

PROGRAM EVALUATION

FY2011
7/01/10 – 12/31/10

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 \$13 million annually to support homeless programs and services. Last year, these programs served more than 8000 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 FY2011 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 2011 (July 2010-June 2011). 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 FY2012 partnership year.

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

Data Sources

Program descriptions were developed from information provided by partner agency staff. Financial information used in cost efficiency tables, found under the "Efficient Use of Community Resources" section, was gathered from semi-annual reports or APRs submitted by each agency. Compliance with CSB administrative and program standards was assessed by CSB staff during CY2010.

Unless otherwise noted, performance data was gathered from the Community Shelter Board's Columbus ServicePoint (CSP) for the 7/1/10 through 12/31/10 reporting period. All data used in the report met CSB quality assurance standards, which require current data and a 95% completion rate for all required CSP data variables.

System Performance

CSB is evaluating the System level (Emergency Shelter System, Family Emergency Shelter System, Men's Emergency Shelter System, Women's Emergency Shelter System, Direct Housing/Rapid Re-housing System and Permanent Supportive Housing System) performance outcome goals versus actual performance. The evaluation includes recommendations for each system for FY2012 based on previous performance and CSB performance standards. For outcome definitions and methodologies, please see the Appendix.

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

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

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

Program Performance

Program performance outcome goals were compared with actual performance to determine consistency with CSB, CoC or HUD standards. For outcome definitions and methodologies, please see the Appendix.

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

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

Rating	Achievement of Program Outcome Measure²
High	achieve at least 75% of the measured outcomes and at least one of the successful housing outcomes (either number or percentage outcome)
Medium	achieve at least 50% but less than 75% of the measured outcomes
Low	achieve less than 50% of the measured outcomes

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.

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

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

The evaluation includes Program Outcomes Plan (POP) measures for each program for FY2012 based on past program performance, and CSB, CoC and HUD performance standards. Agencies have agreed to these POP measures for inclusion in the FY2012 partnership agreements.

Performance Ratings at a Glance

Program	Performance Rating
Homeless Prevention	
Communities In Schools Stable Families	High
Communities In Schools Stable Families Weinland Park Expansion ¹	Not Rated
CHN ADAMH Prevention (HPRP) ²	Not Rated
CHN Prevention (HPRP) ²	Not Rated
Gladden Community House Homeless Prevention Program	High
Gladden Community House Single Adult Prevention Program (HPRP) ²	Not Rated
Emergency Shelters	
Family Shelters	
HFF Family Shelter	High
VOAGO Family Services	High
YWCA Family Center	Medium
Single Adult Shelters	
LSS Centralized Point of Access (HPRP) ²	Not Rated
LSS Single Adults Combined	Low
Maryhaven Engagement Center	Medium
Southeast FOH Men's Shelter	High
Southeast FOH Rebecca's Place	High
VOAGO Men's Shelter	Medium
VOAGO VA Emergency Housing ²	Not Rated
Outreach Specialist	
Maryhaven Outreach	Low
Access to Benefits	
Benefits Partnership	Medium
Direct Housing/Rapid Re-housing	
Catholic Social Services Rapid Re-housing ²	Not Rated
CHN In-Reach Single Adults ²	Not Rated
CHN Placement (HPRP) ²	Not Rated
CSB Transition Program	High
Homeless Families Foundation Rolling Stock	High
The Salvation Army Direct Housing	High
The Salvation Army Job2Housing	High
VOAGO Rapid Re-housing for Single Adults (HPRP) ²	Not Rated
VOAGO Transition in Place	High
Permanent Supportive Housing	
CHN Briggsdale	High
CHN Cassady Avenue Apartments	High
CHN Community ACT	High
CHN East Fifth Avenue Apartments	High
CHN Hotel St. Clair	High
CHN North 22 nd Street	High
CHN North High Street	High

¹ Program not evaluated.

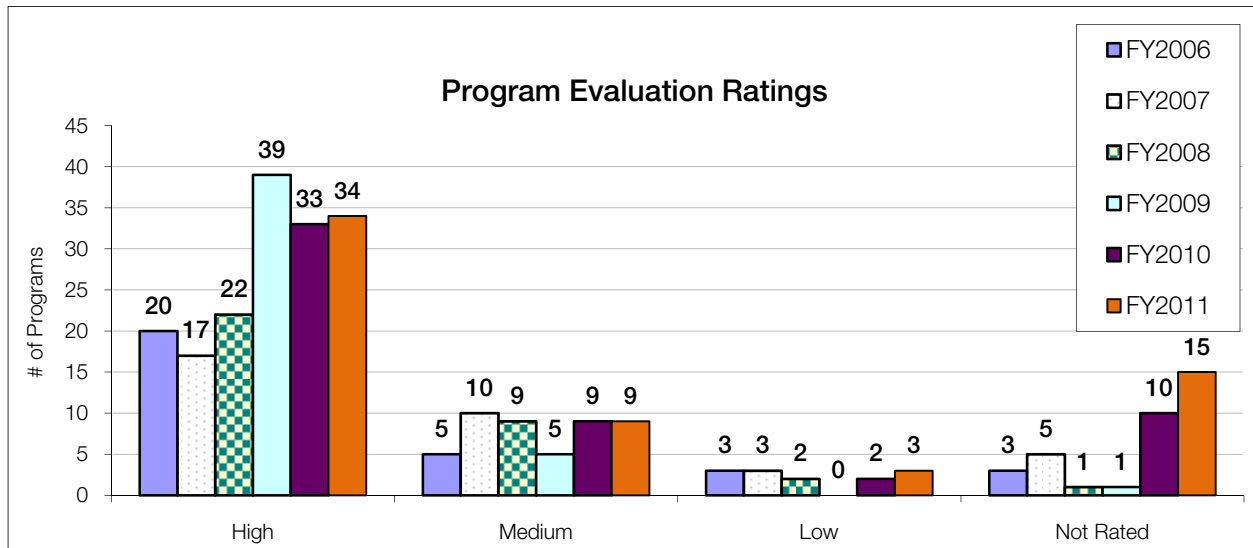
² Program too new to be rated and/or HPRP programs.

Program	Performance Rating
CHN Parsons Avenue	High
CHN Rebuilding Lives PACT Team Initiative	Medium
CHN Safe Havens	High
CHN/SE Leased Supportive Housing Program ²	Not Rated
CHN Southpoint Place	High
Maryhaven Commons at Chantry	High
NCR Commons at Buckingham ²	Not Rated
NCR Commons at Grant	High
NCR Commons at Livingston ²	Not Rated
Southeast Scattered Sites	High
YMCA 40 West Long Street	High
YMCA Sunshine Terrace	High
YWCA WINGS	High
Continuum of Care Programs (Non-CSB funded)	
Transitional Housing	
Amethyst RSVP	High
Huckleberry House Transitional Living Program	High
Maryhaven Women’s Program ²	Not Rated
Southeast New Horizons Transitional Housing	Medium
VOAGO Veterans Program	Low
YMCA ADAMH Pilot ²	Not Rated
Permanent Supportive Housing	
CHN Family Homes	High
CHN Wilson	High
VOAGO Family Supportive Housing	Medium
Shelter Plus Care	
Amethyst SPC	Medium
Columbus AIDS Task Force SPC TRA	High
CHN SPC SRA	High
CHN SPC TRA	High
LSS Faith Mission Shelter Plus Care SRA	Medium

Conclusion

The findings outlined in this evaluation indicate a good level of performance and service provision by partner agencies. The graph on the next page illustrates the number of rated programs between fiscal years 2006 and 2011 by rating category. The Community Shelter Board commends partner agencies on their performance and continued commitment to quality, responsive services and housing for some of the most vulnerable members of our community – adults and children who experience homelessness. CSB looks forward to working with partner agencies in the coming year to accomplish the goals identified in this report and to further improve individual programs and system coordination.

Number of program evaluations by rating category between FY2006 and FY2011



For FY2011, fifteen (15) programs were not rated as being too new to evaluate, non-funded or funded with HPRP stimulus dollars.

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:

Keiko Takusagawa, Operations Administrator
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 Jeremiah Bakerstull, Data & Evaluation Manager
 Lianna Barbu, Operations Director

System Evaluations

System: Family Emergency Shelter System
Agencies: Homeless Families Foundation,
Volunteers of America of Greater Ohio and YWCA
Period: 7/1/10-12/31/10
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 onsite daycare, meal services, and adult and child activities.

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

Next-step housing options include direct housing/rapid re-housing, 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, direct housing/rapid re-housing or transitional housing, financial assistance for rent, security deposit and/or utilities is available through the Transition Program administered by CSB.

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

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 of Greater Ohio. Tier II shelters are piloting a rolling stock model for their units. Transitioning all Tier II units to a rapid re-housing model is one of the Rebuilding Lives plan strategies. Families are better served in a permanent housing environment

and are able to stabilize quicker than in a time limited shelter environment. It is expected that all the Tier II units will be transitioned to this model by the end of CY2011.

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

Demand for emergency shelter among families generally increases during the July through December period each year. In FY2011, to assure that adequate emergency shelter capacity was available, CSB contracted with the YWCA Family Center to provide overflow assistance for families in need of emergency shelter beyond the 50 family capacity of the YWCA Family Center.

FY2011 Family Shelter System Providers and Capacity¹

In FY2011 the capacity for the Family Shelter System decreased to reflect the true shelter capacity by removing the units that are used to pilot the rolling stock/direct housing model.

FY2011 Family Shelter System Providers and Capacity

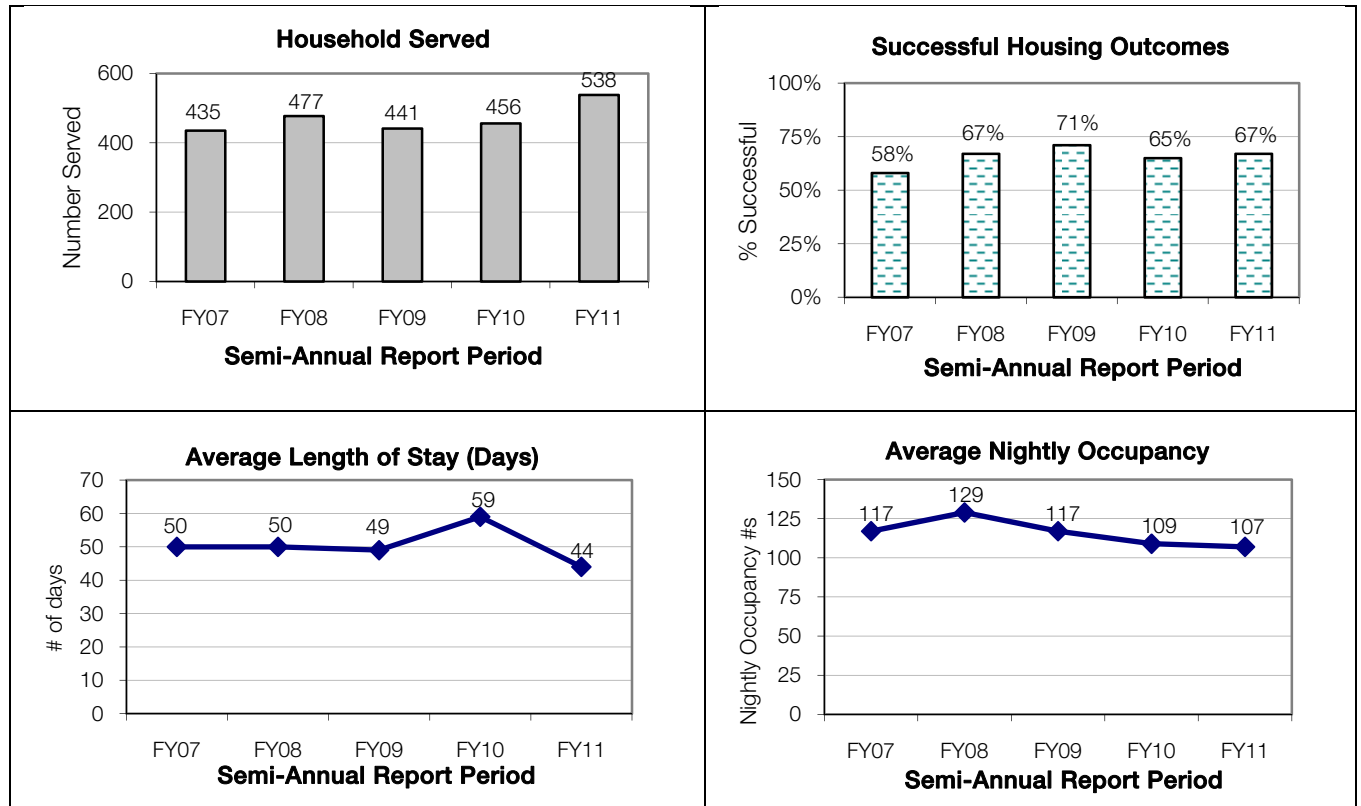
Shelter Type	Agency	Program	Capacity (Families)
Tier I	YWCA	Family Center	50
Tier II	Homeless Families Foundation	Family Shelter	38
Tier II	Volunteers of America of Greater Ohio	Family Services	8
Total Capacity			96

By January 1, 2012 the Family Shelter System capacity will decrease once again to 50 units by fully transitioning the Tier II shelter units to rolling stock/direct housing.

¹ YWCA Family Center provided overflow for the family system during FY2011.

B. Performance Outcomes

Semi-annual Trends



System Outcome Achievement 7/1/10 to 12/31/10

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	398	538	Yes
Successful Housing Outcomes	#	211	303	Yes
Successful Housing Outcomes	%	70	67	Yes
Average Length of Stay	Days	45	44	Yes
Recidivism	%	5	0	Yes
Cost per Household	CSB costs per household consistent with CSB budget		CSB costs per household consistent with CSB budget	Yes
Cost per Successful Housing Outcome				
Pass Program Certification ¹		Pass certification	Passed certification	

The capacity for the Family System was reduced in FY11 from 120 to 96 units due to the transfer of Tier II Shelter units to the direct housing/rapid re-housing model. As a result, the length of stay (Average Length of Stay) of families in the shelter system decreased substantially. Despite the decrease in capacity, the Family System served 18% more households than during the same period of time last year while maintaining a good performance overall. FY10 and FY11 Average Length of Stay calculations are based on a new, improved methodology.

¹ Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

C. Efficient Use of Community Resources¹

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/10 – 6/30/11	7/1/10 – 12/31/10	
CSB Funds	\$ 1,766,030	\$ 886,159	\$ 1,092,925
Other Funds	\$ 2,403,210	\$ 1,206,101	\$ 1,005,378
Total	\$ 4,169,240	\$ 2,092,260	\$ 2,098,303
Cost per Household Served – CSB	\$ 2,523	\$ 2,227	\$ 2,031
Cost per Successful Household Served – CSB	\$ 4,175	\$ 4,200	\$ 3,607
Percentage of CSB Funds	42%	42%	52%
Percentage of Leveraged Funds	58%	58%	48%

D. Recommendations

System Outcome Measures

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi-Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi-Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served ²	#	260	260	400	232	232	376	700
Successful Housing Outcomes ³	#	70	70	70	70	70	70	70
Successful Housing Outcomes	%	133	133	213	127	127	228	423
Average Length of Stay ⁴	Days	45	45	45	20	20	20	33
Recidivism	%			5			5	5
Pass Program Certification				Pass certification			Pass certification	Pass certification
Cost per Household				CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget
Cost per Successful Housing Outcome				CSB costs per successful household consistent with CSB budget			CSB costs per successful household consistent with CSB budget	CSB costs per successful household consistent with CSB budget

¹ Overflow funds included in totals; YWCA Family Center handled overflow for the family system during FY2011.

² FY2012 S1 households served based on capacity of 96 units. FY12 S2 households served based on capacity of 50.

³ FY2012 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. Starting with FY12 S2 only Tier I shelter LOS reflected.

System: Men's Emergency Shelter System
Agencies: Lutheran Social Services, Maryhaven, Southeast, Inc. and Volunteers of America of Greater Ohio
Period: 7/1/10-12/31/10
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 who are homeless. Together, these programs include a normal (non-overflow) capacity of 417 beds.

Lutheran Social Services/Faith Mission has been funded with Homelessness Prevention and Rapid Re-housing funds to develop a centralized point of access for adults in need of shelter. The goals of the front door are to reduce the number of single adults that are admitted to the adult system through diversion to more appropriate community resources, improve the single adults' experience accessing shelter and reduce the average length of shelter stay. Admission to the adult shelter system would occur when no other option exists for the client. The program is housed in the Faith Mission Administration building located at 315 E. Long Street. The building is open for triage, diversion, and intake services 24 hours per day, every day of the year. This two and a half year pilot program was implemented in early 2010.

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

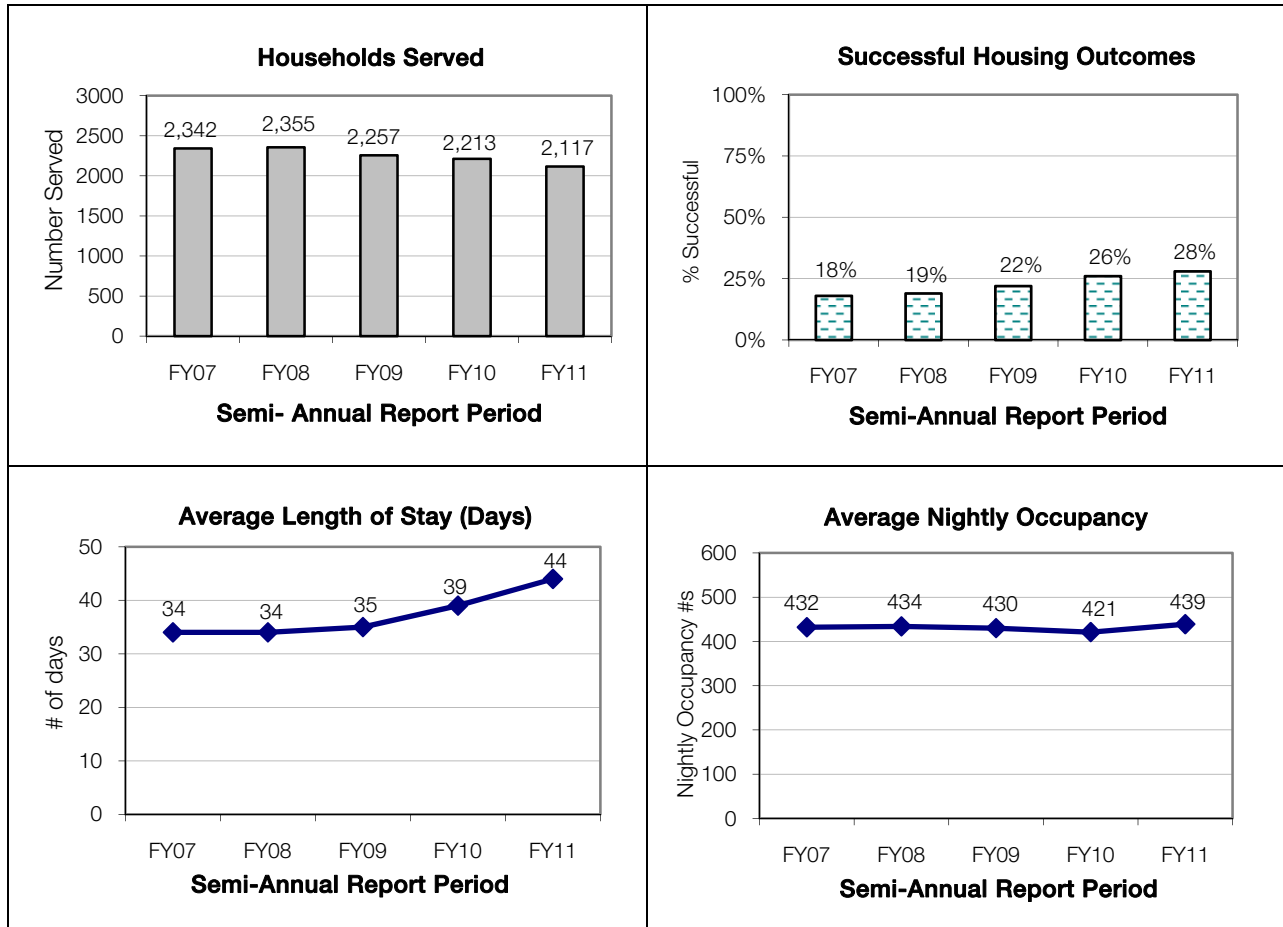
From October to March the adult shelter system implements an overflow plan to assure that no individual seeking shelter is turned away during these colder months. As part of the "Winter Overflow" plan, the number of emergency shelter beds for single adults is increased in existing facilities and additional flexible capacity is made available, as needed. In FY2011, Lutheran Social Services provided additional overflow capacity for both men and women when no other shelter beds were available and a severe weather situation occurred. During warmer months, the adult shelter system has a fixed capacity.

FY2011 Men's Shelter Capacity, Including Overflow

Agency	Men's Programs	Regular Capacity	Seasonal Overflow Capacity	Total Capacity
Lutheran Social Services	Faith Mission on 6 th Street	110	55	165
Lutheran Social Services	Faith Mission on 8 th Avenue	95	50	145
Lutheran Social Services	Faith Mission Seasonal Overflow Alternate Site	-	50	50
Maryhaven	Engagement Center (Inebriate shelter)	42	0	42
Southeast, Inc.	Friends of the Homeless	130	15	145
Volunteers of America of Greater Ohio	Men's Shelter	40	0	40
	<i>Total Capacity</i>	417	170	587

B. Performance Outcomes

Semi-annual Trends



System Outcome Achievement 7/1/10 to 12/31/10

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	2,300	2,117	Yes
Successful Housing Outcomes	#	471	448	Yes
Successful Housing Outcomes	%	25	28	Yes
Average Length of Stay ¹	Days	30	44	No
Recidivism	%	5	6	Yes
Movement ²	%	20	17	Yes
Cost per Household		CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	Yes
Cost per Successful Housing Outcome				
Pass Program Certification ³				

The increase in successful outcomes for the system is encouraging. The increase in the average length of stay is very concerning given that the system experienced a waitlist for services during a portion of the evaluation period and high overflow for the 2nd half of the period. The decrease in the number of individuals served at 4% is directly attributable to the high length of stay and the system not being able to meet demand. FY10 and FY11 Average Length of Stay calculations are based on a new, improved methodology.

C. Efficient Use of Community Resources⁴

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/10 – 6/30/11	7/1/10 – 12/31/10	
CSB Funds	\$ 2,415,746	\$ 1,207,873	\$ 1,135,814
Other Funds	\$ 2,584,030	\$ 1,292,016	\$ 1,187,810
Total	\$ 4,999,776	\$ 2,499,889	\$ 2,323,624
Cost per Household Served - CSB	\$ 700	\$ 525	\$ 537
Cost per Successful Household Served - CSB	\$ 3,187	\$ 2,564	\$ 2,535
Percentage of CSB Funds	48%	48%	49%
Percentage of Leveraged Funds	52%	52%	51%

¹ True LOS calculated starting with FY2010. The increase in the Average LOS is largely attributable to the change in methodology.

² Board's End Goal is 15%; exception of 20% to be made during FY2011.

³ Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

⁴ Overflow costs included.

D. Recommendations
System Outcome Measures

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served ¹	#	1300	1400	2250	1550	1400	2450	3450
Successful Housing Outcomes ²	#	221	246	458	283	246	508	758
Successful Housing Outcomes	%	25	25	25	25	25	25	25
Average Length of Stay	Days	30	30	30	30	30	30	30
Recidivism	%			5			5	5
Movement	%			15			15	15
Pass Program Certification				Pass certification			Pass certification	Pass certification
Cost per Household				CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget
Cost per Successful Housing Outcome				CSB costs per successful household consistent with CSB budget			CSB costs per successful household consistent with CSB budget	CSB costs per successful household consistent with CSB budget

¹ FY2012 households served based on FY2010 and FY2011 semi-annual period achievement and historical trending information.

² FY2012 number of successful housing outcomes based on calculated number [(households served - system capacity) * 25%] for each period.

System: Women's Emergency Shelter System
Agencies: Lutheran Social Services, Maryhaven and Southeast, Inc.
Period: 7/1/10-12/31/10
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 (non-overflow) capacity of 97 beds.

Lutheran Social Services/Faith Mission has been funded with Homelessness Prevention and Rapid Re-housing funds to develop a centralized point of access for adults in need of shelter. The goals of the front door are to reduce the number of single adults that are admitted to the adult system through diversion to more appropriate community resources, improve the single adults' experience accessing shelter and reduce the average length of shelter stay. Admission to the adult shelter system would occur when no other option exists for the client. The program is housed in the Faith Mission Administration building located at 315 E. Long Street. The building is open for triage, diversion, and intake services 24 hours per day, every day of the year. This two and a half year pilot program was implemented in early 2010.

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

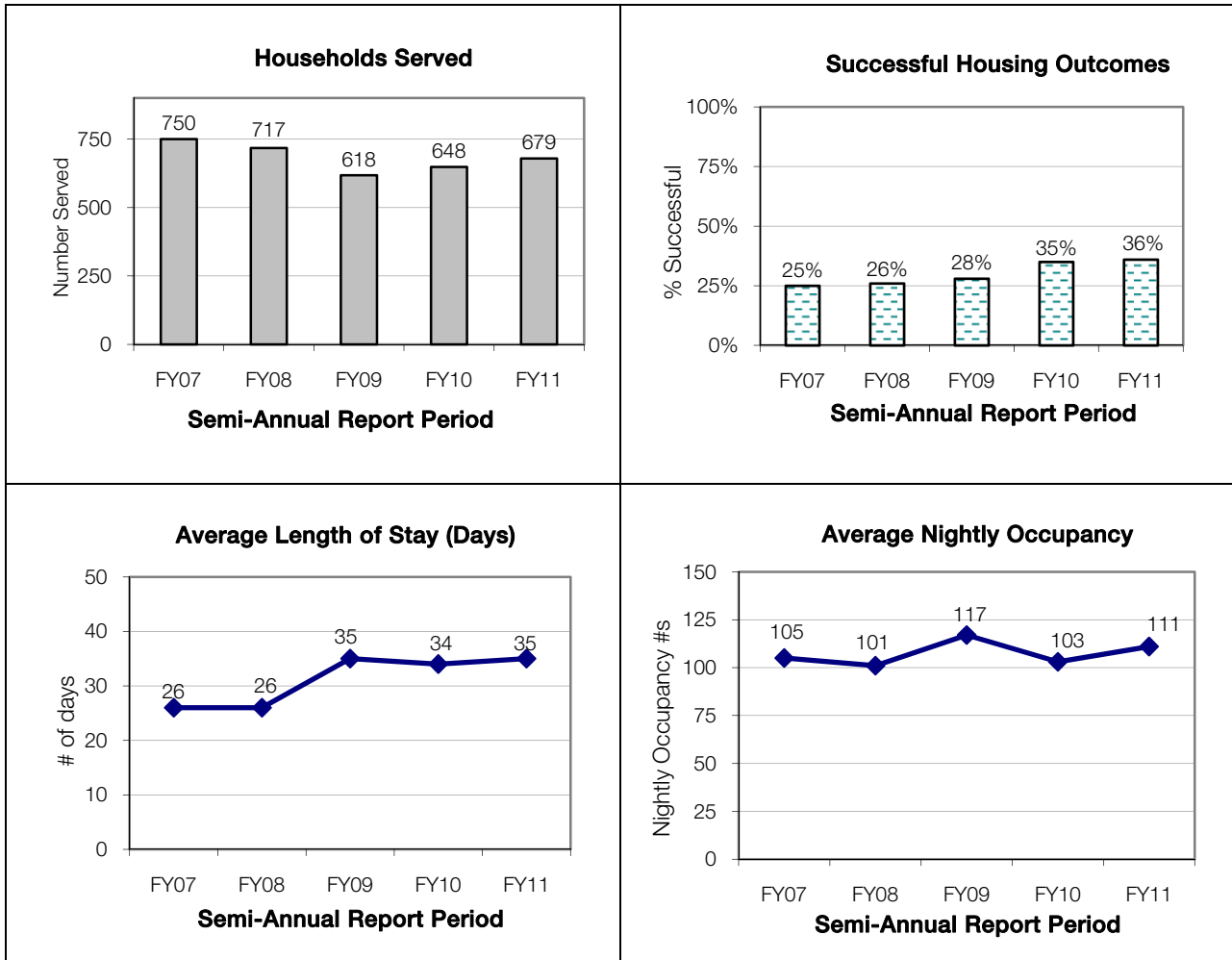
From October to March the adult shelter system implements an overflow plan to assure that no individual seeking shelter is turned away during colder months. As part of the "Winter Overflow" plan, the number of emergency shelter beds for single adults is increased in existing facilities and additional flexible capacity is made available, as needed. In FY2011, Lutheran Social Services provided overflow capacity for both men and women when no other shelter beds were available and a severe weather situation occurred. During warmer months, the adult shelter system has a fixed capacity.

FY2011 Women's Shelter Capacity, Including Overflow

Agency	Women's Programs	Regular Capacity	Seasonal Overflow Capacity	Total Capacity
Lutheran Social Services	Faith Mission Nancy's Place	42	8	50
Lutheran Social Services	Faith Mission Nancy's Place Seasonal Overflow Alternate Site	-	20	20
Maryhaven	Engagement Center (Inebriate Shelter)	8	5	13
Southeast, Inc.	Friends of the Homeless Rebecca's Place	47	7	54
	Total Capacity	97	40	137

B. Performance Outcomes

Semi-annual Trends



System Outcome Achievement 7/1/10 to 12/31/10

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	600	679	Yes
Successful Housing Outcomes	#	126	200	Yes
Successful Housing Outcomes	%	25	36	Yes
Average Length of Stay ¹	Days	30	35	No
Recidivism	%	5	4	Yes
Movement ²	%	20	13	Yes
Cost per Household		CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	Yes
Cost per Successful Housing Outcome				
Pass Program Certification ³				

It is worthwhile noting the highest level of successful housing outcomes reported compared to the previous evaluation periods. The system experienced an increase in the number of individuals served at 5%. FY10 and FY11 Average Length of Stay calculations are based on a new, improved methodology.

C. Efficient Use of Community Resources⁴

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/10 – 6/30/11	7/1/10 – 12/31/10	
CSB Funds	\$ 738,296	\$ 369,148	\$ 382,365
Other Funds	\$ 574,513	\$ 287,257	\$ 255,305
Total	\$ 1,312,809	\$ 656,405	\$ 637,670
Cost per Household Served - CSB	\$ 671	\$ 615	\$ 563
Cost per Successful Household Served - CSB	\$ 2,941	\$ 2,930	\$ 1,912
Percentage of CSB Funds	56%	56%	60%
Percentage of Leveraged Funds	44%	44%	40%

¹ True LOS calculated starting with FY2010; applying the new methodology to FY2009 S1 data yields an Average LOS of 39 days.

² Board's End Goal is 15%; exception of 20% to be made during FY2011.

³ Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

⁴ Includes overflow costs.

D. Recommendations
System Outcome Measures

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served ¹	#	360	380	650	450	380	680	1100
Successful Housing Outcomes ²	#	66	71	138	88	71	146	251
Successful Housing Outcomes	%	25	25	25	25	25	25	25
Average Length of Stay	Days	30	30	30	30	30	30	30
Recidivism	%			5			5	5
Movement	%			15			15	15
Pass Program Certification				Pass certification			Pass certification	Pass certification
Cost per Household				CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget
Cost per Successful Housing Outcome				CSB costs per successful household consistent with CSB budget			CSB costs per successful household consistent with CSB budget	CSB costs per successful household consistent with CSB budget

¹ FY2012 households served based on FY2010 and FY2011 semi-annual period achievement and historical trending information.

² FY2012 number of successful housing outcomes based on calculated number [(households served - system capacity) * 25%] for each period.

System: Emergency Shelter System
Agencies: Homeless Families Foundation, Lutheran Social Services, Maryhaven, Southeast, Inc., Volunteers of America of Greater Ohio and YWCA
Period: 7/1/10-12/31/10
Performance: High

A. Description

CSB is presenting for the first time the emergency shelter system as a combination of all the emergency shelters in Columbus and Franklin County for which CSB has available data. This is necessary in preparation of the HEARTH Act and the reporting requirements that will be soon enacted by the department of Housing and Urban Development (HUD). Through this reporting CSB is establishing a baseline for the future HUD requirements. The aggregation below is inclusive of the programs in the Family System, Men’s System and Women’s System sections of this Program Evaluation Report.

FY2011 Emergency Shelter System Providers and Capacity¹

In FY2011 the capacity for the Family Shelter System decreased to reflect the true shelter capacity by removing the units that are used to pilot the rolling stock/direct housing model.

In FY2012, by January 1, 2012 the Family Shelter System capacity will decrease once again to 50 units by fully transitioning the Tier II shelter units to rolling stock/direct housing.

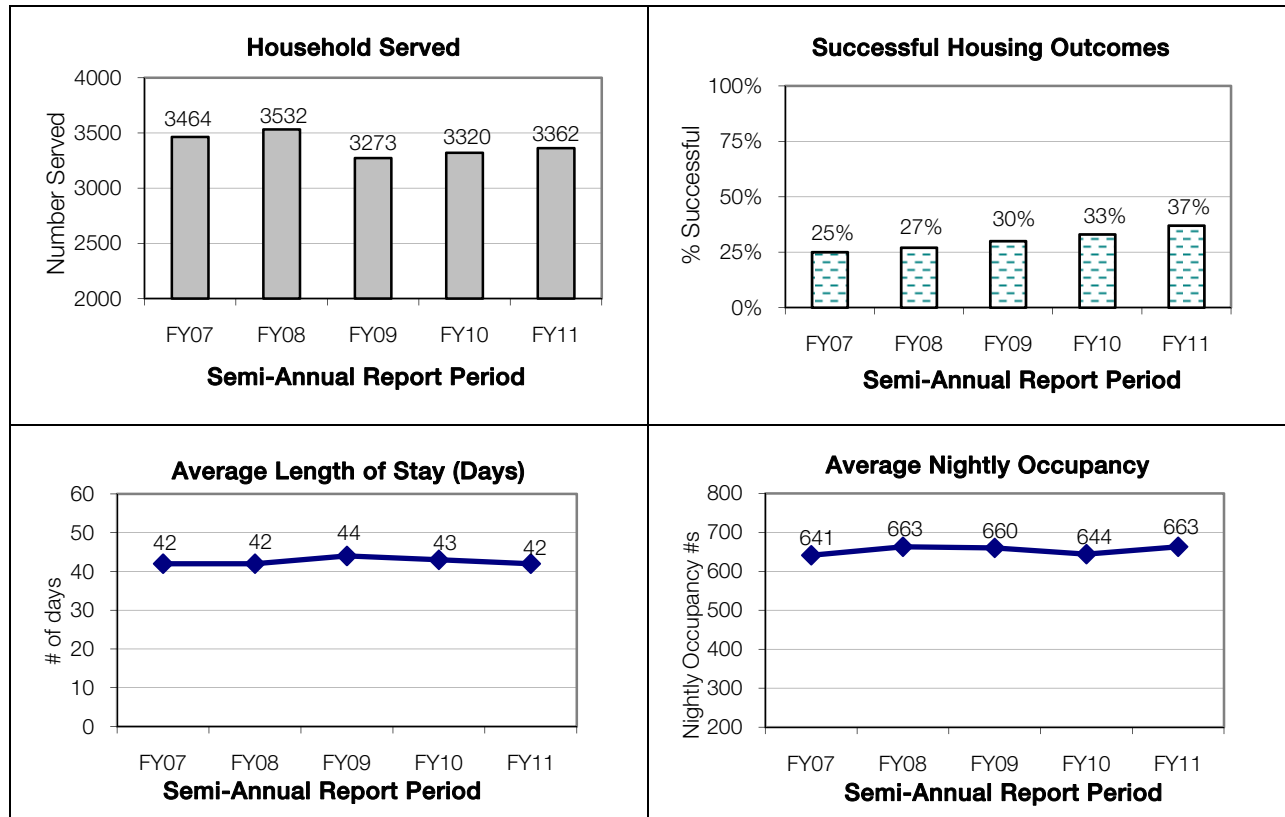
Agency	Shelter Type	Regular Capacity	Seasonal Overflow Capacity	Total Capacity
Homeless Families Foundation	Family Shelter	38	-	38
Lutheran Social Services	Single Adult Shelter	247	183	430
Maryhaven	Inebriate Shelter	50	5	55
Southeast, Inc.	Single Adult Shelter	177	22	199
Volunteers of America of Greater Ohio	Family Shelter, Single Adult Shelter, VA Emergency Housing ²	58	-	58
YWCA	Family Shelter	50	-	50
Total Capacity		620	210	830

¹ YWCA Family Center provided overflow for the family system during FY2011.

