

Mission

To end homelessness through innovative solutions,
collaborations, and investments in quality programs.

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Community Shelter Board Annual Report 2007

WHAT'S IN A WORD?

Shelter is []

The word "shelter" has a simple definition in the dictionary:

shel-ter [*shel-ter*]**—noun:** something that covers or affords protection

But shelter can mean a variety of things depending on unique circumstances. Just ask the clients served by the Community Shelter Board's partner agencies.

Shelter is [access.]

A safety net of coordinated resources prevents continued homelessness. Orchestrated services ease transitions between homelessness and shelter, toward permanent housing. Our Rebuilding Lives Updated Strategy (page 2) will strengthen and streamline support services.

Shelter is [a moment.]

A moment in shelter can result in the split-second solution to a crisis. Joan, a client of the Family Housing Collaborative, moved with her son from shelter to housing, after a few months of homelessness. On page 1, Joan tells her story.

Shelter is [a plan.]

A program to clean up encampments began with dialogue and continued with services to complement needs once men and women moved from camps and into the YMCA. Read more about our Critical Access to Housing Project on page 2.

Shelter is [stability.]

After years or months of homelessness, stability is a sigh of relief. This was the case for Latrell Clark. Her photo on page 7 communicates her excitement and positive energy about the solution to her family's time of crisis.

Shelter is [discussion.]

Our friend Bruce Garrard, a Rebuilding Lives resident, has served on a client advisory committee and has been part of conversations to listen, share and learn. On page 3, Bruce reminds us that homelessness very simply means having no more choices.

Shelter is [our obligation.]

This year, we look back on our 21-year history. We celebrate with our partner agencies national recognition from the Robert Wood Johnson Foundation and the National Housing Institute, but we are always focused on our work.

Mel Schottenstein's words from our early years are just as compelling today: "It is unacceptable for anyone in our community to go without food or shelter for even one night." I encourage you to read the stories in this report, and join us in making a difference.

Regards,



Barbara Poppe, Executive Director

TLC Over the Long Haul

Family Direct Housing Pilot Program

Barriers to housing—such as insufficient income or substance abuse issues—can create a snowball effect for families, making stable housing just a dream. "What we're realizing is that some families need more long-term transitional support," said Tom Albanese, director of programs and planning of the Community Shelter Board. "Three to six months is not long enough for some."

The Family Housing Collaborative has expanded to solve that problem. The Salvation Army provides short-term direct housing for families from the YWCA Family Center, for three to six months. A new pilot also offers families transitional services and graduated rent subsidies for up to 18 months.

The pilot, operated by the Homeless Families Foundation, runs during fiscal year 2008, serving 30 families, to firmly establish the program model. The pilot will also evaluate program success in meeting housing goals and positively impacting family shelter system efficiencies. Funding sources are JPMorganChase and the City of Columbus, as well as other grants and donations.

FAMILY HOUSING COLLABORATIVE

Reunites Mother & Child

Client Success Story

Joan had a decent job, her 16-year-old son went to public school and they lived in a normal house in northern Columbus. Life wasn't too bad—or so they thought.

Due to increasing gas prices and a long commute to work, Joan and her son decided to move closer to her job. However, within a couple of months, her company closed, leaving Joan unemployed and with no way to pay her bills.

Struggling to make ends meet, Joan had her son live with family while she bounced from shelter to shelter or lived out of her truck. After several months, Joan and her son moved into the YWCA so they could be together.

With support and assistance from the staff at the YWCA and the Family Housing Collaborative, Joan and her son are now living in a safe home in Columbus and her son is back in the public school system.

"It's been an emotional rollercoaster," said Joan. "But sometimes we have to climb over the boulders to get to the smooth path."

Success Story

ENDING HOMELESSNESS

One Camp at a Time

Critical Access to Housing

"We have the rooms. CSB funding allows us to employ case managers, put a plan together to move into step-up housing and deal with other issues such as substance abuse and mental health."

~John Bickley, president and CEO of YMCA of Central Ohio.

Critical Access to Housing (CAH), initiated in August 2006, is a Rebuilding Lives collaboration to help men and women who live under bridges, in encampments and other outdoor locations.

