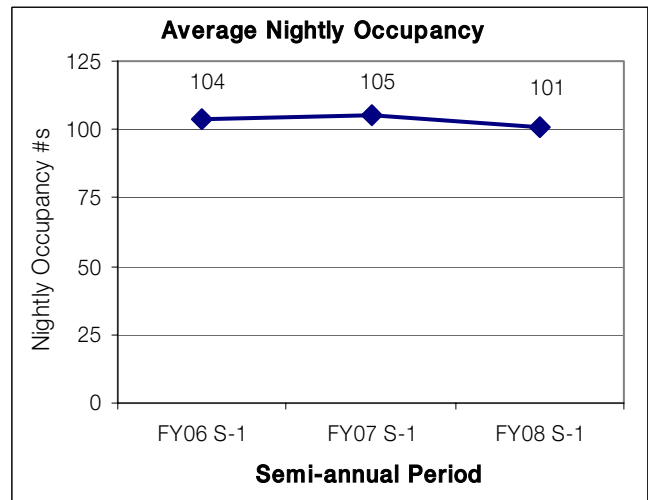
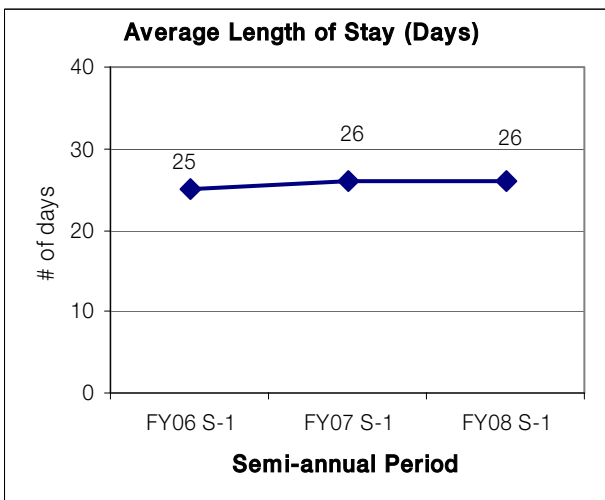
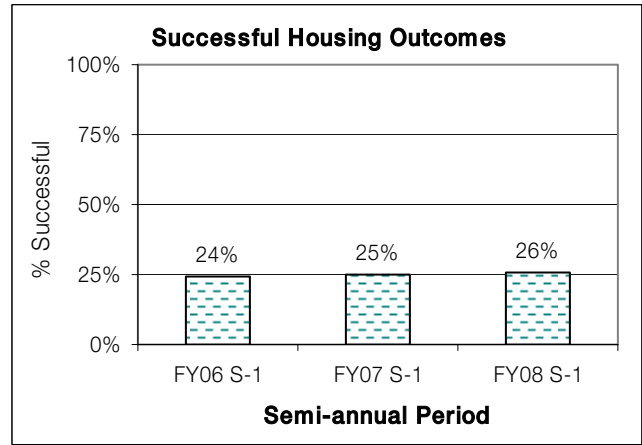
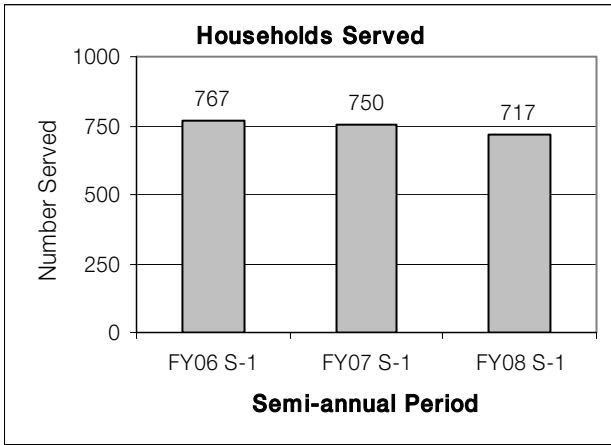
From November to March the adult shelter system implements an overflow plan to assure that no individual seeking shelter is turned away during colder months. As part of the "Winter Overflow" plan, the number of emergency shelter beds for single adults is increased in existing facilities and additional flexible capacity is made available, as needed. In FY2008, Lutheran Social Services provided overflow capacity for both men and women when no other shelter beds were available. During warmer months, the adult shelter system has a fixed capacity. In the women's shelter system, non-overflow shelter capacity is not always sufficient to meet demand in warmer months.

FY2008 Women’s Shelter Capacity, Including Overflow

Women’s Programs	Regular Capacity	Seasonal Overflow Capacity	Total Capacity
Faith Mission Nancy’s Place	42	8	50
Faith Mission Nancy’s Place Emergency Overflow (Hotel)	0	10	10
Friends of the Homeless Rebecca’s Place	47	7	54
Maryhaven Engagement Center (Inebriate Shelter)	8	0	8
<i>Total Capacity</i>	97	25	122

B. Performance Outcomes

Semi-annual Trends



System Outcome Achievement 7/1/07 to 12/31/07

Measure	Semi-Annual Goal 7/1/07-12/31/07	Semi-Annual Actual 7/1/07-12/31/07	Achieved
Households Served - #	763	717	Yes
Successful Housing Outcomes - #	160	156	Yes
Successful Housing Outcomes - %	24%	26%	Yes
Average Length of Stay - (Days)	28	26	Yes
Recidivism - %	10%	8%	Yes
Access to resources to avoid shelter admission and stabilize housing	Pass certification	All programs compliant	Yes
Basic needs met in secure, decent environment	Pass certification	All programs compliant	Yes
Ongoing engagement with the neighborhood	Pass certification	All programs compliant	Yes
Efficient use of a pool of community resources	CSB costs per household consistent with CSB budget	All programs compliant	Yes

For the period evaluated, the Women’s Emergency Shelter System performed as planned but served a slightly lower number of women than expected. There were 717 women served with 156 of them having a successful housing outcome, and exceeding CSB’s standard for Successful Housing Outcomes by 2%.

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/07-06/30/08	07/01/07 – 12/31/07	
CSB Funds	\$638,984	\$319,492	\$323,491
Other Funds	\$597,043	\$298,522	\$421,895
Total	\$1,236,027	\$618,014	\$745,386
Cost per household served-CSB	\$511	\$419	\$451
Cost per successful household served-CSB	\$2,307	\$1,997	\$2,074
Percentage of CSB Funds	52%	52%	43%
Percentage of Leveraged Funds	48%	48%	57%

D. Recommendations

System Outcome Measures

Measure	Quarter 1 7/1/08- 9/30/08	Quarter 2 10/1/08- 12/31/08	Semi- Annual 7/1/08- 12/31/08	Quarter 3 1/1/09- 3/31/09	Quarter 4 4/1/09- 6/30/09	Semi- Annual 1/1/09- 6/30/09	Annual 7/1/08- 6/30/09
Households Served - # ¹	450	430	740	440	460	730	1250
Successful Housing Outcomes - # ²	85	80	154	82	87	152	277
Successful Housing Outcomes - %	24	24	24	24	24	24	24
Average Length of Stay - (Days)	28	28	28	28	28	28	28
Recidivism - %			10			10	10
Basic needs met in a non-congregate environment			Pass certification			Pass certification	Pass certification
Ongoing engagement with the neighborhood			Pass certification			Pass certification	Pass certification
Efficient use of a pool of community resources			CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

¹ FY09 households served based on FY08 actual.

² FY09 number of successful housing outcomes based on calculated number [(households served - system capacity) * 24%] for each period.

System: Permanent Supportive Housing System
Agencies: **Community Housing Network (CHN), National Church Residences (NCR), Maryhaven, Southeast, Inc., YMCA, YWCA**
Period: 7/1/07-12/31/07
Performance: **High**

A. Description

Permanent supportive housing 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, permanent supportive housing for persons who have experienced long-term homelessness and are disabled consists of nearly 800 units of housing operating within 16 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 4 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.

In the first half of FY2008, new supportive housing units became operational as a result the expansion of existing projects.

- Ten additional units became available at the YMCA Supportive Housing Program at 40 West Long Street as part of the Critical Access to Housing initiative to provide rapid housing placement for persons experiencing chronic street homelessness.

- Fifteen additional units also became available via the Southeast Scattered Sites project as part of the Critical Access to Housing initiative.

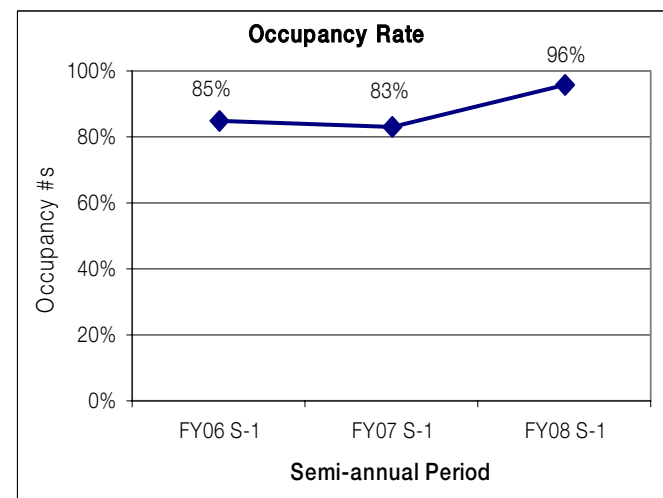
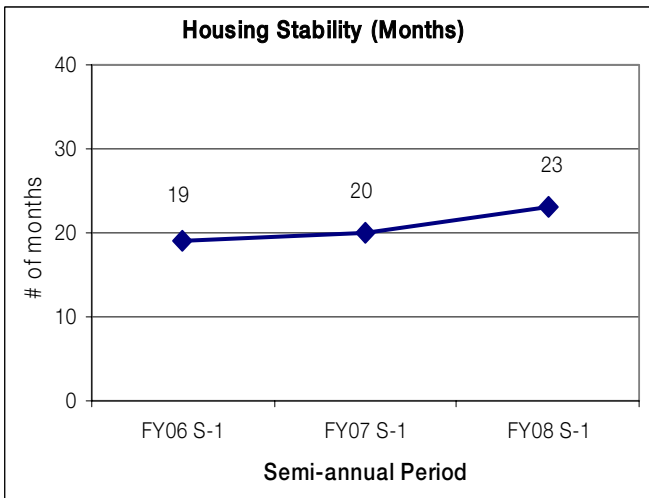
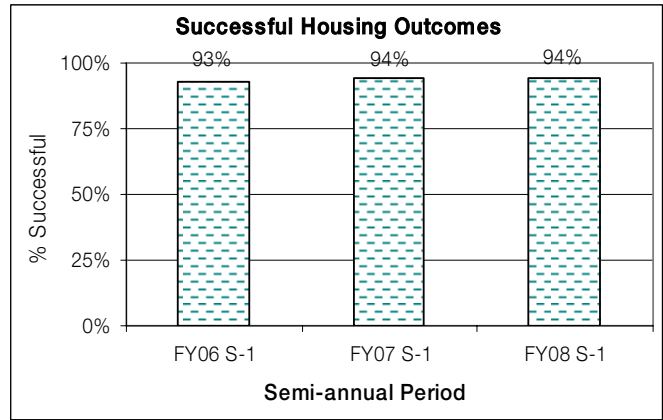
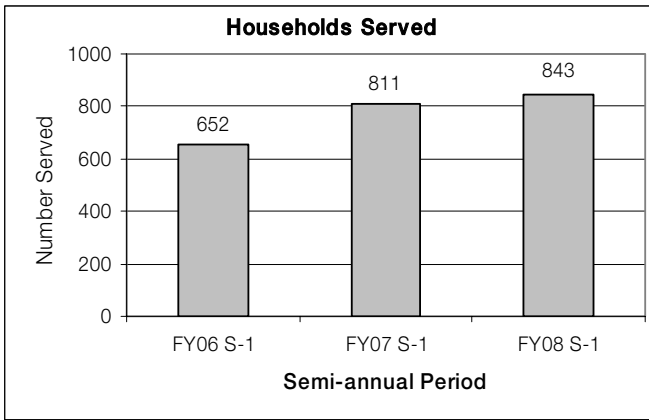
The Community Housing Network Southpoint Place project, which is scheduled to open in the fall of 2008, will provide another 46 units of housing for single adult women and men, as well as families. An additional 135 units of Rebuilding Lives supportive housing for men, women and families have been planned 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.

FY2008 Rebuilding Lives Unit Summary (as of December 31, 2007)

Operational	Rebuilding Lives	Other Populations	Total Units
Briggsdale Apartments, Community Housing Network	25	10	35
Cassady Avenue Apartments, Community Housing Network	10		10
Community ACT Housing, Community Housing Network	42	33	75
East Fifth Avenue Apartments, Community Housing Network	38		38
North 22nd Street Apartments, Community Housing Network	30		30
North High Street Apartments, Community Housing Network	33	3	36
Parsons Avenue Apartments, Community Housing Network	25		25
Rebuilding Lives PACT Team Initiative	108		108
Safe Haven Apartments, Community Housing Network	16		16
Scattered Site Apartments, Southeast	90		90
St. Clair Hotel, Community Housing Network	26	5	31
Sunshine Terrace, YMCA	65	120	185
The Commons at Chantry, Maryhaven/National Church Residences	50	50	100
The Commons at Grant, National Church Residences	50	50	100
YMCA 40 W. Long	105	298	403
YWCA WINGS	69	33	102
	782	602	1,384
Future Opening Date			
<i>2008</i>			
Sunshine Terrace Expansion, YMCA	10		10
Southpoint Place, Community Housing Network	46	34	80
<i>2009 or later</i>			
The Commons at Buckingham, National Church Residences	50	50	100
Permanent Supportive Housing, Volunteers of America	50	50	100
Permanent Supportive Housing, Community Housing Network	35	25	60
	191	159	350
Total Units	973	761	1,734

B. Performance Outcomes

Semi-annual Trends



System Outcome Achievement 7/1/07 to 12/31/07

Measure	Semi-Annual Goal 7/1/07-12/31/07	Semi-Annual Actual 7/1/07-12/31/07	Achieved
Clients Served - #	836	843	Yes
Housing Stability - (Months)	20	23	Yes
Turnover Rate - % ¹	10%	14%	N/A
Successful Permanent Housing Outcomes - # of total served	752	789	Yes
Successful Permanent Housing Outcomes - % of total served	90%	94%	Yes
Housing Retention - %	90%	98%	Yes
System Occupancy Rate - %	95%	96%	Yes
Basic needs met in non-congregate environment	Pass certification	All programs compliant	Yes
Ongoing engagement with the neighborhood	Pass certification	All programs compliant	Yes
Efficient use of a pool of community resources	Pass certification	Non-Compliant ²	No

For the period evaluated, the Permanent Supportive Housing System performed better than expected. There were 843 households served with 789 of them having a successful housing outcome and exceeding CSB’s standard for Successful Housing Outcomes by 4%. All goals for the PSH system were exceeded.

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/07-06/30/08	07/01/07 – 12/31/07	
CSB Funds	\$1,971,326	\$985,663	\$872,197
Other Funds	\$7,668,912	\$3,834,456	\$3,610,135
Total	\$9,640,238	\$4,820,119	\$4,482,332
Cost per unit-CSB	\$2,162	\$1,179	\$1,035
Cost per unit/month-CSB	\$180	\$197	\$172
Percentage of CSB Funds	20%	20%	19%
Percentage of Leveraged Funds	80%	80%	81%

¹ Turnover is monitored but not evaluated.

² Only one program, Maryhaven Commons at Chantry, was non-compliant with this measure.

D. Recommendations

System Outcome Measures

Measure	Quarter 1 7/1/08- 9/30/08	Quarter 2 10/1/08- 12/31/08	Semi- Annual 7/1/08- 12/31/08	Quarter 3 1/1/09- 3/31/09	Quarter 4 4/1/09- 6/30/09	Semi- Annual 1/1/09- 6/30/09	Annual 7/1/08- 6/30/09
Households Served - # ¹	828	828	868	828	828	868	950
Successful Housing Outcomes - #	745	745	781	745	745	781	855
Successful Housing Outcomes - %	90	90	90	90	90	90	90
Housing Stability – (Months)	24	24	24	24	24	24	24
Housing Retention - %			90			90	90
Turnover Rate - % ²	5	5	10	5	5	10	20
System Occupancy Rate - %	95	95	95	95	95	95	95
Basic needs met in a non-congregate environment			Pass certification			Pass certification	Pass certification
Ongoing engagement with the neighborhood			Pass certification			Pass certification	Pass certification
Efficient use of a pool of community resources			CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

¹ FY09 households served based on system capacity and 20% projected annual turnover rate.

² Monitored but not evaluated.

Prevention

Category: Prevention
Agency: Gladden Community House
Program: Homelessness Prevention Program
Period: 7/1/07-12/31/07
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, budgeting 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 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, 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
	12/31/02	12/31/03	12/31/04	12/31/05	12/31/06
Households Served - #	161	268	191	169)	182
Successful Outcomes - %	98%	97%	100%	100%	99%
Recidivism - %	0%	3%	2%	2%	3%

Program Outcome Achievement 7/1/07 to 12/31/07: Prevention

Measure	Semi-Annual Goal 7/1/07-12/31/07	Semi-Annual Actual 7/1/07-12/31/07	Achieved
Households Served - #	150	185	Yes
Successful Housing Outcomes - #	146	184	Yes
Successful Housing Outcomes - %	97%	99%	Yes
Recidivism - %	4%	2%	Yes
Resources and services to maintain housing	Pass certification	Compliant	Yes
Efficient use of a pool of community resources	CSB costs per household consistent with CSB budget	Compliant	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/07-06/30/08	07/01/07 – 12/31/07	
CSB Funds	\$44,235	\$22,118	\$22,118
Other Funds	\$47,715	\$23,858	\$23,858
Total	\$91,950	\$45,975	\$45,976
Cost per household served-CSB	\$147	\$147	\$120
Cost per successful household served-CSB	\$152	\$151	\$120
Percentage of CSB Funds	48%	48%	48%
Percentage of Leveraged Funds	52%	52%	52%

D. Recommendations

Program Outcome Measures: Prevention

Measure	Quarter 1 7/1/08-9/30/08	Quarter 2 10/1/08-12/31/08	Semi-Annual 7/1/08-12/31/08	Quarter 3 1/1/09-3/31/09	Quarter 4 4/1/09-6/30/09	Semi-Annual 1/1/09-6/30/09	Annual 7/1/08-6/30/09
Households Served - #	80	80	160	80	80	160	320
Successful Housing Outcomes - #	78	78	155	78	78	155	310
Successful Housing Outcomes - %	97	97	97	97	97	97	97
Recidivism - %			4			4	4
Resources & services to maintain housing			Pass certification			Pass certification	Pass certification
Efficient use of a pool of community resources			CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

Category: Prevention
Agency: **Communities In Schools**
Program: **Stable Families**
Period: 7/1/07-12/31/07
Performance: **Not Rated**¹

A. Description

Communities In Schools in partnership with Central Community House and Gladden Community House assists families with dependent children who are at imminent risk of being literally homeless and are at or below 200% poverty. Priority is given to families who are involved in child welfare, who have children in one of nine targeted school communities or who live in regions serviced by Central Community House or Gladden Community House. Approximately half of the referrals come from the front door of the family emergency shelter system.

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 3 months case management services families receive six months follow up support.

¹ Program not in operation until April 2008.

B. Recommendations

Program Outcome Measures: Prevention

Measure	Quarter 1 7/1/08- 9/30/08	Quarter 2 10/1/08- 12/31/08	Semi-Annual 7/1/08- 12/31/08	Quarter 3 1/1/09- 3/31/09	Quarter 4 4/1/09- 6/30/09	Semi-Annual 1/1/09- 6/30/09	Annual 7/1/08- 6/30/09
Carryover Households Served - #	48	48	48	48	48	48	48
New Households Served - #	51	51	102	51	51	102	204
Exited Households - #	51	51	102	51	51	102	204
Total Households Served - #	99	99	150	99	99	150	252
Successful Housing Outcomes - #	46	46	92	46	46	92	184
Successful Housing Outcomes - %	90	90	90	90	90	90	90
Avg. Length of Participation - (Days)	90	120	120	120	120	120	120
Access to Direct Client Assistance - %	90	90	90	90	90	90	90
Average DCA per Household - \$	1000	1000	1000	1000	1000	1000	1000
Change in Income from Entry to Exit - %	30	30	30	30	30	30	30
Recidivism - %			5			5	5
Resources & services to maintain housing			Pass certification			Pass certification	Pass certification
Efficient use of a pool of community resources			CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

Emergency Shelter

Category: Tier II Emergency Shelter (families)
Agency: Homeless Families Foundation
Program: Family Shelter
Period: 7/1/07-12/31/07
Performance: High

A. Description

The Homeless Families Foundation (HFF) Family Shelter provides emergency shelter for up to 46 families in an apartment setting. The HFF Family Shelter is a Tier II emergency shelter that accepts families from the YWCA Family Center who are unable to immediately secure housing. Each HFF Family Shelter unit has a fully equipped kitchen and families have access to an emergency food pantry as needed. Upon entering the shelter each family receives a complete assessment and goal plan with an emphasis on quick housing placement and linkage with needed supports. HFF Family Shelter resource specialists work with families to access community services and achieve their goals. HFF also offers educational and recreational activities for children at the Dowd Education Center located across the street from the main shelter facility. In FY2008, HFF also contracted with CSB to provide overflow services for families.

