



**Interim Assessment Report 2 to Community Shelter Board:**

**Evaluation of Central Ohio's Stable Families Program**

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## I. Executive Summary

The Community Shelter Board (CSB) and its partners, Communities In Schools (CIS), Gladden Community House and Central Community House, began implementing the Stable Families Pilot Program (Stable Families) in 2008 and will continue to do so through 2010. The primary mission of Stable Families is to help families who are at imminent risk of becoming homeless to remain in their homes or to find stable housing and not enter the family emergency shelter system. Stable Families is designed to be a relatively short, but intensive program, providing families with case management, supportive services and cash assistance to maintain housing and promote school stability for children in enrolled families.

Participating families are typically referred to this program via referrals from the YWCA Family Center or from CIS' community outreach efforts. In order to be eligible for enrollment into Stable Families, a household must contain at least one child under age 18, have a family income at or below 200% of the Federal Poverty level, and be at imminent risk of homelessness. Priority may be given to families that have a history of high residential moves (and associated student mobility) and families that have a history of involvement with Franklin County Children Services.

This report presents results from the first two periods of Stable Families' implementation, from April 7, 2008 through December 31, 2008. This report uses primary data from four sources in an effort to present an accurate, comprehensive evaluation of the Stable Families program:

- Program activity and psychographic data for each family referred, assessed, and enrolled (source: Communities in Schools);
- Data from Columbus ServicePoint (source: Community Shelter Board);
- Attempts to access the emergency family shelter system (source: YWCA Family Center); and
- School mobility, achievement, and absence data (source: Columbus City Schools).

The full report is comprised of multiple sections, each headed by a particular evaluation question. In order to present a concise summary of the baseline findings to date, the Executive Summary focuses on three critical questions:

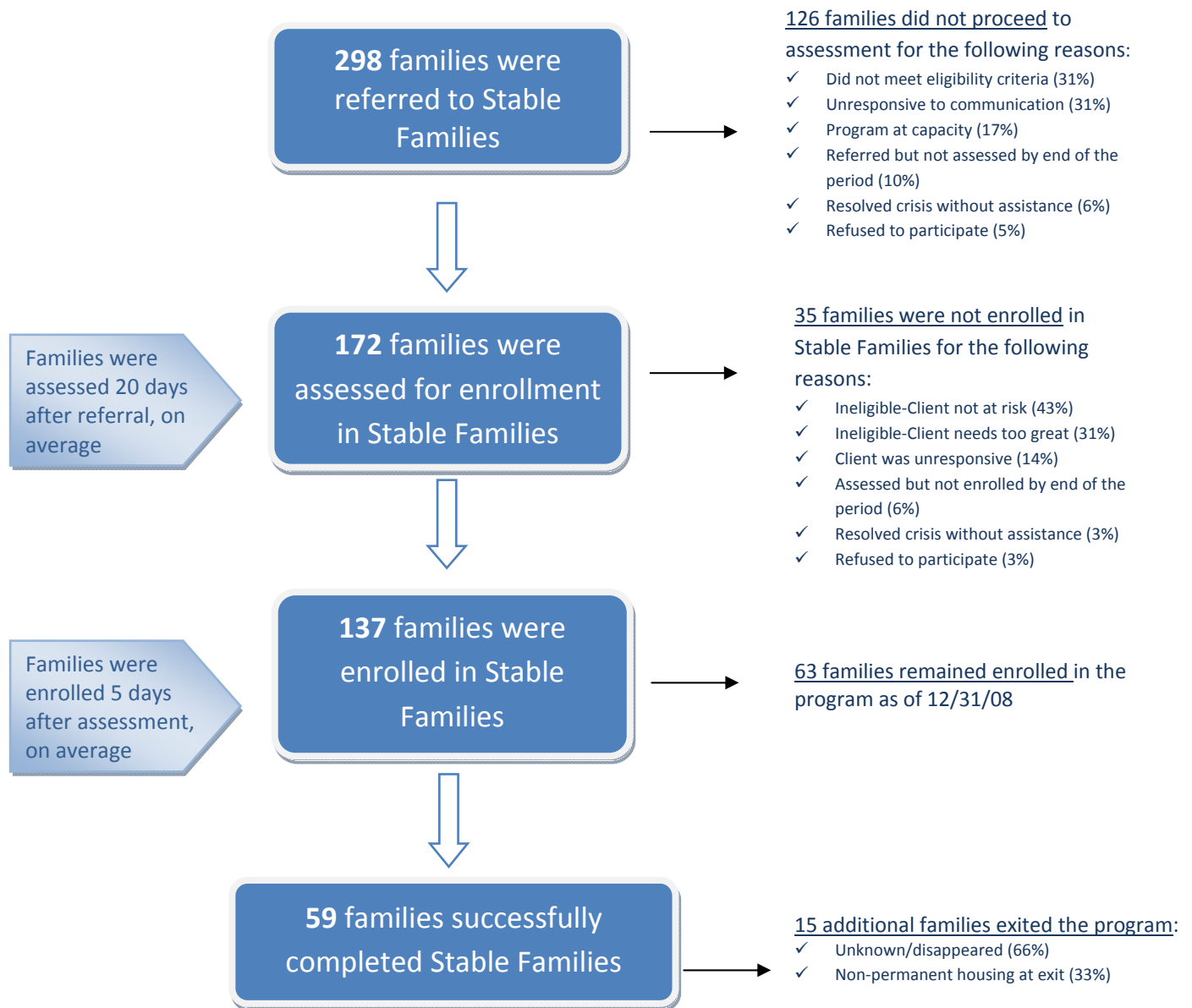
- A. Who did Stable Families serve during the first and second periods of program operation?
- B. Why did these families need the assistance of Stable Families?
- C. What impact did Stable Families have on the families enrolled?