"The program is a way to end street homelessness," said Tom Albanese, director of programs and planning at the Community Shelter Board, "...one camp at a time, one person at a time."

CAH helps to secure housing through outreach and housing placement assistance. The project has assisted 139 homeless men and women. Of these, 82 have obtained permanent housing, and 47 are being helped to secure housing as quickly as possible.

One of the most successful projects to date helped 26 men and women at an encampment at the southwest corner of the Arena District. The project began in August 2006 with the goal of getting everyone from encampments into housing. By mid-October 2006,

20 of the 26 individuals (77 percent) obtained permanent housing, with 16 of those entering Rebuilding Lives permanent supportive housing provided by the YMCA and Southeast, Inc.

CAH has gone beyond the first encampment to partner with the City of Columbus at 11 more sites in the community. Mayor Michael Coleman and Council President Mentel's leadership and investment by the City of Columbus and United Way of Central Ohio have helped CAH make a difference.

"We want to provide as many quality housing units as possible," said John Bickley, president and CEO of YMCA of Central Ohio. "We want to make sure individuals have as many resources as they need to be successful, and we wouldn't be able to do that without CSB."

Ready for the Future

Rebuilding Lives Updated Strategy

The Rebuilding Lives initiative, hailed as visionary when it was launched, has helped more than 1,000 people find permanent homes. By the end of 2007, nearly all of the planned 800 units will be completed. As Rebuilding Lives runs its eight-year course, planning is underway to meet the next decade of needs.

In early 2006, the City of Columbus, Franklin County Commissioners and the United Way of

Central Ohio charged a stakeholder committee with updating the strategy for Rebuilding Lives. Members have been poring over research and crafting recommendations to improve the ways our community serves homeless individuals and families. The public also helped shape the plan before its adoption in January 2008.

Elfi DiBella, steering committee chair and CSB vice chair, said that Franklin County's challenge

REBUILDING LIVES

One More Choice

Client Success Story



"Many people think you choose to be homeless, but you don't choose," said Bruce Garrard. "You just run out of choices."

Bruce, 63, grew up in an upper-middle class family. He was always a straight-A student and attended Brown University.

That changed suddenly when Bruce was in a terrible car accident. With a crushed leg and brain damage, he was in a coma for three months and had to learn to speak, read and write all over again. "I never got the chance to finish college," said Bruce. "I lived with my parents until I could take care of myself."

Determined to turn his life around, Bruce fulfilled his career ambition and started his own business. He worked hard, lived well and later married. "But after 10 years of success, my life started a downward spiral," said Bruce. His business went under, his wife passed away and he lived out of his car for two years.

Bruce decided to start a new life and hitchhiked to Columbus, but he was still homeless. "I had fallen in a deep hole and I couldn't seem to get out," said Bruce. "One day I asked a policeman for help. This was the first time in my life that I had to do this."

After 20 years of being homeless, Bruce met a man from Friends of the Homeless who told him about the Rebuilding Lives apartments. Bruce jumped at the opportunity and has been living there for the past five years. "All along in my journey of homelessness, I was in a hole. People would give me food and clothes, but no one helped me change my situation," said Bruce. "Rebuilding Lives gave me a ladder to climb up from the hole of homelessness."

Bruce is a strong advocate for the issue. He recently won a CSB Hero Award for significant volunteer contributions, has been a key member of the Citizens Advisory Council for the past three years and serves on the Homeless Management Information System selection committee. Currently, Bruce is taking classes at The Ohio State University and is in the process of writing a book about homelessness.

is to serve the growing needs for both temporary and long-term housing. She gave examples from research commissioned for the project. "On the one hand, we've done amazingly well with supportive housing. About 70 percent of residents in supportive housing maintain their housing over a five-year period," she said.

"At the same time, not enough adults are moving as quickly as they should from emergency shelter into stable housing," she

said. "We're taking a look at having a single point of entry into the adult shelter system to link people rapidly to housing or services. This same approach has worked successfully for families."

DiBella is confident that the Rebuilding Lives Updated Strategy will usher in a new decade of achievement. "Support from leaders in philanthropy, business and government will be essential. Rebuilding Lives works due to tremendous community collaboration," she said.

