

# PROGRAM EVALUATION

FY2009  
7/01/08 – 12/31/08

### **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 \$11 million annually to support homeless programs and services. Last year, these programs served more than 7,400 individuals. The Community Shelter Board is funded by the City of Columbus, the Franklin County Board of Commissioners, the United Way of Central Ohio, The Columbus Foundation, the U.S. Department of Housing and Urban Development, the State of Ohio, and other public and private donors.

The Community Shelter Board operates an outcomes-based funding model, establishing measurable performance standards to monitor agencies' progress. The CSB Board of Trustees adopts these performance standards as a component of their vision to create an overall strategy for improving the homeless services system, providing an "open door" and working toward the eventual elimination of homelessness.

By setting performance outcome standards that measure length of stay, housing outcomes, shelter/program occupancy, recidivism, and other outcomes, CSB's performance outcomes monitor the success of each provider. CSB also includes in its evaluation compliance with administrative and program standards, as well as, cost-efficiency measures. The system's effectiveness as a whole is monitored by quarterly and annual reviews of aggregated data from providers.

The FY2009 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 2009 (July 2008-June 2009). 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 FY2010 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 submitted by each agency. Compliance with CSB administrative and program Standards was assessed by external consultants and CSB staff; more information about the program review and certification is contained in a separate, February 13, 2009 report.

**Unless otherwise noted, performance data was gathered from the Community Shelter Board's Columbus ServicePoint (CSP) for 7/1/08 through 12/31/08. 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 (Family Emergency Shelter System, Men’s Emergency Shelter System, Women’s Emergency Shelter System, and Permanent Supportive Housing System) performance outcome goals versus actual performance. The evaluation includes recommendations for each system for FY2010 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:

<b><i>Rating</i></b>	<b><i>Achievement of System Outcome Measure</i></b>
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 rating<sup>1</sup> of High, Medium, or Low as determined by overall program achievement of performance outcomes for the evaluation period. Ratings are based on the following:

<b><i>Rating</i></b>	<b><i>Achievement of Program Outcome Measure<sup>2</sup></i></b>
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

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

<sup>2</sup> 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 FY2010 based on past program performance, and CSB, CoC and HUD performance standards. Agencies have agreed to these POP measures for inclusion in the FY2010 partnership agreements as part of CSB’s new Gateway process.

## Performance Ratings at a Glance

Program	Performance Rating
<b>Prevention</b>	
Gladden Community House	High
Communities In Schools - Stable Families	Medium
<b>Emergency Shelters</b>	
<b>Family Shelters</b>	
HFF - Family Shelter	High
VOAGO - Family Shelter	High
YWCA - Family Center	High
<b>Single Adult Shelters</b>	
LSS/Faith Mission	High
Maryhaven Engagement Center	High
Southeast/FOH - Men's Shelter	High
Southeast/FOH - Rebecca's Place	High
VOAGO – Men's Shelter	High
<b>Outreach Specialist</b>	
Maryhaven Outreach	High
<b>Transition</b>	
CSB Transition Program	High
<b>Direct Housing</b>	
The Salvation Army Family Housing Collaborative	High
<b>Permanent Supportive Housing</b>	
CHN - Briggsdale	High
CHN - Cassidy	High
CHN - Community ACT	High
CHN - East 5th Avenue	High
CHN - Hotel St. Clair	High
CHN - North 22nd St.	High
CHN - North High St.	High
CHN - Parsons	High
CHN - RLPTI	High
CHN - Safe Havens	High
CHN - Southpoint Place	Not Rated <sup>1</sup>
Maryhaven - Commons at Chantry	High
NCR - Commons at Grant	High
Southeast - Scattered Sites	High
YMCA - Sunshine Terrace	High
YMCA - 40 West Long Street	High
YWCA - WINGS	High

<sup>1</sup> Program too new to be rated.

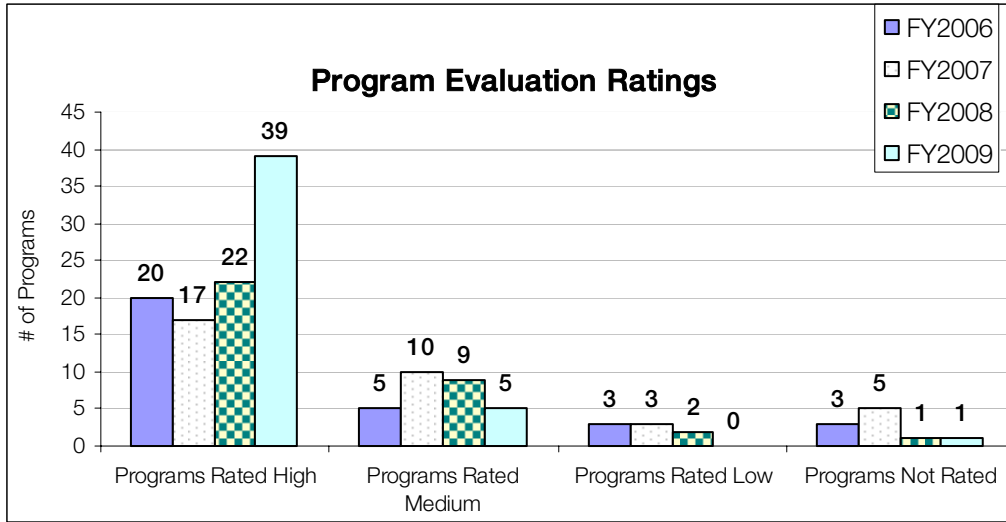


Program	Performance Rating
<b>Continuum of Care Programs</b>	
<b>Transitional Housing</b>	
Amethyst - RSVP	High
Huckleberry House – Transitional Living Program	High
Southeast – New Horizons Transitional Housing	Medium
Pater Noster House – Transitional Housing	High
VOAGO – Veterans Program	Medium
<b>Permanent Supportive Housing</b>	
CHN – Family Homes	High
CHN - Wilson	High
VOAGO – Family Supportive Housing	High
<b>Shelter Plus Care</b>	
Amethyst - SPC	Medium
Columbus AIDS Task Force – SPC (SRA)	Medium
Columbus AIDS Task Force – SPC (TRA)	High
CHN – SPC (SRA)	High
CHN – SPC (TRA)	High
LSS/Faith Mission – SPC (SRA)	High

## Conclusion

The findings outlined in this evaluation indicate an improved 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 2009 by rating category. CSB is noting general performance improvement at all system levels, compared to FY2008 and prior years. For this reporting period, no program was identified as a low performing program. 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 FY2009



For FY2009 1 program was not rated as being too new to evaluate.

### 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, Data and Evaluation Assistant
- Catherine Kendall, Database Administrator
- Barbara Maravich, Data Analyst
- Lianna Barbu, Director of Data & Evaluation

# System Evaluations

**System:** Family Emergency Shelter System  
**Agencies:** YWCA, Homeless Families Foundation and Volunteers of America of Greater Ohio  
**Period:** 7/1/08-12/31/08  
**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 transitional housing, permanent supportive housing and other permanent housing with or without transitional supports. Families may be referred to a “Tier II” shelter while they await final housing placement. For families exiting to permanent or transitional housing, financial assistance for the first month’s rent, security deposit and/or utilities is available through the Transition Program administered by CSB.

Once assessed by the Family Center, families who need transitional supports are referred to the Family Housing Collaborative (FHC) for housing placement assistance, including financial assistance and short-term, in-home transitional services once housed. The short-term FHC supportive services are provided by four full-time case managers employed by The Salvation Army. The FHC program is intended to assist families in locating permanent, affordable housing within three weeks of referral from the Family Center. To accomplish this, case managers assist with finding suitable and affordable housing and linking families to CSB administered assistance. Program participants typically receive case management for three to six months and financial assistance, typically consisting of first month’s 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.

Demand for emergency shelter among families generally increases during the July through December period each year. In FY2009, to assure that adequate emergency shelter capacity was available, CSB

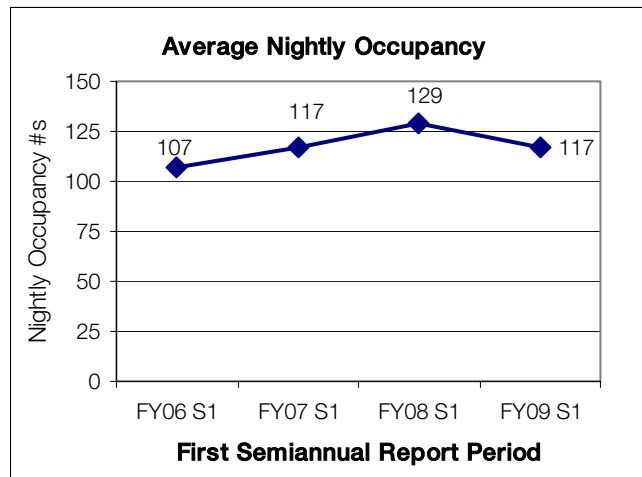
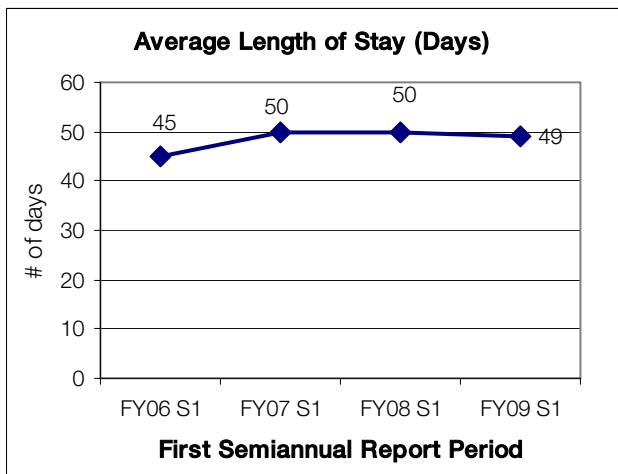
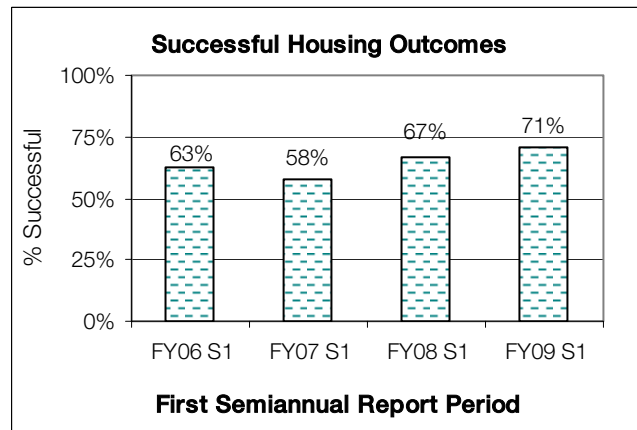
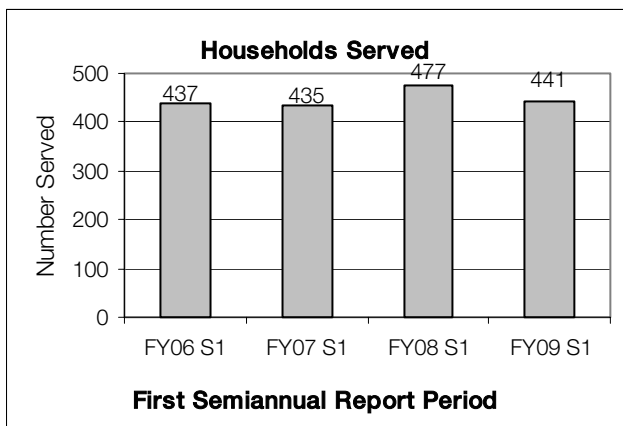
contracted with the YWCA Family Center to provide overflow hotel assistance for families in need of emergency shelter beyond the 50 family capacity of the YWCA Family Center.

**FY2009 Family Shelter System Providers and Capacity<sup>1</sup>**

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

**B. Performance Outcomes**

**Semi-annual Trends**



<sup>1</sup> YWCA Family Center provided overflow for the family system during FY09.

**System Outcome Achievement 7/1/08 to 12/31/08**

Measure		Semi-Annual Goal 7/1/08-2/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served	#	440	441	Yes
Successful Housing Outcomes	#	224	242	Yes
Successful Housing Outcomes	%	70	71	Yes
Average Length of Stay	Days	45	49	Yes
Recidivism	%	5	1	Yes
Basic needs met in secure, decent environment		Pass certification	All programs compliant	Yes
Ongoing engagement with the neighborhood		Pass certification	All programs compliant	Yes
Efficient use of a pool of community resources		CSB costs per household consistent with CSB budget	All programs compliant	Yes

For the period evaluated, the Family Emergency Shelter System served 441 families, a slight decrease in the number of households compared to the same time last year (7.5% decrease). However, overall performance of the system increased significantly. For the first time, Successful Housing Outcomes exceeded the 70% mark and overflow operations were handled exemplarily by the YWCA Family Center. All programs providing emergency shelter services for families were rated as High performers.

**C. Efficient Use of Community Resources<sup>1</sup>**

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/08 - 06/30/09	07/01/08 – 12/31/08	
CSB Funds	\$1,617,142	\$808,571	\$816,188
Other Funds	\$2,510,874	\$1,255,437	\$1,274,635
<b>Total</b>	<b>\$4,128,016</b>	<b>\$2,064,008</b>	<b>\$2,090,823</b>
Cost per unit - CSB	\$2,209	\$1,838	\$1,851
Cost per successful household served - CSB	\$3,778	\$3,610	\$3,373
Percentage of CSB Funds	39%	39%	39%
Percentage of Leveraged Funds	61%	61%	61%

**D. Recommendations**

**System Outcome Measures**

Measure		Quarter 1 7/1/09- 9/30/09	Quarter 2 10/1/09- 12/31/09	Semi- Annual 7/1/09- 12/31/09	Quarter 3 1/1/10- 3/31/10	Quarter 4 4/1/10- 6/30/10	Semi- Annual 1/1/10- 6/30/10	Annual 7/1/09- 6/30/10
Households Served <sup>2</sup>	#	294	273	440	261	275	416	732
Successful Housing Outcomes <sup>3</sup>	#	122	107	224	99	109	207	428
Successful Housing Outcomes	%	70	70	70	70	70	70	70
Average Length of Stay <sup>4</sup>	Days	45	45	45	45	45	45	45
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

<sup>1</sup> Overflow funds included in totals; YWCA Family Center handled overflow for the family system during FY09.

<sup>2</sup> FY10 households served based on FY09 recommendations.

<sup>3</sup> FY10 number of successful housing outcomes based on calculated number [(households served - system capacity) \* 70%] for each period.

<sup>4</sup> Prorated to reflect varying LOS for Tier I and Tier II shelters.

**System:** Men’s Emergency Shelter System  
**Agencies:** Lutheran Social Services / Faith Mission, Southeast / Friends of the Homeless, Volunteers of America of Greater Ohio and Maryhaven Engagement Center  
**Period:** 7/1/08-12/31/08  
**Performance:** High

**A. Description**

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

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

Adult shelter providers embrace a Housing First service model that emphasizes linkage to housing planning, placement assistance and rapid re-housing. Resource specialists at each shelter provide individualized assistance for clients seeking employment and housing, as well as support for clients utilizing Resource Centers located at each shelter. For clients exiting to permanent or transitional housing, financial assistance for the first month’s rent, a security deposit and/or any utilities is available through the Transition Program, administered by CSB.

From 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 FY2009, 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.

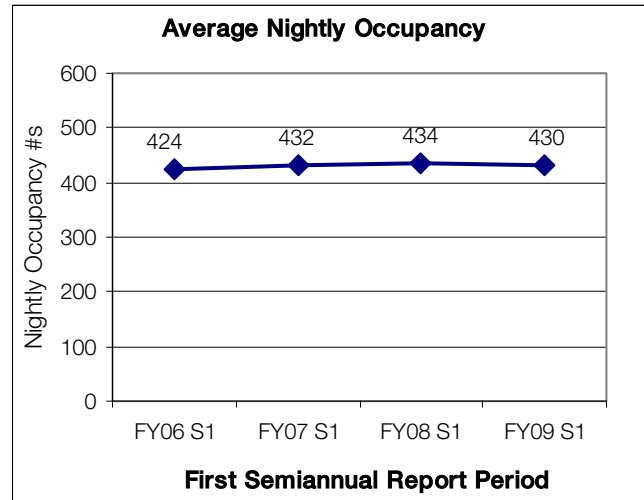
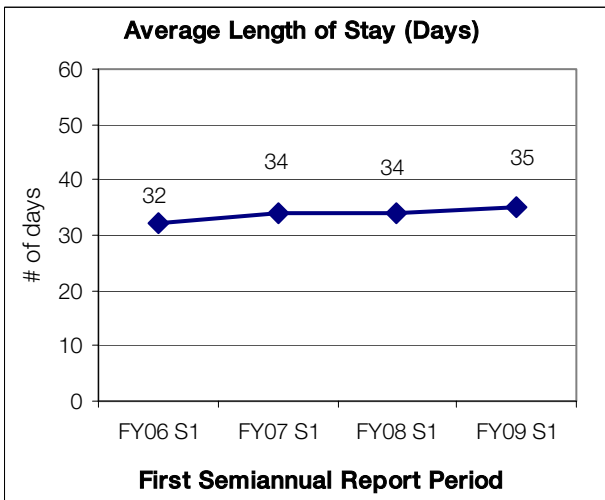
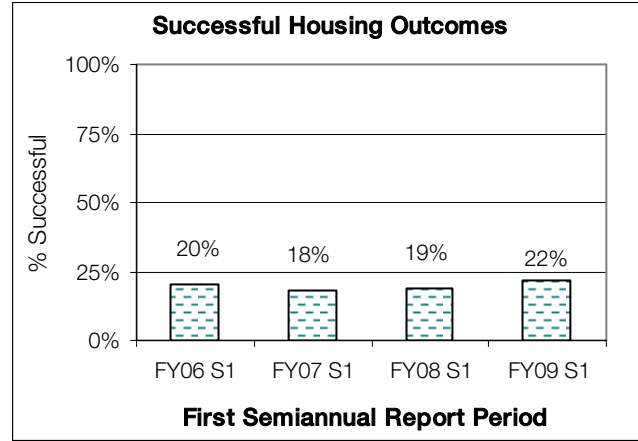
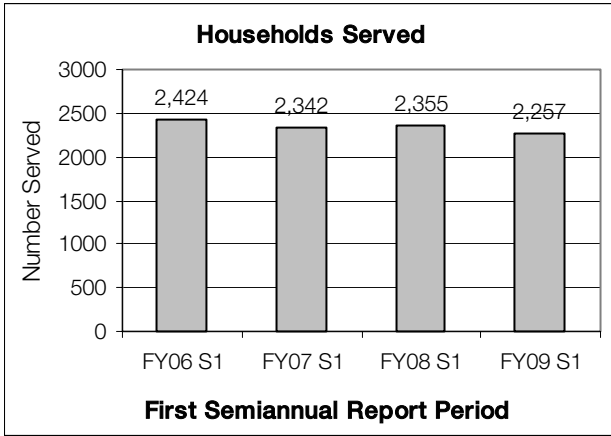
**FY2009 Men’s Shelter Capacity, Including Overflow**

Men’s Programs	Regular Capacity	Seasonal Overflow Capacity	Total Capacity
Faith Mission on 8 <sup>th</sup> Avenue	95	25	120
Faith Mission on 6 <sup>th</sup> Street	110	55	165
Friends of the Homeless Men’s Shelter	130	15	145
Maryhaven Engagement Center (Inebriate shelter)	42	0	42
Volunteers of America of Greater Ohio Men’s Shelter	40	0	40
YMCA Housing Stabilization Beds	0	30	30
<b>Total Capacity</b>	417	125	542



**B. Performance Outcomes**

**Semi-annual Trends**



**System Outcome Achievement 7/1/08 to 12/31/08**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served	#	2,400	2,257	Yes
Successful Housing Outcomes	#	357	384	Yes
Successful Housing Outcomes	%	18	22	Yes
Average Length of Stay	Days	30	35	No
Recidivism	%	10	14	Yes
Access to resources to avoid shelter admission and stabilize housing		Pass certification	All programs compliant	Yes
Basic needs met in secure, decent environment		Pass certification	All programs compliant	Yes
Ongoing engagement with the neighborhood		Pass certification	All programs compliant	Yes
Efficient use of a pool of community resources		CSB costs per household consistent with CSB budget	All programs compliant	Yes

For the period evaluated, the Men’s Emergency Shelter System performed as expected. There were 2,257 men served with 384 of them having a successful housing outcome, and exceeding CSB’s standard for Successful Housing Outcomes by 4%. The system served 6% fewer individuals than during the same period of last year. All programs providing emergency shelter services for single adult men were rated as High performers.

**C. Efficient Use of Community Resources**

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/08 - 06/30/09	07/01/08 – 12/31/08	
CSB Funds	\$1,885,994	\$935,356	\$935,356
Other Funds	\$3,079,408	\$1,539,704	\$1,452,328
Total	\$4,965,402	\$2,475,060	\$2,387,684
Cost per household served - CSB	\$524	\$390	\$414
Cost per successful household served - CSB	\$3,291	\$2,620	\$2,436
Percentage of CSB Funds	38%	38%	39%
Percentage of Leveraged Funds	62%	62%	61%

**D. Recommendations**

**System Outcome Measures**

Measure		Quarter 1 7/1/09- 9/30/09	Quarter 2 10/1/09- 12/31/09	Semi- Annual 7/1/09- 12/31/09	Quarter 3 1/1/10- 3/31/10	Quarter 4 4/1/10- 6/30/10	Semi- Annual 1/1/10- 6/30/10	Annual 7/1/09- 6/30/10
Households Served <sup>1</sup>	#	1400	1450	2300	1550	1400	2350	3450
Successful Housing Outcomes <sup>2</sup>	#	246	258	471	283	246	483	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
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

<sup>1</sup> FY10 households served based on FY09 semi-annual period achievement and historical trending information.

<sup>2</sup> FY10 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 / Faith Mission, Southeast / Friends of the Homeless and Maryhaven Engagement Center  
**Period:** 7/1/08-12/31/08  
**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 for women.

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

Women’s shelter providers embrace a Housing First service model that emphasizes linkage to housing planning, placement assistance and rapid re-housing. Resource specialists at each shelter provide individualized assistance for clients seeking employment and housing, as well as support for clients utilizing Resource Centers located at each shelter. For clients exiting to permanent or transitional housing, financial assistance for the first month’s rent, a security deposit and/or any utilities is available through the Transition Program, administered by CSB.

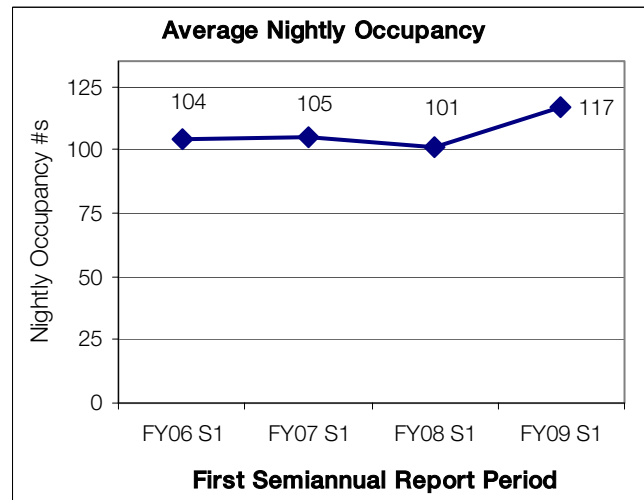
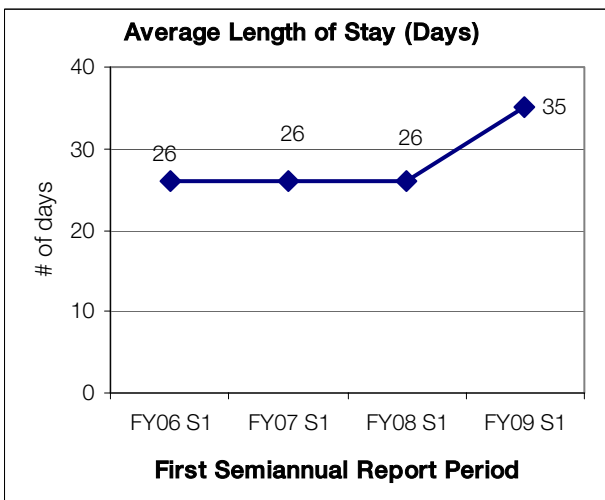
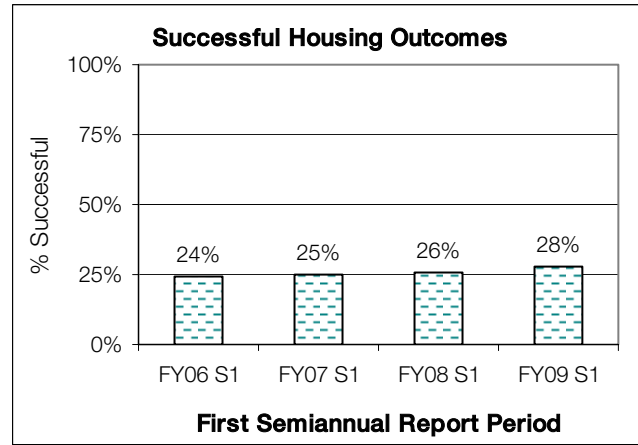
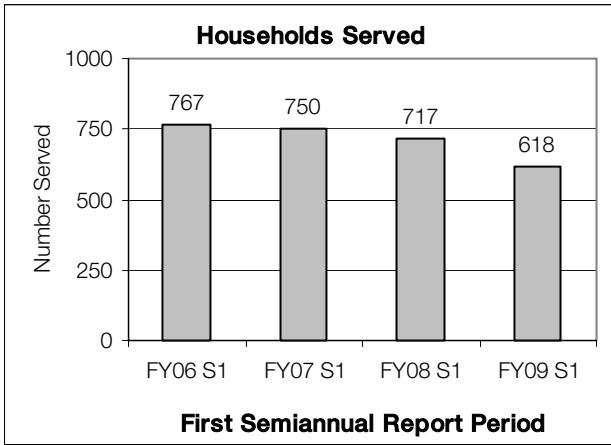
From October to March the adult shelter system implements an overflow plan to assure that no individual seeking shelter is turned away during colder months. As part of the "Winter Overflow" plan, the number of emergency shelter beds for single adults is increased in existing facilities and additional flexible capacity is made available, as needed. In FY2009, 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.

**FY2009 Women’s Shelter Capacity, Including Overflow**

<b>Women’s Programs</b>	<b>Regular Capacity</b>	<b>Seasonal Overflow Capacity</b>	<b>Total Capacity</b>
Faith Mission Nancy’s Place	42	8	50
Faith Mission Nancy’s Place Emergency Overflow (Hotel)	0	10	10
Friends of the Homeless Rebecca’s Place	47	7	54
Maryhaven Engagement Center (Inebriate Shelter)	8	5	13
<b><i>Total Capacity</i></b>	<b>97</b>	<b>30</b>	<b>127</b>

**B. Performance Outcomes**

**Semi-annual Trends**



**System Outcome Achievement 7/1/08 to 12/31/08**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served	#	740	618	N/A
Successful Housing Outcomes	#	154	139	Yes
Successful Housing Outcomes	%	24	28	Yes
Average Length of Stay	Days	28	35	No
Recidivism	%	10	6	Yes
Access to resources to avoid shelter admission and stabilize housing		Pass certification	All programs compliant	Yes
Basic needs met in secure, decent environment		Pass certification	All programs compliant	Yes
Ongoing engagement with the neighborhood		Pass certification	All programs compliant	Yes
Efficient use of a pool of community resources		CSB costs per household consistent with CSB budget	All programs compliant	Yes

For the period evaluated, the Women’s Emergency Shelter System performed as planned, but served a lower number of women than expected. There were 618 women served with 139 of them having a successful housing outcome, which exceeded CSB’s standard for Successful Housing Outcomes by 4%. The system served 14% fewer individuals than during the same period of last year. All programs providing emergency shelter services for single adult women were rated as High performers.

**C. Efficient Use of Community Resources**

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/08 - 06/30/09	07/01/08 – 12/31/08	
CSB Funds	\$703,772	\$359,527	\$370,378
Other Funds	\$577,646	\$288,823	\$262,107
Total	\$1,281,418	\$648,350	\$632,485
Cost per household served - CSB	\$563	\$486	\$599
Cost per successful household served - CSB	\$2,541	\$2,335	\$2,665
Percentage of CSB Funds	55%	55%	59%
Percentage of Leveraged Funds	45%	45%	41%

**D. Recommendations**

**System Outcome Measures**

Measure		Quarter 1 7/1/09- 9/30/09	Quarter 2 10/1/09- 12/31/09	Semi- Annual 7/1/09- 12/31/09	Quarter 3 1/1/10- 3/31/10	Quarter 4 4/1/10- 6/30/10	Semi- Annual 1/1/10- 6/30/10	Annual 7/1/09- 6/30/10
Households Served <sup>1</sup>	#	350	400	600	420	400	730	1100
Successful Housing Outcomes <sup>2</sup>	#	63	76	126	81	76	158	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
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

<sup>1</sup> FY10 households served based on FY09 semi-annual period achievement and historical trending information.

<sup>2</sup> FY10 number of successful housing outcomes based on calculated number [(households served - system capacity) \* 25%] for each period.

**System:** Permanent Supportive Housing System  
**Agencies:** **Community Housing Network (CHN), National Church Residences (NCR), Maryhaven, Southeast, Inc., YMCA, YWCA**  
**Period:** 7/1/08-12/31/08  
**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 more than 800 units of housing operating within 17 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.

In the first half of FY2009, new supportive housing units became operational as a result of the opening of CHN’s Southpoint Place project, with a capacity of 46 units for Rebuilding Lives families and individuals.



Total capacity of the project is 80 units. Southpoint Place is piloting the Unified Supportive Housing System, a Rebuilding Lives Plan strategy.

Ten additional units also became available via the expansion of the YMCA Sunshine Terrace project as part of the Critical Access to Housing initiative.

An additional 175 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.

