



communityshelterboard

ANNUAL REPORT FY2024

Until everyone has a place to call home



Dear Friends and Supporters,

This year was filled with challenges and triumphs. At Community Shelter Board, this also reminds us of the transformative power of hope and the transformational change that we can achieve together.

Hope is not just an emotion—it is a call to action. The recent Community Assessment reminds us that the work of community is the responsibility of each one of us. It invites us to reimagine how we leverage our collective voice to end homelessness. It has been pivotal in focusing our strategy to address racial inequity within the housing system. It serves as a living guide, driving us toward meaningful change and progress. Personally, I am hopeful for a positive future.

Each act of generosity, big or small, reinforces the belief that everyone deserves a safe place to live. We invite you to have the courage to hope and take a stand for housing justice. Your generosity is a powerful statement that everyone deserves a home.

Join me today to help turn our vision into reality and ensure that everyone in our community has a place to call home.

With heartfelt gratitude,



Shannon TL Isom
President + CEO





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Over the past 10 years alone, Community Shelter Board's system of care has housed more than 30,000 people.



How we do it

Time frame for below numbers is July 1, 2023 – June 30, 2024.

Street Outreach

756 people living outside were engaged by street outreach teams to work toward safe shelter and housing. 177 people leaving encampments and other sheltered conditions were provided with shelter and rehousing.

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

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

Diversion and Coordinated Entry

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

WHAT IT IS: A 24-hour homeless hotline answers 70,000+ calls a year to connect people to shelter beds or help them find better options than shelter. Families, youth, and survivors of domestic violence meet face-to-face with case managers to assess their strengths, identify available resources, and get linked to tailored options to avoid becoming homeless.

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

Prevention

3,139 expectant mothers, youth, veterans, and family members received prevention services. They remained stably housed and did not enter into a homeless shelter.

WHAT IT IS: Targeted prevention assistance for families at risk of literal homelessness within the next 30 days. Partners identify families at imminent risk of homelessness and immediately offer them problem-solving assistance focused on housing and rental assistance when needed.

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

4,775



Shelter

7,142 people were provided with safe emergency shelter while experiencing homelessness, including 1,508 children.

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

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

Rapid Rehousing

3,355 people in shelter received help to find stable housing.

WHAT IT IS: Case managers work with people in shelter who are experiencing a momentary loss of safety nets, connecting them to housing, employment, training, medical care, and rental assistance to help them move back into stable, permanent housing. Rental assistance is tailored to each household's need and can range from three to 12 months. CSB works with partners for quick access to short-term financial assistance for rent, security deposit, or utility payments. This is the community's most powerful tool to move people through shelter rapidly and ensure a quick transition back to stability in housing.

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

Transitional Housing

164 youth were kept safe in transitional housing.

WHAT IT IS: Temporary housing for youth age 18-24 with severe challenges, trauma, or physical health issues. Programs range between two and 18 months in length, while residents receive peer and professional support and 24-hour supervision. Services include housing, life skills assistance, alcohol and drug treatment, mental health care, and physical health care.

WHO DOES IT: Home for Families, Huckleberry House

Supportive Housing

3,465 people were kept safely housed and healthy in permanent supportive housing, including 211 veterans.

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

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

Managing resources to best support a place to call home

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

Programs	96%	\$57,254,092
Administration	2%	\$1,526,471
Fundraising	2%	\$937,908
		\$59,718,471



Community Shelter Board (CSB) is a responsible steward of the public’s dollars, spending 96% of our budget on programs for people facing homelessness.

For the FY2024 Form 990, visit www.csb.org. For a copy of the full audited financial statements, contact Community Shelter Board at info@csb.org.

Revenue Sources for FY2024

U.S. Department of Housing & Urban Development	\$19,821,986
City of Columbus	\$22,995,171
Franklin County	\$6,979,224
State of Ohio	\$2,764,378
Private contributions	\$3,924,945
United Way of Central Ohio	\$735,000
Other	\$1,166,972
\$58,387,676	

Total net assets
at end of fiscal year
\$14,927,450

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Affordable Housing Alliance
of Central Ohio

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Veterans Administration

Home for Families

The Affordable Housing Trust
for Columbus and Franklin County
OhioHealth

Sanctuary Night

Columbus Coalition for the Homeless

City of Columbus

Worthington Enterprises

Lutheran Social Services CHOICES
for Victims of Domestic Violence

Community Shelter Board

Columbus Mayor's Office

Columbus Police Department

YMCA of Central Ohio

Columbus City Schools - Project Connect

Columbus City Council

Marker, Inc.