B. Performance Outcomes

Semi-Annual Trends: Tier II Emergency Shelter

Measure	10/1/98	4/1/99	10/1/99	4/1/00	10/1/00	4/1/01	4/1/02	7/1/03	7/1/04	7/1/05	7/1/06
	3/31/99	9/30/99	3/31/00	9/30/00	3/31/01	9/30/01	9/30/02	12/31/03	12/31/04	12/31/05	12/31/06
Households Sheltered - #	57	61	56	53	66	61	53	74	71	89	111
Successful Housing Outcomes - #	14	15	21	17	21	28	17	38	40	37	46
Successful Housing Outcomes - %	45%	50%	75%	77%	71%	80%	61%	70%	87%	67%	72%
Average Length of Stay – (Days)	90	79	92	104	83	90	83	66	71	78	75
Recidivism - %	2%	2%	0%	0%	1%	3%	0%	7%	0%	3%	0%
Movement - %	2%	2%	0%	0%	1%	3%	0%	4%	0%	N/A	N/A
Occupancy - %						100%	96%	92%	109%	106%	100%
Change in Income										37%	43%

Program Outcome Achievement 7/1/07 to 12/31/07: Tier II Emergency Shelter

Measure	Semi-Annual Goal 7/1/07-12/31/07	Semi-Annual Actual 7/1/07-12/31/07	Achieved
Households Served - # ¹	121	147	Yes
Average Length of Stay – (Days)	80	74	Yes
Successful Housing Outcomes - #	54	74	Yes
Successful Housing Outcomes - %	70%	78%	Yes
Recidivism - %	5%	0%	Yes
Change in Income from Entry to Exit - % ²	30%	307%	Yes
Occupancy Tier II Shelter - % ¹	95%	128%	Yes
Basic needs met in a secure, decent environment	Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood	Pass certification	Compliant	Yes
Efficient use of a pool of community resources	CSB costs per household consistent with CSB budget	Compliant	Yes

C. Efficient Use of Community Resources ³

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/07-06/30/08	07/01/07 – 12/31/07	
CSB Funds	\$680,120	\$340,060	\$424,827
Other Funds	\$778,520	\$389,260	\$346,376
Total	\$1,458,640	\$729,320	\$771,203
Cost per household served-CSB	\$3,696	\$2,810	\$2,890
Cost per successful household served-CSB	\$6,940	\$6,297	\$5,741
Percentage of CSB Funds	47%	47%	55%
Percentage of Leveraged Funds	53%	53%	45%

¹ Homeless Families Foundation provided overflow services for FY08. Since overflow activity is not factored into the program goals for households served and program occupancy, the actuals for these measures will exceed the goals by a wide margin.

² The methodology for this measure changed in FY08. Please see the Appendix at the end of the report for details on how the measure is calculated.

³ Includes overflow costs for usage that was higher than predicted.

D. Recommendations

Program Outcome Measures: Tier II Emergency Shelter

Measure	Quarter 1 7/1/08- 9/30/08	Quarter 2 10/1/08- 12/31/08	Semi-Annual 7/1/08- 12/31/08	Quarter 3 1/1/09- 3/31/09	Quarter 4 4/1/09- 6/30/09	Semi-Annual 1/1/09- 6/30/09	Annual 7/1/08- 6/30/09
Households Served - #	88	88	121	88	88	121	184
Successful Housing Outcomes - #	31	31	54	31	31	54	98
Successful Housing Outcomes - %	70	70	70	70	70	70	70
Avg. Length of Stay - (Days)	80	80	80	80	80	80	80
Recidivism - %			8			8	8
Program Occupancy Rate - %	95	95	95	95	95	95	95
Change in Income - % ¹	30	30	30	30	30	30	30
Basic needs met in a secure, decent environment			Pass certification			Pass certification	Pass certification
Ongoing engagement with the neighborhood			Pass certification			Pass certification	Pass certification
Efficient use of a pool of community resources			CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

¹ The methodology for this measure changed in FY08. Please refer to the Appendix at the end of the report for details on the revision.

Category: Tier II Emergency Shelter (families)
Agency: Volunteers of America
Program: Family Shelter
Period: 7/1/07-12/31/07
Performance: Medium

A. Description

The Volunteers of America (VOA) Family Shelter is a Tier II emergency shelter serving families in an apartment setting at various locations. The VOA Family Shelter provides 24 units of shelter for families referred from the YWCA Family Center who are unable to immediately secure housing. The Family Shelter 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.

B. Performance Outcomes

Semi-Annual Trends: Tier II Emergency Shelter

Measure	10/1/97	4/1/98	10/1/98	4/1/99	10/1/99	4/1/00	7/1/03	7/1/04	7/1/05	7/1/06
	3/31/98	9/30/98	3/31/99	09/30/99	3/31/00	9/30/00	12/31/03	12/31/04	12/31/05	12/31/06
Households Sheltered - #	103	79	48	61	57	24	44	53	59	58
Successful Housing Outcomes - #	60	46	22	20	21	2	21	25	35	30
Successful Housing Outcomes - %	76%	81%	71%	65%	57%	67%	72%	81%	97%	88%
Average Length of Stay – (Days)	45	59	80	68	68	161	74	74	73	72
Recidivism - %	2%	2%	0%	0%	1%	3%	0%	0%	11%	7%
Movement - %	6%	5%	5%	7%	2%	2%	3%	0%	N/A	N/A
Occupancy - %							65%	89%	96%	96%
Change in Income - %									65%	39%

Program Outcome Achievement 7/1/07 to 12/31/07: Tier II Emergency Shelter

Measure	Semi-Annual Goal 7/1/07-12/31/07	Semi-Annual Actual 7/1/07-12/31/07	Achieved
Households Served - #	63	49	No
Average Length of Stay - (Days)	80	88	Yes
Successful Housing Outcomes - #	28	16	No
Successful Housing Outcomes - %	70%	64%	No
Recidivism - %	8%	0%	Yes
Change in Income from Entry to Exit - % ¹	35%	133%	Yes
Occupancy Tier II Shelter - %	95%	100%	Yes
Basic needs met in a secure, decent environment	Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood	Pass certification	Compliant	Yes
Efficient use of a pool of community resources	CSB costs per household consistent with CSB budget	Non-Compliant	No

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/07-06/30/08	07/01/07 – 12/31/07	
CSB Funds	\$63,720	\$31,860	\$31,860
Other Funds	\$316,369	\$158,185	\$198,302
Total	\$380,089	\$190,045	\$230,162
Cost per household served-CSB	\$664	\$506	\$650
Cost per successful household served-CSB	\$1,249	\$1,138	\$1,991
Percentage of CSB Funds	17%	17%	14%
Percentage of Leveraged Funds	83%	83%	86%

¹ The methodology for this measure changed in FY08. Please see the Appendix at the end of the report for details on how the measure is currently calculated.

D. Recommendations

Program Outcome Measures: Tier II Emergency Shelter

Measure	Quarter 1 7/1/08- 9/30/08	Quarter 2 10/1/08- 12/31/08	Semi-Annual 7/1/08- 12/31/08	Quarter 3 1/1/09- 3/31/09	Quarter 4 4/1/09- 6/30/09	Semi-Annual 1/1/09- 6/30/09	Annual 7/1/08- 6/30/09
Households Served - #	46	46	63	46	46	63	96
Successful Housing Outcomes - #	16	16	28	16	16	28	51
Successful Housing Outcomes - %	70	70	70	70	70	70	70
Avg. Length of Stay - (Days)	80	80	80	80	80	80	80
Recidivism - %			8			8	8
Program Occupancy Rate - %	95	95	95	95	95	95	95
Change in Income - % ¹	35	35	35	35	35	35	35
Basic needs met in a secure, decent environment			Pass certification			Pass certification	Pass certification
Ongoing engagement with the neighborhood			Pass certification			Pass certification	Pass certification
Efficient use of a pool of community resources			CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

¹ The methodology for this measure changed in FY08. Please refer to the Appendix at the end of the report for details on the revision.

Category: Tier I Emergency Shelter (families)
Agency: YWCA
Program: Family Center
Period: 7/1/07-12/31/07
Performance: High

A. Description

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

A variety of on-site supportive services are provided, including childcare, case management, housing and employment resources, and child advocacy. Through a partnership with Columbus Public Schools, families and their children also 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, transitional housing, and permanent supportive housing or a Tier II family shelter (Homeless Families Foundation-Family Shelter or Volunteers of America-Family Shelter).

B. Performance Outcomes

Semi-Annual Trends: Tier I Emergency Shelter

Measure	10/1/98	4/1/99	10/1/99	4/1/00	10/1/00	4/1/01	7/1/02	7/1/03	7/1/04	7/1/05	7/1/06
	3/31/99	09/30/99	3/31/00	9/30/00	3/31/01	9/30/01	12/31/02	12/31/03	12/31/04	12/31/05	12/31/06
Households Sheltered - #	173	258	274	317	279	315	332	460	383	395	371
Successful Housing Outcomes - #	104	164	186	190	169	183	256	263	234	241	214
Successful Housing Outcomes - %	70%	71%	71%	67%	65%	64%	72%	62%	65%	68%	64%
Average Length of Stay - (Days)	25	18	18	16	19	19	24	22	20	22	24
Recidivism - %	2%	10%	0%	8%	7%	1%	1%	13%	0%	3%	5%

Program Outcome Achievement 7/1/07 to 12/31/07: Tier I Emergency Shelter

Measure	Semi-Annual Goal 7/1/07-12/31/07	Semi-Annual Actual 7/1/07-12/31/07	Achieved
Households Served - #	400	407	Yes
Average Length of Stay - (Days)	20	21	Yes
Successful Housing Outcomes - #	245	266	Yes
Successful Housing Outcomes - %	70%	73%	Yes
Recidivism - %	10%	7%	Yes
Access to resources to avoid shelter admission and to stabilize housing	Pass certification	Compliant	Yes
Basic needs met in a secure, decent environment	Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood	Pass certification	Compliant	Yes
Efficient use of a pool of community resources	CSB costs per household consistent with CSB budget	Compliant	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/07-06/30/08	07/01/07 – 12/31/07	
CSB Funds	\$961,637	\$480,819	\$482,964
Other Funds	\$1,155,227	\$577,614	\$581,914
Total	\$2,116,864	\$1,058,432	\$1,064,878
Cost per household served-CSB	\$1,457	\$1,202	\$1,187
Cost per successful household served-CSB	\$2,252	\$1,963	\$1,816
Percentage of CSB Funds	45%	45%	45%
Percentage of Leveraged Funds	55%	55%	55%

D. Recommendations

Program Outcome Measures: Tier I Emergency Shelter

Measure	Quarter 1 7/1/08- 9/30/08	Quarter 2 10/1/08- 12/31/08	Semi-Annual 7/1/08- 12/31/08	Quarter 3 1/1/09- 3/31/09	Quarter 4 4/1/09- 6/30/09	Semi-Annual 1/1/09- 6/30/09	Annual 7/1/08- 6/30/09
Households Served - #	245	245	400	232	232	376	660
Successful Outcomes - #	137	137	245	127	127	228	427
Successful Outcomes - %	70	70	70	70	70	70	70
Successful Housing Outcomes - # ¹	107	107	191	99	99	178	333
Successful Housing Outcomes - % ¹	78	78	78	78	78	78	78
Average Length of Stay - (Days)	20	20	20	20	20	20	20
Average Transition Time - (Days)	7	7	7	7	7	7	7
Recidivism - %			10			10	10
Access to resources to avoid shelter admission and stabilize housing			Pass certification			Pass certification	Pass certification
Basic needs met in a secure, decent environment			Pass certification			Pass certification	Pass certification
Ongoing engagement with the neighborhood			Pass certification			Pass certification	Pass certification
Efficient use of a pool of community resources			CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

¹ Monitored but not evaluated. Methodology for outcome changed in FY2009. The Successful Outcomes indicator replaces the former Successful Housing Outcomes indicator.

Category: Tier I Emergency Shelter (single men)
Agency: Southeast / Friends of the Homeless
Program: Men's Shelter
Period: 7/1/07-12/31/07
Performance: Low

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 15 additional men per night on cots or overflow mats. In FY2008, the program under-performed with respect to the number of men sheltered and their average length of stay in the shelter, contributing to the demand for overflow capacity in the shelter system during peak demand periods. Southeast, Inc., which acquired Friends of the Homeless effective July 1, 2006, is working to correct performance issues.

B. Performance Outcomes

Semi-Annual Trends: Tier I Emergency Shelter

Measure	10/1/98	4/1/99	10/1/99	4/1/00	10/1/00	4/1/01	4/1/02	7/1/03	7/1/04	7/1/05	7/1/06
	3/31/99	09/30/99	3/31/00	9/30/00	3/31/01	9/30/01	9/30/02	12/31/03	12/31/04	12/31/05	12/31/06
Households Sheltered - #	628	551	578	514	581	645	699	650	803	631	472
Successful Housing Outcomes - #	95	72	74	64	98	99	97	101	101	102	97
Successful Housing Outcomes - %	16%	14%	13%	15%	18%	17%	16%	20%	15%	21%	30%
Average Length of Stay - (Days)	36	36	40	46	41	41	33	53	30	41	54
Recidivism - %	18%	12%	16%	13%	17%	8%	5%	7%	9%	14%	8%
Movement - %							6%	14%	22%	N/A	N/A

Program Outcome Achievement 7/1/07 to 12/31/07: Tier I Emergency Shelter

Measure	Semi-Annual Goal 7/1/07-12/31/07	Semi-Annual Actual 7/1/07-12/31/07	Achieved
Households Served - #	670	512	No
Average Length of Stay - (Days)	30	49	No
Successful Housing Outcomes - #	108	64	No
Successful Housing Outcomes - %	20%	18%	Yes
Recidivism - %	10%	16%	No
Access to resources to avoid shelter admission and to stabilize housing	Pass certification	Compliant	Yes
Basic needs met in a secure, decent environment	Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood	Pass certification	Compliant	Yes
Efficient use of a pool of community resources	CSB costs per household consistent with CSB budget	Non-Compliant	No

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/07-06/30/08	07/01/07 – 12/31/07	
CSB Funds	\$489,146	\$244,573	\$244,572
Other Funds	\$482,000	\$241,000	\$207,923
Total	\$971,146	\$485,573	\$452,495
Cost per household served-CSB	\$445	\$365	\$478
Cost per successful household served-CSB	\$2,521	\$2,265	\$3,821
Percentage of CSB Funds	50%	50%	54%
Percentage of Leveraged Funds	50%	50%	46%

D. Recommendations

Program Outcome Measures: Tier I Emergency Shelter

Measure	Quarter 1 7/1/08- 9/30/08	Quarter 2 10/1/08- 12/31/08	Semi-Annual 7/1/08- 12/31/08	Quarter 3 1/1/09- 3/31/09	Quarter 4 4/1/09- 6/30/09	Semi-Annual 1/1/09- 6/30/09	Annual 7/1/08- 6/30/09
Households Served - #	434	434	670	434	434	670	1100
Successful Housing Outcomes - #	61	61	108	61	61	108	194
Successful Housing Outcomes - %	20	20	20	20	20	20	20
Avg. Length of Stay - (Days)	30	30	30	30	30	30	30
Recidivism - %			10			10	10
Access to resources to avoid shelter admission and stabilize housing			Pass certification			Pass certification	Pass certification
Basic needs met in a secure, decent environment			Pass certification			Pass certification	Pass certification
Ongoing engagement with the neighborhood			Pass certification			Pass certification	Pass certification
Efficient use of a pool of community resources			CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

Category: Tier I Emergency Shelter (single men)
Agency: Volunteers of America
Program: Men’s Transitional Residence
Period: 7/1/07-12/31/07
Performance: Medium

A. Description

Volunteers of America (VOA) Men’s Transitional Residence 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 VOA. Each client receives a substance abuse assessment which 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. VOA coordinates services for clients through other providers including Maryhaven, Southeast Mental Health, Netcare, Community Housing Network, Healthcare for the Homeless, Prevent Blindness and services for veterans.

In FY2008 VOA failed to serve the expected number of men, contributing to increased demand for the other shelters in the men’s system.

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	7/1/03	7/1/04	7/1/05	7/1/06
	3/31/98	9/30/98	3/31/99	9/30/99	3/31/00	9/30/00	12/31/03	12/31/04	12/31/05	12/31/06
Households Sheltered - #	739	666	723	745	711	741	220	256	333	467
Successful Housing Outcomes - #	15	15	20	26	23	0	5	26	66	43
Successful Housing Outcomes - %	2%	2%	3%	4%	3%	0%	3%	12%	22%	10%
Average Length of Stay – (Days)	14	14	14	12	13	13	45	20	17	14
Recidivism - %	53%	40%	53%	40%	52%	46%	0%	24%	12%	16%
Movement - %							25%	19%	N/A	N/A

Program Outcome Achievement 7/1/07 to 12/31/07: Tier I Emergency Shelter

Measure	Semi-Annual Goal 7/1/07-12/31/07	Semi-Annual Actual 7/1/07-12/31/07	Achieved
Households Served - #	350	274	No
Average Length of Stay - (Days)	25	24	Yes
Successful Housing Outcomes - #	47	59	Yes
Successful Housing Outcomes - %	15%	25%	Yes
Recidivism - %	10%	19%	No
Access to resources to avoid shelter admission and to stabilize housing	Pass certification	Compliant	Yes
Basic needs met in a secure, decent environment	Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood	Pass certification	Compliant	Yes
Efficient use of a pool of community resources	CSB costs per household consistent with CSB budget	Non-Compliant	No

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/07-06/30/08	07/01/07 – 12/31/07	
CSB Funds	\$65,432	\$32,716	\$32,716
Other Funds	\$217,502	\$108,751	\$126,841
Total	\$282,934	\$141,467	\$159,557
Cost per household served-CSB	\$109	\$93	\$119
Cost per successful household served-CSB	\$779	\$696	\$555
Percentage of CSB Funds	23%	23%	21%
Percentage of Leveraged Funds	77%	77%	79%

D. Recommendations

Program Outcome Measures: Tier I Emergency Shelter

Measure	Quarter 1 7/1/08- 9/30/08	Quarter 2 10/1/08- 12/31/08	Semi-Annual 7/1/08- 12/31/08	Quarter 3 1/1/09- 3/31/09	Quarter 4 4/1/09- 6/30/09	Semi-Annual 1/1/09- 6/30/09	Annual 7/1/08- 6/30/09
Households Served - #	197	197	323	197	197	323	550
Successful Housing Outcomes - #	31	31	57	31	31	57	102
Successful Housing Outcomes - %	20	20	20	20	20	20	20
Avg. Length of Stay - (Days)	25	25	25	25	25	25	25
Recidivism - %			10			10	10
Access to resources to avoid shelter admission and stabilize housing			Pass certification			Pass certification	Pass certification
Basic needs met in a secure, decent environment			Pass certification			Pass certification	Pass certification
Ongoing engagement with the neighborhood			Pass certification			Pass certification	Pass certification
Efficient use of a pool of community resources			CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

Category: Tier I Emergency Shelter (single women)
Agency: Southeast / Friends of the Homeless
Program: Rebecca's Place
Period: 7/1/07-12/31/07
Performance: Medium

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 (with special arrangements made ahead of time by phone). 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.