**FY2009 Rebuilding Lives Unit Summary (as of December 31, 2008)**

<b>Operational</b>	<b>Rebuilding Lives</b>	<b>Other Populations</b>	<b>Total Units</b>
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 <sup>1</sup>	13		16
Scattered Site Apartments, Southeast <sup>2</sup>	90		90
Southpoint Place, Community Housing Network	46	34	80
St. Clair Hotel, Community Housing Network	26	5	31
Sunshine Terrace, YMCA <sup>3</sup>	75	120	195
The Commons at Chantry, Maryhaven/National Church Residences	50	50	100
The Commons at Grant, National Church Residences	50	50	100
YMCA 40 W. Long <sup>4</sup>	105	298	403
YWCA WINGS	69	33	102
	<b>835</b>	<b>636</b>	<b>1,471</b>

**Future Opening Date**

<i>2009 or later</i>			
The Commons at Buckingham, National Church Residences	50	50	100
Edgehill Place, Volunteers of America of Greater Ohio	50	50	100
Inglewood Court, Community Housing Network	45	15	60
Rebuilding Lives Leasing, Southeast expansion	30		30
	<b>175</b>	<b>115</b>	<b>290</b>

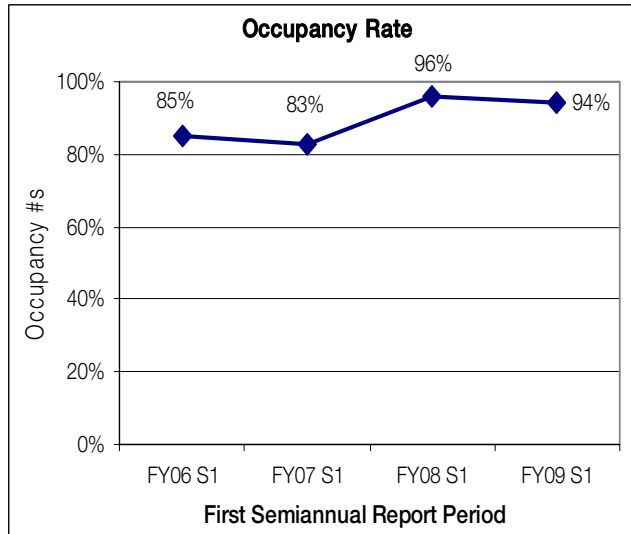
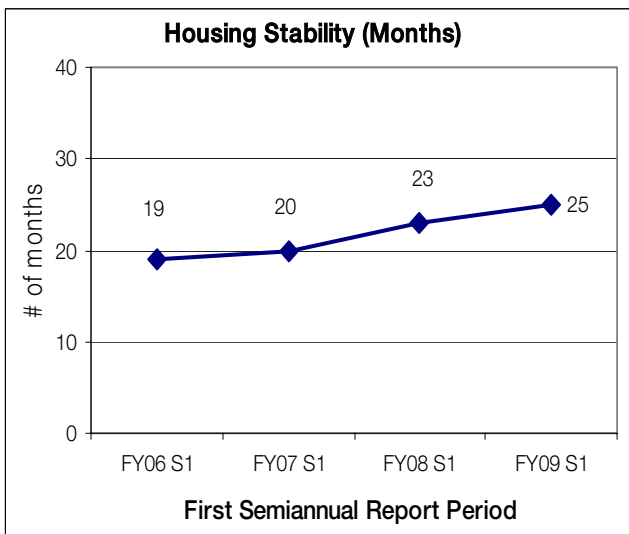
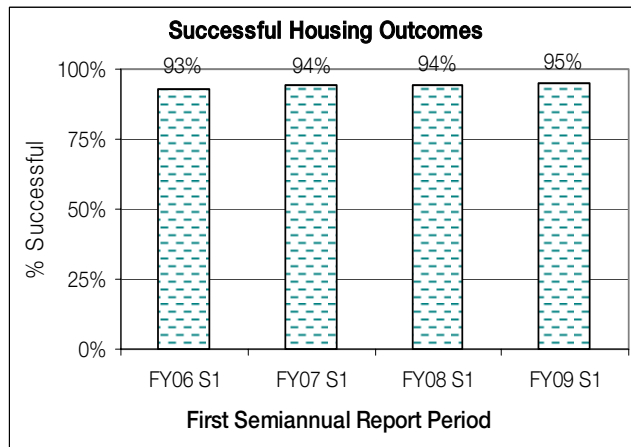
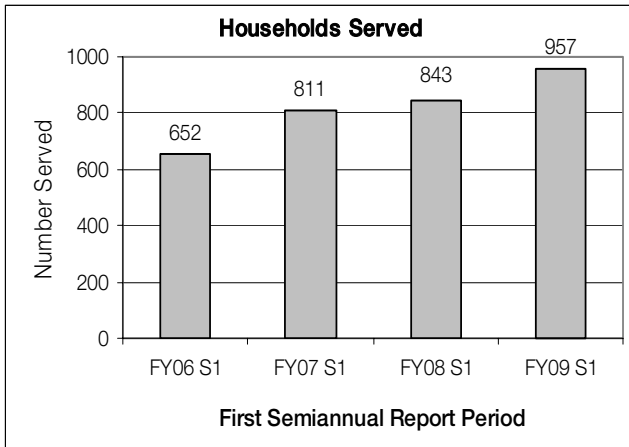
**Total Units**

**1,010                      751                      1,761**

<sup>1</sup> 3 units can house couples.  
<sup>2</sup> 15 units designated for Critical Access Housing.  
<sup>3</sup> 10 units designated for Critical Access Housing.  
<sup>4</sup> 25 units designated for Critical Access Housing.

**B. Performance Outcomes**

**Semi-annual Trends**



**System Outcome Achievement 7/1/08 to 12/31/08**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Clients Served	#	868	957	Yes
Housing Stability	Months	24	25	Yes
Turnover Rate <sup>1</sup>	%	10	17	N/A
Successful Permanent Housing Outcomes # of total served	# of total served	781	907	Yes
Successful Permanent Housing Outcomes	% of total served	90	95	Yes
Housing Retention	%	90	99	Yes
System Occupancy Rate	%	95	94	Yes
Basic needs met in non-congregate environment		Pass certification	All programs compliant	Yes
Ongoing engagement with the neighborhood		Pass certification	All programs compliant	Yes
Efficient use of a pool of community resources		Pass certification	All programs compliant	Yes
<b>HUD or CoC Local Goals<sup>2</sup></b>				
Employment status at exit <sup>2</sup>	%	18	13	No
Negative Reason for Leaving <sup>2</sup>	%	20	4	Yes
Interim Housing Stability <sup>2</sup>	%	71	82	Yes
Increase in income from entry to exit <sup>2</sup>	%	45	33	No

For the period evaluated, the Permanent Supportive Housing System performed better than expected. There were 957 households served with 907 of them having a successful housing outcome and exceeding CSB's standard for Successful Housing Outcomes by 5%. Nearly all goals for the PSH system were exceeded. The system served 14% more households than during the same period of last year. All evaluated programs providing permanent supportive housing were rated as High performers. For the first time, HUD and local CoC measures were included in the system level outcomes for the CSB funded programs.

**C. Efficient Use of Community Resources**

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/08 - 06/30/09	07/01/08 - 12/31/08	
CSB Funds	\$2,104,725	\$1,052,363	\$980,995
Other Funds	\$7,995,676	\$3,997,838	\$3,803,475
<b>Total</b>	<b>\$10,100,401</b>	<b>\$5,050,201</b>	<b>\$4,784,470</b>
Cost per unit - CSB	\$2,521	\$1,260	\$1,175
Cost per unit/month - CSB	\$210	\$210	\$196
Cost per unit	\$12,096	\$6,048	\$5,730
Cost per household served - CSB	\$2,209	\$1,242	\$1,076
Cost per successful households served - CSB	\$2,447	\$1,385	\$1,134
Percentage of CSB Funds	21%	21%	21%
Percentage of Leveraged Funds	79%	79%	79%

<sup>1</sup> Turnover is monitored but not evaluated.

<sup>2</sup> HUD or CoC local goal.

**D. Recommendations**

**System Outcome Measures**

Measure		Quarter 1 7/1/09- 9/30/09	Quarter 2 10/1/09- 12/31/09	Semi- Annual 7/1/09- 12/31/09	Quarter 3 1/1/10- 3/31/10	Quarter 4 4/1/10- 6/30/10	Semi- Annual 1/1/10- 6/30/10	Annual 7/1/09- 6/30/10
Households Served <sup>1</sup>	#	908	908	952	908	908	952	1038
Successful Housing Outcomes	#	817	817	857	817	817	857	934
Successful Housing Outcomes	%	90	90	90	90	90	90	90
Housing Stability	Months	24	24	24	24	24	24	24
Housing Retention	%			5			5	5
Turnover Rate <sup>2</sup>	%	5	5	10	5	5	10	20
System Occupancy Rate	%	95	95	95	95	95	95	95
Employment Status at Exit	%	19	19	19	19	19	19	19
Negative Reason for Leaving	%			20			20	20
Interim Housing Stability	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit	%	45	45	45	45	45	45	45
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

<sup>1</sup> FY10 households served based on system capacity and 20% projected annual turnover rate.

<sup>2</sup> Monitored but not evaluated.

# Prevention

**Category:** Prevention  
**Agency:** Gladden Community House  
**Program:** Homelessness Prevention Program  
**Period:** 7/1/08-12/31/08  
**Performance:** High

**A. Description**

Gladden Community House’s Homelessness Prevention Program assists families and individuals who are homeless or at risk of becoming homeless within the neighborhoods served by Gladden Community House. Once eligibility is determined, clients and staff develop a short-term action plan to work towards securing or maintaining permanent housing. Clients receive individualized case management services, mediation services, housing placement assistance, budgeting counseling, and assistance with applications for Franklin County Department of Job and Family Services, as well as Gladden Community House’s own financial assistance, if necessary. Staff also 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.

Gladden Community House is an active participant in the Stable Families family homelessness prevention pilot.

**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
		12/31/02	12/31/03	12/31/04	12/31/05	12/31/06	12/31/07
Households Served	#	161	268	191	169	182	185
Successful Outcomes	%	98	97	100	100	99	99
Recidivism	%	0	3	2	2	3	2

**Program Outcome Achievement 7/1/08 to 12/31/08: Prevention**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served	#	160	216	Yes
Successful Housing Outcomes	#	155	212	Yes
Successful Housing Outcomes	%	97	99	Yes
Recidivism	%	4	0	Yes
Resources and services to maintain housing		Pass certification	Compliant	Yes
Efficient use of a pool of community resources		CSB costs per household consistent with CSB budget	Compliant	Yes

**C. Efficient Use of Community Resources**

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/08 - 06/30/09	07/01/08 - 12/31/08	
CSB Funds	\$41,160	\$20,580	\$20,763
Other Funds	\$50,908	\$25,454	\$25,454
Total	\$92,068	\$46,034	\$46,217
Cost per household served - CSB	\$129	\$129	\$96
Cost per successful household served - CSB	\$133	\$133	\$98
Percentage of CSB Funds	45%	45%	45%
Percentage of Leveraged Funds	55%	55%	55%

**D. Recommendations**

**Program Outcome Measures: Prevention**

Measure		Quarter 1 7/1/09- 9/30/09	Quarter 2 10/1/09- 12/31/09	Semi- Annual 7/1/09- 12/31/09	Quarter 3 1/1/10- 3/31/10	Quarter 4 4/1/10- 6/30/10	Semi- Annual 1/1/10- 6/30/10	Annual 7/1/09- 6/30/10
Carryover Households Served <sup>1</sup>	#	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 <sup>1</sup>	#	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 <sup>2</sup>	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Housing Affordability at Exit <sup>2</sup>	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A

<sup>1</sup> Monitored but not evaluated; however this can impact other success measures.

<sup>2</sup> New measure, to be benchmarked during FY2010. No goals are needed.

**Category:** Prevention  
**Agency:** **Communities In Schools**  
**Program:** **Stable Families**  
**Period:** 7/1/08-12/31/08  
**Performance:** **Medium**

**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 and this is the first time CSB is including the program in its Program Evaluation Report. 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 and are at or below 200% poverty level. 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. The program can serve up to 68 families at any point in time.



**B. Performance Outcomes**

**Program Outcome Achievement 7/1/08 to 12/31/08: Prevention**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Carryover Households Served <sup>1</sup>	#	48	54	N/A
New Households Served	#	102	78	No
Exited Households <sup>1</sup>	#	102	70	N/A
Total Households Served	#	150	132	No
Successful Housing Outcomes	#	92	58	No
Successful Housing Outcomes	%	90	83	No
Average Length of Participation	Days	120	118	Yes
Access to Direct Client Assistance <sup>2</sup>	%	90	80	No
Average DCA per Household	\$	1000	983	Yes
Change in Income from Entry to Exit <sup>3</sup>	%	30	23	N/A
Recidivism	%	5	0	Yes
Resources and services to maintain housing		Pass certification	Compliant	Yes
Efficient use of a pool of community resources		CSB costs per household consistent with CSB budget	Compliant	Yes

**C. Efficient Use of Community Resources**

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/08 - 06/30/09	07/01/08 - 12/31/08	
CSB Funds	\$324,830	\$162,415	\$155,586
Other Funds	\$0	\$0	\$0
Total	\$324,830	\$162,415	\$155,586
Cost per household served - CSB	\$1,289	\$1,083	\$1,179
Cost per successful household served - CSB	\$1,765	\$1,765	\$2,683
Percentage of CSB Funds	100%	100%	100%
Percentage of Leveraged Funds	0%	0%	0%

<sup>1</sup> Measure is monitored but not evaluated.

<sup>2</sup> Some families may have been too new in the program to be able to access direct client assistance funds.

<sup>3</sup> Measure does not reflect appropriate outcome for the households served. It will be replaced in FY10 with a more valid measure.

**D. Recommendations**

**Program Outcome Measures: Prevention**

Measure		Quarter 1 7/1/09- 9/30/09	Quarter 2 10/1/09- 12/31/09	Semi- Annual 7/1/09- 12/31/09	Quarter 3 1/1/10- 3/31/10	Quarter 4 4/1/10- 6/30/10	Semi- Annual 1/1/10- 6/30/10	Annual 7/1/09- 6/30/10
Carryover Households Served <sup>1</sup>	#	48	65	48	48	48	48	48
New Households Served	#	63	30	93	46	47	93	186
Households Served	#	111	78	141	94	95	141	234
Exited Households <sup>1</sup>	#	46	47	93	46	47	93	186
Successful Housing Outcomes	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	41	42	83	41	42	83	167
Average Length of Participation	Days	100	100	100	100	100	100	100
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 <sup>2</sup>	%							
Housing Affordability at Exit <sup>2</sup>	%							

<sup>1</sup> Monitored but not evaluated; however this can impact other success measures.

<sup>2</sup> Monitored but not evaluated. To be benchmarked during FY2010. No goals are needed.

# Emergency Shelters



# Family Shelters

**Category:** Tier II Emergency Shelter (families)  
**Agency:** Homeless Families Foundation  
**Program:** Family Shelter  
**Period:** 7/1/08-12/31/08  
**Performance:** High

**A. Description**

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

**B. Performance Outcomes**

**Semi-Annual Trends: Tier II Emergency Shelter**

Measure		10/1/98	4/1/99	10/1/99	4/1/00	10/1/00	4/1/01	4/1/02	7/1/03	7/1/04	7/1/05	7/1/06	7/1/07
		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
Households Sheltered	#	57	61	56	53	66	61	53	74	71	89	111	147
Successful Housing Outcomes	#	14	15	21	17	21	28	17	38	40	37	46	74
Successful Housing Outcomes	%	45	50	75	77	71	80	61	70	87	67	72	78
Average Length of Stay	Days	90	79	92	104	83	90	83	66	71	78	75	74
Recidivism	%	2	2	0	0	1	3	0	7	0	3	0	0
Movement	%	2	2	0	0	1	3	0	4	0	N/A	N/A	N/A
Occupancy	%						100	96	92	109	106	100	128
Change in Income	%										37	43	307

**Program Outcome Achievement 7/1/08 to 12/31/08: Tier II Emergency Shelter**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served	#	121	114	Yes
Average Length of Stay	Days	80	75	Yes
Successful Housing Outcomes	#	54	56	Yes
Successful Housing Outcomes	%	70	81	Yes
Recidivism	%	8	0	Yes
Change in Income from Entry to Exit <sup>1</sup>	%	30	69	Yes
Occupancy Tier II Shelter	%	95	100	Yes
Basic needs met in a secure, decent environment		Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood		Pass certification	Compliant	Yes
Efficient use of a pool of community resources		CSB costs per household consistent with CSB budget	Compliant	Yes

**C. Efficient Use of Community Resources**

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/08 - 06/30/09	07/01/08 - 12/31/08	
CSB Funds	\$443,657	\$221,829	\$221,934
Other Funds	\$607,030	\$303,515	\$354,247
<b>Total</b>	<b>\$1,050,687</b>	<b>\$525,344</b>	<b>\$576,181</b>
Cost per household served - CSB	\$2,411	\$1,833	\$1,947
Cost per successful household served - CSB	\$4,527	\$4,108	\$3,963
Percentage of CSB Funds	42%	42%	39%
Percentage of Leveraged Funds	58%	58%	61%

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

**D. Recommendations**

**Program Outcome Measures: Tier II Emergency Shelter**

Measure		Quarter 1 7/1/09- 9/30/09	Quarter 2 10/1/09- 12/31/09	Semi- Annual 7/1/09- 12/31/09	Quarter 3 1/1/10- 3/31/10	Quarter 4 4/1/10- 6/30/10	Semi- Annual 1/1/10- 6/30/10	Annual 7/1/09- 6/30/10
New Households Served <sup>1</sup>	#	44	44	77	44	44	77	140
Households Served	#	88	88	121	88	88	121	184
Exited Households <sup>1</sup>	#	44	44	77	44	44	77	140
Successful Housing Outcomes	%	70	70	70	70	70	70	70
Successful Housing Outcomes	#	31	31	54	31	31	54	98
Average Length of Stay	Days	80	80	80	80	80	80	80
Recidivism	%			5			5	5
Usage of CSB Direct Client Assistance	%	50	50	50	50	50	50	50
Usage of CSB Direct Client Assistance	#	17	18	35	17	18	35	70
Program Occupancy Rate	%	95	95	95	95	95	95	95
Change in Income from entry to exit <sup>2</sup>								

<sup>1</sup> Monitored but not evaluated; however this can impact other success measures.

<sup>2</sup> New measurement, to be benchmarked in FY2010. Goals are not needed.



**Category:** Tier II Emergency Shelter (families)  
**Agency:** Volunteers of America of Greater Ohio  
**Program:** Family Shelter  
**Period:** 7/1/08-12/31/08  
**Performance:** High

**A. Description**

The Volunteers of America of Greater Ohio (VOAGO) Family Shelter is a Tier II emergency shelter serving families in an apartment setting at various locations. The VOAGO Family Shelter provides 24 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.

**B. Performance Outcomes**

**Semi-Annual Trends: Tier II Emergency Shelter**

Measure		10/1/97	4/1/98	10/1/98	4/1/99	10/1/99	4/1/00	7/1/03	7/1/04	7/1/05	7/1/06	7/1/07
		3/31/98	9/30/98	3/31/99	9/30/99	3/31/00	9/30/00	12/31/03	12/31/04	12/31/05	12/31/06	12/31/07
Households Sheltered	#	103	79	48	61	57	24	44	53	59	58	49
Successful Housing Outcomes	#	60	46	22	20	21	2	21	25	35	30	16
Successful Housing Outcomes	%	76	81	71	65	57	67	72	81	97	88	64
Average Length of Stay	Days	45	59	80	68	68	161	74	74	73	72	88
Recidivism	%	2	2	0	0	1	3	0	0	11	7	0
Movement	%	6	5	5	7	2	2	3	0	N/A	N/A	N/A
Occupancy	%							65	89	96	96	100
Change in Income	%									65	39	133

**Program Outcome Achievement 7/1/08 to 12/31/08: Tier II Emergency Shelter**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served	#	63	52	No
Average Length of Stay	Days	80	80	Yes
Successful Housing Outcomes	#	28	27	Yes
Successful Housing Outcomes	%	70	90	Yes
Recidivism	%	8	0	Yes
Change in Income from Entry to Exit <sup>1</sup>	%	35	37	Yes
Occupancy Tier II Shelter	%	95	96	Yes
Basic needs met in a secure, decent environment		Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood		Pass certification	Compliant	Yes
Efficient use of a pool of community resources		CSB costs per household consistent with CSB budget	Compliant	Yes

**C. Efficient Use of Community Resources**

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/08 - 06/30/09	07/01/08 - 12/31/08	
CSB Funds	\$62,730	\$ 31,365	\$31,365
Other Funds	\$449,647	\$ 224,824	\$193,289
<b>Total</b>	<b>\$512,377</b>	<b>\$256,189</b>	<b>\$224,654</b>
Cost per household served - CSB	\$653	\$498	\$603
Cost per successful household served - CSB	\$1,230	\$1,120	\$1,162
Percentage of CSB Funds	12%	12%	14%
Percentage of Leveraged Funds	88%	88%	86%

<sup>1</sup> This methodology for this measure changed in FY08. Please see the Appendix at the end of the report for details on how the measure is currently calculated.

**D. Recommendations**

**Program Outcome Measures: Tier II Emergency Shelter**

Measure		Quarter 1 7/1/09- 9/30/09	Quarter 2 10/1/09- 12/31/09	Semi- Annual 7/1/09- 12/31/09	Quarter 3 1/1/10- 3/31/10	Quarter 4 4/1/10- 6/30/10	Semi- Annual 1/1/10- 6/30/10	Annual 7/1/09- 6/30/10
New Households Served <sup>1</sup>	#	23	23	40	23	23	40	73
Households Served	#	46	46	63	46	46	63	96
Exited Households <sup>1</sup>	#	23	23	40	23	23	40	73
Successful Housing Outcomes	%	70	70	70	70	70	70	70
Successful Housing Outcomes	#	16	16	28	16	16	28	51
Average Length of Stay	Days	80	80	80	80	80	80	80
Recidivism	%			5			5	5
Usage of CSB Direct Client Assistance	%	50	50	50	50	50	50	50
Usage of CSB Direct Client Assistance	#	9	9	18	9	9	18	36
Program Occupancy Rate	%	95	95	95	95	95	95	95
Change in Income from Entry to Exit <sup>2</sup>								

<sup>1</sup> Monitored but not evaluated; however this can impact other success measures.

<sup>2</sup> New measurement, to be benchmarked in FY2010. Goals are not needed.

**Category:** Tier I Emergency Shelter (families)  
**Agency:** YWCA  
**Program:** Family Center  
**Period:** 7/1/08-12/31/08  
**Performance:** High

**A. Description**

In October 2005 the YWCA opened the newly constructed Family Center to replace the former Hospitality Center and network of overnight shelter accommodations provided for families through the Interfaith Hospitality Network. The Family Center is a state of the art facility and, like the former Hospitality Center, serves as the “front door” for families needing emergency shelter assistance in Franklin County by providing a centralized means of entry into the family system. Through triage and assessment, the Family Center seeks to ensure families not in need of immediate emergency shelter assistance are diverted to other homelessness prevention and supportive services in the community. For families needing immediate emergency shelter, the Family Center provides temporary accommodations for up to 50 families onsite. In FY2009 the YWCA Family Center provides 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, transitional housing, and permanent supportive housing or a Tier II family shelter (Homeless Families Foundation-Family Shelter or Volunteers of America of Greater Ohio-Family Shelter).

**B. Performance Outcomes**

**Semi-Annual Trends: Tier I Emergency Shelter**

Measure		10/1/98	4/1/99	10/1/99	4/1/00	10/1/00	4/1/01	7/1/02	7/1/03	7/1/04	7/1/05	7/1/06	7/1/07
		3/31/99	09/30/99	3/31/00	9/30/00	3/31/01	9/30/01	12/31/02	12/31/03	12/31/04	12/31/05	12/31/06	12/31/07
Households Sheltered	#	173	258	274	317	279	315	332	460	383	395	371	407
Successful Housing Outcomes	#	104	164	186	190	169	183	256	263	234	241	214	266
Successful Housing Outcomes	%	70	71	71	67	65	64	72	62	65	68	64	73
Average Length of Stay	Days	25	18	18	16	19	19	24	22	20	22	24	21
Recidivism	%	2	10	0	8	7	1	1	13	0	3	5	7

**Program Outcome Achievement 7/1/08 to 12/31/08: Tier I Emergency Shelter**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served	#	400	378	Yes
Average Length of Stay <sup>1</sup>	Days	20	24	No
Average Transition Time <sup>2</sup>	Days	7	21	N/A
Successful Outcomes	#	245	267	Yes
Successful Outcomes	%	70	77	Yes
Successful Housing Outcomes <sup>2</sup>	#	191	167	N/A
Successful Housing Outcomes <sup>2</sup>	%	78	63	N/A
Recidivism	%	10	1	Yes
Access to resources to avoid shelter admission and to stabilize housing		Pass certification	Compliant	Yes
Basic needs met in a secure, decent environment		Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood		Pass certification	Compliant	Yes
Efficient use of a pool of community resources		CSB costs per household consistent with CSB budget	Compliant	Yes

**C. Efficient Use of Community Resources**

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/08 - 06/30/09	07/01/08 - 12/31/08	
CSB Funds	\$1,110,755	\$555,378	\$562,889
Other Funds	\$1,454,197	\$727,099	\$727,099
<b>Total</b>	<b>\$2,564,952</b>	<b>\$1,282,476</b>	<b>\$1,289,988</b>
Cost per household served - CSB	\$1,683	\$1,388	\$1,489
Cost per successful household served - CSB	\$3,336	\$2,908	\$3,371
Percentage of CSB Funds	43%	43%	44%
Percentage of Leveraged Funds	57%	57%	56%

<sup>1</sup> YWCA Family Center Length of Stay was erroneously reported in the FY09 S1 SPIR at 17 days.

<sup>2</sup> New measures are benchmarked for this reporting period.

**D. Recommendations**

**Program Outcome Measures: Tier I Emergency Shelter**

Measure		Quarter 1 7/1/09- 9/30/09	Quarter 2 10/1/09- 12/31/09	Semi- Annual 7/1/09- 12/31/09	Quarter 3 1/1/10- 3/31/10	Quarter 4 4/1/10- 6/30/10	Semi- Annual 1/1/10- 6/30/10	Annual 7/1/09- 6/30/10
Households Served	#	245	245	400	232	232	376	660
Successful Outcomes	%	70	70	70	70	70	70	70
Successful Outcomes	#	137	137	245	127	127	228	427
Successful Housing Outcomes	%	61	61	61	61	61	61	61
Successful Housing Outcomes	#	84	84	149	77	77	139	260
Average Length of Stay	Days	20	20	20	20	20	20	20
Average FHC Transition Time	Days	7	7	7	7	7	7	7
Recidivism	%			5			5	5
Usage of CSB Direct Client Assistance	%	12	12	12	12	12	12	12
Usage of CSB Direct Client Assistance	#	18	18	36	18	18	36	72
Successful Diversion Outcome <sup>1</sup>	%							
Diversion Recidivism <sup>1</sup>	%							

<sup>1</sup> New measure, to be benchmarked in FY2010. No goals are needed.

# Single Adult Shelters

**Category:** Tier I Emergency Shelter  
**Agency:** Lutheran Social Services – Faith Mission  
**Program:** LSS Single Adults  
**Period:** 7/1/08-12/31/08  
**Performance:** High

**A. Description**

Faith Mission Nancy’s Place is a 24-hour facility that serves single homeless women in shared rooms. Faith Mission on 6<sup>th</sup> Street and Faith Mission on 8<sup>th</sup> 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 6<sup>th</sup> Street. Vision, medical and dental care is provided across the street from the shelter at the Faith Mission Long Street facility.

Nancy’s Place can shelter up to 42 women. The shelter expands capacity between mid-October and mid-April by eight beds to assist with Winter Overflow. In FY2009, the shelter also served as the central point of access for emergency triage assistance for women awaiting bed placement and provided hotel overflow assistance as needed. Faith Mission on 8<sup>th</sup> Avenue has a nightly maximum capacity of 95 beds. Faith Mission on 6<sup>th</sup> Street has capacity for 110 men. In FY2009, Faith Mission served as the primary provider of emergency winter overflow shelter, serving as the central point of access for emergency triage assistance for men awaiting bed placement. The shelters expand capacity from mid-October to mid-April to serve an additional 105 men per night, onsite in peak overflow time. Even more overflow capacity was made available through a contract with the YMCA to provide 30 housing stabilization beds for men awaiting Rebuilding Lives permanent supportive housing placement or other permanent housing.

Starting with FY2008 the above shelters 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 6<sup>th</sup>)**

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
		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
Households Sheltered	#	963	951	1,161	1,074	1,162	945	525	1,057	1,062	1,000	1,011	1100
Successful Housing Outcomes	#	51	59	86	85	75	79	35	56	84	117	92	123
Successful Housing Outcomes	%	6	6	8	8	7	10	7	6	9	14	12	14
Average Length of Stay	Days	24	19	17	18	20	25	55	23	19	22	23	22
Recidivism	%	26	22	28	24	28	16	14	14	13	9	4	12
Movement	%							6	11	31	N/A	N/A	N/A



**Semi-Annual Trends: Tier I Emergency Shelter (Faith on 8<sup>th</sup>)**

Measure		4/1/02	7/1/03	7/1/04	7/1/05	7/1/06	7/1/07
		9/30/02	12/31/03	12/31/04	12/31/05	12/31/06	12/31/07
Households Sheltered	#	765	559	431	473	500	617
Successful Housing Outcomes	#	34	66	70	54	56	98
Successful Housing Outcomes	%	6	13	20	14	14	20
Average Length of Stay	Days	33	28	40	36	32	28
Recidivism	%	6	10	21	13	13	11
Movement	%	5	11	27	N/A	N/A	N/A

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

Measure		10/1/98	4/1/99	10/1/99	4/1/00	10/1/00	4/1/01	4/1/02	7/1/03	7/1/04	7/1/05	7/1/06	7/1/07
		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
Households Sheltered	#	393	348	401	394	304	304	390	447	441	394	384	419
Successful Housing Outcomes	#	44	53	79	89	68	57	53	63	80	66	78	92
Successful Housing Outcomes	%	12	16	21	24	19	26	13	16	20	19	23	25
Average Length of Stay	Days	21	19	17	17	20	24	27	21	18	20	21	19
Recidivism	%	13	4	8	12	16	6	6	20	20	6	4	7
Movement	%							4	11	19	N/A	N/A	N/A

**Program Outcome Achievement 7/1/08 to 12/31/08: Tier I Emergency Shelter (Individual)**

Individual Programs		Semi-Annual Actual 7/1/08-12/31/08		
Measure		Faith Mission on 6th	Faith Mission on 8th	Faith Mission - Nancy's Place
Households Served <sup>1</sup>	#	836	614	321
Average Length of Stay	Days	28	30	29
Successful Housing Outcomes	#	128	82	71
Successful Housing Outcomes	%	19	17	23
Recidivism	%	N/A	N/A	N/A

<sup>1</sup> LSS-Faith Mission on 6<sup>th</sup> provided overflow services for FY09.