Legal Aid of Southeast and Central Ohio

Twin Valley Behavioral Healthcare

Ohio Domestic Violence Network

Franklin County Board of
Developmental Disabilities

Mount Carmel Health System
Street Medicine

Columbus State Community College

Corporation for Supportive Housing

Citizens Advisory Council

Faith Based Committee

Office of the Columbus City Attorney

Franklin County Children Services

The Columbus Foundation

Columbus Metropolitan Housing Authority

ASPYP Workforce Innovation

Youth Action Board

Equitas Health

Citizens Advisory Council

Franklin County Department of Job
& Family Services

ADAMH Board of Franklin County

Ohio Capital Corporation for Housing

United Way of Central Ohio

Franklin County Office on Aging

Nationwide

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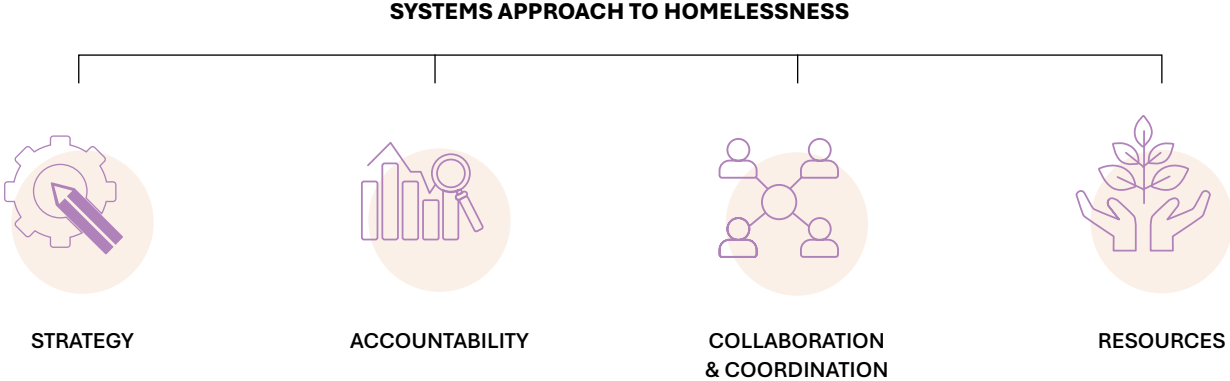
Collective impact



The mission of the Community Shelter Board (CSB) is to lead a coordinated, community effort to ensure everyone has a place to call home. CSB focuses on driving strategy, accountability, collaboration, and resources to achieve the best outcomes for people facing homelessness.

Community Shelter Board is funded by the City of Columbus, the Franklin County Board of Commissioners, the U.S. Department of Housing and Urban Development, Ohio Development Services Agency, the State of Ohio, United Way of Central Ohio, The Columbus Foundation, Nationwide Foundation, American Electric Power Foundation, Battelle, and many other public and private investors.

As the system leader for the prevention of and response to homelessness in central Ohio, CSB funds and coordinates care across 16 partner agencies providing street outreach, homelessness prevention, emergency shelter, and housing programs, creating a responsive network to ensure an effective and readied use of community resources for people experiencing homelessness. CSB assures that homeless and housing service providers work as a system rather than as fragmented programs and siloed organizations.



CSB has earned national recognition as a model organization emphasizing performance management and data-driven decision-making. These practices are central to its innovative approach to addressing homelessness and ensuring the efficient use of resources to achieve measurable results.

This foundation provides an excellent platform for CSB to continue driving impactful change as it pivots from a sheltering organization to a housing-focused model.

CSB leverages resources system wide, ensuring accountability and driving outcomes to achieve the best results for people facing homelessness. Under the leadership of Shannon TL Isom, President + CEO, CSB envisions a future brimming with fresh opportunities, charting a course for the community in an ever-evolving landscape. CSB is committed to optimizing our system of care to ensure it aligns to local housing market realities and opportunities, provides equitable, suitable interventions for each household, and diverts people facing homelessness to safe and stable housing.

Assessing the homelessness response system in Franklin County

At the request of Franklin County, the City of Columbus, and the Columbus Partnership, a comprehensive assessment of our community's homeless crisis response system was conducted by Focus Strategies, a national consulting firm. This assessment was driven by the need to address the impacts of population growth and changing economic dynamics on homelessness. The goal was to evaluate our current system, align it with community values, and ensure it is equipped to meet contemporary challenges.