² Non-CSB funded. Not included in Men’s System section.

B. Performance Outcomes

Semi-annual Trends¹



System Outcome Achievement 7/1/10 to 12/31/10

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	3,298	3,362	Yes
Successful Housing Outcomes	#	808	966	Yes
Successful Housing Outcomes	%	35	37	Yes
Average Length of Stay	Days	30	42	No
Recidivism	%	5	4	Yes
Cost per Household	CSB costs per household consistent with CSB budget		CSB costs per household consistent with CSB budget	Yes
Cost per Successful Housing Outcome				
Pass Program Certification ²	Pass certification		Passed certification	

¹ True LOS calculated starting with FY2010; the new methodology is applied for this system's historical trend.

² Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

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

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/10 – 6/30/11	7/1/10 – 12/31/10	
CSB Funds	\$ 4,920,072	\$ 2,463,180	\$ 2,610,708
Other Funds	\$ 5,561,753	\$ 2,785,373	\$ 2,448,493
Total	\$ 10,481,825	\$ 5,248,552	\$ 5,059,201
Cost per Household Served - CSB	\$ 937	\$ 747	\$ 783
Cost per Successful Household Served – CSB	\$ 3,436	\$ 3,048	\$ 2,745
Percentage of CSB Funds	47%	47%	52%
Percentage of Leveraged Funds	53%	53%	48%

D. Recommendations

System Outcome Measures

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served ³	#	1920	2040	3300	2232	2012	3506	5250
Successful Housing Outcomes ⁴	#	459	501	942	584	507	1030	1624
Successful Housing Outcomes	%	35	35	35	35	35	35	35
Average Length of Stay ⁵	Days	30	30	30	30	30	30	30
Recidivism	%			5			5	5
Pass Program Certification				Pass certification			Pass certification	Pass certification
Cost per Household				CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget
Cost per Successful Housing Outcome				CSB costs per successful household consistent with CSB budget			CSB costs per successful household consistent with CSB budget	CSB costs per successful household consistent with CSB budget

¹ Overflow funds included in totals; YWCA Family Center handled overflow for the family system during FY2011.

² Cost for VOAGO VA Emergency Housing not included.

³ FY2012 S1 households served based on capacity of 610 units. FY12 S2 households served based on capacity of 564.

⁴ FY2012 number of successful housing outcomes based on calculated number [(households served - system capacity)* 35%] for each period. The % SHO based on historical trending.

⁵ To meet HEARTH goal for LOS homeless.

System: Direct Housing/Rapid Re-housing System
Agencies: Catholic Social Services, Community Housing Network, Community Shelter Board, Homeless Families Foundation, The Salvation Army and Volunteers of America of Greater Ohio
Period: 7/1/10-12/31/10
Performance: High

A. Description

CSB is presenting for the first time the direct housing/rapid re-housing system as a combination of all programs providing quick exit from an emergency shelter into stable housing, with limited support services.

The direct housing/rapid re-housing system is comprised of HFF Rolling Stock, VOAGO Transition in Place, The Salvation Army Direct Housing, The Salvation Army Job2Housing, VOAGO Rapid Re-housing for Single Adults (HPRP), CHN – In-Reach Single Adults, Catholic Social Services –Rapid Re-housing and the CSB Transition including the HPRP Transition program.

The rapid re-housing/direct housing programs assist families and individuals staying in emergency shelters with obtaining and maintaining permanent housing. The emergency shelters assess and refer households who require transitional support in order to stabilize housing after exiting the shelter. Supportive services are initiated while the household is still in shelter, for the majority of the programs, and are intended to assist households in locating permanent, affordable housing in a very short time of referral from the emergency shelter. To accomplish this, case managers assist individuals and families with finding suitable and affordable housing and linking them to CSB administered direct client assistance (DCA). Case management services continue until the household has achieved a successful housing outcome (i.e. sufficient household income is available to afford housing) and linkage with supportive services in the community occurs. For a small group of programs only DCA is provided as households do not need case management after exit from the emergency shelter, only limited financial assistance. The programs provide short-term services typically for 3 to 6 months after housing placement.

B. Performance Outcomes

System Outcome Achievement 7/1/10 to 12/31/10

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	738	841	Yes
Successful Housing Outcomes	#	620	676	Yes
Successful Housing Outcomes	%	96	97	Yes
Average Length of Shelter Stay ^{1, 4}	Days	18	20	Yes
Average Length of Participation ⁴	Days	120	102	Yes
Recidivism	%	5	2	Yes
Usage of CSB Direct Client Assistance	%	94	97	Yes
Usage of CSB Direct Client Assistance	\$	1,877	926	Yes
Cost per Household		CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	Yes
Cost per Successful Housing Outcome				
Pass Program Certification ²				

The goals for this new system were established by combining all the individual program goals that make up this system. CSB is reporting out on these programs as a whole for the first time, thus goals were not previously established.

C. Efficient Use of Community Resources³

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/10 – 6/30/11	7/1/10 – 12/31/10	
CSB Funds	\$ 1,582,826	\$ 788,265	\$ 701,074
Other Funds	\$ 346,727	\$ 168,869	\$ 188,810
Total	\$ 1,929,553	\$ 957,134	\$ 889,884
Cost per Household Served - CSB	\$ 1,169	\$ 1,092	\$ 859
Cost per Successful Household Served - CSB	\$ 1,290	\$ 1,271	\$ 1,037
Percentage of CSB Funds	82%	82%	79%
Percentage of Leveraged Funds	18%	18%	21%

¹ Average length of stay at Tier I shelter.

² Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

³ Excludes costs for VOAGO Rapid Re-housing for Single Adult program.

⁴ Does not include CSB Transition.

D. Recommendations
System Outcome Measures

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
New Households Served	#	179	216	395	193	185	378	773
Households Served ¹	#	319	374	535	402	393	587	921
Exited Households	#	161	173	334	194	202	396	730
Successful Housing Outcomes	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	145	156	301	174	182	356	657
Average Length of Shelter Stay	Days	15	15	15	15	15	15	15
Average Length of Participation	Days	100	100	100	100	100	100	100
Housing Affordability at Exit	%	50	50	50	50	50	50	50
Usage of CSB Direct Client Assistance	\$	1200	1200	1200	1200	1200	1200	1200
Usage of CSB Direct Client Assistance	%	80	80	80	80	80	80	80
Recidivism	%			5			5	5
Pass Program Certification				Pass certification			Pass certification	Pass certification
Cost per Household				CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget
Cost per Successful Housing Outcome				CSB costs per successful household consistent with CSB budget			CSB costs per successful household consistent with CSB budget	CSB costs per successful household consistent with CSB budget

¹ FY2012 households served based FY12 POP program goals.

System: Permanent Supportive Housing System
Agencies: **Community Housing Network, Maryhaven, National Church Residences, Southeast, Inc., YMCA and YWCA**
Period: 7/1/10-12/31/10
Performance: **High**

A. Description

Permanent supportive housing (PSH) links residents to a range of support services designed to maintain stable housing and improve the quality of their lives. In Columbus and Franklin County, permanent supportive housing for persons who have experienced long-term homelessness and are disabled consists of 940 units of housing operating within 19 different supportive housing programs. These programs, all part of the Rebuilding Lives initiative, represent a diverse mixture of housing and supportive service models designed to best meet the needs of individuals and families and to promote long-term housing stability.

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

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

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

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

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

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

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

It is expected that 25 more units of supportive housing will become available in late FY2011 as part of a CHN/SE Leased Supportive Housing program, as well as 25 rebuilding lives units dedicated to veterans in the new NCR Commons at Livingston project.

An additional 105 units of Rebuilding Lives supportive housing for men and women are planned through new program development and are in various stages of development. It is anticipated that these new additional units will become operational over the next two to three years.

FY2011 Rebuilding Lives Unit Summary (as of December 31, 2010)

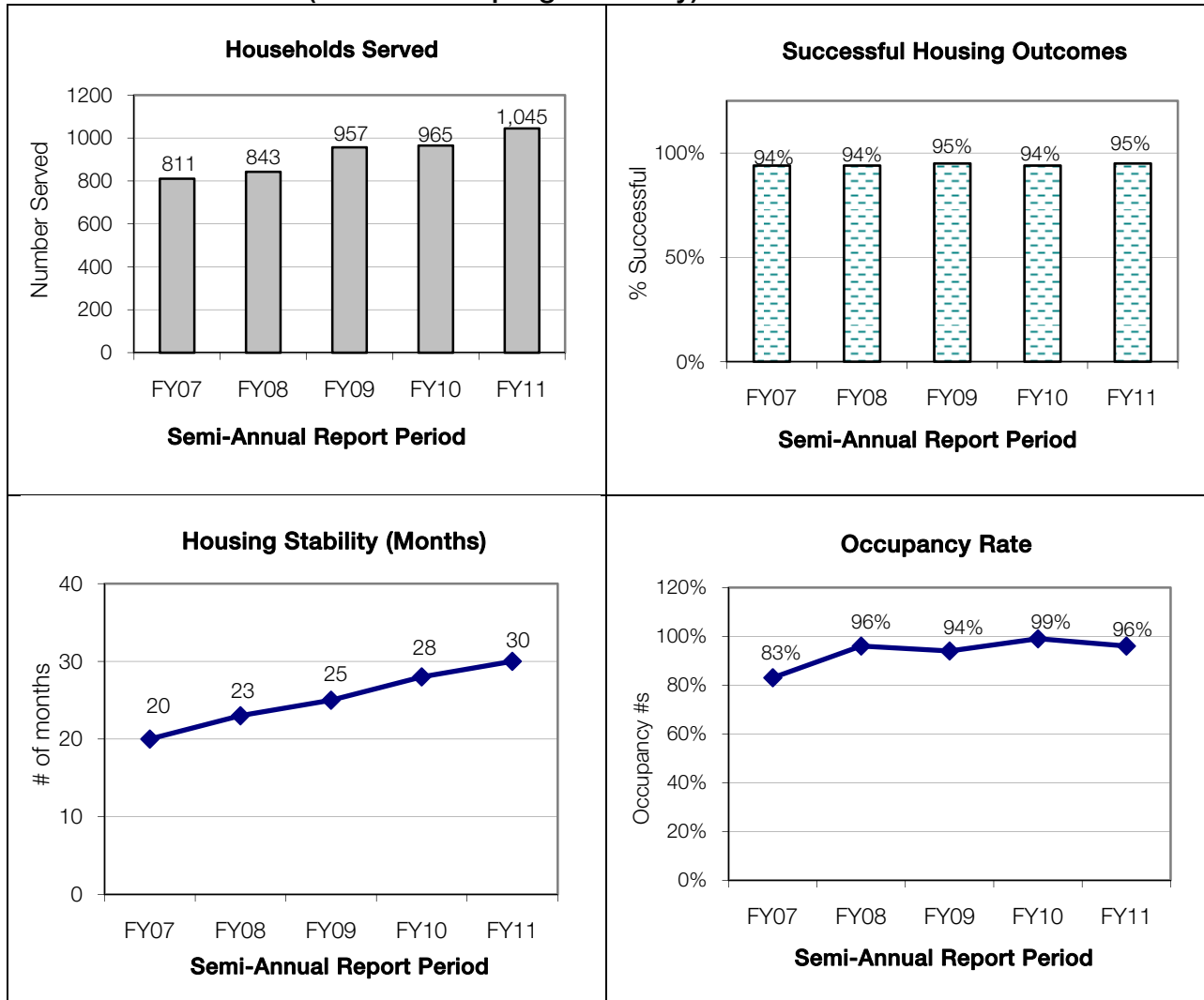
Operational	Rebuilding Lives	Other Populations	Total Units
Briggsdale Apartments, Community Housing Network	25	10	35
Cassady Avenue Apartments, Community Housing Network	10	-	10
Community ACT Housing, Community Housing Network	42	33	75
East Fifth Avenue Apartments, Community Housing Network	38	-	38
North 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 ⁴	13	-	13
Scattered Site Apartments, Southeast ¹	90	-	90
Rebuilding Lives Leasing, Southeast	30	-	30
Southpoint Place, Community Housing Network	46	34	80
St. Clair Hotel, Community Housing Network	26	5	31
Sunshine Terrace, YMCA ²	75	120	195
The Commons at Buckingham, National Church Residences	75	25	100
The Commons at Chantry, Maryhaven	50	50	100
The Commons at Grant, National Church Residences	50	50	100
YMCA Supportive Housing ³	105	298	403
YWCA WINGS	69	33	102
	940	661	1,601
Future Opening Date - 2011 or later			
The Commons at Livingston, National Church Residences	25	25	50
Inglewood Court, Community Housing Network	45	15	60
2009 Leasing Supportive Housing, Community Housing Network	25	-	25
The Commons at Third, National Church Residences	60	40	100
	155	80	235
Total Units	1,095	741	1,836

¹ 15 units designated for Critical Access to Housing
² 10 units designated for Critical Access to Housing
³ 25 units designated for Critical Access to Housing
⁴ 3 units can house couples

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

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

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



System Outcome Achievement 7/1/10 to 12/31/10 (CSB funded programs only)

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	1,034	1,045	Yes
Successful Housing Outcomes	#	931	991	Yes
Successful Housing Outcomes	%	90	95	Yes
Successful Housing Exits	%	N/A	54	N/A
Housing Stability ²	Months	24	30	Yes
Housing Retention ²	%	5	0	Yes
Turnover Rate ¹	%	10	13	N/A
System Occupancy Rate ²	%	95	96	Yes
Cost per Household		CSB costs per household consistent with CSB Budget	CSB costs per household consistent with CSB Budget	Yes
Cost per Successful Housing Outcome				
Cost per Unit				
Pass Program Certification		Pass Program Certification	Passed Program Certification	
HUD or CoC Local Goals²				
Employment Status at Exit ²	%	20	12	No
Negative Reason for Leaving ²	%	20	11	Yes
Interim Housing Stability ²	%	81	81	Yes
Increase in Income from Entry to Exit ²	%	45	49	Yes

The PSH system continues to perform well. Commons at Buckingham, the new NCR supportive housing project was fully leased by the end of September 2010. A CMHA freeze on Section 8 vouchers affected the number of households served by the system and the occupancy rate.

System Outcome Achievement 7/1/10 to 12/31/10 (CSB funded and HUD funded PSH/SPC programs)

CSB is reporting out for the first time on the system achievement including all the HUD funded Permanent Supportive Housing and Shelter Plus Care programs.

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	1,663	1,668	Yes
Successful Housing Outcomes	#	1,434	1,577	Yes
Successful Housing Outcomes	%	85	94	Yes
Successful Housing Exits	%	N/A	53	N/A
Housing Stability ²	Months	20	34	Yes
Housing Retention ²	%	5	0	Yes
Turnover Rate ¹	%	10	13	N/A
System Occupancy Rate ²	%	95	99	Yes
Cost per Household		CSB costs per household consistent with CSB Budget	CSB costs per household consistent with CSB Budget	Yes
Cost per Successful Housing Outcome				
Cost per Unit				
Pass Program Certification		Pass Program Certification	Passed Program Certification	
HUD or CoC Local Goals²				
Employment Status at Exit ²	%	20	11	No
Negative Reason for Leaving ²	%	20	14	Yes
Interim Housing Stability ²	%	81	84	Yes
Increase in Income from Entry to Exit ²	%	45	45	Yes

¹ Monitored but not evaluated.

² HUD or CoC local goal.

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

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/10 – 6/30/11	7/1/10 – 12/31/10	
CSB Funds	\$ 2,272,712	\$ 1,136,356	\$ 1,068,357
Other Funds	\$ 6,493,471	\$ 3,246,741	\$ 3,194,461
Total	\$ 8,766,183	\$ 4,383,097	\$ 4,262,818
Cost per Unit - CSB	\$ 2,520	\$ 1,260	\$ 1,184
Cost per Unit/month - CSB	\$ 210	\$ 105	\$ 99
Cost per Unit	\$ 9,326	\$ 4,663	\$ 4,535
Cost per Household Served - CSB	\$ 2,104	\$ 1,148	\$ 1,069
Cost per Successful Households Served - CSB	\$ 2,338	\$ 1,274	\$ 1,127
Percentage of CSB Funds	26%	26%	25%
Percentage of Leveraged Funds	74%	74%	75%

D. Recommendations

System Outcome Measures (CSB funded programs only)

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served ¹	#	1013	1013	1062	1013	1013	1062	1158
Successful Housing Outcomes	#	912	912	956	912	912	956	1042
Successful Housing Outcomes	%	90	90	90	90	90	90	90
Successful Housing Exits ²	%	50	50	50	50	50	50	50
Housing Stability	Months	24	24	24	24	24	24	24
Housing Retention	%			5			5	5
Turnover Rate ³	%	5	5	10	5	5	10	20
System Occupancy Rate	%	95	95	95	95	95	95	95
Employment Status at Exit ⁴	%	20	20	20	20	20	20	20
Negative Reason for Leaving ⁴	%			20			20	20
Interim Housing Stability ⁴	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ⁴	%	45	45	45	45	45	45	45
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Pass Program Certification				Pass certification			Pass certification	Pass certification
Cost per Household				CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget
Cost per Successful Housing Outcome				CSB costs per successful household consistent with CSB budget			CSB costs per successful household consistent with CSB budget	CSB costs per successful household consistent with CSB budget

¹ FY2012 households served based on system capacity of 965 units and 20% projected annual turnover rate.

² New measure benchmarked for the 2010 AHAR.

³ Monitored but not evaluated.

⁴ HUD or CoC local goal. If CSB funded, CSB metric applies.

System Outcome Measures (HUD PSH & SPC programs included)

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served ¹	#	1605	1605	1682	1605	1605	1682	1835
Successful Housing Outcomes	#	1284	1284	1514	1284	1284	1514	1468
Successful Housing Outcomes	%	80	80	80	80	80	80	80
Successful Housing Exits ²	%	50	50	50	50	50	50	50
Housing Stability	Months	24	24	24	24	24	24	24
Housing Retention	%			5			5	5
Turnover Rate ³	%	5	5	10	5	5	10	20
System Occupancy Rate	%	95	95	95	95	95	95	95
Employment Status at Exit ⁴	%	20	20	20	20	20	20	20
Negative Reason for Leaving ⁴	%			20			20	20
Interim Housing Stability ⁴	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ⁴	%	45	45	45	45	45	45	45
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Pass Program Certification				Pass certification			Pass certification	Pass certification
Cost per Household				CSB costs per household consistent with CSB budget			CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget
Cost per Successful Housing Outcome				CSB costs per successful household consistent with CSB budget			CSB costs per successful household consistent with CSB budget	CSB costs per successful household consistent with CSB budget

¹ FY2012 households served based on system capacity of 1529 units and 20% projected annual turnover rate.

² New measure benchmarked for the 2010 AHAR.

³ Monitored but not evaluated.

⁴ HUD or CoC local goal. If CSB funded, CSB metric applies.

Homeless Prevention

Category: Homeless Prevention
Agency: **Communities In Schools**
Program: **Stable Families**
Period: 7/1/10-12/31/10
Performance: **High**

A. Description

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

Communities In Schools, in partnership with Central Community House and Gladden Community House, assists families with dependent children at imminent risk of homelessness that are at or below 50% Area Median Income. Priority is given to families who are involved in the child welfare system, who have children in one of nine targeted school communities or who live in regions serviced by Central Community House or Gladden Community House.

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

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

B. Performance Outcomes

Semi-Annual Trends

Measure		7/1/08	7/1/09
		12/31/08	12/31/09
Households Served	#	132	200
Successful Housing Outcomes	#	58	124
Successful Housing Outcomes	%	83	88
Average Length of Participation	Days	118	97
Recidivism	%	0	1

Program Outcome Achievement 7/1/10 to 12/31/10: Homeless Prevention¹

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual ¹ 7/1/10-12/31/10	Achieved
Carryover Households Served ²	#	48	59	N/A
New Households Served	#	93	95	Yes
Households Served	#	141	154	Yes
Exited Households ²	#	93	127	N/A
Successful Housing Outcomes	#	83	121	Yes
Successful Housing Outcomes	%	90	95	Yes
Average Length of Participation	Days	100	93	Yes
Usage of CSB Direct Client Assistance	%	90	93	Yes
Usage of CSB Direct Client Assistance	\$	1000	953	Yes
Usage of Other Community Resources	%	5	0	No
Housing Affordability at Exit ^{2, 4}	%	50	68	N/A
Recidivism	%	5	2	Yes
Cost per Household		CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	Yes
Cost per Successful Housing Outcome				
Pass Program Certification ³		Pass certification	Passed certification	

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/10 – 6/30/11	7/1/10 – 12/31/10	
CSB Funds	\$ 256,827	\$ 152,134	\$ 177,376
Other Funds	\$ 0	\$ 0	\$ 0
Total	\$ 256,827	\$ 152,134	\$ 177,376
Cost per Household Served - CSB	\$ 1,098	\$ 1,079	\$ 1,152
Cost per Successful Household Served - CSB	\$ 1,538	\$ 1,833	\$ 1,466
Percentage of CSB Funds	100%	100%	100%
Percentage of Leveraged Funds	0%	0%	0%

The Ohio Benefits Bank annual summary shows that this program submitted 2 SNAP applications, 1 Healthy Start application and 1 Healthy Families application for their clients during CY2010. CSB will continue to report out on these numbers as a measure of the program’s efforts in helping clients access mainstream benefits.

¹ HPRP funded clients are included.

² Measure is monitored but not evaluated.

³ Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

⁴ Nineteen successfully exited households were excluded due to missing data.

D. Recommendations

Program Outcome Measures: Homeless Prevention

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Carryover Households Served ¹	#	30	34	30	34	34	34	30
New Households Served	#	34	34	68	34	34	68	136
Households Served	#	64	68	98	68	68	102	166
Exited Households ¹	#	30	34	64	34	34	68	132
Successful Housing Outcomes	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	27	31	58	31	31	61	119
Average Length of Participation	Days	90	90	90	90	90	90	90
Recidivism	%			5			5	5
Usage of CSB Direct Client Assistance	%	90	90	90	90	90	90	90
Usage of CSB Direct Client Assistance	\$	1000	1000	1000	1000	1000	1000	1000
Usage of Other Community Resources	%	5	5	5	5	5	5	5
Housing Affordability at Exit ²	%	50	50	50	50	50	50	50

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

² Measure to be monitored but not evaluated during FY2012.

Category: Homeless Prevention
Agency: Communities In Schools
Program: Stable Families – Weinland Park Expansion
Period: 7/1/10-12/31/10
Performance: Not Rated¹

A. Description

Stable Families family homelessness prevention pilot program expanded as of October 1, 2009 to provide services specifically to the households residing in the Weinland Park area. This expansion is funded by The Columbus Foundation and JPMorgan Chase & Co.

Communities In Schools, in partnership with the Weinland Park Elementary School, assists families with dependent children at imminent risk of homelessness that are below 200% poverty level. The Stable Families program provides short-term, intensive case management and limited financial assistance to families in a collaborative manner to ensure families maintain positive, stable housing; maintain stability of children in school; have access to community-based resources and services as needed to maintain housing; and do not enter the emergency shelter system. Following an average of three months of case management services, families receive six months of follow up support.

B. Performance Outcomes

Semi-Annual Trends

Measure		7/1/09
		12/31/09
Households Served	#	13
Successful Housing Outcomes	#	0
Successful Housing Outcomes	%	N/A
Average Length of Participation	Days	N/A
Recidivism	%	0

¹ Program not evaluated as not funded through CSB in FY2011.

Program Outcome Achievement 7/1/10 to 12/31/10: Homeless Prevention

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Carryover Households Served ¹	#	10	13	N/A
New Households Served	#	24	17	No
Households Served	#	34	30	No
Exited Households ¹	#	24	19	N/A
Successful Housing Outcomes	#	22	19	No
Successful Housing Outcomes	%	90	100	Yes
Average Length of Participation	Days	100	114	No
Usage of CSB Direct Client Assistance	%	90	89	Yes
Usage of CSB Direct Client Assistance	\$	1000	777	Yes
Usage of Other Community Resource	%	5	0	No
Housing Affordability at Exit ^{1,3}	%	50	75	N/A
Recidivism	%	5	0	Yes
Cost per Household	Costs per household consistent with CSB budget		N/A	Yes
Cost per Successful Housing Outcome				
Pass Program Certification ²	Pass certification	Passed certification		

¹ Measure is monitored but not evaluated.

² Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

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

C. Recommendations

Program Outcome Measures: Homeless Prevention

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Carryover Households Served ¹	#	15	15	15	15	15	15	15
New Households Served	#	17	17	34	17	17	34	68
Households Served	#	32	32	49	32	32	49	83
Exited Households ¹	#	17	17	34	17	17	34	68
Successful Housing Outcomes	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	15	15	31	15	15	30	61
Average Length of Participation	Days	90	90	90	90	90	90	90
Recidivism	%			5			5	5
Usage of CSB Direct Client Assistance	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Usage of CSB Direct Client Assistance	\$	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Usage of Other Community Resources	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Housing Affordability at Exit ²	%	50	50	50	50	50	50	50

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

² Measure to be monitored but not evaluated during FY2012.

Category: HPRP (Homelessness Prevention & Rapid Re-housing Program)
Agency: **Community Housing Network**
Program: **CHN ADAMH Prevention**
Period: 7/1/10-12/31/10
Performance: **Not Rated¹**

A. Description

This program supports, using Homelessness Prevention and Rapid Re-housing (HPRP) funds, stabilized ADAMH residential consumers' to move to more independent housing. Case managers from ADAMH provider agencies provide on-going supports including benefits access; vocational referrals; mental health and alcohol/other drug services; wraparound services; assistance in incorporating peer support and other service referrals. The program will serve 175 individuals over a three year period with an average of three to six months service period and provide financial assistance for security deposits; rent; past due bills for utilities, telephone, rent payments; credit repair; obtaining proper forms of identification; start-up furnishings; etc. Participants will transition to CMHA provided housing vouchers at the conclusion of HPRP assistance.

¹ HPRP Programs are not rated.

B. Performance Outcomes

Program Outcome Achievement 7/1/10 to 12/31/10: Homeless Prevention

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Carryover Households Served ¹	#	15	28	N/A
New Households Served	#	30	55	Yes
Households Served	#	45	83	Yes
Exited Household ¹	#	30	42	N/A
Successful Housing Outcomes	#	25	41	Yes
Successful Housing Outcomes	%	83	98	Yes
Average Length of Participation	Month	3	5	Yes
Usage of CSB Direct Client Assistance	%	N/A	95	N/A
Usage of CSB Direct Client Assistance	\$	N/A	1,760	N/A
Usage of Other Community Resource	%	N/A	N/A	N/A
Housing Affordability at Exit ¹	%	N/A	N/A	N/A
Recidivism	%	5	0	Yes
Cost per Household		Costs per household consistent with CSB budget	N/A	N/A
Cost per Successful Housing Outcome				
Pass Program Certification ²		Pass certification	Passed certification	Yes

¹ Measure is monitored but not evaluated.

² Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

C. Recommendations

Program Outcome Measures: Homeless Prevention¹

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Carryover Households Served ²	#	15	15	15	15	15	15	15
New Households Served	#	15	15	30	15	15	30	60
Households Served	#	30	30	45	30	30	45	75
Households Exited ^{1,2}	#	15	15	30	15	15	30	60
Successful Housing Outcomes	%	83	83	83	83	83	83	83
Successful Housing Outcomes	#	12	13	25	12	13	25	50
Average Length of Participation	Month	6	6	6	6	6	6	6
Recidivism	%			5			5	5
Usage of CSB Direct Client Assistance	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Usage of CSB Direct Client Assistance	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Usage of Other Community Resources	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Housing Affordability at Exit	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A

¹ Based on available funding.

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

Category: HPRP (Homelessness Prevention & Rapid Re-housing Program)
Agency: **Community Housing Network**
Program: **CHN Prevention**
Period: 7/1/10-12/31/10
Performance: **Not Rated¹**

A. Description

Individuals and families receiving Prevention Services under this program will be housed in CHN housing or housing programs but will be in jeopardy of losing their housing because of financial hardships. Households to be served will lack financial resources and support networks needed to remain housed, and without assistance the individual or family would become homeless. Households will primarily be at risk of eviction for nonpayment of rent or utilities. CHN will target households that have had an unexpected decrease in income (e.g., job loss or reduction or decrease in benefits); a significant increase in expenses (e.g., medical or family expenses); or other financial hardship. This program is funded with Homelessness Prevention and Rapid Re-housing funds and started January 1, 2011.

¹ HPRP programs are not rated.

B. Recommendations

Program Outcome Measures: Homeless Prevention

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Carryover Households Served ¹	#	10	10	10	10	10	10	10
New Households Served	#	10	10	20	10	10	20	40
Households Served	#	20	20	30	20	20	30	50
Exited Households ¹	#	10	10	20	10	10	20	40
Successful Housing Outcomes	%	85	85	85	85	85	85	85
Successful Housing Outcomes	#	9	8	17	9	8	17	35
Average Length of Participation	Days	90	90	90	90	90	90	90
Recidivism	%			5			5	5
Usage of CSB Direct Client Assistance	%	100	100	100	100	100	100	100
Usage of CSB Direct Client Assistance	\$	1167	1167	1167	1167	1167	1167	1167
Usage of Other Community Resources	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Housing Affordability at Exit	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A

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

Category: Homeless Prevention
Agency: Gladden Community House
Program: Homelessness Prevention Program
Period: 7/1/10-12/31/10
Performance: High

A. Description

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

B. Performance Outcomes

Semi-Annual Trends

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

Program Outcome Achievement 7/1/10 to 12/31/10: Homeless Prevention

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	160	214	Yes
Successful Housing Outcomes	#	155	213	Yes
Successful Housing Outcomes	%	97	100	Yes
Recidivism	%	5	1	Yes
Cost per Household		CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	Yes
Cost per Successful Housing Outcome				
Pass Program Certification ¹		Pass certification	Passed certification	

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/10 – 6/30/11	7/1/10 – 12/31/10	
CSB Funds	\$ 41,160	\$ 20,580	\$ 20,580
Other Funds	\$ 47,641	\$ 23,821	\$ 23,819
Total	\$ 88,801	\$ 44,401	\$ 44,399
Cost per Household Served - CSB	\$ 129	\$ 129	\$ 96
Cost per Successful Household Served - CSB	\$ 133	\$ 133	\$ 97
Percentage of CSB Funds	46%	46%	46%
Percentage of Leveraged Funds	54%	54%	54%

The Ohio Benefits Bank annual summary shows that this program submitted 13 SNAP applications, 4 Medicaid applications, 2 Healthy Start applications and 1 Healthy Families application for their clients during CY2010. CSB will continue to report out on these numbers as a measure of the program's efforts in helping clients access mainstream benefits. Gladden is also using the services of a Mid-Ohio Food Bank staff to process a significant amount of applications for their clients. These applications are not included in the above numbers.

¹ Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

D. Recommendations

Program Outcome Measures: Homeless Prevention

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Carryover Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
New Households Served	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Households Served	#	80	80	160	80	80	160	320
Exited Households ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes	%	97	97	97	97	97	97	97
Successful Housing Outcomes	#	78	78	155	78	78	155	310
Average Length of Participation	Days	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Recidivism	%			5			5	5
Usage of CSB Direct Client Assistance	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Usage of CSB Direct Client Assistance	\$	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Usage of Other Community Resources	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Housing Affordability at Exit	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A

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

Category: HPRP (Homelessness Prevention & Rapid Re-housing Program)
Agency: Gladden Community House
Program: Single Adult Prevention Program
Period: 7/1/10-12/31/10
Performance: Not Rated¹

A. Description

Gladden's Single Adult Prevention Program provides emergency financial assistance and support to clients who are at immediate, documented risk of homelessness to help them maintain their housing or acquire new or more adequate/ decent/ sustainable housing. The program serves the near west side of Columbus.

Homelessness Prevention and Rapid Re-housing (HPRP) funds are used to serve 10 to 15 households each month based on available funds. The program serves clients who are low income, between 15% - 35% of the Area Median Income as defined by HUD, from its current service area as well as clients referred through the Centralized Point of Access.

The program will no longer be funded in FY2012 as all the available HPRP funds for this program were exhausted.

B. Performance Outcomes

Program Outcome Achievement 7/1/10 to 12/31/10: Homeless Prevention

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Carryover Households Served ¹	#	0	22	N/A
New Households Served	#	60	225	Yes
Households Served	#	60	247	Yes
Exited Households ²	#	60	225	N/A
Successful Housing Outcomes	#	56	225	Yes
Successful Housing Outcomes	%	93	100	Yes
Average Length of Participation	Month	1	1	Yes
Usage of CSB Direct Client Assistance	\$	657	1,117	No
Usage of CSB Direct Client Assistance	%	100	92	Yes
Recidivism	%	5	5	Yes
Cost per Household		CSB costs per household consistent with CSB budget	N/A	N/A
Cost per Successful Housing Outcome				
Pass Program Certification ³				

¹ HPRP programs are not rated.

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

³ Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

Emergency Shelters

Family Shelter

Category: Tier II Emergency Shelter (Families)
Agency: Homeless Families Foundation
Program: Family Shelter
Period: 7/1/10-12/31/10
Performance: High

A. Description

The Homeless Families Foundation (HFF) Family Shelter provides emergency shelter and housing for up to 38 families in an apartment setting. The HFF Family Shelter is a Tier II emergency shelter that accepts families from the YWCA Family Center unable to immediately secure housing. Each HFF unit has a fully equipped kitchen and families have access to an emergency food pantry as needed. Upon entering the program 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. The program will transition all its capacity to the rolling stock/direct housing model as of 1/1/2012.