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	7/1/03	7/1/04	7/1/05	7/1/06
	3/31/99	09/30/99	3/31/00	9/30/00	3/31/01	9/30/01	9/30/02	12/31/03	12/31/04	12/31/05	12/31/06
Households Sheltered - #	189	146	200	219	284	238	256	229	242	311	332
Successful Housing Outcomes - #	21	41	37	54	32	42	40	56	46	83	67
Successful Housing Outcomes - %	12%	30%	21%	29%	13%	19%	15%	31%	24%	33%	24%
Average Length of Stay - (Days)	37	48	38	38	31	37	25	47	36	30	27
Recidivism - %	13%	4%	11%	7%	14%	7%	10%	14%	0%	1%	10%
Movement - %							4%	14%	17%	N/A	N/A

Program Outcome Achievement 7/1/07 to 12/31/07: Tier I Emergency Shelter

Measure	Semi-Annual Goal 7/1/07-12/31/07	Semi-Annual Actual 7/1/07-12/31/07	Achieved
Households Served - #	271	317	Yes
Average Length of Stay - (Days)	28	29	Yes
Successful Housing Outcomes - #	67	57	No
Successful Housing Outcomes - %	30%	21%	No
Recidivism - %	10%	12%	Yes
Access to resources to avoid shelter admission and to stabilize housing	Pass certification	Compliant	Yes
Basic needs met in a secure, decent environment	Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood	Pass certification	Compliant	Yes
Efficient use of a pool of community resources	CSB costs per household consistent with CSB budget	Compliant	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/07-06/30/08	07/01/07 – 12/31/07	
CSB Funds	\$405,320	\$202,660	\$212,970
Other Funds	\$217,000	\$108,500	\$122,399
Total	\$622,320	\$311,160	\$335,369
Cost per household served-CSB	\$901	\$748	\$672
Cost per successful household served-CSB	\$3,350	\$3,025	\$3,736
Percentage of CSB Funds	65%	65%	64%
Percentage of Leveraged Funds	35%	35%	36%

D. Recommendations

Program Outcome Measures: Tier I Emergency Shelter

Measure	Quarter 1 7/1/08- 9/30/08	Quarter 2 10/1/08- 12/31/08	Semi-Annual 7/1/08- 12/31/08	Quarter 3 1/1/09- 3/31/09	Quarter 4 4/1/09- 6/30/09	Semi-Annual 1/1/09- 6/30/09	Annual 7/1/08- 6/30/09
Households Served - #	188	188	299	188	188	299	500
Successful Housing Outcomes - #	35	35	63	35	35	63	113
Successful Housing Outcomes - %	30	30	30	30	30	30	30
Average Length of Stay - (Days)	28	28	28	28	28	28	28
Recidivism - %			10			10	10
Access to resources to avoid shelter admission and stabilize housing			Pass certification			Pass certification	Pass certification
Basic needs met in a secure, decent environment			Pass certification			Pass certification	Pass certification
Ongoing engagement with the neighborhood			Pass certification			Pass certification	Pass certification
Efficient use of a pool of community resources			CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

Inebriate Shelter

Category: Inebriate Shelter
Agency: Maryhaven
Program: Engagement Center
Period: 7/1/07-12/31/07
Performance: Medium

A. Description

The Engagement Center (EC) at Maryhaven provides services that 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. In FY2009 Maryhaven will expand capacity in the overflow season, from October 15 to April 15, by 5 beds for women to be used as 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	7/1/04	7/1/05	7/1/06
	3/31/00	9/30/00	3/31/01	9/30/01	9/30/02	12/31/03	12/31/04	12/31/05	12/31/06
Households Sheltered - #	535	513	520	640	429	987	1,377	1,089	1,044
Successful Housing Outcomes - #	N/A	N/A	58	38	44	36	59	94	228
Successful Housing Outcomes - %	9%	9%	5%	6%	7%	4%	4%	17%	24%
Average Length of Stay – (Days)	10	13	16	14	5	12	11	8	9
Recidivism - %	70%	34%	16%	15%	N/A	N/A	N/A	N/A	24%
Detox Exits - %							9%	8%	6%

Program Outcome Achievement 7/1/07 to 12/31/07: Inebriate Shelter

Measure	Semi-Annual Goal 7/1/07-12/31/07	Semi-Annual Actual 7/1/07-12/31/07	Achieved
Households Served - #	1,028	828	No
Average Length of Stay - (Days)	12	10	Yes
Successful Housing Outcomes - #	154	142	Yes
Successful Housing Outcomes - %	15%	19%	Yes
Recidivism - %	10%	28%	No
Detox Exits - %	10%	8%	Yes
Access to resources to avoid shelter admission and to stabilize housing	Pass certification	Compliant	Yes
Basic needs met in a secure, decent environment	Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood	Pass certification	Compliant	Yes
Efficient use of a pool of community resources	CSB costs per household consistent with CSB budget	Non-Compliant	No

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/07-06/30/08	07/01/07 – 12/31/07	
CSB Funds	\$237,471	\$118,736	\$118,736
Other Funds	\$767,639	\$383,820	\$412,420
Total	\$1,005,110	\$502,555	\$531,156
Cost per household served-CSB	\$140	\$116	\$143
Cost per successful household served-CSB	\$958	\$771	\$836
Percentage of CSB Funds	24%	24%	22%
Percentage of Leveraged Funds	76%	76%	78%

D. Recommendations

Program Outcome Measures: Inebriate Shelter ¹

Measure	Quarter 1 7/1/08- 9/30/08	Quarter 2 10/1/08- 12/31/08	Semi-Annual 7/1/08- 12/31/08	Quarter 3 1/1/09- 3/31/09	Quarter 4 4/1/09- 6/30/09	Semi-Annual 1/1/09- 6/30/09	Annual 7/1/08- 6/30/09
Households Served - #	562	562	910	562	562	910	1500
Successful Housing Outcomes - #	97	97	163	97	97	163	276
Successful Housing Outcomes - %	19	19	19	19	19	19	19
Average Length of Stay - (Days)	10	10	10	10	10	10	10
Recidivism - %			10			10	10
Detox Exits %	10	10	10	10	10	10	10
Access to resources to avoid shelter admission and stabilize housing			Pass certification			Pass certification	Pass certification
Basic needs met in a secure, decent environment			Pass certification			Pass certification	Pass certification
Ongoing engagement with the neighborhood			Pass certification			Pass certification	Pass certification
Efficient use of a pool of community resources			CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

¹ Beginning with FY09 Maryhaven Engagement Center will be adding five (5) units to its overflow capacity for female clients.

Other Single Adult Shelters

Category: Tier I Emergency Shelter
Agency: Lutheran Social Services – Faith Mission
Program: LSS Single Adults
Period: 7/1/07-12/31/07
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 of each shelter 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 assists 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, which is located on the first level of Faith Mission on 6th Street. Vision, medical and dental care is provided across the street from the shelter at the Faith Mission Long Street facility.

Nancy’s Place can shelter up to 42 women. The shelter expands capacity between mid-October and mid-April by eight beds to assist with Winter Overflow. In FY2008, the shelter also served as the central point of access for emergency triage assistance for women awaiting bed placement and provided hotel overflow assistance as needed. Faith Mission on 8th Avenue has a nightly maximum capacity of 95 beds. Faith Mission on 6th Street has capacity for 110 men. In FY2008, Faith Mission on 6th served as the primary provider of emergency winter overflow shelter, serving as the central point of access for emergency triage assistance for men awaiting bed placement. The shelter expanded capacity from mid-October to mid-April to serve an additional 85 men per night on-site and through hotel overflow. Even more overflow capacity was made available through a contract with the YMCA to provide 30 housing stabilization beds for men awaiting Rebuilding Lives permanent supportive housing placement or other permanent housing.

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

B. Performance Outcomes

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

Measure	10/1/98	4/1/99	10/1/99	4/1/00	10/1/00	4/1/01	4/1/02	7/1/03	7/1/04	7/1/05	7/1/06
	3/31/99	9/30/99	3/31/00	9/30/00	3/31/01	9/30/01	9/30/02	12/31/03	12/31/04	12/31/05	12/31/06
Households Sheltered - #	963	951	1,161	1,074	1,162	945	525	1,057	1,062	1,000	1,011
Successful Housing Outcomes - #	51	59	86	85	75	79	35	56	84	117	92
Successful Housing Outcomes - %	6%	6%	8%	8%	7%	10%	7%	6%	9%	14%	12%
Average Length of Stay – (Days)	24	19	17	18	20	25	55	23	19	22	23
Recidivism - %	26%	22%	28%	24%	28%	16%	14%	14%	13%	9%	4%
Movement - %							6%	11%	31%	N/A	N/A

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

Measure	4/1/02	7/1/03	7/1/04	7/1/05	7/1/06
	9/30/02	12/31/03	12/31/04	12/31/05	12/31/06
Households Sheltered - #	765	559	431	473	500
Successful Housing Outcomes - #	34	66	70	54	56
Successful Housing Outcomes - %	6%	13%	20%	14%	14%
Average Length of Stay - (Days)	33	28	40	36	32
Recidivism - %	6%	10%	21%	13%	13%
Movement - %	5%	11%	27%	N/A	N/A

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

Measure	10/1/98	4/1/99	10/1/99	4/1/00	10/1/00	4/1/01	4/1/02	7/1/03	7/1/04	7/1/05	7/1/06
	3/31/99	09/30/99	3/31/00	9/30/00	3/31/01	9/30/01	9/30/02	12/31/03	12/31/04	12/31/05	12/31/06
Households Sheltered - #	393	348	401	394	304	304	390	447	441	394	384
Successful Housing Outcomes - #	44	53	79	89	68	57	53	63	80	66	78
Successful Housing Outcomes - %	12%	16%	21%	24%	19%	26%	13%	16%	20%	19%	23%
Average Length of Stay - (Days)	21	19	17	17	20	24	27	21	18	20	21
Recidivism - %	13%	4%	8%	12%	16%	6%	6%	20%	20%	6%	4%
Movement - %							4%	11%	19%	N/A	N/A

Program Outcome Achievement 7/1/07 to 12/31/07: Tier I Emergency Shelter (Individual)

Individual Programs	Semi-Annual Actual 7/1/07-12/31/07		
	Faith Mission on 6th	Faith Mission on 8th	Faith Mission-Nancy's Place
Households Served - # ¹	1,100	617	419
Average Length of Stay - (Days)	22	28	19
Successful Housing Outcomes - #	123	98	92
Successful Housing Outcomes - %	14%	20%	25%
Recidivism - %	12%	11%	7%

¹ LSS-Faith Mission on 6th provided overflow services for FY08.

Program Outcome Achievement 7/1/07 to 12/31/07: Tier I Emergency Shelter (Combined)

Measure	Semi-Annual Goal 7/1/07-12/31/07	Semi-Annual Actual 7/1/07-12/31/07	Achieved
Households Served - # ¹	1,771	1,956	Yes
Average Length of Stay - (Days)	30	25	Yes
Successful Housing Outcomes - #	272	302	Yes
Successful Housing Outcomes - %	17%	19%	Yes
Recidivism - %	<10%	8%	Yes
Access to resources to avoid shelter admission and stabilize housing	Passed certification	Passed certification	Passed certification
Basic needs met in secure, decent environment	Passed certification	Passed certification	Passed certification
Ongoing engagement with the neighborhood	Passed certification	Passed certification	Passed certification
Efficient use of a pool of community resources	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

C. Efficient Use of Community Resources²

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/07-06/30/08	07/01/07 – 12/31/07	
CSB Funds	\$1,287,481	\$643,741	\$609,355
Other Funds	\$1,108,572	\$554,286	\$812,802
Total	\$2,396,053	\$1,198,027	\$1,422,157
Cost per household served-CSB	\$428	\$363	\$312
Cost per successful household served-CSB	\$2,622	\$2,367	\$2,018
Percentage of CSB Funds	54%	54%	43%
Percentage of Leveraged Funds	46%	46%	57%

¹ LSS-Faith Mission on 6th provided overflow services for FY08.

² Includes overflow costs.

D. Recommendations

Program Outcome Measures: Tier I Emergency Shelter

Measure	Quarter 1 7/1/08- 9/30/08	Quarter 2 10/1/08- 12/31/08	Semi-Annual 7/1/08- 12/31/08	Quarter 3 1/1/09- 3/31/09	Quarter 4 4/1/09- 6/30/09	Semi-Annual 1/1/09- 6/30/09	Annual 7/1/08- 6/30/09
Households Served - # ¹	1175	1175	1911	1175	1175	1911	3250
Successful Housing Outcomes - #	172	172	316	172	172	316	571
Successful Housing Outcomes - %	19	19	19	N/A ²	19	19	19
Average Length of Stay – (Days)	28	28	28	28	28	28	28
Recidivism - %			10			10	10
Access to resources to avoid shelter admission and stabilize housing			Pass certification			Pass certification	Pass certification
Basic needs met in secure, decent environment			Pass certification			Pass certification	Pass certification
Ongoing engagement with the neighborhood			Pass certification			Pass certification	Pass certification
Efficient use of a pool of community resources			CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

¹ Households Served (#) includes overflow projections.

² Negotiated for FY2009 to account for high volume of admits during overflow

Resource Specialists

Category: Family Resource Specialists
Agency: Homeless Families Foundation
Program: HFF Family Shelter
Period: 7/1/07-12/31/07
Performance: High

A. Description

Resource Specialists at the Homeless Families Foundation Family Shelter assist families with obtaining permanent housing and other needed supports. Services begin at admission with a comprehensive assessment and the development of individual service plans. Assistance is provided with housing planning and placement, securing benefits and employment, accessing mental health, substance abuse treatment, family support services, and other services necessary to successfully obtain and maintain permanent housing. Resource Specialists also link families with CSB Transition Program funds and other financial and material assistance once housing is identified.

B. Performance Outcomes

Semi-Annual Trends

Measure	7/1/05	7/1/06
	12/31/05	12/31/06
Households Sheltered - #	89	110
Sheltered Households Served -%	100%	99%
Successful Housing Outcomes - #	37	46
Successful Housing Outcomes - %	67%	72%
Successful Income Outcomes - #	10	N/A
Successful Income Outcomes - %	40%	N/A

Program Outcome Achievement 7/1/07 to 12/31/07: Family Resource Specialist

Measure	Semi-Annual Goal 7/1/07-12/31/07	Semi-Annual Actual 7/1/07-12/31/07	Achieved
Households Served - #	92	147	Yes
Sheltered Households Served - % ¹	N/A	100%	N/A
New Households Served - #	69	103	Yes
Successful Housing Outcomes - #	48	74	Yes
Successful Housing Outcomes - %	70%	78%	Yes
Recidivism - %	8%	0%	Yes
Access to CSB Direct Client Assistance - %	40%	35%	Yes
Basic needs met in a non-congregate environment	Pass certification	Compliant	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/07-06/30/08	07/01/07 – 12/31/07	
CSB Funds	\$93,870	\$46,935	\$48,009
Other Funds	\$0	\$0	\$1,554
Total	\$93,870	\$46,935	\$49,563
Cost per household served-CSB (monthly)	\$43	\$85	\$54
Cost per successful housing outcome - CSB (monthly)	\$81	\$163	\$108
Percentage of CSB Funds	100%	100%	97%
Percentage of Leveraged Funds	0%	0%	3%

¹ Measure is monitored but not evaluated during this report period.

D. Recommendations

Program Outcome Measures: Family Resource Specialist

Measure	Quarter 1 7/1/08- 9/30/08	Quarter 2 10/1/08- 12/31/08	Semi-Annual 7/1/08- 12/31/08	Quarter 3 1/1/09- 3/31/09	Quarter 4 4/1/09- 6/30/09	Semi-Annual 1/1/09- 6/30/09	Annual 7/1/08- 6/30/09
Sheltered Households Served - %	100	100	100	100	100	100	100
Total Households Served - #	88	88	121	88	88	121	184
New Households Served - #	44	44	77	44	44	77	140
Successful Housing Outcomes - #	31	31	54	31	31	54	98
Successful Housing Outcomes - %	70	70	70	70	70	70	70
Recidivism - %			5			5	5
Access to CSB Direct Client Assistance - %	40	40	40	40	40	40	40
Basic needs met in a non-congregate environment			Pass certification			Pass certification	Pass certification

Category: Adult Resource Specialists
Agency: Lutheran Social Services-Faith Mission
Program: LSS Resource Specialists
Period: 7/1/07-12/31/07
Performance: High

A. Description

Resource Specialists at Faith Mission shelters provide clients with both individualized housing planning and placement assistance and assist clients with accessing shelter Resource Centers. Resource Specialists meet with clients individually to perform housing searches using the Resource Center and other resources including newspapers, government listings, etc. In addition, Resource Specialists initiate outreach efforts with landlords in the community to establish referral and housing placement relationships. Individualized assistance with job readiness, resume development, and employment referrals are also provided. Once housing is identified, Resource Specialists link clients with CSB Transition Program funds and other financial and material assistance options.

B. Performance Outcomes

Semi-Annual Trends

Measure	7/1/05	7/1/06
	12/31/05	12/31/06
Households Sheltered-#	937	923
Sheltered Households Served - %	50%	49%
Successful Housing Outcomes - #	201	173
Successful Housing Outcomes - %	23%	22%
Successful Income Outcomes - #	133	N/A
Successful Income Outcomes - %	21%	N/A

Program Outcome Achievement 7/1/07 to 12/31/07: Adult Resource Specialists

Measure	Semi-Annual Goal 7/1/07-12/31/07	Semi-Annual Actual 7/1/07-12/31/07	Achieved
Households Served - #	577	611	Yes
Sheltered Households Served - % ¹	N/A	29%	N/A
New Households Served - #	478	494	Yes
Recidivism - %	5%	9%	Yes
Successful Housing Outcomes - #	215	303	Yes
Successful Housing Outcomes - %	45%	53%	Yes
Access to CSB Direct Client Assistance - %	15%	11%	Yes
Basic needs met in a non-congregate environment	Pass certification	Compliant	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/07-06/30/08	07/01/07 – 12/31/07	
CSB Funds	\$180,000	\$90,000	\$102,843
Other Funds	\$47,340	\$23,670	\$6,817
Total	\$227,340	\$113,670	\$109,660
Cost per household served-CSB (monthly)	\$14	\$26	\$28
Cost per successful housing outcome - CSB (monthly)	\$35	\$70	\$57
Percentage of CSB Funds	79%	79%	94%
Percentage of Leveraged Funds	21%	21%	6%

¹ Measure is monitored but not evaluated for this report period.

D. Recommendations

Program Outcome Measures: Adult Resource Specialists

Measure	Quarter 1 7/1/08- 9/30/08	Quarter 2 10/1/08- 12/31/08	Semi-Annual 7/1/08- 12/31/08	Quarter 3 1/1/09- 3/31/09	Quarter 4 4/1/09- 6/30/09	Semi-Annual 1/1/09- 6/30/09	Annual 7/1/08- 6/30/09
Sheltered Households Served - %	35	35	35	35	35	35	35
Total Households Served - #	411	411	669	411	411	669	1138
New Households Served - #	263	263	526	263	263	526	1052
Successful Housing Outcomes - #	118	188	237	118	118	237	473
Successful Housing Outcomes - %	45	45	45	45	45	45	45
Recidivism - %			5			5	5
Access to CSB Direct Client Assistance - %	15	15	15	15	15	15	15
Basic needs met in a non-congregate environment			Pass certification			Pass certification	Pass certification

Category: Adult Resource Specialists
Agency: Southeast / Friends of the Homeless
Program: FOH Resource Specialists
Period: 7/1/07-12/31/07
Performance: Low

A. Description

The Resource Specialist and the Resource Center services at Friends of the Homeless provide housing planning and placement and related services. These services include: housing referral and linkage; application for rental assistance; resume development; employment referral and linkage; development of appropriate job related behaviors, referral and linkage to community vocational and educational resources; assistance with applications for public benefits; computer support for housing and employment search via Internet access; life skills groups; and beginning computer skills. Shelter Resource Centers provide resource materials including pamphlets from social service and other community agencies, community announcements, housing and employment lists, and access to transportation. Once housing is identified, Resource Specialists link clients with CSB Transition Program funds and other financial and material assistance options.

B. Performance Outcomes

Semi-Annual Trends

Measure	7/1/05	7/1/06
	12/31/05	12/31/06
Households Sheltered - #	524	481
Sheltered Households Served - %	56%	60%
Successful Housing Outcomes - #	156	142
Successful Housing Outcomes - %	39%	40%
Successful Income Outcomes - #	42	N/A
Successful Income Outcomes - %	18%	N/A

Program Outcome Achievement 7/1/07 to 12/31/07: Adult Resource Specialist

Measure	Semi-Annual Goal 7/1/07-12/31/07	Semi-Annual Actual 7/1/07-12/31/07	Achieved
Households Served - #	378	313	No
Sheltered Households Served - % ¹	N/A	47%	N/A
New Households Served - #	316	227	No
Recidivism - %	5%	13%	No
Successful Housing Outcomes - #	142	81	No
Successful Housing Outcomes - %	45%	31%	No
Access to CSB Direct Client Assistance - %	22%	21%	Yes
Basic needs met in a non-congregate environment	Pass certification	Compliant	Yes

¹ Measure is monitored but not evaluated for this report period.

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/07-06/30/08	07/01/07 – 12/31/07	
CSB Funds	\$140,805	\$70,403	\$74,778
Other Funds	\$0	\$0	\$0
Total	\$140,805	\$70,403	\$74,778
Cost per household served-CSB (monthly)	\$17	\$31	\$40
Cost per successful housing outcome - CSB (monthly)	\$41	\$83	\$154
Percentage of CSB Funds	100%	100%	100%
Percentage of Leveraged Funds	0%	0%	0%

D. Recommendations

Program Outcome Measures: Adult Resource Specialist

Measure	Quarter 1 7/1/08-9/30/08	Quarter 2 10/1/08-12/31/08	Semi-Annual 7/1/08-12/31/08	Quarter 3 1/1/09-3/31/09	Quarter 4 4/1/09-6/30/09	Semi-Annual 1/1/09-6/30/09	Annual 7/1/08-6/30/09
Sheltered Households Served - %	40	40	40	40	40	40	40
Total Households Served - #	213	213	356	213	213	356	640
New Households Served - #	142	142	285	142	142	285	569
Successful Housing Outcomes - #	64	64	128	64	64	128	256
Successful Housing Outcomes - %	45	45	45	45	45	45	45
Recidivism - %			5			5	5
Access to CSB Direct Client Assistance - %	22	22	22	22	22	22	22
Basic needs met in a non-congregate environment			Pass certification			Pass certification	Pass certification

Category: Family Resource Specialist
Agency: YWCA
Program: YWCA Family Center
Period: 7/1/07-12/31/07
Performance: Medium

A. Description

The YWCA provides Resource Specialist assistance to families through a Housing Resource Specialist (HRS) and an Employment Resource Specialist (ERS). The HRS works with families who are identified as needing subsidized housing or are otherwise eligible for the Family Housing Collaborative. The HRS links families to subsidized housing through partnerships with the Columbus Metropolitan Housing Authority and Community Properties of Ohio and also serves as the primary referral link between the Family Center and the Family Housing Collaborative. To secure housing, the HRS assists families with identifying appropriate housing, obtaining necessary documentation, attending appointments, and completing housing applications. The ERS works with families who are looking for employment or otherwise seeking to increase their employment income. Assistance is provided with job search, resume development, placement and related support.