**Program Outcome Achievement 7/1/08 to 12/31/08: Tier I Emergency Shelter (Combined)**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served <sup>1, 2</sup>	#	1,911	1,625	N/A
Average Length of Stay	Days	28	31	No
Successful Housing Outcomes <sup>2</sup>	#	316	277	No
Successful Housing Outcomes	%	19	22	Yes
Recidivism	%	10	6	Yes
Access to resources to avoid shelter admission and stabilize housing		Passed certification	Passed certification	Yes
Basic needs met in secure, decent environment		Passed certification	Passed certification	Yes
Ongoing engagement with the neighborhood		Passed certification	Passed certification	Yes
Efficient use of a pool of community resources		CSB costs per household consistent with CSB budget	Compliant	Yes

**C. Efficient Use of Community Resources<sup>3</sup>**

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/08 - 06/30/09	07/01/08 – 12/31/08	
CSB Funds	\$1,363,031	\$681,516	\$681,515
Other Funds	\$1,923,181	\$961,591	\$898,169
<b>Total</b>	<b>\$3,286,212</b>	<b>\$1,643,106</b>	<b>\$1,579,684</b>
Cost per household served - CSB	\$419	\$357	\$419
Cost per successful household served - CSB	\$2,387	\$2,157	\$2,460
Percentage of CSB Funds	41%	41%	43%
Percentage of Leveraged Funds	59%	59%	57%

<sup>1</sup> LSS-Faith Mission on 6<sup>th</sup> provided overflow services for FY09.

<sup>2</sup> Households Served and Successful Housing Outcomes numbers may have been over projected due to the inclusion of the overflow numbers in this year’s goals.

<sup>3</sup> Includes overflow costs.

**D. Recommendations**

**Program Outcome Measures: Tier I Emergency Shelter**

Measure		Quarter 1 7/1/09- 9/30/09	Quarter 2 10/1/09- 12/31/09	Semi- Annual 7/1/09- 12/31/09	Quarter 3 1/1/10- 3/31/10	Quarter 4 4/1/10- 6/30/10	Semi- Annual 1/1/10- 6/30/10	Annual 7/1/09- 6/30/10
Households Served <sup>1</sup>	#	1020	1020	1700	1020	1020	1700	3005
Successful Outcomes	%	25	25	25	25	25	25	25
Successful Outcomes	#	192	192	364	192	192	364	690
Average Length of Stay	Days	30	30	30	30	30	30	30
Recidivism	%			5			5	5
<i>Inebriate Shelter Only</i> 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

<sup>1</sup> Household served projection does not include overflow.

**Category:** Tier I Emergency Shelter (Single adults)  
**Agency:** Maryhaven  
**Program:** Engagement Center  
**Period:** 7/1/08-12/31/08  
**Performance:** High

**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 FY2009 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	7/1/04	7/1/05	7/1/06	7/1/07
		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
Households Sheltered	#	535	513	520	640	429	987	1,377	1,089	1,044	828
Successful Housing Outcomes	#	N/A	N/A	58	38	44	36	59	94	228	142
Successful Housing Outcomes	%	9	9	5	6	7	4	4	17	24	19
Average Length of Stay	Days	10	13	16	14	5	12	11	8	9	10
Recidivism	%	70	34	16	15	N/A	N/A	N/A	N/A	24	28
Detox Exits	%							9	8	6	8

**Program Outcome Achievement 7/1/08 to 12/31/08: Tier I Emergency Shelter**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served <sup>1</sup>	#	910	798	N/A
Average Length of Stay	Days	10	11	Yes
Successful Housing Outcomes	#	163	105	No
Successful Housing Outcomes	%	19	14	Yes
Recidivism	%	10	16	No
Detox Exits	%	10	5	Yes
Access to resources to avoid shelter admission and to stabilize housing		Pass certification	Compliant	Yes
Basic needs met in a secure, decent environment		Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood		Pass certification	Compliant	Yes
Efficient use of a pool of community resources		CSB costs per household consistent with CSB budget	Compliant	Yes

**C. Efficient Use of Community Resources**

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/08 - 06/30/09	07/01/08 – 12/31/08	
CSB Funds	\$256,010	\$128,005	\$128,005
Other Funds	\$811,651	\$405,826	\$411,455
<b>Total</b>	<b>\$1,067,661</b>	<b>\$533,831</b>	<b>\$539,460</b>
Cost per household served - CSB	\$171	\$141	\$160
Cost per successful household served - CSB	\$928	\$785	\$1,219
Percentage of CSB Funds	24%	24%	24%
Percentage of Leveraged Funds	76%	76%	76%

<sup>1</sup> The Men’s and the Women’s Emergency Shelter Systems served less single adults this reporting period than projected.

**D. Recommendations**

**Program Outcome Measures: Tier I Emergency Shelter**

Measure		Quarter 1 7/1/09- 9/30/09	Quarter 2 10/1/09- 12/31/09	Semi- Annual 7/1/09- 12/31/09	Quarter 3 1/1/10- 3/31/10	Quarter 4 4/1/10- 6/30/10	Semi- Annual 1/1/10- 6/30/10	Annual 7/1/09- 6/30/10
Households Served	#	527	527	851	527	527	851	1400
Successful Outcomes	%	19	19	19	19	19	19	19
Successful Outcomes	#	91	91	152	91	91	152	257
Average Length of Stay	Days	10	10	10	10	10	10	10
Recidivism <sup>1</sup>	%			10			10	10
<i>Inebriate Shelter Only</i> Detox Exits	%	10	10	10	10	10	10	10
Usage of CSB Direct Client Assistance	%	2	2	2	2	2	2	2

<sup>1</sup> CSB Board End at 5%. Exception for the Engagement Center.

**Category:** Tier I Emergency Shelter (Single adults)  
**Agency:** Southeast / Friends of the Homeless  
**Program:** Men's Shelter  
**Period:** 7/1/08-12/31/08  
**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 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	7/1/03	7/1/04	7/1/05	7/1/06	7/1/07
		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
Households Sheltered	#	628	551	578	514	581	645	699	650	803	631	472	512
Successful Housing Outcomes	#	95	72	74	64	98	99	97	101	101	102	97	64
Successful Housing Outcomes	%	16	14	13	15	18	17	16	20	15	21	30	18
Average Length of Stay	Days	36	36	40	46	41	41	33	53	30	41	54	49
Recidivism	%	18	12	16	13	17	8	5	7	9	14	8	16
Movement	%							6	14	22	N/A	N/A	N/A

**Program Outcome Achievement 7/1/08 to 12/31/08: Tier I Emergency Shelter**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served	#	670	654	Yes
Average Length of Stay	Days	30	37	No
Successful Housing Outcomes	#	108	117	Yes
Successful Housing Outcomes	%	20	23	Yes
Recidivism	%	10	11	Yes
Access to resources to avoid shelter admission and to stabilize housing		Pass certification	Compliant	Yes
Basic needs met in a secure, decent environment		Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood		Pass certification	Compliant	Yes
Efficient use of a pool of community resources		CSB costs per household consistent with CSB budget	Compliant	Yes

**C. Efficient Use of Community Resources**

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/08 - 06/30/09	07/01/08 - 12/31/08	
CSB Funds	\$489,146	\$244,573	\$244,572
Other Funds	\$482,000	\$241,000	\$220,692
<b>Total</b>	<b>\$971,146</b>	<b>\$485,573</b>	<b>\$465,264</b>
Cost per household served - CSB	\$445	\$365	\$374
Cost per successful household served - CSB	\$2,521	\$2,265	\$2,090
Percentage of CSB Funds	50%	50%	53%
Percentage of Leveraged Funds	50%	50%	47%



**D. Recommendations**

**Program Outcome Measures: Tier I Emergency Shelter**

Measure		Quarter 1 7/1/09- 9/30/09	Quarter 2 10/1/09- 12/31/09	Semi- Annual 7/1/09- 12/31/09	Quarter 3 1/1/10- 3/31/10	Quarter 4 4/1/10- 6/30/10	Semi- Annual 1/1/10- 6/30/10	Annual 7/1/09- 6/30/10
Households Served	#	434	434	670	434	434	670	1100
Successful Outcomes	%	25	25	25	25	25	25	25
Successful Outcomes	#	72	72	128	72	72	128	230
Average Length of Stay	Days	30	30	30	30	30	30	30
Recidivism	%			5			5	5
<i>Inebriate Shelter Only</i> 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:** Southeast / Friends of the Homeless  
**Program:** Rebecca's Place  
**Period:** 7/1/08-12/31/08  
**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 (with special arrangements made ahead of time by phone). Supportive services include meeting basic needs such as daily meals, showers, bed linens, towels and personal hygiene items, laundry facilities, and telephone use, as well as providing case management and linkage to community services. The shelter Resource Center is available for the employment and housing needs of clients. The Resource Center provides computer access, housing and employment lists, bus passes and help in applying for public assistance. Rebecca's Place has capacity for 47 women and between mid-October to mid-April it increases shelter capacity to house up to 7 additional women per night.

**B. Performance Outcomes**

**Semi-Annual Trends**

Measure		10/1/98	4/1/99	10/1/99	4/1/00	10/1/00	4/1/01	4/1/02	7/1/03	7/1/04	7/1/05	7/1/06	7/1/07
		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
Households Sheltered	#	189	146	200	219	284	238	256	229	242	311	332	317
Successful Housing Outcomes	#	21	41	37	54	32	42	40	56	46	83	67	57
Successful Housing Outcomes	%	12	30	21	29	13	19	15	31	24	33	24	21
Average Length of Stay	Days	37	48	38	38	31	37	25	47	36	30	27	29
Recidivism	%	13	4	11	7	14	7	10	14	0	1	10	12
Movement	%							4	14	17	N/A	N/A	N/A

**Program Outcome Achievement 7/1/08 to 12/31/08: Tier I Emergency Shelter**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served	#	299	274	Yes
Average Length of Stay	Days	28	33	No
Successful Housing Outcomes	#	63	58	Yes
Successful Housing Outcomes	%	30	26	Yes
Recidivism	%	10	4	Yes
Access to resources to avoid shelter admission and to stabilize housing		Pass certification	Compliant	Yes
Basic needs met in a secure, decent environment		Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood		Pass certification	Compliant	Yes
Efficient use of a pool of community resources		CSB costs per household consistent with CSB budget	Compliant	Yes

**C. Efficient Use of Community Resources**

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/08 - 06/30/09	07/01/08 - 12/31/08	
CSB Funds	\$414,642	\$207,321	\$218,172
Other Funds	\$217,000	\$108,500	\$89,282
<b>Total</b>	<b>\$631,642</b>	<b>\$315,821</b>	<b>\$307,454</b>
Cost per household served - CSB	\$829	\$693	\$796
Cost per successful household served - CSB	\$3,669	\$3,291	\$3,762
Percentage of CSB Funds	66%	66%	71%
Percentage of Leveraged Funds	34%	34%	29%

**D. Recommendations**

**Program Outcome Measures: Tier I Emergency Shelter**

Measure		Quarter 1 7/1/09- 9/30/09	Quarter 2 10/1/09- 12/31/09	Semi- Annual 7/1/09- 12/31/09	Quarter 3 1/1/10- 3/31/10	Quarter 4 4/1/10- 6/30/10	Semi- Annual 1/1/10- 6/30/10	Annual 7/1/09- 6/30/10
Households Served	#	188	188	299	188	188	299	500
Successful Outcomes	%	30	30	30	30	30	30	30
Successful Outcomes	#	42	42	75	42	42	75	136
Average Length of Stay	Days	30	30	30	30	30	30	30
Recidivism	%			5			5	5
<i>Inebriate Shelter Only</i> 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:** Volunteers of America of Greater Ohio  
**Program:** Men's Shelter  
**Period:** 7/1/08-12/31/08  
**Performance:** High

**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	7/1/03	7/1/04	7/1/05	7/1/06	7/1/07
		3/31/98	9/30/98	3/31/99	9/30/99	3/31/00	9/30/00	12/31/03	12/31/04	12/31/05	12/31/06	12/31/07
Households Sheltered	#	739	666	723	745	711	741	220	256	333	467	274
Successful Housing Outcomes	#	15	15	20	26	23	0	5	26	66	43	59
Successful Housing Outcomes	%	2	2	3	4	3	0	3	12	22	10	25
Average Length of Stay	Days	14	14	14	12	13	13	45	20	17	14	24
Recidivism	%	53	40	53	40	52	46	0	24	12	16	19
Movement	%							25	19	N/A	N/A	N/A

**Program Outcome Achievement 7/1/08 to 12/31/08: Tier I Emergency Shelter**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served <sup>1</sup>	#	323	282	N/A
Average Length of Stay	Days	25	24	Yes
Successful Housing Outcomes	#	57	54	Yes
Successful Housing Outcomes	%	20	22	Yes
Recidivism	%	10	19	No
Access to resources to avoid shelter admission and to stabilize housing		Pass certification	Compliant	Yes
Basic needs met in a secure, decent environment		Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood		Pass certification	Compliant	Yes
Efficient use of a pool of community resources		CSB costs per household consistent with CSB budget	Compliant	Yes

**C. Efficient Use of Community Resources**

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/08 - 06/30/09	07/01/08 - 12/31/08	
CSB Funds	\$66,937	\$33,469	\$33,469
Other Funds	\$223,222	\$111,611	\$94,837
<b>Total</b>	<b>\$290,159</b>	<b>\$145,080</b>	<b>\$128,306</b>
Cost per household served - CSB	\$122	\$104	\$119
Cost per successful household served - CSB	\$656	\$587	\$620
Percentage of CSB Funds	23%	23%	26%
Percentage of Leveraged Funds	77%	77%	74%

<sup>1</sup> Demand for shelter was lower than expected in the men's system.

**D. Recommendations**

**Program Outcome Measures: Tier I Emergency Shelter**

Measure		Quarter 1 7/1/09- 9/30/09	Quarter 2 10/1/09- 12/31/09	Semi- Annual 7/1/09- 12/31/09	Quarter 3 1/1/10- 3/31/10	Quarter 4 4/1/10- 6/30/10	Semi- Annual 1/1/10- 6/30/10	Annual 7/1/09- 6/30/10
Households Served	#	197	197	323	197	197	323	550
Successful Outcomes	%	25	25	25	25	25	25	25
Successful Outcomes	#	39	39	71	39	39	71	128
Average Length of Stay	Days	30	30	30	30	30	30	30
Recidivism	%			5			5	5
<i>Inebriate Shelter Only</i> 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





# Outreach Specialist

**Category:** Outreach  
**Agency:** Maryhaven  
**Program:** Outreach Specialist  
**Period:** 7/1/08-12/31/08  
**Performance:** High

**A. Description**

Maryhaven’s Outreach Program, initiated in 2003, is designed to engage homeless persons living outdoors and assist them in moving into appropriate housing as quickly as possible. Services include outreach at sites where homeless persons congregate, pro-active engagement, referral to needed community services, linkage to shelter and housing, coordination of services with shelters and housing providers and participation in community planning for shelter and housing access. Once housing is identified, the Outreach Specialist links clients with CSB Transition Program funds and other financial and material assistance options. Maryhaven’s Outreach program is a key partner in CSB’s Critical Access to Housing project, launched in mid-2006. The Maryhaven Outreach program will be 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
		12/31/03	12/31/04	12/31/05	12/31/06	12/31/07
Households Served	#	50	63	100	126	104
Successful Shelter Outcomes	#	12	N/A	N/A	N/A <sup>1</sup>	68
Successful Shelter Outcomes	%	27	N/A	N/A	N/A <sup>1</sup>	67
Successful Housing Outcomes	#	23	54	99	N/A <sup>1</sup>	19
Successful Housing Outcomes	%	51	89	99	N/A <sup>1</sup>	28
Recidivism	%	11	26	16	N/A <sup>1</sup>	14
Access to DCA	%	N/A	N/A	54	16	10

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

**Program Outcome Achievement 7/1/08 to 12/31/08: Outreach**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Total Households Served	#	92	101	Yes
Carryover Households Served <sup>1</sup>	#	12	23	N/A
New Households Served	#	80	78	Yes
Exited Households Served <sup>1</sup>	#	80	100	N/A
Successful Outcomes (Shelter and Housing)	#	56	70	Yes
Successful Outcomes (Shelter and Housing)	%	70	70	Yes
Successful Housing Outcomes <sup>2,3</sup>	#	42	31	N/A
Successful Housing Outcomes <sup>2,3</sup>	%	75	44	N/A
Access to CSB Direct Client Assistance	%	25	28	Yes
Recidivism	%	10	7	Yes
Basic needs met in a non-congregate environment		Pass certification	Compliant	Yes
Efficient use of a pool of community resources		CSB costs per household consistent with CSB budget	Compliant	Yes

**C. Efficient Use of Community Resources**

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/08 - 06/30/09	07/01/08 – 12/31/08	
CSB Funds	\$52,154	\$26,077	\$27,278
Other Funds	\$6,726	\$3,363	\$0
<b>Total</b>	<b>\$58,880</b>	<b>\$29,440</b>	<b>\$27,278</b>
Cost per household served-CSB	\$303	\$283	\$270
Cost per successful outcome - CSB	\$466	\$466	\$390
Cost per successful housing outcome - CSB	\$621	\$621	\$880
Percentage of CSB Funds	89%	89%	100%
Percentage of Leveraged Funds	11%	11%	0%

<sup>1</sup> Monitored but not evaluated.

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

<sup>3</sup> Outcomes not measured due to successful housing outcome rate being set too high for this program relative to the population served.

**D. Recommendations**

**Program Outcome Measures: Outreach**

Measure		Quarter 1 7/1/09- 9/30/09	Quarter 2 10/1/09- 12/31/09	Semi- Annual 7/1/09- 12/31/09	Quarter 3 1/1/10- 3/31/10	Quarter 4 4/1/10- 6/30/10	Semi- Annual 1/1/10- 6/30/10	Annual 7/1/09- 6/30/10
Carryover Households Served <sup>1</sup>	#	24	24	24	24	24	24	24
New Households Served	#	81	82	163	81	82	163	326
Households Served	#	105	105	187	105	105	187	350
Exited Households <sup>1</sup>	#	81	82	163	81	82	163	326
Exited Households to PSH <sup>1</sup>	#	7	8	15	8	7	15	30
Successful Outcomes (shelter and housing)	%	70	70	70	70	70	70	70
Successful Outcomes (shelter and housing)	#	57	57	114	57	57	114	228
Successful Housing Outcomes <sup>3</sup>	%	50	50	50	50	50	50	50
Successful Housing Outcomes <sup>2</sup>	#	28	29	57	28	29	57	114
Recidivism	%			5			5	5
Usage of CSB Direct Client Assistance	%	25	25	25	25	25	25	25

<sup>1</sup> Monitored but not evaluated; however this can impact other success measures.

<sup>2</sup> Express housing outcomes (permanent and transitional) as% of all successful outcomes.

<sup>3</sup> Successful Housing Outcomes rate set at 50%, below the Board End of 75%. Continued improvement for this goal is expected on a yearly basis.

# Transition

**Category:** Transition Program  
**Agency:** Community Shelter Board  
**Program:** Transition Program  
**Period:** 7/1/08-12/31/08  
**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, MAP Furniture Bank delivery fee, and other eligible expenses related to securing and stabilizing housing. The Transition Program also provides assistance to individuals and families moving to subsidized housing, including Rebuilding Lives units. In FY2009, 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.

**B. Performance Outcomes**

**Semi-Annual Trends**

Measure		7/1/03	7/1/04	7/1/05	7/1/06	7/1/07
		12/31/03	12/31/04	12/31/05	12/31/06	12/31/07
Households Served	#	215	318	361	438	312
Successful Housing Outcomes	#	210	318	361	438	312
Successful Housing Outcomes	%	98	100	100	100	100
Recidivism	%	2	8	6	2	6
Average Amount of CSB-funded DCA	\$	451	461	518	439	630 <sup>1</sup>

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

**Program Outcome Achievement 7/1/08 to 12/31/08: Transition Program**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served	#	414	441	Yes
Successful Housing Outcomes	#	406	431	Yes
Successful Housing Outcomes	%	98	98	Yes
Average CSB DCA per Household	\$	635	541	Yes
Access to CSB Direct Client Assistance	%	95	98	Yes
Recidivism	%	5	3	Yes
Basic needs met in a non-congregate environment		Pass certification	Compliant	Yes

**C. Efficient Use of Community Resources**

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/08 - 06/30/09	07/01/08 - 12/31/08	
CSB Funds	\$562,860	\$281,430	\$233,098
Other Funds	\$0	\$0	\$0
<b>Total</b>	\$562,860	\$281,430	\$233,098
Cost per household served – CSB	\$774	\$680	\$529
Cost per successful household served – CSB	\$791	\$693	\$541
Percentage of CSB Funds	100%	100%	100%
Percentage of Leveraged Funds	\$0	\$0	\$0

**D. Recommendations**

**Program Outcome Measures: CSB Transition Program**

Measure		Quarter 1 7/1/09- 9/30/09	Quarter 2 10/1/09- 12/31/09	Semi- Annual 7/1/09- 12/31/09	Quarter 3 1/1/10- 3/31/10	Quarter 4 4/1/10- 6/30/10	Semi- Annual 1/1/10- 6/30/10	Annual 7/1/09- 6/30/10
Households Served	#	225	225	450	215	215	430	880
Successful Housing Outcomes	%	98	98	98	98	98	98	98
Successful Housing Outcomes	#	220	221	441	210	211	421	862
Recidivism	%			5			5	5
Usage of CSB Direct Client Assistance	%	98	98	98	98	98	98	98
Usage of CSB Direct Client Assistance	\$	550	550	550	550	550	550	550
Usage of Other Community Resources <sup>1</sup>	%							

<sup>1</sup> Monitored but not evaluated. To be benchmarked during FY2010. No goals are needed.



# Direct Housing

**Category:** Direct Housing  
**Agency:** The Salvation Army  
**Program:** Family Housing Collaborative – Direct Housing  
**Period:** 7/1/08-12/31/08  
**Performance:** High

**A. Description**

The Family Housing Collaborative (FHC) assists families staying at the Family Center with obtaining and maintaining permanent housing. The YWCA Family Center assesses and refers families who require transitional support in order to stabilize housing after exiting the shelter. FHC supportive services are initiated while families are at the YWCA Family Center and are intended to assist families in locating permanent, affordable housing within three weeks of referral from the Family Center. To accomplish this, FHC case managers assist families with finding suitable and affordable housing and linking families to CSB administered direct client assistance (DCA). Case management services continue until the family has achieved a successful housing outcome (i.e. sufficient household income is available to afford housing), linkage with supportive services in the community occurs and/or the family has ended contact. The Salvation Army’s program provides short-term services typically for up to 90 days after housing placement and may be extended to 180 days.

**B. Performance Outcomes**

**Semi-Annual Trends**

Measure		7/1/99	1/1/00	7/1/00	1/01/01	7/1/01	7/1/02	7/1/03	7/1/04	7/1/05	7/1/06	7/1/07
		12/31/99	6/30/00	12/31/00	6/30/01	12/31/01	12/31/02	12/31/03	12/31/04	12/31/05	12/31/06	12/31/07
Households Served	#	20	35	22	28	23	38	43	135	162	125	172
Successful Outcomes	%	100	100	100	90	100	94	88	77	96	97	99
Average Length of Stay	Days	N/A	N/A	N/A	N/A	N/A	N/A	18	20	13	15	12
CSB DCA Per Household	\$	N/A	N/A	1560	N/A	N/A	N/A	923	676	819	674	1063
Recidivism	%	N/A	N/A	0	0	N/A	0	0	11	4	11	0

**Program Outcome Achievement 7/1/08 to 12/31/08: Direct Housing**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Carryover Households Served <sup>1</sup>	#	45	47	N/A
Total Households Served <sup>2</sup>	#	161	143	No
New Households Served <sup>2</sup>	#	116	96	No
Exited Households Served <sup>1</sup>	#	116	97	N/A
Average Length of Stay	Days	15	10	Yes
Average Length of Participation	Days	100	103	Yes
Successful Housing Outcomes <sup>3</sup>	#	104	90	Yes
Successful Housing Outcomes	%	90	93	Yes
Recidivism	%	5	3	Yes
Access to Direct Client Assistance	%	90	91	Yes
Average DCA Per Household	\$	1000	908	Yes
Basic needs met in a non-congregate environment		Pass certification	Compliant	Yes
Efficient use of a pool of community resources		CSB costs per household consistent with CSB budget	Compliant	Yes

**C. Efficient Use of Community Resources**

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/08 - 06/30/09	07/01/08 - 12/31/08	
CSB Funds	\$162,975	\$81,488	\$68,417
Other Funds	\$166,093	\$83,047	\$70,930
<b>Total</b>	<b>\$329,068</b>	<b>\$164,534</b>	<b>\$139,347</b>
Cost per household served – CSB	\$629	\$506	\$478
Cost per successful household served – CSB	\$844	\$784	\$760
Percentage of CSB Funds	50%	50%	49%
Percentage of Leveraged Funds	50%	50%	51%

<sup>1</sup> Monitored but not evaluated.

<sup>2</sup> Demand for the Family System was 7% less than anticipated.

<sup>3</sup> Demand for the Family System was 7% less than anticipated. The 7% reduction translates into a projected number of 108 exits. For the successful housing outcomes measure, 90% out of 108 exits represents a goal of 97 successful housing outcomes. The actual number of 90 successful housing outcomes is within the 10% allowed variance, thus this measure was marked “achieved”.

**D. Recommendations**

**Program Outcome Measures: Direct Housing**

**Baseline Recommendation: Expected demand consistent with FY09.**

Measure		Quarter 1 7/1/09- 9/30/09	Quarter 2 10/1/09- 12/31/09	Semi- Annual 7/1/09- 12/31/09	Quarter 3 1/1/10- 3/31/10	Quarter 4 4/1/10- 6/30/10	Semi- Annual 1/1/10- 6/30/10	Annual 7/1/09- 6/30/10
Carryover Households Served <sup>1</sup>	#	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 <sup>1</sup>	#	48	47	95	32	48	80	175
Successful Housing Outcomes	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	43	42	85	29	43	72	157
Average Length of Shelter Stay	Days	15	15	15	15	15	15	15
Average Length of Participation	Days	100	100	100	100	100	100	100
Change in Income from entry to exit <sup>2</sup>								
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

<sup>1</sup> Monitored but not evaluated; however this can impact other success measures.

<sup>2</sup> New measurement, to be benchmarked in FY2010. Goals are not needed.

**Upper Limit Plan: System demand increases significantly.**

Measure		Quarter 1 7/1/09- 9/30/09	Quarter 2 10/1/09- 12/31/09	Semi- Annual 7/1/09- 12/31/09	Quarter 3 1/1/10- 3/31/10	Quarter 4 4/1/10- 6/30/10	Semi- Annual 1/1/10- 6/30/10	Annual 7/1/09- 6/30/10
Carryover Households Served <sup>1</sup>	#	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 <sup>1</sup>	#	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	15	15	15	15	15	15	15
Average Length of Participation	Days	100	100	100	100	100	100	100
Change in Income from Entry to Exit <sup>2</sup>								
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

<sup>1</sup> Monitored but not evaluated; however this can impact other success measures.

<sup>2</sup> New measurement, to be benchmarked in FY2010. Goals are not needed.



# Permanent Supportive Housing

**Category:** Permanent Supportive Housing  
**Agency:** Community Housing Network  
**Program:** Briggsdale  
**Period:** 7/1/08-12/31/08  
**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
		12/31/06	12/31/07
Program Capacity	#	25	25
Unit Capacity	#	25	25
Households Served	#	28	25
Housing Stability	Months	7	16
Housing Retention	%	100	100
Program Occupancy	%	95	100
Successful Housing Outcomes	#	25	25
Successful Housing Outcomes	%	89	100



**Program Outcome Achievement 7/1/08 to 12/31/08: Permanent Supportive Housing**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served	#	27	29	Yes
Housing Stability	Months	16	20	Yes
Turnover Rate <sup>1</sup>	%	10	20	N/A
Successful Permanent Housing Outcomes	#	24	27	Yes
Successful Permanent Housing Outcomes	%	90	93	Yes
Housing Retention	%	90	96	Yes
Program Occupancy Rate	%	95	92	Yes
Basic needs met in a non-congregate environment		Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood		Pass certification	Compliant	Yes
Efficient use of a pool of community resources		CSB costs per household consistent with CSB budget	N/A	N/A
<b>HUD or CoC Local Goals<sup>2</sup></b>				
Employment status at exit <sup>2</sup>	%	18	0	No
Negative Reason for Leaving <sup>2</sup>	%	20	0	Yes
Interim Housing Stability <sup>2</sup>	%	71	79	Yes
Increase in income from entry to exit <sup>2</sup>	%	45	40	Yes

**C. Efficient Use of Community Resources**

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/08 - 06/30/09	07/01/08 - 12/31/08	
CSB Funds	\$0	\$0	\$0
Other Funds	\$618,641	\$309,321	\$295,026
<b>Total</b>	<b>\$618,641</b>	<b>\$309,321</b>	<b>\$295,026</b>
Cost per unit - CSB	\$0	\$0	\$0
Cost per unit/month - CSB	\$0	\$0	\$0
Cost per unit	\$24,746	\$12,373	\$11,801
Cost per household served	\$0	\$0	\$0
Cost per successful household served	\$0	\$0	\$0
Percentage of CSB Funds	0%	0%	0%
Percentage of Leveraged Funds	100%	100%	100%

<sup>1</sup> Monitored but not evaluated.