### A. Who did Stable Families serve during the second period of program operation?

During its second period of operation (July 1 – December 31, 2008), 174 households were referred to Stable Families, 100 were assessed for enrollment, 79 were enrolled, and 59 successfully completed the program (i.e., entered permanent housing). Overall, of the 298 families referred to Stable Families from April 7, 2008 through December 31, 2008, 172 (58%) were assessed for entry, 137 (46%) actually enrolled, and 59 (20%) successfully completed the program. (Note that in 2008, an additional 15 clients exited the program unsuccessfully.) For a cumulative view of program operations since implementation, see Figure ES-1. (The figure appears later in the report, but is reproduced here for emphasis.)

**Figure ES-1: Stable Families’ Activity Flow**

[Period: April 7, 2008 – December 31, 2008]



At the close of the evaluation period, 63 families remained enrolled in the program.

Among the enrolled families’ heads of household, more than half were African American (69%). The proportion of African American heads of household increased from Period 1 to Period 2 (from 57% to 77%) while the proportion of White heads of household decreased during this period (from 43% to 22%). Only two enrolled households were headed by a veteran, and 50% of enrolled heads of household had been involved with child protective services in their youth.

## **B. Why did these families need the assistance of Stable Families?**

Several tools were used to assess families for enrollment in the program as well as to provide targeted services designed to address each family's strengths and weaknesses in the most efficient way possible. Perhaps the most striking findings from these assessments are the extent to which they reinforce the same basic fact: families want stable housing but are struggling to provide for their basic needs. Of the families enrolled during calendar year 2008:

- Families' top housing concerns focus on getting and maintaining safe, affordable housing.
- Income issues are critical for families enrolled in the program. At program entry, the majority of those with housing (71%) spent more than a third of their income on housing; the average housing cost burden was 65%. Almost 60% did not have full-time employment, 37% lacked a high school diploma or GED, and 38% did not have access to reliable transportation.
- Tenant issues are also significant for families in this program, with the majority of families reporting at least one previous eviction (52%) or at least one unpaid utility bill (55%). Additionally, nearly a third (31%) of the families' heads of household lacked a credit history.
- A self sufficiency assessment confirms these findings: families were rated closest to the "vulnerable" level on economic factors, including food, employment, shelter and income, along with access to child care.

In general, it appears that families are primarily seeking assistance to help them overcome economic obstacles to stable housing. Interestingly, from the first evaluative period (April 7, 2008 – June 30, 2008) to the second (July 1, 2008 – December 31, 2008), the program enrolled families with less severe housing crises (e.g., the proportion of enrolled families reporting "More than 3 evictions," "Lack of credit history," and/or "1 or more misdemeanors" decreased over time). Additionally, most families enrolled in the program in 2008 were assessed as having "zero to minimal" or "moderate" barriers to housing (54% and 38%, respectively), as opposed to "serious," "long term," or "severe" barriers. This is appropriate – families with major obstacles to stable housing are not the focus of this intense but relatively short homelessness prevention program.

## **C. What impact did Stable Families have on the families enrolled?**

From April 7, 2008 through December 31, 2008:

- Direct client assistance. \$96,030 in direct client assistance (DCA) was provided to enrolled families, with families receiving (on average) \$1,011. Assistance with rent was the most common form of direct client assistance, with almost two-thirds of enrolled households receiving these funds. Utility assistance was the second most frequent type of DCA provided, with 19% of families receiving this help. Communities in Schools also provided case management to enrolled families, with almost two-thirds of families receiving this by the end of the evaluation period.
- Successful exits from the program. Overall, 74 families exited the program in 2008, with 59 (80%) of them successfully completing the program (i.e., transitioning to permanent housing). Most families that successfully completed the program continued to live in Columbus, Ohio (93%), usually in a rental property (81%). All families that successfully completed the program had secured permanent housing, with about a third receiving a housing subsidy. Also, 37% of the families that completed the program relocated to more affordable housing.