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
		3/31/99	9/30/99	3/31/00	9/30/00	3/31/01	9/30/01	9/30/02
Households Served	#	57	61	56	53	66	61	53
Successful Housing Outcomes	#	14	15	21	17	21	28	17
Successful Housing Outcomes	%	45	50	75	77	71	80	61
Average Length of Stay	Days	90	79	92	104	83	90	83
Recidivism	%	2	2	0	0	1	3	0
Occupancy	%						100	96
Change in Income	%							

Measure		7/1/03	7/1/04	7/1/05	7/1/06	7/1/07	7/1/08	7/1/09
		12/31/03	12/31/04	12/31/05	12/31/06	12/31/07	12/31/08	12/31/09
Households Served	#	74	71	89	111	147	114	107
Successful Housing Outcomes	#	38	40	37	46	74	56	48
Successful Housing Outcomes	%	70	87	67	72	78	81	80
Average Length of Stay	Days	66	71	78	75	74	75	108
Recidivism	%	7	0	3	0	0	0	0
Occupancy	%	92	109	106	100	128	100	98
Change in Income	%			37	43	307	69	N/A

Program Outcome Achievement 7/1/10 to 12/31/10: Tier II Emergency Shelter

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
New Household Served ¹	#	67	69	N/A
Household Served	#	97	105	Yes
Exited Households ¹	#	67	69	N/A
Average Length of Stay	Days	80	86	Yes
Successful Housing Outcomes	#	47	61	Yes
Successful Housing Outcomes	%	70	88	Yes
Recidivism	%	5	0	Yes
Usage of CSB Direct Client Assistance	%	50	46	Yes
Usage of CSB Direct Client Assistance	#	32	32	Yes
Program Occupancy Rate	%	95	95	Yes
Housing Affordability at Exit ^{2, 5}	%	50	60	N/A
Cost per Household ³		CSB costs per household consistent with CSB budget	Costs per household served not consistent with CSB budget	Yes
Cost per Successful Housing Outcome				
Pass Program Certification ⁴		Pass certification	Passed certification	

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/10 – 6/30/11	7/1/10 – 12/31/10	
CSB Funds	\$ 413,668	\$ 206,834	\$ 254,345
Other Funds	\$ 464,298	\$ 232,149	\$ 230,059
Total	\$ 877,966	\$ 438,983	\$ 484,404
Cost per Household Served - CSB	\$ 2,492	\$ 2,132	\$ 2,422
Cost per Successful Household Served - CSB	\$ 4,448	\$ 4,401	\$ 4,170
Percentage of CSB Funds	47%	47%	53%
Percentage of Leveraged Funds	53%	53%	47%

The Ohio Benefits Bank annual summary shows that this program submitted 1 SNAP application and 2 Healthy Families applications for their clients during CY2010. CSB will continue to report out on these numbers as a measure of the program’s efforts in helping clients access mainstream benefits.

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

² Measure to be monitored but not evaluated during FY2011.

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

⁴ Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

⁵ Twenty-one successfully exited households were excluded due to missing data.

D. Recommendations

Program Outcome Measures: Tier II Emergency Shelter

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
New Households Served ¹	#	34	0	34	N/A	N/A	N/A	N/A
Households Served	#	70	36	70	N/A	N/A	N/A	N/A
Exited Households ¹	#	34	36	70	N/A	N/A	N/A	N/A
Successful Housing Outcomes	%	70	70	70	N/A	N/A	N/A	N/A
Successful Housing Outcomes	#	24	25	49	N/A	N/A	N/A	N/A
Average Length of Stay	Days	80	80	80	N/A	N/A	N/A	N/A
Recidivism	%			5			N/A	N/A
Usage of CSB Direct Client Assistance	%	50	50	50	N/A	N/A	N/A	N/A
Usage of CSB Direct Client Assistance	#	16	16	32	N/A	N/A	N/A	N/A
Program Occupancy Rate	%	95	N/A	N/A	N/A	N/A	N/A	N/A
Housing Affordability at Exit ²	%	50	50	50	N/A	N/A	N/A	N/A

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

² Measure to be monitored but not evaluated during FY2012.

Category: Tier II Emergency Shelter (Families)
Agency: Volunteers of America of Greater Ohio
Program: Family Services
Period: 7/1/10-12/31/10
Performance: High

A. Description

The Volunteers of America of Greater Ohio (VOAGO) Family Services is a Tier II emergency shelter serving families in an apartment setting at various locations. The VOAGO Family Services provides 8 units of shelter for families referred from the YWCA Family Center to families 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. The program will transition all its capacity to the rolling stock/direct housing model as of 1/1/2012.

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
		3/31/98	9/30/98	3/31/99	9/30/99	3/31/00	9/30/00
Households Served	#	103	79	48	61	57	24
Successful Housing Outcomes	#	60	46	22	20	21	2
Successful Housing Outcomes	%	76	81	71	65	57	67
Average Length of Stay	Days	45	59	80	68	68	161
Recidivism	%	2	2	0	0	1	3
Occupancy	%						
Change in Income	%						

Measure		7/1/03	7/1/04	7/1/05	7/1/06	7/1/07	7/1/08	7/1/09
		12/31/03	12/31/04	12/31/05	12/31/06	12/31/07	12/31/08	12/31/09
Households Served	#	44	53	59	58	49	52	50
Successful Housing Outcomes	#	21	25	35	30	16	27	20
Successful Housing Outcomes	%	72	81	97	88	64	90	77
Average Length of Stay	Days	74	74	73	72	88	80	127
Recidivism	%	0	0	11	7	0	0	5
Occupancy	%	65	89	96	96	100	96	96
Change in Income	%			65	39	133	37	N/A

Program Outcome Achievement 7/1/10 to 12/31/10: Tier II Emergency Shelter

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
New Household Served ¹	#	13	12	N/A
Households Served	#	21	25	Yes
Exited Household ¹	#	13	18	N/A
Average Length of Stay	Days	80	103	No
Successful Housing Outcomes	#	9	14	Yes
Successful Housing Outcomes	%	70	78	Yes
Recidivism	%	5	0	Yes
Usage of CSB Direct Client Assistance	%	50	61	Yes
Usage of CSB Direct Client Assistance	#	9	11	Yes
Program Occupancy Rate	%	95	100	Yes
Housing Affordability at Exit ²	%	50	75	N/A
Cost per Household		CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	Yes
Cost per Successful Housing Outcome				
Pass Program Certification ³		Pass certification	Passed certification	

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/10 – 6/30/11	7/1/10 – 12/31/10	
CSB Funds	\$ 69,192	\$ 37,740	\$ 34,620
Other Funds	\$ 98,887	\$ 53,939	\$ 47,481
Total	\$ 168,076	\$ 91,679	\$ 82,101
Cost per Household Served - CSB	\$ 2,162	\$ 1,797	\$ 1,385
Cost per Successful Household Served - CSB	\$ 4,070	\$ 4,193	\$ 2,473
Percentage of CSB Funds	41%	41%	42%
Percentage of Leveraged Funds	59%	59%	58%

The Ohio Benefits Bank annual summary⁴ shows that this program submitted 15 SNAP applications, 1 Healthy Families application and 4 Medicaid applications for their clients during CY2010. CSB will continue to report out on these numbers as a measure of the program's efforts in helping clients access mainstream benefits.

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

² Measure to be monitored but not evaluated during FY2011.

³ Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

⁴ OBB report does not break down the numbers by VOAGO's programs.

D. Recommendations

Program Outcome Measures: Tier II Emergency Shelter

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
New Households Served ¹	#	9	9	18	N/A	N/A	N/A	N/A
Households Served	#	17	17	26	N/A	N/A	N/A	N/A
Exited Households ¹	#	9	9	18	N/A	N/A	N/A	N/A
Successful Housing Outcomes	%	70	70	70	N/A	N/A	N/A	N/A
Successful Housing Outcomes	#	6	6	12	N/A	N/A	N/A	N/A
Average Length of Stay	Days	80	80	80	N/A	N/A	N/A	N/A
Recidivism	%			5			N/A	N/A
Usage of CSB Direct Client Assistance	%	50	50	50	N/A	N/A	N/A	N/A
Usage of CSB Direct Client Assistance	#	5	4	9	N/A	N/A	N/A	N/A
Program Occupancy Rate	%	95	95	95	N/A	N/A	N/A	N/A
Housing Affordability at Exit ²	%	50	50	50	N/A	N/A	N/A	N/A

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

² Measure to be monitored but not evaluated during FY2012.

Category: Tier I Emergency Shelter (Families)
Agency: YWCA
Program: Family Center
Period: 7/1/10-12/31/10
Performance: Medium

A. Description

In October 2005 the YWCA opened the newly constructed Family Center to replace the former Hospitality Center and network of overnight shelter accommodations provided for families through the Interfaith Hospitality Network. The Family Center is a state of the art facility and, like the former Hospitality Center, serves as the “front door” for families needing emergency shelter assistance in Franklin County by providing a centralized means of entry into the family system. Through triage and assessment, the Family Center seeks to ensure families not in need of immediate emergency shelter assistance are diverted to other homelessness prevention and supportive services in the community. For families needing immediate emergency shelter, the Family Center provides temporary accommodations for up to 50 families onsite. In FY2011 the YWCA Family Center provided overflow services for families.

A variety of onsite supportive services are provided, including childcare, case management, housing and employment resources, and child advocacy. Through a partnership with Columbus City Schools, children receive assistance with ensuring uninterrupted education during the school year and accessing appropriate developmental and educational supports. Families staying at the Family Center move into permanent housing, direct housing, transitional housing, and permanent supportive housing or a Tier II 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
		3/31/99	09/30/99	3/31/00	9/30/00	3/31/01	9/30/01
Households Served	#	173	258	274	317	279	315
Successful Housing Outcomes	#	104	164	186	190	169	183
Successful Housing Outcomes	%	70	71	71	67	65	64
Average Length of Stay	Days	25	18	18	16	19	19
Recidivism	%	2	10	0	8	7	1

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

Program Outcome Achievement 7/1/10 to 12/31/10: Tier I Emergency Shelter

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	400	488	Yes
Average Length of Stay	Days	20	25	No
Average Transition Time	Days	7	11	No
Successful Outcomes	#	245	311	Yes
Successful Outcomes	%	70	70	Yes
Successful Housing Outcomes	#	159	231	Yes
Successful Housing Outcomes	%	65	74	Yes
Usage of CSB Direct Client Assistance	#	24	22	Yes
Usage of CSB Direct Client Assistance	%	8	5	Yes
Recidivism	%	5	0	Yes
Successful Diversion Outcome ¹	%	39	28	No
Diversion Recidivism ¹	%	5	19	No
Cost per Household		CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	Yes
Cost per Successful Housing Outcome				
Pass Program Certification ²		Pass certification	Passed certification	

C. Efficient Use of Community Resources³

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/10 – 6/30/11	7/1/10 – 12/31/10	
CSB Funds	\$ 1,283,170	\$ 641,585	\$ 803,960
Other Funds	\$ 1,840,025	\$ 920,013	\$ 727,838
Total	\$ 3,123,195	\$1,561,598	\$ 1,531,798
Cost per Household Served – CSB	\$ 1,944	\$ 1,604	\$ 1,647
Cost per Successful Household Served - CSB	\$ 4,616	\$ 4,035	\$ 3,480
Percentage of CSB Funds	41%	41%	52%
Percentage of Leveraged Funds	59%	59%	48%

The Ohio Benefits Bank annual summary shows that this program submitted 23 SNAP applications, 1 Healthy Start application, 24 Healthy Families applications and 4 Medicaid applications for their clients during CY2010. CSB will continue to report out on these numbers as a measure of the program’s efforts in helping clients access mainstream benefits.

¹ New measure, benchmarked in FY2010.

² Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

³ Includes overflow costs.

D. Recommendations

Program Outcome Measures: Tier I Emergency Shelter

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served	#	245	245	400	232	232	376	660
Successful Outcomes ¹	%	70	70	70	N/A	N/A	N/A	N/A
Successful Outcomes	#	137	137	245	N/A	N/A	N/A	N/A
Successful Housing Outcomes	%	65	65	65	70	70	70	70
Successful Housing Outcomes	#	89	89	159	127	127	228	427
Average Length of Stay	Days	20	20	20	20	20	20	20
Average Transition Time	Days	7	7	7	7	7	7	7
Recidivism	%			5			5	5
Usage of CSB Direct Client Assistance	%	8	8	8	8	8	8	8
Usage of CSB Direct Client Assistance	#	12	12	24	12	12	24	48
Successful Diversion Outcome	%	39	39	39	39	39	39	39
Diversion Recidivism	%			5			5	5

¹ Effective 1/1/2012 Tier II shelters will be fully transitioned to the rapid re-housing model. No "successful outcome" measure will be applicable.

Single Adult Shelters

Category: Emergency Shelter - Centralized Point of Access (Single Adults)
Agency: Lutheran Social Services
Program: Centralized Point of Access (CPOA) (HPRP)
Period: 7/1/10-12/31/10
Performance: Not Rated¹

A. Description

Lutheran Social Services/Faith Mission has been funded with Homelessness Prevention and Rapid Re-housing funds to develop a centralized point of access for adults in need of shelter. The goals of the front door are to reduce the number of single adults that are admitted to the adult system through diversion to more appropriate community resources, improve the single adults' experience accessing shelter and reduce the average length of shelter stay. Admission to the adult shelter system would occur when no other option exists for the client. The program is housed in the Faith Mission Administration building located at 315 E. Long Street. The building is open for triage, diversion, and intake services 24 hours per day, every day of the year. This two and a half year pilot program was implemented in early 2010.

B. Performance Outcomes

Program Outcome Achievement 7/1/10 to 12/31/10: Centralized Point of Access

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	3,100	3,264	Yes
Successful Diversion Outcome	#	642	618	Yes
Successful Diversion Outcome	%	18	16	Yes
Shelter Linkage	%	75	90	Yes
Diversion Recidivism	%	10	3	Yes
Cost of Overflow		Cost of overflow is reduced compared to overflow cost in a non-centralized environment (\$30,154)	Cost of overflow is not reduced compared to overflow cost in a non-centralized environment (\$118,325)	No
Pass Program Certification ²		Pass certification	Passed certification	Yes

¹ HPRP programs are not rated.

² Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

C. Recommendations

Program Outcome Measures: Emergency Shelter - Centralized Point of Access

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served ¹	#	1800	1900	3200	2200	1700	3400	5700
Successful Diversion Outcome	%	20	20	20	20	20	20	20
Successful Diversion Outcome ¹	#	414	437	736	506	390	782	1311
Shelter Linkage	%	80	80	80	80	80	80	80
Diversion Recidivism	%			10			10	10

¹ Monitored but not evaluated.

Category: Tier I Emergency Shelter (Single Adults)
Agency: Lutheran Social Services
Program: Faith Mission on 6th Street, 8th Avenue, Nancy's Place and Overflow
Period: 7/1/10-12/31/10
Performance: Low

A. Description

Faith Mission Nancy's Place is a 24-hour facility that serves single homeless women in shared rooms. Faith Mission on 6th Street and Faith Mission on 8th Avenue are 24-hour facilities that serve single homeless men in dormitory style environments. Each resident is assigned to a team including an advocate, resource specialist and housing resource specialist that develop and implement an individualized service plan. Supportive services include case management, a housing and employment resource center, Housing Resource Specialist services, material assistance and optional worship services/Bible study. Staff assist clients with accessing needed community services, including mental health care, substance abuse treatment, and vision, medical and dental care. Breakfast, lunch and dinner are provided for residents, as well as other low-income individuals, in the Community Kitchen, located 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 expanded capacity between mid-October and mid-April by eight beds to assist with Winter Overflow. Faith Mission on 8th Avenue has a nightly maximum capacity of 95 beds. Faith Mission on 6th Street has capacity for 110 men. The shelters expanded capacity from mid-October to mid-April to serve an additional 155 men per night in peak overflow time. In FY2011, Faith Mission served as the primary provider of emergency winter overflow shelter. An additional capacity of 50 beds for men and 20 beds for women was secured through an agreement with Mid Ohio Food Bank to meet the overflow demand.

Starting with FY2008 the above shelters were evaluated as a whole and goals 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	7/1/07	7/1/08	7/1/09
		3/31/99	9/30/99	3/31/00	9/30/00	3/31/01	9/30/01	9/30/02	12/31/03	12/31/04	12/31/05	12/31/06	12/31/07	12/31/08	12/31/09
Households Served	#	963	951	1,161	1,074	1,162	945	525	1,057	1,062	1,000	1,011	1100	836	820
Successful Housing Outcomes	#	51	59	86	85	75	79	35	56	84	117	92	123	128	152
Successful Housing Outcomes	%	6	6	8	8	7	10	7	6	9	14	12	14	19	23
Average Length of Stay	Days	24	19	17	18	20	25	55	23	19	22	23	22	28	32
Recidivism	%	26	22	28	24	28	16	14	14	13	9	4	12	4	7
Movement	%							6	11	31	N/A	N/A	N/A	N/A	17

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

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

Program Outcome Achievement 7/1/10 to 12/31/10: Tier I Emergency Shelter (Individual)

Individual Programs		Semi-Annual Actual 7/1/10-12/31/10		
Measure		Faith Mission on 6th	Faith Mission on 8th	Faith Mission - Nancy's Place
Households Served ¹	#	641	421	256
Average Length of Stay	Days	37	49	36
Successful Housing Outcomes	#	109	92	104
Successful Housing Outcomes	%	20	28	48
Usage of CSB Direct Client Assistance	%	16	19	21
Recidivism	%	8	8	3
Movement ²	%	35	36	16

Program Outcome Achievement 7/1/10 to 12/31/10: Tier I Emergency Shelter (Combined)

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served ¹	#	1,609	1,259	No
Average Length of Stay	Days	30	43	No
Successful Housing Outcomes	#	341	304	No
Successful Housing Outcomes	%	25	30	Yes
Usage of CSB Direct Client Assistance	%	8	18	Yes
Recidivism	%	5	6	Yes
Movement ²	%	20	31	No
Cost per Household		CSB costs per household consistent with CSB budget	CSB costs per household and housing outcome not consistent with CSB budget	No
Cost per Successful Housing Outcome				
Pass Program Certification ³		Pass certification	Passed certification	

¹ LSS/Faith Mission provided overflow services for FY2011.

² Board's End Goal is 15%; exception of 20% to be made during FY2011.

³ Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

Program Outcome Achievement 7/1/10 to 12/31/10: Men’s Overflow (Not Rated)

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	55	297	Yes
Average Length of Stay	Days	30	16	Yes
Successful Housing Outcomes	#	N/A	12	N/A
Successful Housing Outcomes	%	N/A	7	N/A
Usage of CSB Direct Client Assistance	%	N/A	2	N/A
Recidivism ²	%	5	N/A	N/A
Movement	%	N/A	57	N/A
Cost per Household		CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	Yes
Cost per Successful Housing Outcome				
Pass Program Certification ¹				

Program Outcome Achievement 7/1/10 to 12/31/10: Women’s Overflow (Not Rated)

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	26	219	Yes
Average Length of Stay	Days	30	7	Yes
Successful Housing Outcomes	#	N/A	17	N/A
Successful Housing Outcomes	%	N/A	9	N/A
Usage of CSB Direct Client Assistance	%	N/A	1	N/A
Recidivism ²	%	5	N/A	N/A
Movement	%	N/A	61	N/A
Cost per Household		CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	Yes
Cost per Successful Housing Outcome				
Pass Program Certification ¹				

¹ Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

² There was no overflow activity during 7/1/2010-9/30/2010 reporting period.

C. Efficient Use of Community Resources: LSS Combined

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/10 – 6/30/11	7/1/10 – 12/31/10	
CSB Funds	\$1,350,171	\$ 675,086	\$ 707,445
Other Funds	\$1,689,299	\$ 844,650	\$ 719,132
Total	\$ 3,039,470	\$1,519,736	\$1,426,577
Cost per Household Served - CSB	\$ 500	\$ 420	\$ 562
Cost per Successful Household Served - CSB	\$ 2,203	\$ 1,980	\$ 2,327
Percentage of CSB Funds	44%	44%	50%
Percentage of Leveraged Funds	56%	56%	50%

The Ohio Benefits Bank annual summary shows that Faith on 6th program submitted 151 SNAP applications and 43 Medicaid applications for their clients and that Faith on 8th program submitted 72 SNAP applications and 9 Medicaid applications for their clients during CY2010. CSB will continue to report out on these numbers as a measure of the program's efforts in helping clients access mainstream benefits.

Efficient Use of Community Resources: Overflow

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/10 – 6/30/11	7/1/10 – 12/31/10	
CSB Funds	\$ 362,681	\$ 181,341	\$ 115,291
Other Funds	\$ 45,150	\$ 22,575	\$ 3,034
Total	\$ 407,831	\$ 203,916	\$ 118,325
Cost per Household Served - CSB	\$ 898	\$ 2,239	\$ 223
Cost per Successful Household Served - CSB	N/A	N/A	\$ 3,976
Percentage of CSB Funds	89%	89%	97%
Percentage of Leveraged Funds	11%	11%	3%

D. Recommendations

Program Outcome Measures: Tier I Emergency Shelter (Combined)

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served	#	930	930	1536	930	930	1536	2691
Successful Housing Outcomes	%	25	25	25	25	25	25	25
Successful Housing Outcomes	#	171	171	322	171	171	322	611
Average Length of Stay	Days	30	30	30	30	30	30	30
Recidivism	%			5			5	5
Movement	%			15			15	15
Inebriate Shelter Only Detox Exits	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Usage of CSB Direct Client Assistance	%	8	8	8	8	8	8	8

Category: Tier I Emergency Shelter (Single Adults)
Agency: Maryhaven
Program: Engagement Center
Period: 7/1/10-12/31/10
Performance: Medium

A. Description

The Engagement Center (EC) at Maryhaven provides services to meet the basic needs of homeless men and women who are inebriated and unable to self-care or otherwise are in need of more intensive service supports. The EC seeks to motivate clients to take the essential steps to a better life, including stable housing. Services offered at the EC include safe, secure emergency shelter along with screening and referral for housing, medical, behavioral healthcare and other social services. Inebriated individuals are brought to the EC by Netcare Reach Out Workers and public safety officers. Maryhaven has the capacity for 42 men and 8 women. In FY2011 Maryhaven expanded capacity in the overflow season, from October 15 to April 15, by 5 beds for women to be used if needed.

B. Performance Outcomes

Semi-Annual Trends

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

Measure		7/1/04	7/1/05	7/1/06	7/1/07	7/1/08	7/1/09
		12/31/04	12/31/05	12/31/06	12/31/07	12/31/08	12/31/09
Households Served	#	1,377	1,089	1,044	828	798	782
Successful Housing Outcomes	#	59	94	228	142	105	95
Successful Housing Outcomes	%	4	17	24	19	14	12
Average Length of Stay	Days	11	8	9	10	11	11
Recidivism	%	N/A	N/A	24	28	16	14
Detox Exits	%	9	8	6	8	5	7

Program Outcome Achievement 7/1/10 to 12/31/10: Tier I Emergency Shelter

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	851	696	No
Average Length of Stay	Days	11	12	Yes
Successful Housing Outcomes	#	144	103	No
Successful Housing Outcomes	%	18	16	Yes
Usage of CSB Direct Client Assistance	%	2	4	Yes
Recidivism ¹	%	10	12	Yes
Detox Exits	%	10	4	No
Movement ²	%	20	17	Yes
Cost per Household		CSB costs per household consistent with CSB budget	CSB costs per household and housing outcome not consistent with budget	No
Cost per Successful Housing Outcome				
Pass Program Certification ³		Pass certification	Passed certification	

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/10 – 6/30/11	7/1/10 – 12/31/10	
CSB Funds	\$ 256,010	\$ 128,005	\$ 128,005
Other Funds	\$ 811,490	\$ 405,745	\$ 432,506
Total	\$1,067,500	\$ 533,750	\$ 560,511
Cost per Household Served - CSB	\$ 183	\$ 150	\$ 184
Cost per Successful Household Served - CSB	\$ 1,054	\$ 889	\$ 1,243
Percentage of CSB Funds	24%	24%	23%
Percentage of Leveraged Funds	76%	76%	77%

Maryhaven did not use the Ohio Benefits Bank during the evaluation period.

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

² Board's End Goal is 15%; exception of 20% to be made during FY2011.

³ Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

D. Recommendations

Program Outcome Measures: Tier I Emergency Shelter

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served	#	527	527	851	527	527	851	1400
Successful Housing Outcomes	%	18	18	18	18	18	18	18
Successful Housing Outcomes	#	86	86	144	86	86	144	243
Average Length of Stay	Days	11	11	11	11	11	11	11
Recidivism ¹	%			10			10	10
Movement	%			15			15	15
<i>Inebriate Shelter Only Detox Exits</i>	%	10	10	10	10	10	10	10
Usage of CSB Direct Client Assistance	%	2	2	2	2	2	2	2

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

Category: Tier I Emergency Shelter (Single Adults)
Agency: Southeast, Inc.
Program: Friends of the Homeless/Men’s Shelter
Period: 7/1/10-12/31/10
Performance: High

A. Description

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

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

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

Program Outcome Achievement 7/1/10 to 12/31/10: Tier I Emergency Shelter

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	615	671	Yes
Average Length of Stay	Days	30	45	No
Successful Housing Outcomes	#	121	139	Yes
Successful Housing Outcomes	%	25	26	Yes
Usage of CSB Direct Client Assistance	%	8	13	Yes
Recidivism	%	5	6	Yes
Movement ¹	%	20	36	No
Cost per Household		CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	Yes
Cost per Successful Housing Outcome				
Pass Program Certification ²		Pass certification	Passed certification	

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/10 – 6/30/11	7/1/10 – 12/31/10	
CSB Funds	\$ 623,243	\$ 311,622	\$ 309,375
Other Funds	\$ 302,676	\$ 151,338	\$ 143,601
Total	\$ 925,919	\$ 462,960	\$ 452,976
Cost per Household Served – CSB	\$ 623	\$ 507	\$ 461
Cost per Successful Household Served – CSB	\$ 2,859	\$ 2,575	\$ 2,226
Percentage of CSB Funds	67%	67%	68%
Percentage of Leveraged Funds	33%	33%	32%

The Ohio Benefits Bank annual summary³ shows that this program submitted 78 SNAP applications and 68 Medicaid applications for their clients during CY2010. CSB will continue to report out on these numbers as a measure of the program's efforts in helping clients access mainstream benefits.

¹ Board's End Goal is 15%; exception of 20% to be made during FY2011.

² Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

³ OBB report does not break down the numbers by Southeast's programs.

D. Recommendations

Program Outcome Measures: Tier I Emergency Shelter

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served	#	489	489	808	489	489	808	1416
Successful Housing Outcomes	%	25	25	25	25	25	25	25
Successful Housing Outcomes	#	90	90	170	90	90	170	322
Average Length of Stay	Days	30	30	30	30	30	30	30
Recidivism	%			5			5	5
Movement	%			15			15	15
<i>Inebriate Shelter Only Detox Exits</i>	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Usage of CSB Direct Client Assistance	%	8	8	8	8	8	8	8

Category: Tier I Emergency Shelter (Single Adults)
Agency: Southeast, Inc.
Program: Friends of the Homeless/Rebecca's Place
Period: 7/1/10-12/31/10
Performance: High

A. Description

Rebecca's Place is a 24-hour facility that serves single homeless women in an apartment structure. Rebecca's Place accepts intakes 24 hours a day. Supportive services include meeting basic needs such as daily meals, showers, bed linens, towels and personal hygiene items, laundry facilities, and telephone use, as well as providing case management and linkage to community services. The shelter Resource Center is available for the employment and housing needs of clients. The Resource Center provides computer access, housing and employment lists, bus passes and help in applying for public assistance. Rebecca's Place has capacity for 47 women and between mid-October to mid-April it increases shelter capacity to house up to 7 additional women per night.

B. Performance Outcomes

Semi-Annual Trends

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

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

Program Outcome Achievement 7/1/10 to 12/31/10: Tier I Emergency Shelter

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	288	271	Yes
Average Length of Stay	Days	30	42	No
Successful Housing Outcomes	#	72	66	Yes
Successful Housing Outcomes	%	30	30	Yes
Usage of CSB Direct Client Assistance	%	8	10	Yes
Recidivism	%	5	3	Yes
Movement ¹	%	20	15	Yes
Cost per Household		CSB costs per household consistent with CSB budget	CSB costs per housing outcome not consistent with CSB budget	Yes
Cost per Successful Housing Outcome ⁴				
Pass Program Certification ²		Pass certification	Passed certification	

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/10 – 6/30/11	7/1/10 – 12/31/10	
CSB Funds	\$ 420,000	\$ 210,000	\$ 217,095
Other Funds	\$ 102,324	\$ 51,162	\$ 48,919
Total	\$ 522,324	\$ 261,162	\$ 266,014
Cost per Household Served - CSB	\$ 875	\$ 729	\$ 801
Cost per Successful Household Served - CSB	\$ 3,231	\$ 2,917	\$ 3,289
Percentage of CSB Funds	80%	80%	82%
Percentage of Leveraged Funds	20%	20%	18%

The Ohio Benefits Bank annual summary³ shows that this program submitted 78 SNAP applications and 68 Medicaid applications for their clients during CY2010. CSB will continue to report out on these numbers as a measure of the program’s efforts in helping clients access mainstream benefits.

¹ Board’s End Goal is 15%; exception of 20% to be made during FY2011.

² Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

³ OBB report does not break down the numbers by Southeast’s programs.

⁴ Cost per Successful Housing Outcome not consistent with CSB budget, however, the other two metrics were met.

D. Recommendations

Program Outcome Measures: Tier I Emergency Shelter

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served	#	177	177	292	177	177	292	512
Successful Housing Outcomes	%	25	25	25	25	25	25	25
Successful Housing Outcomes	#	33	33	61	33	33	61	116
Average Length of Stay	Days	30	30	30	30	30	30	30
Recidivism	%			5			5	5
Movement	%			15			15	15
<i>Inebriate Shelter Only Detox Exits</i>	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Usage of CSB Direct Client Assistance	%	8	8	8	8	8	8	8

Category: Tier I Emergency Shelter (Single Adults)
Agency: Volunteers of America of Greater Ohio
Program: Men's Shelter
Period: 7/1/10-12/31/10
Performance: Medium

A. Description

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

B. Performance Outcomes

Semi-Annual Trends

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

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

Program Outcome Achievement 7/1/10 to 12/31/10: Tier I Emergency Shelter

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	306	414	Yes
Average Length of Stay	Days	30	19	Yes
Successful Housing Outcomes	#	67	63	Yes
Successful Housing Outcomes	%	25	17	No
Usage of CSB Direct Client Assistance	%	8	6	Yes
Recidivism	%	5	30	No
Movement ¹	%	20	67	No
Cost per Household		CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	Yes
Cost per Successful Housing outcome				
Pass Program Certification ²				

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/10 – 6/30/11	7/1/10 – 12/31/10	
CSB Funds	\$ 141,937	\$ 70,969	\$ 40,968
Other Funds	\$ 207,604	\$ 103,802	\$ 95,923
Total	\$ 349,541	\$ 174,771	\$ 136,891
Cost per Household Served - CSB	\$ 273	\$ 232	\$ 99
Cost per Successful Household Served - CSB	\$1,183	\$1,059	\$ 650
Percentage of CSB Funds	41%	41%	30%
Percentage of Leveraged Funds	59%	59%	70%

The Ohio Benefits Bank annual summary³ shows that this program submitted 15 SNAP applications, 1 Healthy Families application and 4 Medicaid applications for their clients during CY2010. CSB will continue to report out on these numbers as a measure of the program's efforts in helping clients access mainstream benefits.

¹ Board's End Goal is 15%; exception of 20% to be made during FY2011.

² Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

³ OBB report does not break down the numbers by VOAGO's programs.

D. Recommendations

Program Outcome Measures: Tier I Emergency Shelter

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served	#	188	188	306	188	188	306	520
Successful Housing Outcomes	%	25	25	25	25	25	25	25
Successful Housing Outcomes	#	37	37	67	37	37	67	120
Average Length of Stay	Days	30	30	30	30	30	30	30
Recidivism	%			5			5	5
Movement	%			15			15	15
<i>Inebriate Shelter Only Detox Exits</i>	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Usage of CSB Direct Client Assistance	%	8	8	8	8	8	8	8

Category: Emergency Shelter (Single Adults)
Agency: Volunteers of America of Greater Ohio
Program: VA Emergency Housing¹
Period: 7/1/10-12/31/10
Performance: Not Rated²

A. Description

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

The program is responsible for identifying sufficient residential capacity to place up to 10 veterans at one time on any given day in safe, community-based residences. Identification of suitable residential placement generally requires: a) sufficient personnel to assure safety; b) staffing available on-site 24-hours per day, 7 days per week; c) up to 3 healthy meals per day; d) available laundry facilities; e) the ability to place a veteran on the same day of a referral from HCHV staff.

¹ VOAGO –VA Emergency Housing is not funded by CSB. VOAGO chose to voluntarily participate in CSP.

² Program too new to be rated.

B. Recommendations

Program Outcome Measures: Tier I Emergency Shelter

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served	#	20	20	40	20	20	40	80
Successful Housing Outcomes	%	25	25	25	25	25	25	25
Successful Housing Outcomes	#	3	3	6	3	3	6	12
Average Length of Stay	Days	90	90	90	90	90	90	90
Recidivism	%			5			5	5
Movement	%			15			15	15
<i>Inebriate Shelter Only Detox Exits</i>	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Usage of CSB Direct Client Assistance	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Outreach Specialist

Category: Outreach Specialist
Agency: Maryhaven
Program: Outreach
Period: 7/1/10-12/31/10
Performance: Low

A. Description

Maryhaven’s Outreach Program, initiated in 2003, is designed to engage homeless persons living outdoors and assist them in moving into appropriate housing as quickly as possible. 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 Specialists link 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, launched in mid-2006. The Maryhaven Outreach program became the sole provider of Outreach services for homeless persons starting with FY2010.

B. Performance Outcomes

Semi-Annual Trends

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

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

Program Outcome Achievement 7/1/10 to 12/31/10: Outreach Specialist

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Carryover Households Served ¹	#	20	33	N/A
New Households Served	#	150	151	Yes
Households Served	#	170	184	Yes
Exited Households ¹	#	150	150	N/A
Exited Households to PSH ¹	#	14	7	N/A
Successful Outcomes (Shelter and Housing)	#	105	85	No
Successful Outcomes (Shelter and Housing)	%	70	57	No
Successful Housing Outcomes ^{2,3}	#	53	22	No
Successful Housing Outcomes ^{2,3}	%	50	26	No
Usage of CSB Direct Client Assistance	%	25	10	No
Recidivism	%	5	0	Yes
Cost per Household		CSB costs per household consistent with CSB budget	CSB cost per housing outcome not consistent with CSB budget	Yes
Cost per Successful Housing Outcome ⁵				
Pass Program Certification ⁴				

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/10 – 6/30/11	7/1/10 – 12/31/10	
CSB Funds	\$ 115,000	\$ 57,500	\$ 39,797
Other Funds	\$ 0	\$ 0	\$ 0
Total	\$ 115,000	\$ 57,500	\$ 39,797
Cost per Household Served-CSB	\$ 359	\$ 338	\$ 216
Cost per Successful Outcome - CSB	\$548	\$ 548	\$ 468
Cost per Successful Housing Outcome - CSB	\$ 1,095	\$ 1,085	\$1,809
Percentage of CSB Funds	100%	100%	100%
Percentage of Leveraged Funds	0%	0%	0%

Maryhaven did not use the Ohio Benefits Bank during the evaluation period.