<sup>2</sup> HUD or CoC local goal.

**D. Recommendations**

**Program Outcome Measures: Permanent Supportive Housing**

Measure		Quarter 1 7/1/09-9/30/09	Quarter 2 10/1/09-12/31/09	Semi-Annual 7/1/09-12/31/09	Quarter 3 1/1/10-3/31/10	Quarter 4 4/1/10-6/30/10	Semi-Annual 1/1/10-6/30/10	Annual 7/1/09-6/30/10
Households Served	#	26	26	27	26	26	27	30
CAH Households Served <sup>1</sup>	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes <sup>3</sup>	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	23	23	24	23	23	24	27
Housing Stability <sup>3</sup>	Months	20	20	20	20	20	20	20
Change in Income <sup>2</sup>								
Employment Status at Exit <sup>3</sup>	%	19	19	19	19	19	19	19
Housing Retention <sup>3</sup>	%			5			5	5
Turnover Rate <sup>4</sup>	%	5	5	10	5	5	10	20
Program Occupancy Rate <sup>3</sup>	%	95	95	95	95	95	95	95
Negative Reason for Leaving <sup>3</sup>	%			20			20	20
Interim Housing Stability <sup>3</sup>	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit <sup>3</sup>	%	45	45	45	45	45	45	45

<sup>1</sup> Programs serving Critical Access to Housing clients.

<sup>2</sup> New measurement, to be benchmarked in FY2010. Goals are not needed.

<sup>3</sup> HUD or CoC local goal. If CSB funded, CSB metric applies.

<sup>4</sup> Monitored but not evaluated.

**Category:** Permanent Supportive Housing  
**Agency:** Community Housing Network  
**Program:** Cassady Avenue Apartments  
**Period:** 7/1/08-12/31/08  
**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
		12/31/04	12/31/05	12/31/06	12/31/07
Program Capacity	#	10	10	10	10
Unit Capacity	#	10	10	10	10
Households Served	#	12	11	9	12
Housing Stability	Months	14	15	22	22
Housing Retention	%	100	N/A	100	100
Program Occupancy	%	100	85	86	90
Successful Housing Outcomes	#	N/A	8	9	11
Successful Housing Outcomes	%	N/A	73	100	92

**Program Outcome Achievement 7/1/08 to 12/31/08: Permanent Supportive Housing**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served	#	11	13	Yes
Housing Stability	Months	20	24	Yes
Turnover Rate <sup>1</sup>	%	10	30	N/A
Successful Permanent Housing Outcomes	#	10	13	Yes
Successful Permanent Housing Outcomes	%	90	100	Yes
Housing Retention	%	90	100	Yes
Program Occupancy Rate	%	95	90	Yes
Basic needs met in a non-congregate environment		Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood		Pass certification	Compliant	Yes
Efficient use of a pool of community resources		CSB costs per household consistent with CSB budget	Compliant	Yes
<b>HUD or CoC Local Goals<sup>2</sup></b>				
Employment status at exit <sup>2</sup>	%	18	33	Yes
Negative Reason for Leaving <sup>2</sup>	%	20	0	Yes
Interim Housing Stability <sup>2</sup>	%	71	77	Yes
Increase in income from entry to exit <sup>2</sup>	%	45	33	No

**C. Efficient Use of Community Resources**

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/08 - 06/30/09	07/01/08 - 12/31/08	
CSB Funds	\$44,925	\$22,463	\$21,228
Other Funds	\$59,481	\$29,741	\$37,437
<b>Total</b>	<b>\$104,406</b>	<b>\$52,203</b>	<b>\$58,665</b>
Cost per unit - CSB	\$4,493	\$2,246	\$2,123
Cost per unit/month - CSB	\$374	\$374	\$354
Cost per unit	\$10,441	\$5,220	\$5,867
Cost per household served	\$3,744	\$2,042	\$1,633
Cost per successful household served	\$4,084	\$2,246	\$1,633
Percentage of CSB Funds	43%	43%	36%
Percentage of Leveraged Funds	57%	57%	64%

<sup>1</sup> Monitored but not evaluated.

<sup>2</sup> HUD or COC local goal.

**D. Recommendations**

**Program Outcome Measures: Permanent Supportive Housing**

Measure		Quarter 1 7/1/09-9/30/09	Quarter 2 10/1/09-12/31/09	Semi-Annual 7/1/09-12/31/09	Quarter 3 1/1/10-3/31/10	Quarter 4 4/1/10-6/30/10	Semi-Annual 1/1/10-6/30/10	Annual 7/1/09-6/30/10
Households Served	#	10	11	11	10	11	11	12
CAH Households Served <sup>1</sup>	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes <sup>3</sup>	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	9	10	10	9	10	10	11
Housing Stability <sup>3</sup>	Months	20	20	20	20	20	20	20
Change in Income <sup>2</sup>								
Employment Status at Exit <sup>3</sup>	%	19	19	19	19	19	19	19
Housing Retention <sup>3</sup>	%			5			5	5
Turnover Rate <sup>4</sup>	%	5	5	10	5	5	10	20
Program Occupancy Rate <sup>3</sup>	%	95	95	95	95	95	95	95
Negative Reason for Leaving <sup>3</sup>	%			20			20	20
Interim Housing Stability <sup>3</sup>	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit <sup>3</sup>	%	45	45	45	45	45	45	45

<sup>1</sup> Programs serving Critical Access to Housing clients.

<sup>2</sup> New measurement, to be benchmarked in FY2010. Goals are not needed.

<sup>3</sup> HUD or CoC local goal. If CSB funded, CSB metric applies.

<sup>4</sup> Monitored but not evaluated.

**Category:** Permanent Supportive Housing  
**Agency:** **Community Housing Network**  
**Program:** **Community ACT**  
**Period:** 7/1/07-12/31/08  
**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
		12/31/06	12/31/07
Program Capacity	#	42	42
Unit Capacity	#	42	42
Households Served	#	29	54
Housing Stability	Months	3	8
Housing Retention	%	100	96
Program Occupancy	%	36	93
Successful Housing Outcomes	#	26	41
Successful Housing Outcomes	%	90	76

**Program Outcome Achievement 7/1/08 to 12/31/08: Permanent Supportive Housing**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served	#	46	56	Yes
Housing Stability	Months	12	12	Yes
Turnover Rate <sup>1</sup>	%	10	38	N/A
Successful Permanent Housing Outcomes	#	39	46	Yes
Successful Permanent Housing Outcomes <sup>2</sup>	%	85	82	Yes
Housing Retention	%	90	98	Yes
Program Occupancy Rate	%	95	98	Yes
Basic needs met in a non-congregate environment		Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood		Pass certification	Compliant	Yes
Efficient use of a pool of community resources		CSB costs per household consistent with CSB budget	Compliant	Yes
<b>HUD or CoC Local Goals<sup>3</sup></b>				
Employment status at exit <sup>3</sup>	%	18	0	No
Negative Reason for Leaving <sup>3</sup>	%	20	0	Yes
Interim Housing Stability <sup>3</sup>	%	71	70	No
Increase in income from entry to exit <sup>3</sup>	%	45	25	No

**C. Efficient Use of Community Resources**

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/08 - 06/30/09	07/01/08 - 12/31/08	
CSB Funds	\$53,155	\$26,578	\$28,242
Other Funds	\$309,828	\$154,914	\$198,008
<b>Total</b>	<b>\$362,983</b>	<b>\$181,492</b>	<b>\$226,250</b>
Cost per unit - CSB	\$1,266	\$633	\$672
Cost per unit/month - CSB	\$105	\$105	\$112
Cost per unit	\$8,642	\$4,321	\$5,387
Cost per household served	\$1,063	\$578	\$504
Cost per successful household served	\$1,236	\$681	\$614
Percentage of CSB Funds	15%	15%	12%
Percentage of Leveraged Funds	85%	85%	88%

<sup>1</sup> Monitored but not evaluated.

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

<sup>3</sup> HUD or CoC local goal.

**D. Recommendations**

**Program Outcome Measures: Permanent Supportive Housing**

Measure		Quarter 1 7/1/09-9/30/09	Quarter 2 10/1/09-12/31/09	Semi-Annual 7/1/09-12/31/09	Quarter 3 1/1/10-3/31/10	Quarter 4 4/1/10-6/30/10	Semi-Annual 1/1/10-6/30/10	Annual 7/1/09-6/30/10
Households Served	#	44	44	46	44	44	46	50
CAH Households Served <sup>1</sup>	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes <sup>2, 4</sup>	%	85	85	85	85	85	85	85
Successful Housing Outcomes	#	37	37	39	37	37	39	43
Housing Stability <sup>4</sup>	Months	12	12	12	12	12	12	12
Change in Income <sup>3</sup>								
Employment Status at Exit <sup>4</sup>	%	19	19	19	19	19	19	19
Housing Retention <sup>4</sup>	%			5			5	5
Turnover Rate <sup>5</sup>	%	5	5	10	5	5	10	20
Program Occupancy Rate <sup>4</sup>	%	95	95	95	95	95	95	95
Negative Reason for Leaving <sup>4</sup>	%			20			20	20
Interim Housing Stability <sup>4, 6</sup>	%	71.5	71.5	71.5	71.5	71.5	71.5	71.5
Increase in Income from Entry to Exit <sup>4</sup>	%	45	45	45	45	45	45	45

<sup>1</sup> Programs serving Critical Access to Housing clients.

<sup>2</sup> Negotiated in FY2009 below board's end; 100% of households have criminal history.

<sup>3</sup> New measurement, to be benchmarked in FY2010. Goals are not needed.

<sup>4</sup> HUD or CoC local goal. If CSB funded, CSB metric applies.

<sup>5</sup> Monitored but not evaluated.

<sup>6</sup> 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:** 7/1/08-12/31/08  
**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
		12/31/04	12/31/05	12/31/06	12/31/07
Program Capacity	#	38	38	38	38
Unit Capacity	#	38	38	38	38
Households Served	#	42	42	42	39
Housing Stability	Months	9	14	20	23
Housing Retention	%	97	N/A	100	100
Program Occupancy	%	100	95	99	92
Successful Housing Outcomes	#	N/A	38	41	39
Successful Housing Outcomes	%	N/A	90	98	100

**Program Outcome Achievement 7/1/08 to 12/31/08: Permanent Supportive Housing**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served	#	42	39	Yes
Housing Stability	Months	22	30	Yes
Turnover Rate <sup>1</sup>	%	10	8	N/A
Successful Permanent Housing Outcomes	#	38	38	Yes
Successful Permanent Housing Outcomes	%	90	97	Yes
Housing Retention	%	90	100	Yes
Program Occupancy Rate	%	95	95	Yes
Basic needs met in a non-congregate environment		Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood		Pass certification	Compliant	Yes
Efficient use of a pool of community resources		CSB costs per household consistent with CSB budget	Compliant	Yes
<b>HUD or CoC Local Goals<sup>2</sup></b>				
Employment status at exit <sup>2</sup>	%	18	33	Yes
Negative Reason for Leaving <sup>2</sup>	%	20	0	Yes
Interim Housing Stability <sup>2</sup>	%	71	95	Yes
Increase in income from entry to exit <sup>2</sup>	%	45	67	Yes

**C. Efficient Use of Community Resources**

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/08 - 06/30/09	07/01/08 - 12/31/08	
CSB Funds	\$58,622	\$29,311	\$29,760
Other Funds	\$461,146	\$230,573	\$224,186
<b>Total</b>	<b>\$519,768</b>	<b>\$259,884</b>	<b>\$253,946</b>
Cost per unit - CSB	\$1,543	\$771	\$783
Cost per unit/month - CSB	\$129	\$129	\$131
Cost per unit	\$13,678	\$6,839	\$6,683
Cost per household served	\$1,274	\$698	\$763
Cost per successful household served	\$1,430	\$771	\$783
Percentage of CSB Funds	11%	11%	12%
Percentage of Leveraged Funds	89%	89%	88%

<sup>1</sup> Monitored but not evaluated.

<sup>2</sup> HUD or CoC local goal.

**D. Recommendations**

**Program Outcome Measures: Permanent Supportive Housing**

Measure		Quarter 1 7/1/09- 9/30/09	Quarter 2 10/1/09- 12/31/09	Semi- Annual 7/1/09- 12/31/09	Quarter 3 1/1/10- 3/31/10	Quarter 4 4/1/10- 6/30/10	Semi- Annual 1/1/10- 6/30/10	Annual 7/1/09- 6/30/10
Households Served	#	40	40	42	40	40	42	46
CAH Households Served <sup>1</sup>	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes <sup>3</sup>	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	36	36	38	36	36	38	41
Housing Stability <sup>3</sup>	Months	24	24	24	24	24	24	24
Change in Income <sup>2</sup>								
Employment Status at Exit <sup>3</sup>	%	19	19	19	19	19	19	19
Housing Retention <sup>3</sup>	%			5			5	5
Turnover Rate <sup>4</sup>	%	5	5	10	5	5	10	20
Program Occupancy Rate <sup>3</sup>	%	95	95	95	95	95	95	95
Negative Reason for Leaving <sup>3</sup>	%			20			20	20
Interim Housing Stability <sup>3</sup>	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit <sup>3</sup>	%	45	45	45	45	45	45	45

<sup>1</sup> Programs serving Critical Access to Housing clients.

<sup>2</sup> New measurement, to be benchmarked in FY2010. Goals are not needed.

<sup>3</sup> HUD or CoC local goal. If CSB funded, CSB metric applies.

<sup>4</sup> Monitored but not evaluated.

**Category:** Permanent Supportive Housing  
**Agency:** Community Housing Network  
**Program:** Hotel St. Clair  
**Period:** 7/1/08-12/31/08  
**Performance:** High

**A. Description**

CHN provides 26 units of permanent supportive housing for men and women 55 or older who meet Rebuilding Lives criteria for chronic homelessness. Priority is given to those disabled by substance addiction and in early recovery, but tenants may also be disabled by mental illness, HIV/AIDS or physical disabilities, or some combination of these disabilities. The Hotel St. Clair building houses a total of 31 tenants. CHN serves as the building developer and manager and provides a Housing Service Coordinator and Resident Assistant staff to work with tenants and community agencies. CHN also oversees the 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
		12/31/05	12/31/06	12/31/07
Program Capacity	#	16	26	26
Unit Capacity	#	16	26	26
Households Served	#	18	26	27
Housing Stability	Months	2	11	13
Housing Retention	%	N/A	100	96
Program Occupancy	%	46	89	92
Successful Housing Outcomes	#	18	23	23
Successful Housing Outcomes	%	100	88	88 <sup>1</sup>

<sup>1</sup> One death occurred in the program during the report period. It is CSB policy to exclude deaths from this measure.

**Program Outcome Achievement 7/1/08 to 12/31/08: Permanent Supportive Housing**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served	#	29	28	Yes
Housing Stability	Months	12	21	Yes
Turnover Rate <sup>1</sup>	%	10	23	N/A
Successful Permanent Housing Outcomes	#	26	27	Yes
Successful Permanent Housing Outcomes	%	90	96	Yes
Housing Retention	%	90	100	Yes
Program Occupancy Rate	%	95	92	Yes
Basic needs met in a non-congregate environment		Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood		Pass certification	Compliant	Yes
Efficient use of a pool of community resources		CSB costs per household consistent with CSB budget	Compliant	Yes
<b>HUD or CoC Local Goals<sup>2</sup></b>				
Employment status at exit <sup>2</sup>	%	18	17	No
Negative Reason for Leaving <sup>2</sup>	%	20	0	Yes
Interim Housing Stability <sup>2</sup>	%	71	86	Yes
Increase in income from entry to exit <sup>2</sup>	%	45	50	Yes

**C. Efficient Use of Community Resources**

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/08 - 06/30/09	07/01/08 - 12/31/08	
CSB Funds	\$78,575	\$39,288	\$38,031
Other Funds	\$277,197	\$138,599	\$130,942
<b>Total</b>	<b>\$355,772</b>	<b>\$177,886</b>	<b>\$168,973</b>
Cost per unit - CSB	\$3,022	\$1,511	\$1,463
Cost per unit/month - CSB	\$252	\$252	\$244
Cost per unit	\$13,684	\$6,842	\$6,499
Cost per household served	\$2,535	\$1,355	\$1,358
Cost per successful household served	\$2,806	\$1,511	\$1,409
Percentage of CSB Funds	22%	22%	23%
Percentage of Leveraged Funds	78%	78%	77%

<sup>1</sup> Monitored but not evaluated.

<sup>2</sup> HUD or CoC local goal.

**D. Recommendations**

**Program Outcome Measures: Permanent Supportive Housing**

Measure		Quarter 1 7/1/09- 9/30/09	Quarter 2 10/1/09- 12/31/09	Semi- Annual 7/1/09- 12/31/09	Quarter 3 1/1/10- 3/31/10	Quarter 4 4/1/10- 6/30/10	Semi- Annual 1/1/10- 6/30/10	Annual 7/1/09- 6/30/10
Households Served	#	27	27	29	27	27	29	31
CAH Households Served <sup>1</sup>	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes <sup>3</sup>	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	24	24	26	24	24	26	28
Housing Stability <sup>3</sup>	Months	16	16	16	16	16	16	16
Change in Income <sup>2</sup>								
Employment Status at Exit <sup>3</sup>	%	19	19	19	19	19	19	19
Housing Retention <sup>3</sup>	%			5			5	5
Turnover Rate <sup>4</sup>	%	5	5	10	5	5	10	20
Program Occupancy Rate <sup>3</sup>	%	95	95	95	95	95	95	95
Negative Reason for Leaving <sup>3</sup>	%			20			20	20
Interim Housing Stability <sup>3</sup>	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit <sup>3, 5</sup>	%	45	45	45	45	45	45	45

<sup>1</sup> Programs serving Critical Access to Housing clients.

<sup>2</sup> New measurement, to be benchmarked in FY2010. Goals are not needed.

<sup>3</sup> HUD or COC local goal. If CSB funded, CSB metric applies.

<sup>4</sup> Monitored but not evaluated.

<sup>5</sup> Project serves mainly seniors. CSB will closely watch this measure and may make allowance for non-achievement due to population particularities.

**Category:** Permanent Supportive Housing  
**Agency:** Community Housing Network  
**Program:** North 22<sup>nd</sup> Street  
**Period:** 7/1/08-12/31/08  
**Performance:** High

**A. Description**

CHN's North 22<sup>nd</sup> Street Apartments, in partnership with the Chalmers P. Wylie Outpatient Clinic (VA Clinic) and Columbus Area Mental Health Center, Inc. (CAMHC), provides 30 units of permanent housing linked to social, health and employment services for men and women who meet the Rebuilding Lives criteria for chronic homelessness. Supportive services enable residents to find work, maintain their treatment and recovery and eventually give back to the community. The range of services that are available through CAMHC and the VA Clinic include health care referrals, case management, life skills, money management, mental health assessment, substance abuse assessment, employment referrals, medication monitoring and individual counseling. 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
		6/30/02	12/31/02	12/31/03	12/31/04	12/31/05	12/31/06	12/31/07
Program Capacity	#	15	15	15	30	30	30	30
Unit Capacity	#	15	15	15	30	30	30	30
Households Served	#	18	20	17	35	35	32	34
Housing Stability	Months	6	11	13	20	23	27	27
Housing Retention	%	94	100	88	94	N/A	100	100
Program Occupancy	%	90	120	106	200	89	91	93
Successful Housing Outcomes	#	N/A	N/A	N/A	N/A	32	30	33
Successful Housing Outcomes	%	N/A	N/A	N/A	N/A	91	94	97

**Program Outcome Achievement 7/1/08 to 12/31/08: Permanent Supportive Housing**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served	#	33	34	Yes
Housing Stability	Months	24	29	Yes
Turnover Rate <sup>1</sup>	%	10	23	N/A
Successful Permanent Housing Outcomes	#	30	30	Yes
Successful Permanent Housing Outcomes	%	90	97	Yes
Housing Retention	%	90	100	Yes
Program Occupancy Rate	%	95	93	Yes
Basic needs met in a non-congregate environment		Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood		Pass certification	Compliant	Yes
Efficient use of a pool of community resources		CSB costs per household consistent with CSB budget	Compliant	Yes
<b>HUD or CoC Local Goals<sup>2</sup></b>				
Employment status at exit <sup>2</sup>	%	18	43	Yes
Negative Reason for Leaving <sup>2</sup>	%	20	29	No
Interim Housing Stability <sup>2</sup>	%	71	79	Yes
Increase in income from entry to exit <sup>2</sup>	%	45	57	Yes

**C. Efficient Use of Community Resources**

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/08 - 06/30/09	07/01/08 - 12/31/08	
CSB Funds	\$63,986	\$31,993	\$34,172
Other Funds	\$147,358	\$73,679	\$57,528
<b>Total</b>	<b>\$211,344</b>	<b>\$105,672</b>	<b>\$91,700</b>
Cost per unit - CSB	\$2,133	\$1,066	\$1,139
Cost per unit/month - CSB	\$178	\$178	\$190
Cost per unit	\$7,045	\$3,522	\$3,057
Cost per household served	\$1,777	\$969	\$1,005
Cost per successful household served	\$2,000	\$1,066	\$1,139
Percentage of CSB Funds	30%	30%	37%
Percentage of Leveraged Funds	70%	70%	63%

<sup>1</sup> Monitored but not evaluated.

<sup>2</sup> HUD or CoC local goal.



**D. Recommendations**

**Program Outcome Measures: Permanent Supportive Housing**

Measure		Quarter 1 7/1/09- 9/30/09	Quarter 2 10/1/09- 12/31/09	Semi- Annual 7/1/09- 12/31/09	Quarter 3 1/1/10- 3/31/10	Quarter 4 4/1/10- 6/30/10	Semi- Annual 1/1/10- 6/30/10	Annual 7/1/09- 6/30/10
Households Served	#	31	32	33	31	32	33	36
CAH Households Served <sup>1</sup>	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes <sup>3</sup>	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	28	29	30	28	29	30	32
Housing Stability <sup>3</sup>	Months	24	24	24	24	24	24	24
Change in Income <sup>2</sup>								
Employment Status at Exit <sup>3</sup>	%	19	19	19	19	19	19	19
Housing Retention <sup>3</sup>	%			5			5	5
Turnover Rate <sup>4</sup>	%	5	5	10	5	5	10	20
Program Occupancy Rate <sup>3</sup>	%	95	95	95	95	95	95	95
Negative Reason for Leaving <sup>3</sup>	%			20			20	20
Interim Housing Stability <sup>3</sup>	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit <sup>3</sup>	%	45	45	45	45	45	45	45

<sup>1</sup> Programs serving Critical Access to Housing clients.

<sup>2</sup> New measurement, to be benchmarked in FY2010. Goals are not needed.

<sup>3</sup> HUD or CoC local goal. If CSB funded, CSB metric applies.

<sup>4</sup> Monitored but not evaluated.

**Category:** Permanent Supportive Housing  
**Agency:** Community Housing Network  
**Program:** North High Street  
**Period:** 7/1/08-12/31/08  
**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
		12/31/02	12/31/03	12/31/04	12/31/05	12/31/06	12/31/07
Program Capacity	#	36	36	36	36	36	33
Unit Capacity	#	36	36	36	36	36	33
Households Served	#	37	35	39	43	35	37
Housing Stability	Months	8	15	23	24	32	26
Housing Retention	%	100	91	100	N/A	100	100
Program Occupancy	%	100	97	97	91	88	97
Successful Housing Outcomes	#	N/A	N/A	N/A	40	33	36
Successful Housing Outcomes	%	N/A	N/A	N/A	93	94	97

**Program Outcome Achievement 7/1/08 to 12/31/08: Permanent Supportive Housing**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served	#	36	37	Yes
Housing Stability	Months	24	32	Yes
Turnover Rate <sup>1</sup>	%	10	12	N/A
Successful Permanent Housing Outcomes	#	32	36	Yes
Successful Permanent Housing Outcomes	%	90	97	Yes
Housing Retention	%	90	100	Yes
Program Occupancy Rate	%	95	94	Yes
Basic needs met in a non-congregate environment		Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood		Pass certification	Compliant	Yes
Efficient use of a pool of community resources		CSB costs per household consistent with CSB budget	Compliant	Yes
<b>HUD or CoC Local Goals<sup>2</sup></b>				
Employment status at exit <sup>2</sup>	%	18	0	No
Negative Reason for Leaving <sup>2</sup>	%	20	0	Yes
Interim Housing Stability <sup>2</sup>	%	71	84	Yes
Increase in income from entry to exit <sup>2</sup>	%	45	50	Yes

**C. Efficient Use of Community Resources**

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/08 - 06/30/09	07/01/08 - 12/31/08	
CSB Funds	\$211,247	\$105,624	\$91,879
Other Funds	\$280,123	\$140,062	\$138,691
<b>Total</b>	<b>\$491,370</b>	<b>\$245,685</b>	<b>\$230,570</b>
Cost per unit - CSB	\$6,401	\$3,201	\$2,784
Cost per unit/month - CSB	\$533	\$533	\$464
Cost per unit	\$14,890	\$7,445	\$6,987
Cost per household served	\$5,281	\$2,934	\$2,483
Cost per successful household served	\$5,868	\$3,301	\$2,552
Percentage of CSB Funds	43%	43%	40%
Percentage of Leveraged Funds	57%	57%	60%

<sup>1</sup> Monitored but not evaluated.

<sup>2</sup> HUD or CoC local goal.

**D. Recommendations**

**Program Outcome Measures: Permanent Supportive Housing**

Measure		Quarter 1 7/1/09-9/30/09	Quarter 2 10/1/09-12/31/09	Semi-Annual 7/1/09-12/31/09	Quarter 3 1/1/10-3/31/10	Quarter 4 4/1/10-6/30/10	Semi-Annual 1/1/10-6/30/10	Annual 7/1/09-6/30/10
Households Served	#	34	35	36	34	35	36	40
CAH Households Served <sup>1</sup>	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes <sup>3</sup>	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	31	32	32	31	32	32	36
Housing Stability <sup>3</sup>	Months	24	24	24	24	24	24	24
Change in Income <sup>2</sup>								
Employment Status at Exit <sup>3</sup>	%	19	19	19	19	19	19	19
Housing Retention <sup>3</sup>	%			5			5	5
Turnover Rate <sup>4</sup>	%	5	5	10	5	5	10	20
Program Occupancy Rate <sup>3</sup>	%	95	95	95	95	95	95	95
Negative Reason for Leaving <sup>3</sup>	%			20			20	20
Interim Housing Stability <sup>3</sup>	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit <sup>3</sup>	%	45	45	45	45	45	45	45

<sup>1</sup> Programs serving Critical Access to Housing clients.

<sup>2</sup> New measurement, to be benchmarked in FY2010. Goals are not needed.

<sup>3</sup> HUD or CoC local goal. If CSB funded, CSB metric applies.

<sup>4</sup> Monitored but not evaluated.

**Category:** Permanent Supportive Housing  
**Agency:** Community Housing Network  
**Program:** Parsons Avenue  
**Period:** 7/1/08-12/31/08  
**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, 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
		12/31/03	12/31/04	12/31/05	12/31/06	12/31/07
Program Capacity	#	25	25	25	25	25
Unit Capacity	#	25	25	25	25	25
Households Served	#	26	26	29	28	27
Housing Stability	Months	14	26	27	32	37
Housing Retention	%	96	96	N/A	96	100
Program Occupancy	%	96	100	97	95	96
Successful Housing Outcomes	#	N/A	N/A	28	27	26 <sup>1</sup>
Successful Housing Outcomes	%	N/A	N/A	97	96	100 <sup>1</sup>

<sup>1</sup> Due to the death of one of Parson’s clients, there is a discrepancy between the number of clients served and the total number of housing outcomes. It is CSB policy to exclude deaths from the successful permanent housing percentage measure.

**Program Outcome Achievement 7/1/08 to 12/31/08: Permanent Supportive Housing**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served	#	27	27	Yes
Housing Stability	Months	24	37	Yes
Turnover Rate <sup>1</sup>	%	10	12	N/A
Successful Permanent Housing Outcomes	#	24	26	Yes
Successful Permanent Housing Outcomes	%	90	96	Yes
Housing Retention	%	90	100	Yes
Program Occupancy Rate	%	95	96	Yes
Basic needs met in a non-congregate environment		Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood		Pass certification	Compliant	Yes
Efficient use of a pool of community resources		CSB costs per household consistent with CSB budget	Compliant	Yes
<b>HUD or CoC Local Goals<sup>2</sup></b>				
Employment status at exit <sup>2</sup>	%	18	33	Yes
Negative Reason for Leaving <sup>2</sup>	%	20	0	Yes
Interim Housing Stability <sup>2</sup>	%	71	89	Yes
Increase in income from entry to exit <sup>2</sup>	%	45	33	No

**C. Efficient Use of Community Resources**

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/08 - 06/30/09	07/01/08 - 12/31/08	
CSB Funds	\$64,992	\$32,496	\$30,283
Other Funds	\$377,469	\$188,735	\$179,956
Total	\$442,461	\$221,231	\$210,239
Cost per unit - CSB	\$2,600	\$1,300	\$1,211
Cost per unit/month - CSB	\$217	\$217	\$202
Cost per unit	\$17,698	\$8,849	\$8,410
Cost per household served	\$2,166	\$1,204	\$1,122
Cost per successful household served	\$2,407	\$1,354	\$1,165
Percentage of CSB Funds	15%	15%	14%
Percentage of Leveraged Funds	85%	85%	86%

<sup>1</sup> Monitored but not evaluated.

<sup>2</sup> HUD or CoC local goal.