- Changes in perceived self-sufficiency. From program entry to program exit, enrolled families reported increases in their perceived ability to meet many basic needs, such as shelter, income, life skills, among others. Among those who completed the program in 2008 and received a follow-up assessment three months later, these positive changes were still present.
- Effect on the emergency shelter system. A range of estimates for Stable Families' likely effect on Franklin County's Emergency Shelter System is presented in the main report. Assuming program operations continue at current funding levels, the most liberal estimate of program impact suggests it could assist approximately 18% of the families who are projected to access the family emergency shelter system in FY2010. The most conservative estimate, however, indicates the program could help approximately 3% of families who may access this emergency shelter system.
- School mobility. It is unclear what effects, if any, Stable Families has had in reducing the incidence of disruptive school moves among the children of participating families. One fact that is known, however, is that the percentage of Columbus City Schools students with 0 school moves after their households entered Stable Families (76%) was greater than the program outcome ("75% of dependent children will remain stable in school") that was set for Stable Families in its Logic Model.
- Qualitative impact. Focus groups and in-depth interviews with recent Stable Families participants revealed a great deal of appreciation for the Stable Families program, especially the dedication of the caseworkers. Direct financial assistance (e.g., for rent, for utility bills), along with support and encouragement from caseworkers were the most helpful aspects of the program, according to those interviewed. Referrals to community resources (e.g., food pantries) and personal advice (e.g., budgeting) were also reported to be helpful. Overall, the focus group participants and in-depth interviewees did not have negative comments to share about Stable Families, nor did they have suggestions for improvement beyond a desire to see the program extended or expanded to help more people.

#### **D. Conclusion**

Because the data reported here only reach through December 31, 2008, and because data for Interim Assessment Report #3 will soon be available for analysis, it would be premature to issue a statement on overall program effectiveness using "dated data." Interim Report #3, to be delivered to CSB in September 2009, will cover the evaluation period from April 7, 2008 through June 30, 2009 and will include an overall assessment of program performance, working from the most current data available and looking in more detail at the planned outcomes for the pilot as set in its logic model.

## II. Background and overview of Stable Families

The primary focus of Franklin County’s Family Emergency Shelter System is to help families who have lost their homes make their way back to stable housing. Emergency shelter, however, is not the only option for families experiencing a housing crisis. As an organization leading efforts to prevent and eliminate homelessness in Central Ohio, the Community Shelter Board (CSB) sees great value in helping families who are at imminent risk of homelessness *gain access* to community resources and services so their residential situation may stabilize.

To this end, CSB and its partners, Communities In Schools (CIS), Gladden Community House and Central Community House, are implementing the Stable Families Pilot Program (Stable Families) in Franklin County over the next three years. The primary mission of Stable Families is to help families who are at imminent risk of becoming homeless to remain in their homes or to find stable housing and not enter the family emergency shelter system. This project is funded by The Ohio Department of Development, the United Way of Central Ohio (UWCO), and the Franklin County Board of Commissioners.

As part of the pilot program, CSB contracted with The Strategy Team, Ltd. to provide a comprehensive evaluation of Stable Families. This report presents the evaluation data regarding the program for the period from April 7, 2008 to December 31, 2008, focusing on the following key questions:

- How has Stable Families been implemented by CSB and its partners?
- Who has Stable Families served in Central Ohio?
- What services and interventions were provided to families in the program?
- How successful was Stable Families at preventing family homelessness in Central Ohio?
- How successful was Stable Families at reducing unplanned school mobility due to imminent homelessness?
- What effect has Stable Families had on other variables related to school mobility such as school achievement, school attendance, and behavioral issues?
- What do clients report about their experience with Stable Families (qualitatively)?
- What have been the program costs to this point?

The remainder of the report presents evaluation results for these key questions.

## III. How has CSB and its partners implemented Stable Families?

The Stable Families Program is implemented by CIS, through a contract with the Community Shelter Board. During the period from April 7 to December 31, 2008, CIS employed an average of 6.25 Full Time Equivalent staff to administer the Stable Families program. This includes one part time data entry person (.25 units), one team leader and five case managers. Two case managers are stationed at each of the two CIS partner sites (Gladden Community House, Central Community House), with the fifth working as a floating case manager. Case managers work directly with families<sup>1</sup> to link them to community resources and provide other assistance to help manage their housing crisis and avoid becoming homeless. During this evaluation period, the five case managers had between 15 and 18 family clients “active” at any one point in time, and 100% of case managers’ time was dedicated to clients.