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

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

³ Successful Housing Outcome was set at 65%, below the Board End of 75%. CSB accepted on 12/23/10 Maryhaven's request to lower this outcome to 50%.

⁴ Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

⁵ Cost per Successful Housing Outcome not consistent with CSB budget, however, the other two metrics were met.

Access to Benefits

Category: Access to Benefits
Agency: YWCA
Program: Benefits Partnership
Period: 7/1/10-12/31/10
Performance: Medium

A. Description

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

B. Performance Outcomes

Semi-Annual Trends

Measure		7/1/09
		12/31/09
Households Served	#	28
Submitted SSI/SSDI Applications	#	18
Submitted SSI/SSDI Applications	%	64
Other Submitted Applications	#	15
Other Submitted Applications	%	54
Successful SSI /SSDI Applications	%	43
Recidivism	%	0

Program Outcome Achievement 7/1/10 to 12/31/10: Access to Benefits

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Carryover Households Served ¹	#	27	120	N/A
New Households Served	#	178	189	Yes
Households Served	#	205	309	Yes
Submitted SSI/SSDI Applications	#	99	103	Yes
Submitted SSI/SSDI Applications	%	42	33	No
Other Submitted Applications	#	134	135	Yes
Other Submitted Applications	%	58	44	No
Successful SSI /SSDI Applications ²	%	40	11	No
Recidivism	%	5	0	Yes
Cost per Household		CSB costs per household consistent with CSB budget	CSB costs per household and application consistent with CSB budget	Yes
Cost per Submitted SSI/SSDI Application				
Pass Program Certification ³		Pass certification	Passed certification	

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/10 – 6/30/11	7/1/10 – 12/31/10	
CSB Funds	\$151,200	\$ 75,600	\$ 85,398
Other Funds	\$ 0	\$ 0	\$ 0
Total	\$151,200	\$ 75,600	\$ 85,398
Cost per Household Served-CSB	\$ 395	\$ 369	\$ 276
Cost per Submitted SSI/SSDI Application - CSB	\$ 764	\$764	\$ 829
Percentage of CSB Funds	100%	100%	100%
Percentage of Leveraged Funds	0%	0%	0%

¹ Monitored but not evaluated.

² Based on the % of applications acted on by BDD/SSA.

³ Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

D. Recommendations

Program Outcome Measures: Access to Benefits

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Carryover Households Served ¹	#	27	28	27	28	28	28	27
New Households Served	#	89	89	178	79	59	138	316
Households Served	#	116	117	205	107	87	166	343
# of Submitted SSI/SSDI Applications	#	49	50	86	45	36	70	156
% of Submitted SSI/SSDI Applications	%	42	42	42	42	42	42	42
# of Other Submitted Applications	#	49	50	86	45	36	70	156
% of Other Submitted Applications	%	42	42	42	42	42	42	42
% SSI/SSDI Successful Applications	%	40%	40%	40%	40%	40%	40%	40%
Recidivism	%			5%			5%	5%

¹ Monitored but not evaluated.

Direct Housing/ Rapid Re-housing

Category: Direct Housing/Rapid Re-housing
Agency: Catholic Social Services
Program: Rapid Re-housing
Period: 7/1/10-12/31/10
Performance: Not Rated¹

A. Description

Catholic Social Services (CSS) started in FY2011 a collaboration with the Community Shelter Board in an effort to rapidly house homeless families who were victims of domestic violence, living at the CHOICES shelter. CSS will provide long-term intensive housing case management to the families exiting the CHOICES domestic violence shelter with the goal of obtaining and maintaining stable housing. The case manager will serve as a supportive advocate to these women in order to assist them with regaining their lives in the community. The housing case manager will identify and assess barriers to the client's independence and will work collaboratively with the client to develop work plans to overcome those barriers, including but not limited to housing, employment, education and child care issues. The housing case manager will remain involved with the client for up to 18-24 months in order to stabilize the client in the community. The program plans to serve 25 new families every year.

¹ Program too new to be rated.

B. Recommendations

Program Outcome Measures: Direct Housing

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Carryover Households Served ¹	#	11	14	11	19	18	19	11
New Households Served	#	5	7	12	6	7	13	25
Households Served	#	16	21	23	25	25	32	36
Exited Households ¹	#	2	2	4	7	6	13	17
Successful Housing Outcomes	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	14	19	21	23	22	29	32
Average Length of Shelter Stay	Days	15	15	15	15	15	15	15
Average Length of Participation	Days	135	180	180	270	360	360	360
Housing Affordability at Exit ²	%	50	50	50	50	50	50	50
Recidivism	%			5			5	5
Usage of CSB Direct Client Assistance	%	90	90	90	90	90	90	90
Usage of CSB Direct Client Assistance	\$	1200	1200	1200	1200	1200	1200	1200

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

² Measure to be monitored but not evaluated during FY2012.

Category: Direct Housing/Rapid Re-housing
Agency: **Community Housing Network**
Program: **In-Reach Single Adults**
Period: 7/1/10-12/31/10
Performance: **Not Rated¹**

A. Description

Community Housing Network started in FY2011 a collaboration with the Community Shelter Board in an effort to rapidly house homeless persons living in the single adult shelters. CHN's In-Reach Housing Facilitator (IRHF) receives referrals from shelter staff. The IRHF is responsible for locating appropriate housing and showing the unit to the applicant. The IRHF will also apply for the DCA funds and present a prepared lease for signing, after which the person moves into the apartment. During the process the IRHF will inform the shelter resident of various resources that are available in the community and encourage the person to continue contact with the shelter staff for any required referrals to those resources. The IRHF will apply for any applicable financial assistance funds on behalf of the client at the end of each monthly period. The program's goal is to provide expedited housing placement to 180 single individuals annually from the emergency shelter system, within 14-19 days of them entering the shelter.

¹ Program too new to be rated.

B. Recommendations

Program Outcome Measures: Direct Housing

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Carryover Households Served ¹	#	15	30	15	30	30	30	15
New Households Served	#	60	60	120	60	45	105	225
Households Served	#	75	90	135	90	75	135	240
Exited Households ¹	#	45	60	105	60	52	112	217
Successful Housing Outcomes	%	75	75	75	75	75	75	75
Successful Housing Outcomes	#	34	45	79	45	39	84	163
Average Length of Shelter Stay	Days	19	19	19	19	19	19	19
Average Length of Participation	Days	60	60	60	60	60	60	60
Housing Affordability at Exit ²	%	50	50	50	50	50	50	50
Recidivism	%			5			5	5
Usage of CSB Direct Client Assistance	%	90	90	90	90	90	90	90
Usage of CSB Direct Client Assistance	\$	1142	1142	1142	1142	1142	1142	1142

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

² Measure to be monitored but not evaluated during FY2012.

Category: HPRP (Homelessness Prevention & Rapid Re-housing Program)
Agency: Community Housing Network
Program: CHN Placement (HPRP)
Period: 7/1/10-12/31/10
Performance: Not Rated¹

A. Description

Homelessness Prevention and Rapid Re-housing funds are used to assist homeless, disabled individuals and families move into CHN's permanent supportive housing programs as quickly as possible. Depending on applicants' needs, funds will be used for financial assistance (including security and utility deposits, short-term rental assistance (up to 3 months) until CMHA subsidy is in effect, utility and CMHA debt payments and moving cost assistance) and housing relocation and stabilization services (including housing services case management, outreach and engagement, housing placement and credit repair). This program started January 1, 2011.

B. Recommendations

Program Outcome Measures: Transition

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served	#	20	20	30	20	20	30	50
Successful Housing Outcomes	%	85	85	85	85	85	85	85
Successful Housing Outcomes	#	9	8	17	9	8	17	35
Recidivism	%			5			5	5
Usage of CSB Direct Client Assistance	%	100	100	100	100	100	100	100
Usage of CSB Direct Client Assistance	\$	1250	1250	1250	1250	1250	1250	1250
Usage of Other Community Resources	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A

¹ HPRP programs are not rated.

Category: Transition Program
Agency: Community Shelter Board
Program: Transition
Period: 7/1/10-12/31/10
Performance: High

A. Description

The Community Shelter Board administers direct client assistance funds through the Transition Program for homeless individuals and families moving into permanent housing. Clients working with shelter and outreach agencies in Franklin County are able to apply for short-term rental assistance, utility deposits, Furniture Bank of Central Ohio 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 FY2011, 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 of Greater Ohio, the YMCA, and the YWCA. Homeless Prevention and Rapid Re-housing funds are used to fund this program in FY2011 and FY2012.

B. Performance Outcomes

Semi-Annual Trends

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

¹ Average CSB DCA amount per household was inaccurately reported in the FY2008 S-1 SPIR as \$609. This amount has since been reconciled with CSB financial information.

Program Outcome Achievement 7/1/10 to 12/31/10: Transition

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	500	582	Yes
Successful Housing Outcomes	#	490	575	Yes
Successful Housing Outcomes	%	98	99	Yes
Usage of CSB Direct Client Assistance	\$	900	807	Yes
Usage of CSB Direct Client Assistance	%	98	99	Yes
Usage of Other Community Resources ¹	%	18	0	N/A
Recidivism	%	5	2	Yes
Cost per Household		CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	Yes
Cost per Successful Housing Outcome				
Pass Program Certification ²				

C. Efficient Use of Community Resources³

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/10 – 6/30/11	7/1/10 – 12/31/10	
CSB Funds	\$ 812,793	\$ 406,397	\$ 464,121
Other Funds	\$ 0	\$ 0	\$ 0
Total	\$ 812,793	\$ 406,397	\$ 464,121
Cost per Household Served – CSB	\$ 813	\$ 813	\$ 797
Cost per Successful Household Served – CSB	\$ 829	\$ 829	\$ 807
Percentage of CSB Funds	100%	100%	100%
Percentage of Leveraged Funds	0%	0%	0%

¹ Monitored but not evaluated, new measure in FY2011.

² Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

³ Costs include HPRP Transition.

D. Recommendations

Program Outcome Measures: Transition

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served	#	175	225	400	225	175	400	800
Successful Housing Outcomes	%	98	98	98	98	98	98	98
Successful Housing Outcomes	#	172	221	392	221	172	392	784
Recidivism	%			5			5	5
Usage of CSB Direct Client Assistance	%	98	98	98	98	98	98	98
Usage of CSB Direct Client Assistance	\$	1000	1000	1000	1000	1000	1000	1000
Usage of Other Community Resources ¹	%	18	18	18	18	18	18	18

¹ Monitored but not evaluated.

Category: Direct Housing/Rapid Re-housing
Agency: Homeless Families Foundation
Program: Rolling Stock
Period: 7/1/10-12/31/10
Performance: High

A. Description

The Homeless Families Foundation (HFF) is completing its transition to a scattered site, direct housing model for the families exiting the YWCA Family Center. The transition from a shelter model to a direct housing/rapid re-housing model will be finalized by 12/31/2011 when all 46 units of HFF's capacity will become scattered site. This model is a better approach for families to gain self sufficiency and housing stability.

The YWCA Family Center assesses and refers families who require transitional support in order to stabilize housing after exiting the shelter. HFF supportive services are initiated while families are at the YWCA Family Center and are intended to assist families in locating permanent, affordable housing and accessing CSB administered direct client assistance (DCA). Case management services continue until the family has achieved a successful housing outcome (i.e. sufficient household income is available to afford housing), the family achieved their goals and linkage with supportive services in the community occurs. HFF services are short-term, typically for up to 90 days after housing placement.

HFF also offers educational and recreational activities for children at the Dowd Education Center located across the street from their offices.

B. Performance Outcomes

Program Outcome Achievement 7/1/10 to 12/31/10: Direct Housing/Rapid Re-housing

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Carryover Households Served ¹	#	6	10	N/A
New Households Served	#	6	21	Yes
Households Served	#	12	31	Yes
Exited Households ¹	#	6	16	N/A
Average Length of Shelter Stay	Days	15	26	No
Average Length of Participation	Days	100	89	Yes
Successful Housing Outcomes	#	5	16	Yes
Successful Housing Outcomes	%	90	100	Yes
Recidivism	%	5	14	No
Usage of CSB Direct Client Assistance	%	90	94	Yes
Usage of CSB Direct Client Assistance	\$	1000	841	Yes
Housing Affordability at Exit ^{2, 4}	%	50	50	N/A
Cost per Household		CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	Yes
Cost per Successful Housing Outcome				
Pass Program Certification ³		Pass certification	Passed certification	

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/10 – 6/30/11	7/1/10 – 12/31/10	
CSB Funds	\$120,097	\$ 60,049	\$ 44,241
Other Funds	\$ 1,761	\$ 881	\$ 2,476
Total	\$121,858	\$ 60,929	\$ 46,717
Cost per Household Served – CSB	\$ 6,672	\$ 5,004	\$ 1,427
Cost per Successful Household Served – CSB	\$ 10,918	\$12,010	\$ 2,765
Percentage of CSB Funds	99%	99%	95%
Percentage of Leveraged Funds	1%	1%	5%

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

² Monitored but not evaluated during FY2011.

³ Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

⁴ Four successfully exited households were excluded due to missing data.

D. Recommendations

Program Outcome Measures: Direct Housing/Rapid Re-housing

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 ¹ 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Carryover Households Served ²	#	8	8	8	46	46	46	8
New Households Served	#	3	41	44	32	33	65	109
Households Served	#	11	49	52	78	79	111	117
Exited Households ²	#	3	3	6	32	33	65	71
Successful Housing Outcomes	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	3	2	5	29	30	59	64
Average Length of Shelter Stay	Days	15	15	15	15	15	15	15
Average Length of Participation	Days	100	100	100	100	100	100	100
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Recidivism	%			5			5	5
Usage of CSB Direct Client Assistance	%	90	90	90	90	90	90	90
Usage of CSB Direct Client Assistance	\$	1000	1000	1000	1000	1000	1000	1000

¹ All HFF capacity will transition to rolling stock, including a carryover of app 38.

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

³ Measure to be monitored but not evaluated during FY2012.

Category: Direct Housing/Rapid Re-housing
Agency: The Salvation Army
Program: Direct Housing
Period: 7/1/10-12/31/10
Performance: High

A. Description

The Salvation Army Direct Housing program 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. Direct Housing program supportive services are initiated while families are at the YWCA Family Center and are intended to assist families in locating permanent, affordable housing within three weeks of referral from the Family Center. To accomplish this, Direct Housing program case managers assist families with finding suitable and affordable housing and linking families to CSB administered direct client assistance (DCA). Case management services continue until the family has achieved a successful housing outcome (i.e. sufficient household income is available to afford housing), linkage with supportive services in the community occurs and/or the family has ended contact. The Salvation Army’s program provides short-term services typically for up to 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
		12/31/99	6/30/00	12/31/00	6/30/01	12/31/01	12/31/02	12/31/03
Households Served	#	20	35	22	28	23	38	43
Successful Housing Outcomes	%	100	100	100	90	100	94	88
Average Length of Shelter Stay	Days	N/A	N/A	N/A	N/A	N/A	N/A	18
Usage of CSB Direct Client Assistance	\$	N/A	N/A	1560	N/A	N/A	N/A	923
Recidivism	%	N/A	N/A	0	0	N/A	0	0

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

Program Outcome Achievement 7/1/10 to 12/31/10: Direct Housing/Rapid Re-housing

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Carryover Households Served ¹	#	37	56	N/A
New Households Served	#	95	95	Yes
Households Served	#	132	151	Yes
Exited Households ¹	#	95	92	N/A
Average Length of Shelter Stay	Days	13	13	Yes
Average Length of Participation	Days	100	114	No
Successful Housing Outcomes	#	85	83	Yes
Successful Housing Outcomes	%	90	90	Yes
Recidivism	%	5	0	Yes
Usage of CSB Direct Client Assistance	%	90	91	Yes
Usage of CSB Direct Client Assistance	\$	1000	1225	No
Housing Affordability at Exit ^{2, 4}	%	50	52	N/A
Cost per Household		CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	Yes
Cost per Successful Housing Outcome				
Pass Program Certification ³				

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/10 – 6/30/11	7/1/10 – 12/31/10	
CSB Funds	\$ 162,975	\$ 81,488	\$ 83,816
Other Funds	\$ 144,194	\$ 72,097	\$ 89,932
Total	\$ 307,169	\$ 153,585	\$ 173,748
Cost per Household Served – CSB	\$ 769	\$ 617	\$ 555
Cost per Successful Household Served – CSB	\$ 1,038	\$ 959	\$ 1,010
Percentage of CSB Funds	53%	53%	48%
Percentage of Leveraged Funds	47%	47%	52%

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

² Measure to be monitored but not evaluated during FY2011.

³ Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

⁴ Nine successfully exited households were excluded due to missing data.

D. Recommendations

The program will have two Program Outcomes Plans (POPs) for FY2012. In case the demand for the program exceeds the Baseline POP, the Salvation Army will ramp up and provide services based on the maximum POP.

Program Outcome Measures: Direct Housing Baseline

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Carryover Households Served ¹	#	37	37	37	37	37	37	37
New Households Served	#	48	47	95	32	48	80	175
Households Served	#	85	84	132	69	85	117	212
Exited Households ¹	#	48	47	95	32	48	80	175
Successful Housing Outcomes	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	43	42	85	29	43	72	157
Average Length of Shelter Stay	Days	13	13	13	13	13	13	13
Average Length of Participation	Days	100	100	100	100	100	100	100
Housing Affordability at Exit ²	%	50	50	50	50	50	50	50
Recidivism	%			5			5	5
Usage of CSB Direct Client Assistance	%	90	90	90	90	90	90	90
Usage of CSB Direct Client Assistance	\$	1200	1200	1200	1200	1200	1200	1200

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

² Measure to be monitored but not evaluated during FY2012.

Program Outcome Measures: Direct Housing Maximum

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Carryover Households Served ¹	#	37	45	37	45	45	45	37
New Households Served	#	58	58	116	49	57	106	222
Households Served	#	95	103	153	94	102	151	259
Exited Households ¹	#	50	58	108	49	57	106	214
Successful Housing Outcomes	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	45	52	97	44	51	95	193
Average Length of Shelter Stay	Days	13	13	13	13	13	13	13
Average Length of Participation	Days	100	100	100	100	100	100	100
Housing Affordability at Exit ²	%	50	50	50	50	50	50	50
Recidivism	%			5			5	5
Usage of CSB Direct Client Assistance	%	90	90	90	90	90	90	90
Usage of CSB Direct Client Assistance	\$	1200	1200	1200	1200	1200	1200	1200

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

² Measure to be monitored but not evaluated during FY2012.

Category: Direct Housing/Rapid Re-housing
Agency: The Salvation Army
Program: Job2Housing
Period: 7/1/10-12/31/10
Performance: High

A. Description

Over the three-year pilot period, the Job2Housing program will serve, at the minimum, 120 homeless families with children who meet HUD's Rapid Re-Housing eligibility threshold, who also have insufficient income to afford an apartment, and are committed to pursuing employment to achieve family self-sufficiency. The program provides housing placement, leasing assistance for up to 6 months, and employment focused case management. Participants complete community-based job placement programs that result in employment income sufficient to maintain independent housing at the conclusion of the leasing assistance period. CSB received a grant from HUD to implement this demonstration program for a period of three years, starting with FY2010.

B. Performance Outcomes

Program Outcome Achievement 7/1/10 to 12/31/10: Direct Housing/Rapid Re-housing

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Carryover Households Served ¹	#	20	23	N/A
New Households Served	#	20	16	No
Households Served	#	40	39	Yes
Exited Households ¹	#	20	20	N/A
Average Length of Shelter Stay	Days	15	13	Yes
Average Length of Participation	Days	180	180	Yes
Successful Housing Outcomes	#	18	18	Yes
Successful Housing Outcomes	%	90	90	Yes
Housing Affordability at Exit ^{2, 4}	%	50	56	N/A
Recidivism	%	5	0	Yes
Completed Vocational /Other Training	%	70	75	Yes
Employment Status at Exit	#	14	7	No
Employment Status at Exit	%	65	35	No
Usage of CSB Direct Client Assistance	%	100	100	Yes
Usage of CSB Direct Client Assistance	\$	5,484	1,931	Yes
Cost per Household		CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	Yes
Cost per Successful Housing Outcome				
Pass Program Certification ³				

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/10 – 6/30/11	7/1/10 – 12/31/10	
CSB Funds	\$ 346,480	\$ 173,240	\$ 38,607
Other Funds	\$0	\$0	\$0
Total	\$ 346,480	\$ 173,240	\$ 38,607
Cost per Household Served – CSB	\$ 5,775	\$ 4,331	\$ 990
Cost per Successful Household Served – CSB	\$ 9,624	\$ 9,624	\$ 2,145
Percentage of CSB Funds	100%	100%	100%
Percentage of Leveraged Funds	0%	0%	0%

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

² New measure, monitored but not evaluated during FY2011.

³ Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

⁴ Two successfully exited households were excluded due to missing data.

D. Recommendations

Program Outcome Measures: Direct Housing/Rapid Re-housing

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Carryover Households Served ¹	#	20	20	20	20	20	20	20
New Households Served	#	15	15	30	15	15	30	60
Households Served	#	35	35	50	35	35	50	80
Exited Households ¹	#	15	15	30	15	15	30	60
Successful Housing Outcomes	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	14	13	27	14	13	27	54
Average Length of Shelter Stay	Days	15	15	15	15	15	15	15
Average Length of Participation	Days	180	180	180	180	180	180	180
Housing Affordability at Exit ²	%	50	50	50	50	50	50	50
Recidivism	%			5			5	5
Completed Vocational/Other Training	%	70	70	70	70	70	70	70
Employment Status at Exit	%	65	65	65	65	65	65	65
Employment Status at Exit	#	10	9	19	10	9	19	38
Usage of CSB Direct Client Assistance	%	100	100	100	100	100	100	100
Usage of CSB Direct Client Assistance	\$	5484	5484	5484	5484	5484	5484	5484

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

² Measure to be monitored but not evaluated during FY2012.

Category: HPRP (Homelessness Prevention & Rapid Re-housing Program)
Agency: Volunteers of America of Greater Ohio
Program: Rapid Re-housing for Single Adults (HPRP)
Period: 7/1/10-12/31/10
Performance: Not Rated¹

A. Description

The new VOAGO Rapid Re-housing for Single Adults program provides rapid housing identification with temporary rental assistance and case management/support services to ensure current and future housing stability to homeless single adults in Columbus. Staff provides the homeless client with tools they need to become self-sufficient and break the cycle of poverty. Case management services include: job readiness skill development; home management skill building; and linkage and referrals to community services. Housing related assistance is provided by the partnership with Community Housing Network. The program is funded with Homelessness Prevention and Rapid Re-housing Program funds over the course of approximately 2 years, the program will serve 120 new homeless single adults who meet HUD's Rapid Re-Housing eligibility threshold and who also have insufficient income to afford an apartment. Financial assistance through CSB is available for 3 months. The program was implemented 11/1/2010.

¹ HPRP programs are not rated.

B. Performance Outcomes

Program Outcome Achievement 7/1/10 to 12/31/10: Direct Housing/Rapid Re-housing

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Carryover Households Served ¹	#	0	0	N/A
New Households Served	#	22	25	Yes
Households Served	#	22	25	Yes
Exited Households ¹	#	0	1	N/A
Average Length of Shelter Stay	Days	30	37	No
Average Length of Participation	Days	N/A	30	N/A
Successful Housing Outcomes	#	N/A	0	N/A
Successful Housing Outcomes	%	75	0	N/A
Recidivism	%	N/A	0	N/A
Housing Affordability at Exit ³	%	N/A	0	N/A
Usage of CSB Direct Client Assistance	%	N/A	N/A	N/A
Usage of CSB Direct Client Assistance	\$	N/A	N/A	N/A
Cost per Household	CSB costs per household consistent with CSB budget		N/A	N/A
Cost per Successful Housing Outcome				
Pass Program Certification ²		Pass certification	Passed certification	

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

² Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

³ One household was excluded due to missing data.

C. Recommendations

Program Outcome Measures: Direct Housing/Rapid Re-housing

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Carryover Households Served ¹	#	33	33	33	33	33	33	33
New Households Served	#	33	33	66	33	22	55	121
Households Served	#	66	66	99	66	55	88	154
Exited Households ¹	#	33	33	66	33	33	66	132
Successful Housing Outcomes	%	75	75	75	75	75	75	75
Successful Housing Outcomes	#	25	25	50	25	25	50	100
Average Length of Shelter Stay	Days	15	15	15	15	15	15	15
Average Length of Participation	Days	100	100	100	100	100	100	100
Housing Affordability at Exit ²	%	50	50	50	50	50	50	50
Recidivism	%			5			5	5
Usage of CSB Direct Client Assistance	%	90	90	90	90	90	90	90
Usage of CSB Direct Client Assistance	\$	1300	1300	1300	1300	1300	1300	1300

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

² Measure to be monitored but not evaluated during FY2012.

Category: Direct Housing/Rapid Re-housing
Agency: Volunteers of America of Greater Ohio
Program: Transition in Place
Period: 7/1/10-12/31/10
Performance: High

A. Description

Volunteers of America of Greater Ohio (VOAGO) is completing its transition to a scattered site, direct housing model for the families exiting the YWCA Family Center. The transition from a shelter model to a direct housing/rapid re-housing model will be finalized by 12/31/2011 when all 24 units of VOAGO's capacity will become scattered site. This model is a better approach for families to gain self sufficiency and housing stability.

The YWCA Family Center assesses and refers families who require transitional support in order to stabilize housing after exiting the shelter. VOAGO supportive services are initiated while families are at the YWCA Family Center and are intended to assist families in locating permanent, affordable housing and accessing CSB administered direct client assistance (DCA). VOAGO provides families with case management, an initial supply of food at intake, clothing and school supplies, life skills classes for adults, after-school tutoring for all school-aged kids, transportation, assistance with accessing Head Start or child care, housing placement assistance, employment and material assistance and access to other community services, as indicated. Case management services continue until the family has achieved a successful housing outcome (i.e. sufficient household income is available to afford housing), the family achieved their goals and linkage with supportive services in the community occurs. VOAGO services are short-term, typically for up to 90 days after housing placement.

B. Performance Outcomes

Program Outcome Achievement 7/1/10 to 12/31/10: Direct Housing/Rapid Re-housing

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Carryover Households Served ¹	#	10	11	N/A
New Households Served	#	28	40	Yes
Households Served	#	38	51	Yes
Exited Households ¹	#	24	24	N/A
Average Length of Shelter Stay	Days	15	13	Yes
Average Length of Participation	Days	100	99	Yes
Successful Housing Outcomes	#	22	22	Yes
Successful Housing Outcomes	%	90	92	Yes
Recidivism	%	5	0	Yes
Housing Affordability at Exit ^{2,4}	%	50	50	N/A
Usage of CSB Direct Client Assistance	%	90	75	Yes
Usage of CSB Direct Client Assistance	\$	1000	1000	Yes
Cost per Household		CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	Yes
Cost per Successful Housing Outcome				
Pass Program Certification ³		Pass certification	Passed certification	

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/10 – 6/30/11	7/1/10 – 12/31/10	
CSB Funds	\$ 140,481	\$ 67,092	\$ 70,289
Other Funds	\$ 200,772	\$ 95,891	\$ 96,402
Total	\$ 341,253	\$ 162,983	\$ 166,691
Cost per Household Served – CSB	\$ 2,195	\$ 1,766	\$ 1,378
Cost per Successful Household Served – CSB	\$ 3,267	\$ 3,050	\$ 3,195
Percentage of CSB Funds	41%	41%	42%
Percentage of Leveraged Funds	59%	59%	58%

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

² New measure, to be monitored but not evaluated during FY2011.

³ Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

⁴ Eighteen households were excluded due to missing data.

D. Recommendations

Program Outcome Measures: Direct Housing/Rapid Re-housing

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12 ¹	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Carryover Households Served ²	#	16	16	16	24	24	24	24
New Households Served	#	15	13	28	15	15	30	58
Households Served	#	31	29	44	39	39	54	82
Exited Households ²	#	15	13	28	15	15	30	58
Successful Housing Outcomes	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	14	12	26	13	14	27	52
Average Length of Shelter Stay	Days	15	15	15	15	15	15	15
Average Length of Participation	Days	100	100	100	100	100	100	100
Housing Affordability at Exit ³	%	50	50	50	50	50	50	50
Recidivism	%			5			5	5
Usage of CSB Direct Client Assistance	%	90	90	90	90	90	90	90
Usage of CSB Direct Client Assistance	\$	1000	1000	1000	1000	1000	1000	1000

¹ Starting with Q3 all VOAGO family capacity is rolling stock, 8 carryover included in Q3.

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

³ Measure to be monitored but not evaluated during FY2012.

Permanent Supportive Housing

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: Briggsdale
Period: 7/1/10-12/31/10
Performance: High

A. Description

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

B. Performance Outcomes

Semi-Annual Trends

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

Program Outcome Achievement 7/1/10 to 12/31/10: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	27	30	Yes
Exited Households ¹	#	N/A	6	N/A
Housing Stability ⁴	Months	21	23	Yes
Turnover Rate ¹	%	10	24	N/A
Successful Housing Outcomes	#	24	28	Yes
Successful Housing Outcomes	%	90	93	Yes
Successful Housing Exits ²	%	N/A	67	N/A
Housing Affordability at Exit ^{1, 5}	%	50	0	N/A
Housing Retention ⁴	%	5	0	Yes
Program Occupancy Rate ⁴	%	95	92	Yes
Cost per Unit		Costs per unit consistent with budget	Costs per unit consistent with budget	Yes
Pass Program Certification ³		Pass certification	Passed certification	
HUD or CoC Local Goals⁴				
Employment Status at Exit ⁴	%	20	0	No
Negative Reason for Leaving ⁴	%	20	17	Yes
Interim Housing Stability ⁴	%	81	77	No
Increase in Income from Entry to Exit ⁴	%	45	67	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/10 – 6/30/11	7/1/10 – 12/31/10	
CSB Funds	\$ 0	\$ 0	\$ 0
Other Funds	\$ 349,559	\$174,780	\$188,191
Total	\$ 349,559	\$174,780	\$188,191
Cost per Unit - CSB	\$ 0	\$ 0	\$ 0
Cost per Unit / month	\$ 1,165	\$ 583	\$ 627
Cost per Unit	\$ 13,982	\$ 6,991	\$ 7,528
Cost per Household Served	\$ 11,652	\$ 6,473	\$ 6,273
Cost per Successful Household Served	\$ 12,947	\$7,283	\$ 6,721
Percentage of CSB Funds	0%	0%	0%
Percentage of Leveraged Funds	100%	100%	100%

The Ohio Benefits Bank annual summary shows that this program submitted 6 SNAP applications and 5 Medicaid applications for their clients during CY2010. CSB will continue to report out on these numbers as a measure of the program’s efforts in helping clients access mainstream benefits.

¹ Monitored but not evaluated.

² New measure to be benchmarked in FY2011.

³ Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

⁴ HUD or CoC local goal.

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

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served	#	26	26	27	26	26	27	30
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ³	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	23	23	24	23	23	24	27
Successful Housing Exits ²	%	50	50	50	50	50	50	50
Housing Stability ³	Month	22	22	22	22	22	22	22
Housing Affordability at Exit ⁴	%	50	50	50	50	50	50	50
Employment Status at Exit ³	%	20	20	20	20	20	20	20
Housing Retention ³	%			5			5	5
Turnover Rate ⁴	%	5	5	10	5	5	10	20
Program Occupancy Rate ³	%	95	95	95	95	95	95	95
Negative Reason for Leaving ³	%			20			20	20
Interim Housing Stability ³	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ³	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² New measure benchmarked for the 2010 AHAR Report.

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

⁴ Monitored but not evaluated.

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: Cassady Avenue Apartments
Period: 7/1/10-12/31/10
Performance: High

A. Description

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

B. Performance Outcomes

Semi-Annual Trends

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

Program Outcome Achievement 7/1/10 to 12/31/10: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	11	13	Yes
Exited Households ¹	#	N/A	2	N/A
Housing Stability ⁴	Months	22	30	Yes
Turnover Rate ¹	%	10	20	N/A
Successful Housing Outcomes	#	10	12	Yes
Successful Housing Outcomes	%	90	92	Yes
Successful Housing Exits ²	%	N/A	50	N/A
Housing Affordability at Exit ¹	%	50	0	N/A
Housing Retention ⁴	%	5	0	Yes
Program Occupancy Rate ⁴	%	95	100	Yes
Cost per Household		CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	Yes
Cost per Successful Housing Outcome				
Cost per Unit				
Pass Program Certification ³		Pass certification	Passed certification	
HUD or CoC Local Goals⁴				
Employment Status at Exit ⁴	%	20	50	Yes
Negative Reason for Leaving ⁴	%	20	0	Yes
Interim Housing Stability ⁴	%	81	85	Yes
Increase in Income from Entry to Exit ⁴	%	45	50	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/10 – 6/30/11	7/1/10 – 12/31/10	
CSB Funds	\$ 49,098	\$ 24,549	\$ 23,986
Other Funds	\$ 22,541	\$ 11,271	\$ 9,629
Total	\$ 71,639	\$ 35,820	\$ 33,615
Cost per Unit – CSB	\$ 4,910	\$ 2,455	\$ 2,399
Cost per Unit/month – CSB	\$ 409	\$ 409	\$ 400
Cost per Unit	\$ 7,164	\$ 3,582	\$ 3,362
Cost per Household Served - CSB	\$ 4,092	\$ 2,232	\$ 1,845
Cost per Successful Household Served - CSB	\$ 4,463	\$ 2,455	\$ 1,999
Percentage of CSB Funds	69%	69%	71%
Percentage of Leveraged Funds	31%	31%	29%

¹ Monitored but not evaluated.

² New measure to be benchmarked in FY2011.

³ Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

⁴ HUD or CoC goal.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

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

¹ Programs serving Critical Access to Housing clients.

² New measure benchmarked for the 2010 AHAR report.

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

⁴ Monitored but not evaluated.

Category: Permanent Supportive Housing
Agency: **Community Housing Network**
Program: **Community ACT**
Period: 7/1/10-12/31/10
Performance: **High**

A. Description

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

B. Performance Outcomes

Semi-Annual Trends

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

Program Outcome Achievement 7/1/10 to 12/31/10: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	46	52	Yes
Exited Households ¹	#	N/A	11	N/A
Housing Stability ⁵	Months	12	21	Yes
Turnover Rate ¹	%	10	26	N/A
Successful Housing Outcomes	#	39	48	Yes
Successful Housing Outcomes ²	%	85	92	Yes
Successful Housing Exits ³	%	N/A	64	N/A
Housing Affordability at Exit ^{1, 6}	%	50	100	N/A
Housing Retention ⁵	%	5	9	Yes
Program Occupancy Rate ⁵	%	95	98	Yes
Cost per Household		CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	Yes
Cost per Successful Housing Outcome				
Cost per Unit				
Pass Program Certification ⁴		Pass certification	Passed certification	
HUD or CoC Local Goals⁵				
Employment Status at Exit ⁵	%	20	9	No
Negative Reason for Leaving ⁵	%	20	9	Yes
Interim Housing Stability ^{2,5}	%	71.5	79	Yes
Increase in Income from Entry to Exit ⁵	%	45	45	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/10 – 6/30/11	7/1/10 – 12/31/10	
CSB Funds	\$ 74,485	\$ 37,243	\$ 34,441
Other Funds	\$ 323,280	\$ 161,640	\$ 156,131
Total	\$ 397,765	\$ 198,883	\$ 190,572
Cost per Unit - CSB	\$ 1,773	\$ 887	\$ 820
Cost per Unit/month - CSB	\$ 148	\$ 148	\$ 137
Cost per Unit	\$ 9,471	\$ 4,735	\$ 4,537
Cost per Household Served - CSB	\$ 1,490	\$ 810	\$ 662
Cost per Successful Household Served - CSB	\$ 1,732	\$ 955	\$ 718
Percentage of CSB Funds	19%	19%	18%
Percentage of Leveraged Funds	81%	81%	82%

¹ Monitored but not evaluated.