**D. Recommendations**

**Program Outcome Measures: Permanent Supportive Housing**

Measure		Quarter 1 7/1/09- 9/30/09	Quarter 2 10/1/09- 12/31/09	Semi- Annual 7/1/09- 12/31/09	Quarter 3 1/1/10- 3/31/10	Quarter 4 4/1/10- 6/30/10	Semi- Annual 1/1/10- 6/30/10	Annual 7/1/09- 6/30/10
Households Served	#	26	26	27	26	26	28	30
CAH Households Served <sup>1</sup>	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes <sup>3</sup>	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	23	23	24	23	23	25	27
Housing Stability <sup>3</sup>	Months	24	24	24	24	24	24	24
Change in Income <sup>2</sup>								
Employment Status at Exit <sup>3</sup>	%	19	19	19	19	19	19	19
Housing Retention <sup>3</sup>	%			5			5	5
Turnover Rate <sup>4</sup>	%	5	5	10	5	5	10	20
Program Occupancy Rate <sup>3</sup>	%	95	95	95	95	95	95	95
Negative Reason for Leaving <sup>3</sup>	%			20			20	20
Interim Housing Stability <sup>3</sup>	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit <sup>3</sup>	%	45	45	45	45	45	45	45

<sup>1</sup> Programs serving Critical Access to Housing clients.

<sup>2</sup> New measurement, to be benchmarked in FY2010. Goals are not needed.

<sup>3</sup> HUD or CoC local goal. If CSB funded, CSB metric applies.

<sup>4</sup> Monitored but not evaluated.

**Category:** Permanent Supportive Housing  
**Agency:** Community Housing Network  
**Program:** Rebuilding Lives PACT Team Initiative  
**Period:** 7/1/08-12/31/08  
**Performance:** High

**A. Description**

The Rebuilding Lives Pact Team Initiative (RLPTI) was one of eleven projects funded as part of the federal Collaborative Initiative to End Homelessness. RLPTI targets long-term homeless men and women with serious mental illness who may also have co-occurring substance abuse problems and/or physical illnesses or disabilities. The project includes 108 units of supportive housing, with 80 units 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
		12/31/04	12/31/05	12/31/06	12/31/07
Program Capacity	#	80	108	108	108
Unit Capacity	#	80	108	108	108
Households Served	#	82	90	108	113
Housing Stability	Months	5	14	15	21
Housing Retention	%	98	N/A	N/A	95
Program Occupancy	%	76	72	84	87
Successful Housing Outcomes	#	N/A	85	102	97
Successful Housing Outcomes	%	N/A	108	94	87 <sup>1</sup>

<sup>1</sup> Two deaths occurred in the program during the report period. It is CSB policy to exclude deaths from this measure.



**Program Outcome Achievement 7/1/08 to 12/31/08: Permanent Supportive Housing**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served	#	119	121	Yes
Housing Stability	Months	20	26	Yes
Turnover Rate <sup>1</sup>	%	10	11	N/A
Successful Permanent Housing Outcomes	#	107	110	Yes
Successful Permanent Housing Outcomes	%	90	93	Yes
Housing Retention	%	90	99	Yes
Program Occupancy Rate	%	95	99	Yes
Basic needs met in a non-congregate environment		Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood		Pass certification	Compliant	Yes
Efficient use of a pool of community resources		CSB costs per household consistent with CSB budget	Compliant	Yes
<b>HUD or CoC Local Goals<sup>2</sup></b>				
Employment status at exit <sup>2</sup>	%	18	0	No
Negative Reason for Leaving <sup>2</sup>	%	20	17	Yes
Interim Housing Stability <sup>2</sup>	%	71	80	Yes
Increase in income from entry to exit <sup>2</sup>	%	45	33	No

**C. Efficient Use of Community Resources<sup>3</sup>**

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/08 - 06/30/09	07/01/08 - 12/31/08	
CSB Funds	\$86,677	\$43,339	\$41,021
Other Funds	\$748,606	\$374,303	\$380,439
<b>Total</b>	<b>\$835,283</b>	<b>\$417,642</b>	<b>\$421,460</b>
Cost per unit - CSB	\$803	\$401	\$380
Cost per unit/month - CSB	\$67	\$67	\$63
Cost per unit	\$7,734	\$3,867	\$3,902
Cost per household served	\$667	\$364	\$339
Cost per successful household served	\$741	\$405	\$373
Percentage of CSB Funds	10%	10%	10%
Percentage of Leveraged Funds	90%	90%	90%

<sup>1</sup> Monitored but not evaluated.

<sup>2</sup> HUD or CoC local goal.

<sup>3</sup> Other costs shown are lower than budgeted as CHN did not obtain services costs from Southeast.

**D. Recommendations**

**Program Outcome Measures: Permanent Supportive Housing**

Measure		Quarter 1 7/1/09-9/30/09	Quarter 2 10/1/09-12/31/09	Semi-Annual 7/1/09-12/31/09	Quarter 3 1/1/10-3/31/10	Quarter 4 4/1/10-6/30/10	Semi-Annual 1/1/10-6/30/10	Annual 7/1/09-6/30/10
Households Served	#	113	113	119	113	113	119	130
CAH Households Served <sup>1</sup>	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes <sup>3</sup>	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	102	102	107	102	102	107	117
Housing Stability <sup>3</sup>	Months	21	21	21	21	21	21	21
Change in Income <sup>2</sup>								
Employment Status at Exit <sup>3</sup>	%	19	19	19	19	19	19	19
Housing Retention <sup>3</sup>	%			5			5	5
Turnover Rate <sup>4</sup>	%	5	5	10	5	5	10	20
Program Occupancy Rate <sup>3</sup>	%	95	95	95	95	95	95	95
Negative Reason for Leaving <sup>3</sup>	%			20			20	20
Interim Housing Stability <sup>3</sup>	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit <sup>3</sup>	%	45	45	45	45	45	45	45

<sup>1</sup> Programs serving Critical Access to Housing clients.

<sup>2</sup> New measurement, to be benchmarked in FY2010. Goals are not needed.

<sup>3</sup> HUD or CoC local goal. If CSB funded, CSB metric applies.

<sup>4</sup> Monitored but not evaluated.

**Category:** Permanent Supportive Housing  
**Agency:** Community Housing Network  
**Program:** Safe Havens  
**Period:** 7/1/08-12/31/08  
**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
		12/31/05	12/31/06	12/31/07
Program Capacity	#	16	16	16
Unit Capacity	#	13	13	13
Households Served	#	17	17	17
Housing Stability	Months	33	34	43
Housing Retention	%	N/A	100	94
Program Occupancy	%	83	98	115 <sup>1</sup>
Successful Housing Outcomes	#	17	17	15
Successful Housing Outcomes	%	100	100	94 <sup>2</sup>

<sup>1</sup> 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.

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

**Program Outcome Achievement 7/1/08 to 12/31/08: Permanent Supportive Housing**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served	#	17	16	Yes
Housing Stability	Months	24	49	Yes
Turnover Rate <sup>1</sup>	%	10	15	N/A
Successful Permanent Housing Outcomes	#	15	15	Yes
Successful Permanent Housing Outcomes	%	90	94	Yes
Housing Retention	%	90	100	Yes
Program Occupancy Rate <sup>2</sup>	%	95	115	Yes
Basic needs met in a non-congregate environment		Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood		Pass certification	Compliant	Yes
Efficient use of a pool of community resources		CSB costs per household consistent with CSB budget	N/A	N/A
<b>HUD or CoC Local Goals<sup>3</sup></b>				
Employment status at exit <sup>3</sup>	%	18	0	No
Negative Reason for Leaving <sup>3</sup>	%	20	0	Yes
Interim Housing Stability <sup>3</sup>	%	71	94	Yes
Increase in income from entry to exit <sup>3</sup>	%	45	50	Yes

**C. Efficient Use of Community Resources**

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/08 - 06/30/09	07/01/08 - 12/31/08	
CSB Funds	\$0	\$0	\$0
Other Funds	\$337,757	\$168,879	\$192,150
<b>Total</b>	<b>\$337,757</b>	<b>\$168,879</b>	<b>\$192,150</b>
Cost per unit - CSB	\$0	\$0	\$0
Cost per unit/month - CSB	\$0	\$0	\$0
Cost per unit	\$25,981	\$12,991	\$14,781
Cost per household served	\$0	\$0	\$0
Cost per successful household served	\$0	\$0	\$0
Percentage of CSB Funds	0%	0%	0%
Percentage of Leveraged Funds	100%	100%	100%

<sup>1</sup> Monitored but not evaluated.

<sup>2</sup> Program is able to serve couples in 3 of its units. Reported occupancy rate reflects the higher number of persons served.

<sup>3</sup> HUD or CoC local goal.

**D. Recommendations**

**Program Outcome Measures: Permanent Supportive Housing**

Measure		Quarter 1 7/1/09- 9/30/09	Quarter 2 10/1/09- 12/31/09	Semi- Annual 7/1/09- 12/31/09	Quarter 3 1/1/10- 3/31/10	Quarter 4 4/1/10- 6/30/10	Semi- Annual 1/1/10- 6/30/10	Annual 7/1/09- 6/30/10
Households Served	#	16	16	17	16	16	17	18
CAH Households Served <sup>1</sup>	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes <sup>3</sup>	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	14	14	15	14	14	15	16
Housing Stability <sup>3</sup>	Months	24	24	24	24	24	24	24
Change in Income <sup>2</sup>								
Employment Status at Exit <sup>3</sup>	%	19	19	19	19	19	19	19
Housing Retention <sup>3</sup>	%			5			5	5
Turnover Rate <sup>4</sup>	%	5	5	10	5	5	10	20
Program Occupancy Rate <sup>3</sup>	%	95	95	95	95	95	95	95
Negative Reason for Leaving <sup>3</sup>	%			20			20	20
Interim Housing Stability <sup>3</sup>	%	81	81	81	81	81	81	81
Increase in income from Entry to Exit <sup>3</sup>	%	45	45	45	45	45	45	45

<sup>1</sup> Programs serving Critical Access to Housing clients.

<sup>2</sup> New measurement, to be benchmarked in FY2010. Goals are not needed.

<sup>3</sup> HUD or CoC local goal. If CSB funded, CSB metric applies.

<sup>4</sup> Monitored but not evaluated.

**Category:** Permanent Supportive Housing  
**Agency:** **Community Housing Network**  
**Program:** **Southpoint Place**  
**Period:** 7/1/08-12/31/08  
**Performance:** **Not Rated<sup>1</sup>**

**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 will seek to ensure that tenants are moved in as quickly as possible.

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

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<sup>1</sup> Program too new to be rated.

**B. Performance Outcomes**

**Program Outcome Achievement 7/1/08 to 12/31/08: Permanent Supportive Housing<sup>1</sup>**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served	#	20	29	Yes
Housing Stability	Months	--	1	N/A
Turnover Rate <sup>2</sup>	%	--	N/A	N/A
Successful Permanent Housing Outcomes	#	18	29	Yes
Successful Permanent Housing Outcomes	%	90	100	Yes
Housing Retention	%	90	100	Yes
Program Occupancy Rate	%	--	13	N/A
Basic needs met in a non-congregate environment		Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood		Pass certification	Compliant	Yes
Efficient use of a pool of community resources		CSB costs per household consistent with CSB budget	N/A	N/A
<b>HUD or CoC Local Goals<sup>3</sup></b>				
Employment status at exit <sup>3</sup>	%	18	N/A	N/A
Negative Reason for Leaving <sup>3</sup>	%	20	N/A	N/A
Interim Housing Stability <sup>3</sup>	%	71	N/A	N/A
Increase in income from entry to exit <sup>3</sup>	%	45	N/A	N/A

**C. Efficient Use of Community Resources**

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/08 - 06/30/09	07/01/08 - 12/31/08	
CSB Funds	\$67,052	\$33,526	\$0
Other Funds	\$801,524	\$400,762	\$111,246
<b>Total</b>	<b>\$868,576</b>	<b>\$434,288</b>	<b>\$111,246</b>
Cost per unit - CSB	\$1,458	\$729	\$0
Cost per unit/month - CSB	\$121	\$121	\$0
Cost per unit	\$18,882	\$9,441	\$2,418
Cost per household	\$1,315	\$1,676	\$0
Cost per successful household	\$1,458	\$1,863	\$0
Percentage of CSB Funds	8%	8%	0%
Percentage of Leveraged Funds	92%	92%	100%

<sup>1</sup> Program in lease-up as of 12/31/2008.

<sup>2</sup> Monitored but not evaluated.

<sup>3</sup> HUD or CoC local goal.

**D. Recommendations**

**Program Outcome Measures: Permanent Supportive Housing**

Measure		Quarter 1 7/1/09-9/30/09	Quarter 2 10/1/09-12/31/09	Semi-Annual 7/1/09-12/31/09	Quarter 3 1/1/10-3/31/10	Quarter 4 4/1/10-6/30/10	Semi-Annual 1/1/10-6/30/10	Annual 7/1/09-6/30/10
Households Served	#	48	48	51	48	48	51	55
CAH Households Served <sup>1</sup>	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes <sup>3</sup>	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	43	43	46	43	43	46	50
Housing Stability <sup>3</sup>	Months	6	9	9	9	12	12	12
Change in Income <sup>2</sup>								
Employment Status at Exit <sup>3</sup>	%	19	19	19	19	19	19	19
Housing Retention <sup>3</sup>	%			5			5	5
Turnover Rate <sup>4</sup>	%	5	5	10	5	5	10	20
Program Occupancy Rate <sup>3</sup>	%	95	95	95	95	95	95	95
Negative Reason for Leaving <sup>3</sup>	%			20			20	20
Interim Housing Stability <sup>3</sup>	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit <sup>3</sup>	%	45	45	45	45	45	45	45

<sup>1</sup> Programs serving Critical Access to Housing clients.

<sup>2</sup> New measurement, to be benchmarked in FY2010. Goals are not needed.

<sup>3</sup> HUD or CoC local goal. If CSB funded, CSB metric applies.

<sup>4</sup> Monitored but not evaluated.



**Category:** Permanent Supportive Housing  
**Agency:** Maryhaven  
**Program:** Commons at Chantry  
**Period:** 7/1/08-12/31/08  
**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.

**B. Performance Outcomes**

**Semi-Annual Trends**

Measure		7/1/07
		12/31/07
Program Capacity	#	50
Unit Capacity	#	50
Households Served	#	51
Housing Stability	Months	12
Housing Retention	%	100
Program Occupancy	%	96
Successful Housing Outcomes	#	50
Successful Housing Outcomes	%	98

**Program Outcome Achievement 7/1/08 to 12/31/08: Permanent Supportive Housing**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served	#	55	57	Yes
Housing Stability	Months	18	15	No
Turnover Rate <sup>1</sup>	%	10	18	N/A
Successful Permanent Housing Outcomes	#	50	54	Yes
Successful Permanent Housing Outcomes	%	90	95	Yes
Housing Retention	%	90	100	Yes
Program Occupancy Rate	%	95	96	Yes
Basic needs met in a non-congregate environment		Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood		Pass certification	Compliant	Yes
Efficient use of a pool of community resources		CSB costs per household consistent with CSB budget	Compliant	Yes
<b>HUD or CoC Local Goals<sup>2</sup></b>				
Employment status at exit <sup>2</sup>	%	18	11	No
Negative Reason for Leaving <sup>2</sup>	%	20	0	Yes
Interim Housing Stability <sup>2</sup>	%	71	79	Yes
Increase in income from entry to exit <sup>2</sup>	%	45	11	No

**C. Efficient Use of Community Resources**

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/08 - 06/30/09	07/01/08 - 12/31/08	
CSB Funds	\$36,913	\$18,457	\$19,391
Other Funds	\$891,550	\$445,775	\$411,274
<b>Total</b>	<b>\$928,463</b>	<b>\$464,232</b>	<b>\$430,665</b>
Cost per unit - CSB	\$738	\$369	\$388
Cost per unit/month - CSB	\$62	\$62	\$65
Cost per unit	\$18,569	\$9,285	\$8,613
Cost per household served	\$615	\$336	\$340
Cost per successful household served	\$684	\$369	\$359
Percentage of CSB Funds	4%	4%	5%
Percentage of Leveraged Funds	96%	96%	95%

<sup>1</sup> Monitored but not evaluated.

<sup>2</sup> HUD or CoC local goal.

**D. Recommendations**

**Program Outcome Measures: Permanent Supportive Housing**

Measure		Quarter 1 7/1/09- 9/30/09	Quarter 2 10/1/09- 12/31/09	Semi- Annual 7/1/09- 12/31/09	Quarter 3 1/1/10- 3/31/10	Quarter 4 4/1/10- 6/30/10	Semi- Annual 1/1/10- 6/30/10	Annual 7/1/09- 6/30/10
Households Served	#	52	53	55	52	53	55	60
CAH Households Served <sup>1</sup>	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes <sup>3</sup>	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	47	48	50	47	48	50	54
Housing Stability <sup>3</sup>	Months	18	18	18	18	18	18	18
Change in Income <sup>2</sup>								
Employment Status at Exit <sup>3</sup>	%	19	19	19	19	19	19	19
Housing Retention <sup>3</sup>	%			5			5	5
Turnover Rate <sup>4</sup>	%	5	5	10	5	5	10	20
Program Occupancy Rate <sup>3</sup>	%	95	95	95	95	95	95	95
Negative Reason for Leaving <sup>3</sup>	%			20			20	20
Interim Housing Stability <sup>3</sup>	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit <sup>3</sup>	%	45	45	45	45	45	45	45

<sup>1</sup> Programs serving Critical Access to Housing clients.

<sup>2</sup> New measurement, to be benchmarked in FY2010. Goals are not needed.

<sup>3</sup> HUD or CoC local goal. If CSB funded, CSB metric applies.

<sup>4</sup> Monitored but not evaluated.

**Category:** Permanent Supportive Housing  
**Agency:** National Church Residences  
**Program:** Commons at Grant  
**Period:** 7/1/08-12/31/08  
**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 class room and multiple meeting rooms for both residents and staff. Clients served include those with mental health, substance abuse and/or physical disabilities. Housing subsidies are provided through a partnership with the Columbus Metropolitan Housing Authority.

**B. Performance Outcomes**

**Semi-Annual Trends**

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

**Program Outcome Achievement 7/1/08 to 12/31/08: Permanent Supportive Housing**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served	#	55	57	Yes
Housing Stability	Months	24	33	Yes
Turnover Rate <sup>1</sup>	%	10	14	N/A
Successful Permanent Housing Outcomes	#	50	55	Yes
Successful Permanent Housing Outcomes	%	90	96	Yes
Housing Retention	%	90	100	Yes
Program Occupancy Rate	%	95	100	Yes
Basic needs met in a non-congregate environment		Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood		Pass certification	Compliant	Yes
Efficient use of a pool of community resources		CSB costs per household consistent with CSB budget	Compliant	Yes
<b>HUD or CoC Local Goals<sup>2</sup></b>				
Employment status at exit <sup>2</sup>	%	18	14	No
Negative Reason for Leaving <sup>2</sup>	%	20	0	Yes
Interim Housing Stability <sup>2</sup>	%	71	88	Yes
Increase in income from entry to exit <sup>2</sup>	%	45	57	Yes

**C. Efficient Use of Community Resources**

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/08 - 06/30/09	07/01/08 – 12/31/08	
CSB Funds	\$88,097	\$44,049	\$44,247
Other Funds	\$687,091	\$343,546	\$486,688
<b>Total</b>	<b>\$775,188</b>	<b>\$387,594</b>	<b>\$530,935</b>
Cost per unit - CSB	\$1,762	\$881	\$885
Cost per unit/month - CSB	\$147	\$147	\$147
Cost per unit	\$15,504	\$7,752	\$10,619
Cost per household served	\$1,468	\$801	\$776
Cost per successful household served	\$1,631	\$881	\$804
Percentage of CSB Funds	11%	11%	8%
Percentage of Leveraged Funds	89%	89%	92%

<sup>1</sup> Monitored but not evaluated.

<sup>2</sup> HUD or CoC local goal.

**D. Recommendations**

**Program Outcome Measures: Permanent Supportive Housing**

Measure		Quarter 1 7/1/09- 9/30/09	Quarter 2 10/1/09- 12/31/09	Semi-Annual 7/1/09- 12/31/09	Quarter 3 1/1/10- 3/31/10	Quarter 4 4/1/10- 6/30/10	Semi-Annual 1/1/10- 6/30/10	Annual 7/1/09- 6/30/10
Households Served	#	52	53	55	52	53	55	60
CAH Households Served <sup>1</sup>	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes <sup>3</sup>	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	47	48	50	47	48	50	54
Housing Stability <sup>3</sup>	Months	24	24	24	24	24	24	24
Change in Income <sup>2</sup>								
Employment Status at Exit <sup>3</sup>	%	19	19	19	19	19	19	19
Housing Retention <sup>3</sup>	%			5			5	5
Turnover Rate <sup>4</sup>	%	5	5	10	5	5	10	20
Program Occupancy Rate <sup>3</sup>	%	95	95	95	95	95	95	95
Negative Reason for Leaving <sup>3</sup>	%			20			20	20
Interim Housing Stability <sup>3</sup>	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit <sup>3</sup>	%	45	45	45	45	45	45	45

<sup>1</sup> Programs serving Critical Access to Housing clients.

<sup>2</sup> New measurement, to be benchmarked in FY2010. Goals are not needed.

<sup>3</sup> HUD or CoC local goal. If CSB funded, CSB metric applies.

<sup>4</sup> Monitored but not evaluated.

**Category:** Permanent Supportive Housing  
**Agency:** Southeast, Inc.  
**Program:** Scattered Sites  
**Period:** 7/1/08-12/31/08  
**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 chronic homelessness. Clients served include those with mental illness and chemical dependency issues. Clients are housed in privately-owned single bedroom or efficiency apartments located throughout Franklin County. Two program staff provides supportive services to help clients sustain housing through case management, crisis intervention, linkage with community services and other services provided through Southeast, Inc., assisting clients with learning daily living skills, assisting with benefit enrollment, transporting clients to essential activities (e.g. doctor’s appointment), monitoring clients’ apartments and other services.

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

**B. Performance Outcomes**

**Semi-Annual Trends**

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

<sup>1</sup> 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 7/1/08 to 12/31/08: Permanent Supportive Housing**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served	#	99	115	Yes
CAH Clients Served	#	18	49	Yes
Housing Stability	Months	24	27	Yes
Turnover Rate <sup>1</sup>	%	10	13	N/A
Successful Permanent Housing Outcomes	#	89	106	Yes
Successful Permanent Housing Outcomes	%	90	92	Yes
Housing Retention	%	90	100	Yes
Program Occupancy Rate	%	95	113	Yes
Basic needs met in a non-congregate environment		Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood		Pass certification	Compliant	Yes
Efficient use of a pool of community resources		CSB costs per household consistent with CSB budget	Compliant	Yes
<b>HUD or CoC Local Goals<sup>2</sup></b>				
Employment status at exit <sup>2</sup>	%	18	25	Yes
Negative Reason for Leaving <sup>2</sup>	%	20	0	Yes
Interim Housing Stability <sup>2</sup>	%	71	89	Yes
Increase in income from entry to exit <sup>2</sup>	%	45	42	Yes

**C. Efficient Use of Community Resources<sup>3</sup>**

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/08 - 06/30/09	07/01/08 - 12/31/08	
CSB Funds	\$317,797	\$158,899	\$188,926
Other Funds	\$445,032	\$222,516	\$171,565
<b>Total</b>	<b>\$762,829</b>	<b>\$381,415</b>	<b>\$360,491</b>
Cost per unit - CSB	\$3,531	\$1,766	\$2,099
Cost per unit/month - CSB	\$294	\$294	\$350
Cost per unit	\$8,476	\$4,238	\$4,005
Cost per household served	\$2,943	\$1,605	\$1,643
Cost per successful household served	\$3,276	\$1,785	\$1,782
Percentage of CSB Funds	42%	42%	52%
Percentage of Leveraged Funds	58%	58%	48%

<sup>1</sup> Monitored but not evaluated.

<sup>2</sup> HUD or CoC local goal.

<sup>3</sup> Other costs are lower than expected, as Southeast has used City HOME dollars first.



**D. Recommendations**

**Program Outcome Measures: Permanent Supportive Housing**

Measure		Quarter 1 7/1/09-9/30/09	Quarter 2 10/1/09-12/31/09	Semi-Annual 7/1/09-12/31/09	Quarter 3 1/1/10-3/31/10	Quarter 4 4/1/10-6/30/10	Semi-Annual 1/1/10-6/30/10	Annual 7/1/09-6/30/10
Households Served <sup>1</sup>	#	110	125	129	126	126	132	140
CAH Households Served <sup>2</sup>	#	16	16	17	16	16	17	18
Successful Housing Outcomes <sup>4</sup>	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	99	113	116	113	113	119	126
Housing Stability <sup>4, 1</sup>	Months	12	12	12	20	20	20	20
Change in Income <sup>3</sup>								
Employment Status at Exit <sup>4</sup>	%	19	19	19	19	19	19	19
Housing Retention <sup>4</sup>	%			5			5	5
Turnover Rate <sup>5, 1</sup>	%	N/A	N/A	N/A	5	5	10	17
Program Occupancy Rate <sup>4, 1</sup>	%	N/A	N/A	N/A	95	95	95	95
Negative Reason for Leaving <sup>4</sup>	%			20			20	20
Interim Housing Stability <sup>4, 1</sup>	%	N/A	N/A	N/A	81	81	81	81
Increase in Income from Entry to Exit <sup>4</sup>	%	45	45	45	45	45	45	45

<sup>1</sup> Program in ramp-up through November, due to the RL Leasing expansion of 30 units.

<sup>2</sup> Programs serving Critical Access to Housing clients.

<sup>3</sup> New measurement, to be benchmarked in FY2010. Goals are not needed.

<sup>4</sup> HUD or CoC local goal. If CSB funded, CSB metric applies.

<sup>5</sup> Monitored but not evaluated.

**Category:** Permanent Supportive Housing  
**Agency:** YMCA  
**Program:** Sunshine Terrace  
**Period:** 7/1/08-12/31/08  
**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.

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

**Program Outcome Achievement 7/1/08 to 12/31/08: Permanent Supportive Housing**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served	#	83	86	Yes
CAH Households Served	#	10	5	No
Housing Stability	Months	24	33	Yes
Turnover Rate <sup>1</sup>	%	10	13	N/A
Successful Permanent Housing Outcomes	#	75	86	Yes
Successful Permanent Housing Outcomes	%	90	100	Yes
Housing Retention	%	90	99	Yes
Program Occupancy Rate	%	95	95	Yes
Basic needs met in a non-congregate environment		Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood		Pass certification	Compliant	Yes
Efficient use of a pool of community resources		CSB costs per household consistent with CSB budget	Compliant	Yes
<b>HUD or CoC Local Goals<sup>2</sup></b>				
Employment status at exit <sup>2</sup>	%	18	10	No
Negative Reason for Leaving <sup>2</sup>	%	20	0	Yes
Interim Housing Stability <sup>2</sup>	%	71	81	Yes
Increase in income from entry to exit <sup>2</sup>	%	45	20	No

**C. Efficient Use of Community Resources<sup>3</sup>**

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/08 - 06/30/09	07/01/08 - 12/31/08	
CSB Funds	\$380,977	\$190,489	\$175,044
Other Funds	\$412,273	\$206,137	\$207,490
<b>Total</b>	<b>\$793,250</b>	<b>\$396,625</b>	<b>\$382,534</b>
Cost per unit - CSB	\$5,080	\$2,540	\$2,334
Cost per unit/month - CSB	\$423	\$423	\$389
Cost per unit	\$10,577	\$5,288	\$5,100
Cost per household served	\$4,233	\$2,295	\$2,035
Cost per successful household served	\$4,430	\$2,540	\$2,035
Percentage of CSB Funds	48%	48%	46%
Percentage of Leveraged Funds	52%	52%	54%

<sup>1</sup> Monitored but not evaluated.

<sup>2</sup> HUD or CoC local goal.

<sup>3</sup> The value of Columbus Metropolitan Housing Authority rent subsidy and operations are not included but add substantial value to the project.

**D. Recommendations**

**Program Outcome Measures: Permanent Supportive Housing**

Measure		Quarter 1 7/1/09- 9/30/09	Quarter 2 10/1/09- 12/31/09	Semi-Annual 7/1/09- 12/31/09	Quarter 3 1/1/10- 3/31/10	Quarter 4 4/1/10- 6/30/10	Semi-Annual 1/1/10- 6/30/10	Annual 7/1/09- 6/30/10
Households Served	#	79	79	83	79	79	83	90
CAH Households Served <sup>1</sup>	#	10	11	11	10	11	11	12
Successful Housing Outcomes <sup>3</sup>	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	71	71	75	71	71	75	86
Housing Stability <sup>3</sup>	Months	24	24	24	24	24	24	24
Change in Income <sup>2</sup>								
Employment Status at Exit <sup>3</sup>	%	19	19	19	19	19	19	19
Housing Retention <sup>3</sup>	%			5			5	5
Turnover Rate <sup>4</sup>	%	5	5	10	5	5	10	20
Program Occupancy Rate <sup>3</sup>	%	95	95	95	95	95	95	95
Negative Reason for Leaving <sup>3</sup>	%			20			20	20
Interim Housing Stability <sup>3</sup>	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit <sup>3</sup>	%	45	45	45	45	45	45	45

<sup>1</sup> Programs serving Critical Access to Housing clients.

<sup>2</sup> New measurement, to be benchmarked in FY2010. Goals are not needed.

<sup>3</sup> HUD or CoC local goal. If CSB funded, CSB metric applies.

<sup>4</sup> Monitored but not evaluated.

**Category:** Permanent Supportive Housing  
**Agency:** YMCA  
**Program:** 40 West Long Street  
**Period:** 7/1/08-12/31/08  
**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.