The YWCA is in the process of examining Resource Specialist functions in the context of overall improvements being made to client case management and housing placement processes.

B. Performance Outcomes

Semi-Annual Trends

Measure	7/1/05	7/1/06
	12/31/05	12/31/06
Households Sheltered - #	199	163
Sheltered Households Served - %	50%	44%
Successful Housing Outcomes - #	151	122
Successful Housing Outcomes - %	93%	82%
Successful Income Outcomes - #	40	N/A
Successful Income Outcomes - %	73%	N/A

Program Outcome Achievement 7/1/07 to 12/31/07: Family Resource Specialist

Measure	Semi-Annual Goal 7/1/07-12/31/07	Semi-Annual Actual 7/1/07-12/31/07	Achieved
Households Served - #	200	175	No
Sheltered Households Served - % ¹	N/A	43%	N/A
Successful Housing Outcomes - #	98	148	Yes
Successful Housing Outcomes - %	70%	91%	Yes
Access to CSB Direct Client Assistance - %	15%	4%	No
Basic needs met in a non-congregate environment	Pass certification	Compliant	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/07-06/30/08	07/01/07 - 12/31/07	
CSB Funds	\$105,000	\$52,500	\$62,652
Other Funds	\$16,632	\$8,316	\$9,979
Total	\$121,632	\$60,816	\$72,631
Cost per household served-CSB (monthly)	\$27	\$44	\$60
Cost per successful housing outcome -CSB (monthly)	\$45	\$89	\$71
Percentage of CSB Funds	86%	86%	86%
Percentage of Leveraged Funds	14%	14%	14%

¹ Measure is monitored but not evaluated on this report period.

D. Recommendations

Program Outcome Measures: Family Resource Specialist

Measure	Quarter 1 7/1/08- 9/30/08	Quarter 2 10/1/08- 12/31/08	Semi-Annual 7/1/08- 12/31/08	Quarter 3 1/1/09- 3/31/09	Quarter 4 4/1/09- 6/30/09	Semi-Annual 1/1/09- 6/30/09	Annual 7/1/08- 6/30/09
Sheltered Households Served - %	50	50	50	50	50	50	50
Total Households Served - #	122	123	200	116	116	188	330
New Households Served - #	76	76	153	76	76	153	305
Successful Housing Outcomes - #	53	53	107	53	53	107	214
Successful Housing Outcomes - %	70	70	70	70	70	70	70
Recidivism - %			5			5	5
Access to CSB Direct Client Assistance - %	15	15	15	15	15	15	15
Basic needs met in a non-congregate environment			Pass certification			Pass certification	Pass certification

Outreach

Category: Outreach
Agency: **Maryhaven**
Program: Outreach
Period: 7/1/07-12/31/07
Performance: **Medium**

A. Description

Maryhaven’s Outreach Program, initiated in 2003, is designed to engage homeless persons living outdoors and assist them in moving to appropriate housing as quickly as possible. Services include outreach at sites where homeless persons congregate, pro-active engagement, referral to needed community services, linkage to shelter and housing, coordination of services with shelters and housing providers, and participation in community planning for shelter and housing access. Once housing is identified, the Outreach Specialist links clients with CSB Transition Program funds and other financial and material assistance options. Maryhaven’s Outreach program is a key partner in CSB’s Critical Access to Housing project, which was launched in mid-2006.

B. Performance Outcomes

Semi-Annual Trends

Measure	7/1/03	7/1/04	7/1/05	7/1/06
	12/31/03	12/31/04	12/31/05	12/31/06
Households Served - #	50	63	100	126
Successful Shelter Outcomes - #	12	N/A	N/A	N/A ¹
Successful Shelter Outcomes - %	27%	N/A	N/A	N/A ¹
Successful Housing Outcomes - #	23	54	99	N/A ¹
Successful Housing Outcomes - %	51%	89%	99%	N/A ¹
Recidivism - %	11%	26%	16%	N/A ¹
Access to DCA - %	N/A	N/A	54%	16%

¹ CSB was unable to evaluate the program during FY07 due to agency disclosure on substantial exit data entry errors.

Program Outcome Achievement 7/1/07 to 12/31/07: Outreach

Measure	Semi-Annual Goal 7/1/07-12/31/07	Semi-Annual Actual 7/1/07-12/31/07	Achieved
Total Households Served - #	102	104	Yes
Carryover Households Served - # ¹	12	19	N/A
New Households Served - #	90	85	Yes
Exited Households Served - # ¹	90	101	N/A
Successful Outcomes (Shelter and Housing) - #	54	68	Yes
Successful Outcomes (Shelter and Housing) - %	60%	67%	Yes
Successful Housing Outcomes - # ²	41	19	No
Successful Housing Outcomes - % ²	75%	28%	No
Access to CSB Direct Client Assistance - %	25%	10%	No
Recidivism - %	10%	14%	Yes
Basic needs met in a non-congregate environment	Pass certification	Compliant	Yes
Efficient use of a pool of community resources	CSB costs per household consistent with CSB budget	Compliant	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/07-06/30/08	07/01/07 – 12/31/07	
CSB Funds	\$46,485	\$23,243	\$24,487
Other Funds	\$0	\$0	\$656
Total	\$46,485	\$23,243	\$25,143
Cost per household served-CSB	\$242	\$228	\$235
Cost per successful outcome -CSB	\$430	\$430	\$360
Cost per successful housing outcome - CSB	\$574	\$567	\$1,289
Percentage of CSB Funds	100%	100%	97%
Percentage of Leveraged Funds	0%	0%	3%

¹ Measure is monitored but not evaluated during this report period.

² Measure considers only housing outcomes (permanent and transitional) as % of all successful outcomes.

D. Recommendations

Program Outcome Measures: Outreach

Measure	Quarter 1 7/1/08- 9/30/08	Quarter 2 10/1/08- 12/31/08	Semi-Annual 7/1/08- 12/31/08	Quarter 3 1/1/09- 3/31/09	Quarter 4 4/1/09- 6/30/09	Semi-Annual 1/1/09- 6/30/09	Annual 7/1/08- 6/30/09
Carryover Households Served - # ¹	12	12	12	12	12	12	12
New Households Served - #	40	40	80	40	40	80	160
Exited Households Served - # ¹	40	40	80	40	40	80	160
Total Households Served - #	52	52	92	52	52	92	172
Successful Outcomes (shelter and housing) - #	28	28	56	28	28	56	112
Successful Outcomes (shelter and housing) - %	70	70	70	70	70	70	70
Successful Housing Outcomes - #	21	21	42	21	21	42	84
Successful Housing Outcomes - %	75	75	75	75	75	75	75
Recidivism - %			10			10	10
Access to CSB Direct Client Assistance - %	25	25	25	25	25	25	25
Basic needs met in a non-congregate environment			Pass certification			Pass certification	Pass certification
Efficient use of a pool of community resources			CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

¹ Monitored but not evaluated.

Category: Outreach
Agency: Southeast, Inc.
Program: Outreach
Period: 7/1/07-12/31/07
Performance: Medium

A. Description

Southeast’s Outreach Program was initially funded by CSB in FY2007 as part of the Critical Access to Housing initiative. Program services started in January 2007 with Southeast’s hiring of a new Housing Outreach Case Manager. CSB funding was awarded to Southeast to enhance existing Southeast homeless outreach programming and existing CSB-funded outreach services provided by Maryhaven.

The program intent is to engage homeless persons living outdoors and assist them in moving to appropriate housing as quickly as possible. Services include outreach at sites where homeless persons congregate, pro-active engagement, referral to needed community services, linkage to shelter and housing, coordination of services with shelters and housing providers, and participation in community planning for shelter and housing access. Once housing is identified, the Housing Outreach Case Manager links clients with CSB Transition Program funds and other financial and material assistance options.

Program Outcome Achievement 7/1/07 to 12/31/07: Outreach

Measure	Semi-Annual Goal 7/1/07-12/31/07	Semi-Annual Actual 7/1/07-12/31/07	Achieved
Total Households Served - #	136	77	No
Carryover Households Served - # ¹	12	9	N/A
New Households Served - #	75	68	Yes
Exited Households Served - # ¹	75	35	N/A
Successful Outcomes (Shelter and Housing) - #	45	25	No
Successful Outcomes (Shelter and Housing) - %	60%	71%	Yes
Successful Housing Outcomes - # ²	34	23	No
Successful Housing Outcomes - % ²	75%	92%	Yes
Access to CSB Direct Client Assistance - %	25%	17%	No
Recidivism - %	10%	0%	Yes
Basic needs met in a non-congregate environment	Pass certification	Compliant	Yes
Efficient use of a pool of community resources	CSB costs per household consistent with CSB budget	Non-Compliant	No

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/07-06/30/08	07/01/07 – 12/31/07	
CSB Funds	\$53,672	\$26,836	\$17,712
Other Funds	\$0	\$0	\$0
Total	\$53,672	\$26,836	\$17,712
Cost per household served-CSB	\$331	\$197	\$230
Cost per successful outcome -CSB	\$596	\$596	\$708
Cost per successful housing outcome -CSB	\$789	\$789	\$770
Percentage of CSB Funds	100%	100%	100%
Percentage of Leveraged Funds	0%	0%	0%

¹ Measure is monitored but not evaluated during this report period.

² Measure considers only housing outcomes (permanent and transitional) as % of all successful outcomes.

D. Recommendations

Program Outcome Measures: Outreach

Measure	Quarter 1 7/1/08- 9/30/08	Quarter 2 10/1/08- 12/31/08	Semi-Annual 7/1/08- 12/31/08	Quarter 3 1/1/09- 3/31/09	Quarter 4 4/1/09- 6/30/09	Semi-Annual 1/1/09- 6/30/09	Annual 7/1/08- 6/30/09
Carryover Households Served - # ¹	12	12	12	12	12	12	12
New Households Served - #	40	40	80	40	40	80	160
Exited Households Served - # ¹	40	40	80	40	40	80	160
Total Households Served - #	52	52	92	52	52	92	172
Successful Outcomes (shelter and housing) - #	28	28	56	28	28	56	112
Successful Outcomes (shelter and housing) - %	70	70	70	70	70	70	70
Successful Housing Outcomes - #	21	21	42	21	21	42	84
Successful Housing Outcomes - %	75	75	75	75	75	75	75
Recidivism - %			10			10	10
Access to CSB Direct Client Assistance - %	25	25	25	25	25	25	25
Basic needs met in a non-congregate environment			Pass certification			Pass certification	Pass certification
Efficient use of a pool of community resources			CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

¹ Monitored but not evaluated

Transition

Category: Transition Program
Agency: Community Shelter Board
Program: Transition Program
Period: 7/1/07-12/31/07
Performance: Medium

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, MAP Furniture Bank delivery fee, 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 FY2008, agencies utilizing the Transition Program included Capital Crossroads, CHOICES, Community Housing Network, Discovery Special Improvement District, Friends of the Homeless, Homeless Families Foundation, LSS-Faith Mission/Faith Housing, Maryhaven, the Open Shelter, Southeast, Inc., Volunteers of America, the YMCA, and the YWCA.

B. Performance Outcomes

Semi-Annual Trends

Measure	7/1/03	7/1/04	7/1/05	7/1/06
	12/31/03	12/31/04	12/31/05	12/31/06
Households Served	215	318	361	438
Successful Housing Outcomes - #	210	318	361	438
Successful Housing Outcomes - %	98%	100%	100%	100%
Recidivism - %	2%	8%	6%	2%
Avg. Amount of CSB-funded DCA	\$451	\$461	\$518	\$439

Program Outcome Achievement 7/1/07 to 12/31/07: Transition Program

Measure	Semi-Annual Goal 7/1/07-12/31/07	Semi-Annual Actual 7/1/07-12/31/07	Achieved
Households Served - #	429	312	No
Successful Housing Outcomes - #	420	312	No
Successful Housing Outcomes - %	98%	100%	Yes
Average CSB DCA per Household - \$	\$544 ¹	\$630 ²	No
Access to CSB Direct Client Assistance - %	95%	100%	Yes
Recidivism - %	5%	6%	Yes
Basic needs met in a non-congregate environment	Pass certification	Compliant	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/07-06/30/08	07/01/07 – 12/31/07	
CSB Funds	\$424,000	\$233,376	\$196,622
Other Funds	\$0	\$0	\$0
Total	\$424,000	\$233,376	\$196,622
Cost per household served-CSB ¹	\$544	\$544	\$630
Cost per successful household served -CSB	\$555	\$555	\$630
Percentage of CSB Funds	100%	100%	100%
Percentage of Leveraged Funds	0%	0%	0%

¹ Projected average CSB DCA per household amount includes \$34,000 that was allocated for CAH clients after the CSB Transition program planning process had been completed.

² Average CSB DCA amount per household was inaccurately reported in the FY08 S-1 SPIR as \$609. This amount has since been reconciled with CSB financial information.

D. Recommendations

Program Outcome Measures: CSB Transition Program

Measure	Quarter 1 7/1/08- 9/30/08	Quarter 2 10/1/08- 12/31/08	Semi-Annual 7/1/08- 12/31/08	Quarter 3 1/1/09- 3/31/09	Quarter 4 4/1/09- 6/30/09	Semi-Annual 1/1/09- 6/30/09	Annual 7/1/08- 6/30/09
Households Served - #	207	207	414	156	157	313	727
Successful Housing Outcomes - #	203	203	406	153	154	307	712
Successful Housing Outcomes - %	98	98	98	98	98	98	98
Recidivism - %			5			5	5
Access to CSB Direct Client Assistance - %	95	95	95	95	95	95	95
Average CSB DCA per Household - \$	635	635	635	635	635	635	635
Basic needs met in a non-congregate environment			Pass certification			Pass certification	Pass certification

Direct Housing

Category: Direct Housing
Agency: Salvation Army
Program: Family Housing Collaborative – Direct Housing Short Term
Period: 7/1/07-12/31/07
Performance: High

A. Description

The Family Housing Collaborative (FHC) assists families staying at the 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. FHC 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, FHC 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 90 days after housing placement and may be extended to 180 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	7/1/04	7/1/05	7/1/06
	12/31/99	6/30/00	12/31/00	6/30/01	12/31/01	12/31/02	12/31/03	12/31/04	12/31/05	12/31/06
Households Served - #	20	35	22	28	23	38	43	135	162	125
Successful Outcomes - %	100%	100%	100%	90%	100%	94%	88%	77%	96%	97%
Average Length of Stay - (Days)	N/A	N/A	N/A	N/A	N/A	N/A	18	20	13	15
CSB DCA Per Household - \$	N/A	N/A	\$1,560	N/A	N/A	N/A	\$923	\$676	\$819	\$674
Recidivism - %	N/A	N/A	0%	0%	N/A	0%	0%	11%	4%	11%

Program Outcome Achievement 7/1/07 to 12/31/07: Family Housing Collaborative

Measure	Semi-Annual Goal 7/1/07-12/31/07	Semi-Annual Actual 7/1/07-12/31/07	Achieved
Carryover Households Served - # ¹	45	56	N/A
Households Served - #	143	172	Yes
New Households Served - #	98	116	Yes
Exited Households Served - # ¹	49	105	N/A
Avg. Length of Stay - (Days) ²	20	12	Yes
Avg. Length of Participation - (Days)	110	101	Yes
Successful Housing Outcomes - #	88	104	Yes
Successful Housing Outcomes - %	90%	99%	Yes
Recidivism - %	5%	0%	Yes
Access to CSB Direct Client Assistance - %	90%	99%	Yes
Average CSB DCA Amount Per Household - \$	\$900	\$1,063 ³	No
Basic needs met in a non-congregate environment	Pass certification	Compliant	Yes
Efficient use of a pool of community resources	CSB costs per household consistent with CSB budget	Compliant	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/07-06/30/08	07/01/07 – 12/31/07	
CSB Funds	\$158,884	\$79,442	\$76,544
Other Funds	\$172,278	\$86,139	\$71,906
Total	\$331,162	\$165,581	\$148,450
Cost per household served-CSB	\$662	\$556	\$445
Cost per successful household served -CSB	\$903	\$903	\$736
Percentage of CSB Funds	48%	48%	52%
Percentage of Leveraged Funds	52%	52%	48%

¹ Measure is monitored but not evaluated for the report period.

² Ten households had to be excluded from the average length of stay calculation due to YWCA Family Center exit dates that occurred prior to the corresponding FHC entry dates.

³ Average CSB DCA amount per household was inaccurately reported in the FY08 S-1 SPIR as \$1,058. This amount has since been reconciled with CSB financial information.

D. Recommendations

Program Outcome Measures: Family Housing Collaborative

Measure	Quarter 1 7/1/08- 9/30/08	Quarter 2 10/1/08- 12/31/08	Semi-Annual 7/1/08- 12/31/08	Quarter 3 1/1/09- 3/31/09	Quarter 4 4/1/09- 6/30/09	Semi-Annual 1/1/09- 6/30/09	Annual 7/1/08- 6/30/09
Carryover Households Served - # ¹	45	45	45	45	45	45	45
New Households Served - #	58	58	116	49	49	98	214
Exited Households Served - # ¹	58	58	116	49	49	98	214
Total Households Served - #	103	103	161	94	94	143	259
Successful Housing Outcomes - #	52	52	104	44	44	88	193
Successful Housing Outcomes - %	90	90	90	90	90	90	90
Average Length of Stay – (Days)	15	15	15	15	15	15	15
Average Length of Participation – (Days)	100	100	100	100	100	100	100
Recidivism - %			5			5	5
Access to Direct Client Assistance - %	90	90	90	90	90	90	90
Average DCA per Household - \$	1000	1000	1000	1000	1000	1000	1000
Basic needs met in a non-congregate environment			Pass certification			Pass certification	Pass certification
Efficient use of a pool of community resources			CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

¹ Monitored but not evaluated.

Category: Direct Housing
Agency: Homeless Families Foundation
Program: Family Housing Collaborative – Direct Housing Long Term
Period: 7/1/07-12/31/07
Performance: Not Rated¹

A. Description

The Family Housing Collaborative (FHC) assists families staying at the 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. FHC 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, FHC case managers assist families with finding suitable and affordable housing and linking families to CSB administered direct client assistance (DCA). Long-term FHC families receive assistance with move-in expenses, a rent subsidy and other miscellaneous expenses essential to housing stability. 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. HFF's Family Housing Collaborative program provides services for 12-18 months after housing placement.

The purpose of this pilot project is to address the needs of families who necessitate increased transitional support, compared to the FHC Short-Term program. The Community Shelter Board is evaluating this pilot to assess to what degree the program is helping families in need and at what cost. The evaluation will also compare the performance of this pilot with the other programs that are serving families like the FHC short-term Direct Housing program, Tier II Emergency Shelters and the PSH Commons at Chantry program. Based on the findings, the Community Shelter Board will decide if this pilot will become a long-term program, what changes need to be made if any or if the pilot is viable for the future.

¹ Program too new to be evaluated.

B. Performance Outcomes

Program Outcome Achievement 7/1/07 to 12/31/07: Family Housing Collaborative

Measure	Semi-Annual Goal 7/1/07-12/31/07	Semi-Annual Actual 7/1/07-12/31/07	Achieved
Carryover Households Served - # ¹	0	0	N/A
Total Households Served - #	22	22	Yes
New Households Served - #	22	22	Yes
Average Length of Stay - (Days) ²	15	19 ³	No
Average Length of Participation - (Days) ⁴	130	N/A	N/A
Exited Households Served - # ²	1	0	N/A
Successful Housing Outcomes - #	20	22	Yes
Successful Housing Outcomes - %	90%	100%	Yes
Recidivism - % ⁴	5%	0%	N/A
Access to CSB Direct Client Assistance - % ⁴	90%	N/A	N/A
Average CSB DCA Amount Per Household - \$	\$5,800	\$3,200 ⁵	N/A
Change in Income from Entry to Exit - % ⁴	30%	N/A	N/A
Basic needs met in a non-congregate environment	Pass certification	Compliant	Yes
Efficient use of a pool of community resources	CSB costs per household consistent with CSB budget	Non-Compliant	N/A

¹ Measure is monitored but not evaluated for this report period.

² Seven households had to be excluded from the average length of stay calculation due to YWCA Family Center exit dates that occurred prior to the corresponding FHC entry dates.

³ Fifteen out of 22 households were admitted to the FHC-long-term program through a Tier II shelter. Only seven of these 15 entered the FHC long-term program at its inception. For the remaining eight, the average length of their Tier II shelter stay was 90 days.

⁴ Only exited households are considered in the Average Length of Participation, Access Rate to CSB Direct Client Assistance, Recidivism and Change in Income from Entry to Exit measures. Since there were no exits from this program during the report period, these measures cannot be calculated.

⁵ Notably less usage versus budget as a result of new program start-up and less per household usage.