² CHN negotiated rate below board end; 100% of households have criminal history.

³ New measure to be benchmarked in FY2011.

⁴ Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

⁵ HUD or CoC local goal.

⁶ Six successfully exited households were excluded due to missing data.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served	#	44	44	46	44	44	46	50
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ^{2, 4}	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	40	40	41	40	40	41	45
Successful Housing Exits ³	%	50	50	50	50	50	50	50
Housing Stability ⁵	Month	14	14	14	14	14	14	14
Housing Affordability at Exit ⁵	%	50	50	50	50	50	50	50
Employment Status at Exit ⁴	%	20	20	20	20	20	20	20
Housing Retention ⁴	%			5			5	5
Turnover Rate ⁵	%	5	5	10	5	5	10	20
Program Occupancy Rate ⁴	%	95	95	95	95	95	95	95
Negative Reason for Leaving ⁴	%			20			20	20
Interim Housing Stability ^{4, 6}	%	71.5	71.5	71.5	71.5	71.5	71.5	71.5
Increase in Income from Entry to Exit ⁴	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² Negotiated in FY2009 below board's end (85%); 100% of households have criminal history. In FY12 raised to 90% based on FY10 results.

³ New measure benchmarked for the 2010 AHAR report.

⁴ HUD or CoC local goal. If CSB funded, CSB metric applies.

⁵ Monitored but not evaluated.

⁶ The CoC Steering Committee approved a CHN's appeal for a lower goal.

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: East Fifth Avenue Apartments
Period: 7/1/10-12/31/10
Performance: High

A. Description

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

B. Performance Outcomes

Semi-Annual Trends

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

Program Outcome Achievement 7/1/10 to 12/31/10: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	42	39	Yes
Exited Households ¹	#	N/A	6	N/A
Housing Stability ⁴	Months	24	34	Yes
Turnover Rate ¹	%	10	16	N/A
Successful Housing Outcomes	#	38	35	Yes
Successful Housing Outcomes	%	90	90	Yes
Successful Housing Exits ²	%	N/A	33	N/A
Housing Affordability at Exit ¹	%	50	50	N/A
Housing Retention ⁴	%	5	0	Yes
Program Occupancy Rate ⁴	%	95	95	Yes
Cost per Household		CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	Yes
Cost per Successful Housing Outcome				
Cost per Unit				
Pass Program Certification ³		Pass certification	Passed certification	
HUD or CoC Local Goals⁴				
Employment Status at Exit ⁴	%	20	17	No
Negative Reason for Leaving ⁴	%	20	0	Yes
Interim Housing Stability ⁴	%	81	95	Yes
Increase in Income from Entry to Exit ⁴	%	45	50	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/10 – 6/30/11	7/1/10 – 12/31/10	
CSB Funds	\$ 58,459	\$ 29,230	\$ 26,691
Other Funds	\$ 440,323	\$ 220,162	\$181,580
Total	\$ 498,782	\$ 249,392	\$ 208,271
Cost per Unit - CSB	\$ 1,538	\$ 769	\$ 702
Cost per Unit/month - CSB	\$128	\$ 128	\$ 117
Cost per Unit	\$ 13,126	\$ 6,563	\$ 5,481
Cost per Household Served - CSB	\$ 1,271	\$ 696	\$ 684
Cost per Successful Household Served - CSB	\$ 1,426	\$ 769	\$ 763
Percentage of CSB Funds	12%	12%	13%
Percentage of Leveraged Funds	88%	88%	87%

¹ Monitored but not evaluated.

² New measure to be benchmarked in FY2011.

³ Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

⁴ HUD or CoC local goal.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served	#	40	40	42	40	40	42	46
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ₃	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	36	36	38	36	36	38	41
Successful Housing Exits ²	%	50	50	50	50	50	50	50
Housing Stability ³	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ⁴	%	50	50	50	50	50	50	50
Employment Status at Exit ³	%	20	20	20	20	20	20	20
Housing Retention ³	%			5			5	5
Turnover Rate ⁴	%	5	5	10	5	5	10	20
Program Occupancy Rate ³	%	95	95	95	95	95	95	95
Negative Reason for Leaving ³	%			20			20	20
Interim Housing Stability ³	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ³	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² New measure benchmarked in the 2010 AHAR.

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

⁴ Monitored but not evaluated.

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: Hotel St. Clair
Period: 7/1/10-12/31/10
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 homelessness. Priority is given to those disabled by substance addiction and in early recovery, but tenants may also be disabled by mental illness, HIV/AIDS or physical disabilities, or some combination of these disabilities. The Hotel St. Clair building houses a total of 31 tenants. CHN serves as the building developer and manager and provides a Housing Service Coordinator and Resident Assistant staff to work with tenants and community agencies. CHN also oversees the onsite manager, front desk staff and mobile support workers, who provide 24-hour front desk supervision and monitoring of residents.

B. Performance Outcomes

Semi-Annual Trends

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

Program Outcome Achievement 7/1/10 to 12/31/10: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	29	30	Yes
Exited Households ¹	#	N/A	4	N/A
Housing Stability ⁴	Months	18	26	Yes
Turnover Rate ¹	%	10	15	N/A
Successful Housing Outcomes	#	26	29	Yes
Successful Housing Outcomes	%	90	97	Yes
Successful Housing Exits ²	%	N/A	75	N/A
Housing Affordability at Exit ^{1, 5}	%	50	100	N/A
Housing Retention ⁴	%	5	0	Yes
Program Occupancy Rate ^{4, 6}	%	95	104	Yes
Cost per Household		CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	Yes
Cost per Successful Housing Outcome				
Cost per Unit				
Pass Program Certification ³		Pass certification	Passed certification	
HUD or CoC Local Goals⁴				
Employment Status at Exit ⁴	%	20	25	Yes
Negative Reason for Leaving ⁴	%	20	25	Yes
Interim Housing Stability ⁴	%	81	90	Yes
Increase in Income from Entry to Exit ⁴	%	45	50	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/10 – 6/30/11	7/1/10 – 12/31/10	
CSB Funds	\$ 77,183	\$ 38,592	\$ 39,173
Other Funds	\$ 235,717	\$117,859	\$ 99,010
Total	\$ 312,900	\$156,451	\$138,183
Cost per Unit – CSB	\$ 2,969	\$1,484	\$ 1,507
Cost per Unit/month - CSB	\$ 247	\$ 124	\$ 126
Cost per Unit	\$12,035	\$ 6,017	\$ 5,315
Cost per Household Served - CSB	\$ 2,490	\$ 1,331	\$ 1,306
Cost per Successful Household Served - CSB	\$ 2,757	\$ 1,484	\$ 1,351
Percentage of CSB Funds	25%	25%	28%
Percentage of Leveraged Funds	75%	75%	72%

¹ Monitored but not evaluated.

² New measure to be benchmarked in FY2011.

³ Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

⁴ HUD or CoC local goal.

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

⁶ CHN's commitment for St. Clair is 26 of 31 units; when there are more than 26 tenants qualified as Rebuilding Lives the occupancy rate exceeds 100%.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served	#	27	27	29	27	27	29	31
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ³	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	24	24	26	24	24	26	28
Successful Housing Exits ²	%	50	50	50	50	50	50	50
Housing Stability ³	Month	20	20	20	20	20	20	20
Housing Affordability at Exit ⁴	%	50	50	50	50	50	50	50
Employment Status at Exit ³	%	20	20	20	20	20	20	20
Housing Retention ³	%			5			5	5
Turnover Rate ⁴	%	5	5	10	5	5	10	20
Program Occupancy Rate ³	%	95	95	95	95	95	95	95
Negative Reason for Leaving ³	%			20			20	20
Interim Housing Stability ³	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ³	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² New measure benchmarked for the 2010 AHAR.

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

⁴ Monitored but not evaluated.

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: North 22nd Street
Period: 7/1/10-12/31/10
Performance: High

A. Description

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

B. Performance Outcomes

Semi-Annual Trends

Measure		1/1/02	7/1/02	7/1/03	7/1/04	7/1/05	7/1/06	7/1/07	7/1/08	7/1/09
		6/30/02	12/31/02	12/31/03	12/31/04	12/31/05	12/31/06	12/31/07	12/31/08	12/31/09
Program Capacity	#	15	15	15	30	30	30	30	30	30
Unit Capacity	#	15	15	15	30	30	30	30	30	30
Households Served	#	18	20	17	35	35	32	34	34	34
Housing Stability	Months	6	11	13	20	23	27	27	29	29
Housing Retention	%	94	100	88	94	N/A	100	100	100	0
Program Occupancy	%	90	120	106	200	89	91	93	93	97
Successful Housing Outcomes	#	N/A	N/A	N/A	N/A	32	30	33	30	34
Successful Housing Outcomes	%	N/A	N/A	N/A	N/A	91	94	97	97	100

Program Outcome Achievement 7/1/10 to 12/31/10: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	33	37	Yes
Exited Households ¹	#	N/A	7	N/A
Housing Stability ⁴	Months	24	32	Yes
Turnover Rate ¹	%	10	23	N/A
Successful Housing Outcomes	#	30	35	Yes
Successful Housing Outcomes	%	90	95	Yes
Successful Housing Exits ²	%	N/A	71	N/A
Housing Affordability at Exit ^{1, 5}	%	50	0	N/A
Housing Retention ⁴	%	5	0	Yes
Program Occupancy Rate ⁴	%	95	93	Yes
Cost per Household		CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	Yes
Cost per Successful Housing Outcome				
Cost per Unit				
Pass Program Certification ³		Pass certification	Passed certification	
HUD or CoC Local Goals⁴				
Employment Status at Exit ⁴	%	20	14	No
Negative Reason for Leaving ⁴	%	20	0	Yes
Interim Housing Stability ⁴	%	81	81	Yes
Increase in Income from Entry to Exit ⁴	%	45	43	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/10 – 6/30/11	7/1/10 – 12/31/10	
CSB Funds	\$ 55,001	\$ 27,500	\$ 26,815
Other Funds	\$109,971	\$ 54,986	\$ 46,063
Total	\$164,972	\$ 82,487	\$ 72,878
Cost per Unit - CSB	\$ 1,833	\$ 917	\$ 894
Cost per Unit/month - CSB	\$ 153	\$ 76	\$ 74
Cost per Unit	\$ 5,499	\$ 2,750	\$ 2,429
Cost per Household Served - CSB	\$ 1,528	\$ 833	\$ 725
Cost per Successful Household Served - CSB	\$ 1,719	\$ 917	\$ 766
Percentage of CSB Funds	33%	33%	37%
Percentage of Leveraged Funds	67%	67%	63%

¹ Monitored but not evaluated.

² New measure to be benchmarked in FY2011.

³ Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

⁴ HUD or CoC local goal.

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

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served	#	31	32	33	31	32	33	36
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ³	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	28	29	30	28	29	30	32
Successful Housing Exits ²	%	50	50	50	50	50	50	50
Housing Stability ³	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ⁴	%	50	50	50	50	50	50	50
Employment Status at Exit ³	%	20	20	20	20	20	20	20
Housing Retention ³	%			5			5	5
Turnover Rate ⁴	%	5	5	10	5	5	10	20
Program Occupancy Rate ³	%	95	95	95	95	95	95	95
Negative Reason for Leaving ³	%			20			20	20
Interim Housing Stability ³	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ³	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² New measure benchmarked for the 2010 AHAR.

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

⁴ Monitored but not evaluated.

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: North High Street
Period: 7/1/10-12/31/10
Performance: High

A. Description

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

B. Performance Outcomes

Semi-Annual Trends

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

Program Outcome Achievement 7/1/10 to 12/31/10: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	36	35	Yes
Exited Households ¹	#	N/A	2	N/A
Housing Stability ⁴	Months	24	37	Yes
Turnover Rate ¹	%	10	6	N/A
Successful Housing Outcomes	#	32	34	Yes
Successful Housing Outcomes	%	90	97	Yes
Successful Housing Exits ²	%	N/A	50	N/A
Housing Affordability at Exit ¹	%	50	100	N/A
Housing Retention ⁴	%	5	0	Yes
Program Occupancy Rate ⁴	%	95	100	Yes
Cost per Household	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	Yes	
Cost per Successful Housing Outcome				
Cost per Unit				
Pass Program Certification ³	Pass certification	Passed certification		
HUD or CoC Local Goals ⁴				
Employment Status at Exit ⁴	%	20	0	No
Negative Reason for Leaving ⁴	%	20	0	Yes
Interim Housing Stability ⁴	%	81	94	Yes
Increase in Income from Entry to Exit ⁴	%	45	50	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/10 – 6/30/11	7/1/10 – 12/31/10	
CSB Funds	\$ 146,791	\$ 73,396	\$ 75,446
Other Funds	\$ 210,778	\$105,389	\$105,321
Total	\$ 357,569	\$178,785	\$180,767
Cost per Unit - CSB	\$ 4,448	\$ 2,224	\$ 2,286
Cost per Unit/month - CSB	\$ 371	\$185	\$ 191
Cost per Unit	\$10,835	\$ 5,418	\$ 5,478
Cost per Household Served - CSB	\$ 3,670	\$ 2,039	\$ 2,156
Cost per Successful Household Served - CSB	\$ 4,078	\$ 2,294	\$ 2,219
Percentage of CSB Funds	41%	41%	42%
Percentage of Leveraged Funds	59%	59%	58%

¹ Monitored but not evaluated.

² New measure to be benchmarked in FY2011.

³ Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

⁴ HUD or CoC local goal.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served	#	34	35	36	34	35	36	40
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ³	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	31	32	32	31	32	32	36
Successful Housing Exits ²	%	50	50	50	50	50	50	50
Housing Stability ³	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ⁴	%	50	50	50	50	50	50	50
Employment Status at Exit ³	%	20	20	20	20	20	20	20
Housing Retention ³	%			5			5	5
Turnover Rate ⁴	%	5	5	10	5	5	10	20
Program Occupancy Rate ³	%	95	95	95	95	95	95	95
Negative Reason for Leaving ³	%			20			20	20
Interim Housing Stability ³	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ³	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² New measure benchmarked for the 2010 AHAR.

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

⁴ Monitored but not evaluated.

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: Parsons Avenue
Period: 7/1/10-12/31/10
Performance: High

A. Description

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

B. Performance Outcomes

Semi-Annual Trends

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

Program Outcome Achievement 7/1/10 to 12/31/10: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	27	27	Yes
Exited Household ¹	#	N/A	2	N/A
Housing Stability ⁴	Months	24	35	Yes
Turnover Rate ¹	%	10	8	N/A
Successful Housing Outcomes	#	24	26	Yes
Successful Housing Outcomes	%	90	96	Yes
Successful Housing Exits ²	%	N/A	50	N/A
Housing Affordability at Exit ^{1, 5}	%	50	0	N/A
Housing Retention ⁴	%	5	0	Yes
Program Occupancy Rate ⁴	%	95	96	Yes
Cost per Household		CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	Yes
Cost per Successful Housing Outcome				
Cost per Unit				
Pass Program Certification ³		Pass certification	Passed certification	
HUD or CoC Local Goals⁴				
Employment Status at Exit ⁴	%	20	0	No
Negative Reason for Leaving ⁴	%	20	0	Yes
Interim Housing Stability ⁴	%	81	85	Yes
Increase in Income from Entry to Exit ⁴	%	45	50	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/10 – 6/30/11	7/1/10 – 12/31/10	
CSB Funds	\$ 61,413	\$ 30,707	\$ 29,243
Other Funds	\$ 332,339	\$166,170	\$ 157,382
Total	\$ 393,752	\$196,877	\$186,625
Cost per Unit - CSB	\$ 2,457	\$ 1,228	\$ 1,170
Cost per Unit/month - CSB	\$ 205	\$ 102	\$ 97
Cost per Unit	\$ 15,750	\$ 7,875	\$ 7,465
Cost per Household Served - CSB	\$ 2,047	\$ 1,137	\$ 1,083
Cost per Successful Household Served - CSB	\$ 2,275	\$ 1,279	\$ 1,125
Percentage of CSB Funds	16%	16%	16%
Percentage of Leveraged Funds	84%	84%	84%

¹ Monitored but not evaluated.

² New measure, to be benchmarked in FY2011.

³ Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

⁴ HUD or CoC local goal.

⁵ One household successfully exited program. Household was excluded due to missing data.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served	#	26	26	27	26	26	28	30
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ³	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	23	23	24	23	23	25	27
Successful Housing Exits ²	%	50	50	50	50	50	50	50
Housing Stability ³	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ⁴	%	50	50	50	50	50	50	50
Employment Status at Exit ³	%	20	20	20	20	20	20	20
Housing Retention ³	%			5			5	5
Turnover Rate ⁴	%	5	5	10	5	5	10	20
Program Occupancy Rate ³	%	95	95	95	95	95	95	95
Negative Reason for Leaving ³	%			20			20	20
Interim Housing Stability ³	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ³	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² New measure benchmarked for the 2010 AHAR.

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

⁴ Monitored but not evaluated.

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: Rebuilding Lives PACT Team Initiative
Period: 7/1/10-12/31/10
Performance: Medium

A. Description

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

B. Performance Outcomes

Semi-Annual Trends

Measure		7/1/04	7/1/05	7/1/06	7/1/07	7/1/08	7/1/09
		12/31/04	12/31/05	12/31/06	12/31/07	12/31/08	12/31/09
Program Capacity	#	80	108	108	108	108	108
Unit Capacity	#	80	108	108	108	108	108
Households Served	#	82	90	108	113	121	129
Housing Stability	Months	5	14	15	21	26	26
Housing Retention	%	98	N/A	N/A	95	99	0
Program Occupancy	%	76	72	84	87	99	97
Successful Housing Outcomes	#	N/A	85	102	97	110	118
Successful Housing Outcomes	%	N/A	108	94	87	93	92

Program Outcome Achievement 7/1/10 to 12/31/10: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	119	120	Yes
Exited Households ¹	#	N/A	14	N/A
Housing Stability ⁴	Months	23	30	Yes
Turnover Rate ¹	%	10	13	N/A
Successful Housing Outcomes	#	107	115	Yes
Successful Housing Outcomes	%	90	96	Yes
Successful Housing Exits ²	%	N/A	64	N/A
Housing Affordability at Exit ^{1, 5}	%	50	33	N/A
Housing Retention ⁴	%	5	14	No
Program Occupancy Rate ⁴	%	95	98	Yes
Cost per Household		CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	Yes
Cost per Successful housing outcome				
Cost per Unit				
Pass Program Certification ³		Pass certification	Passed certification	
HUD or CoC Local Goals⁴				
Employment Status at Exit ⁴	%	20	0	No
Negative Reason for Leaving ⁴	%	20	14	Yes
Interim Housing Stability ⁴	%	81	88	Yes
Increase in Income from Entry to Exit ⁴	%	45	36	No

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/10 – 6/30/11	7/1/10 – 12/31/10	
CSB Funds	\$ 40,940	\$ 20,470	\$ 21,416
Other Funds	\$ 809,209	\$ 404,605	\$ 385,085
Total	\$ 850,149	\$ 425,075	\$ 406,501
Cost per Unit - CSB	\$ 379	\$ 190	\$ 198
Cost per Unit/month - CSB	\$ 32	\$ 16	\$ 17
Cost per Unit	\$ 7,872	\$ 3,936	\$ 3,764
Cost per Household Served - CSB	\$ 315	\$172	\$178
Cost per Successful Household Served - CSB	\$ 350	\$191	\$186
Percentage of CSB Funds	5%	5%	5%
Percentage of Leveraged Funds	95%	95%	95%

¹ Monitored but not evaluated.

² New measure, to be benchmarked in FY2011.

³ Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

⁴ HUD or CoC local goal.

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

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served	#	113	113	119	113	113	119	130
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ³	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	102	102	107	102	102	107	117
Successful Housing Exits ²	%	50	50	50	50	50	50	50
Housing Stability ³	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ⁴	%	50	50	50	50	50	50	50
Employment Status at Exit ³	%	20	20	20	20	20	20	20
Housing Retention ³	%			5			5	5
Turnover Rate ⁴	%	5	5	10	5	5	10	20
Program Occupancy Rate ³	%	95	95	95	95	95	95	95
Negative Reason for Leaving ³	%			20			20	20
Interim Housing Stability ³	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ³	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² New measure benchmarked for the 2010 AHAR.

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

⁴ Monitored but not evaluated.

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: Safe Havens
Period: 7/1/10-12/31/10
Performance: High

A. Description

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

B. Performance Outcomes

Semi-Annual Trends

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

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

Program Outcome Achievement 7/1/10 to 12/31/10: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	17	16	Yes
Exited Households ¹	#	N/A	1	N/A
Housing Stability ⁶	Months	24	51	Yes
Turnover Rate ¹	%	10	8	N/A
Successful Housing Outcomes	#	15	15	Yes
Successful Housing Outcomes	%	90	94	Yes
Successful Housing Exits ²	%	N/A	0	N/A
Housing Affordability at Exit ^{1, 7}	%	50	N/A	N/A
Housing Retention ⁶	%	5	0	Yes
Program Occupancy Rate ^{3, 6}	%	95	108	Yes
Cost per Unit ⁴		Costs per unit consistent with budget	Costs per unit not consistent with budget	Yes
Pass Program Certification ⁵		Pass certification	Passed certification	
HUD or CoC Local Goals⁶				
Employment Status at Exit ⁶	%	20	0	No
Negative Reason for Leaving ⁶	%	20	0	Yes
Interim Housing Stability ⁶	%	81	88	Yes
Increase in Income from Entry to Exit ⁶	%	45	100	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/10 – 6/30/11	7/1/10 – 12/31/10	
CSB Funds	\$ 0	\$ 0	\$ 0
Other Funds	\$ 255,507	\$ 127,754	\$ 142,376
Total	\$ 255,507	\$ 127,754	\$ 142,376
Cost per Unit - CSB	\$0	\$ 0	\$ 0
Cost per Unit/month	\$ 1,638	\$ 819	\$ 913
Cost per Unit	\$19,654	\$ 9,827	\$ 10,952
Cost per Household Served	\$14,195	\$ 7,515	\$ 8,899
Cost per Successful Household Served	\$15,969	\$ 8,517	\$ 9,492
Percentage of CSB Funds	0%	0%	0%
Percentage of Leveraged Funds	100%	100%	100%

¹ Monitored but not evaluated.

² New measure, to be benchmarked in FY2011.

³ Program is able to serve couples in 3 of its units. Reported occupancy rate reflects the higher number of persons served.

⁴ Cost per unit not consistent with budget, however, the other metric was met.

⁵ Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

⁶ HUD or CoC local goal.

⁷ There were no successful housing exits.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served	#	16	16	17	16	16	17	18
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ³	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	14	14	15	14	14	15	16
Successful Housing Exits ²	%	50	50	50	50	50	50	50
Housing Stability ³	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ⁴	%	50	50	50	50	50	50	50
Employment Status at Exit ³	%	20	20	20	20	20	20	20
Housing Retention ³	%			5			5	5
Turnover Rate ⁴	%	5	5	10	5	5	10	20
Program Occupancy Rate ³	%	95	95	95	95	95	95	95
Negative Reason for Leaving ³	%			20			20	20
Interim Housing Stability ³	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ³	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² New measure benchmarked for the 2010 AHAR.

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

⁴ Monitored but not evaluated.

Category: Permanent Supportive Housing
Agency: **Community Housing Network**
Program: **CHN/SE Leased Supportive Housing Program**
Period: 7/1/10-12/31/10
Performance: **Not Rated¹**

A. Description

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

¹ Program too new to be rated.

B. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served	#	26	26	27	26	26	27	30
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ^{2, 4}	%	85	85	85	85	85	85	85
Successful Housing Outcomes	#	22	22	23	22	22	23	26
Successful Housing Exits ³	%	50	50	50	50	50	50	50
Housing Stability ⁴	Month	3	6	6	9	12	12	9
Housing Affordability at Exit ⁵	%	50	50	50	50	50	50	50
Employment Status at Exit ⁴	%	20	20	20	20	20	20	20
Housing Retention ⁴	%			5			5	5
Turnover Rate ⁵	%	5	5	10	5	5	10	20
Program Occupancy Rate ⁴	%	95	95	95	95	95	95	95
Negative Reason for Leaving ⁴	%			20			20	20
Interim Housing Stability ^{4, 6}	%	77	77	77	77	77	77	77
Increase in Income from Entry to Exit ⁴	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² Per approved Project Plan, to prioritize population not eligible for federal housing subsidy. % will be reviewed in the future to determine whether it is appropriate to keep it at 85% or bring it up to the required local goal (90%).

³ New measure benchmarked for the 2010 AHAR.

⁴ HUD or CoC local goal. If CSB funded, CSB metric applies.

⁵ Monitored but not evaluated.

⁶ Per approved Project Plan, to prioritize population not eligible for federal housing subsidy, goal is set at HUD goal level, currently at 77%. % will be reviewed in the future to determine whether it is appropriate to keep it at HUD % or bring it up to the required local goal (81%).

Category: Permanent Supportive Housing
Agency: **Community Housing Network**
Program: **Southpoint Place**
Period: 7/1/10-12/31/10
Performance: **High**

A. Description

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

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

B. Performance Outcomes

Semi-Annual Trends

Measure		7/1/08	7/1/09
		12/31/08	12/31/09
Program Capacity	#	46	46
Unit Capacity	#	80	80
Households Served	#	29	54
Housing Stability	Months	1	10
Housing Retention	%	100	0
Program Occupancy	%	13	96
Successful Housing Outcomes	#	29	47
Successful Housing Outcomes	%	100	87

Program Outcome Achievement 7/1/10 to 12/31/10: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	51	50	Yes
Exited Households ¹	#	N/A	4	N/A
Housing Stability ⁴	Months	12	18	Yes
Turnover Rate ¹	%	10	9	N/A
Successful Housing Outcomes	#	46	47	Yes
Successful Housing Outcomes	%	90	94	Yes
Successful Housing Exits ²	%	N/A	25	N/A
Housing Affordability at Exit ^{1, 5}	%	50	0	N/A
Housing Retention ⁴	%	5	0	Yes
Program Occupancy Rate ⁴	%	95	98	Yes
Cost per Household	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	Yes
Cost per Successful Housing Outcome				
Cost per Unit				
Pass Program Certification ³				
HUD or CoC Local Goals⁴				
Employment Status at Exit ⁴	%	20	0	No
Negative Reason for Leaving ⁴	%	20	0	Yes
Interim Housing Stability ⁴	%	81	86	Yes
Increase in Income from Entry to Exit ⁴	%	45	25	No

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/10 – 6/30/11	7/1/10 – 12/31/10	
CSB Funds	\$ 60,000	\$ 30,000	\$ 28,211
Other Funds	\$ 451,933	\$ 225,967	\$ 256,879
Total	\$ 511,933	\$ 255,967	\$ 285,090
Cost per Unit - CSB	\$ 1,304	\$ 652	\$ 613
Cost per Unit/month - CSB	\$ 109	\$ 54	\$ 51
Cost per Unit	\$11,129	\$ 5,565	\$ 6,198
Cost per Household - CSB	\$ 1,091	\$ 588	\$ 564
Cost per Successful Household - CSB	\$ 1,200	\$ 652	\$ 600
Percentage of CSB Funds	12%	12%	10%
Percentage of Leveraged Funds	88%	88%	90%

¹ Monitored but not evaluated.

² New measure, to be benchmarked in FY2011.

³ Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

⁴ HUD or CoC local goal.

⁵ One household successfully exited program. Household was excluded due missing data.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served	#	48	48	51	48	48	51	55
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ³	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	43	43	46	43	43	46	50
Successful Housing Exits ²	%	50	50	50	50	50	50	50
Housing Stability ³	Month	17	17	17	17	17	17	17
Housing Affordability at Exit ⁴	%	50	50	50	50	50	50	50
Employment Status at Exit ³	%	20	20	20	20	20	20	20
Housing Retention ³	%			5			5	5
Turnover Rate ⁴	%	5	5	10	5	5	10	20
Program Occupancy Rate ³	%	95	95	95	95	95	95	95
Negative Reason for Leaving ³	%			20			20	20
Interim Housing Stability ³	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ³	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² New measure benchmarked for the 2010 AHAR.

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

⁴ Monitored but not evaluated.

Category: Permanent Supportive Housing
Agency: Maryhaven
Program: Commons at Chantry
Period: 7/1/10-12/31/10
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 are located in the single adult apartment building and available to all residents. Onsite staff members provide case management, recovery support and linkage to community services and resources. Other services include independent living and training and education, employment support, resident community development and recreational activities.

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

B. Performance Outcomes

Semi-Annual Trends

Measure		7/1/07	7/1/08	7/1/09
		12/31/07	12/31/08	12/31/09
Program Capacity	#	50	50	50
Unit Capacity	#	50	50	50
Households Served	#	51	57	57
Housing Stability	Months	12	15	20
Housing Retention	%	100	100	0
Program Occupancy	%	96	96	98
Successful Housing Outcomes	#	50	54	53
Successful Housing Outcomes	%	98	95	93

Program Outcome Achievement 7/1/10 to 12/31/10: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	55	54	Yes
Exited Households ¹	#	N/A	6	N/A
Housing Stability ⁴	Months	19	26	Yes
Turnover Rate ¹	%	10	12	N/A
Successful Housing Outcomes	#	50	50	Yes
Successful Housing Outcomes	%	90	93	Yes
Successful Housing Exits ²	%	N/A	33	N/A
Housing Affordability at Exit ^{1, 5}	%	50	0	N/A
Housing Retention ⁴	%	5	0	Yes
Program Occupancy Rate ⁴	%	95	98	Yes
Cost per Household		CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	Yes
Cost per Successful Housing Outcome				
Cost per Unit				
Pass Program Certification ³		Pass certification	Passed certification	
HUD or CoC Local Goals⁴				
Employment Status at Exit ⁴	%	20	17	No
Negative Reason for Leaving ⁴	%	20	14	Yes
Interim Housing Stability ⁴	%	81	91	Yes
Increase in Income from Entry to Exit ⁴	%	45	29	No

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/10 – 6/30/11	7/1/10 – 12/31/10	
CSB Funds	\$ 36,913	\$ 18,457	\$ 17,979
Other Funds	\$ 199,050	\$ 99,525	\$ 96,840
Total	\$ 235,963	\$ 117,982	\$ 114,819
Cost per Unit - CSB	\$ 738	\$ 369	\$ 360
Cost per Unit/month - CSB	\$ 62	\$ 31	\$ 30
Cost per Unit	\$ 4,719	\$ 2,360	\$ 2,296
Cost per Household Served - CSB	\$ 615	\$ 336	\$ 333
Cost per Successful Household Served - CSB	\$ 684	\$ 369	\$ 360
Percentage of CSB Funds	16%	16%	16%
Percentage of Leveraged Funds	84%	84%	84%

Maryhaven did not use the Ohio Benefits Bank during the evaluation period.

¹ Monitored but not evaluated.

² New measure, to be benchmarked in FY2011.

³ Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

⁴ HUD or CoC local goal.

⁵ Three clients exited program. Housing Affordability at Exit measure could not be calculated due to incomplete data.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served	#	52	53	55	52	53	55	60
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ³	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	47	48	50	47	48	50	54
Successful Housing Exits ²	%	50	50	50	50	50	50	50
Housing Stability ³	Month	22	22	22	22	22	22	22
Housing Affordability at Exit ⁴	%	50	50	50	50	50	50	50
Employment Status at Exit ³	%	20	20	20	20	20	20	20
Housing Retention ³	%			5			5	5
Turnover Rate ⁴	%	5	5	10	5	5	10	20
Program Occupancy Rate ³	%	95	95	95	95	95	95	95
Negative Reason for Leaving ³	%			20			20	20
Interim Housing Stability ³	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ³	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² New measure benchmarked for the 2010 AHAR.

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

⁴ Monitored but not evaluated.

Category: Permanent Supportive Housing
Agency: National Church Residences
Program: Commons at Buckingham
Period: 7/1/10-12/31/10
Performance: Not Rated¹

A. Description

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

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

¹ Program too new to be rated.

B. Performance Outcomes

Program Outcome Achievement 7/1/10 to 12/31/10: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	72	77	Yes
Exited Households ¹	#	N/A	2	N/A
Housing Stability ⁴	Months	N/A	5	N/A
Turnover Rate ¹	%	N/A	3	N/A
Successful Housing Outcomes	#	65	75	Yes
Successful Housing Outcomes	%	90	97	Yes
Successful Housing Exits ²	%	N/A	0	N/A
Housing Affordability at Exit ^{1,5}	%	N/A	N/A	N/A
Housing Retention ⁴	%	5	0	Yes
Program Occupancy Rate ⁴	%	N/A	80	N/A
Cost per Household		CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	Yes
Cost per Successful Housing Outcome				
Cost per Unit				
Pass Program Certification ³		Pass certification	Passed certification	
HUD or CoC Local Goals⁴				
Employment Status at Exit ⁴	%	N/A	0	N/A
Negative Reason for Leaving ⁴	%	20	0	Yes
Interim Housing Stability ⁴	%	N/A	0	N/A
Increase in Income from Entry to Exit ⁴	%	N/A	0	N/A

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/10 – 6/30/11	7/1/10 – 12/31/10	
CSB Funds	\$ 115,208	\$ 57,604	\$ 57,606
Other Funds	\$ 345,663	\$172,832	\$ 266,242
Total	\$ 460,871	\$ 230,436	\$ 323,848
Cost per Unit - CSB	\$1,536	\$ 768	\$ 768
Cost per Unit/month - CSB	\$128	\$ 64	\$ 64
Cost per Unit	\$ 6,145	\$ 3,072	\$ 4,318
Cost per Household Served - CSB	\$ 1,355	\$ 800	\$ 748
Cost per Successful Household Served - CSB	\$ 1,496	\$ 886	\$ 768
Percentage of CSB Funds	25%	25%	18%
Percentage of Leveraged Funds	75%	75%	82%

The Ohio Benefits Bank annual summary shows that this program submitted 4 SNAP applications and 1 Medicaid application for their clients during CY2010. CSB will continue to report out on these numbers as a measure of the program's efforts in helping clients access mainstream benefits.

¹ Monitored but not evaluated.

² New measure, to be benchmarked in FY2011.

³ Compliance with CSB administrative and program Standards was assessed by CSB staff in FY2011.

⁴ HUD or CoC local goal.

⁵ There were no successful housing exits.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served	#	79	79	82	79	79	83	90
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ³	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	71	71	74	71	71	75	81
Successful Housing Exits ²	%	50	50	50	50	50	50	50
Housing Stability ³	Month	9	9	9	12	12	12	12
Housing Affordability at Exit ⁴	%	50	50	50	50	50	50	50
Employment Status at Exit ³	%	20	20	20	20	20	20	20
Housing Retention ³	%			5			5	5
Turnover Rate ⁴	%	5	5	10	5	5	10	15
Program Occupancy Rate ³	%	95	95	95	95	95	95	95
Negative Reason for Leaving ³	%			20			20	20
Interim Housing Stability ³	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ³	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² New measure benchmarked for the 2010 AHAR.