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

**Program Outcome Achievement 7/1/08 to 12/31/08: Permanent Supportive Housing**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served	#	116	131	Yes
CAH Households Served	#	39	52	Yes
Housing Stability	Months	20	22	Yes
Turnover Rate <sup>1</sup>	%	10	25	N/A
Successful Permanent Housing Outcomes	#	104	129	Yes
Successful Permanent Housing Outcomes	%	90	98	Yes
Housing Retention	%	90	97	Yes
Program Occupancy Rate	%	95	99	Yes
Basic needs met in a non-congregate environment		Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood		Pass certification	Compliant	Yes
Efficient use of a pool of community resources		CSB costs per household consistent with CSB budget	Compliant	Yes
<b>HUD or CoC Local Goals<sup>2</sup></b>				
Employment status at exit <sup>2</sup>	%	18	15	No
Negative Reason for Leaving <sup>2</sup>	%	20	4	Yes
Interim Housing Stability <sup>2</sup>	%	71	78	Yes
Increase in income from entry to exit <sup>2</sup>	%	45	15	No

**C. Efficient Use of Community Resources**

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/08 - 06/30/09	07/01/08 - 12/31/08	
CSB Funds	\$502,837	\$251,419	\$216,172
Other Funds	\$370,519	\$185,260	\$226,612
<b>Total</b>	<b>\$873,356</b>	<b>\$436,678</b>	<b>\$442,784</b>
Cost per unit - CSB	\$4,789	\$2,394	\$2,059
Cost per unit/month - CSB	\$399	\$399	\$343
Cost per unit	\$8,318	\$4,159	\$4,217
Cost per household served	\$3,991	\$2,167	\$1,650
Cost per successful household served	\$4,450	\$2,417	\$1,676
Percentage of CSB Funds	58%	58%	49%
Percentage of Leveraged Funds	42%	42%	51%

<sup>1</sup> Monitored but not evaluated.

<sup>2</sup> HUD or CoC local goal.

**D. Recommendations**

**Program Outcome Measures: Permanent Supportive Housing**

Measure		Quarter 1 7/1/09- 9/30/09	Quarter 2 10/1/09- 12/31/09	Semi- Annual 7/1/09- 12/31/09	Quarter 3 1/1/10- 3/31/10	Quarter 4 4/1/10- 6/30/10	Semi- Annual 1/1/10- 6/30/10	Annual 7/1/09- 6/30/10
Households Served	#	110	110	116	110	110	116	126
CAH Households Served <sup>1</sup>	#	37	37	38	37	37	39	42
Successful Housing Outcomes <sup>3</sup>	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	99	99	104	99	99	104	113
Housing Stability <sup>3</sup>	Months	20	20	20	20	20	20	20
Change in Income <sup>2</sup>								
Employment Status at Exit <sup>3</sup>	%	19	19	19	19	19	19	19
Housing Retention <sup>3</sup>	%			5			5	5
Turnover Rate <sup>4</sup>	%	5	5	10	5	5	10	20
Program Occupancy Rate <sup>3</sup>	%	95	95	95	95	95	95	95
Negative Reason for Leaving <sup>3</sup>	%			20			20	20
Interim Housing Stability <sup>3</sup>	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit <sup>3</sup>	%	45	45	45	45	45	45	45

<sup>1</sup> Programs serving Critical Access to Housing clients.

<sup>2</sup> New measurement, to be benchmarked in FY2010. Goals are not needed.

<sup>3</sup> HUD or CoC local goal. If CSB funded, CSB metric applies.

<sup>4</sup> Monitored but not evaluated.

**Category:** Permanent Supportive Housing  
**Agency:** YWCA  
**Program:** WINGS  
**Period:** 7/1/08-12/31/08  
**Performance:** High

**A. Description**

The YWCA WINGS program provides permanent supportive housing for 69 chronically homeless women who meet Rebuilding Lives criteria and 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.

**B. Performance Outcomes**

**Semi-Annual Trends (as Transitional Housing program)**

Measure		10/1/98	4/1/99	10/1/99	4/1/00	10/1/00	4/1/01	4/1/02	7/1/03
		3/31/99	09/30/99	3/31/00	9/30/00	3/31/01	9/30/01	9/30/02	12/31/03
Number of Households Sheltered	#	36	32	30	37	35	40	33	47
Successful Housing Outcomes	#	8	5	4	7	4	9	4	14
Successful Housing Outcomes	%	62	71	44	54	57	69	57	73
Average Length of Stay	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
		12/31/04	12/31/05	12/31/06	12/31/07
Program Capacity	#	28	69	69	69
Unit Capacity	#	28	69	69	69
Households Served	#	34	69	78	81
Housing Stability	Months	8	14	18	23
Housing Retention	%	100	N/A	100	99
Program Occupancy	%	100	80	94	97
Successful Housing Outcomes	#	N/A	64	75	79
Successful Housing Outcomes	%	N/A	93	96	98



**Program Outcome Achievement 7/1/08 to 12/31/08: Permanent Supportive Housing**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served	#	76	82	Yes
Housing Stability	Months	21	27	Yes
Turnover Rate <sup>1</sup>	%	10	19	N/A
Successful Permanent Housing Outcomes	#	68	80	Yes
Successful Permanent Housing Outcomes	%	90	98	Yes
Housing Retention	%	90	100	Yes
Program Occupancy Rate	%	95	97	Yes
Basic needs met in a non-congregate environment		Pass certification	Compliant	Yes
Ongoing engagement with the neighborhood		Pass certification	Compliant	Yes
Efficient use of a pool of community resources		CSB costs per household consistent with CSB budget	Compliant	Yes
<b>HUD or CoC Local Goals<sup>2</sup></b>				
Employment status at exit <sup>2</sup>	%	18	8	No
Negative Reason for Leaving <sup>2</sup>	%	20	0	Yes
Interim Housing Stability <sup>2</sup>	%	71	83	Yes
Increase in income from entry to exit <sup>2</sup>	%	45	46	Yes

**C. Efficient Use of Community Resources**

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/08 - 06/30/09	07/01/08 - 12/31/08	
CSB Funds	\$48,873	\$24,437	\$22,599
Other Funds	\$770,081	\$385,041	\$354,237
Total	\$818,954	\$409,477	\$376,836
Cost per unit - CSB	\$708	\$354	\$328
Cost per unit/month - CSB	\$59	\$59	\$55
Cost per unit	\$11,869	\$5,934	\$5,461
Cost per household served	\$589	\$322	\$276
Cost per successful household served	\$652	\$359	\$282
Percentage of CSB Funds	6%	6%	6%
Percentage of Leveraged Funds	94%	94%	94%

<sup>1</sup> Monitored but not evaluated.

<sup>2</sup> HUD or CoC local goal.

**D. Recommendations**

**Program Outcome Measures: Permanent Supportive Housing**

Measure		Quarter 1 7/1/09-9/30/09	Quarter 2 10/1/09-12/31/09	Semi-Annual 7/1/09-12/31/09	Quarter 3 1/1/10-3/31/10	Quarter 4 4/1/10-6/30/10	Semi-Annual 1/1/10-6/30/10	Annual 7/1/09-6/30/10
Households Served	#	72	73	76	72	73	76	83
CAH Households Served <sup>1</sup>	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes <sup>3</sup>	%	90	90	90	90	90	90	90
Successful Housing Outcomes	#	65	66	68	65	66	68	75
Housing Stability <sup>3</sup>	Months	24	24	24	24	24	24	24
Change in Income <sup>2</sup>								
Employment Status at Exit <sup>3</sup>	%	19	19	19	19	19	19	19
Housing Retention <sup>3</sup>	%			5			5	5
Turnover Rate <sup>4</sup>	%	5	5	10	5	5	10	20
Program Occupancy Rate <sup>3</sup>	%	95	95	95	95	95	95	95
Negative Reason for Leaving <sup>3</sup>	%			20			20	20
Interim Housing Stability <sup>3</sup>	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit <sup>3</sup>	%	45	45	45	45	45	45	45

<sup>1</sup> Programs serving Critical Access to Housing clients.

<sup>2</sup> New measurement, to be benchmarked in FY2010. Goals are not needed.

<sup>3</sup> HUD or CoC local goal. If CSB funded, CSB metric applies.

<sup>4</sup> Monitored but not evaluated.

# Continuum of Care Programs



# Transitional Housing

**Category:** Non CSB Funded CoC Transitional Housing Program  
**Agency:** Amethyst, Inc.  
**Program:** Rapid Stabilization Program (RSVP)  
**Period:** 7/1/08-12/31/08  
**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
		12/31/07
Households Served	#	24
Successful Housing Outcomes	#	14
Successful Housing Outcomes	%	82
Housing Stability	Months	2
Program Occupancy	%	88

C. Performance Outcomes

**Program Outcome Achievement 7/1/08 to 12/31/08: Transitional Housing**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served	#	23	27	Yes
Exited Households <sup>1</sup>	#	19	20	N/A
Housing Stability <sup>2, 3</sup>	Months	2.1	2	Yes
Successful Permanent Housing Outcomes	#	13	14	Yes
Successful Permanent Housing Outcomes <sup>2</sup>	%	70	70	Yes
Housing Retention <sup>2</sup>	%	95	93	Yes
Program Occupancy Rate <sup>4, 2</sup>	%	85	88	Yes
Employment status at exit <sup>2, 3</sup>	%	18	0	N/A
Negative Reason for Leaving <sup>2</sup>	%	20	10	Yes
Increase in income from entry to exit <sup>2</sup>	%	50	5	No

<sup>1</sup> Monitored but not evaluated.

<sup>2</sup> HUD or CoC local goal; agency goal considered if better than required goal.

<sup>3</sup> HUD or CoC measure is not appropriate for this program.

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

**D. Recommendations**

**Program Outcome Measures: Transitional Housing**

Measure		Quarter 1 7/1/09- 9/30/09	Quarter 2 10/1/09- 12/31/09	Semi- Annual 7/1/09- 12/31/09	Quarter 3 1/1/10- 3/31/10	Quarter 4 4/1/10- 6/30/10	Semi- Annual 1/1/10- 6/30/10	Annual 7/1/09- 6/30/10
Households Served	#	12	12	23	12	12	23	46
Exited Households <sup>1</sup>	#	9	10	19	9	10	19	38
Successful Housing Outcomes <sup>3</sup>	%	77	77	77	77	77	77	77
Successful Housing Outcomes	#	7	7	14	7	8	15	29
Housing Stability <sup>2,3</sup>	Months	2	2	2	2	2	2	2
Employment Status at Exit <sup>3,4</sup>	%	19	19	19	19	19	19	19
Housing Retention <sup>3</sup>	%			5			5	5
Program Occupancy Rate <sup>2,3</sup>	%	85	85	85	85	85	85	85
Negative Reason for Leaving <sup>3</sup>	%			20			20	20
Increase in Income from Entry to Exit <sup>2,3</sup>	%	5	5	5	5	5	5	5

<sup>1</sup> Monitored but not evaluated; however this can impact other success measures.

<sup>2</sup> Lower goal approved by the CoC Steering Committee.

<sup>3</sup> HUD or CoC local goal. Historical performance considered if better than required goal.

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



**Category:** Non CSB Funded CoC Transitional Housing Program  
**Agency:** Huckleberry House, Inc.  
**Program:** Transitional Living Program - SHP  
**Period:** 7/1/08-12/31/08  
**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.

**B. Semi-Annual Trends**

Measure		7/1/07
		12/31/07
Households Served	#	47
Successful Housing Outcomes	#	14
Successful Housing Outcomes	%	93
Housing Stability	Months	10
Program Occupancy	%	113 <sup>1</sup>

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<sup>1</sup> Huckleberry House occupancy rate can exceed 100% due to flexible capacity.

**C. Performance Outcomes**

**Program Outcome Achievement 7/1/08 to 12/31/08: Transitional Housing**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served	#	44	45	Yes
Exited Households <sup>1</sup>	#	14	19	N/A
Housing Stability <sup>2</sup>	Months	10	8	Yes
Successful Permanent Housing Outcomes	#	10	15	Yes
Successful Permanent Housing Outcomes <sup>2</sup>	%	71	79	Yes
Housing Retention <sup>2</sup>	%	95	100	Yes
Program Occupancy Rate <sup>2</sup>	%	95	93	Yes
Employment status at exit <sup>2</sup>	%	18	63	Yes
Negative Reason for Leaving <sup>2</sup>	%	20	0	Yes
Increase in income from entry to exit <sup>2</sup>	%	50	79	Yes

<sup>1</sup> Monitored but not evaluated.

<sup>2</sup> HUD or CoC local goal; agency goal considered if better than required goal.

**D. Recommendations**

**Program Outcome Measures: Transitional Housing**

Measure		Quarter 1 7/1/09- 9/30/09	Quarter 2 10/1/09- 12/31/09	Semi- Annual 7/1/09- 12/31/09	Quarter 3 1/1/10- 3/31/10	Quarter 4 4/1/10- 6/30/10	Semi- Annual 1/1/10- 6/30/10	Annual 7/1/09- 6/30/10
Households Served	#	37	37	44	37	37	44	58
Exited Households <sup>1</sup>	#	7	7	14	7	7	14	28
Successful Housing Outcomes <sup>2</sup>	%	77	77	77	77	77	77	77
Successful Housing Outcomes	#	5	6	11	5	6	11	22
Housing Stability <sup>2</sup>	Months	10	10	10	10	10	10	10
Employment Status at Exit <sup>2</sup>	%	19	19	19	19	19	19	19
Housing Retention <sup>2</sup>	%			5			5	5
Program Occupancy Rate <sup>2</sup>	%	98	98	98	98	98	98	98
Negative Reason for Leaving <sup>2</sup>	%			20			20	20
Increase in Income from Entry to Exit <sup>2</sup>	%	50	50	50	50	50	50	50

<sup>1</sup> Monitored but not evaluated; however this can impact other success measures.

<sup>2</sup> HUD or CoC local goal. Historical performance considered if better than required goal.

**Category:** Non CSB Funded CoC Transitional Housing Program  
**Agency:** Southeast, Inc.  
**Program:** New Horizons Transitional Housing  
**Period:** 7/1/08-12/31/08  
**Performance:** Medium

**A. Description**

New Horizons Transitional Housing 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.

**B. Semi-Annual Trends**

Measure		7/1/07
		12/31/07
Households Served	#	77
Successful Housing Outcomes	#	19
Successful Housing Outcomes	%	46
Housing Stability	Months	4
Program Occupancy	%	100

**C. Performance Outcomes**

**Program Outcome Achievement 7/1/08 to 12/31/08: Transitional Housing**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served	#	69	81	Yes
Exited Households <sup>1</sup>	#	28	45	N/A
Housing Stability <sup>2</sup>	Months	4	4	Yes
Successful Permanent Housing Outcomes	#	19	27	Yes
Successful Permanent Housing Outcomes <sup>2</sup>	%	70	60	No
Housing Retention <sup>2</sup>	%	95	91	Yes
Program Occupancy Rate <sup>2</sup>	%	95	94	Yes
Employment status at exit <sup>2</sup>	%	18	11	No
Negative Reason for Leaving <sup>2</sup>	%	20	16	Yes
Increase in income from entry to exit <sup>2</sup>	%	50	16	No

<sup>1</sup> Monitored but not evaluated.

<sup>2</sup> HUD or CoC local goal; agency goal considered if better than required goal.

**D. Recommendations**

**Program Outcome Measures: Transitional Housing**

Measure		Quarter 1 7/1/09- 9/30/09	Quarter 2 10/1/09- 12/31/09	Semi- Annual 7/1/09- 12/31/09	Quarter 3 1/1/10- 3/31/10	Quarter 4 4/1/10- 6/30/10	Semi- Annual 1/1/10- 6/30/10	Annual 7/1/09- 6/30/10
Households Served	#	48	48	69	48	48	69	90
Exited Households <sup>1</sup>	#	14	14	28	14	14	28	56
Successful Housing Outcomes <sup>2</sup>	%	77	77	77	77	77	77	77
Successful Housing Outcomes	#	11	10	21	11	11	22	43
Housing Stability <sup>2</sup>	Months	4	4	4	4	4	4	4
Employment Status at Exit <sup>2</sup>	%	19	19	19	19	19	19	19
Housing Retention <sup>2</sup>	%			5			5	5
Program Occupancy Rate <sup>2</sup>	%	95	95	95	95	95	95	95
Negative Reason for Leaving <sup>2</sup>	%			20			20	20
Increase in Income from Entry to Exit <sup>2</sup>	%	50	50	50	50	50	50	50

<sup>1</sup> Monitored but not evaluated; however this can impact other success measures.

<sup>2</sup> HUD or CoC local goal. Historical performance considered if better than required goal.

**Category:** Non CSB Funded Transitional Housing Program  
**Agency:** Pater Noster House<sup>1</sup>  
**Program:** Transitional Housing  
**Period:** 7/1/08-12/31/08  
**Performance:** High

**A. Description**

Pater Noster House provides transitional housing opportunities for people living with HIV/AIDS who are experiencing episodic homelessness regardless of gender, sexual orientation, disabilities or ability to pay for services. Pater Noster House works collaboratively with various health, housing and social service agencies to provide consumers with positive support systems that will successfully impact upon their future independent housing and healthy living opportunities. The program can accommodate up to 28 individuals.

**B. Semi-Annual Trends**

Measure		7/1/07
		12/31/07
Households Served	#	8
Successful Housing Outcomes	#	4
Successful Housing Outcomes	%	80
Housing Stability	Months	5
Program Occupancy	%	100

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<sup>1</sup> Pater Noster House is not funded by the CoC. Pater Noster House chose to voluntarily participate in CSP.

**C. Performance Outcomes**

**Program Outcome Achievement 7/1/08 to 12/31/08: Transitional Housing**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served	#	10	17	Yes
Exited Households <sup>1</sup>	#	6	12	N/A
Housing Stability <sup>2</sup>	Months	4	2	Yes
Successful Permanent Housing Outcomes	#	4	12	Yes
Successful Permanent Housing Outcomes <sup>2</sup>	%	70	100	Yes
Housing Retention <sup>2</sup>	%	95	92	Yes
Program Occupancy Rate <sup>2</sup>	%	98	100	Yes
Employment status at exit <sup>2</sup>	%	18	0	No
Negative Reason for Leaving <sup>2</sup>	%	20	0	Yes
Increase in income from entry to exit <sup>2</sup>	%	50	8	No

<sup>1</sup> Monitored but not evaluated; however this can impact other success measures.

<sup>2</sup> HUD or CoC local goal; agency goal considered if better than required goal.



D. Recommendations

**Program Outcome Measures: Transitional Housing**

Measure		Quarter 1 7/1/09- 9/30/09	Quarter 2 10/1/09- 12/31/09	Semi- Annual 7/1/09- 12/31/09	Quarter 3 1/1/10- 3/31/10	Quarter 4 4/1/10- 6/30/10	Semi- Annual 1/1/10- 6/30/10	Annual 7/1/09- 6/30/10
Households Served	#	7	7	10	7	7	10	15
Exited Households <sup>1</sup>	#	3	3	6	3	3	6	12
Successful Housing Outcomes <sup>2</sup>	%	77	77	77	77	77	77	77
Successful Housing Outcomes	#	2	2	4	2	3	5	9
Housing Stability <sup>2</sup>	Months	4	4	4	4	4	4	4
Employment Status at Exit <sup>2</sup>	%	19	19	19	19	19	19	19
Housing Retention <sup>2</sup>	%			5			5	5
Program Occupancy Rate <sup>2</sup>	%	95	95	95	95	95	95	95
Negative Reason for Leaving <sup>2</sup>	%			20			20	20
Increase in Income from Entry to Exit <sup>2</sup>	%	50	50	50	50	50	50	50

<sup>1</sup> Monitored but not evaluated; however this can impact other success measures.

<sup>2</sup> HUD or CoC local goal historical performance considered if better than required goal.

**Category:** Non CSB Funded Transitional Housing Program  
**Agency:** **Volunteers of America of Greater Ohio<sup>1</sup>**  
**Program:** **Veterans Program**  
**Period:** 7/1/08-12/31/08  
**Performance:** **Medium**

**A. Description**

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

**B. Semi-Annual Trends**

Measure		7/1/07
		12/31/07
Households Served	#	123
Successful Housing Outcomes	#	21
Successful Housing Outcomes	%	25
Housing Stability	Months	2
Program Occupancy	%	93

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<sup>1</sup> VOAGO – Veterans Program is not funded by the CoC. VOAGO chose to voluntarily participate in CSP.

FY2009 Program Evaluation  
 C. Performance Outcomes



Program Outcome Achievement 7/1/08 to 12/31/08: Transitional Housing

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served	#	50	100	Yes
Exited Households <sup>1</sup>	#	48	64	N/A
Housing Stability <sup>2</sup>	Months	4.5	4	Yes
Successful Permanent Housing Outcomes	#	40	25	No
Successful Permanent Housing Outcomes <sup>2</sup>	%	85	39	No
Housing Retention <sup>2</sup>	%	95	95	Yes
Program Occupancy Rate <sup>2</sup>	%	88	95	Yes
Employment status at exit <sup>2</sup>	%	18	11	No
Negative Reason for Leaving <sup>2</sup>	%	20	25	Yes
Increase in income from entry to exit <sup>2</sup>	%	50	6	No

<sup>1</sup> Measure is monitored but not evaluated.

<sup>2</sup> HUD or CoC local goal; agency goal considered if better than required goal.

**D. Recommendations**

**Program Outcome Measures: Transitional Housing**

Measure		Quarter 1 7/1/09- 9/30/09	Quarter 2 10/1/09- 12/31/09	Semi- Annual 7/1/09- 12/31/09	Quarter 3 1/1/10- 3/31/10	Quarter 4 4/1/10- 6/30/10	Semi- Annual 1/1/10- 6/30/10	Annual 7/1/09- 6/30/10
Households Served	#	45	45	50	45	45	50	100
Exited Households <sup>1</sup>	#	24	24	48	24	24	48	96
Successful Housing Outcomes <sup>2</sup>	%	77	77	77	77	77	77	77
Successful Housing Outcomes	#	18	19	37	18	19	37	74
Housing Stability <sup>2</sup>	Months	4	4	4	4	4	4	4
Employment Status at Exit <sup>2</sup>	%	19	19	19	19	19	19	19
Housing Retention <sup>2</sup>	%			5			5	5
Program Occupancy Rate <sup>2</sup>	%	95	95	95	95	95	95	95
Negative Reason for Leaving <sup>2</sup>	%			20			20	20
Increase in Income from Entry to Exit <sup>2</sup>	%	50	50	50	50	50	50	50

<sup>1</sup> Monitored but not evaluated; however this can impact other success measures.

<sup>2</sup> HUD or CoC local goal, historical performance considered if better than required goal.

# Permanent Supportive Housing

**Category:** Non CSB Funded CoC Permanent Supportive Housing  
**Agency:** **Community Housing Network**  
**Program:** **Family Homes**  
**Period:** 7/1/08-12/31/08  
**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
		12/31/07
Households Served	#	17
Successful Housing Outcomes	#	16
Successful Housing Outcomes	%	94
Housing Stability	Months	20
Program Occupancy	%	93

C. Performance Outcomes

**Program Outcome Achievement 7/1/08 to 12/31/08: Permanent Supportive Housing**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served <sup>4</sup>	#	17	15	N/A
Housing Stability <sup>2</sup>	Months	12	27	Yes
Turnover Rate <sup>1</sup>	%	N/A	7	N/A
Successful Permanent Housing Outcomes	#	14	15	Yes
Successful Permanent Housing Outcomes <sup>2</sup>	%	80	100	Yes
Housing Retention <sup>2</sup>	%	95	100	Yes
Program Occupancy Rate <sup>2</sup>	%	95	100	Yes
Employment status at exit <sup>2, 3</sup>	%	18	0	No
Negative Reason for Leaving <sup>2, 3</sup>	%	20	0	Yes
Interim Housing Stability <sup>2</sup>	%	71	100	Yes
Increase in income from entry to exit <sup>2,3</sup>	%	45	0	No

<sup>1</sup> Monitored but not evaluated.

<sup>2</sup> HUD or CoC local goal; agency goal considered if better than required goal.

<sup>3</sup> Only one household exited program during the report period.

<sup>4</sup> One household left days before evaluation period ended, program had no opportunity to fill the unit.

**D. Recommendations**

**Program Outcome Measures: Permanent Supportive Housing**

Measure		Quarter 1 7/1/09- 9/30/09	Quarter 2 10/1/09- 12/31/09	Semi- Annual 7/1/09- 12/31/09	Quarter 3 1/1/10- 3/31/10	Quarter 4 4/1/10- 6/30/10	Semi- Annual 1/1/10- 6/30/10	Annual 7/1/09- 6/30/10
Households Served	#	16	16	17	16	16	17	18
CAH Households Served <sup>1</sup>	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes <sup>3</sup>	%	80	80	80	80	80	80	80
Successful Housing Outcomes	#	13	13	14	13	13	14	14
Housing Stability <sup>3</sup>	Months	12	12	12	12	12	12	12
Change in Income <sup>2</sup>								
Employment Status at Exit <sup>3</sup>	%	19	19	19	19	19	19	19
Housing Retention <sup>3</sup>	%			5			5	5
Turnover Rate <sup>4</sup>	%	5	5	10	5	5	10	20
Program Occupancy Rate <sup>3</sup>	%	95	95	95	95	95	95	95
Negative Reason for Leaving <sup>3</sup>	%			20			20	20
Interim Housing Stability <sup>3</sup>	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit <sup>3</sup>	%	45	45	45	45	45	45	45

<sup>1</sup> Programs serving Critical Access to Housing clients.

<sup>2</sup> New measurement, to be benchmarked in FY2010. Goals are not needed.

<sup>3</sup> HUD or CoC local goal. If CSB funded, CSB metric applies.

<sup>4</sup> Monitored but not evaluated.



**Category:** Non CSB Funded CoC Permanent Supportive Housing  
**Agency:** **Community Housing Network**  
**Program:** **Wilson**  
**Period:** 7/1/08-12/31/08  
**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
		12/31/07
Households Served	#	9
Successful Housing Outcomes	#	8
Successful Housing Outcomes	%	89
Housing Stability	Months	69
Program Occupancy	%	100

**C. Performance Outcomes**

**Program Outcome Achievement 7/1/08 to 12/31/08: Permanent Supportive Housing**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served	#	9	9	Yes
Housing Stability <sup>2</sup>	Months	12	80	Yes
Turnover Rate <sup>1</sup>	%	N/A	13	N/A
Successful Permanent Housing Outcomes	#	7	9	Yes
Successful Permanent Housing Outcomes <sup>2</sup>	%	80	100	Yes
Housing Retention <sup>2</sup>	%	95	100	Yes
Program Occupancy Rate <sup>2</sup>	%	95	100	Yes
Employment status at exit <sup>2, 3</sup>	%	18	0	No
Negative Reason for Leaving <sup>2, 3</sup>	%	20	0	Yes
Interim Housing Stability <sup>2</sup>	%	71	89	Yes
Increase in income from entry to exit <sup>2,3</sup>	%	45	100	Yes

<sup>1</sup> Monitored but not evaluated.

<sup>2</sup> HUD or CoC local goal; agency goal considered if better than required goal.

<sup>3</sup> Only one household exited the program during the report period.

**D. Recommendations**

**Program Outcome Measures: Permanent Supportive Housing**

Measure		Quarter 1 7/1/09-9/30/09	Quarter 2 10/1/09-12/31/09	Semi-Annual 7/1/09-12/31/09	Quarter 3 1/1/10-3/31/10	Quarter 4 4/1/10-6/30/10	Semi-Annual 1/1/10-6/30/10	Annual 7/1/09-6/30/10
Households Served	#	8	8	9	8	8	9	10
CAH Households Served <sup>1</sup>	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes <sup>3</sup>	%	80	80	80	80	80	80	80
Successful Housing Outcomes	#	6	6	7	6	6	7	8
Housing Stability <sup>3</sup>	Months	12	12	12	12	12	12	12
Change in Income <sup>2</sup>								
Employment Status at Exit <sup>3</sup>	%	19	19	19	19	19	19	19
Housing Retention <sup>3</sup>	%			5			5	5
Turnover Rate <sup>4</sup>	%	5	5	10	5	5	10	20
Program Occupancy Rate <sup>3</sup>	%	95	95	95	95	95	95	95
Negative Reason for Leaving <sup>3</sup>	%			20			20	20
Interim Housing Stability <sup>3</sup>	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit <sup>3</sup>	%	45	45	45	45	45	45	45

<sup>1</sup> Programs serving Critical Access to Housing clients.

<sup>2</sup> New measurement, to be benchmarked in FY2010. Goals are not needed.

<sup>3</sup> HUD or CoC local goal. If CSB funded, CSB metric applies.

<sup>4</sup> Monitored but not evaluated.

**Category:** Non CSB Funded CoC Permanent Supportive Housing  
**Agency:** Volunteers of America of Greater Ohio  
**Program:** Family Supportive Housing  
**Period:** 7/1/08-12/31/08  
**Performance:** High

**A. Description**

Volunteers of America of Greater Ohio’s permanent supportive housing program for disabled homeless families has a capacity to serve thirty homeless 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
		12/31/07
Households Served	#	32
Successful Housing Outcomes	#	30
Successful Housing Outcomes	%	94
Housing Stability	Months	16
Program Occupancy	%	97

**C. Performance Outcomes**

**Program Outcome Achievement 7/1/08 to 12/31/08: Permanent Supportive Housing**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served	#	33	32	Yes
Housing Stability <sup>1</sup>	Months	12	22	Yes
Turnover Rate <sup>2</sup>	%	N/A	3	N/A
Successful Permanent Housing Outcomes	#	31	31	Yes
Successful Permanent Housing Outcomes <sup>1</sup>	%	94	97	Yes
Housing Retention <sup>1</sup>	%	95	100	Yes
Program Occupancy Rate <sup>1</sup>	%	95	100	Yes
Employment status at exit <sup>3,1</sup>	%	18	0	No
Negative Reason for Leaving <sup>1</sup>	%	20	0	Yes
Interim Housing Stability <sup>1</sup>	%	71	88	Yes
Increase in income from entry to exit <sup>1,3</sup>	%	45	0	No

<sup>1</sup> HUD or CoC local goal; agency goal considered if better than required goal.

<sup>2</sup> Monitored but not evaluated.

<sup>3</sup> Program had only one household exit during report period.