C. Efficient Use of Community Resources ¹

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/07-06/30/08	07/01/07 – 12/31/07	
CSB Funds	\$90,000	\$45,000	\$51,553
Other Funds	\$48,645	\$24,323	\$3,069
Total	\$138,645	\$69,323	\$54,622
Cost per household served-CSB	\$3,000	\$2,045	\$2,343
Cost per successful household served – CSB	\$3,333	\$2,250	\$2,343
Percentage of CSB Funds	65%	65%	94%
Percentage of Leveraged Funds	35%	35%	6%

¹ Notably less usage versus budget as a result of new program start-up and less per household usage.

D. Recommendations

Program Outcome Measures: Family Housing Collaborative

Measure	Quarter 1 7/1/08- 9/30/08	Quarter 2 10/1/08- 12/31/08	Semi- Annual 7/1/08- 12/31/08	Quarter 3 1/1/09- 3/31/09	Quarter 4 4/1/09- 6/30/09	Semi- Annual 1/1/09- 6/30/09	Annual 7/1/08- 6/30/09
Carryover Households Served - # ¹	25	22	25	15	10	15	25
New Households Served - # ²	5	-	5	-	-	-	5
Exited Households Served - # ¹	8	7	15	5	5	10	25
Total Households Served - #	30	22	30	15	10	15	30
Successful Housing Outcomes - #	27	20	27	14	9	14	27
Successful Housing Outcomes - %	90	90	90	90	90	90	90
Average Length of Stay – (Days)	20	20	20	20	20	20	20
Average Length of Participation - (Days)	300	300	300	300	300	300	300
Recidivism - %			5			5	5
Access to Direct Client Assistance - %	90	90	90	90	90	90	90
Average DCA per Household - \$	5800	5800	5800	5800	5800	5800	5800
Change in Income from Entry to Exit - %	30	30	30	30	30	30	30
Basic needs met in a non-congregate environment			Pass certification			Pass certification	Pass certification
Efficient use of a pool of community resources			CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

¹ Monitored but not evaluated.

² To be reconsidered based on CSB evaluation findings.

Permanent Supportive Housing

Category: Permanent Supportive Housing
Agency: **Community Housing Network**
Program: **Briggsdale**
Period: 7/1/07-12/31/07
Performance: **High**

A. Description

CHN's Briggsdale Apartments, a newly constructed 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, which is built on the Stages of Change model, has 24-hour staffing and on-site 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. On-site 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
	12/31/06
Clients Served - #	28
Housing Stability - (Months)	7
Housing Retention - %	100%
Program Occupancy - %	95%

Program Outcome Achievement 7/1/07 to 12/31/07: Permanent Supportive Housing

Measure	Semi-Annual Goal 7/1/07-12/31/07	Semi-Annual Actual 7/1/07-12/31/07	Achieved
Clients Served - #	27	25	Yes
Housing Stability – (Months)	12	16	Yes
Turnover Rate - % ¹	10%	0%	N/A
Successful Permanent Housing Outcomes (of total served) - #	24	25	Yes
Successful Permanent Housing Outcomes (of total served) - %	90%	100%	Yes
Housing Retention - %	90%	100%	Yes
Program Occupancy Rate - %	95%	100%	Yes
Basic needs met in a non-congregate environment	Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood	Pass certification	Compliant	Yes
Efficient use of a pool of community resources ²	CSB costs per household consistent with CSB budget	N/A	N/A

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/07-06/30/08	07/01/07 – 12/31/07	
CSB Funds	\$0	\$0	\$0
Other Funds	\$565,151	\$282,576	\$308,243
Total	\$565,151	\$282,576	\$308,243
Cost per unit/month-CSB	\$0	\$0	\$0
Percentage of CSB Funds	0%	0%	0%
Percentage of Leveraged Funds	100%	100%	100%

¹ Turnover is monitored but not evaluated.

² Measure does not apply to CHN Briggsdale because it is not currently a CSB-funded program.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure	Quarter 1 7/1/08- 9/30/08	Quarter 2 10/1/08- 12/31/08	Semi-Annual 7/1/08- 12/31/08	Quarter 3 1/1/09- 3/31/09	Quarter 4 4/1/09- 6/30/09	Semi-Annual 1/1/09- 6/30/09	Annual 7/1/08- 6/30/09
Households Served - #	26	26	27	26	26	27	30
Successful Housing Outcomes - #	23	23	24	23	23	24	27
Successful Housing Outcomes - %	90	90	90	90	90	90	90
Housing Stability - (Months)	16	16	16	16	16	16	16
Housing Retention - %			90			90	90
Turnover Rate - % ¹	5	5	10	5	5	10	20
Program Occupancy Rate - %	95	95	95	95	95	95	95
Basic needs met in a non-congregate environment			Pass certification			Pass certification	Pass certification
Ongoing engagement with the neighborhood			Pass certification			Pass certification	Pass certification
Efficient use of a pool of community resources			N/A			N/A	N/A

¹ Monitored but not evaluated.

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: Cassady Avenue Apartments
Period: 7/1/07-12/31/07
Performance: High

A. Description

Community Housing Network (CHN) provides 10 apartments on Cassady Avenue for men who meet the Rebuilding Lives criteria for chronic homelessness. Rebuilding Lives residents include those who are 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 on-site 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.

B. Performance Outcomes

Semi-Annual Trends

Measure	7/1/04	7/1/05	7/1/06
	12/31/04	12/31/05	12/31/06
Clients Served - #	12	11	9
Housing Stability - months	14	15	22
Housing Retention - %	100%	N/A	100%
Program Occupancy - %	100%	85%	86%

Program Outcome Achievement 7/1/07 to 12/31/07: Permanent Supportive Housing

Measure	Semi-Annual Goal 7/1/07-12/31/07	Semi-Annual Actual 7/1/07-12/31/07	Achieved
Households Served - #	11	12	Yes
Housing Stability – (Months)	18	22	Yes
Turnover Rate - % ¹	10%	40%	N/A
Successful Permanent Housing Outcomes (of total served) - #	10	11	Yes
Successful Permanent Housing Outcomes (of total served) - %	90%	92%	Yes
Housing Retention - %	90%	100%	Yes
Program Occupancy Rate - %	95%	90%	Yes
Basic needs met in a non-congregate environment	Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood	Pass certification	Compliant	Yes
Efficient use of a pool of community resources	CSB costs per household consistent with CSB budget	Compliant	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/07-06/30/08	07/01/07 – 12/31/07	
CSB Funds	\$38,526	\$19,263	\$17,457
Other Funds	\$60,163	\$30,082	\$32,591
Total	\$98,689	\$49,345	\$50,048
Cost per unit/month-CSB	\$268	\$292	\$242
Percentage of CSB Funds	39%	39%	35%
Percentage of Leveraged Funds	61%	61%	65%

¹ Turnover is monitored but not evaluated.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure	Quarter 1 7/1/08- 9/30/08	Quarter 2 10/1/08- 12/31/08	Semi-Annual 7/1/08- 12/31/08	Quarter 3 1/1/09- 3/31/09	Quarter 4 4/1/09- 6/30/09	Semi-Annual 1/1/09- 6/30/09	Annual 7/1/08- 6/30/09
Households Served - #	10	11	11	10	11	11	12
Successful Housing Outcomes - #	9	10	10	9	10	10	11
Successful Housing Outcomes - %	90	90	90	90	90	90	90
Housing Stability - (Months)	20	20	20	20	20	20	20
Housing Retention %			90			90	90
Turnover Rate - % ¹	5	5	10	5	5	10	20
Program Occupancy Rate - %	95	95	95	95	95	95	95
Basic needs met in a non-congregate environment			Pass certification			Pass certification	Pass certification
Ongoing engagement with the neighborhood			Pass certification			Pass certification	Pass certification
Efficient use of a pool of community resources			CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

¹ Monitored but not evaluated.

Category: Permanent Supportive Housing
Agency: **Community Housing Network**
Program: **Community ACT**
Period: 7/1/07-12/31/07
Performance: **Medium**

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 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, and 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
	12/31/06
Clients Served - #	29
Housing Stability – (Months)	3
Housing Retention - %	100%
Program Occupancy - %	36%

Program Outcome Achievement 7/1/07 to 12/31/07: Permanent Supportive Housing

Measure	Semi-Annual Goal 7/1/07-12/31/07	Semi-Annual Actual 7/1/07-12/31/07	Achieved
Clients Served - #	46	54	Yes
Housing Stability – (Months)	12	8	No
Turnover Rate - % ¹	10%	45%	N/A
Successful Permanent Housing Outcomes (of total served) - #	41	41	Yes
Successful Permanent Housing Outcomes (of total served) - %	90%	76%	No
Housing Retention - %	90%	96%	Yes
Program Occupancy Rate - %	95%	93%	Yes
Basic needs met in a non-congregate environment	Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood	Pass certification	Compliant	Yes
Efficient use of a pool of community resources	CSB costs per household consistent with CSB budget	Compliant	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/07-06/30/08	07/01/07 – 12/31/07	
CSB Funds	\$31,979	\$15,990	\$12,701
Other Funds	\$553,192	\$276,596	\$172,189
Total	\$585,171	\$292,586	\$184,890
Cost per unit/month-CSB	\$53	\$58	\$39
Percentage of CSB Funds	5%	5%	7%
Percentage of Leveraged Funds	95%	95%	93%

¹ Monitored but not evaluated.

D. Recommendations

Program Outcome Measures: Family Housing Collaborative

Measure	Quarter 1 7/1/08- 9/30/08	Quarter 2 10/1/08- 12/31/08	Semi-Annual 7/1/08- 12/31/08	Quarter 3 1/1/09- 3/31/09	Quarter 4 4/1/09- 6/30/09	Semi-Annual 1/1/09- 6/30/09	Annual 7/1/08- 6/30/09
Households Served - #	44	44	46	44	44	46	50
Successful Housing Outcomes - #	37	37	39	37	37	39	43
Successful Housing Outcomes - % ¹	85	85	85	85	85	85	85
Housing Stability - (Months)	12	12	12	12	12	12	12
Housing Retention - %			90			90	90
Turnover Rate- % ²	5	5	10	5	5	10	20
Program Occupancy Rate - %	95	95	95	95	95	95	95
Basic needs met in a non-congregate environment			Pass certification			Pass certification	Pass certification
Ongoing engagement with the neighborhood			Pass certification			Pass certification	Pass certification
Efficient use of a pool of community resources			CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

¹ Successful Housing Outcome % negotiated at 85% due to program serving 100% households with criminal history.

² Monitored but not evaluated.

Category: Permanent Supportive Housing
Agency: **Community Housing Network**
Program: **East Fifth Avenue Apartments**
Period: 7/1/07-12/31/07
Performance: **High**

A. Description

Community Housing Network (CHN) provides 38 apartments on East Fifth Avenue to women who meet the Rebuilding Lives criteria for chronic homelessness. Rebuilding Lives residents include those who are 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 on-site service provision. Access to healthcare services is provided through an on-site collaboration with The Ohio State University. CHN serves as the building developer and manager. CHN also oversees the on-site 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
	12/31/04	12/31/05	12/31/06
Number Served - #	42	42	42
Housing Stability - (Months)	9	14	20
Housing Retention - %	97%	N/A	100%
Program Occupancy - %	100%	95%	99%

Program Outcome Achievement 7/1/07 to 12/31/07: Permanent Supportive Housing

Measure	Semi-Annual Goal 7/1/07-12/31/07	Semi-Annual Actual 7/1/07-12/31/07	Achieved
Clients Served - #	42	39	Yes
Housing Stability – (Months)	20	23	Yes
Turnover Rate - % ¹	10%	8%	N/A
Successful Permanent Housing Outcomes (of total served) - #	38	39	Yes
Successful Permanent Housing Outcomes (of total served) - %	90%	100%	Yes
Housing Retention - %	90%	100%	Yes
Program Occupancy Rate - %	95%	92%	Yes
Basic needs met in a non-congregate environment	Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood	Pass certification	Compliant	Yes
Efficient use of a pool of community resources	CSB costs per household consistent with CSB budget	Compliant	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/07-06/30/08	07/01/07 – 12/31/07	
CSB Funds	\$63,857	\$31,929	\$28,535
Other Funds	\$450,864	\$225,432	\$241,798
Total	\$514,721	\$257,361	\$270,333
Cost per unit/month-CSB	\$116	\$127	\$122
Percentage of CSB Funds	12%	12%	11%
Percentage of Leveraged Funds	88%	88%	89%

¹ Monitored but not evaluated.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure	Quarter 1 7/1/08- 9/30/08	Quarter 2 10/1/08- 12/31/08	Semi-Annual 7/1/08- 12/31/08	Quarter 3 1/1/09- 3/31/09	Quarter 4 4/1/09- 6/30/09	Semi-Annual 1/1/09- 6/30/09	Annual 7/1/08- 6/30/09
Households Served - #	40	40	42	40	40	42	46
Successful Housing Outcomes - #	36	36	38	36	36	38	41
Successful Housing Outcomes - %	90	90	90	90	90	90	90
Housing Stability - (Months)	22	22	22	22	22	22	22
Housing Retention - %			90			90	90
Turnover Rate - % ¹	5	5	10	5	5	10	20
Program Occupancy Rate - %	95	95	95	95	95	95	95
Basic needs met in a non-congregate environment			Pass certification			Pass certification	Pass certification
Ongoing engagement with the neighborhood			Pass certification			Pass certification	Pass certification
Efficient use of a pool of community resources			CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

¹ Monitored but not evaluated.

Category: Permanent Supportive Housing
Agency: **Community Housing Network**
Program: **Hotel St. Clair**
Period: 7/1/07-12/31/07
Performance: **High**

A. Description

CHN provides 26 units of permanent supportive housing for men and women 55 or older who meet Rebuilding Lives criteria for chronic 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 on-site 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	7/1/05	7/1/06
	12/31/05	12/31/06
Clients Served - #	18	26
Housing Stability - months	2	11
Housing Retention - %	N/A	100%
Program Occupancy - %	46%	89%

Program Outcome Achievement 7/1/07 to 12/31/07: Permanent Supportive Housing

Measure	Semi-Annual Goal 7/1/07-12/31/07	Semi-Annual Actual 7/1/07-12/31/07	Achieved
Clients Served - #	29	27	Yes
Housing Stability – (Months)	12	13	Yes
Turnover Rate - % ¹	10%	19%	N/A
Successful Permanent Housing Outcomes (of total served) - #	26	23	No
Successful Permanent Housing Outcomes (of total served) - %	90%	88% ²	Yes
Housing Retention - %	90%	96%	Yes
Program Occupancy Rate - %	95%	92%	Yes
Basic needs met in a non-congregate environment	Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood	Pass certification	Compliant	Yes
Efficient use of a pool of community resources	CSB costs per household consistent with CSB budget	Compliant	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/07-06/30/08	07/01/07 – 12/31/07	
CSB Funds	\$72,618	\$36,309	\$36,425
Other Funds	\$279,104	\$139,552	\$129,370
Total	\$351,722	\$175,861	\$165,795
Cost per unit/month-CSB	\$195	\$209	\$225
Percentage of CSB Funds	21%	21%	22%
Percentage of Leveraged Funds	79%	79%	78%

¹ Monitored but not evaluated.

² One death occurred in the program during the report period. It is CSB policy to exclude deaths from this measure.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure	Quarter 1 7/1/08- 9/30/08	Quarter 2 10/1/08- 12/31/08	Semi-Annual 7/1/08- 12/31/08	Quarter 3 1/1/09- 3/31/09	Quarter 4 4/1/09- 6/30/09	Semi-Annual 1/1/09- 6/30/09	Annual 7/1/08- 6/30/09
Households Served - #	27	27	29	27	27	29	31
Successful Housing Outcomes - #	24	24	26	24	24	26	28
Successful Housing Outcomes - %	90	90	90	90	90	90	90
Housing Stability - (Months)	12	12	12	12	12	12	12
Housing Retention - %			90			90	90
Turnover Rate - % ¹	5	5	10	5	5	10	20
Program Occupancy Rate - %	95	95	95	95	95	95	95
Basic needs met in a non-congregate environment			Pass certification			Pass certification	Pass certification
Ongoing engagement with the neighborhood			Pass certification			Pass certification	Pass certification
Efficient use of a pool of community resources			CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

¹ Monitored but not evaluated.

Category: Permanent Supportive Housing
Agency: **Community Housing Network**
Program: **North 22nd Street**
Period: 7/1/07-12/31/07
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 chronic 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. On-site 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
	6/30/02	12/31/02	12/31/03	12/31/04	12/31/05	12/31/06
Program Capacity - #	15	15	15	30	30	30
Unit Capacity - #	15	15	15	30	30	30
Number Served - #	18	20	17	35	35	32
Housing Stability – (Months)	6	11	13	20	23	27
Access to Resources - %	100%	100%	100%	N/A	N/A	N/A
Housing Retention - %	94%	100%	88%	94%	N/A	100%
Program Occupancy - %	90%	120%	106%	200%	89%	91%

Program Outcome Achievement 7/1/07 to 12/31/07: Permanent Supportive Housing

Measure	Semi-Annual Goal 7/1/07-12/31/07	Semi-Annual Actual 7/1/07-12/31/07	Achieved
Clients Served - #	33	34	Yes
Housing Stability – (Months)	24	27	Yes
Turnover Rate - % ¹	10%	20%	N/A
Successful Permanent Housing Outcomes (of total served) - #	30	33	Yes
Successful Permanent Housing Outcomes (of total served) - %	90%	97%	Yes
Housing Retention - %	90%	100%	Yes
Program Occupancy Rate - %	95%	93%	Yes
Basic needs met in a non-congregate environment	Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood	Pass certification	Compliant	Yes
Efficient use of a pool of community resources	CSB costs per household consistent with CSB budget	Compliant	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/07-06/30/08	07/01/07 – 12/31/07	
CSB Funds	\$63,986	\$31,993	\$28,364
Other Funds	\$159,004	\$79,502	\$47,743
Total	\$222,990	\$111,495	\$76,107
Cost per unit/month-CSB	\$148	\$162	\$139
Percentage of CSB Funds	29%	29%	37%
Percentage of Leveraged Funds	71%	71%	63%

¹ Monitored but not evaluated.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure	Quarter 1 7/1/08- 9/30/08	Quarter 2 10/1/08- 12/31/08	Semi-Annual 7/1/08- 12/31/08	Quarter 3 1/1/09- 3/31/09	Quarter 4 4/1/09- 6/30/09	Semi-Annual 1/1/09- 6/30/09	Annual 7/1/08- 6/30/09
Households Served - #	31	32	33	31	32	33	36
Successful Housing Outcomes - #	28	29	30	28	29	30	32
Successful Housing Outcomes - %	90	90	90	90	90	90	90
Housing Stability - (Months)	24	24	24	24	24	24	24
Housing Retention - %			90			90	90
Turnover Rate - % ¹	5	5	10	5	5	10	20
Program Occupancy Rate - %	95	95	95	95	95	95	95
Basic needs met in a non-congregate environment			Pass certification			Pass certification	Pass certification
Ongoing engagement with the neighborhood			Pass certification			Pass certification	Pass certification
Efficient use of a pool of community resources			CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

¹ Monitored but not evaluated.

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: North High Street
Period: 7/1/07-12/31/07
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 chronic homelessness, including those disabled by mental illness, substance abuse or dual diagnosis. The site includes 3 other non-Rebuilding Lives units. 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 on-site 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
	12/31/02	12/31/03	12/31/04	12/31/05	12/31/06
Program Capacity - #	36	36	36	N/A	36
Unit Capacity - #	36	36	36	N/A	36
Number Served - #	37	35	39	43	35
Housing Stability - (Months)	8	15	23	24	32
Access to Resources - %	100%	100%	N/A	N/A	N/A
Housing Retention - %	100%	91%	100%	N/A	100%
Program Occupancy - %	100%	97%	97%	91%	88%

Program Outcome Achievement 7/1/07 to 12/31/07: Permanent Supportive Housing

Measure	Semi-Annual Goal 7/1/07-12/31/07	Semi-Annual Actual 7/1/07-12/31/07	Achieved
Clients Served - #	36	37	Yes
Housing Stability – (Months)	24	26	Yes
Turnover Rate - % ¹	10%	15%	N/A
Successful Permanent Housing Outcomes (of total served) - #	32	36	Yes
Successful Permanent Housing Outcomes (of total served) - %	90%	97%	Yes
Housing Retention - %	90%	100%	Yes
Program Occupancy Rate - %	95%	97%	Yes
Basic needs met in a non-congregate environment	Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood	Pass certification	Compliant	Yes
Efficient use of a pool of community resources	CSB costs per household consistent with CSB budget	Compliant	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/07-06/30/08	07/01/07 – 12/31/07	
CSB Funds	\$226,585	\$113,293	\$96,550
Other Funds	\$259,199	\$129,600	\$117,780
Total	\$485,784	\$242,892	\$214,330
Cost per unit-CSB	\$5,665	\$3,147	\$2,609
Cost per unit/month-CSB	\$472	\$525	\$435
Percentage of CSB Funds	47%	47%	45%
Percentage of Leveraged Funds	53%	53%	55%

¹ Monitored but not evaluated.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure	Quarter 1 7/1/08- 9/30/08	Quarter 2 10/1/08- 12/31/08	Semi-Annual 7/1/08- 12/31/08	Quarter 3 1/1/09- 3/31/09	Quarter 4 4/1/09- 6/30/09	Semi-Annual 1/1/09- 6/30/09	Annual 7/1/08- 6/30/09
Households Served - #	34	35	36	34	35	36	40
Successful Housing Outcomes - #	31	32	32	31	32	32	36
Successful Housing Outcomes - %	90	90	90	90	90	90	90
Housing Stability - (Months)	24	24	24	24	24	24	24
Housing Retention - %			90			90	90
Turnover Rate - % ¹	5	5	10	5	5	10	20
Program Occupancy Rate -%	95	95	95	95	95	95	95
Basic needs met in a non-congregate environment			Pass certification			Pass certification	Pass certification
Ongoing engagement with the neighborhood			Pass certification			Pass certification	Pass certification
Efficient use of a pool of community resources			CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

¹ Monitored but not evaluated.