Purpose of the Assessment

The assessment had three primary objectives:

1. **Evaluate Current Achievements:** Determine what our system is currently achieving and identify what is needed to achieve different, more effective outcomes.
2. **Define the Community's Vision:** Articulate a vision for homelessness response that reflects our community's values and identify the strategies most likely to realize this vision.
3. **Optimize Resource Investment:** Explore options for resource investment and system improvements to ensure our homelessness response is equitable, efficient, and effective.



39%

With intervention, overall homelessness can be reduced by 39 % by 2028, including significant reductions in both unsheltered (80%) and sheltered (20%) homelessness.

Key Findings and Recommendations

Community Shelter Board is dedicated to the following area of improvement identified as critical areas for improvement in the assessment:

- **Move Upstream:** Implement diversion strategies for single adults and rapid exit strategies to prevent homelessness before it occurs.
- **Optimize the System:** Improve shelter performance, shift to non-congregate shelter options for families, and expand the types and duration of subsidies for permanent housing.
- **Scale Housing:** Increase the availability of rapid rehousing and permanent supportive housing units.
- **Enhance Learning and Engagement:** Engage individuals with lived experience in system design and implementation, and improve data reporting and strategic evaluations.
- **Coordinate Investment:** Leverage the Unified Funding Agency designation to access more federal resources and centralize funding efforts.

Challenges Ahead

The assessment also highlighted significant challenges:

- **Affordable Housing Crisis:** Rapidly increasing rents and declining rental vacancy rates are exacerbating housing instability.
- **Funding Limitations:** The current system's reliance on annual funding prevents long-term planning and stability.
- **Equity Concerns:** Black households are disproportionately affected by homelessness, representing 53% of the homeless population in Columbus/Franklin County despite making up only 26% of the overall population.

68%

Without intervention, there will be a 68% increase in unsheltered homelessness by 2028.



A call to action

Community Shelter Board is committed to implementing these ambitious changes and invites all stakeholders to join in this critical effort. Together, we can build a more equitable, efficient, and effective homeless response system.



To learn more about the full assessment findings and recommendations, scan the QR code or visit our website.

Leverage the benefits of a Unified Funding Agency

The Community Shelter Board (CSB) holds the distinction of being the first unified agency designated by the U.S. Department of Housing and Urban Development (HUD) and is one of only 15 such agencies nationwide.

This prestigious designation underscores CSB's leadership and credibility in addressing homelessness, enhancing its eligibility for federal resources compared to other communities. Notably, CSB consistently excels in maximizing funding, achieving top rankings from HUD, including being recognized as the #1 and #2 performer among its peers.

A key recommendation of the Community Assessment was to more fully leverage the benefits of UFA designation to access more federal resources and centralize funding efforts.

As our community grows, achieving the vision of wellbeing for all will require scaling systems and infrastructure, removing barriers to housing development, and connecting progress to larger community goals. CSB, with support from local funders, can start this work, taking initial steps to align efforts and progress with community goals. Moving swiftly to put in place decision making structures and expectations will help Columbus and Franklin County leadership implement the assessment's recommendations to meet current challenges and prepare for anticipated, growing needs.

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Unified Funding Agencies



Partner Agencies

Our incredibly capable partners are delivering essential services and working for change until everyone has a place to call home.



A year of capstones

An Equity Lens for Data

The CSB’s Data + Evaluation team was recognized nationally for their efforts and use of data to identify and respond to areas of inequity in local systems of care. The team’s work was published by the Advanced Data Users Group on HUD Exchange, a national group of community partners working in homelessness. With new measures in place, the CSB team is able to push for continued improvement and more equitable access and outcomes in services.

Sustained Response to Colonial Village Crisis

Since November 2023, CSB led the relocation of 537 households displaced by the closure of Colonial Village due to severe structural issues. CSB coordinated temporary hotel stays for over 1,300 people and has successfully transitioned all households out of hotels, with 14 households experiencing homelessness—only 3%. Despite challenges like affordable housing shortages, CSB’s accelerated housing strategy and partnerships have ensured safety and stability, highlighting the urgent need for sustainable housing solutions.



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Welcomed New Board Members

The Board of Trustees of CSB welcomed new members from Franklin County, Mount Carmel Health System, and OhioHealth.

Force for Good

CSB was awarded a technology support grant from JPMorgan Chase’s Force for Good program to enhance its Homeless Hotline. This initiative pairs JPMorgan Chase employees with nonprofits to solve real-world challenges through technology.



Team members from
JPMorgan Chase and
Community Shelter Board

CSB’s goal is to transition from a landline-based system to a more agile platform, enabling better communication with waitlisted clients via text or chat. This upgrade will improve the efficiency and effectiveness of shelter placement for those in crisis.