Homelessness Prevention Pilot

The Community Shelter Board is launching a new Homelessness Prevention Pilot to help prevent homelessness and reduce student mobility. Mobility occurs when children change schools during the same school year. Loss of housing is a frequent cause of a change in school.

Mobility impacts 28 percent of Columbus City School elementary students. Educational research and common sense reveal the same wisdom:

When students frequently move from one school to the next, their academic and social outcomes suffer.

The goal of the three-year pilot is to demonstrate effectiveness in improving both housing stability and reducing unplanned school mobility. Integrating mobility prevention efforts into shelter service delivery and better identification of at-risk families upon diversion at the shelter “front door” are seen as logical starting points to reduce both homelessness and student mobility.

“We want to provide more avenues for reaching proactive resources to prevent homelessness, before families reach bottom,” said Jeana Patterson, YWCA director of family advocacy. CSB predicts that many of the at-risk students’ families present at the shelter “front door” but never actually become homeless. For the pilot project, referrals will come from the YWCA Family Center and four elementary schools on the east and west sides of the city.

Further research is needed to better understand the current characteristics and needs of at-risk families, interventions presently available and applied, and service gaps that may warrant the development and application of a new intervention designed to prevent homelessness.

“To solve the problem, we must understand who is contacting the YWCA Family Center. Who doesn’t come in, what prevented them from coming in and what can we do to keep families from losing homes?” said Angela Stoller-Zervas, assistant director of programs and planning at CSB.

The pilot program has three phases:

Phase 1

- Better identify families at risk of homelessness and school mobility upon first contact with the YWCA Family Center, to help inform evaluation and program plans.

Phase 2

- Establish a program model and evaluation plan for the pilot based on an understanding of the needs of families at risk of homelessness and school mobility.

Phase 3

- Implement and evaluate the Homelessness Prevention Pilot according to the evaluation plan.

Presently, the program is in phase one, the research phase, with the support of Dr. Natasha Slesnick of The Ohio State University, Dr. Dennis Culhane of the University of Pennsylvania, Dr. Steve Metraux of the University of Sciences in Philadelphia, and Dr. Judy Kimberely with Luminesce Consulting.

“Point-in-Time” Annual Count

Imagine surviving without a home in the winter, in constant danger of living against the elements. Although this is reality for a number of men and women, the good news is that Columbus takes care of its own, as evidenced by CSB’s third annual “Point-in-Time” count of area homeless persons. Of all persons counted in Columbus, 92 percent were sheltered.

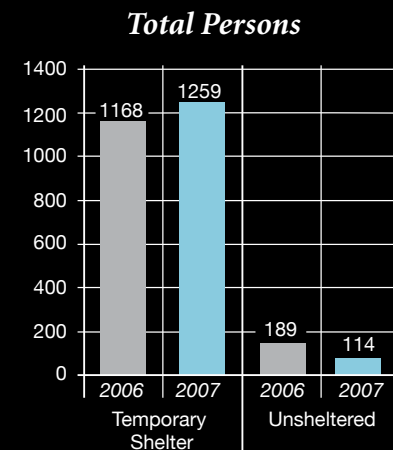
Once a year, volunteers take to the streets in Columbus, in the middle of the night. More than 130 volunteers and staff counted homeless people under bridges, along railroad tracks, on downtown streets and in tents and shanties along river banks.

“The count is a census that helps to inform provider agencies and improve upon future services,” said executive director Barbara Poppe.

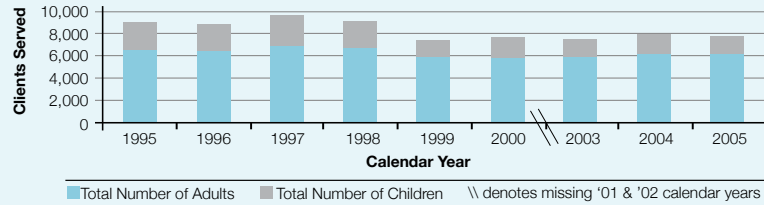
While the count does provide a snapshot of information, it is not perfect. “Even though we try our best, we know that the report is not counting everyone out there,” said Poppe.