**D. Recommendations**

**Program Outcome Measures: Permanent Supportive Housing**

Measure		Quarter 1 7/1/09-9/30/09	Quarter 2 10/1/09-12/31/09	Semi-Annual 7/1/09-12/31/09	Quarter 3 1/1/10-3/31/10	Quarter 4 4/1/10-6/30/10	Semi-Annual 1/1/10-6/30/10	Annual 7/1/09-6/30/10
Households Served	#	31	32	33	31	32	33	36
CAH Households Served <sup>1</sup>	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes <sup>2</sup>	%	80	80	80	80	80	80	80
Successful Housing Outcomes	#	25	26	26	25	26	26	29
Housing Stability <sup>2</sup>	Months	15	15	15	15	15	15	15
Change in Income <sup>3</sup>								
Employment Status at Exit <sup>2</sup>	%	19	19	19	19	19	19	19
Housing Retention <sup>2</sup>	%			5			5	5
Turnover Rate <sup>4</sup>	%	5	5	10	5	5	10	20
Program Occupancy Rate <sup>2</sup>	%	95	95	95	95	95	95	95
Negative Reason for Leaving <sup>2</sup>	%			20			20	20
Interim Housing Stability <sup>2</sup>	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit <sup>2</sup>	%	45	45	45	45	45	45	45

<sup>1</sup> Programs serving Critical Access to Housing clients.

<sup>2</sup> HUD or CoC local goal. If CSB funded, CSB metric applies.

<sup>3</sup> New measurement, to be benchmarked in FY2010. Goals are not needed.

<sup>4</sup> Monitored but not evaluated.

# Shelter Plus Care

**Category:** Non CSB Funded CoC Shelter Plus Care  
**Agency:** Amethyst, Inc.  
**Program:** Shelter Plus Care  
**Period:** 7/1/08-12/31/08  
**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.

**B. Semi-Annual Trends**

Measure		7/1/07
		12/31/07
Households Served	#	100
Successful Housing Outcomes	#	79
Successful Housing Outcomes	%	79
Housing Stability	Months	18
Program Occupancy	%	78



**C. Performance Outcomes**

**Program Outcome Achievement 7/1/08 to 12/31/08: Shelter Plus Care**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served	#	110	109	Yes
Housing Stability <sup>1</sup>	Months	12	22	Yes
Turnover Rate <sup>2</sup>	%	N/A	23	N/A
Successful Permanent Housing Outcomes	#	88	90	Yes
Successful Permanent Housing Outcomes <sup>1</sup>	%	80	83	Yes
Housing Retention <sup>1</sup>	%	95	100	Yes
Program Occupancy Rate <sup>1</sup>	%	95	95	Yes
Employment status at exit <sup>1</sup>	%	18	5	No
Negative Reason for Leaving <sup>1</sup>	%	20	33	No
Interim Housing Stability <sup>1</sup>	%	71	72	Yes
Increase in income from entry to exit <sup>1</sup>	%	45	0	No

<sup>1</sup> HUD or CoC local goal; agency goal considered if better than required goal.

<sup>2</sup> Monitored but not evaluated.

**D. Recommendations**

**Program Outcome Measures: Shelter Plus Care**

Measure		Quarter 1 7/1/09- 9/30/09	Quarter 2 10/1/09- 12/31/09	Semi-Annual 7/1/09- 12/31/09	Quarter 3 1/1/10- 3/31/10	Quarter 4 4/1/10- 6/30/10	Semi-Annual 1/1/10- 6/30/10	Annual 7/1/09- 6/30/10
Households Served	#	98	95	110	98	95	110	128
CAH Households Served <sup>1</sup>	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes <sup>3</sup>	%	80	80	80	80	80	80	80
Successful Housing Outcomes	#	78	76	88	78	76	88	102
Housing Stability <sup>3</sup>	Months	12	12	12	12	12	12	12
Change in Income <sup>2</sup>								
Employment Status at Exit <sup>3</sup>	%	19	19	19	19	19	19	19
Housing Retention <sup>3</sup>	%			5			5	5
Turnover Rate <sup>4</sup>	%	6	3	20	6	3	20	39
Program Occupancy Rate <sup>3</sup>	%	95	95	95	95	95	95	95
Negative Reason for Leaving <sup>3</sup>	%			20			20	20
Interim Housing Stability <sup>3</sup>	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit <sup>3</sup>	%	45	45	45	45	45	45	45

<sup>1</sup> Programs serving Critical Access to Housing clients.

<sup>2</sup> New measurement, to be benchmarked in FY2010. Goals are not needed.

<sup>3</sup> HUD or CoC local goal. If CSB funded, CSB metric applies.

<sup>4</sup> Monitored but not evaluated.

**Category:** Non CSB Funded CoC Shelter Plus Care  
**Agency:** Columbus AIDS Task Force  
**Program:** Shelter Plus Care (SRA)  
**Period:** 7/1/08-12/31/08  
**Performance:** Medium

**A. Description**

Columbus AIDS Task Force Shelter Plus Care (SRA) serves homeless individuals who are living with HIV/AIDS. Participants receive supportive services, such as case management and mental health therapy. The program provides sponsor-based rental assistance (SRA) for 15 units. Columbus AIDS Task Force Shelter Plus Care (SRA) units will be converted into TRA units starting with FY2010.

**B. Semi-Annual Trends**

Measure		7/1/07
		12/31/07
Households Served	#	14
Successful Housing Outcomes	#	14
Successful Housing Outcomes	%	100
Housing Stability	Months	67
Program Occupancy	%	87

**C. Performance Outcomes**

**Program Outcome Achievement 7/1/08 to 12/31/08: Shelter Plus Care**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served	#	17	16	Yes
Housing Stability <sup>2</sup>	Months	24	63	Yes
Turnover Rate <sup>1</sup>	%	N/A	7	N/A
Successful Permanent Housing Outcomes	#	14	15	Yes
Successful Permanent Housing Outcomes <sup>2</sup>	%	80	94	Yes
Housing Retention <sup>2</sup>	%	95	94	Yes
Program Occupancy Rate <sup>2</sup>	%	95	100	Yes
Employment status at exit <sup>2, 3</sup>	%	18	0	No
Negative Reason for Leaving <sup>2, 3</sup>	%	20	100	No
Interim Housing Stability <sup>2</sup>	%	71	94	Yes
Increase in income from entry to exit <sup>2,3</sup>	%	45	0	No

<sup>1</sup> Monitored but not evaluated.

<sup>2</sup> HUD or CoC local goal; agency goal considered if better than required goal.

<sup>3</sup> Only one household exited program during report period.

**Category:** Non CSB Funded CoC Shelter Plus Care  
**Agency:** Columbus AIDS Task Force  
**Program:** Shelter Plus Care (TRA)  
**Period:** 7/1/08-12/31/08  
**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 74 units. Columbus AIDS Task Force Shelter Plus Care (SRA) will be converted into TRA units (adding extra 15 units) starting with FY2010.

**B. Semi-Annual Trends**

Measure		7/1/07
		12/31/07
Households Served	#	77
Successful Housing Outcomes	#	74
Successful Housing Outcomes	%	96
Housing Stability	Months	61
Program Occupancy	%	91

**C. Performance Outcomes**

**Program Outcome Achievement 7/1/08 to 12/31/08: Shelter Plus Care**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served	#	81	77	Yes
Housing Stability <sup>2</sup>	Months	24	62	Yes
Turnover Rate <sup>1</sup>	%	N/A	7	N/A
Successful Permanent Housing Outcomes	#	65	75	Yes
Successful Permanent Housing Outcomes <sup>2</sup>	%	80	97	Yes
Housing Retention <sup>2</sup>	%	95	100	Yes
Program Occupancy Rate <sup>2</sup>	%	95	99	Yes
Employment status at exit <sup>2</sup>	%	18	40	Yes
Negative Reason for Leaving <sup>2</sup>	%	20	40	No
Interim Housing Stability <sup>2</sup>	%	71	92	Yes
Increase in income from entry to exit <sup>2</sup>	%	45	80	Yes

<sup>1</sup> Monitored but not evaluated.

<sup>2</sup> HUD or CoC local goal; agency goal considered if better than required goal.

**D. Recommendations**

**Program Outcome Measures: Shelter Plus Care**

Measure		Quarter 1 7/1/09-9/30/09	Quarter 2 10/1/09-12/31/09	Semi-Annual 7/1/09-12/31/09	Quarter 3 1/1/10-3/31/10	Quarter 4 4/1/10-6/30/10	Semi-Annual 1/1/10-6/30/10	Annual 7/1/09-6/30/10
Households Served	#	93	93	97	93	93	97	105
CAH Households Served <sup>1</sup>	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes <sup>3</sup>	%	80	80	80	80	80	80	80
Successful Housing Outcomes	#	74	74	78	74	74	78	84
Housing Stability <sup>3</sup>	Months	24	24	24	24	24	24	24
Change in Income <sup>2</sup>								
Employment status at exit <sup>3</sup>	%	19	19	19	19	19	19	19
Housing Retention <sup>3</sup>	%			5			5	5
Turnover Rate <sup>4</sup>	%	5	5	9	5	5	9	18
Program Occupancy Rate <sup>3</sup>	%	95	95	95	95	95	95	95
Negative Reason for Leaving <sup>3</sup>	%			20			20	20
Interim Housing Stability <sup>3</sup>	%	81	81	81	81	81	81	81
Increase in income from entry to exit <sup>3</sup>	%	45	45	45	45	45	45	45

<sup>1</sup> Programs serving Critical Access to Housing clients.

<sup>2</sup> New measurement, to be benchmarked in FY2010. Goals are not needed.

<sup>3</sup> HUD or COC local goal. If CSB funded, CSB metric applies.

<sup>4</sup> Monitored but not evaluated.

**Category:** Non CSB Funded CoC Shelter Plus Care  
**Agency:** **Community Housing Network**  
**Program:** **Shelter Plus Care - (SRA)**  
**Period:** 7/1/08-12/31/08  
**Performance:** **High**

**A. Description**

CHN Shelter Plus Care (SRA) provides 137 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
		12/31/07
Households Served	#	110
Successful Housing Outcomes	#	105
Successful Housing Outcomes	%	95
Housing Stability	Months	72
Program Occupancy	%	74



**C. Performance Outcomes**

**Program Outcome Achievement 7/1/08 to 12/31/08: Shelter Plus Care**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served	#	144	194	Yes
Housing Stability <sup>3</sup>	Months	12	41	Yes
Turnover Rate <sup>1</sup>	%	N/A	8	N/A
Successful Permanent Housing Outcomes	#	115	190	Yes
Successful Permanent Housing Outcomes <sup>3</sup>	%	80	98	Yes
Housing Retention <sup>3</sup>	%	95	100	Yes
Program Occupancy Rate <sup>2, 3</sup>	%	95	128	Yes
Employment status at exit <sup>3</sup>	%	18	9	No
Negative Reason for Leaving <sup>3</sup>	%	20	0	Yes
Interim Housing Stability <sup>3</sup>	%	71	87	Yes
Increase in income from entry to exit <sup>3</sup>	%	45	18	No

<sup>1</sup> Monitored but not evaluated.

<sup>2</sup> CMHA allowed for over-leasing of units.

<sup>3</sup> HUD or CoC local goal; agency goal considered if better than required goal.

**D. Recommendations**

**Program Outcome Measures: Shelter Plus Care**

Measure		Quarter 1 7/1/09-9/30/09	Quarter 2 10/1/09-12/31/09	Semi-Annual 7/1/09-12/31/09	Quarter 3 1/1/10-3/31/10	Quarter 4 4/1/10-6/30/10	Semi-Annual 1/1/10-6/30/10	Annual 7/1/09-6/30/10
Households Served	#	144	144	151	144	144	151	164
CAH Households Served <sup>1</sup>	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes <sup>3</sup>	%	80	80	80	80	80	80	80
Successful Housing Outcomes	#	115	115	121	115	115	121	131
Housing Stability <sup>3</sup>	Months	12	12	12	12	12	12	12
Change in Income <sup>2</sup>								
Employment Status at Exit <sup>3</sup>	%	19	19	19	19	19	19	19
Housing Retention <sup>3</sup>	%			5			5	5
Turnover Rate <sup>4</sup>	%	5	5	10	5	5	10	20
Program Occupancy Rate <sup>3</sup>	%	95	95	95	95	95	95	95
Negative Reason for Leaving <sup>3</sup>	%			20			20	20
Interim Housing Stability <sup>3,5</sup>	%	81	81	81	81	81	81	81
Increase in Income from entry to Exit <sup>3</sup>	%	45	45	45	45	45	45	45

<sup>1</sup> Programs serving Critical Access to Housing clients.

<sup>2</sup> New measurement, to be benchmarked in FY2010. Goals are not needed.

<sup>3</sup> HUD or CoC local goal. If CSB funded, CSB metric applies.

<sup>4</sup> Monitored but not evaluated.

<sup>5</sup> CSB and CHN will closely monitor this measure. CMHA is doing some client transfers out of this project that may negatively affect this measure. CSB may make allowance on the non-achievement of this measure, if appropriate.

**Category:** Non CSB Funded CoC Shelter Plus Care  
**Agency:** **Community Housing Network**  
**Program:** **Shelter Plus Care - (TRA)**  
**Period:** 7/1/08-12/31/08  
**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
		12/31/07
Households Served	#	145
Successful Housing Outcomes	#	144
Successful Housing Outcomes	%	99
Housing Stability	Months	49
Program Occupancy	%	93

**C. Performance Outcomes**

**Program Outcome Achievement 7/1/08 to 12/31/08: Shelter Plus Care**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served	#	156	193	Yes
Housing Stability <sup>3</sup>	Months	12	31	Yes
Turnover Rate <sup>1</sup>	%	N/A	7	N/A
Successful Permanent Housing Outcomes	#	125	190	Yes
Successful Permanent Housing Outcomes <sup>3</sup>	%	80	98	Yes
Housing Retention <sup>3</sup>	%	95	100	Yes
Program Occupancy Rate <sup>2, 3</sup>	%	95	117	Yes
Employment status at exit <sup>3</sup>	%	18	0	No
Negative Reason for Leaving <sup>3</sup>	%	20	0	Yes
Interim Housing Stability <sup>3</sup>	%	71	80	Yes
Increase in income from entry to exit <sup>3</sup>	%	45	20	No

<sup>1</sup> Monitored but not evaluated.

<sup>2</sup> CMHA allowed for over-leasing of units.

<sup>3</sup> HUD or CoC local goal; agency goal considered if better than required goal.

**D. Recommendations**

**Program Outcome Measures: Shelter Plus Care**

Measure		Quarter 1 7/1/09-9/30/09	Quarter 2 10/1/09-12/31/09	Semi-Annual 7/1/09-12/31/09	Quarter 3 1/1/10-3/31/10	Quarter 4 4/1/10-6/30/10	Semi-Annual 1/1/10-6/30/10	Annual 7/1/09-6/30/10
Households Served	#	156	156	164	156	156	164	179
CAH Households Served <sup>1</sup>	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes <sup>3</sup>	%	80	80	80	80	80	80	80
Successful Housing Outcomes	#	125	125	131	125	125	131	143
Housing Stability <sup>3</sup>	Months	12	12	12	12	12	12	12
Change in Income <sup>2</sup>								
Employment Status at Exit <sup>3</sup>	%	19	19	19	19	19	19	19
Housing Retention <sup>3</sup>	%			5			5	5
Turnover Rate <sup>4</sup>	%	5	5	10	5	5	10	20
Program Occupancy Rate <sup>3</sup>	%	95	95	95	95	95	95	95
Negative Reason for Leaving <sup>3</sup>	%			20			20	20
Interim Housing Stability <sup>3,5</sup>	%	81	81	81	81	81	81	81
Increase in income from Entry to Exit <sup>3</sup>	%	45	45	45	45	45	45	45

<sup>1</sup> Programs serving Critical Access to Housing clients.

<sup>2</sup> New measurement, to be benchmarked in FY2010. Goals are not needed.

<sup>3</sup> HUD or CoC local goal. If CSB funded, CSB metric applies.

<sup>4</sup> Monitored but not evaluated.

<sup>5</sup> CSB and CHN will closely monitor this measure. CMHA is doing some client transfers out of this project that may negatively affect this measure. CSB may make allowance on the non-achievement of this measure, if appropriate.

**Category:** Non CSB Funded CoC Shelter Plus Care  
**Agency:** LSS/Faith Mission  
**Program:** Shelter Plus Care - SRA  
**Period:** 7/1/08-12/31/08  
**Performance:** High

**A. Description**

LSS/Faith Mission Shelter Plus Care program provides housing and support services through partnerships with local service providers for forty-four (44) disabled, formerly homeless adults. Housing is provided through a combination of one bedroom apartments master leased by LSS and 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
		12/31/07
Households Served	#	46
Successful Housing Outcomes	#	45
Successful Housing Outcomes	%	98
Housing Stability	Months	54
Program Occupancy	%	93

**C. Performance Outcomes**

**Program Outcome Achievement 7/1/08 to 12/31/08: Shelter Plus Care**

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served	#	48	44	Yes
Housing Stability <sup>2</sup>	Months	24	56	Yes
Turnover Rate <sup>1</sup>	%	N/A	2	N/A
Successful Permanent Housing Outcomes	#	46	43	Yes
Successful Permanent Housing Outcomes <sup>2</sup>	%	95	98	Yes
Housing Retention <sup>2</sup>	%	95	100	Yes
Program Occupancy Rate <sup>2</sup>	%	95	91	Yes
Employment status at exit <sup>2, 3</sup>	%	18	0	No
Negative Reason for Leaving <sup>2, 3</sup>	%	20	100	No
Interim Housing Stability <sup>2</sup>	%	71	84	Yes
Increase in income from entry to exit <sup>2, 3</sup>	%	45	100	Yes

<sup>1</sup> Monitored but not evaluated.

<sup>2</sup> HUD or CoC local goal; agency goal considered if better than required goal.

<sup>3</sup> Only one household exited program during the report period.

**D. Recommendations**

**Program Outcome Measures: Shelter Plus Care**

Measure		Quarter 1 7/1/09- 9/30/09	Quarter 2 10/1/09- 12/31/09	Semi- Annual 7/1/09- 12/31/09	Quarter 3 1/1/10- 3/31/10	Quarter 4 4/1/10- 6/30/10	Semi- Annual 1/1/10- 6/30/10	Annual 7/1/09- 6/30/10
Households Served	#	46	46	48	46	46	48	53
CAH Households Served <sup>1</sup>	#	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Successful Housing Outcomes <sup>3</sup>	%	80	80	80	80	80	80	80
Successful Housing Outcomes	#	37	37	38	37	37	38	42
Housing Stability <sup>3</sup>	Months	24	24	24	24	24	24	24
Change in Income <sup>2</sup>								
Employment Status at Exit <sup>3</sup>	%	19	19	19	19	19	19	19
Housing Retention <sup>3</sup>	%			5			5	5
Turnover Rate <sup>4</sup>	%	5	5	10	5	5	10	20
Program Occupancy Rate <sup>3</sup>	%	95	95	95	95	95	95	95
Negative Reason for Leaving <sup>3</sup>	%			20			20	20
Interim Housing Stability <sup>3</sup>	%	81	81	81	81	81	81	81
Increase in Income from Entry to Exit <sup>3</sup>	%	45	45	45	45	45	45	45

<sup>1</sup> Programs serving Critical Access to Housing clients.

<sup>2</sup> New measurement, to be benchmarked in FY2010. Goals are not needed.

<sup>3</sup> HUD or CoC local goal. If CSB funded, CSB metric applies.

<sup>4</sup> Monitored but not evaluated.



# Methodology

**APPENDIX**

- I. FY2009-FY2010 System Evaluation Methodology
- II. FY2009 Program Evaluation Methodology
- III. FY2010 Program Evaluation Methodology

## FY2009 – FY2010 System Evaluation Methodology

### Overview

#### A. Purpose

Each year CSB establishes a performance plan for the men's emergency shelter system, women's emergency shelter system, family emergency shelter system and permanent supportive housing system for the purpose of program planning and monitoring system performance measured against CSB Ends Policies and anticipated performance.

#### B. Monitoring

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

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

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

- a) **Purpose:** A short LOS indicates the system's success in rapid re-housing. It can also indicate efficiency related to turnover of beds which is essential to meet system demand for emergency shelter.
- b) **Systems:** Emergency Shelter
- c) **Definition:** The average cumulative number of days clients receive shelter as measured from shelter entry to exit. Starting with FY2010: The average cumulative number of days households receive shelter as measured from shelter entry to exit or last day of report period.
- d) **Goal-setting methodology:** Based on CSB Board Ends Policy, prior performance or anticipated performance. An average LOS less than Ends goal is considered to be the desired direction.
- e) **Reporting methodology:**
  - i) Emergency Shelter: The total number of Bedlist<sup>1</sup> (derived from the Daily Bedlist Report) units for the report period / the number of total distinct households served by the system.
  - ii) Starting with FY2010:  $\Sigma(\text{Exit date or report end date} - \text{Entry date}) / \text{the number of total distinct households served within the report period.}$

#### 2) **Employment Status at Exit<sup>2</sup>:**

- a) **Purpose:** Indicates that system is assisting households to stabilize housing by becoming employed. A higher rate is considered positive.
- b) **Systems:** Permanent Supportive Housing

<sup>1</sup> CSB maintains a Bedlist of nightly shelter census that is derived from the CSP ShelterPoint Bed List report provided by each program.

<sup>2</sup> New Measure, HUD requirement.

- c) **Definition:** The percentage of households that have employment at exit as measured by their earned income at exit from the system.
- d) **Goal-setting methodology:** Meet or exceed CSB Board Ends or HUD Standards.
- e) **Reporting methodology:** The percentage employment is calculated by determining the number of exited households who have “earned income” from employment as their source of income and dividing by the total number of households that exited during the report period.

### 3) *Households Served:*

- a) **Purpose:** Indicates volume of households served by the system. For emergency shelter, the number measures system’s efficiency. For supportive housing, the number correlates to capacity and unit turnover rates.
- b) **Systems:** All
- c) **Definition:** The number of distinct households served by the system (including new and carry-over) during the evaluation period. For Permanent Supportive Housing, households served must meet Rebuilding Lives eligibility criteria.
- d) **Goal-setting methodology:**
  - i) Emergency Shelter:
    - (1) Annual projections:
      - (a) Use prior year trend data to determine average annual demand.
      - (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/Quarterly projections:
      - (a) Adjust for seasonal variation based on FY08 actual variation.
  - ii) Permanent Supportive Housing:
    - (1) Annual projection:
      - (a) System capacity based on predicted number of available units at the start of each fiscal year.
      - (b) Multiply the system capacity by the projected annual turnover rate of 20%. For example, if system capacity is 800 then annual projected households served would be 960 ( $800 \times 1.2 = 960$ ).
    - (2) Semi-annual projection: Multiply the system capacity by the projected semi-annual turnover rate of 10%. For example, if system capacity is 800 then semi-annual projected households served would be 880 ( $800 \times 1.1 = 880$ ).
    - (3) Quarterly projection: Multiply the system capacity by the projected quarterly turnover rate of 5%. For example, if system capacity is 800 then quarterly projected households served would be 840 ( $800 \times 1.05 = 840$ ).
- e) **Reporting methodology:** The number of distinct households served by the system during the evaluation period. Distinct households served are identified by their last service record entered into CSP as of the end of the evaluation period.

### 4) *Housing Retention:*

- a) **Purpose:** Indicates system’s success in ending homelessness as measured by those who do not return to emergency shelter. A higher rate is considered positive.

- b) **Systems:** Permanent Supportive Housing
  - c) **Definition:** The percent of clients who maintain their housing and do not return to emergency shelter within two weeks to three months of exit from the system.
  - d) **Goal-setting methodology:** Meet or exceed CSB Board Ends Policy; based on historical trends or anticipated performance.
  - e) **Reporting methodology:** Those households who did not exit plus those who exit the system and do not enter shelter within two weeks to three months after exit or as of date of report, divided by the total number of distinct households served during the evaluation period. (distinct households served – households that exited system and entered shelter within 14 to 90 days) / total distinct households served.
- 5) ***FY2010 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 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 did not exit plus those 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 evaluation period.  $\Sigma(\text{Households that exited system and entered shelter within 14 to 90 days}) / \text{total distinct households served}$ .
- 6) ***Housing Stability:***
- a) **Purpose:** Indicates system's success in ending homelessness as measured by length of time that system participants retain permanent supportive housing. A longer rate is generally considered positive.
  - b) **System:** Permanent Supportive Housing
  - c) **Definition:** The average length of time, measured in months, for which distinct clients reside in the Permanent Supportive Housing system.
  - d) **Goal-setting methodology:** Meet or exceed CSB Board Ends Policy or prior performance; based on historical trends or anticipated performance. Meet or exceed most recently reported achievements.
  - e) **Reporting methodology:** Measured using the total average client length of stay (from intake to exit date or end of period, if still a resident) divided by the total average days per month (30.5 days).
- 7) ***Interim Housing Stability<sup>1</sup>:***
- a) **Purpose:** Indicates system's success in rapidly stabilizing a household in housing.
  - b) **Systems:** Permanent Supportive Housing

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<sup>1</sup> New Measure, HUD requirement.

- 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.  
 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.

8) ***Negative Reason for Leaving<sup>1</sup>:***

- 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.

9) ***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 a successful housing outcome. A lower rate is considered positive.
- b) **System:** Emergency Shelter
- c) **Definition:** The number of exited clients with a successful housing outcome (as defined for that system) who have any shelter contact within two weeks to three months of a successful housing outcome, expressed as a percentage of total distinct clients with an exit to housing (as defined for that system). For Tier I Family Shelter, households with exits to emergency shelter are excluded from the calculation.
- d) **Goal-setting methodology:** Meet or exceed Board Ends Policy.
- e) **Reporting methodology:** A percentage rate reflecting the number of recidivist households in a system relative to the number of households that exited the system with a successful housing outcome (specific to that system). Recidivism rate is measured only for semi-annual and annual periods. For Tier 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 prior to 90-days before the end of the evaluation period.

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<sup>1</sup> New Measure, CoC requirement.

- (1) Semi-annual cohort: Calculate the number of distinct households with successful housing outcome within the first 90 days of the semi-annual period.
- (2) Annual cohort: Calculate the number of distinct households with successful housing outcome within the first 270 days of the annual period.
- iii) Numerator: Number of recidivists from the cohort
  - (1) A recidivist household is defined as a household that exits a system with a successful outcome (specific to that system) and enters the emergency shelter system within two weeks to three months after exit from the system.
  - (2) Semi-annual: Calculate the number of cohort that enters shelter system within 14 to 90 days subsequent to successful housing outcome.
  - (3) Annual: Calculate the number cohort that enters shelter system within 14 to 90 days subsequent to successful housing outcome.

10) **System Occupancy Rate:**

- a) **Purpose:** Indicates efficient use of community resources. High occupancy indicates system efficiency at turning over units and providing a system that is in demand.
- b) **System:** Permanent Supportive Housing
- c) **Definition:** A percentage that reflects the average number of clients residing in supportive housing per night relative to the overall system capacity.
- d) **Goal-setting methodology:** Meet or exceed Board Ends Policy.
- e) **Reporting methodology:** Total household units of service provided during the period divided by the total days within the period divided by the total system capacity. *Note: cumulative total for households with multiple instances of service during the period.*  $[\Sigma(\text{exit date or last day of report period} - \text{entry date or first day of period}) / \text{total days during the period}] / \text{system capacity}$ .

11) **Successful Housing Outcomes:** Refer to Table 1 at the end of the appendix 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) Emergency Shelter: Indicates system's success in ending homelessness as measured by those who attain transitional or permanent housing.
  - ii) Permanent Supportive Housing: Indicates system success in ending homelessness as measured by those who retain permanent supportive housing or attain other permanent housing.
- b) **Systems:** All
- c) **Definition:**
  - i) Emergency Shelter: the number of distinct households that exit (i.e., latest exit for clients with multiple stays during period) to successful housing as defined in Table 1 and the percentage this represents of total distinct households exited.
  - ii) Permanent Supportive Housing: the number of distinct households that remain in Permanent Supportive Housing or that exit permanent supportive housing for other permanent housing (as defined in Table 1) and the percentage this represents of total distinct households served.
- d) **Goal-setting methodology:** Meet or exceed Board Ends Policy.

- i) Emergency Shelter: Number of outcomes equals rate times number of exits.
- ii) Permanent Supportive Housing: Multiply the percentage goal by the projected number of households served.
- e) **Reporting methodology:**
  - i) Emergency Shelter: Calculate the total number of exits and the total number of destinations that are considered successful housing outcomes. Divide the number of successful housing outcomes by the number of total exits.
  - ii) Permanent Supportive Housing: Sum the total number of destinations that are considered successful housing outcomes and the number residing in PSH at the end of the period. Divide the number of successful housing outcomes by the total number of households served during the period. Deceased clients are not included in the count of exited clients.

## 12) *Turnover Rate:*

- a) **Purpose:** Low turnover rate may indicate the system is not effectively helping tenants to move to independent housing. High turnover rate may indicate system is not effectively providing stable housing. Rate is monitored but not evaluated.
- b) **Systems:** Permanent Supportive Housing
- c) **Definition:** The rate at which units become vacant relative to the number of units occupied.
- d) **Goal-setting methodology:** Based on predicted annual rate of 20%; semi-annual rate of 10%; and quarterly rate of 5%.
- e) **Reporting methodology:** Turnover rate is calculated by dividing the total units becoming vacant during a period by the number of units occupied during the same period.

## Starting with FY2010

### 1) *Cost per household<sup>1</sup>*

- a) **Purpose:** Indicates that the system is cost-efficient.
- b) **Systems:** All
- c) **Definition:** A percentage based on the semi-annual CSB actual cost per household served relative to the 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:** (The semi-annual actual CSB cost per household served / the annual budgeted CSB cost per household served) X 100.

### 2) *Cost per successful housing outcome<sup>1</sup>*

- a) **Purpose:** Indicates that the system is cost-efficient.
- b) **Systems:** All
- c) **Definition:** 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. 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

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<sup>1</sup> New measure



- e) **Reporting methodology:** (The semi-annual actual CSB cost per successful housing outcome / the annual budgeted CSB cost per successful housing outcome) X 100.
- 3) ***Pass Program Certification***<sup>1</sup>
- 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.