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

⁴ Monitored but not evaluated.

Category: Permanent Supportive Housing
Agency: National Church Residences
Program: Commons at Grant
Period: 7/1/10-12/31/10
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. Onsite facilities include a resource center with computers and materials for residents, a classroom and multiple meeting rooms for both residents and staff. Clients served include those with mental health, substance abuse and/or physical disabilities. Housing subsidies are provided through a partnership with the Columbus Metropolitan Housing Authority.

B. Performance Outcomes

Semi-Annual Trends

Measure		7/1/03	7/1/04	7/1/05	7/1/06	7/1/07	7/1/08	7/1/09
		12/31/03	12/31/04	12/31/05	12/31/06	12/31/07	12/31/08	12/31/09
Program Capacity	#	50	50	50	50	50	50	50
Unit Capacity	#	50	50	50	50	50	50	50
Households Served	#	51	55	57	58	52	57	58
Housing Stability	Months	4	14	22	26	32	33	38
Housing Retention	%	98	94	N/A	98	100	100	0
Program Occupancy	%	60	100	97	100	100	100	100
Successful Housing Outcomes	#	N/A	N/A	54	57	51	55	56
Successful Housing Outcomes	%	N/A	N/A	95	98	98	96	97

Program Outcome Achievement 7/1/10 to 12/31/10: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	55	52	Yes
Exited Households ¹	#	N/A	2	N/A
Housing Stability ⁴	Months	24	42	Yes
Turnover Rate ¹	%	10	4	N/A
Successful Housing Outcomes	#	50	51	Yes
Successful Housing Outcomes	%	90	98	Yes
Successful Housing Exits ²	%	N/A	50	N/A
Housing Affordability at Exit ^{1, 5}	%	50	0	N/A
Housing Retention ⁴	%	5	0	Yes
Program Occupancy Rate ⁴	%	95	100	Yes
Cost per Household		CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	Yes
Cost per Successful Housing Outcome				
Cost per Unit				
Pass Program Certification ³				
HUD or CoC Local Goals⁴				
Employment Status at Exit ⁴	%	20	6	No
Negative Reason for Leaving ⁴	%	20	50	No
Interim Housing Stability ⁴	%	81	96	Yes
Increase in Income from Entry to Exit ⁴	%	45	100	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/10 - 6/30/11	7/1/10 - 12/31/10	
CSB Funds	\$ 75,763	\$ 37,882	\$ 24,295
Other Funds	\$ 396,839	\$ 198,420	\$ 157,553
Total	\$ 472,602	\$ 236,302	\$ 181,848
Cost per Unit - CSB	\$ 1,515	\$ 758	\$ 486
Cost per Unit/month - CSB	\$ 126	\$ 63	\$ 40
Cost per Unit	\$ 9,452	\$ 4,726	\$ 3,637
Cost per Household Served - CSB	\$ 1,263	\$ 689	\$ 467
Cost per Successful Household Served - CSB	\$ 1,403	\$ 758	\$ 476
Percentage of CSB Funds	16%	16%	13%
Percentage of Leveraged Funds	84%	84%	87%

The Ohio Benefits Bank annual summary shows that this program submitted 11 SNAP applications and 4 Medicaid applications for their clients during CY2010. CSB will continue to report out on these numbers as a measure of the program's efforts in helping clients access mainstream benefits.

¹ Monitored but not evaluated.

² New measure, to be benchmarked in FY2011.

³ Compliance with CSB administrative and program Standards was assessed by CSB staff and self-reported by each agency in FY2010-2011.

⁴ HUD or CoC local goal.

⁵ One household successfully exited program. Household was excluded due to missing data.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served	#	52	53	55	52	53	55	60
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ³	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	47	48	50	47	48	50	54
Successful Housing Exits ²	%	50	50	50	50	50	50	50
Housing Stability ³	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ⁴	%	50	50	50	50	50	50	50
Employment Status at Exit ³	%	20	20	20	20	20	20	20
Housing Retention ³	%			5			5	5
Turnover Rate ⁴	%	5	5	10	5	5	10	20
Program Occupancy Rate ³	%	95	95	95	95	95	95	95
Negative Reason for Leaving ³	%			20			20	20
Interim Housing Stability ³	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ³	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² New measure benchmarked for the 2010 AHAR.

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

⁴ Monitored but not evaluated.

Category: Permanent Supportive Housing
Agency: National Church Residences
Program: Commons at Livingston
Period: 7/1/10-12/31/10
Performance: Not Rated¹

A. Description

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

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

¹ Program too new to be rated.

B. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served	#	N/A	26	26	26	26	28	30
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ³	%	N/A	90	90	90	90	90	90
Successful Housing Outcomes	#	N/A	23	23	23	23	25	27
Successful Housing Exits ²	%	N/A	50	50	50	50	50	50
Housing Stability ³	Month	N/A	N/A	N/A	3	6	6	6
Housing Affordability at Exit ⁴	%	N/A	N/A	N/A	50	50	50	50
Employment Status at Exit ³	%	N/A	N/A	N/A	20	20	20	20
Housing Retention ³	%			N/A			5	5
Turnover Rate ⁴	%	N/A	N/A	N/A	5	5	10	15
Program Occupancy Rate ³	%	N/A	N/A	N/A	95	95	95	95
Negative Reason for Leaving ³	%			N/A			20	20
Interim Housing Stability ³	%	N/A	N/A	N/A	81	81	81	81
Increase in Income from Entry to Exit ³	%	N/A	N/A	N/A	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² New measure benchmarked for the 2010 AHAR.

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

⁴ Monitored but not evaluated.

Category: Permanent Supportive Housing
Agency: Southeast, Inc.
Program: Scattered Sites (including RL leasing project)
Period: 7/1/10-12/31/10
Performance: High

A. Description

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

In FY2008, Southeast expanded the Scattered Site Supportive Housing Program by 15 units as part of the Critical Access to Housing (CAH) initiative. This expansion allowed to rapidly house individuals and couples experiencing street homelessness in supportive housing designed to ensure long-term housing stability.

In FY2010, Southeast expanded by 30 units as part of the HUD Samaritan bonus funding for 2008. The 30 units are occupied by single individuals who meet the HUD chronic homeless eligibility criteria.

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

B. Performance Outcomes Semi-Annual Trends

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

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

Program Outcome Achievement 7/1/10 to 12/31/10: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	132	123	Yes
CAH Clients Served	#	17	57	Yes
Exited Households ¹	#	N/A	9	N/A
Housing Stability ⁴	Months	12	37	Yes
Turnover Rate ¹	%	10	8	N/A
Successful Housing Outcomes	#	119	115	Yes
Successful Housing Outcomes	%	90	93	Yes
Successful Housing Exits ²	%	N/A	11	N/A
Housing Affordability at Exit ^{1, 5}	%	50	0	N/A
Housing Retention ⁴	%	5	0	Yes
Program Occupancy Rate ⁴	%	95	93	Yes
Cost per Household		CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	Yes
Cost per Successful Housing Outcome				
Cost per Unit				
Pass Program Certification ³		Pass certification	Passed certification	
HUD or CoC Local Goals⁴				
Employment Status at Exit ⁴	%	20	22	Yes
Negative Reason for Leaving ⁴	%	20	11	Yes
Interim Housing Stability ⁴	%	81	90	Yes
Increase in Income from Entry to Exit ⁴	%	45	22	No

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/10 – 6/30/11	7/1/10 – 12/31/10	
CSB Funds	\$ 532,961	\$ 266,481	\$ 232,005
Other Funds	\$ 413,720	\$ 206,860	\$ 215,701
Total	\$ 946,681	\$ 473,341	\$ 447,706
Cost per Unit - CSB	\$ 4,441	\$ 2,221	\$ 1,933
Cost per Unit/month - CSB	\$ 370	\$ 185	\$ 161
Cost per Unit	\$ 7,889	\$ 3,945	\$ 3,731
Cost per Household Served - CSB	\$ 3,701	\$ 2,019	\$ 1,886
Cost per Successful Household Served - CSB	\$ 4,100	\$ 2,239	\$ 2,017
Percentage of CSB Funds	56%	56%	52%
Percentage of Leveraged Funds	44%	44%	48%

¹ Monitored but not evaluated.

² New measure, to be benchmarked in FY2011.

³ Compliance with CSB administrative and program Standards was assessed by CSB staff in FY2011.

⁴ HUD or CoC local goal.

⁵ There was only one SHO household exit. Household was excluded due to missing data.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served	#	126	126	132	126	126	132	144
CAH Households Served ¹	#	16	16	17	16	16	17	18
Successful Housing Outcomes ³	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	113	113	119	113	113	119	130
Successful Housing Exits ²	%	50	50	50	50	50	50	50
Housing Stability ³	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ⁴	%	50	50	50	50	50	50	50
Employment Status at Exit ³	%	20	20	20	20	20	20	20
Housing Retention ³	%			5			5	5
Turnover Rate ⁴	%	5	5	10	5	5	10	10
Program Occupancy Rate ³	%	95	95	95	95	95	95	95
Negative Reason for Leaving ³	%			20			20	20
Interim Housing Stability ³	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ³	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² New measure benchmarked for the 2010 AHAR.

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

⁴ Monitored but not evaluated.

Category: Permanent Supportive Housing
Agency: YMCA
Program: 40 West Long Street
Period: 7/1/10-12/31/10
Performance: High

A. Description

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

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

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

B. Performance Outcomes

Semi-Annual Trends

Measure		1/1/02	7/1/02	7/1/03	7/1/04	7/1/05	7/1/06	7/1/07	7/1/08	7/1/09
		6/30/02	12/31/02	12/31/03	12/31/04	12/31/05	12/31/06	12/31/07	12/31/08	12/31/09
Program Capacity	#	25	25	65	70	70	70	95	105	105
Unit Capacity	#	25	25	65	70	70	70	95	105	105
Households Served	#	26	40	91	109	105	104	111	131	123
Housing Stability	Months	3	5	9	10	14	15	21	22	27
Housing Retention	%	92	92	84	95	N/A	99	98	97	0
Program Occupancy	%	99	116	108	113	101	78	111	99	99
Successful Housing Outcomes	#	N/A	N/A	N/A	N/A	89	94	104	129	115
Successful Housing Outcomes	%	N/A	N/A	N/A	N/A	85	90	94	98	94

Program Outcome Achievement 7/1/10 to 12/31/10: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	116	125	Yes
CAH Households Served	#	38	44	Yes
Exited Households ¹	#	N/A	18	N/A
Housing Stability ⁴	Months	22	31	Yes
Turnover Rate ¹	%	10	17	N/A
Successful Housing Outcomes	#	104	117	Yes
Successful Housing Outcomes	%	90	94	Yes
Successful Housing Exits ²	%	N/A	56	N/A
Housing Affordability at Exit ^{1, 5}	%	50	67	N/A
Housing Retention ⁴	%	5	0	Yes
Program Occupancy Rate ⁴	%	95	99	Yes
Cost per Household		CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	Yes
Cost per Successful Housing Outcome				
Cost per Unit				
Pass Program Certification ³		Pass certification	Passed certification	
HUD or CoC Local Goals⁴				
Employment Status at Exit ⁴	%	20	6	No
Negative Reason for Leaving ⁴	%	20	17	Yes
Interim Housing Stability ⁴	%	81	82	Yes
Increase in Income from Entry to Exit ⁴	%	45	67	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/10 – 6/30/11	7/1/10 – 12/31/10	
CSB Funds	\$ 466,045	\$ 233,023	\$215,824
Other Funds	\$ 344,611	\$172,306	\$ 154,321
Total	\$ 810,656	\$ 405,328	\$ 370,145
Cost per Unit - CSB	\$ 4,439	\$ 2,219	\$ 2,055
Cost per Unit/month - CSB	\$ 370	\$185	\$ 171
Cost per Unit	\$ 7,721	\$ 3,860	\$ 3,525
Cost per Household Served - CSB	\$ 3,699	\$ 2,009	\$ 1,727
Cost per Successful Household Served - CSB	\$ 4,124	\$ 2,241	\$ 1,845
Percentage of CSB Funds	57%	57%	58%
Percentage of Leveraged Funds	43%	43%	42%

The Ohio Benefits Bank annual summary shows that this program submitted 29 SNAP applications and 10 Medicaid applications for their clients during CY2010. CSB will continue to report out on these numbers as a measure of the program's efforts in helping clients access mainstream benefits.

¹ Monitored but not evaluated.

² New measure, to be benchmarked in FY2011.

³ Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

⁴ HUD or CoC local goal.

⁵ Two households were excluded due to missing data.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served	#	110	110	116	110	110	116	126
CAH Households Served ¹	#	37	37	38	37	37	39	42
Successful Housing Outcomes ³	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	99	99	104	99	99	104	113
Successful Housing Exits ²	%	50	50	50	50	50	50	50
Housing Stability ³	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ⁴	%	50	50	50	50	50	50	50
Employment Status at Exit ³	%	20	20	20	20	20	20	20
Housing Retention ³	%			5			5	5
Turnover Rate ⁴	%	5	5	10	5	5	10	20
Program Occupancy Rate ³	%	95	95	95	95	95	95	95
Negative Reason for Leaving ³	%			20			20	20
Interim Housing Stability ³	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ³	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² New measure benchmarked for the 2010 AHAR.

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

⁴ Monitored but not evaluated.

Category: Permanent Supportive Housing
Agency: YMCA
Program: Sunshine Terrace
Period: 7/1/10-12/31/10
Performance: High

A. Description

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

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

Sunshine Terrace will be replaced in the near future with Franklin Station, a new CMHA housing project in early stages of development.

B. Performance Outcomes

Semi-Annual Trends

Measure		1/1/02	7/1/02	7/1/03	7/1/04	7/1/05	7/1/06	7/1/07	7/1/08	7/1/09
		6/30/02	12/31/02	12/31/03	12/31/04	12/31/05	12/31/06	12/31/07	12/31/08	12/31/09
Program Capacity	#	50	65	65	65	65	65	65	75	75
Unit Capacity	#	50	65	65	65	65	65	65	75	75
Households Served	#	50	69	67	71	73	75	69	86	85
Housing Stability	Months	8	10	19	24	27	30	36	33	38
Housing Retention	%	98	100	91	98	N/A	99	97	99	8
Program Occupancy	%	97	N/A	101	100	96	97	94	95	99
Successful Housing Outcomes	#	N/A	N/A	N/A	N/A	66	73	65	86	80
Successful Housing Outcomes	%	N/A	N/A	N/A	N/A	90	97	94	100	98

Program Outcome Achievement 7/1/10 to 12/31/10: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	83	87	Yes
CAH Households Served	#	11	13	Yes
Exited Households ¹	#	N/A	11	N/A
Housing Stability ⁴	Months	24	40	Yes
Turnover Rate ¹	%	10	15	N/A
Successful Housing Outcomes	#	75	84	Yes
Successful Housing Outcomes	%	90	97	Yes
Successful Housing Exits ²	%	N/A	73	N/A
Housing Affordability at Exit ^{1, 6}	%	50	75	N/A
Housing Retention ⁴	%	5	0	Yes
Program Occupancy Rate ⁴	%	95	99	Yes
Cost per Household		CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	Yes
Cost per Successful Housing Outcome				
Cost per Unit				
Pass Program Certification ³		Pass certification	Passed certification	
HUD or CoC Local Goals⁴				
Employment Status at Exit ⁴	%	20	45	Yes
Negative Reason for Leaving ⁴	%	20	0	Yes
Interim Housing Stability ⁴	%	81	86	Yes
Increase in Income from Entry to Exit ⁴	%	45	64	Yes

C. Efficient Use of Community Resources⁵

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/10 – 6/30/11	7/1/10 – 12/31/10	
CSB Funds	\$ 373,579	\$ 186,790	\$ 189,480
Other Funds	\$ 421,977	\$ 210,989	\$ 203,177
Total	\$ 795,556	\$ 397,778	\$ 392,657
Cost per Unit - CSB	\$ 4,981	\$ 2,491	\$ 2,526
Cost per Unit/month - CSB	\$ 415	\$ 208	\$ 211
Cost per Unit	\$ 10,607	\$ 5,304	\$ 5,235
Cost per Household Served - CSB	\$ 4,151	\$ 2,250	\$ 2,178
Cost per Successful Household Served - CSB	\$ 4,344	\$ 2,491	\$ 2,256
Percentage of CSB Funds	47%	47%	48%
Percentage of Leveraged Funds	53%	53%	52%

The Ohio Benefits Bank annual summary shows that this program submitted 1 SNAP application for their clients during CY2010. CSB will continue to report out on these numbers as a measure of the program's efforts in helping clients access mainstream benefits.

¹ Monitored but not evaluated.

² New measure, to be benchmarked in FY2011.

³ Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

⁴ HUD or CoC local goal.

⁵ The value of Columbus Metropolitan Housing Authority rent subsidy and operations are not included but add substantial value to the project.

⁶ Four households were excluded due to missing data.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served	#	79	79	83	79	79	83	90
CAH Households Served ¹	#	10	11	11	10	11	11	12
Successful Housing Outcomes ³	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	71	71	75	71	71	75	86
Successful Housing Exits ²	%	50	50	50	50	50	50	50
Housing Stability ³	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ⁴	%	50	50	50	50	50	50	50
Employment Status at Exit ³	%	20	20	20	20	20	20	20
Housing Retention ³	%			5			5	5
Turnover Rate ⁴	%	5	5	10	5	5	10	20
Program Occupancy Rate ³	%	95	95	95	95	95	95	95
Negative Reason for Leaving ³	%			20			20	20
Interim Housing Stability ³	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ³	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² New measure benchmarked for the 2010 AHAR.

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

⁴ Monitored but not evaluated.

Category: Permanent Supportive Housing
Agency: YWCA
Program: WINGS
Period: 7/1/10-12/31/10
Performance: High

A. Description

The YWCA WINGS program provides permanent supportive housing for 69 chronically homeless women 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. Onsite substance abuse services are provided through a partnership with Amethyst. Although the program does not provide daily meals to its clients, it does house a food pantry through the Mid-Ohio Food Bank that women may access. The YWCA was awarded additional funding from HUD in 2005 in order to expand WINGS by 16 units in FY2006. Also in FY2006, the YWCA merged their 25 Shelter Plus Care units with the WINGS units for a total permanent supportive housing capacity of 69 units.

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

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

B. Performance Outcomes

Semi-Annual Trends (as Transitional Housing program)

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

Semi-Annual Trends (as Permanent Supportive Housing program)

Measure		7/1/04	7/1/05	7/1/06	7/1/07	7/1/08	7/1/09
		12/31/04	12/31/05	12/31/06	12/31/07	12/31/08	12/31/09
Program Capacity	#	28	69	69	69	69	69
Unit Capacity	#	28	69	69	69	69	69
Households Served	#	34	69	78	81	82	83
Housing Stability	Months	8	14	18	23	27	27
Housing Retention	%	100	N/A	100	99	100	0
Program Occupancy	%	100	80	94	97	97	97
Successful Housing Outcomes	#	N/A	64	75	79	80	80
Successful Housing Outcomes	%	N/A	93	96	98	98	96

Program Outcome Achievement 7/1/10 to 12/31/10: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	76	78	Yes
Exited Households ¹	#	N/A	11	N/A
Housing Stability ⁴	Months	24	30	Yes
Turnover Rate ¹	%	10	16	N/A
Successful Housing Outcomes	#	68	74	Yes
Successful Housing Outcomes	%	90	95	Yes
Successful Housing Exits ²	%	N/A	64	N/A
Housing Affordability at Exit ^{1, 5}	%	50	50	N/A
Housing Retention ⁴	%	5	0	Yes
Program Occupancy Rate ⁴	%	95	96	Yes
Cost per Household		CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	Yes
Cost per Successful Housing Outcome				
Cost per Unit				
Pass Program Certification ³				
HUD or CoC Local Goals⁴				
Employment Status at Exit ⁴	%	20	0	No
Negative Reason for Leaving ⁴	%	20	0	Yes
Interim Housing Stability ⁴	%	81	87	Yes
Increase in Income from Entry to Exit ⁴	%	45	55	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/10 – 6/30/11	7/1/10 – 12/31/10	
CSB Funds	\$ 48,873	\$ 24,437	\$ 25,746
Other Funds	\$ 830,454	\$ 415,227	\$ 372,980
Total	\$ 879,327	\$ 439,664	\$ 398,726
Cost per Unit - CSB	\$ 708	\$ 354	\$ 373
Cost per Unit/month - CSB	\$ 59	\$ 30	\$ 31
Cost per Unit	\$ 12,744	\$ 6,372	\$ 5,779
Cost per Household Served - CSB	\$ 589	\$ 322	\$ 330
Cost per Successful Household Served - CSB	\$ 652	\$ 359	\$ 348
Percentage of CSB Funds	6%	6%	6%
Percentage of Leveraged Funds	94%	94%	94%

The Ohio Benefits Bank annual summary shows that this program submitted 35 SNAP applications and 36 Medicaid applications for their clients during CY2010. CSB will continue to report out on these numbers as a measure of the program's efforts in helping clients access mainstream benefits.

¹ Monitored but not evaluated.

² New measure, to be benchmarked in FY2011.

³ Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

⁴ HUD or CoC local goal.

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

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served	#	72	73	76	72	73	76	83
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ³	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	65	66	68	65	66	68	75
Successful Housing Exits ²	%	50	50	50	50	50	50	50
Housing Stability ³	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ⁴	%	50	50	50	50	50	50	50
Employment Status at Exit ³	%	20	20	20	20	20	20	20
Housing Retention ³	%			5			5	5
Turnover Rate ⁴	%	5	5	10	5	5	10	20
Program Occupancy Rate ³	%	95	95	95	95	95	95	95
Negative Reason for Leaving ³	%			20			20	20
Interim Housing Stability ³	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ³	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² New Measure benchmarked for the 2010 AHAR.

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

⁴ Monitored but not evaluated.

Continuum of Care Programs

Transitional Housing

Category: Transitional Housing - HUD funded
Agency: Amethyst, Inc.
Program: Rapid Stabilization Program (RSVP)
Period: 7/1/10-12/31/10
Performance: High

A. Description

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

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

B. Semi-Annual Trends

Measure		7/1/07	7/1/08	7/1/09
		12/31/07	12/31/08	12/31/09
Households Served	#	24	27	32
Successful Housing Outcomes	#	14	14	24
Successful Housing Outcomes	%	82	70	100
Housing Stability	Months	2	2	2
Program Occupancy	%	88	88	88

C. Performance Outcomes

Program Outcome Achievement 7/1/10 to 12/31/10: Transitional Housing

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	23	34	Yes
Exited Households ¹	#	19	25	N/A
Housing Stability ^{2,3}	Months	2	1	Yes
Successful Housing Outcomes	#	14	20	Yes
Successful Housing Outcomes ²	%	77	80	Yes
Housing Retention ²	%	5	0	Yes
Program Occupancy Rate ^{2,4}	%	85	88	Yes
Pass Program Certification ⁵		Pass certification	Passed certification	Yes
Employment Status at Exit ^{2,6}	%	20	0	N/A
Negative Reason for Leaving ²	%	20	20	Yes
Increase in Income from Entry to Exit ^{2,3,6}	%	5	4	N/A

¹ Monitored but not evaluated.

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

³ Lower goal approved by the CoC Steering Committee.

⁴ Amethyst occupancy rate goal was changed from 95% to 85% per Amethyst's request and CoC approval.

⁵ Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

⁶ Monitored but not evaluated. Approved by the CoC Steering Committee, as HUD goal is not appropriate for this program.

D. Recommendations

Program Outcome Measures: Transitional Housing

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served	#	12	12	23	12	12	23	46
Exited Households ¹	#	9	10	19	9	10	19	38
Successful Housing Outcomes ³	%	77	77	77	77	77	77	77
Successful Housing Outcomes	#	7	7	14	7	8	15	29
Housing Stability ^{2,3}	Month	2	2	2	2	2	2	2
Employment Status at Exit ^{3,4}	%	20	20	20	20	20	20	20
Housing Retention ³	%			5			5	5
Program Occupancy Rate ^{2,3}	%	85	85	85	85	85	85	85
Negative Reason for Leaving ³	%			20			20	20
Increase in Income from Entry to Exit ^{2,3,4}	%	5	5	5	5	5	5	5

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

² Lower goal approved by the CoC Steering Committee.

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

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

Category: Transitional Housing - HUD funded
Agency: Huckleberry House, Inc.
Program: Transitional Living Program
Period: 7/1/10-12/31/10
Performance: High

A. Description

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

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

The program capacity was reduced to 24 units in FY2010.

B. Semi-Annual Trends

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

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

C. Performance Outcomes

Program Outcome Achievement 7/1/10 to 12/31/10: Transitional Housing

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	36	35	Yes
Exited Households ¹	#	12	13	N/A
Housing Stability ²	Months	10	8	No
Successful Housing Outcomes	#	9	13	Yes
Successful Housing Outcomes ²	%	77	100	Yes
Housing Retention ²	%	5	0	Yes
Program Occupancy Rate ²	%	98	92	No
Pass Program Certification ³		Pass certification	Passed certification	Yes
Employment Status at Exit ²	%	20	46	Yes
Negative Reason for Leaving ²	%	20	8	Yes
Increase in Income from Entry to Exit ²	%	50	46	Yes

¹ Monitored but not evaluated.

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

³ Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

D. Recommendations

Program Outcome Measures: Transitional Housing

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served	#	30	30	36	30	30	36	51
Exited Households ¹	#	6	6	12	6	6	12	24
Successful Housing Outcomes ²	%	77	77	77	77	77	77	77
Successful Housing Outcomes	#	5	4	9	5	4	9	18
Housing Stability ²	Month	10	10	10	10	10	10	10
Employment Status at Exit ²	%	20	20	20	20	20	20	20
Housing Retention ²	%			5			5	5
Program Occupancy Rate ²	%	98	98	98	98	98	98	98
Negative Reason for Leaving ²	%			20			20	20
Increase in Income from Entry to Exit ²	%	50	50	50	50	50	50	50

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

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

Category: Transitional Housing
Agency: Maryhaven
Program: Women's Program
Period: 7/1/10-12/31/10
Performance: Not Rated¹

A. Description

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

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

B. Recommendations

Program Outcome Measures: Transitional Housing

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served	#	5	5	5	5	5	5	10
Exited Households ²	#	2	3	5	2	3	5	10
Successful Housing Outcomes ³	%	50	50	50	50	50	50	50
Successful Housing Outcomes	#	1	1	2	1	2	3	5
Housing Stability ³	Month	4	4	4	4	4	4	4
Employment Status at Exit ^{3, 4}	%	20	20	20	20	20	20	20
Housing Retention ³	%			5			5	5
Program Occupancy Rate ³	%	80	80	80	80	80	80	80
Negative Reason for Leaving ³	%			30			30	30
Increase in Income from Entry to Exit ^{3, 4}	%	25	25	25	25	25	25	25

¹ Program too new to be rated.

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

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

⁴ New program. To be benchmarked during FY2011.

Category: Transitional Housing - HUD funded
Agency: Southeast, Inc.
Program: New Horizons Transitional Housing
Period: 7/1/10-12/31/10
Performance: Medium

A. Description

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

B. Semi-Annual Trends

Measure		7/1/07	7/1/08	7/1/09
		12/31/07	12/31/08	12/31/09
Households Served	#	77	81	73
Successful Housing Outcomes	#	19	27	22
Successful Housing Outcomes	%	46	60	58
Housing Stability	Months	4	4	4
Program Occupancy	%	100	94	89

C. Performance Outcomes

Program Outcome Achievement 7/1/10 to 12/31/10: Transitional Housing

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	69	71	Yes
Exited Households ¹	#	28	40	N/A
Housing Stability ²	Months	4	5	Yes
Successful Housing Outcomes	#	21	26	Yes
Successful Housing Outcomes ²	%	77	65	No
Housing Retention ²	%	5	4	Yes
Program Occupancy Rate ²	%	95	89	No
Pass Program Certification ³		Pass certification	Passed certification	Yes
Employment Status at Exit ²	%	20	18	No
Negative Reason for Leaving ²	%	20	8	Yes
Increase in Income from Entry to Exit ²	%	50	28	No

¹ Monitored but not evaluated.

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

³ Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

D. Recommendations

Program Outcome Measures: Transitional Housing

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served	#	48	48	69	48	48	69	90
Exited Households ¹	#	14	14	28	14	14	28	56
Successful Housing Outcomes ²	%	77	77	77	77	77	77	77
Successful Housing Outcomes	#	11	10	21	11	11	22	43
Housing Stability ²	Month	4	4	4	4	4	4	4
Employment Status at Exit ²	%	20	20	20	20	20	20	20
Housing Retention ²	%			5			5	5
Program Occupancy Rate ²	%	95	95	95	95	95	95	95
Negative Reason for Leaving ²	%			20			20	20
Increase in Income from Entry to Exit ²	%	50	50	50	50	50	50	50

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

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

Category: Transitional Housing
Agency: Volunteers of America of Greater Ohio¹
Program: Veterans Program
Period: 7/1/10-12/31/10
Performance: Low

A. Description

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

B. Semi-Annual Trends

Measure		7/1/07	7/1/08	7/1/09
		12/31/07	12/31/08	12/31/09
Households Served	#	123	100	111
Successful Housing Outcomes	#	21	25	14
Successful Housing Outcomes	%	25	39	20
Housing Stability	Months	2	4	4
Program Occupancy	%	93	95	105

¹ VOAGO – Veterans Program is not funded by the CoC. VOAGO chose to voluntarily participate in CSP. However, as of 1/1/2011 this program is required by the Veterans Affairs to enter data in the local HMIS.

C. Performance Outcomes

Program Outcome Achievement 7/1/10 to 12/31/10: Transitional Housing

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	50	119	Yes
Exited Households ¹	#	48	81	N/A
Housing Stability ²	Months	4	3	Yes
Successful Housing Outcomes	#	37	27	No
Successful Housing Outcomes ²	%	77	33	No
Housing Retention ²	%	5	12	No
Program Occupancy Rate ²	%	95	100	Yes
Pass Program Certification ³		Pass certification	Did not pass certification	No
Employment Status at Exit ²	%	20	31	Yes
Negative Reason for Leaving ²	%	20	28	No
Increase in Income from Entry to Exit ²	%	50	34	No

¹ Measure is monitored but not evaluated.

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

³ Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

D. Recommendations

Program Outcome Measures: Transitional Housing

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served	#	45	45	50	45	45	50	100
Exited Households ¹	#	24	24	48	24	24	48	96
Successful Housing Outcomes ²	%	77	77	77	77	77	77	77
Successful Housing Outcomes	#	18	19	37	18	19	37	74
Housing Stability ²	Month	4	4	4	4	4	4	4
Employment status at Exit ²	%	20	20	20	20	20	20	20
Housing Retention ²	%			5			5	5
Program Occupancy Rate ²	%	95	95	95	95	95	95	95
Negative Reason for Leaving ²	%			20			20	20
Increase in Income from Entry to Exit ²	%	50	50	50	50	50	50	50

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

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

Category: Transitional Housing
Agency: YMCA¹
Program: ADAMH Pilot
Period: 7/1/10-12/31/10
Performance: Not Rated²

A. Description

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

B. Recommendations

Program Outcome Measures: Transitional Housing

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served	#	10	10	18	10	10	18	35
Exited Households ³	#	2	2	4	2	2	4	8
Successful Housing Outcomes ⁴	%	50	50	50	50	50	50	50
Successful Housing Outcomes	#	1	1	2	1	1	2	4
Housing Stability ⁴	Month	4	4	4	4	4	4	4
Employment Status at Exit ^{4, 5}	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Housing Retention ⁴	%			5			5	5
Program Occupancy Rate ⁴	%	80	80	80	80	80	80	80
Negative Reason for Leaving ⁴	%			30			30	30
Increase in Income from Entry to Exit ^{4,5}	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A

¹ YMCA ADAMH Pilot is not funded by the CoC. YMCA voluntarily participates in CSP.

² Program too new to be rated.

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

⁴ HUD or CoC local goal. Historical performance considered if better than required goal.

⁵ New program. To be benchmarked during FY2011.

Permanent Supportive Housing

Category: Permanent Supportive Housing & Shelter Plus Care
Agency: **Community Housing Network**
Program: **Family Homes**
Period: 7/1/10-12/31/10
Performance: **High**

A. Description

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

B. Semi-Annual Trends

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

C. Performance Outcomes

Program Outcome Achievement 7/1/10 to 12/31/10: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	17	17	Yes
Exited Households ¹	#	N/A	2	N/A
Housing Stability	Months	12	30	Yes
Turnover Rate ¹	%	10	13	N/A
Successful Housing Outcomes	#	14	15	Yes
Successful Housing Outcomes ²	%	80	88	Yes
Successful Housing Exits ³	%	N/A	0	N/A
Housing Affordability at Exit ^{1, 5}	%	50	N/A	N/A
Housing Retention ²	%	5	0	Yes
Program Occupancy Rate ²	%	95	100	Yes
Pass Program Certification ⁴		Pass certification	Passed certification	Yes
Employment Status at Exit ²	%	20	50	Yes
Negative Reason for Leaving ²	%	20	0	Yes
Interim Housing Stability ²	%	81	82	Yes
Increase in Income from Entry to Exit ²	%	45	100	Yes

¹ Monitored but not evaluated.

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

³ New measure, to be benchmarked in FY2011.

⁴ Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

⁵ There were no successful housing exits.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served	#	16	16	17	16	16	17	18
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ³	%	80	80	80	80	80	80	80
Successful Housing Outcomes	#	13	13	14	13	13	14	14
Successful Housing Exits ²	%	50	50	50	50	50	50	50
Housing Stability ³	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ⁴	%	50	50	50	50	50	50	50
Employment Status at Exit ³	%	20	20	20	20	20	20	20
Housing Retention ³	%			5			5	5
Turnover Rate ⁴	%	5	5	10	5	5	10	20
Program Occupancy Rate ³	%	95	95	95	95	95	95	95
Negative Reason for Leaving ³	%			20			20	20
Interim Housing Stability ³	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ³	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² New measure benchmarked for the 2010 AHAR.

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

⁴ Monitored but not evaluated.

Category: Permanent Supportive Housing & Shelter Plus Care
Agency: Community Housing Network
Program: Wilson
Period: 7/1/10-12/31/10
Performance: High

A. Description

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

B. Semi-Annual Trends

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

C. Performance Outcomes

Program Outcome Achievement 7/1/10 to 12/31/10: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	9	8	Yes
Exited Households ¹	#	N/A	0	N/A
Housing Stability ⁴	Months	12	92	Yes
Turnover Rate ¹	%	10	0	N/A
Successful Housing Outcomes	#	7	8	Yes
Successful Housing Outcomes ⁴	%	80	100	Yes
Successful Housing Exits ²	%	N/A	0	N/A
Housing Affordability at Exit ^{1, 5}	%	50	N/A	N/A
Housing Retention ^{4, 5}	%	5	0	Yes
Program Occupancy Rate ⁴	%	95	100	Yes
Pass Program Certification ³		Pass certification	Passed certification	Yes
Employment Status at Exit ^{4, 5}	%	20	N/A	N/A
Negative Reason for Leaving ⁴	%	20	0	Yes
Interim Housing Stability ⁴	%	81	100	Yes
Increase in Income from Entry to Exit ^{4, 5}	%	45	N/A	N/A

¹ Monitored but not evaluated.