The U.S. Department of Housing and Urban Development released a report in early November indicating that nationally, homelessness decreased

between 2006 and 2007, based on local census numbers like CSB’s “Point-in-Time” count. Poppe noted that while local procedures for counting those in shelters are reliable, the on-the-street count is widely understood to be less reliable. “It varies widely from community to community,” she said.



Total Number of Clients Served in Emergency Shelter System



DATA SOURCE: Homeless Management Information System (HMIS)

- The **demand for emergency shelter has decreased**, from a high of 9,414 people sheltered in 1997 to 7,609 in 2005.
- **Declines in family shelter demand** drive this overall decline in numbers.
- An area for concern is the **increase in single adult women** experiencing homelessness and accessing shelter. The number of women appears to be steadily increasing since 1995.
- The **rate of positive housing outcomes for families also more than doubled from 1995 to 2005**.

Data System Upgrade

Reliable Information Quantifies Stories of Homelessness

“But what explains why you and other leaders in business, philanthropy and government are compelled to act so that no one goes without food or shelter for even one night? Is it a special quality about Columbus that sets us apart? I say yes. Columbus ... is truly a community that cares for each other.”

~ Roger Sugarman,
CSB board chair,
2007 Mel Schottenstein
Birthday Celebration.

With the support of the Columbus and Franklin County Continuum of Care Steering Committee, the Community Shelter Board operates the Homeless Management Information System (HMIS) for all homeless programs including shelter and supportive housing in Columbus and Franklin County. CSB is currently working to expand and upgrade the HMIS to better track services and results of programs.

The existing HMIS, introduced in 2001, tracks information related to the clients served including: intake and exit; outcomes; and, household information.

The decision to upgrade was prompted by data storage, entry, processing and reporting needs of CSB and its partner agencies. For example, CSB regularly has to manually generate system-level reports in a manner that is inefficient and time-consuming.

“We cannot tell the story of homelessness without more data—giving better information to make informed decisions,” said Lianna Barbu, Community Shelter Board.

The new HMIS is planned to be implemented during 2008. HMIS includes approximately 50 programs at 17 agencies. This results in 95 percent of shelter bed coverage, 100 percent of transitional housing bed coverage and 97 percent of permanent supportive housing bed coverage.

FAMILY HOUSING COLLABORATIVE / YWCA FAMILY CENTER

One Family, Under One Roof

Client Success Story

Latrell Clark has the positive attitude of a winner, but the road has been rough. After a bad car accident, she was on disability and lost her family's home. With the help of the Family Housing Collaborative and the Salvation Army, Latrell and her family slowly began the process of turning their lives around as they were taken in at the YWCA Family Center.

“It really wasn't that bad because I was focused on getting my kids a home,” said Latrell. “I did what I was told, the kids went to school and before you knew it, it was dinnertime.”

After a short 30-day stay, the YWCA Family Center and Salvation Army kept their promise. The Clark family moved into a house in Columbus until the next unfortunate event occurred. After living in the house for a month-and-a-half, the shed behind the house caught on fire, which in turn caught a tree and then the house on fire.

“We lost everything in the fire, but we were fortunate to be able to stay at the Red Cross,” said Latrell.

Three days later, the Salvation Army helped the Clark family into another home, restoring hope once again. “I've been thankful every day,” said Latrell. “I don't know how I make it sometimes, but I do.”

Latrell's resources are tight, but with her disability check of \$1,033 a month she pays her rent, car payment, utilities and food to feed her four children. Latrell's oldest daughter helps her out a lot in her free time from taking classes at The Ohio State University, where she has an academic scholarship.

“I have been blessed,” said Latrell. “And by the grace of God, we're making it!”

Success Story

“I have been blessed,” said Latrell. “And by the grace of God, we're making it!”

2007 Mel Schottenstein

Birthday Celebration



Celebrating the Community Shelter Board's successful event are, from left, Michael Weiss, incoming president of the Columbus Jewish Foundation; Jackie Jacobs, Columbus Jewish Foundation executive director; Barbara Poppe, executive director of Community Shelter Board; The Columbus Foundation CEO and president, Doug Kridler; and event co-chairs, Julie Schottenstein Saar and Brad Kastan. The Columbus Foundation and the Columbus Jewish Foundation were the recipients of the 2007 Mel Schottenstein Leadership Award.