Major Gifts

CSB received incredible investments from American Electric Power and Marker, Inc., as well as a landmark award of state capital funds for YMCA Van Buren Center—the largest award given to any shelter in Ohio.

Presentations

CSB was featured in over 80 conferences, events, and interviews, including 10TV’s Face the State, the Housing First Partners Conference in Atlanta, and a HUD case study on racial and gender disparities.



Recognizing that Black individuals are nearly three times more likely to experience homelessness due to systemic racism, CSB developed a framework to measure and address disparities within its services, aiming to eliminate bias and inequity in the community.

Landmark Award of Federal Funds



The Columbus and Franklin County Continuum of Care received the largest award of funds in local history from the U.S. Department of Housing and Urban Development, including five new projects and marking a 17% increase in federal funding. This infusion of federal funds is a stabilizing force for our community and brings our shared mission to life that everyone in our community should have a place to call home. CSB convenes the Continuum of Care in Columbus and Franklin County, a governing body made up of representatives of relevant and diverse stakeholders charged with overseeing the homeless system.

Winter Warming Centers

Winter warming centers are a vital resource for people experiencing unsheltered homelessness, especially those who avoid traditional shelters. These centers not only offer protection from extreme cold but also connect individuals to crucial services like healthcare, housing, and employment assistance. Last winter, CSB oversaw work with operators and faith partners to serve 640 individuals at these centers, including those with pets, ensuring safety, stability, and dignity. Through partnerships and non-congregate shelter options, CSB provided shelter to those most in need, enhancing community well-being.

Federal Participation in Point-in-Time Count + Under One Roof

In April 2024, two principals from the U.S. Department of HUD joined CSB in Columbus to announce the results of the 2024 Point-in-Time Count on Homelessness. Demetria McClain, Principal Deputy Assistant Secretary for Fair Housing & Equal Opportunity, and Dianne Shelley, Region



*Shannon TL Isom,
Community Shelter Board;
Dianne Shelley, U.S.
Department of Housing and
Urban Development*

5 Regional Administrator, joined Shannon TL Isom to announce a 22% increase over two years in the number of people experiencing homelessness.

The count is conducted by CSB in collaboration with the Continuum of Care, a 44-member planning body that carries out a commitment to ending homelessness in Columbus and Franklin County.

HUD Regional Administrator Shelley returned to Columbus in June to join Shannon TL Isom on stage at Under One Roof for a discussion about the state of homelessness and strategies to optimize systems of care for homelessness response. Attended by 300 people, Under One Roof is CSB's signature fundraising event to spark discussion about critical social problems and shed light on innovative solutions to homelessness.

Strengthening the Continuum of Care

The Continuum of Care is essential for driving impactful change. CSB collaborated with the Continuum to strengthen its role by expanding membership, enhancing its committee and leadership structure, and engaging in strategic planning. This work ensures a more inclusive and effective approach to addressing homelessness, aligning resources and expertise to better serve our community's most vulnerable.

Strengthening Relationships with Black-and Brown-led Organizations

CSB is proud to deepen its commitment to equity by increasing contracts with Black- and Brown-led organizations by over \$800K and expanding business with diverse-owned hotels by more than \$4.5M. This effort supports economic empowerment in underrepresented communities and ensures that CSB's resources are aligned with our values of inclusivity and justice, fostering a stronger, more equitable community.

Future strategy and vision

Informed by the recent Community Assessment on Homelessness, Community Shelter Board (CSB) is crafting visionary strategies to address homelessness in Columbus and Franklin County.

Key initiatives include:



Ending homelessness for families and expectant mothers.



Creating smaller, community-based non-congregate shelters for unsheltered populations.



Expanding affordable housing in Franklin County by repurposing existing facilities and developing alternative, lower cost housing, particularly for those at or below 30% of the area median income.

This ambitious strategy aims to rapidly increase capacity to shelter, rehouse, and provide permanent supportive housing to underserved populations, including low-income families and single adults.

By converting existing facilities into community-centered shelters and building lower cost housing, CSB will offer alternative options for those who face barriers to traditional shelters, such as trauma, the need to stay with a partner, or having a pet. This initiative also supports racial equity by addressing the disproportionate impact of homelessness on African American and other communities of color.

This transformational strategy aims to increase system capacity, promote housing justice, and support racial equity by serving vulnerable populations with flexible, deeply affordable housing and diverse shelter options.





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#PlacetoCallHome

#EndHomelessness