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<sup>1</sup> New Measure, to replace all prior program certification related measurements.

## FY2009 Program Evaluation Methodology

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

**Purpose:** identifies the reason for the indicator

**Programs:** identifies the programs for which an indicator applies

**Definition:** CSB definition for the indicator

**Goal-setting methodology:** used by each agency to set goals around the indicator

**Reporting methodology:** detailed description on how CSB is calculating the indicator

### Reporting Conventions

- 1) Measures apply only to heads of household with the exception of income-related measures.
- 2) A family is defined as a household consisting of at least one adult and at least one minor child.
- 3) The term “head of household” applies both to families and to single adult clients. Each unit, regardless whether it consists of a family or a single adult, must have a head of household. A household may not have more than one head of household.
- 4) The term “household” describes a unit consisting of either a family or a single adult.
- 5) Emergency shelter reporting methodology includes overflow numbers.
- 6) Permanent Supportive Housing includes Shelter Plus Care and other non-CSB funded permanent supportive housing.

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

#### 1) ***Access to CSB Direct Client Assistance (DCA):***

- a) **Purpose:** Indicates that program is assisting households to access DCA and obtain housing. A higher rate of access is considered positive.
- b) **Programs:** Outreach Specialist, Direct Housing, Stable Families Program and Transition Program.
- c) **Definition:** The percent of exited distinct households receiving either Transition Program DCA or FHC DCA (for FHC DCA - for up to 90 days prior to and during the report period), as a percentage of distinct household exits during the report period.
- d) **Goal-setting methodology:** Meet or exceed CSB Board Ends Policy; based on historical trends or anticipated performance.
- e) **Reporting methodology:** The total number of exited distinct households that received CSB program DCA (for FHC DCA - for up to 90 days prior to and during the report period) / total number of distinct households served that exited the program during the report period.

#### 2) ***Average CSB Direct Client Assistance (DCA) Amount per Household:***

- a) **Purpose:** Indicates that program is cost-efficient in accessing DCA. A lower average amount per household indicates that program has leveraged other community resources.
- b) **Programs:** Direct Housing, Stable Families Program and Transition Program
- c) **Definition:** The average dollar amount of total CSB direct client assistance received per distinct household during the report period.

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

- c) **Definition:** Average number of days that exited distinct households receive services as measured from the point of entry to the exit date from the program.
  - d) **Goal-setting methodology:** Based on program design and anticipated performance.
  - e) **Reporting methodology:**  $\Sigma(\text{Exit date} - \text{Entry/Enrollment date}) / \text{the number of total distinct households served and exited from program during the report period.}$
- 6) ***Average Transition Time (ATT):***
- a) **Purpose:** A reasonably short ATT indicates the program's success in rapid re-housing. It can also indicate efficiency related to turnover of beds which is essential to meet system demand for emergency shelter.
  - b) **Programs:** YWCA Family Emergency Shelter
  - c) **Definition:** The average number of days households receive shelter services as measured from shelter entry to entry/enrollment into the FHC program. Measure applies only to households that had an entry date in the FHC program within the report period.
  - d) **Goal-setting methodology:** Meet the FHC policies and procedures.
  - e) **Reporting methodology:**  $\Sigma(\text{FHC program entry/enrollment date} - \text{YWCA Family Center entry date}) / \text{the number of total distinct households served with an entry date in the FHC program within the report period.}$
- 7) ***Basic needs met in a non-congregate environment:***
- a) **Purpose:** Indicates program's success in ending homelessness.
  - b) **Programs:** Permanent Supportive Housing, Tier II Emergency Shelters, Direct Housing and CSB Transition
  - 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 year Program Review and Certification Report.
- 8) ***Basic needs met in secure, decent environment:***
- a) **Purpose:** Indicates program's success in addressing immediate need.
  - b) **Programs:** Emergency Shelters and Outreach Specialist
  - 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 year Program Review and Certification Report.
- 9) ***Carryover Households:***
- a) **Purpose:** Indicates volume of households served by the program which do not exit as of the end of the report period. This measure is monitored but not evaluated.
  - b) **Programs:** Direct Housing, Stable Families Program and Outreach Specialist
  - c) **Definition:** Distinct households that entered the program prior to the first day of the report period.
  - d) **Goal-setting methodology:** Based on prior performance. If new program, the program must provide the rationale for planned goal.

- e) **Reporting methodology:** *The number of* distinct households with an entry date before 7/1/0X for annual number; before 7/1/0X and 1/1/0X for semi-annual; before 7/1/0X, 10/1/0X, 1/1/0X, and 4/1/0X for quarterly.

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

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

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

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

12) ***Detox Exits:***

- a) **Purpose:** Indicates that program is assisting households to enter detox and/or treatment. A higher rate is considered positive.
- b) **Programs:** Tier I Inebriate Shelter
- c) **Definition:** The number of households served that exit to an inpatient drug or alcohol treatment facility.
- d) **Goal-setting methodology:** Meet or exceed CSB standards.
- e) **Reporting methodology:** The percentage of detox exits is derived by dividing the number of distinct households that were exited with a detox exit by the total number of distinct.

households that exited the program during the report period (i.e., latest exit for households with multiple stays during the report period).

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

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

14) ***Exited Households:***

- a) **Purpose:** Indicates volume of households served by the program which exit during the report period. This measure is monitored but not evaluated.
- b) **Programs:** Direct Housing, Stable Families Program and Outreach Specialist
- c) **Definition:** Number of distinct households that *exited* the program during the report period.
- d) **Goal-setting methodology:** Meet or exceed prior performance. If new program, the program must provide the rationale for planned goal.
- e) **Reporting methodology:** The number of distinct households with an exit date within the report period who are also not currently in the program at the end of the report period.

15) ***Households Served:***

- a) **Purpose:** Indicates volume of households served by the program. For emergency shelters, this number indicates the extent to which the program serves a proportional share of system demand. For supportive housing, the number correlates to capacity and unit turnover rates. For all other programs, the number measures program efficiency.
- b) **Programs:** All
- c) **Definition:** The number of distinct households served by the program (including new and carryover) during the report period.
- d) **Goal-setting methodology:** Meet or exceed prior performance. If new program, the program must provide the rationale for planned goal.

- i) Homelessness Prevention and Transition:
  - (1) Annual projections: based on historical trends and/or anticipated performance.
  - (2) Semi-annual and quarterly projections: one-half and one-quarter of the annual projection, respectively. Alternatively, the projection may be based on historical trends for the semi-annual and quarterly report periods.
- ii) Direct Housing, Stable Families Program and Outreach Specialist:
  - (1) Annual projections: based on historical trends and/or anticipated performance.
    - (a) Carryover households are those enrolled prior to 7/1/0X and anticipated to be active in the program as of 7/1/0X.
    - (b) New program entrants are those households enrolled on or after 7/1/0X.
    - (c) Total households are the sum of carryover plus new program entrants.
  - (2) Semi-annual and quarterly projections.
    - (a) Carryover households are those anticipated to be active in the program as of end of report period. For Direct Housing, this should be seasonally adjusted.
    - (b) New program entrants are those households enrolled after start of report period. For Direct Housing, this should be seasonally adjusted.
    - (c) Total households are the sum of carryover plus new program entrants.
- iii) Emergency Shelter Programs:
  - (1) Annual projections: based on historical trends and/or anticipated performance.
  - (2) Semi-annual and quarterly projections: based on annual projections and adjusted for duplication (carryovers and recidivists). Carryover is based on capacity. Recidivism is based on historical system trends. Adjust for seasonality if appropriate.
- iv) Permanent Supportive Housing (including Shelter Plus Care):
  - (1) Annual projection: Multiply the program capacity by the projected annual turnover rate. In most cases, this percentage will be 20%. For example, if program capacity is 20 then annual projected households served would be 24 ( $20 \times 1.2 = 24$ ).
  - (2) Semi-annual projection: Multiply the program capacity by the projected semi-annual turnover rate. In most cases, this percentage will be 10%. For example, if program capacity is 20, then semi-annual projected households served would be 22 ( $20 \times 1.1 = 22$ ).
  - (3) Quarterly projection: Multiply the program capacity by the projected quarterly turnover rate. In most cases, this percentage will be 5%. For example, if program capacity is 20, then quarterly projected households served would be 21 ( $20 \times 1.05 = 21$ ).
- v) Transitional Housing projections should be based on historical program performance.
- vi) All other programs—based on prior year's actual number of households served.
- e) **Reporting methodology:** The number of distinct households served by the program during the report period. Distinct households served are identified by their last service record for the program entered into 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 Retention:*

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

17) *Housing Stability:*

- a) **Purpose:** Indicates program’s success in ending homelessness as measured by length of time that program participants retain permanent supportive housing 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 based on historical trends or anticipated performance.
  - ii) Transitional Housing: 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.



18) ***New Households Served:***

- a) **Purpose:** Indicates volume of new households served by the program which is considered to measure program efficiency.
- b) **Programs:** Direct Housing, Stable Families Program and Outreach Specialist
- 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.

19) ***Program Occupancy:***

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

20) *Ongoing Engagement with the neighborhood:*

- a) **Purpose:** Indicates program's success in integrating in the community.
- b) **Programs:** Emergency Shelters and Permanent Supportive Housing
- 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 year Program Review and Certification Report.

21) *Recidivism:*

- a) **Purpose:** Indicates program's success in ending homelessness as measured by number of households who attain housing and do not return or enter shelter subsequent to successful housing outcome. A lower rate is considered positive.
- b) **Programs:** All
- c) **Definition:** The total number of distinct households that 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 Stable Families Program, the number of exited households with a successful housing outcome (as defined for that program) that have any shelter contact within 1(one) year of a successful housing outcome, expressed as a percentage of total distinct households with an exit to housing (as defined for that program).
- d) **Goal-setting methodology:** Meet or exceed Board Ends Policy or prior performance.
- e) **Reporting methodology:** A percentage rate reflecting the number of recidivist households in a program relative to the number of households that exited the program with a successful housing outcome (specific to that program). Recidivism rate is measured only for semi-annual and annual report periods. For Outreach Specialist and Tier I Family Shelter, households with exits to emergency shelter are excluded from the calculation.
  - i)  $\text{Rate} = (\text{numerator}/\text{denominator}) \times 100$
  - ii) Denominator: Cohort of households which attained successful housing outcome 90-days prior to the end of the report period.
    - (1) Semi-annual cohort: Calculate the number of distinct households with successful housing outcome within the first 90 days of the semi-annual report period.
    - (2) Annual cohort: Calculate the number of distinct households with successful housing outcome within the first 270 days of the annual report period.
  - iii) Numerator: Number of recidivists from the above cohort
    - (1) A recidivist household is defined as a distinct household that exits a program with a successful outcome (specific to that program) and enters the emergency shelter system within two weeks to three months after exit from the program.
    - (2) Semi-annual: Using the above cohort, calculate the number of distinct households that enters shelter system within 14 to 90 days subsequent to successful housing outcome.
    - (3) Annual: Using the above cohort, calculate the number of distinct households that enters shelter system within 14 to 90 days subsequent to successful housing outcome.

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

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

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

23) **Successful Housing Outcome/Successful Outcome:** Refer to Table 1 and Table 2 for a complete list of housing outcomes.

- a) **Purpose:** Indicates program’s success in ending homelessness. A higher number and rate are considered positive.
  - i) Permanent Supportive Housing: Indicates program’s success in ending homelessness as measured by those who retain permanent housing or attain other permanent housing.
  - ii) Transitional Housing: Indicates program’s success in ending homelessness as measured by those who attain permanent housing.
  - iii) Outreach 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) Direct Housing – Long-Term: Indicates program’s success in ending homelessness as measured by those who retain permanent housing (while receiving Direct Housing support) or attain other permanent housing upon exit from the program.
  - vi) All other: Indicates program’s success in ending homelessness as measured by those who attain other transitional or permanent housing.
- b) **Programs:** All
- c) **Definition:**
  - i) For all programs excluding Permanent Supportive Housing, YWCA Family Center, Outreach Specialist, Stable Families Program and Direct Housing – Long-Term: the number of distinct households that exit (i.e., latest exit for households with multiple stays during report period) to successful housing as defined in Table 1 and the percentage this represents of total distinct households exited during the report period.
  - ii) For the Tier I Family Shelter:
    - (1) Successful outcomes are the percentage of distinct households that exit (i.e., latest exit for households with multiple stays during report period) successfully to shelter, transitional or permanent housing as defined in Table 1 and Table 2 (includes exits to Tier II shelters).

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

- (1) Successful outcomes: Calculate the total number of distinct household exits and the total number of destinations that are considered successful (Tier II shelter, transitional and permanent per Table 1 and Table 2). Divide this number of successful outcomes by the number of total exits during the report period.
  - (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 Outreach Specialist:
- (1) Successful outcomes: Calculate the total number of distinct household exits and the total number of destinations that are considered successful shelter and housing outcomes per Table 1 and Table 2. Divide this number of successful outcomes by the number of total exits during the report period.
  - (2) Successful housing outcomes: Calculate the total number of successful outcomes (above) and the total number of destinations that are considered successful housing outcomes (please refer to Table 1). Divide the number of successful housing outcomes by the number of total successful outcomes.
- iv) For Permanent Supportive Housing and Direct Housing – Long-Term: Sum the total number of distinct household exits with destinations that are considered successful housing outcomes and the number residing in Permanent Supportive Housing or Direct Housing-Long Term at the end of the report period. Divide the number of successful housing outcomes by the total number of distinct households served during the report period. *Note: for Permanent Supportive Housing, deceased households are not included in the count of households served.*

24) **Turnover Rate:**

- a) **Purpose:** Low turnover rate may indicate system is not effectively helping tenants to move to independent housing. High turnover rate may indicate program is not effectively providing stable housing. Rate is monitored but not evaluated.
- b) **Programs:** Permanent Supportive Housing
- c) **Definition:** The rate at which units become vacant relative to the number of units occupied.
- d) **Goal-setting methodology:** Set based on prior performance. For new programs, CSB estimates no more than the following turnover rates: Annual rate: 20%; Semi-annual rate: 10%; Quarterly rate: 5%. Include an explanation in the proposed POP for calculation of turnover rate.
- e) **Reporting methodology:** Turnover rate is calculated by dividing the total units becoming vacant during a report period by the number of units occupied during the same report period.

**Table 1: Successful Housing Outcomes (see above item 23)**

ServicePoint Destination (pick list)	CSB Definition	Does Head of household Control Housing? *	Successful Housing Outcome?
Permanent Housing: Rental house/apartment (no subsidy)	Privately owned, market rent housing (not subsidized)	Yes	Yes
Permanent Housing: Public Housing	Housing owned and subsidized by CMHA	Yes	Yes
Permanent: Section 8	Housing owned by a private landlord or partner agency and subsidized through a CMHA Section 8 Voucher or through Section 8 project-based subsidy	Yes	Yes
Permanent: Shelter Plus Care	Housing owned by a private landlord or partner agency and subsidized through the Shelter Plus Care program administered by CMHA	Yes	Yes
Permanent: HOME subsidized house/apartment	The YMCA Permanent Supportive Housing program at 40 West Long Street or SE Scattered Site Permanent Supportive Housing	Yes	Yes
Permanent: Other subsidized house/apartment	Housing owned by a private landlord or partner agency that has an on-going subsidy through HUD 202 or 811 program, tax credits, or other sources, including HUD and CSB	Yes	Yes
Permanent: Home ownership	Housing that is owned by the head of household	Yes	Yes
Transitional: Transitional housing for homeless	Transitional (i.e. New Horizons, Amethyst RSVP)	Varies	NO (except for Shelter Tier I, & Outreach)
Transitional: Moved in with Family/Friends	Temporary housing with family or friends	NO	NO (except for Huckleberry House)
Foster care/Foster group home	Temporary Housing in a foster care setting	NO	NO
Hotel/Motel without Emergency Shelter	Hotel or motel paid for without emergency shelter voucher	NO	NO
Institution: Hospital (non-psychiatric)	Temporary/indefinite residence in a NON-psychiatric hospital for health reasons other than mental health or alcohol/drug abuse treatment	NO	NO
Institution: Psychiatric hospital	Temporary/indefinite residence in a psychiatric hospital for the treatment of severe mental illness	NO	NO
Institution: Inpatient alcohol/drug facility	Temporary/indefinite residence in an inpatient facility for treatment of alcohol and/or drug addiction	NO	NO

\* Heads of household are determined to be in control of their housing if the lease/mortgage is in their name or if they otherwise have a written agreement that gives them a right to reside in their housing, such as a roommate agreement.

ServicePoint Destination (pick list)	CSB Definition	Does Head of household Control Housing? *	Successful Outcome?
Institution: Jail/prison/juvenile detention	Incarceration in local, state or federal prison	NO	NO
Emergency Shelter	Emergency Shelter (all including Tier II shelters)	NO	NO
Other: Places not meant for habitation (street)	Street, condemned buildings, etc.	NO	NO
Other <sup>1</sup>	Death, other	NO	NO
Refused	Client refused to disclose	NO	NO
Don't know		N/A	NO

In addition to the outcomes specified in Table 1 for successful housing outcomes, the outcome listed in Table 2 is considered successful for the Successful Outcome indicator.

**Table 2: Successful Outcomes (applies only to Tier I Family Shelter (YWCA Family Center) and Outreach Specialists programs)**

ServicePoint Destination (pick list)	CSB Definition	Does Head of household Control Housing? <sup>2</sup>	Successful Outcome?
Emergency Shelter	Emergency Shelter (all including Tier II shelters)	NO	Yes

\* 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.

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

<sup>2</sup> 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.

## FY2010 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 FHC 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 FHC program. Measure applies only to households that had an entry date in the FHC program within the report period.
- d) **Goal-setting methodology:** Meet the FHC policies and procedures.
- e) **Reporting methodology:**  $\Sigma(\text{FHC program entry/enrollment date} - \text{YWCA Family Center entry date}) / \text{the number of total distinct households served with an entry date in the FHC program within the report period.}$

#### 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 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.



- 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)<sup>1</sup>:***
- 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, and Direct 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:** The average number of days households receive services as measured from the point of entry in the FHC program to the exit date from the YWCA Family Center. Measure applies only to households that had an entry date in the FHC program within the report period. *Note: Families who had an FHC entry date after their YWCA Family Center exit date are excluded from this calculation.*
- d) **Goal-setting methodology:** Meet or below CSB Board Ends Policy. An average LOS less than Ends goal is considered to be the desired direction.
- e) **Reporting methodology:**
- i) **Emergency Shelter:**  $\Sigma(\text{Exit date or report end date} - \text{Entry date}) / \text{the number of total distinct households served within the report period.}$
- ii) **Direct Housing:**  $\Sigma(\text{YWCA Family Center exit date} - \text{FHC entry date}) / \text{the number of total distinct households served with an entry date in the FHC program within the report period.}$
- 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, Homelessness Prevention 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) ***Change in Income from Entry (to 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, Permanent Supportive Housing
- c) **Definition:** TBD – new measure to be benchmarked in FY2010.

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<sup>1</sup> Methodology change – the indicator will be calculated based on the households' entry into the program, versus the previous methodology based on the reporting period's start date.

- d) **Goal-setting methodology:** Meet or exceed CSB Board Ends Policy.
- e) **Reporting methodology:** TBD

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<sup>1</sup>***

- a) **Purpose:** Indicates that the program is cost-efficient.
- b) **Programs:** All CSB funded and CoC programs
- c) **Definition:**
  - i) CSB funded programs: A percentage based on the semi-annual CSB actual cost per household served relative to the annual budgeted CSB cost per household served.
  - ii) Non-CSB funded programs: A percentage based on the most recent APR reported “total expenditures” per CSP reported households served, relative to the current CoC Exhibit 2 reported “total budget” per POP projected households served. A program can submit more recent fiscal information, if available.

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) CSB funded programs:  $(\text{The semi-annual actual CSB cost per household served} / \text{the annual budgeted CSB cost per household served}) \times 100$ .
  - ii) Non-CSB funded programs:  $[(1/2 \text{ of the most recent APR “total expenditures”} / \text{CSP households served for the first semi-annual period}) / (1/2 \text{ of the Exhibit 2 reported “total budget”} / \text{POP projected households served for the first semi-annual period})] \times 100$ .

8) ***Cost per successful housing outcome<sup>1</sup>***

- a) **Purpose:** Indicates that the program is cost-efficient.
- b) **Programs:** All CSB funded and CoC programs
- c) **Definition:**
  - i) CSB funded programs: 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) Non-CSB funded programs: A percentage based on the most recent APR reported “total expenditures” per CSP reported successful housing outcomes, relative to the

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<sup>1</sup> New measure

current CoC Exhibit 2 reported “total budget” per POP projected successful housing outcomes. A program can submit more recent fiscal information, if available.

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:  $(\text{The semi-annual actual CSB cost per successful housing outcome} / \text{the annual budgeted CSB cost per successful housing outcome}) \times 100$ .
- ii) Non-CSB funded programs:  $[(1/2 \text{ of the most recent APR "total expenditures"}/\text{CSP successful housing outcomes for the first semi-annual period}) / (1/2 \text{ of the Exhibit 2 reported "total budget" / POP projected successful housing outcomes for the first semi-annual period})] \times 100$ .

9) **Cost per unit<sup>1</sup>**

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

b) **Programs:** Permanent Supportive Housing and Transitional Housing

c) **Definition:**

- i) CSB funded programs: A percentage based on the semi-annual CSB actual cost per unit relative to the annual budgeted CSB cost per unit.
- ii) Non-CSB funded programs: A percentage based on the most recent APR cost per unit relative to the current CoC Exhibit 2 budgeted cost per unit.

A program 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 programs:  $(\text{The semi-annual actual CSB cost per unit} / \text{the annual budgeted CSB cost per unit}) \times 100$ .
- ii) Non-CSB funded programs:  $(\text{The most recent APR cost per unit} / \text{the current Exhibit 2 budgeted cost per unit}) \times 100$ .

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) **Diversion Recidivism<sup>1</sup>:**

a) **Purpose:** Indicates program’s success in ending homelessness as measured by the number of households successfully diverted to other community resources instead of

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<sup>1</sup> New Measure

entering emergency shelter and do not subsequently return or enter shelter after a successful diversion outcome.

- b) **Programs:** Emergency Shelter Tier I – Family Shelter
- 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 had any shelter contact within two weeks 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:** To be benchmarked during FY2010.
- 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 within two weeks to three months after that outcome.
    - (2) Using the above cohort, calculate the number of distinct households that enters the shelter system within 14 to 90 days subsequent to successful diversion outcome.

#### 12) ***Employment Status at Exit<sup>1</sup>:***

- a) **Purpose:** Indicates that program is assisting households to stabilize housing by becoming employed. A higher rate is considered positive.
- b) **Programs:** Permanent Supportive Housing and Transitional Housing
- c) **Definition:** The 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:** The percentage employment is calculated by determining the number of exited households who have “earned income” from employment as their source of income and dividing 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, Homelessness Prevention, Transitional Housing and Outreach Specialists

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<sup>1</sup> New Measure

- 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, Homelessness Prevention 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:
    - (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<sup>1</sup>:**

- 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, Permanent Supportive Housing, Prevention. Piloted by Communities In Schools – Stable Families, voluntary for all other participants.
- 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 x% of the income for singles and y% of the income for families (housing affordability). New measure to be benchmarked in FY2010. Monitored, but not evaluated in FY2010. Piloted by Communities In Schools – Stable Families, voluntary for all other participants.
- d) **Goal-setting methodology:** Meet or exceed CSB Board Ends Policy.
- e) **Reporting methodology:**
  - Step 1: Determine all successful exits within the program for a reporting period.
  - Step 2: Calculate the housing affordability by dividing the household's cost of rent at exit with the household's income at exit.

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<sup>1</sup> New Measure

Step 3: Calculate the number of households that have a housing affordability rate at or below x% for singles and y% for families, respectively.

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 did not exit plus those 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.  

$$\frac{\Sigma(\text{Households that exited program and entered shelter within 14 to 90 days})}{\text{total distinct households served}}$$

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<sup>1</sup>*:

- 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<sup>1</sup>*:

- 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) *Negative Reason for Leaving<sup>1</sup>*:

- 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.

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<sup>1</sup> New Measure



22) ***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, Homelessness Prevention 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.

23) ***Pass Program Certification<sup>1</sup>***

- 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.

24) ***Program Occupancy:***

- a) **Purpose:** Indicates efficient use of community resources. High occupancy indicates program efficiency at turning over units and providing program that is in demand.
- b) **Programs:** 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:

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<sup>1</sup> New Measure, to replace all prior program certification related measurements.

- (1) Number: Total bedlist shelter units from the Bedlist Report for the report period / total days during the report period.
- (2) Rate:
  - (a) Step 1: Divide the total bedlist shelter units for the report period by the number of days in the report period.
  - (b) Step 2: Divide the results obtained in Step 1 by the program capacity.
- ii) Permanent Supportive Housing and Transitional Housing:
  - (1) *Number*:  $\sum((\text{exit date or end of report period} - \text{entry date or beginning of report period}) + 1) / \text{days in report period}$ .
  - (2) *Rate*: Program occupancy number (rounded to nearest whole number) divided by the program capacity.

25) **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 exceed 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.

26) **Successful Diversion Outcome (# and %)<sup>1</sup>:**

- 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
- 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:** To be benchmarked during FY2010. Multiply the percentage goal by the projected number of contacts.
- 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.

27) **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 Center, Outreach Specialists, 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 the Tier I Family Shelter and Outreach Specialists:

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<sup>1</sup> New Measure

- (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, Homelessness Prevention, and Transitional Housing: Multiply the percentage goal by the projected number of exited households.
  - ii) Tier I Family Shelter 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 Shelter 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 Shelter 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 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.*

28) **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 number of units occupied. 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 units becoming vacant during a report period by the number of units occupied during the same report period.

29) **Usage of CSB Direct Client Assistance (DCA) (# and %)<sup>1</sup>:**

- 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, Homelessness Prevention and Transition Program.
- c) **Definition:** The number of exited distinct households receiving either Transition Program DCA or FHC DCA (for FHC DCA - for up to 90 days prior to and during the report period), 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 program DCA (for FHC DCA - for up to 90 days prior to and during the report period) / total number of distinct households served that exited the program during the report period.

30) **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, 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.

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<sup>1</sup> Updated measure, new measure for some programs.

- e) **Reporting methodology:** Total monetary assistance awarded to all households during report period / total number of distinct households served that received assistance.

31) ***Usage of other community resources related to housing stability (%)<sup>1</sup>:***

- 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:** To be benchmarked in FY2010.
- e) **Reporting methodology:** The total number of distinct households that received other community resources / total number of distinct households served that exited the program during the report period.

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<sup>1</sup> New Measure

**Table 1: Successful Housing Outcomes (see above item 27)**

ServicePoint Destination (pick list)	CSB Definition	Does Head of household Control Housing? *	Successful Housing Outcome?
Permanent Housing: Rental house/apartment (no subsidy)	Privately owned, market rent housing (not subsidized)	Yes	Yes
Permanent Housing: Public Housing	Housing owned and subsidized by CMHA	Yes	Yes
Permanent: Section 8	Housing owned by a private landlord or partner agency and subsidized through a CMHA Section 8 Voucher or through Section 8 project-based subsidy	Yes	Yes
Permanent: Shelter Plus Care	Housing owned by a private landlord or partner agency and subsidized through the Shelter Plus Care program administered by CMHA	Yes	Yes
Permanent: HOME subsidized house/apartment	The YMCA Permanent Supportive Housing program at 40 West Long Street or SE Scattered Site Permanent Supportive Housing	Yes	Yes
Permanent: Other subsidized house/apartment	Housing owned by a private landlord or partner agency that has an on-going subsidy through HUD 202 or 811 program, tax credits, or other sources, including HUD and CSB	Yes	Yes
Permanent: Home ownership	Housing that is owned by the head of household	Yes	Yes
Transitional: Transitional housing for homeless	Transitional (i.e. New Horizons, Amethyst RSVP)	Varies	NO (except for Shelter Tier I, & Outreach)
Transitional: Moved in with Family/Friends	Temporary housing with family or friends	NO	NO (except for Huckleberry House)
Foster care/Foster group home	Temporary Housing in a foster care setting	NO	NO
Hotel/Motel without Emergency Shelter	Hotel or motel paid for without emergency shelter voucher	NO	NO
Institution: Hospital (non-psychiatric)	Temporary/indefinite residence in a NON-psychiatric hospital for health reasons other than mental health or alcohol/drug abuse treatment	NO	NO
Institution: Psychiatric hospital	Temporary/indefinite residence in a psychiatric hospital for the treatment of severe mental illness	NO	NO
Institution: Inpatient alcohol/drug facility	Temporary/indefinite residence in an inpatient facility for treatment of alcohol and/or drug addiction	NO	NO

\* Heads of household are determined to be in control of their housing if the lease/mortgage is in their name or if they otherwise have a written agreement that gives them a right to reside in their housing, such as a roommate agreement.

ServicePoint Destination (pick list)	CSB Definition	Does Head of household Control Housing? *	Successful Housing Outcome?
Institution: Jail/prison/juvenile detention	Incarceration in local, state or federal prison	NO	NO
Emergency Shelter	Emergency Shelter (all including Tier II shelters)	NO	NO
Other: Places not meant for habitation (street)	Street, condemned buildings, etc.	NO	NO
Other <sup>1</sup>	Death, other	NO	NO
Refused	Client refused to disclose	NO	NO
Don't know		N/A	NO

In addition to the outcomes specified in Table 1 for successful housing outcomes, the outcome listed in Table 2 is considered successful for the Successful Outcome indicator.

**Table 2: Successful Outcomes (applies only to Tier I Family Shelter (YWCA Family Center) and Outreach Specialists programs)**

ServicePoint Destination (pick list)	CSB Definition	Does Head of household Control Housing? <sup>2</sup>	Successful Outcome?
Emergency Shelter	Emergency Shelter (all including Tier II shelters)	NO	Yes

\* 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.

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

<sup>2</sup> Heads of household are determined to be in control of their housing if the lease/mortgage is in their name or if they otherwise have a written agreement that gives them a right to reside in their housing, such as a roommate agreement.





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