The 13th Annual Mel Schottenstein Birthday Celebration raised a new record of **\$1.1 million** to support the work of the Community Shelter Board and its partner agencies—truly validating the event's theme "Our Community Cares for Each Other." CSB greatly appreciates the leadership of co-chairs Julie Schottenstein Saar and Bradley Kastan, the overwhelming generosity of the community, and the work and support of the 2007 Lead Corporate Sponsor, Limited Brands, who made this achievement possible.

The Mel Schottenstein Leadership Award is presented annually by CSB to an individual or organization that has made the most significant difference in the lives of homeless individuals and families by creating an "open door" to those in crisis. **The 2007 honorees, The Columbus Foundation and the Columbus Jewish Foundation**, are outstanding organizations that have had a deep and far-reaching impact; have demonstrated commitment, caring, innovation and leadership in the battle against homelessness; and have demonstrated a vision of a better tomorrow for all people.

Plans for the 14th Annual Mel Schottenstein Birthday Celebration are underway. Mark your calendar to join CSB and Lead Corporate Sponsor, Nationwide, on June 5, 2008, at the Greater Columbus Convention Center.

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U.S. Bank
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Matt White
Miriam and Bernard Yenkin
Gordon and Carol Zacks



Rep. Joyce Beatty and Sen. Steve Stivers serve up food at the YWCA Family Center.

“The Community Shelter Board is a top-flight organization—with incredible people doing incredible work.”

~Jim Curphey, CSB board chair.

The Community Shelter Board schedules tours on a quarterly basis to showcase the excellent work of its partner agencies. Participants can visit one emergency shelter and one supportive housing site during the two-hour time period. For more information, please contact CSB at 221-9195.



CSB staff pictured include (front row, left to right) Anita Avant, Barbara Poppe, Tina Thacker, Sara Loken, Tina Rowe and Adrienne Yeager. In the back row, from left to right, are Chris Kloss, Angela Stoller-Zervas, Dave Davis, Melanie Woodrum, Shawn Hufstedler, Lianna Barbu, John Hardiman, Catherine Kendall, Tom Albanese, Barbara Maravich and Mike Madry. Not pictured is Tiffany Nobles.

REBUILDING LIVES

The Willingness to Change

Client Success Story

Tina Chapman, 22, is a true example that a positive attitude and the willingness to change can go a long way. Her story is an example of how CSB programs like Rebuilding Lives can make a difference, with the firm foundation of affordable housing and a framework of supportive services.

After three months living on the streets and a short stay in Friends of the Homeless—Rebecca’s Place, Tina realized she needed help. Battling substance abuse, Tina checked in at Maryhaven’s in-patient treatment program and began her journey to recovery.

Now, after 18 months of sobriety, Tina is turning her life around with the help of her family, friends at The Commons at Chantry and 12-Step program sponsor. The Commons is a Rebuilding Lives program sponsored by CSB, with site management provided by National Church Residences and on-site counseling and case management handled by Maryhaven. Living in a townhouse at The Commons, she has been able to gain full custody of her two children, Karma, 3, and Orion, 2, now that she has stabilized housing.

“Tina came in at the right time and with the spirit of willingness,” said Chynia Dickerson, team leader at The Commons at Chantry. “She knew what her barriers were and she came in and said ‘this is my shot.’”

The program has given Tina a home for her family to feel safe. “It feels so great to be able to be with them [children] and be the mother I need to be,” said Tina. “At The Commons, I have support right next door with neighbors who are clean and safe.”

Looking toward the future, Tina hopes to go back to school and finish her degree in the medical field. “We’re here to help people help themselves, not to be dependent on the system,” said Chynia. “They can be independent, so let them. Empower them.”

The Commons at Chantry is a 100-unit apartment development providing housing for both individuals and families with histories of homelessness. Staff help individuals learn how to budget, finish their education, restore credit history, build rental history and become self-sufficient.

“One thing I’ve learned is not to give up,” said Tina. “You have to fight through it. There is going to be a better day ahead, and there are people out there to help us and guide us.”