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: Parsons Avenue
Period: 7/1/07-12/31/07
Performance: High

A. Description

Community Housing Network’s Parsons Avenue apartments offer permanent supportive housing for men who meet the Rebuilding Lives criteria for chronic homelessness. Twenty five apartments are provided in a building that also includes communal living and supportive services space. 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. 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
	12/31/03	12/31/04	12/31/05	12/31/06
Program Capacity - #	25	25	25	25
Unit Capacity - #	25	25	25	25
Number Served - #	26	26	29	28
Housing Stability - months	14	26	27	32
Access to Resources - %	100%	N/A	N/A	N/A
Housing Retention - %	96%	96%	N/A	96%
Program Occupancy - %	96%	100%	97%	95%

Program Outcome Achievement 7/1/07 to 12/31/07: Permanent Supportive Housing

Measure	Semi-Annual Goal 7/1/07-12/31/07	Semi-Annual Actual 7/1/07-12/31/07	Achieved
Clients Served - #	27	27	Yes
Housing Stability – (Months)	24	37	Yes
Turnover Rate - % ¹	10%	12%	N/A
Successful Permanent Housing Outcomes (of total served) - #	24	26 ²	Yes
Successful Permanent Housing Outcomes (of total served) - %	90%	100% ²	Yes
Housing Retention - %	90%	100%	Yes
Program Occupancy Rate - %	95%	96%	Yes
Basic needs met in a non-congregate environment	Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood	Pass certification	Compliant	Yes
Efficient use of a pool of community resources	CSB costs per household consistent with CSB budget	Compliant	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/07-06/30/08	07/01/07 – 12/31/07	
CSB Funds	\$74,762	\$37,381	\$35,400
Other Funds	\$373,594	\$186,797	\$178,399
Total	\$448,356	\$224,178	\$213,799
Cost per unit-CSB	\$2,492	\$1,384	\$1,311
Cost per unit/month-CSB	\$208	\$231	\$219
Percentage of CSB Funds	17%	17%	17%
Percentage of Leveraged Funds	83%	83%	83%

¹ Monitored but not evaluated.

² Due to the death of one of Parson’s clients, there is a discrepancy between the number of clients served and the total number of housing outcomes. It is CSB policy to exclude deaths from the successful permanent housing percentage measure.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure	Quarter 1 7/1/08- 9/30/08	Quarter 2 10/1/08- 12/31/08	Semi-Annual 7/1/08- 12/31/08	Quarter 3 1/1/09- 3/31/09	Quarter 4 4/1/09- 6/30/09	Semi-Annual 1/1/09- 6/30/09	Annual 7/1/08- 6/30/09
Households Served - #	26	26	27	26	26	28	30
Successful Housing Outcomes - #	23	23	24	23	23	25	27
Successful Housing Outcomes - %	90	90	90	90	90	90	90
Housing Stability - (Months)	24	24	24	24	24	24	24
Housing Retention - %			90			90	90
Turnover Rate - % ¹	5	5	10	5	5	10	20
Program Occupancy Rate - %	95	95	95	95	95	95	95
Basic needs met in a non-congregate environment			Pass certification			Pass certification	Pass certification
Ongoing engagement with the neighborhood			Pass certification			Pass certification	Pass certification
Efficient use of a pool of community resources			CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

¹ Monitored but not evaluated.

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: Rebuilding Lives PACT Team Initiative
Period: 7/1/07-12/31/07
Performance: High

A. Description

The Rebuilding Lives Pact Team Initiative (RLPTI) is one of eleven projects funded as part of the federal Collaborative Initiative to End Homelessness. RLPTI targets chronically 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 master leased at 5 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. RLPTI is a multi-agency partnership including: the Community Shelter Board, Community Housing Network, Columbus Neighborhood Health Centers Inc., Franklin County Department of Job and Family Services, Southeast, Inc., and Chalmers P. Wylie VA Outpatient Clinic. RLPTI partners provide 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 became available beginning in March 2005.

B. Performance Outcomes

Semi-Annual Trends

Measure	7/1/04	7/1/05	7/1/06
	12/31/04	12/31/05	12/31/06
Number Served - #	82	90	100
Housing Stability - (Months)	5	14	15
Access to Resources - %	N/A	N/A	N/A
Housing Retention - %	98%	N/A	N/A
Program Occupancy - %	76%	72%	84%

Program Outcome Achievement 7/1/07 to 12/31/07: Permanent Supportive Housing

Measure	Semi-Annual Goal 7/1/07-12/31/07	Semi-Annual Actual 7/1/07-12/31/07	Achieved
Clients Served - #	119	113	Yes
Housing Stability – (Months)	15	21	Yes
Turnover Rate - % ¹	10%	18%	N/A
Successful Permanent Housing Outcomes (of total served) - #	107	97	Yes
Successful Permanent Housing Outcomes (of total served) - %	90%	87% ²	Yes
Housing Retention - %	90%	95%	Yes
Program Occupancy Rate - %	95%	87%	No
Basic needs met in a non-congregate environment	Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood	Pass certification	Compliant	Yes
Efficient use of a pool of community resources	CSB costs per household consistent with CSB budget	Compliant	Yes

C. Efficient Use of Community Resources³

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/07-06/30/08	07/01/07 – 12/31/07	
CSB Funds	\$86,677	\$43,339	\$43,338
Other Funds	\$1,078,833	\$539,417	\$337,742
Total	\$1,165,510	\$582,755	\$381,080
Cost per unit-CSB	\$667	\$364	\$384
Cost per unit/month-CSB	\$56	\$61	\$64
Percentage of CSB Funds	7%	7%	11%
Percentage of Leveraged Funds	93%	93%	89%

¹ Monitored but not evaluated.

² Two deaths occurred in the program during the report period. It is CSB policy to exclude deaths from this measure.

³ Other costs shown are lower than budgeted as CHN did not obtain services costs from external service providers.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure	Quarter 1 7/1/08- 9/30/08	Quarter 2 10/1/08- 12/31/08	Semi-Annual 7/1/08- 12/31/08	Quarter 3 1/1/09- 3/31/09	Quarter 4 4/1/09- 6/30/09	Semi-Annual 1/1/09- 6/30/09	Annual 7/1/08- 6/30/09
Households Served - #	113	113	119	113	113	119	130
Successful Housing Outcomes - #	102	102	107	102	102	107	117
Successful Housing Outcomes - %	90	90	90	90	90	90	90
Housing Stability - (Months)	20	20	20	20	20	20	20
Housing Retention - %			90			90	90
Turnover Rate - % ¹	5	5	10	5	5	10	20
Program Occupancy Rate - %	95	95	95	95	95	95	95
Basic needs met in a non-congregate environment			Pass certification			Pass certification	Pass certification
Ongoing engagement with the neighborhood			Pass certification			Pass certification	Pass certification
Efficient use of a pool of community resources			CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

¹ Monitored but not evaluated.

Category: Permanent Supportive Housing
Agency: **Community Housing Network**
Program: **Safe Havens**
Period: 7/1/07-12/31/07
Performance: **High**

A. Description

CHN’s Safe Havens program is designed to serve dual diagnosed men and women who have active addictions as well as a mental health disability and who meet Rebuilding Lives criteria for chronic homelessness. Based on the Stages of Change model, the project provides 13 apartments that can house up to 16 eligible tenants. 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. On-site 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
	12/31/05	12/31/06
Clients Served - #	17	17
Housing Stability - months	33	34
Housing Retention - %	N/A	100%
Program Occupancy - %	83%	98%

Program Outcome Achievement 7/1/07 to 12/31/07: Permanent Supportive Housing

Measure	Semi-Annual Goal 7/1/07-12/31/07	Semi-Annual Actual 7/1/07-12/31/07	Achieved
Clients Served - #	17	17	Yes
Housing Stability – (Months)	24	43	Yes
Turnover Rate - % ¹	10%	15%	N/A
Successful Permanent Housing Outcomes (of total served) - #	15	15	Yes
Successful Permanent Housing Outcomes (of total served) - %	90%	94% ²	Yes
Housing Retention - %	90%	94%	Yes
Program Occupancy Rate - %	95%	115% ³	Yes
Basic needs met in a non-congregate environment	Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood	Pass certification	Compliant	Yes
Efficient use of a pool of community resources ⁴	CSB costs per household consistent with CSB budget	N/A	N/A

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/07-06/30/08	07/01/07 – 12/31/07	
CSB Funds	\$0	\$0	\$0
Other Funds	\$323,340	\$161,670	\$174,778
Total	\$323,340	\$161,670	\$174,778
Cost per unit-CSB	\$0	\$0	\$0
Cost per unit/month-CSB	\$0	\$0	\$0
Percentage of CSB Funds	0%	0%	0%
Percentage of Leveraged Funds	100%	100%	100%

¹ Monitored but not evaluated.

² One death occurred in the program during the report period. It is CSB policy to exclude deaths from this measure.

³ 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.

⁴ Measure does not apply to CHN Safe Havens because it is not currently a CSB-funded program.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure	Quarter 1 7/1/08- 9/30/08	Quarter 2 10/1/08- 12/31/08	Semi-Annual 7/1/08- 12/31/08	Quarter 3 1/1/09- 3/31/09	Quarter 4 4/1/09- 6/30/09	Semi-Annual 1/1/09- 6/30/09	Annual 7/1/08- 6/30/09
Households Served - #	16	16	17	16	16	17	18
Successful Housing Outcomes - #	14	14	15	14	14	15	16
Successful Housing Outcomes - %	90	90	90	90	90	90	90
Housing Stability - (Months)	24	24	24	24	24	24	24
Housing Retention - %			90			90	90
Turnover Rate - % ¹	5	5	10	5	5	10	20
Program Occupancy Rate - %	95	95	95	95	95	95	95
Basic needs met in a non-congregate environment			Pass certification			Pass certification	Pass certification
Ongoing engagement with the neighborhood			Pass certification			Pass certification	Pass certification
Efficient use of a pool of community resources			N/A			N/A	N/A

¹ Monitored but not evaluated.

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: Southpoint Place
Period: 7/1/07-12/31/07
Performance: Not Rated ¹

A. Description

In partnership with Amethyst and Concord Counseling Services, CHN will be 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. The complex also offers community living and service space. Individual apartments provide tenants with independence. 24-hour staffing and on-site 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 will seek to ensure that tenants are moved in as quickly as possible.

B. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure	Quarter 1 7/1/08- 9/30/08	Quarter 2 10/1/08- 12/31/08	Semi- Annual 7/1/08- 12/31/08	Quarter 3 1/1/09- 3/31/09	Quarter 4 4/1/09- 6/30/09	Semi- Annual 1/1/09- 6/30/09	Annual 7/1/08- 6/30/09
Households Served - # ²	--	46	46	48	48	51	51
Successful Housing Outcomes - #	--	41	41	43	43	46	46
Successful Housing Outcomes - %	--	90	90	90	90	90	90
Housing Stability - (Months)	--	--	--	3	6	6	6
Housing Retention - %			90			90	90
Turnover Rate - % ³	--	--	5	5	5	10	20
Program Occupancy Rate - %	--	--	95	95	95	95	95
Basic needs met in a non-congregate environment			Pass certification			Pass certification	Pass certification
Ongoing engagement with the neighborhood			Pass certification			Pass certification	Pass certification
Efficient use of a pool of community resources			CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

¹ Program will be operational starting with FY2009.

² Five (5) households currently served by CHN – Wicklow will be transferred to CHN – Southpoint Place.

³ Monitored but not evaluated.

Category: Permanent Supportive Housing
Agency: Maryhaven
Program: Commons at Chantry
Period: 7/1/07-12/31/07
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 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 is located in the single adult apartment building and are available to all residents. On-site 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.

B. Performance Outcomes

Program Outcome Achievement 7/1/07 to 12/31/07: Permanent Supportive Housing

Measure	Semi-Annual Goal 7/1/07-12/31/07	Semi-Annual Actual 7/1/07-12/31/07	Achieved
Clients Served - #	55	51	Yes
Housing Stability – (Months)	9	12	Yes
Turnover Rate - % ¹	10%	6%	N/A
Successful Permanent Housing Outcomes (of total served) - #	50	50	Yes
Successful Permanent Housing Outcomes (of total served) - %	90%	98%	Yes
Housing Retention - %	90%	100%	Yes
Program Occupancy Rate - %	95%	96%	Yes
Basic needs met in a non-congregate environment	Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood	Pass certification	Compliant	Yes
Efficient use of a pool of community resources	CSB costs per household consistent with CSB budget	Non-Compliant	No

¹ Monitored but not evaluated.

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/07-06/30/08	07/01/07 – 12/31/07	
CSB Funds	\$36,083	\$18,042	\$19,340
Other Funds	\$905,816	\$452,908	\$464,392
Total	\$941,899	\$470,950	\$483,732
Cost per unit-CSB	\$601	\$328	\$379
Cost per unit/month-CSB	\$50	\$55	\$63
Percentage of CSB Funds	4%	4%	4%
Percentage of Leveraged Funds	96%	96%	96%

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure	Quarter 1 7/1/08- 9/30/08	Quarter 2 10/1/08- 12/31/08	Semi-Annual 7/1/08- 12/31/08	Quarter 3 1/1/09- 3/31/09	Quarter 4 4/1/09- 6/30/09	Semi-Annual 1/1/09- 6/30/09	Annual 7/1/08- 6/30/09
Households Served - #	52	53	55	52	53	55	60
Successful Housing Outcomes - #	47	48	50	47	48	50	54
Successful Housing Outcomes - %	90	90	90	90	90	90	90
Housing Stability - (Months)	18	18	18	18	18	18	18
Housing Retention - %			90			90	90
Turnover Rate - % ¹	5	5	10	5	5	10	20
Program Occupancy Rate - %	95	95	95	95	95	95	95
Basic needs met in a non-congregate environment			Pass certification			Pass certification	Pass certification
Ongoing engagement with the neighborhood			Pass certification			Pass certification	Pass certification
Efficient use of a pool of community resources			CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

¹ Monitored but not evaluated.

Category: Permanent Supportive Housing
Agency: National Church Residences
Program: Commons at Grant
Period: 7/1/07-12/31/07
Performance: High

A. Description

National Church Residences (NCR) provides 50 permanent supportive housing units for Rebuilding Lives eligible men and women 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. On-site facilities include a resource center with computers and materials for residents, a class room, 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
	12/31/03	12/31/04	12/31/05	12/31/06
Program Capacity - #	50	50	50	50
Unit Capacity - #	50	50	50	50
Number Served - #	51	55	57	58
Housing Stability - months	4	14	22	26
Access to Resources - %	100%	N/A	N/A	N/A
Housing Retention - %	98%	94%	N/A	98%
Program Occupancy - %	60%	100%	97%	100%

Program Outcome Achievement 7/1/07 to 12/31/07: Permanent Supportive Housing

Measure	Semi-Annual Goal 7/1/07-12/31/07	Semi-Annual Actual 7/1/07-12/31/07	Achieved
Clients Served - #	55	52	Yes
Housing Stability – (Months)	24	32	Yes
Turnover Rate - % ¹	10%	4%	N/A
Successful Permanent Housing Outcomes (of total served) - #	50	51	Yes
Successful Permanent Housing Outcomes (of total served) - %	90%	98%	Yes
Housing Retention - %	93%	100%	Yes
Program Occupancy Rate - %	95%	100%	Yes
Basic needs met in a non-congregate environment	Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood	Pass certification	Compliant	Yes
Efficient use of a pool of community resources	CSB costs per household consistent with CSB budget	Compliant	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/07-06/30/08	07/01/07 – 12/31/07	
CSB Funds	\$90,309	\$45,155	\$39,550
Other Funds	\$726,951	\$363,476	\$445,079
Total	\$817,260	\$408,630	\$484,629
Cost per unit-CSB	\$1,505	\$821	\$761
Cost per unit/month-CSB	\$125	\$137	\$127
Percentage of CSB Funds	11%	11%	8%
Percentage of Leveraged Funds	89%	89%	92%

¹ Monitored but not evaluated.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure	Quarter 1 7/1/08- 9/30/08	Quarter 2 10/1/08- 12/31/08	Semi-Annual 7/1/08- 12/31/08	Quarter 3 1/1/09- 3/31/09	Quarter 4 4/1/09- 6/30/09	Semi-Annual 1/1/09- 6/30/09	Annual 7/1/08- 6/30/09
Households Served - #	52	53	55	52	53	55	60
Successful Housing Outcomes - #	47	48	50	47	48	50	54
Successful Housing Outcomes - %	90	90	90	90	90	90	90
Housing Stability - (Months)	24	24	24	24	24	24	24
Housing Retention - %			90			90	90
Turnover Rate - % ¹	5	5	10	5	5	10	20
Program Occupancy Rate - %	95	95	95	95	95	95	95
Basic needs met in a non-congregate environment			Pass certification			Pass certification	Pass certification
Ongoing engagement with the neighborhood			Pass certification			Pass certification	Pass certification
Efficient use of a pool of community resources			CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

¹ Monitored but not evaluated.

Category: Permanent Supportive Housing
Agency: Southeast, Inc.
Program: Scattered Sites
Period: 7/1/07-12/31/07
Performance: High

A. Description

The Southeast, Inc. Scattered Sites Supportive Housing Program provides permanent supportive housing for 90 men, women, and couples who meet Rebuilding Lives criteria for chronic 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. Two 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 the CAH outreach team, comprised of outreach staff from Maryhaven and Southeast, to rapidly house individuals and couples experiencing street homelessness in supportive housing designed to ensure long-term housing stability.

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
	12/30/01	12/31/02	12/31/03	12/31/04	12/31/05	12/31/06
Program Capacity - #	30	30	60	60	75	75
Unit Capacity - #	30	30	60	60	75	75
Number Served - #	22	32	52	84	91	N/A ¹
Housing Stability – (Months)	Unavailable	13	15	18	26	N/A ¹
Access to Resources - %	100%	100%	100%	N/A	N/A	N/A ¹
Housing Retention - %	91%	100%	100%	100%	N/A	N/A ¹
Program Occupancy - %	>90%	NA	85%	123%	111%	N/A ¹

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 7/1/07 to 12/31/07: Permanent Supportive Housing

Measure	Semi-Annual Goal 7/1/07-12/31/07	Semi-Annual Actual 7/1/07-12/31/07	Achieved
Clients Served - #	94	94	Yes
CAH Households Served - #	11	15	Yes
Housing Stability – (Months)	24	26	Yes
Turnover Rate - % ¹	10%	0%	N/A
Successful Permanent Housing Outcomes (of total served) - #	85	94	Yes
Successful Permanent Housing Outcomes (of total served) - %	90%	100%	Yes
Housing Retention - %	90%	100%	Yes
Program Occupancy Rate - %	95%	96%	Yes
Basic needs met in a non-congregate environment	Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood	Pass certification	Compliant	Yes
Efficient use of a pool of community resources	CSB costs per household consistent with CSB budget	Compliant	Yes

C. Efficient Use of Community Resources ²

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/07-06/30/08	07/01/07 – 12/31/07	
CSB Funds	\$310,652	\$155,326	\$100,229
Other Funds	\$445,032	\$222,516	\$180,747
Total	\$755,684	\$377,842	\$280,976
Cost per unit-CSB	\$2,876	\$1,652	\$1,066
Cost per unit/month-CSB	\$240	\$275	\$178
Percentage of CSB Funds	41%	41%	36%
Percentage of Leveraged Funds	59%	59%	64%

¹ Monitored but not evaluated.

² Other costs are lower than expected, as Southeast has used City HOME dollars first. Southeast expects more usage of Other and CSB costs in the second half of the year during which the number of clients in the Scattered Sites program will increase.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure	Quarter 1 7/1/08- 9/30/08	Quarter 2 10/1/08- 12/31/08	Semi-Annual 7/1/08- 12/31/08	Quarter 3 1/1/09- 3/31/09	Quarter 4 4/1/09- 6/30/09	Semi-Annual 1/1/09- 6/30/09	Annual 7/1/08- 6/30/09
Households Served - #	95	95	99	95	95	99	108
CAH Households Served - #	17	17	18	17	17	18	19
Successful Housing Outcomes - #	86	86	89	86	86	89	97
Successful Housing Outcomes - %	90	90	90	90	90	90	90
Housing Stability - (Months)	24	24	24	24	24	24	24
Housing Retention - %			90			90	90
Turnover Rate - % ¹	5	5	10	5	5	10	20
Program Occupancy Rate - %	95	95	95	95	95	95	95
Basic needs met in a non-congregate environment			Pass certification			Pass certification	Pass certification
Ongoing engagement with the neighborhood			Pass certification			Pass certification	Pass certification
Efficient use of a pool of community resources			CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

¹ Monitored but not evaluated.