² New measure, to be benchmarked in FY2011.

³ Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

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

⁵ Program had no household exits. Measure was applicable but not able to calculate.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served	#	8	8	9	8	8	9	10
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ³	%	80	80	80	80	80	80	80
Successful Housing Outcomes	#	6	6	7	6	6	7	8
Successful Housing Exits ²	%	50	50	50	50	50	50	50
Housing Stability ³	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ⁴	%	50	50	50	50	50	50	50
Employment Status at Exit ³	%	20	20	20	20	20	20	20
Housing Retention ³	%			5			5	5
Turnover Rate ⁴	%	5	5	10	5	5	10	20
Program Occupancy Rate ³	%	95	95	95	95	95	95	95
Negative Reason for Leaving ³	%			20			20	20
Interim Housing Stability ³	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ³	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² New measure benchmarked for the 2010 AHAR.

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

⁴ Monitored but not evaluated.

Category: Permanent Supportive Housing & Shelter Plus Care
Agency: Volunteers of America of Greater Ohio
Program: Family Supportive Housing
Period: 7/1/10-12/31/10
Performance: Medium

A. Description

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

B. Semi-Annual Trends

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

C. Performance Outcomes

Program Outcome Achievement 7/1/10 to 12/31/10: Permanent Supportive Housing

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	33	34	Yes
Exited Households ¹	#	N/A	4	N/A
Housing Stability ¹	Months	15	31	Yes
Turnover Rate ²	%	10	13	N/A
Successful Housing Outcomes	#	26	31	Yes
Successful Housing Outcomes ¹	%	80	91	Yes
Successful Housing Exits ³	%	N/A	25	N/A
Housing Affordability at Exit ^{2, 5}	%	50	0	N/A
Housing Retention ¹	%	5	0	Yes
Program Occupancy Rate ¹	%	95	100	Yes
Pass Program Certification ⁴		Pass certification	Did not pass certification	No
Employment Status at Exit ¹	%	20	0	No
Negative Reason for Leaving ¹	%	20	0	Yes
Interim Housing Stability ¹	%	81	85	Yes
Increase in Income from Entry to Exit ¹	%	45	25	No

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

² Monitored but not evaluated.

³ New measure to be benchmarked in FY2011.

⁴ Compliance with CSB administrative and program Standards was assessed by CSB staff in FY2011.

⁵ Unable to calculate measure due to incomplete data.

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served	#	31	32	33	31	32	33	36
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ³	%	80	80	80	80	80	80	80
Successful Housing Outcomes	#	25	26	26	25	26	26	29
Successful Housing Exits ²	%	50	50	50	50	50	50	50
Housing Stability ³	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ⁴	%	50	50	50	50	50	50	50
Employment Status at Exit ³	%	20	20	20	20	20	20	20
Housing Retention ³	%			5			5	5
Turnover Rate ⁴	%	5	5	10	5	5	10	20
Program Occupancy Rate ³	%	95	95	95	95	95	95	95
Negative Reason for Leaving ³	%			20			20	20
Interim Housing Stability ³	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ³	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² New measure benchmarked for the 2010 AHAR.

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

⁴ Monitored but not evaluated.

Shelter Plus Care

Category: Permanent Supportive Housing & Shelter Plus Care
Agency: Amethyst, Inc.
Program: Shelter Plus Care
Period: 7/1/10-12/31/10
Performance: Medium

A. Description

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

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

In FY2010, Amethyst started to offer their housing and case management services to single adult male in collaboration with House of Hope.

B. Semi-Annual Trends

Measure		7/1/07	7/1/08	7/1/09
		12/31/07	12/31/08	12/31/09
Households Served	#	100	109	112
Successful Housing Outcomes	#	79	90	108
Successful Housing Outcomes	%	79	83	96
Housing Stability	Months	18	22	24
Program Occupancy	%	78	95	92

C. Performance Outcomes

Program Outcome Achievement 7/1/10 to 12/31/10: Shelter Plus Care

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	110	120	Yes
Exited Households ²	#	N/A	40	N/A
Housing Stability ¹	Months	12	23	Yes
Turnover Rate ²	%	20	43	N/A
Successful Housing Outcomes	#	88	97	Yes
Successful Housing Outcomes ¹	%	80	81	Yes
Successful Housing Exits ³	%	N/A	43	N/A
Housing Affordability at Exit ^{2, 5}	%	50	100	N/A
Housing Retention ¹	%	5	1	Yes
Program Occupancy Rate ¹	%	95	89	No
Pass Program Certification ⁴		Pass certification	Passed certification	Yes
Employment Status at Exit ¹	%	20	10	No
Negative Reason for Leaving ¹	%	20	23	Yes
Interim Housing Stability ¹	%	81	61	No
Increase in Income from Entry to Exit ¹	%	45	28	No

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

² Monitored but not evaluated.

³ New measure, to be benchmarked in FY2011.

⁴ Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

⁵ Nine households were excluded due to missing data.

D. Recommendations

Program Outcome Measures: Shelter Plus Care

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served	#	98	95	110	98	95	110	128
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ³	%	80	80	80	80	80	80	80
Successful Housing Outcomes	#	78	76	88	78	76	88	102
Successful Housing Exits ²	%	50	50	50	50	50	50	50
Housing Stability ³	Month	20	20	20	20	20	20	20
Housing Affordability at Exit ⁴	%	50	50	50	50	50	50	50
Employment Status at Exit ³	%	20	20	20	20	20	20	20
Housing Retention ³	%			5			5	5
Turnover Rate ⁴	%	6	3	20	6	3	20	39
Program Occupancy Rate ³	%	95	95	95	95	95	95	95
Negative Reason for Leaving ³	%			20			20	20
Interim Housing Stability ³	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ³	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² New measure benchmarked for the 2010 AHAR.

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

⁴ Monitored but not evaluated.

Category: Permanent Supportive Housing & Shelter Plus Care
Agency: Columbus AIDS Task Force
Program: Shelter Plus Care (TRA)
Period: 7/1/10-12/31/10
Performance: High

A. Description

Columbus AIDS Task Force Shelter Plus Care (TRA) serves homeless individuals who are living with HIV/AIDS. Participants receive supportive services, such as case management and mental health therapy. The program provides tenant-based rental assistance (TRA) for 89 units. Columbus AIDS Task Force Shelter Plus Care (SRA) converted into TRA units in FY2010.

B. Semi-Annual Trends

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

C. Performance Outcomes

Program Outcome Achievement 7/1/10 to 12/31/10: Shelter Plus Care

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	97	96	Yes
Exited Households ¹	#	N/A	4	N/A
Housing Stability ⁴	Months	24	60	Yes
Turnover Rate ¹	%	9	4	N/A
Successful Housing Outcomes	#	78	94	Yes
Successful Housing Outcomes ⁴	%	80	98	Yes
Successful Housing Exits ²	%	N/A	50	N/A
Housing Affordability at Exit ^{1, 5}	%	50	0	N/A
Housing Retention ⁴	%	5	0	Yes
Program Occupancy Rate ^{4, 6}	%	95	103	Yes
Pass Program Certification ³		Pass certification	Passed certification	Yes
Employment Status at Exit ⁴	%	20	0	No
Negative Reason for Leaving ⁴	%	20	50	No
Interim Housing Stability ⁴	%	81	97	Yes
Increase in Income from Entry to Exit ⁴	%	45	50	Yes

The Ohio Benefits Bank annual summary shows that this program submitted 1 Medicaid application for their clients during CY2010. CSB will continue to report out on these numbers as a measure of the program's efforts in helping clients access mainstream benefits.

¹ Monitored but not evaluated.

² New measure, to be benchmarked in FY2011.

³ Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

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

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

⁶ CMHA allowed over-leasing for this program.

D. Recommendations

Program Outcome Measures: Shelter Plus Care

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served	#	93	93	97	93	93	97	105
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ³	%	80	80	80	80	80	80	80
Successful Housing Outcomes	#	74	74	78	74	74	78	84
Successful Housing Exits ²	%	50	50	50	50	50	50	50
Housing Stability ³	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ⁴	%	50	50	50	50	50	50	50
Employment Status at Exit ³	%	20	20	20	20	20	20	20
Housing Retention ³	%			5			5	5
Turnover Rate ⁴	%	5	5	9	5	5	9	18
Program Occupancy Rate ³	%	95	95	95	95	95	95	95
Negative Reason for Leaving ³	%			20			20	20
Interim Housing Stability ³	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ³	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² New measure benchmarked for the 2010 AHAR.

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

⁴ Monitored but not evaluated.

Category: Permanent Supportive Housing & Shelter Plus Care
Agency: Community Housing Network
Program: Shelter Plus Care (SRA)
Period: 7/1/10-12/31/10
Performance: High

A. Description

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

B. Semi-Annual Trends

Measure		7/1/07	7/1/08	7/1/09
		12/31/07	12/31/08	12/31/09
Households Served	#	110	194	200
Successful Housing Outcomes	#	105	190	191
Successful Housing Outcomes	%	95	98	96
Housing Stability	Months	72	41	39
Program Occupancy	%	74	128	131

C. Performance Outcomes

Program Outcome Achievement 7/1/10 to 12/31/10: Shelter Plus Care

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	189	229	Yes
Exited Households ¹	#	N/A	29	N/A
Housing Stability ⁵	Months	12	38	Yes
Turnover Rate ¹	%	10	17	N/A
Successful Housing Outcomes	#	151	219	Yes
Successful Housing Outcomes ⁵	%	80	96	Yes
Successful Housing Exits ²	%	N/A	66	N/A
Housing Affordability at Exit ^{1, 6}	%	50	0	N/A
Housing Retention ⁵	%	5	0	Yes
Program Occupancy Rate ^{3, 5}	%	95	113	Yes
Pass Program Certification ⁴		Pass certification	Passed certification	Yes
Employment Status at Exit ⁵	%	20	10	No
Negative Reason for Leaving ⁵	%	20	3	Yes
Interim Housing Stability ⁵	%	81	83	Yes
Increase in Income from Entry to Exit ⁵	%	45	55	Yes

¹ Monitored but not evaluated.

² New measure, to be benchmarked in FY2011.

³ CMHA allowed for over-leasing of units.

⁴ Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

⁵ HUD or CoC local goal; agency goal considered if better than required goal.

⁶ Fourteen successfully exited households were excluded due to missing data.

D. Recommendations

Program Outcome Measures: Shelter Plus Care

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served	#	181	181	189	181	181	189	206
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ³	%	80	80	80	80	80	80	80
Successful Housing Outcomes	#	145	145	151	145	145	151	165
Successful Housing Exits ²	%	50	50	50	50	50	50	50
Housing Stability ³	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ⁴	%	50	50	50	50	50	50	50
Employment Status at Exit ³	%	20	20	20	20	20	20	20
Housing Retention ³	%			5			5	5
Turnover Rate ⁴	%	5	5	10	5	5	10	20
Program Occupancy Rate ³	%	95	95	95	95	95	95	95
Negative Reason for Leaving ³	%			20			20	20
Interim Housing Stability ³	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ³	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² New measure benchmarked for the 2010 AHAR.

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

⁴ Monitored but not evaluated.

Category: Permanent Supportive Housing & Shelter Plus Care
Agency: Community Housing Network
Program: Shelter Plus Care (TRA)
Period: 7/1/10-12/31/10
Performance: High

A. Description

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

B. Semi-Annual Trends

Measure		7/1/07	7/1/08	7/1/09
		12/31/07	12/31/08	12/31/09
Households Served	#	145	193	147
Successful Housing Outcomes	#	144	190	146
Successful Housing Outcomes	%	99	98	99
Housing Stability	Months	49	31	36
Program Occupancy	%	93	117	92

C. Performance Outcomes

Program Outcome Achievement 7/1/10 to 12/31/10: Shelter Plus Care

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	164	168	Yes
Exited Households ¹	#	N/A	3	N/A
Housing Stability ⁴	Months	12	36	Yes
Turnover Rate ¹	%	10	2	N/A
Successful Housing Outcomes	#	131	167	Yes
Successful Housing Outcomes ⁴	%	80	99	Yes
Successful Housing Exits ²	%	N/A	67	N/A
Housing Affordability at Exit ^{1, 5}	%	50	0	N/A
Housing Retention ⁴	%	5	0	Yes
Program Occupancy Rate ^{4, 6}	%	95	103	Yes
Pass Program Certification ³		Pass certification	Passed certification	Yes
Employment Status at Exit ⁴	%	20	0	No
Negative Reason for Leaving ⁴	%	20	0	Yes
Interim Housing Stability ⁴	%	81	85	Yes
Increase in Income from Entry to Exit ⁴	%	45	0	No

¹ Monitored but not evaluated.

² New measure, to be benchmarked in FY2011.

³ Compliance with CSB administrative and program Standards was assessed by CSB staff in FY2011.

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

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

⁶ CMHA allowed over-leasing for this program.

D. Recommendations

Program Outcome Measures: Shelter Plus Care

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served	#	156	156	164	156	156	164	179
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ³	%	80	80	80	80	80	80	80
Successful Housing Outcomes	#	125	125	131	125	125	131	143
Successful Housing Exits ²	%	50	50	50	50	50	50	50
Housing Stability ³	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ⁴	%	50	50	50	50	50	50	50
Employment Status at Exit ³	%	20	20	20	20	20	20	20
Housing Retention ³	%			5			5	5
Turnover Rate ⁴	%	5	5	10	5	5	10	20
Program Occupancy Rate ³	%	95	95	95	95	95	95	95
Negative Reason for Leaving ³	%			20			20	20
Interim Housing Stability ³	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ³	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² New measure benchmarked for the 2010 AHAR.

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

⁴ Monitored but not evaluated.

Category: Permanent Supportive Housing & Shelter Plus Care
Agency: Lutheran Social Services
Program: Faith Mission/Faith Housing Shelter Plus Care (SRA)
Period: 7/1/10-12/31/10
Performance: Medium

A. Description

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

B. Semi-Annual Trends

Measure		7/1/07	7/1/08	7/1/09
		12/31/07	12/31/08	12/31/09
Households Served	#	46	44	53
Successful Housing Outcomes	#	45	43	52
Successful Housing Outcomes	%	98	98	98
Housing Stability	Months	54	56	51
Program Occupancy	%	93	91	114

C. Performance Outcomes

Program Outcome Achievement 7/1/10 to 12/31/10: Shelter Plus Care

Measure		Semi-Annual Goal 7/1/10-12/31/10	Semi-Annual Actual 7/1/10-12/31/10	Achieved
Households Served	#	10	10	Yes
Exited Households ¹	#	N/A	1	N/A
Housing Stability ⁴	Months	24	41	Yes
Turnover Rate ¹	%	10	11	N/A
Successful Housing Outcomes	#	8	10	Yes
Successful Housing Outcomes ⁴	%	80	100	Yes
Successful Housing Exits ²	%	N/A	100	N/A
Housing Affordability at Exit ^{1, 5}	%	50	0	N/A
Housing Retention ⁴	%	5	0	Yes
Program Occupancy Rate ⁴	%	95	78	No
Pass Program Certification ³		Pass certification	Passed certification	Yes
Employment Status at Exit ⁴	%	20	0	No
Negative Reason for Leaving ⁴	%	20	0	Yes
Interim Housing Stability ⁴	%	81	70	No
Increase in Income from Entry to Exit ^{4, 5}	%	45	0	No

¹ Monitored but not evaluated.

² New measure, to be benchmarked in FY2011.

³ Compliance with CSB administrative and program standards was assessed by CSB staff in FY2011.

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

⁵ One client exited program during 7/1/2010-12/31/2010 reporting period. Client was excluded due to missing data.

D. Recommendations

Program Outcome Measures: Shelter Plus Care

Measure		Quarter 1 7/1/11- 9/30/11	Quarter 2 10/1/11- 12/31/11	Semi- Annual 7/1/11- 12/31/11	Quarter 3 1/1/12- 3/31/12	Quarter 4 4/1/12- 6/30/12	Semi- Annual 1/1/12- 6/30/12	Annual 7/1/11- 6/30/12
Households Served	#	9	9	10	9	9	10	11
CAH Households Served ¹	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes ³	%	80	80	80	80	80	80	80
Successful Housing Outcomes	#	7	7	8	7	7	8	9
Successful Housing Exits ²	%	50	50	50	50	50	50	50
Housing Stability ³	Month	24	24	24	24	24	24	24
Housing Affordability at Exit ⁴	%	50	50	50	50	50	50	50
Employment Status at Exit ³	%	20	20	20	20	20	20	20
Housing Retention ³	%			5			5	5
Turnover Rate ⁴	%	5	5	10	5	5	10	20
Program Occupancy Rate ³	%	95	95	95	95	95	95	95
Negative Reason for Leaving ³	%			20			20	20
Interim Housing Stability ³	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit ³	%	45	45	45	45	45	45	45

¹ Programs serving Critical Access to Housing clients.

² New measure benchmarked for the 2010 AHAR.

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

⁴ Monitored but not evaluated.

Methodology

FY2011 – FY2012 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. New this year, CSB establishes a performance plan for the entire emergency shelter system and for the new rapid re-housing/direct housing system.

B. Monitoring

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

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

1) **Average Length of Participation:**

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

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

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

- d) **Goal-setting methodology:** Meet or below CSB Board Ends Policy. An average LOS less than Ends goal is considered to be the desired direction.
- e) **Reporting methodology:**
- i) Emergency Shelter: $\Sigma(\text{Exit date or report end date} - \text{Entry date}) / \text{the number of total distinct households served within the report period.}$
 - ii) Direct Housing/Rapid Re-housing: $\Sigma(\text{Tier I shelter exit date} - \text{direct housing/rapid re-housing entry date}) / \text{the number of total distinct households served with an entry date in the direct housing/rapid re-housing system within the report period.}$
- 3) **Carryover Households:**
- a) **Purpose:** Indicates volume of households served by the system which do not exit as of the end of the report period. This measure is monitored but not evaluated.
 - b) **Systems:** Direct Housing/Rapid Re-housing, Homelessness Prevention
 - c) **Definition:** Distinct households that entered the system prior to the first day of the report period.
 - d) **Goal-setting methodology:** Based on prior performance.
 - e) **Reporting methodology:** The number of distinct households with an entry date before 7/1/XX for annual number; before 7/1/XX and 1/1/XX for semi-annual; before 7/1/XX, 10/1/XX, 1/1/XX, and 4/1/XX for quarterly.
- 4) **Cost per household:**
- a) **Purpose:** Indicates that the system is cost-efficient.
 - b) **Systems:** All CSB funded and CoC systems
 - c) **Definition:**
 - i) All CSB funded systems excluding PSH: A percentage based on the semi-annual CSB actual cost per household served relative to the annual budgeted CSB cost per household served.
 - ii) CSB-funded PSH: A percentage based on the semi-annual CSB actual cost per household served relative to the semi-annual budgeted CSB cost per household served.

A system is considered efficient if its actual cost per household served is either less than or within 110% of the budgeted cost per household served.
 - d) **Goal-setting methodology:** N/A
 - e) **Reporting methodology:**
 - i) All CSB funded systems excluding PSH: $(\text{The semi-annual actual CSB cost per household served} / \text{the annual budgeted CSB cost per household served}) \times 100.$
 - ii) CSB-funded PSH systems: $\text{The semi-annual actual CSB cost per household served} / \text{the semi-annual budgeted CSB cost per household served}) \times 100.$
- 5) **Cost per successful housing outcome:**
- a) **Purpose:** Indicates that the system is cost-efficient.
 - b) **Systems:** All CSB funded and CoC systems
 - c) **Definition:**
 - i) CSB funded systems excluding PSH: A percentage based on the semi-annual CSB actual cost per successful housing outcome relative to the annual budgeted CSB cost per successful housing outcome.

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

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

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

e) **Reporting methodology:**

- i) CSB funded systems: $(\text{The semi-annual actual CSB cost per successful housing outcome} / \text{the annual budgeted CSB cost per successful housing outcome}) \times 100$.
- ii) CSB-funded PSH system: $(\text{The semi-annual actual CSB cost per successful housing outcome} / \text{the semi-annual budgeted CSB cost per successful housing outcome}) \times 100$.

6) **Cost per unit:**

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

b) **Systems:** Permanent Supportive Housing

c) **Definition:**

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

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

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

e) **Reporting methodology:**

- i) CSB funded PSH system: $(\text{The semi-annual actual CSB cost per unit} / \text{the semi-annual budgeted CSB cost per unit}) \times 100$.

7) **Exited Households:**

a) **Purpose:** Indicates volume of households served by the system which exit during the report period. This measure is monitored, but not evaluated.

b) **Systems:** Emergency Shelter, Direct Housing/Rapid Re-housing, Homelessness Prevention

c) **Definition:** Number of distinct households that *exited* the system during the report period.

d) **Goal-setting methodology:** Meet or exceed prior performance.

e) **Reporting methodology:** The number of distinct households with an exit date within the report period who are also not currently in the system at the end of the report period.

8) **Households Served:**

a) **Purpose:** Indicates volume of households served by the system.

b) **Systems:** All

c) **Definition:** The number of distinct households served by the system (including new and carryover) during the report period.

d) **Goal-setting methodology:** Meet or exceed prior performance.

i) Direct Housing/Rapid Re-housing, Homelessness Prevention:

(1) Annual projections: based on historical trends and/or anticipated performance.

(a) Carryover households are those enrolled prior to 7/1/XX and anticipated to be active in the system as of 7/1/XX.

(b) New system entrants are those households enrolled on or after 7/1/XX.

- (c) Total households are the sum of carryover plus new system entrants.
 - (2) Semi-annual and quarterly projections.
 - (a) Carryover households are those anticipated to be active in the system as of end of report period. For Direct Housing, this should be seasonally adjusted.
 - (b) New system entrants are those households enrolled after start of report period. For Direct Housing, this should be seasonally adjusted.
 - (c) Total households are the sum of carryover plus new system entrants.
 - ii) Emergency Shelter
 - (1) Annual projections: based on historical trends and/or anticipated performance.
 - (a) Use prior year trend data to determine average annual demand.
 - (b) If demand is relatively stable, predict same annual demand # for FY10-FY12.
 - (c) If demand trend shows steady increase or steady decrease, predict FY10-FY12 demand based on average annual rate of change.
 - (2) Semi-annual and quarterly projections: based on annual projections and adjusted for duplication (carryovers and recidivists). Carryover is based on capacity. Recidivism is based on historical system trends. Adjust for seasonality if appropriate.
 - iii) Permanent Supportive Housing (including Shelter Plus Care):
 - (1) Annual projection: Multiply the system capacity by the projected annual turnover rate. In most cases, this percentage will be 20%. For example, if system capacity is 20, then annual projected households served would be 24 ($20 \times 1.2 = 24$).
 - (2) Semi-annual projection: Multiply the system capacity by the projected semi-annual turnover rate. In most cases, this percentage will be 10%. For example, if system capacity is 20, then semi-annual projected households served would be 22 ($20 \times 1.1 = 22$).
 - (3) Quarterly projection: Multiply the system capacity by the projected quarterly turnover rate. In most cases, this percentage will be 5%. For example, if system capacity is 20, then quarterly projected households served would be 21 ($20 \times 1.05 = 21$).
 - e) **Reporting methodology:** The number of distinct households served by the system during the report period. Distinct households served are identified by their last service record for the system entered into CSP as of the end of the report period.
- 9) ***Housing Affordability at Exit:***
- a) **Purpose:** Indicates that system is assisting households to obtain sufficient income to attain and maintain housing. A higher rate is considered positive.
 - b) **Systems:** Direct Housing/Rapid Re-housing, Permanent Supportive Housing and Prevention.
 - c) **Definition:** The number or percentage of distinct households that *exited* the system successfully during the report period with a housing cost that doesn't exceed 50% of the income for singles and 50% of the income for families (housing affordability).
 - d) **Goal-setting methodology:** Meet or exceed CSB Board Ends Policy.
 - e) **Reporting methodology:**
 - Step 1: Determine the number of households that exited the system with a successful housing outcome during the reporting period.

Step 2: For each household, calculate the percent of household income spent on housing (and utilities, if relevant) by dividing the household's cost of rent (and utilities for Direct Housing, Prevention and Rapid Re-housing) at exit with the household's income at exit.

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

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

10) ***Housing Retention:***

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

11) ***Housing Stability:***

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

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

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

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

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

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

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

13) ***Interim Housing Stability:***

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

14) ***Movement (%):***

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

15) ***Negative Reason for Leaving:***

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

households that exited during the report period (excludes exit to Maryhaven Engagement Center if the shelter stays overlap).

16) ***New Households Served:***

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

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

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

18) ***Pass Program Certification:***

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

19) ***System Occupancy rate:***

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

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

20) **Recidivism:**

- a) **Purpose:** Indicates system's success in ending homelessness as measured by number of households who attain housing and do not return or enter shelter subsequent to successful housing outcome. A lower rate is considered positive.
- b) **Systems:** All except Permanent Supportive Housing
- c) **Definition:** The total number of distinct households that were exited during the report period with a successful housing outcome (as defined for that system) and had any shelter contact within two weeks to three months after having exited with a successful housing outcome. This measure is expressed as a percentage of total distinct households with an exit to housing (as defined for that system). For the Homelessness Prevention systems, the number of exited households with a successful housing outcome (as defined for that system) that have any shelter contact within 1(one) year of a successful housing outcome, expressed as a percentage of total distinct households with an exit to housing (as defined for that system).
- d) **Goal-setting methodology:** Meet or below CSB Board Ends Policy or prior performance.
- e) **Reporting methodology:** A percentage rate reflecting the number of recidivist households in a system relative to the number of households that exited the system with a successful housing outcome (specific to that system). Recidivism rate is measured only for semi-annual and annual report periods.
 - i) $\text{Rate} = (\text{numerator}/\text{denominator}) \times 100$
 - ii) Denominator: Cohort of households which attained successful housing outcome 90-days prior to the end of the report period.
 - (1) 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 system with a successful outcome (specific to that system) and enters the emergency shelter system within two weeks to three months after exit from the system.
 - (2) Using the above cohort, calculate the number of distinct households that enters shelter system within 14 to 90 days subsequent to successful housing outcome.
 - (3) For the Homelessness Prevention systems the time-range above is replaced by 14 days to 1(one) year.

- 21) **Successful Housing Exit (%)**¹: Refer to Table 1 and Table 2 for a complete list of housing outcomes.
- a) **Purpose:** Indicates system's success in ending homelessness as measured by those who attain permanent, independent housing. A higher number and rate are considered positive.
 - b) **Systems:** Permanent Supportive Housing
 - c) **Definition:** The number of distinct households that exit the system for other permanent housing (as defined in Table 1) and the percentage this represents of total distinct households exited.
 - d) **Goal-setting methodology:** Meet or exceed prior performance.
 - e) **Reporting methodology:** The total number of distinct household exits with destinations that are considered successful housing outcomes divided by the total number of distinct households exited during the report period. *Note: for Permanent Supportive Housing, deceased households are not included in the count of households exited.*
- 22) **Successful Housing Outcome (# and %)**: Refer to Table 1 and Table 2 for a complete list of housing outcomes.
- a) **Purpose:** Indicates system's success in ending homelessness. A higher number and rate are considered positive.
 - i) Permanent Supportive Housing: Indicates system's success in ending homelessness as measured by those who retain permanent housing or attain other permanent housing.
 - ii) All other: Indicates system's success in ending homelessness as measured by those who attain other transitional or permanent housing.
 - b) **Systems:** All
 - c) **Definition:**
 - i) For all systems excluding Permanent Supportive Housing, Homelessness Prevention: the number of distinct households that exit (i.e., latest exit for households with multiple stays during report period) to successful housing as defined in Table 1 and the percentage this represents of total distinct households exited during the report period.
 - ii) For Permanent Supportive Housing: the number of distinct households that remain in the Permanent Supportive Housing system or that exit the system for other permanent housing (as defined in Table 1) and the percentage this represents of total distinct households served.
 - iii) For Homelessness Prevention system: the number of distinct households that attain stable housing at exit from the system and the percentage this represents of total distinct households exited.
 - d) **Goal-setting methodology:** Meet or exceed CSB Board Ends Policy.
 - i) Direct Housing/ Rapid Re-housing, Homelessness Prevention: Multiply the percentage goal by the projected number of exited households.
 - ii) Emergency Shelter: Number of successful housing outcomes equals rate times number of exits.
 - iii) Permanent Supportive Housing: Multiply the percentage goal by the projected number of households served.

¹ New measure

e) **Reporting methodology:**

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

23) **Turnover Rate:**

- a) **Purpose:** Turnover rate indicates the system's effectiveness in providing stable housing. Rate is monitored, but not evaluated.
- b) **Systems:** Permanent Supportive Housing
- c) **Definition:** The rate at which units become vacant relative to the system capacity. Monitored, but not evaluated.
- d) **Goal-setting methodology:** Set based on prior performance.
- e) **Reporting methodology:** Turnover rate is calculated by dividing the total number of distinct household exited during a report period by the system capacity during the same report period.

24) **Usage of CSB Direct Client Assistance (DCA) (# and %):**

- a) **Purpose:** Indicates that system is assisting households to access DCA and obtain housing. A higher number/rate of access is considered positive.
- b) **Systems:** Emergency Shelter, Direct Housing/Rapid Re-housing, Homelessness Prevention
- c) **Definition:** The number of exited distinct households receiving either Transition DCA during the report period or Rapid Re-housing/ Direct Housing/Prevention DCA during and/or for up to 90 days prior to or after the report period, and the percentage this represents of total distinct household exits during the report period.
- d) **Goal-setting methodology:** Meet or exceed CSB Board Ends Policy.
- e) **Reporting methodology:** The total number of exited distinct households that received CSB DCA during the report period (For rapid re-housing/direct housing/prevention, DCA received up to 90 days prior to or after the report period included) / total number of distinct households served that exited the system during the report period.

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

- a) **Purpose:** Indicates that system is cost-efficient in accessing DCA. A lower average amount per household indicates that system has leveraged other community resources.
- b) **Systems:** Direct Housing/Rapid Re-housing, Homelessness Prevention.
- c) **Definition:** The average dollar amount of total CSB direct client assistance received per distinct household during the report period.

- d) **Goal-setting methodology:** Based on historical trends, anticipated performance, available resources and system design.
- e) **Reporting methodology:** Total monetary assistance awarded to all households during report period / total number of distinct households served that received assistance.

Table 1: Successful Housing Outcomes (see above item 21 and 22)

HUD Destination	Does Head of household Control Housing? ¹	Successful Housing Outcome?
1 = Emergency shelter, including hotel or motel paid for with emergency shelter voucher	No	No
2 = Transitional housing for homeless persons (including homeless youth) - New Horizons, Amethyst RSVP, VOAGO Veterans	Varies	No (Except for Emergency Shelters and Outreach)
3 = Permanent supportive housing for formerly homeless persons (such as SHP, S+C, or SRO) all Rebuilding Lives and CoC systems, HOME, HUD, CSB subsidized	Yes	Yes
4 = Psychiatric hospital or other psychiatric facility	No	No
5 = Substance abuse treatment facility or detox center	No	No
6 = Hospital (non-psychiatric)	No	No
7 = Jail, prison or juvenile detention facility	No	No
10 = Rental by client, no ongoing housing subsidy privately owned, market rent housing	Yes	Yes
11 = Owned by client, no ongoing housing subsidy	Yes	Yes
12 = Staying or living with family, temporary tenure (e.g., room, apartment or house)	No	No
13 = Staying or living with friends, temporary tenure (e.g., room apartment or house)	No	No
14 = Hotel or motel paid for without emergency shelter voucher	No	No
15 = Foster care home or foster care group home	No	No
16 = Place not meant for habitation (e.g., a vehicle, an abandoned building, bus/train/subway station/airport or anywhere outside)	No	No
17 = Other	No	No
18 = Safe Haven	No	No
19 = Rental by client, VASH Subsidy (veteran supportive housing subsidy)	Yes	Yes
20 = Rental by client, other (non-VASH) ongoing housing subsidy – public housing owned and subsidized by CMHA, housing owned by a private landlord or partner agency and subsidized through a CMHA Section 8 Voucher, other than supportive housing	Yes	Yes
21 = Owned by client, with ongoing housing subsidy	Yes	Yes
22 = Staying or living with family, permanent tenure	No	No (Except for Huckleberry House)
23 = Staying or living with friends, permanent tenure	No	No (Except for Huckleberry House)
24 = Deceased	No	No
8 = Don't Know	No	No
9 = Refused	No	No

¹ Heads of household are determined to be in control of their housing if the lease/mortgage is in their name or if they otherwise have a written agreement that gives them a right to reside in their housing, such as a roommate agreement.

FY2011- FY2012 Program Evaluation Methodology

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

Purpose: identifies the reason for the indicator

Programs: identifies the programs for which an indicator applies

Definition: CSB or CoC/HUD definition for the indicator

Goal-setting methodology: used by each agency to set goals around the indicator

Reporting methodology: detailed description on how CSB is calculating the indicator

Reporting Conventions

- 1) Measures apply only to heads of household with the exception of income-related measures.
- 2) A family is defined as a household consisting of at least one adult and at least one minor child.
- 3) The term “head of household” applies both to families and to single adult clients. Each family unit must have a head of household. A household may not have more than one head of household.
- 4) The term “household” describes a unit consisting of either a family or a single adult.
- 5) Emergency shelter reporting methodology includes overflow numbers. Goals do not include overflow.
- 6) Permanent Supportive Housing includes Shelter Plus Care.

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

1) **Average Transition Time (ATT):**

- a) **Purpose:** A reasonably short ATT indicates the program’s success in rapid re-housing. It can also indicate efficiency related to turnover of beds which is essential to meet system demand for emergency shelter.
- b) **Programs:** Emergency Shelter – Tier I Family Shelter
- c) **Definition:** The average number of days households receive shelter services as measured from shelter entry to entry/enrollment into the direct housing/rapid re-housing program. Measure applies only to households that had an entry date in the direct housing/rapid re-housing program within the report period.
- d) **Goal-setting methodology:** Meet the direct housing/rapid re-housing policies and procedures.
- e) **Reporting methodology:** $\Sigma(\text{direct housing/rapid re-housing program entry/enrollment date} - \text{YWCA Family Center entry date}) / \text{the number of total distinct households served with an entry date in the direct housing/rapid re-housing program within the report period.}$

2) **Average Length of Participation:**

- a) **Purpose:** Indicates that program is assisting households to achieve independence without long term reliance on the program.
- b) **Programs:** Direct Housing, Rapid Re-housing and Homelessness Prevention
- c) **Definition:** Average number of days that exited distinct households received services as measured from the point of entry to the exit date from the program.