Success Story

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

JUNE 30, 2007

ASSETS	2007
• Cash	\$ 1,194,994
• Grants receivable	\$ 1,196,416
• Pledges receivable, net	\$ 415,359
• Investments	\$ 305,200
• Advances and other assets	\$ 49,438
• Property and equipment, net	\$ 1,204,368
• Beneficial interest in assets held by foundation	\$ 408,288
TOTAL ASSETS	\$ 4,774,063
LIABILITIES AND NET ASSETS	2007
Liabilities:	
• Accounts payable	\$ 95,733
• Accrued payroll & payroll related liabilities	\$ 164,418
• Grants payable	\$ 460,175
• Deferred revenue	\$ 355,748
Total liabilities	\$ 1,076,074
Net Assets:	
• Unrestricted	\$ 3,140,195
• Temporarily restricted	\$ 557,794
Total net assets	\$ 3,697,989
TOTAL LIABILITIES & NET ASSETS	\$ 4,774,063

NOTES IN FINANCIAL STATEMENTS

Financial Statement Presentation – Unrestricted net assets are neither permanently nor temporarily restricted by donor-imposed stipulations and are available for use in the Community Shelter Board's ongoing operations. Temporarily restricted net assets are limited as to use by donor-imposed stipulations that either expire by the passage of time or can be fulfilled and removed by action of the board of trustees pursuant to those stipulations. Contributions are recognized as revenue in the period the commitment or payment is first received. Conditional contributions are not recognized until the conditions are substantially met.

Funds Held by The Columbus Foundation, Inc. – The Community Shelter Board (CSB) is required, by Statement of Financial Accounting Standard No. 136, to recognize assets that are held by another organization on CSB's behalf. CSB has transferred assets to a fund held at the Columbus Foundation and are included in the CSB's financial statements at their fair value.

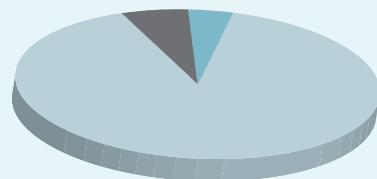
For a copy of the full audited financial statements, contact Chris Kloss, Development and Communications Administrator.

Major public funders of the Community Shelter Board include the City of Columbus, the Franklin County Board of Commissioners, the State of Ohio, and the United Way of Central Ohio.

CSB EXPENSE ALLOCATION FY 2006-2007

- 90% programs
- 6% administration
- 4% fundraising

CSB is a responsible steward of the public's dollars, spending 90% of its budget on programs to help end homelessness.



STATEMENT OF ACTIVITIES FOR THE TWELVE MONTHS ENDED—JUNE 30, 2007

	2007
REVENUES	
Governmental:	
• City of Columbus	\$ 3,128,590
• Franklin County	\$ 3,188,665
• State of Ohio	\$ 444,761
• Housing and Urban Development	\$ 212,119
• Other	\$ 21,823
Non-governmental and other:	
• Contributions	\$ 935,254
• United Way	\$ 1,008,554
• Investment income	\$ 75,098
• In-kind contributions	\$ 236,783
• Satisfaction of donor restrictions	\$ 550,147
	\$ 9,801,794
EXPENSES	
Grants and direct assistance	\$ 7,069,714
Personnel	\$ 1,142,379
Project support	\$ 259,243
In-kind expenses	\$ 236,783
Other administrative	\$ 368,756
	\$ 9,076,875
Increase in Unrestricted Net Assets	\$ 724,919
CHANGES IN TEMPORARILY RESTRICTED NET ASSETS:	
Contributions	\$ 654,720
Net assets released from restrictions	\$ (550,147)
Increase in temporarily restricted net assets	\$ 104,573
Increase in total net assets	\$ 829,492
Net Assets—Beginning of Year	\$ 2,868,497
Net Assets—End of Year	\$ 3,697,989

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 Franklin County Board of Commissioners
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 Columbus Chamber
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Rebuilding Lives Funder

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Partner Agencies

Community Housing Network
 Gladden Community House
 Homeless Families Foundation
 Lutheran Social Services / Faith Mission
 Maryhaven
 National Church Residences
 The Salvation Army
 Southeast, Inc. / Friends of the Homeless
 Volunteers of America of Greater Ohio
 YMCA of Central Ohio
 YWCA Columbus