Category: Permanent Supportive Housing
Agency: YMCA
Program: Sunshine Terrace
Period: 7/1/07-12/31/07
Performance: High

A. Description

The YMCA, in partnership with the Columbus Metropolitan Housing Authority (CMHA) and the Columbus Neighborhood Health Center (CNHC), provides 65 units of permanent supportive housing at CMHA’s Sunshine Terrace apartments for men and women who meet Rebuilding Lives criteria for chronic 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 on-site preventive health and nursing services. An on-site Employment Resource Center provides access to self-help supports to enable residents to quickly access housing, employment and community services.

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
	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 - #	50	65	65	65	65	65
Number Served - #	50	69	67	71	73	75
Housing Stability - months	8	10	19	24	27	30
Access to Resources - %	100%	100%	100%	N/A	N/A	N/A
Housing Retention - %	98%	100%	91%	98%	N/A	99%
Program Occupancy - %	97%	N/A	101%	100%	96%	97%

Program Outcome Achievement 7/1/07 to 12/31/07: Permanent Supportive Housing

Measure	Semi-Annual Goal 7/1/07-12/31/07	Semi-Annual Actual 7/1/07-12/31/07	Achieved
Clients Served - #	71	69	Yes
Housing Stability – (Months)	24	36	Yes
Turnover Rate - % ¹	10%	12%	N/A
Successful Permanent Housing Outcomes (of total served) - #	64	65	Yes
Successful Permanent Housing Outcomes (of total served) - %	90%	94%	Yes
Housing Retention - %	90%	97%	Yes
Program Occupancy Rate - %	95%	94%	Yes
Basic needs met in a non-congregate environment	Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood	Pass certification	Compliant	Yes
Efficient use of a pool of community resources	CSB costs per household consistent with CSB budget	Compliant	Yes

C. Efficient Use of Community Resources²

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/07-06/30/08	07/01/07 – 12/31/07	
CSB Funds	\$349,586	\$174,793	\$171,850
Other Funds	\$358,173	\$179,087	\$189,278
Total	\$707,759	\$353,880	\$361,128
Cost per unit-CSB	\$4,482	\$2,462	\$2,491
Cost per unit/month-CSB	\$373	\$410	\$415
Percentage of CSB Funds	49%	49%	48%
Percentage of Leveraged Funds	51%	51%	52%

¹ Monitored but not evaluated.

² The value of Columbus Metropolitan Housing Authority rent subsidy and operations are not included but add substantial value to the project.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure	Quarter 1 7/1/08- 9/30/08	Quarter 2 10/1/08- 12/31/08	Semi-Annual 7/1/08- 12/31/08	Quarter 3 1/1/09- 3/31/09	Quarter 4 4/1/09- 6/30/09	Semi-Annual 1/1/09- 6/30/09	Annual 7/1/08- 6/30/09
Households Served - # ¹	79	79	83	79	79	83	90
Successful Housing Outcomes - #	71	71	75	71	71	75	86
Successful Housing Outcomes - %	90	90	90	90	90	90	90
Housing Stability - (Months)	24	24	24	24	24	24	24
Housing Retention - %			90			90	90
Turnover Rate - % ²	5	5	10	5	5	10	20
Program Occupancy Rate - %	95	95	95	95	95	95	95
Basic needs met in a non-congregate environment			Pass certification			Pass certification	Pass certification
Ongoing engagement with the neighborhood			Pass certification			Pass certification	Pass certification
Efficient use of a pool of community resources			CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

¹ Households served # projection reflects a 10-unit increase in capacity.

² Monitored but not evaluated.

Category: Permanent Supportive Housing
Agency: YMCA
Program: 40 West Long Street
Period: 7/1/07-12/31/07
Performance: High

A. Description

The YMCA provides 105 units of permanent supportive housing to men who meet Rebuilding Lives criteria for chronic homelessness and who have one or more disabilities, including mental health, substance abuse and developmental delays. The YMCA staff provides basic skill building and self-care programming, such as hygiene and housekeeping. Case managers assess the needs of each client and work to 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 chronic street homelessness. An additional 10 units for CAH were added in January of 2008.

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
	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 - #	25	25	65	70	70	70
Number Served - #	26	40	91	109	105	104
Housing Stability – (Months)	3	5	9	10	14	15
Access to Resources - %	100%	100%	100%	N/A	N/A	N/A
Housing Retention - %	92%	92%	84%	95%	N/A	99%
Program Occupancy - %	99%	116%	108%	113%	101%	78%

Program Outcome Achievement 7/1/07 to 12/31/07: Permanent Supportive Housing

Measure	Semi-Annual Goal 7/1/07-12/31/07	Semi-Annual Actual 7/1/07-12/31/07	Achieved
Clients Served - #	104	111	Yes
CAH Households Served - #	28	37	Yes
Housing Stability – (Months)	15	21	Yes
Turnover Rate - % ¹	10%	15%	N/A
Successful Permanent Housing Outcomes (of total served) - #	94	104	Yes
Successful Permanent Housing Outcomes (of total served) - %	90%	94%	Yes
Housing Retention - %	90%	98%	Yes
Program Occupancy Rate - % ²	95%	111%	Yes
Basic needs met in a non-congregate environment	Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood	Pass certification	Compliant	Yes
Efficient use of a pool of community resources	CSB costs per household consistent with CSB budget	Compliant	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/07-06/30/08	07/01/07 – 12/31/07	
CSB Funds	\$471,032	\$235,516	\$212,860
Other Funds	\$422,570	\$211,285	\$236,043
Total	\$893,602	\$446,801	\$448,903
Cost per unit-CSB	\$4,132	\$2,265	\$1,918
Cost per unit/month-CSB	\$344	\$377	\$320
Percentage of CSB Funds	53%	53%	47%
Percentage of Leveraged Funds	47%	47%	53%

¹ Monitored but not evaluated.

² YMCA 40 West Long Street’s occupancy rate exceeded 100% due to flexible spending for additional units.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure	Quarter 1 7/1/08- 9/30/08	Quarter 2 10/1/08- 12/31/08	Semi-Annual 7/1/08- 12/31/08	Quarter 3 1/1/09- 3/31/09	Quarter 4 4/1/09- 6/30/09	Semi-Annual 1/1/09- 6/30/09	Annual 7/1/08- 6/30/09
Households Served - #	110	110	116	110	110	116	126
CAH Households Served - #	37	37	39	37	37	39	42
Successful Housing Outcomes - #	99	99	104	99	99	104	113
Successful Housing Outcomes - %	90	90	90	90	90	90	90
Housing Stability - (Months)	20	20	20	20	20	20	20
Housing Retention - %			90			90	90
Turnover Rate - % ¹	5	5	10	5	5	10	20
Program Occupancy Rate - %	95	95	95	95	95	95	95
Basic needs met in a non-congregate environment			Pass certification			Pass certification	Pass certification
Ongoing engagement with the neighborhood			Pass certification			Pass certification	Pass certification
Efficient use of a pool of community resources			CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

¹ Monitored but not evaluated.

Category: Permanent Supportive Housing
Agency: YWCA
Program: WINGS
Period: 7/1/07-12/31/07
Performance: High

A. Description

The YWCA WINGS program provides permanent supportive housing for 69 chronically homeless women who meet Rebuilding Lives criteria and who have a serious mental illness. 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. On-site 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 Shelter Plus Care units with the WINGS units for a total permanent supportive housing capacity of 69 units.

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
Number of Households Sheltered	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	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
	12/31/04	12/31/05	12/31/06
Number Served - #	34	69	78
Housing Stability - months	8	14	18
Access to Resources - %	N/A	N/A	N/A
Housing Retention - %	100%	N/A	100%
Program Occupancy - %	100%	80%	94%

Program Outcome Achievement 7/1/07 to 12/31/07: Permanent Supportive Housing

Measure	Semi-Annual Goal 7/1/07-12/31/07	Semi-Annual Actual 7/1/07-12/31/07	Achieved
Clients Served - #	76	81	Yes
Housing Stability – (Months)	18	23	Yes
Turnover Rate - % ¹	10%	21%	N/A
Successful Permanent Housing Outcomes (of total served) - #	68	79	Yes
Successful Permanent Housing Outcomes (of total served) - %	90%	98%	Yes
Housing Retention - %	90%	99%	Yes
Program Occupancy Rate - %	95%	97%	Yes
Basic needs met in a non-congregate environment	Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood	Pass certification	Compliant	Yes
Efficient use of a pool of community resources	CSB costs per household consistent with CSB budget	Compliant	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/07-06/30/08	07/01/07 – 12/31/07	
CSB Funds	\$54,674	\$27,337	\$29,598
Other Funds	\$707,926	\$353,963	\$353,963
Total	\$762,600	\$381,300	\$383,561
Cost per unit-CSB	\$659	\$360	\$365
Cost per unit/month-CSB	\$55	\$60	\$61
Percentage of CSB Funds	7%	7%	8%
Percentage of Leveraged Funds	93%	93%	92%

¹ Monitored but not evaluated.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure	Quarter 1 7/1/08- 9/30/08	Quarter 2 10/1/08- 12/31/08	Semi-Annual 7/1/08- 12/31/08	Quarter 3 1/1/09- 3/31/09	Quarter 4 4/1/09- 6/30/09	Semi-Annual 1/1/09- 6/30/09	Annual 7/1/08- 6/30/09
Households Served - #	72	73	76	72	73	76	83
Successful Housing Outcomes - #	65	66	68	65	66	68	75
Successful Housing Outcomes - %	90	90	90	90	90	90	90
Housing Stability - (Months)	21	21	21	21	21	21	21
Housing Retention - %			90			90	90
Turnover Rate - % ¹	5	5	10	5	5	10	20
Program Occupancy Rate - %	95	95	95	95	95	95	95
Basic needs met in a non-congregate environment			Pass certification			Pass certification	Pass certification
Ongoing engagement with the neighborhood			Pass certification			Pass certification	Pass certification
Efficient use of a pool of community resources			CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

¹ Monitored but not evaluated.

Methodology

APPENDIX

- I. System Evaluation Methodology**
- II. Program Evaluation Methodology**

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 and permanent supportive 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 and Program Indicators Reports are published quarterly and furnished to CSB trustees, the Rebuilding Lives Funder Collaborative, and the Continuum of Care Steering Committee. Annual program evaluations are published based on the first semi-annual contract period performance and shared with the aforementioned entities. All reports are posted to www.csb.org. Results are also shared with CSB funders consistent with funding contracts and agreements.

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

1) *Average Length of Stay (LOS):*

- a) **Purpose:** A 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
- c) **Definition:** The average cumulative number of days clients receive shelter as measured from shelter entry to exit.
- d) **Goal-setting methodology:** For men's and women's shelter, based on CSB Board Ends Policy. For family shelter, based on prior performance or anticipated performance. An average LOS less than Ends goal is considered to be the desired direction.
- e) **Reporting methodology:** Emergency Shelter: The total number of Bedlist¹ units for the period / the number of total distinct households served by the system.

2) *Households Served:*

- a) **Purpose:** Indicates volume of households served by the system. For emergency shelter, the number measures system's efficiency. For supportive housing, the number correlates to capacity and unit turnover rates.
- b) **Systems:** All
- c) **Definition:** The number of distinct households served by the system (including new and carry-over) during the evaluation period. For Permanent Supportive Housing, households served must meet Rebuilding Lives eligibility criteria.
- d) **Goal-setting methodology:**
 - i) Emergency Shelter:
 - (1) Annual projections:
 - (a) Use prior year trend data to determine average annual demand.

¹ CSB maintains a Bedlist of nightly shelter census that is derived from the HMIS ShelterPoint Bed List report provided by each program.

- (b) If demand is relatively stable, predict same annual demand # for FY09-FY11.
 - (c) If demand trend shows steady increase or steady decrease, predict FY09-FY11 demand based on average annual rate of change.
 - (2) Semi-Annual/Quarterly projections:
 - (a) Adjust for seasonal variation based on FY07 actual variation.
 - ii) Permanent Supportive Housing:
 - (1) Annual projection:
 - (a) System capacity based on predicted number of available units at the start of each fiscal year.
 - (b) Multiply the system capacity by the projected annual turnover rate of 20%. For example, if system capacity is 800 then annual projected households served would be 960 ($800 \times 1.2 = 960$).
 - (2) Semi-annual projection: Multiply the system capacity by the projected semi-annual turnover rate of 10%. For example, if system capacity is 800 then semi-annual projected households served would be 880 ($800 \times 1.1 = 880$).
 - (3) Quarterly projection: Multiply the system capacity by the projected quarterly turnover rate of 5%. For example, if system capacity is 800 then quarterly projected households served would be 840 ($800 \times 1.05 = 840$).
 - e) **Reporting methodology:** The number of distinct households served by the system during the evaluation period. Distinct households served are identified by their last service record entered into HMIS as of the end of the evaluation period.
- 3) **Housing Retention:**
 - a) **Purpose:** Indicates system's success in ending homelessness as measured by those who do not return to emergency shelter. A higher rate is considered positive.
 - b) **Systems:** Permanent Supportive Housing
 - c) **Definition:** The percent of clients who maintain their housing and do not return to emergency shelter within two weeks to three months of exit from the system.
 - d) **Goal-setting methodology:** Meet or exceed CSB Board Ends Policy; based on historical trends or anticipated performance.
 - e) **Reporting methodology:** Those who did not exit plus those who exit the system and do not enter shelter within two weeks to three months after exit or as of date of report, divided by the total number of distinct households served during the evaluation period. (distinct households served – households that exited system and entered shelter within 14 to 90 days) / total distinct households served.
- 4) **Housing Stability:**
 - a) **Purpose:** Indicates system success in ending homelessness as measured by length of time that system participants retain permanent supportive housing. A longer rate is generally considered positive.
 - b) **System:** Permanent Supportive Housing
 - c) **Definition:** The average length of time, measured in months, for which distinct clients reside in the Permanent Supportive Housing system.
 - d) **Goal-setting methodology:** Meet or exceed CSB Board Ends Policy or prior performance; based on historical trends or anticipated performance. Meet or exceed most recently reported achievements.

- e) **Reporting methodology:** Measured using the total average client length of stay (from intake to exit date or end of period, if still a resident) divided by the total average days per month (30.5 days).

5) **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) **System:** Emergency Shelter
- c) **Definition:** The number of exited clients with a successful housing outcome (as defined for that system) who have any shelter contact within two weeks to three months of a successful housing outcome, expressed as a percentage of total distinct clients with an exit to housing (as defined for that system). For Tier 1 Family Shelter, households with exits to emergency shelter are excluded from the calculation.
- d) **Goal-setting methodology:** Meet or exceed Board Ends Policy.
- e) **Reporting methodology:** A percentage rate reflecting the number of recidivist households in a system relative to the number of households that exited the system with a successful housing outcome (specific to that system). Recidivism rate is measured only for semi-annual and annual periods. For Tier 1 Family Shelter, households with exits to emergency shelter are excluded from the calculation.
 - i) $Rate = (numerator/denominator) \times 100$
 - ii) **Denominator:** Cohort of households which attained successful housing outcome prior to 90-days before the end of the evaluation period.
 - (1) **Semi-annual cohort:** Calculate the number of distinct households with successful housing outcome within the first 90 days of the semi-annual period.
 - (2) **Annual cohort:** Calculate the number of distinct households with successful housing outcome within the first 270 days of the annual period.
 - iii) **Numerator:** Number of recidivists from the cohort
 - (1) A recidivist household is defined as a 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) **Semi-annual:** Calculate the number of cohort that enters shelter system within 14 to 90 days subsequent to successful housing outcome.
 - (3) **Annual:** Calculate the number cohort that enters shelter system within 14 to 90 days subsequent to successful housing outcome.

6) **System Occupancy Rate:**

- a) **Purpose:** Indicates efficient use of community resources. High occupancy indicates system efficiency at turning over units and providing system that is in demand.
- b) **System:** 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 Board Ends Policy.
- e) **Reporting methodology:** Total household units of service provided during the period divided by the total days within the period divided by the total system capacity. *Note: cumulative total for households with multiple instances of service during the period.* $[\Sigma(\text{exit$

date or last day of report period –entry date or first day of period) / total days during the period]/system capacity.

- 7) **Successful Housing Outcomes:** Refer to Table 1 at the end of the appendix for a complete list of housing outcomes.
- a) **Purpose:** Indicates system success in ending homelessness. A higher number and rate are considered positive.
 - i) Emergency Shelter: Indicates system success in ending homelessness as measured by those who attain transitional or permanent housing.
 - ii) Permanent Supportive Housing: Indicates system success in ending homelessness as measured by those who retain permanent supportive housing or attain other permanent housing.
 - b) **Systems:** All
 - c) **Definition:**
 - i) For Emergency Shelter: the number of distinct households that exit (i.e., latest exit for clients with multiple stays during period) to successful housing as defined in Table 1 and the percentage this represents of total distinct households served.
 - ii) For Permanent Supportive Housing: the number of distinct households that remain in Permanent Supportive Housing or that exit permanent supportive housing 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 Board Ends Policy.
 - i) Number of outcomes equals rate times number of exits.
 - ii) Permanent Supportive Housing: Multiply the percentage goal by the projected number of households served.
 - e) **Reporting methodology:**
 - i) For Emergency Shelter: Calculate the total number of exits and the total number of destinations that are considered successful housing outcomes. Divide the number of successful housing outcomes by the number of total exits.
 - ii) For Permanent Supportive Housing: Sum the total number of destinations that are considered successful housing outcomes and the number residing in PSH at the end of the period. Divide the number of successful housing outcomes by the total number of households served during the period. Deceased clients are not included in the count of exited clients.
- 8) **Turnover Rate:**
- a) **Purpose:** High turnover rate may indicate system is not effectively 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 number of units occupied.
 - d) **Goal-setting methodology:** Based on predicted annual rate of 20%; semi-annual rate of 10%; and quarterly rate of 5%.
 - e) **Reporting methodology:** Turnover rate is calculated by dividing the total units becoming vacant during a period by the number of units occupied during the same period.

Program Evaluation Methodology

The Evaluation Methodology document establishes the purpose, definition, goal-setting and reporting methodology for each of the indicators that CSB currently tracks for its reporting needs.

Purpose: identifies the reason for the indicator

Programs: identifies the programs for which an indicator applies

Definition: CSB 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 unit, regardless whether it consists of a family or a single adult, 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.

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

- 1) ***Access to CSB Direct Client Assistance (DCA):***
 - a) **Purpose:** Indicates that program is assisting households to access DCA and obtain housing. A higher rate of access is considered positive.
 - b) **Programs:** Outreach, Resource Specialists, Direct Housing, Stable Families Program and Transition Program.
 - c) **Definition:** The percent of exited distinct households receiving either Transition Program DCA or FHC DCA (for FHC DCA - for up to 90 days prior to and during the report period), as a percentage of distinct household exits during the report period.
 - d) **Goal-setting methodology:** Meet or exceed CSB Board Ends Policy; based on historical trends or anticipated performance.
 - e) **Reporting methodology:** The total number of exited distinct households that received CSB program DCA (for FHC DCA - for up to 90 days prior to and during the report period) / total number of distinct households served that exited the program during the report period.
- 2) ***Average CSB Direct Client Assistance (DCA) Amount per Household:***
 - a) **Purpose:** Indicates that program is cost-efficient in accessing DCA. A lower average amount per household indicates that program has leveraged other community resources.
 - b) **Programs:** Direct Housing, Stable Families Program and Transition Program
 - c) **Definition:** The average dollar amount of total CSB direct client assistance received per distinct household during the report period.