- d) **Goal-setting methodology:** Based on program design and anticipated performance. Meet or below CSB Board Ends Policy.
- e) **Reporting methodology:** $\Sigma(\text{Exit date} - \text{Entry/Enrollment date}) / \text{the number of total distinct households served and exited from program during the report period.}$
- 3) **Average Length of (shelter) Stay (LOS):**
- a) **Purpose:** A reasonably short LOS indicates the program's success in rapid re-housing. It can also indicate efficiency related to turnover of beds which is essential to meet system demand for emergency shelter.
- b) **Programs:** Emergency Shelter Tier I, Tier II, Direct Housing and Rapid Re-housing
- c) **Definition:**
- i) **Emergency Shelter:** The average cumulative number of days households receive shelter as measured from shelter entry to exit or last day of report period.
- ii) **Direct Housing and Rapid Re-housing:** The average number of days households receive services as measured from the point of entry in the direct housing/rapid re-housing program to the exit date from the Tier I emergency shelter. Measure applies only to households that had an entry date in the direct housing/rapid re-housing program within the report period. *Note: households who had a direct housing/rapid re-housing entry date after their Tier I emergency shelter exit date are excluded from this calculation.*
- d) **Goal-setting methodology:** Meet or below CSB Board Ends Policy. An average LOS less than Ends goal is considered to be the desired direction.
- e) **Reporting methodology:**
- i) **Emergency Shelter:** $\Sigma(\text{Exit date or report end date} - \text{Entry date}) / \text{the number of total distinct households served within the report period.}$
- ii) **Direct Housing and Rapid Re-housing:** $\Sigma(\text{Tier I shelter exit date} - \text{direct housing/rapid re-housing entry date}) / \text{the number of total distinct households served with an entry date in the direct housing/rapid re-housing program within the report period.}$
- 4) **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, Rapid Re-housing, Homelessness Prevention, Benefits Partnership and Outreach Specialists
- c) **Definition:** Distinct households that entered the program prior to the first day of the report period.
- d) **Goal-setting methodology:** Based on prior performance. If new program, the program must provide the rationale for planned goal.
- e) **Reporting methodology:** The number of distinct households with an entry date before 7/1/XX for annual number; before 7/1/XX and 1/1/XX for semi-annual; before 7/1/XX, 10/1/XX, 1/1/XX, and 4/1/XX for quarterly.
- 5) **Completed Vocational/Other Training (%):**
- a) **Purpose:** Indicates that program is assisting households to stabilize by increasing their skills and becoming employable. A higher rate is considered positive.

- b) **Programs:** Direct Housing / Rapid Re-housing
 - c) **Definition:** The percentage of households that enroll and/or complete vocational or other training by their exit from the program.
 - d) **Goal-setting methodology:** Meet or exceed goal.
 - e) **Reporting methodology:** The percentage is calculated by determining the number of exited households that have enrolled and/or completed training (any member of the household, each household counted only once) and dividing by the total number of households that exited during the report period.
- 6) ***Critical Access to Housing (CAH) Households Served:***
- a) **Purpose:** Indicates volume of households served in dedicated permanent supportive housing units for the Critical Access to Housing initiative.
 - b) **Programs:** Permanent Supportive Housing (Southeast Scattered Sites, YMCA 40 W Long St, YMCA Sunshine Terrace and Rebuilding Lives Leasing project only)
 - c) **Definition:** The number of distinct households served by the program (including new and carryover) who are CAH households. Households served must meet Critical Access to Housing eligibility criteria – they must be referred by a CAH Outreach Case Manager and must be living in homeless camps, on the streets, for an extended period of time.
 - d) **Goal-setting methodology:** Based on historical trends and program capacity.
 - e) **Reporting methodology:** The number of distinct CAH households served by the program (including new and carryover), during the report period.
- 7) ***Cost per household:***
- a) **Purpose:** Indicates that the program is cost-efficient.
 - b) **Programs:** All CSB funded and CoC programs
 - c) **Definition:**
 - i) All CSB funded programs excluding PSH: A percentage based on the semi-annual CSB actual cost per household served relative to the annual budgeted CSB cost per household served.
 - ii) CSB-funded PSH: A percentage based on the semi-annual CSB actual cost per household served relative to the semi-annual budgeted CSB cost per household served.
 - iii) CHN Briggsdale and Safe Haven: A percentage based on the semi-annual actual cost per household served relative to the semi-annual budgeted cost per household served. A program is considered efficient if its actual cost per household served is either less than or within 110% of the budgeted cost per household served.
 - d) **Goal-setting methodology:** N/A
 - e) **Reporting methodology:**
 - i) All CSB funded programs excluding PSH: $(\text{The semi-annual actual CSB cost per household served} / \text{the annual budgeted CSB cost per household served}) \times 100$.
 - ii) CSB-funded PSH programs: $(\text{The semi-annual actual CSB cost per household served} / \text{the semi-annual budgeted CSB cost per household served}) \times 100$.
 - iii) CHN Briggsdale and Safe Haven: $(\text{The semi-annual actual cost per household served} / \text{the semi-annual budgeted cost per household served}) \times 100$.
- 8) ***Cost per successful housing outcome:***
- a) **Purpose:** Indicates that the program is cost-efficient.

- b) **Programs:** All CSB funded and CoC programs
- c) **Definition:**
 - i) CSB funded programs excluding PSH: A percentage based on the semi-annual CSB actual cost per successful housing outcome relative to the annual budgeted CSB cost per successful housing outcome.
 - ii) CSB-funded PSH programs: A percentage based on the semi-annual CSB actual cost per successful housing outcome relative to the budgeted CSB semi-annual cost per successful housing outcome.
 - iii) CHN Briggsdale and Safe Haven: The semi-annual actual cost per successful household served / the semi-annual budgeted cost per successful household served) X 100.

For CSB funded and RL programs: A program is considered efficient if its actual cost per successful housing outcome is either less than or within 110% of the budgeted cost per successful housing outcome.
- d) **Goal-setting methodology:** N/A
- e) **Reporting methodology:**
 - i) CSB funded programs: (The semi-annual actual CSB cost per successful housing outcome / the annual budgeted CSB cost per successful housing outcome) X 100.
 - ii) CSB-funded PSH programs: (The semi-annual actual CSB cost per successful housing outcome / the semi-annual budgeted CSB cost per successful housing outcome) X 100.
 - iii) CHN Briggsdale and Safe Haven: (The semi-annual actual cost per successful housing outcome / the semi-annual budgeted cost per successful housing outcome) X 100.

9) **Cost per unit:**

- a) **Purpose:** Indicates that the program is cost-efficient.
- b) **Programs:** Permanent Supportive Housing and Transitional Housing
- c) **Definition:**
 - i) CSB funded PSH programs: A percentage based on the semi-annual CSB actual cost per unit relative to the semi-annual budgeted CSB cost per unit.
 - ii) CHN Briggsdale and Safe Haven: A percentage based on the semi-annual actual cost per unit relative to the semi-annual budgeted cost per unit.
 - iii) Continuum of Care programs: A percentage based on the most recent APR cost per unit relative to the current CoC Exhibit 2 budgeted cost per unit.

A CSB-funded or RL program is considered efficient if its actual cost per unit is either less than or within 110% of the budgeted cost per unit. A non-CSB-funded program is considered efficient if its actual cost per unit is between 90% to 110% of its budgeted cost per unit.
- d) **Goal-setting methodology:** N/A
- e) **Reporting methodology:**
 - i) CSB funded PSH programs: (The semi-annual actual CSB cost per unit / the semi-annual budgeted CSB cost per unit) X 100.
 - ii) CHN Briggsdale and Safe Haven: (The semi-annual actual cost per unit / the semi-annual budgeted cost per unit) X 100.
 - iii) Continuum of Care programs: (The most recent APR cost per unit / the current Exhibit 2 budgeted cost per unit) X 100.

10) ***Detox Exits:***

- a) **Purpose:** Indicates that program is assisting households to enter detox and/or treatment. A higher rate is considered positive.
- b) **Programs:** Emergency Shelter 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 destination by the total number of distinct households that exited the program during the report period (i.e., latest exit for households with multiple stays during the report period).

11) ***Diversions Recidivism:***

- a) **Purpose:** Indicates program's success in ending homelessness as measured by the number of households successfully diverted to other community resources instead of entering emergency shelter and do not subsequently return or enter shelter after a successful diversion outcome.
- b) **Programs:** Emergency Shelter Tier I – Family Shelter and Centralized Point of Access
- c) **Definition:** The total number of distinct households that were successfully diverted during the report period with a successful diversion outcome (as defined for that program) and subsequently enter shelter within 0 days to three months after having a successful diversion outcome. This measure is expressed as a percentage of total distinct households with a successful diversion outcome.
- d) **Goal-setting methodology:** Meet or below CSB Board Ends Policy.
- e) **Reporting methodology:** A percentage rate reflecting the number of diversion recidivist households relative to the number of households that were successfully diverted. Diversion recidivism rate is measured only for semi-annual and annual report periods.
 - i) Rate = (numerator/denominator) x 100
 - ii) Denominator: Cohort of households which attained a successful diversion outcome 90-day prior to the end of the report period.
 - (1) Semi-annual cohort: Calculate the number of distinct households with successful diversion outcome within the first 90 days of the semi-annual report period.
 - (2) Annual cohort: Calculate the number of distinct households with successful diversion outcome within the first 270 days of the annual report period.
 - iii) Numerator: Number of diversion recidivists from the above cohort
 - (1) A diversion recidivist household is defined as a distinct household that has a successful diversion outcome and enters the emergency shelter system (excludes Maryhaven Engagement Center) within zero days to three months after that outcome.
 - (2) Using the above cohort, calculate the number of distinct households that enters the shelter system within 0 to 90 days subsequent to a successful diversion outcome.

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

- a) **Purpose:** Indicates that program is assisting households to stabilize housing by becoming employed. A higher rate is considered positive.

- b) **Programs:** Rapid Re-housing, Permanent Supportive Housing and Transitional Housing
- c) **Definition:** The (number and/or) percentage of households that have employment at exit as measured by their earned income at exit from the program.
- d) **Goal-setting methodology:** Meet or exceed CSB Board Ends or HUD Standards.
- e) **Reporting methodology:** Employment Status at Exit is calculated by determining the number of exited households that have “earned income” from employment as their source of income and dividing this number by the total number of households that exited during the report period.

13) ***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:** Emergency Shelter – Tier II, Direct Housing, Rapid Re-housing, Homelessness Prevention, Transitional Housing and Outreach Specialists
- c) **Definition:** Number of distinct households that *exited* the program during the report period.
- d) **Goal-setting methodology:** Meet or exceed prior performance. If new program, the program must provide the rationale for planned goal. Monitored but not evaluated.
- e) **Reporting methodology:** The number of distinct households with an exit date within the report period who are also not currently in the program at the end of the report period.

14) ***Exited Households to PSH:***

- a) **Purpose:** Indicates volume of households served by the program which exit during the report period to Permanent Supportive Housing. This measure is monitored but not evaluated.
- b) **Programs:** Outreach Specialists
- c) **Definition:** Number of distinct households that *exited* the program during the report period to permanent supportive housing.
- d) **Goal-setting methodology:** Meet or exceed prior performance. Monitored, but not evaluated.
- e) **Reporting methodology:** The number of distinct households with an exit date within the report period who are also not currently in the program at the end of the report period and who also have an entry date into a permanent supportive housing project.

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.
- d) **Goal-setting methodology:** Meet or exceed prior performance. If new program, the program must provide the rationale for planned goal.
 - i) Direct Housing, Rapid Re-housing, Homelessness Prevention, Benefits Partnership and Outreach Specialists:

- (1) Annual projections: based on historical trends and/or anticipated performance.
 - (a) Carryover households are those enrolled prior to 7/1/XX and anticipated to be active in the program as of 7/1/XX.
 - (b) New program entrants are those households enrolled on or after 7/1/XX.
 - (c) Total households are the sum of carryover plus new program entrants.
- (2) Semi-annual and quarterly projections.
 - (a) Carryover households are those anticipated to be active in the program as of end of report period. For Direct Housing, this should be seasonally adjusted.
 - (b) New program entrants are those households enrolled after start of report period. For Direct Housing, this should be seasonally adjusted.
 - (c) Total households are the sum of carryover plus new program entrants.
- ii) Emergency Shelter Tier I and Tier II and Centralized Point of Access:
 - (1) Annual projections: based on historical trends and/or anticipated performance.
 - (2) Semi-annual and quarterly projections: based on annual projections and adjusted for duplication (carryovers and recidivists). Carryover is based on capacity. Recidivism is based on historical system trends. Adjust for seasonality if appropriate.
- iii) Permanent Supportive Housing (including Shelter Plus Care):
 - (1) Annual projection: Multiply the program capacity by the projected annual turnover rate. In most cases, this percentage will be 20%. For example, if program capacity is 20, then annual projected households served would be 24 ($20 \times 1.2 = 24$).
 - (2) Semi-annual projection: Multiply the program capacity by the projected semi-annual turnover rate. In most cases, this percentage will be 10%. For example, if program capacity is 20, then semi-annual projected households served would be 22 ($20 \times 1.1 = 22$).
 - (3) Quarterly projection: Multiply the program capacity by the projected quarterly turnover rate. In most cases, this percentage will be 5%. For example, if program capacity is 20, then quarterly projected households served would be 21 ($20 \times 1.05 = 21$).
- iv) Transition Program and Transitional Housing:
 - (1) Annual projections: based on historical trends, anticipated performance and/or available funds.
 - (2) Semi-annual and quarterly projections: one-half and one-quarter of the annual projection, respectively. Alternatively, the projection may be based on historical trends for the semi-annual and quarterly report periods.
- e) **Reporting methodology:** The number of distinct households served by the program during the report period. Distinct households served are identified by their last service record for the program entered into CSP as of the end of the report period. *Note that clients served equals households served for Permanent Supportive Housing (with the exception of programs that serve families).*

16) **Housing Affordability at Exit:**

- a) **Purpose:** Indicates that program is assisting households to obtain sufficient income to attain and maintain housing. A higher rate is considered positive.

- b) **Programs:** Emergency Shelter – Tier II, Direct Housing, Rapid Re-housing, Permanent Supportive Housing and Prevention.
- c) **Definition:** The number or percentage of distinct households that *exited* the program successfully during the report period with a housing cost that doesn't exceed 50% of the income for singles and 50% of the income for families (housing affordability).
- d) **Goal-setting methodology:** Meet or exceed CSB Board Ends Policy.
- e) **Reporting methodology:**
 - Step 1: Determine the number of households that exited the program with a successful housing outcome during the reporting period.
 - Step 2: For each household, calculate the percent of household income spent on housing (and utilities, if relevant) by dividing the household's cost of rent (and utilities for Direct Housing, Prevention and Rapid Re-housing) at exit with the household's income at exit.
 - Step 3: Count the number of households that spend 50% or less of their income on housing and utilities.
 - Step 4: Divide the number in Step 3 by the number of successful housing exits in Step 1.

17) *Housing Retention:*

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

18) *Housing Stability:*

- a) **Purpose:** Indicates program's success in ending homelessness as measured by length of time that program participants retain permanent supportive housing or transitional housing. A longer rate is generally considered positive for permanent supportive housing.
- b) **Programs:** Permanent Supportive Housing and Transitional Housing
- c) **Definition:** The average length of time, measured in months that distinct households reside in the Permanent Supportive Housing or the Transitional Housing unit from entry to exit or end of report period.
- d) **Goal-setting methodology:**
 - i) Permanent Supportive Housing: Meet or exceed CSB Board Ends Policy or local CoC standards; based on historical trends or anticipated performance.
 - ii) Transitional Housing: Meet or exceed local CoC standards; based on historical trends, anticipated performance and program design.

- e) **Reporting methodology:** Measured using the total average household length of stay (from entry to exit date or end of report period, if still a resident) divided by the total average days per month (30.5 days). Measure is not calculated for those programs undergoing initial or expansion lease up.

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

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

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

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

- a) **Purpose:** Indicates that program is assisting households to obtain sufficient income to attain housing. A higher rate is considered positive.
- b) **Programs:** Permanent Supportive Housing and Transitional Housing
- c) **Definition:** The percentage of households that increase total household income amount from entry to exit.
- d) **Goal-setting methodology:** Meet or exceed CoC local standards.
- e) **Reporting methodology:** The percentage increase in income is calculated by determining the number of exited households who had an increase in total household income amount from entry to exit and dividing by the total number of households that exited during the report period. Income sources may include employment, cash benefits, or other sources.

20) ***Interim Housing Stability:***

- a) **Purpose:** Indicates program's success in rapidly stabilizing a household in housing.
- b) **Programs:** Permanent Supportive Housing
- c) **Definition:** The percentage of households that remain in permanent housing for at least six months.
- d) **Goal-setting methodology:** Meet or exceed HUD Standard.
- e) **Reporting methodology:** Measured using the number of households that stayed in housing for more than six months divided by the total households served. Measure is not calculated for those programs undergoing initial lease up.

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

Step 2: Count the number of households that stayed in housing for more than 180 days.

Step 3: Determine the interim housing stability rate by dividing the number of households that stayed in housing for more than 180 days by the number of households served.

21) ***Movement (%):***

- a) **Purpose:** Indicates the extent to which emergency shelter clients are migrating from one shelter program to another.
- b) **Programs:** Single Adult Emergency Shelters
- c) **Definition:** All distinct households that exit an emergency shelter program during the evaluation period and then have contact with another shelter within seven (7) days of exit.

The movement rate is measured by dividing the total distinct households that experience movement by the total distinct household exits during the evaluation period (relative to the program that served them).

- d) **Goal-setting methodology:** At or below CSB Board Ends Policy.
- e) **Reporting methodology:** The number of total distinct households that experience movement within 7 days / the number of total distinct household exits for the respective program (excludes exit to Maryhaven Engagement Center if the shelter stays overlap).

22) ***Negative Reason for Leaving:***

- a) **Purpose:** Low rate of negative reasons indicates program's success in stabilizing a household in housing.
- b) **Programs:** Permanent Supportive Housing and Transitional Housing.
- c) **Definition:** The percentage of households that leave housing due to non-compliance or disagreement with the housing rules.
- d) **Goal-setting methodology:** Meet or below local CoC standards.
- e) **Reporting methodology:** The percentage is calculated by determining the number of exited households who have "non-compliance with project" or "disagreement with rules/person" as their Reason for Leaving the program and dividing by the total number of households that exited during the report period.

23) ***New Households Served:***

- a) **Purpose:** Indicates volume of new households served by the program which is considered to measure program efficiency.
- b) **Programs:** Emergency Shelter – Tier II, Direct Housing, Rapid Re-housing, Homelessness Prevention, Benefits Partnership and Outreach Specialists
- c) **Definition:** Number of distinct households that *entered* the program during the report period and were not receiving services on the last day of the prior report period.
- d) **Goal-setting methodology:** Meet or exceed prior performance. If new program, the program must provide the rationale for planned goal.
- e) **Reporting methodology:** The number of distinct households with an entry date that occurs within the start and end dates of the report period.

24) ***Other Submitted Applications (# and %):***

- a) **Purpose:** Indicates volume of applications submitted by the program that are not SSI or SSDI, which is considered to measure program efficiency.
- b) **Programs:** Benefits Partnership
- c) **Definition:** Number of distinct households that had applications other than SSI or SSDI submitted by the program during the report period and for which case numbers have been entered into the system, if available, and the percentage this represents of total distinct households served during the report period.
- d) **Goal-setting methodology:** Meet or exceed CSB Board Ends Policy.
- e) **Reporting methodology:** The number of distinct households that have applications other than SSI or SSDI submitted within the start and end dates of the report period and for which case numbers were entered into CSP, if available. The rate is calculated by dividing

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

25) **Pass Program Certification:**

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

26) **Program Occupancy:**

- a) **Purpose:** Indicates efficient use of community resources. High occupancy rate indicates program efficiency at turning over units and providing program that is in demand.
- b) **Programs:** Emergency Shelter - Tier II, Permanent Supportive Housing and Transitional Housing. Monitored, but not evaluated for Emergency Shelters - Tier I.
- c) **Definition:**
 - i) Emergency Shelter, Tier II: A percentage that reflects the average number of households that stayed in each emergency shelter per night during the report period relative to the emergency shelter's program capacity. *Note: cumulative total for households with multiple instances of service during the report period.*
 - ii) Permanent Supportive Housing and Transitional Housing: A percentage that reflects the average number of households residing in a program per night relative to the program capacity.
- d) **Goal-setting methodology:** Meet or exceed CSB Board Ends Policy, CoC local standards or prior performance. If new program, the program must provide the rationale for planned goal, including start-up.
- e) **Reporting methodology:** Total household units of service provided during the report period divided by the total days within the report period divided by the total program capacity. Measure is monitored, but not evaluated for new programs during start-up.
 - i) Emergency Shelter:
 - (1) **Number:** Total bedlist shelter units from the Bedlist Report or Outcomes Report for the report period / total days during the report period.
 - (2) **Rate:**
 - (a) Step 1: Divide the total (bedlist) shelter units for the report period by the number of days in the report period.
 - (b) Step 2: Divide the results obtained in Step 1 by the program capacity.
 - ii) Permanent Supportive Housing and Transitional Housing:
 - (1) **Number:** $\sum((\text{exit date or end of report period} - \text{entry date or beginning of report period}) + 1) / \text{days in report period}$.
 - (2) **Rate:** Program occupancy number (rounded to nearest whole number) divided by the program capacity.

27) *Recidivism:*

- a) **Purpose:** Indicates program's success in ending homelessness as measured by number of households who attain housing and do not return or enter shelter subsequent to successful housing outcome. A lower rate is considered positive.
- b) **Programs:** All except Permanent Supportive Housing and Transitional Housing
- c) **Definition:** The total number of distinct households that were exited during the report period with a successful housing outcome (as defined for that program) and had any shelter contact within two weeks to three months after having exited with a successful housing outcome. This measure is expressed as a percentage of total distinct households with an exit to housing (as defined for that program). For the Homelessness Prevention programs, the number of exited households with a successful housing outcome (as defined for that program) that have any shelter contact within 1(one) year of a successful housing outcome, expressed as a percentage of total distinct households with an exit to housing (as defined for that program).
- d) **Goal-setting methodology:** Meet or below CSB Board Ends Policy or prior performance.
- e) **Reporting methodology:** A percentage rate reflecting the number of recidivist households in a program relative to the number of households that exited the program with a successful housing outcome (specific to that program). Recidivism rate is measured only for semi-annual and annual report periods. For Outreach Specialists and Tier I Family Shelter, households with exits to emergency shelter are excluded from the calculation.
 - i) Rate = (numerator/denominator) x 100
 - ii) Denominator: Cohort of households which attained successful housing outcome 90-days prior to the end of the report period.
 - (1) 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) Using the above cohort, calculate the number of distinct households that enters shelter system within 14 to 90 days subsequent to successful housing outcome.
 - (3) For the Homelessness Prevention programs the time-range above is replaced by 14 days to 1(one) year.

28) *Shelter Linkage (%):*

- a) **Purpose:** Indicates program's success in referring households to appropriate emergency shelters and admitting them into shelter. A higher rate is considered positive.
- b) **Programs:** Emergency Shelter – Centralized Point of Access
- c) **Definition:** The percentage of distinct households that were referred for intake into emergency shelter that enter the emergency shelter within ten days of referral.
- d) **Goal-setting methodology:** Meet or exceed CSB Board Ends Policy.
- e) **Reporting methodology:** Calculate the total number of distinct households that received a referral for intake into emergency shelter. Calculate the total number of distinct households

from the referral pool that entered the respective emergency shelter (excludes Maryhaven Engagement Center) within ten days of referral. Divide the number of those that entered by the number of those that were referred.

29) ***Submitted SSI/SSDI Applications (# and %):***

- a) **Purpose:** Indicates volume of applications submitted by the program, which is considered to measure program efficiency.
- b) **Programs:** Benefits Partnership
- c) **Definition:** Number of distinct households that had their SSI/SSDI applications submitted by the program during the report period and for which case numbers have been entered into the system, if available, and the percentage this represents of total distinct households served during the report period.
- d) **Goal-setting methodology:** Meet or exceed CSB Board Ends Policy.
- e) **Reporting methodology:** The number of distinct households that have SSI/SSDI applications submitted within the start and end dates of the report period and for which case numbers were entered into CSP, if available. The rate is calculated by dividing the number of Submitted SSI/SSDI Applications by the number of distinct households that were served during the reporting period.

30) ***Successful SSI/SSDI Applications (%):***

- a) **Purpose:** Indicates program's success in helping homeless households receive benefits. Successful SSI/SSDI Application % constitutes the proportion of approvals and partial approvals compared to the total number of households that received resolutions during the report period. A higher rate is considered positive.
- b) **Programs:** Benefits Partnership
- c) **Definition:** The % of households for which SSI and/or SSDI applications that were successfully submitted received a resolution of "approved" or "partial approval".
- d) **Goal-setting methodology:** Meet or exceed CSB Board Ends Policy.
- e) **Reporting methodology:** Calculate the total number of households that received a resolution of "approved" or "partial approval" on their SSI or SSDI applications within the report period. Divide this number by the total number of households that received a resolution on their SSI or SSDI applications within the report period (approved, partial approval or denied).

31) ***Successful Diversion Outcome (# and %):***

- a) **Purpose:** Indicates program's success in ending homelessness by linking households to appropriate community resources and not admitting them into shelter. A higher number and rate are considered positive.
- b) **Programs:** Emergency Shelter Tier I – Family Shelter and Centralized Point of Access
- c) **Definition:** The number of distinct households that are diverted to other community resources at their contact with the emergency shelter and the percentage this represents of total distinct households that contact the emergency shelter during the report period.
- d) **Goal-setting methodology:** Meet or exceed CSB Board Ends Policy.

- e) **Reporting methodology:** Calculate the total number of distinct household contacts and the total number of diversions that are considered successful. Divide the number of successful diversion outcomes by the number of total contacts during the report period.
- 32) **Successful Housing Exit (%)¹:** Refer to Table 1 and Table 2 for a complete list of housing outcomes.
- a) **Purpose:** Indicates program's success in ending homelessness as measured by those who attain permanent, independent housing. A higher number and rate are considered positive.
 - b) **Programs:** Permanent Supportive Housing
 - c) **Definition:** The number of distinct households that exit the program for other permanent housing (as defined in Table 1) and the percentage this represents of total distinct households exited.
 - d) **Goal-setting methodology:** Meet or exceed prior performance.
 - e) **Reporting methodology:** The total number of distinct household exits with destinations that are considered successful housing outcomes divided by the total number of distinct households exited during the report period. *Note: for Permanent Supportive Housing, deceased households are not included in the count of households exited.*
- 33) **Successful Housing Outcome/Successful Outcome (# and %):** Refer to Table 1 and Table 2 for a complete list of housing outcomes.
- a) **Purpose:** Indicates program's success in ending homelessness. A higher number and rate are considered positive.
 - i) Permanent Supportive Housing: Indicates program's success in ending homelessness as measured by those who retain permanent housing or attain other permanent housing.
 - ii) Transitional Housing: Indicates program's success in ending homelessness as measured by those who attain permanent housing.
 - iii) Outreach Specialist: Indicates program's success in linking households to appropriate next step housing which includes shelter, transitional and permanent housing for successful outcomes and transitional and permanent housing only for the successful housing outcomes.
 - iv) Tier I 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) 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 Center², Outreach Specialists, Homelessness Prevention: the number of distinct households that exit (i.e., latest exit for households with multiple stays during report period) to

¹ New measure

² YWCA Family Center to be included in this definition effective 1/1/2012.

- 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 and Outreach Specialists:
 - (1) Successful outcomes are the number of distinct households that exit (i.e., latest exit for households with multiple stays during report period) successfully to shelter, transitional or permanent housing as defined in Table 1 and Table 2 (includes exits to Tier II shelters) and the percentage this represents of total distinct households exited during the report period.
 - (2) Successful housing outcomes are the number of distinct households that exit (i.e., latest exit for households with multiple stays during report period) to successful housing as defined in Table 1 (excludes exits to Tier II shelters) and the percentage this represents of total distinct households with a successful outcome.
 - iii) For Permanent Supportive Housing: the number of distinct households that remain in the Permanent Supportive Housing program or that exit the program for other permanent housing (as defined in Table 1) and the percentage this represents of total distinct households served.
 - iv) For Homelessness Prevention programs: the number of distinct households that attain stable housing at exit from the program and the percentage this represents of total distinct households exited.
- d) **Goal-setting methodology:** Meet or exceed CSB Board Ends Policy, HUD Standards or prior performance.
- i) Direct Housing, Rapid Re-housing, Homelessness Prevention, and Transitional Housing: Multiply the percentage goal by the projected number of exited households.
 - ii) Tier I Family Shelter¹ and Outreach Specialists:
 - (1) Successful outcomes: Multiply the percentage goal by the projected number of exited households.
 - (2) Successful housing outcomes: Multiply the percentage goal by the projected number of successful outcomes.
 - iii) Emergency Shelter: Number of successful housing outcomes equals rate times number of exits.
 - iv) Permanent Supportive Housing and Transition Program: Multiply the percentage goal by the projected number of households served.
- e) **Reporting methodology:**
- i) For all programs excluding Permanent Supportive Housing, Tier I Family Shelter² and Outreach Specialists: Calculate the total number of distinct household exits and the total number of destinations that are considered successful housing outcomes. Divide the number of successful housing outcomes by the number of total exits during the report period.
 - ii) For Tier I Family Shelter³ and Outreach Specialists:
 - (1) Successful outcomes: Calculate the total number of distinct household exits and the total number of destinations that are considered successful shelter and housing

¹ Applicable only through 1/1/2012.

² Exclusion only through 12/31/2011.

³ Applicable only through 12/31/2011.

outcomes per Table 1 and Table 2. Divide this number of successful outcomes by the number of total exits during the report period.

- (2) Successful housing outcomes: Calculate the total number of successful outcomes (above) and the total number of destinations that are considered successful housing outcomes (please refer to Table 1). Divide the number of successful housing outcomes by the number of total successful outcomes.
- iii) For Permanent Supportive Housing: Sum the total number of distinct household exits with destinations that are considered successful housing outcomes and the number residing in Permanent Supportive Housing at the end of the report period. Divide the number of successful housing outcomes by the total number of distinct households served during the report period. *Note: for Permanent Supportive Housing, deceased households are not included in the count of households served.*

34) **Turnover Rate:**

- a) **Purpose:** Turnover rate indicates the program's effectiveness in providing stable housing. Rate is monitored, but not evaluated.
- b) **Programs:** Permanent Supportive Housing
- c) **Definition:** The rate at which units become vacant relative to the program capacity. Monitored, but not evaluated.
- d) **Goal-setting methodology:** Set based on prior performance. For new programs, CSB estimates the following turnover rates: Annual rate: 20%; Semi-annual rate: 10%; Quarterly rate: 5%.
- e) **Reporting methodology:** Turnover rate is calculated by dividing the total number of distinct household exited during a report period by the program capacity during the same report period.

35) **Usage of CSB Direct Client Assistance (DCA) (# and %):**

- a) **Purpose:** Indicates that program is assisting households to access DCA and obtain housing. A higher number/rate of access is considered positive.
- b) **Programs:** Outreach Specialists, Emergency Shelter Tier I and Tier II, Direct Housing, Rapid Re-housing, Homelessness Prevention and Transition Program.
- c) **Definition:** The number of exited distinct households receiving either Transition DCA during the report period or Rapid Re-housing/ Direct Housing/Prevention DCA during and/or for up to 90 days prior to or after the report period, and the percentage this represents of total distinct household exits during the report period.
- d) **Goal-setting methodology:** Meet or exceed CSB Board Ends Policy; based on historical trends, anticipated performance and/or program design.
- e) **Reporting methodology:** The total number of exited distinct households that received CSB DCA during the report period (For rapid re-housing/direct housing/prevention, DCA received up to 90 days prior to or after the report period included) / total number of distinct households served that exited the system during the report period.

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

- a) **Purpose:** Indicates that program is cost-efficient in accessing DCA. A lower average amount per household indicates that program has leveraged other community resources.

- b) **Programs:** Direct Housing, Rapid Re-housing, Homelessness Prevention and Transition Program.
- c) **Definition:** The average dollar amount of total CSB direct client assistance received per distinct household during the report period.
- d) **Goal-setting methodology:** Based on historical trends, anticipated performance, available resources and program design.
- e) **Reporting methodology:** Total monetary assistance awarded to all households during report period / total number of distinct households served that received assistance.

37) ***Usage of other community resources related to housing stability (%):***

- a) **Purpose:** Indicates that program is assisting households to access other community resources besides CSB's DCA. A higher rate of access is considered positive.
- b) **Programs:** Homelessness Prevention and Transition Program.
- c) **Definition:** The percent of exited distinct households receiving other community resources as a percentage of distinct households served that exited the program during the report period.
- d) **Goal-setting methodology:** % of households that receive other community resources will be consistent with prior performance.
- e) **Reporting methodology:** The total number of distinct households that received other community resources / total number of distinct households served by the program during the report period.

Table 1: Successful Housing Outcomes (see above item 32 and 33)

HUD Destination	Does Head of household Control Housing? ¹	Successful Housing Outcome?
1 = Emergency shelter, including hotel or motel paid for with emergency shelter voucher	No	No
2 = Transitional housing for homeless persons (including homeless youth) - New Horizons, Amethyst RSVP, VOAGO Veterans	Varies	No (Except for Emergency Shelters and Outreach)
3 = Permanent supportive housing for formerly homeless persons (such as SHP, S+C, or SRO) all Rebuilding Lives and CoC programs, HOME, HUD, CSB subsidized	Yes	Yes
4 = Psychiatric hospital or other psychiatric facility	No	No
5 = Substance abuse treatment facility or detox center	No	No
6 = Hospital (non-psychiatric)	No	No
7 = Jail, prison or juvenile detention facility	No	No
10 = Rental by client, no ongoing housing subsidy privately owned, market rent housing	Yes	Yes
11 = Owned by client, no ongoing housing subsidy	Yes	Yes
12 = Staying or living with family, temporary tenure (e.g., room, apartment or house)	No	No
13 = Staying or living with friends, temporary tenure (e.g., room, apartment or house)	No	No
14 = Hotel or motel paid for without emergency shelter voucher	No	No
15 = Foster care home or foster care group home	No	No
16 = Place not meant for habitation (e.g., a vehicle, an abandoned building, bus/train/subway station/airport or anywhere outside)	No	No
17 = Other	No	No
18 = Safe Haven	No	No
19 = Rental by client, VASH Subsidy (veteran supportive housing subsidy)	Yes	Yes
20 = Rental by client, other (non-VASH) ongoing housing subsidy – public housing owned and subsidized by CMHA, housing owned by a private landlord or partner agency and subsidized through a CMHA Section 8 Voucher, other than supportive housing	Yes	Yes
21 = Owned by client, with ongoing housing subsidy	Yes	Yes
22 = Staying or living with family, permanent tenure	No	No (except for Huckleberry House)
23 = Staying or living with friends, permanent tenure	No	No (except for Huckleberry House)
24 = Deceased	No	No
8 = Don't Know	No	No
9 = Refused	No	No

¹ Heads of household are determined to be in control of their housing if the lease/mortgage is in their name or if they otherwise have a written agreement that gives them a right to reside in their housing, such as a roommate agreement.

In addition to the outcomes specified in Table 1 for successful housing outcomes, the outcome listed in Table 2 is considered successful for the Successful Outcome indicator.

Table 2: Successful Outcomes (applies only to YWCA Family Center¹ and Outreach Specialists programs)

HUD Destination	Successful Outcome?
1 = Emergency shelter, including hotel or motel paid for with emergency shelter voucher	Yes
2 = Transitional housing for homeless persons (including homeless youth) - New Horizons, Amethyst RSVP, VOAGO Veterans	Yes
15 = Foster care home or foster care group home	Yes
18 = Safe Haven	Yes
22 = Staying or living with family, permanent tenure	Yes
23 = Staying or living with friends, permanent tenure	Yes

¹ Applies only through 12/31/2011.



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