- d) **Goal-setting methodology:** Based on historical trends, anticipated performance, and available resources.
 - e) **Reporting methodology:** Total monetary assistance awarded to all households during report period / total number of distinct households served that received assistance
- 3) **Access to resources to avoid shelter admission and stabilize housing:**
- a) **Purpose:** Indicates program's success in ending homelessness.
 - b) **Programs:** Emergency Shelters
 - c) **Definition:** Program adheres to the following standards, which are described in the CSB Administrative and Program Standards document: E1, E2, E3, E4, E7, E9, E10, E11, E12, E22, E23, E24, E25, E27, E34, E37, E39, E40, E41, E42, E43, E44, E45, E46, E47 .
 - d) **Goal-setting methodology:** N/A
 - e) **Reporting methodology:** Current year Program Review and Certification Report.
- 4) **Average Length of Stay (LOS):**
- a) **Purpose:** A reasonably short LOS indicates the program's success in rapid re-housing. It can also indicate efficiency related to turnover of beds which is essential to meet system demand for emergency shelter.
 - b) **Programs:** Emergency Shelter and Direct Housing
 - c) **Definition:**
 - i) Emergency Shelter: The average cumulative number of days households receive shelter as measured from shelter entry or first day of report period to exit or last day of report period.
 - ii) Direct Housing – Short -Term: The average number of days households receive services as measured from the point of entry in the FHC program to the exit date from the YWCA Family Center. Measure applies only to households that had an entry date in the FHC program within the report period. *Note: Families who had an FHC entry date after their YWCA Family Center exit date are excluded from this calculation.*
 - iii) Direct Housing – Long -Term: The average number of days households receive services as measured from the point of entry in the FHC program to the exit date from the YWCA Family Center. Measure applies only to households that had an entry date in the FHC program within the report period. *Note: Families who had an FHC entry date after their YWCA Family Center exit date are excluded from this calculation.*
 - d) **Goal-setting methodology:** Meet or exceed CSB Board Ends Policy. An average LOS less than Ends goal is considered to be the desired direction.
 - e) **Reporting methodology:**
 - i) Emergency Shelter: The total number of Bedlist (derived from the Daily Bedlist Report) units for the report period / the number of total distinct households served
 - ii) Direct Housing: $\Sigma(\text{YWCA Family Center exit date} - \text{Direct Housing entry date}) / \text{the number of total distinct households served with an entry date in the FHC program within the report period.}$
- 5) **Average Length of Participation:**
- a) **Purpose:** Indicates that program is assisting households to achieve independence without long term reliance on the program.
 - b) **Programs:** Direct Housing, Stable Families Program and Outreach

- c) **Definition:** Average number of days that exited distinct households receive 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.
 - e) **Reporting methodology:** $\Sigma(\text{Exit date} - \text{Entry/Enrollment date}) / \text{the number of total distinct households served and exited from program during the report period}$
- 6) ***Average Transition Time (ATT):***
- a) **Purpose:** A reasonably short ATT indicates the program's success in rapid re-housing. It can also indicate efficiency related to turnover of beds which is essential to meet system demand for emergency shelter.
 - b) **Programs:** YWCA Family Emergency Shelter
 - c) **Definition:** The average number of days households receive shelter services as measured from shelter entry to entry/enrollment into the FHC program. Measure applies only to households that had an entry date in the FHC program within the report period.
 - d) **Goal-setting methodology:** Meet the FHC policies and procedures.
 - e) **Reporting methodology:** $\Sigma(\text{FHC program entry/enrollment date} - \text{YWCA Family Center entry date}) / \text{the number of total distinct households served with an entry date in the FHC program within the report period.}$
- 7) ***Basic needs met in a non-congregate environment:***
- a) **Purpose:** Indicates program's success in ending homelessness.
 - b) **Programs:** Resource Specialists, Permanent Supportive Housing, Tier 2 Emergency Shelters, Direct Housing and CSB Transition
 - c) **Definition:** Program adheres to the following standards, which are described in the CSB Administrative and Program Standards document: For Resource Specialists: E2, E48 through E51; for PSH: B6, J1, J2, L1; for Direct Housing and CSB Transition: E2, for Tier 2: E2, E30, J1, J2, J14, L1.
 - d) **Goal-setting methodology:** N/A
 - e) **Reporting methodology:** Current year Program Review and Certification Report.
- 8) ***Basic needs met in secure, decent environment:***
- a) **Purpose:** Indicates program's success in addressing immediate need.
 - b) **Programs:** Emergency Shelters and Outreach
 - c) **Definition:** Program adheres to the following standards, which are described in the CSB Administrative and Program Standards document: For Outreach: E8; For Emergency Shelters E8, E15, E17, E18, E19, E28, E29, B6, B7, B8, J1 through J17, K1 through K12, L1 through L5.
 - d) **Goal-setting methodology:** N/A
 - e) **Reporting methodology:** Current year Program Review and Certification Report.
- 9) ***Carryover Households:***
- a) **Purpose:** Indicates volume of households served by the program which do not exit as of the end of the report period. This measure is monitored but not evaluated.
 - b) **Programs:** Direct Housing, Stable Families Program and Outreach
 - 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, must provide rationale for planned goal.
- e) **Reporting methodology:** The number of distinct households with an entry date before 7/1/0X for annual number; before 7/1/0X and 1/1/0X for semi-annual; before 7/1/0X, 10/1/0X, 1/1/0X, and 4/1/0X for quarterly.

10) ***Change in Income from Entry to Exit:***

- a) **Purpose:** Indicates that program is assisting households to obtain sufficient income to attain housing. A higher rate is considered positive.
- b) **Programs:** Tier 2 Emergency Shelter, Direct Housing – Long-Term and Stable Families Program
- c) **Definition:** The average percentage increase in total household income amount from entry to exit.
- d) **Goal-setting methodology:** Meet or exceed CSB Board Ends Policy.
- e) **Reporting methodology:** The percentage change in income is calculated by determining the difference in total household income amount for all sources at entry from the total household income amount at exit for all sources and dividing by the total household income amount for all sources at entry. Change in Income considers only the total number of distinct households that exit (i.e. latest exit for households with multiple stays during report period). Income sources may include employment, cash benefits, or other sources. (Total exit income per exited households – Total entry income per exited households) / Total entry income per exited households.

11) ***Critical Access to Housing (CAH) Households Served:***

- a) **Purpose:** Indicates volume of households served in dedicated PSH units for the Critical Access to Housing initiative.
- b) **Programs:** Permanent Supportive Housing (Southeast Scattered Sites and YMCA 40 W Long St 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 either Southeast or Maryhaven Outreach Case Managers and must be living in homeless camps, on the land, for an extended period of time.
- d) **Goal-setting methodology:** Based on historical trends and anticipated performance.
- e) **Reporting methodology:** The number of distinct CAH households served by the program (including new and carryover), during the report period.

12) ***Detox Exits:***

- a) **Purpose:** Indicates that program is assisting households to enter detox and/or treatment. A higher rate is considered positive.
- b) **Programs:** Tier I Inebriate Shelter
- c) **Definition:** The number of households served that exit to an inpatient drug or alcohol treatment facility.
- d) **Goal-setting methodology:** Meet or exceed CSB standards.

- e) **Reporting methodology:** The percentage of detox exits is derived by dividing the number of distinct households that were exited with a detox exit 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).

13) ***Efficient use of a pool of community resources:***

- a) **Purpose:** Indicates that the program is cost-efficient.
- b) **Programs:** Emergency Shelters, Prevention, Outreach, Direct Housing and Permanent Supportive Housing
- c) **Definition:**
 - i) Emergency Shelters, Prevention, Outreach, Direct Housing: A percentage based on the semi-annual CSB actual cost per household served relative to the annual budgeted CSB cost per household served. A program is considered efficient if its actual CSB cost per household served is either less than or within 110% of the budgeted CSB cost per household served.
 - ii) Permanent Supportive Housing: A percentage based on the semi-annual CSB actual cost per unit relative to the annual budgeted CSB cost per unit. A program is considered efficient if its actual CSB cost per unit is either less than or within 110% of the budgeted CSB cost per unit. The unit is defined as the capacity of the program at the end of the evaluation period.
- d) **Goal-setting methodology:** N/A
- e) **Reporting methodology:**
 - i) Emergency Shelters, Prevention, Outreach, Direct Housing: (The semi-annual actual CSB cost per household served / the annual budgeted CSB cost per household served) X 100.
 - ii) Permanent Supportive Housing: (The semi-annual actual CSB cost per unit / the annual budgeted CSB cost per unit) X 100.

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, Stable Families Program and Outreach
- 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, must provide rationale for planned goal.
- 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) ***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. For Permanent Supportive Housing, households served must meet Rebuilding Lives eligibility criteria.

- d) **Goal-setting methodology:** Meet or exceed prior performance. If new program, must provide rationale for planned goal.
- i) Homelessness Prevention and Transition:
 - (1) Annual projections: based on historical trends and/or anticipated performance.
 - (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.
 - ii) Direct Housing, Stable Families Program and Outreach:
 - (1) Annual projections: based on historical trends and/or anticipated performance.
 - (a) Carryover households are those enrolled prior to 7/1/0X and anticipated to be active in the program as of 7/1/0X.
 - (b) New program entrants are those households enrolled on or after 7/1/0X.
 - (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.
 - iii) Emergency Shelter Programs:
 - (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. Use Shelter Household Estimating Tool to calculate. Attach to POP.
 - iv) Permanent Supportive Housing (including Shelter Plus Care):
 - (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 ($20 \times 1.05 = 21$).
 - v) Transitional Housing projections should be based on historical program performance.
 - vi) Resource Specialists: based on historical trends and/or anticipated performance. Annual households served should be based on a clear program plan, as described in the Service Description. Use Resource Specialist Estimating Tool to calculate. Attach to POP.
 - vii) All other programs—based on prior year's actual number of households served.

- 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 HMIS 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). For Resource Specialists, data is rendered distinct after the records of households who did not use the resource specialist services during the report period have been removed.*

16) **Housing Retention:**

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

17) **Housing Stability:**

- a) **Purpose:** Indicates program's success in ending homelessness as measured by length of time that program participants retain permanent supportive housing. A longer rate is generally considered positive.
- 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:** Meet or exceed CSB Board Ends Policy based on historical trends or anticipated performance. Meet or exceed most recently reported achievements.
- 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.

18) ***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, Resource Specialists, Stable Families Program and Outreach
- 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, must provide 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.

19) ***Program Occupancy:***

- a) **Purpose:** Indicates efficient use of community resources. High occupancy indicates program efficiency at turning over units and providing program that is in demand.
- b) **Programs:** Tier 2 Shelter, Permanent Supportive Housing and Transitional Housing. Monitored but not evaluated for Tier I Shelters.
- c) **Definition:**
 - i) Emergency Shelter: A percentage that reflects the average number of households that stayed in each emergency shelter per night during the report period relative to the emergency shelter's program capacity. *Note: cumulative total for households with multiple instances of service during the report period.*
 - ii) Permanent Supportive Housing and Transitional Housing: A percentage that reflects the average number of households residing in a program per night relative to the program capacity.
- d) **Goal-setting methodology:** Meet or exceed Board Ends Policy or prior performance. If new program, must provide 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 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: ((exit date or end of report period – entry date or beginning of report period) + 1) / days in report period)
 - (2) Rate: Program occupancy number (rounded to nearest whole number) divided by the program capacity

20) *Ongoing Engagement with the neighborhood:*

- a) **Purpose:** Indicates program's success in integrating in the community.
- b) **Programs:** Emergency Shelters & Permanent Supportive Housing
- c) **Definition:** Program adheres to the following standards, which are described in the CSB Administrative and Program Standards document: I1 through I9.
- d) **Goal-setting methodology:** N/A
- e) **Reporting methodology:** Current year Program Review and Certification Report.

21) *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
- c) **Definition:** The total number of distinct households that 1) were exited during the report period with a successful housing outcome (as defined for that program) and 2) 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 Stable Families Program, 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 exceed Board Ends Policy or prior performance.
- e) **Reporting methodology:** A percentage rate reflecting the number of recidivist households in a program relative to the number of households that exited the program with a successful housing outcome (specific to that program). Recidivism rate is measured only for semi-annual and annual report periods. For Outreach and Tier 1 Family Shelter, households with exits to emergency shelter are excluded from the calculation.
 - i) $\text{Rate} = (\text{numerator}/\text{denominator}) \times 100$
 - ii) Denominator: Cohort of households which attained successful housing outcome 90-days prior to the end of the report period.
 - (1) Semi-annual cohort: Calculate the number of distinct households with successful housing outcome within the first 90 days of the semi-annual report period.
 - (2) 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) Semi-annual: 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) Annual: Using the above cohort, calculate the number of distinct households that enters shelter system within 14 to 90 days subsequent to successful housing outcome.

- (4) For the Stable Families Program the time-range above is replaced by 14 days to 1(one) year

22) ***Resources and services to maintain housing:***

- a) **Purpose:** Indicates program's success in preventing homelessness.
- b) **Programs:** Prevention
- c) **Definition:** Program adheres to the following standards, which are described in the CSB Administrative and Program Standards document: E10, E11, E12.
- d) **Goal-setting methodology:** N/A
- e) **Reporting methodology:** Current year Program Review and Certification Report.

23) ***Sheltered Households Served:***

- a) **Purpose:** Indicates percentage of households in emergency shelters that receive Resource Specialist services.
- b) **Programs:** Resource Specialists
- c) **Definition:** The percent of distinct heads of households who receive Resource Specialist services; only the head of household's last stay associated with the Resource Specialist program during the report period is included in the measure.
- d) **Goal Setting Methodology:** Based on historical trends or anticipated performance.
- e) **Reporting Methodology:** The number of distinct households who used Resource Specialist services / the number of distinct households who stayed in a shelter associated with the Resource Specialist program during the report period.

24) ***Successful Housing Outcome/Successful Outcome:*** 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:** 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) **Tier 1 Family Shelter:** Indicates program's success in linking households to appropriate next step housing which includes Tier II shelter, transitional and permanent housing for successful outcomes and transitional and permanent housing only for successful housing outcomes.
 - v) **Direct Housing – Long-Term:** Indicates program's success in ending homelessness as measured by those who retain permanent housing (while receiving Direct Housing support) or attain other permanent housing upon exit from the program.
 - vi) **All other:** Indicates program's success in ending homelessness as measured by those who attain other transitional or permanent housing.

- b) **Programs:** All
- c) **Definition:**
 - i) For all programs excluding Permanent Supportive Housing, YWCA Family Center, Outreach, Stable Families Program and Direct Housing – Long-Term: 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 the Tier I Family Shelter:
 - (1) Successful outcomes are the percentage of distinct households that exit (i.e., latest exit for households with multiple stays during report period) successfully to shelter, transitional or permanent housing as defined in Table 1 and Table 2 (includes exits to Tier II shelters).
 - (2) Successful housing outcomes are the number of distinct households that exit (i.e., latest exit for households with multiple stays during report period) to successful housing as defined in Table 1 (excludes exits to Tier II shelters) and the percentage this represents of total distinct households with a successful outcome.
 - iii) For outreach:
 - (1) Successful outcomes are the number of distinct households that exit (i.e., latest exit for households with multiple stays during report period) successfully to either shelter or housing as defined in Table 1 and Table 2 and the percentage this represents of total distinct households exited.
 - (2) Successful housing outcomes are the number of distinct households that exit (i.e., latest exit for households with multiple stays during report period) successfully to housing as defined in Table 1 and the percentage this represents of total distinct households with a successful outcome.
 - iv) For Permanent Supportive Housing: the number of distinct households that remain in the Permanent Supportive Housing program or that exit the program for other permanent housing (as defined in Table 1) and the percentage this represents of total distinct households served.
 - v) For Direct Housing – Long-Term, the number of distinct households that remain in a Direct Housing supported apartment or that exit the program for other permanent housing (as defined in Table 1) and the percentage this represents of total distinct households served.
 - vi) For Stable Families Program: the number of distinct households that attain stable housing at exit from the program and the percentage this represents of total distinct households exited.
- d) **Goal-setting methodology:** Meet or exceed Board Ends Policy or prior performance.
 - i) Homelessness Prevention: Multiply the percentage goal by the projected number of households served.
 - ii) Direct Housing – Short-Term, Stable Families Program and Transitional Housing: Multiply the percentage goal by the projected number of exited households.
 - iii) Tier I Family Shelter and Outreach:
 - (1) Successful outcomes: Multiply the percentage goal by the projected number of exited households.
 - (2) Successful housing outcomes: Multiply the percentage goal by the projected number of successful outcomes.

- iv) Resource Specialists: Multiply the percentage goal by the projected number of exited households. *Use Resources Specialists Estimating Tool to calculate. Attach to POP.*
 - v) Emergency Shelter: Number of successful housing outcomes equals rate times number of exits. *Use Shelter Estimating Tool to calculate. Attach to POP.*
 - vi) Permanent Supportive Housing and Direct Housing – Long-Term: Multiply the percentage goal by the projected number of households served.
- e) **Reporting methodology:**
- i) For all programs excluding Permanent Supportive Housing, Tier I Family Shelter for FY2009, Outreach and Direct Housing – Long-Term: Calculate the total number of distinct household exits and the total number of destinations that are considered successful housing outcomes. Divide the number of successful housing outcomes by the number of total exits during the report period.
 - ii) For the Tier I Family Shelter:
 - (1) FY2008— Calculate the total number of distinct household exits and the total number of destinations that are considered successful housing outcomes per Table 1. Divide the number of successful housing outcomes by the number of total exits during the report period.
 - (2) FY2009
 - (a) Successful outcomes: Calculate the total number of distinct household exits and the total number of destinations that are considered successful (Tier II shelter, transitional and permanent per Table 1 and Table 2). Divide this number of successful outcomes by the number of total exits during the report period.
 - (b) Successful housing outcomes: Calculate the total number of successful outcomes (above) and the total number of destinations that are considered successful housing outcomes (please refer to Table 1). Divide the number of successful housing outcomes by the number of total successful outcomes.
 - iii) For Outreach:
 - (1) Successful outcomes: Calculate the total number of distinct household exits and the total number of destinations that are considered successful shelter and housing outcomes per Table 1 and Table 2. Divide this number of successful outcomes by the number of total exits during the report period.
 - (2) Successful housing outcomes: Calculate the total number of successful outcomes (above) and the total number of destinations that are considered successful housing outcomes (please refer to Table 1). Divide the number of successful housing outcomes by the number of total successful outcomes.
 - iv) For Permanent Supportive Housing and Direct Housing - Long-Term: Sum the total number of distinct household exits with destinations that are considered successful housing outcomes and the number residing in Permanent Supportive Housing or Direct Housing-Long Term at the end of the report period. Divide the number of successful housing outcomes by the total number of distinct households served during the report period. *Note: for Permanent Supportive Housing, deceased households are not included in the count of households served.*

25) *Turnover Rate:*

- a) **Purpose:** High turnover rate may indicate program is not effectively 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 number of units occupied.
- d) **Goal-setting methodology:** Set based on prior performance. For new programs, CSB estimates no more than the following turnover rates: Annual rate: 20%; Semi-annual rate: 10%; Quarterly rate: 5%. Include an explanation in the proposed POP for calculation of turnover rate.
- e) **Reporting methodology:** Turnover rate is calculated by dividing the total units becoming vacant during a report period by the number of units occupied during the same report period.

Table 1: Successful Housing Outcomes (see above item 24)

ServicePoint Destination (pick list)	CSB Definition	Does Head of household Control Housing? *	Successful Housing Outcome?
Permanent Housing: Rental house/apartment (no subsidy)	Privately owned, market rent housing (not subsidized)	Yes	Yes
Permanent Housing: Public Housing	Housing owned and subsidized by CMHA	Yes	Yes
Permanent: Section 8	Housing owned by a private landlord or partner agency and subsidized through a CMHA Section 8 Voucher or through Section 8 project-based subsidy	Yes	Yes
Permanent: Shelter Plus Care	Housing owned by a private landlord or partner agency and subsidized through the Shelter Plus Care program administered by CMHA	Yes	Yes
Permanent: HOME subsidized house/apartment	The YMCA Permanent Supportive Housing program at 40 West Long Street or SE Scattered Site Permanent Supportive Housing	Yes	Yes
Permanent: Other subsidized house/apartment	Housing owned by a private landlord or partner agency that has an on-going subsidy through HUD 202 or 811 program, tax credits, or other sources, including HUD and CSB	Yes	Yes
Permanent: Home ownership	Housing that is owned by the head of household	Yes	Yes
Permanent: Moved in with Family/Friends	DO NOT USE	NO	NO
Transitional: Transitional housing for homeless	Transitional (i.e. New Horizons, Amethyst RSVP)	Varies	NO (except for Shelter, Resource Specialists, & Outreach)
Transitional: Moved in with Family/Friends	Temporary housing with family or friends	NO	NO (except for Huckleberry House)
Institution: Psychiatric hospital	Temporary/indefinite residence in a psychiatric hospital for the treatment of severe mental illness	NO	NO
Institution: Inpatient alcohol/drug facility	Temporary/indefinite residence in an inpatient facility for treatment of alcohol and/or drug addiction	NO	NO
Institution: Jail/prison	Incarceration in local, state or federal prison	NO	NO
Emergency Shelter	Emergency Shelter (all including Tier II shelters)	NO	NO (except: Tier 1 Family Shelter during FY08)

* 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.

ServicePoint Destination (pick list)	CSB Definition	Does Head of household Control Housing? *	Successful Housing Outcome?
Other: Other Supportive Housing	DO NOT USE	NO	NO
Other: Places not meant for habitation (street)	Street, condemned buildings, etc.	NO	NO
Other ¹	Hotel, other	NO	NO
Unknown		N/A	NO

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 Tier 1 Family Shelter (YWCA Family Center ²) and Outreach programs)

ServicePoint Destination (pick list)	CSB Definition	Does Head of household Control Housing? ³	Successful Outcome?
Emergency Shelter	Emergency Shelter (all including Tier II shelters)	NO	NO (except: Tier 1 Family Shelter starting with FY09 and Outreach)

¹ For Permanent Supportive Housing and Transitional Housing, use this destination for deaths and notify CSB Database Administrator in order for this head of household to be excluded from calculations of housing outcomes.

² The successful outcomes measure is currently applied to the outreach programs and will be applied to the Tier I Family Shelter (YWCA Family Center) beginning with FY2009.

³ 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.



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