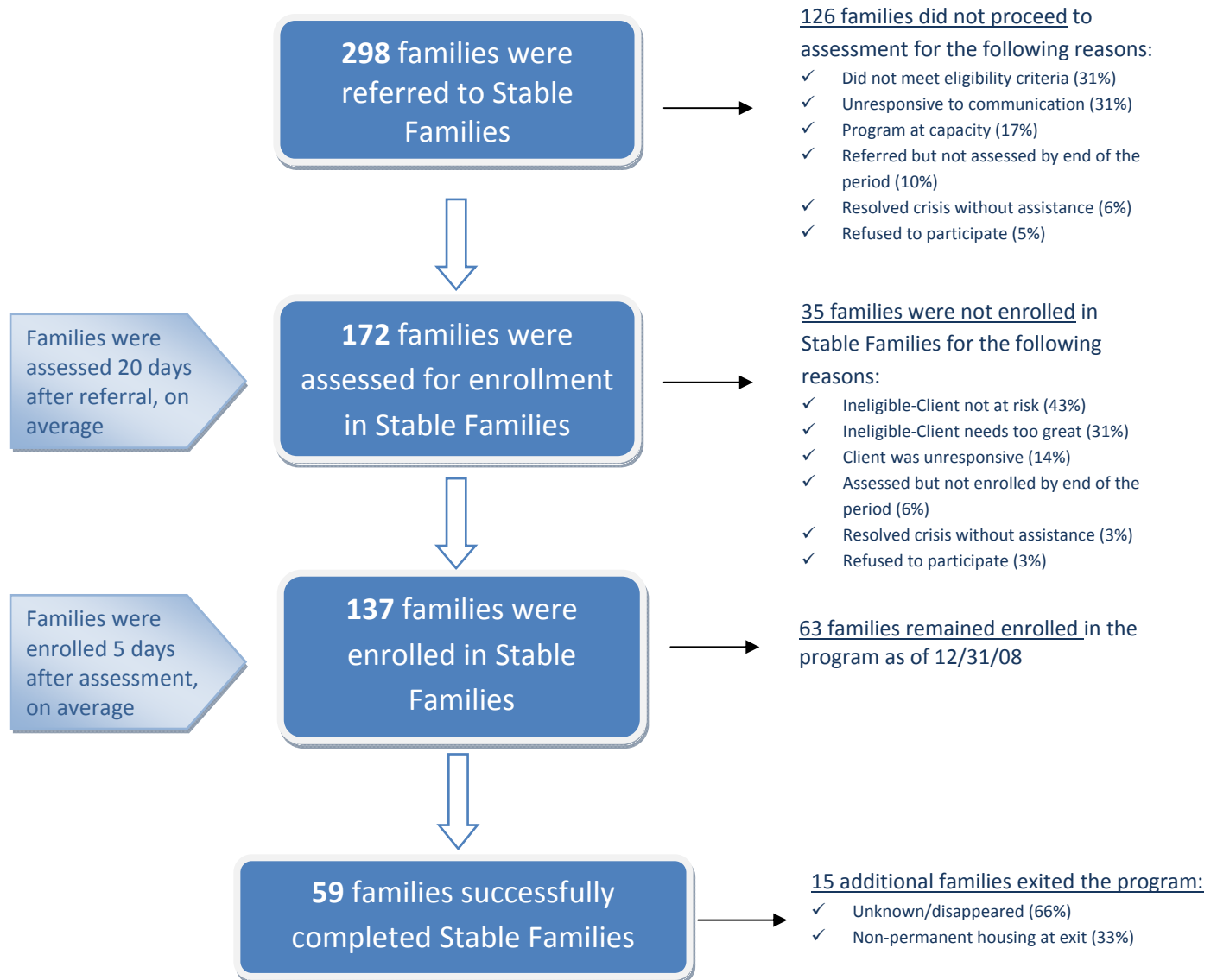
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<sup>1</sup> Throughout, the term “family” is used to refer to a household.

**Stable Families’ activity flow (April 7, 2008 – December 31, 2008).** From April 7, 2008 to December 31, 2008, a total of 298 families containing nearly 1,200 individuals<sup>2</sup> were referred to Stable Families during the period. After being referred to the program, a number of outcomes were possible, the most important of which are shown below in Figure 1. Of the 298 families referred to Stable Families in calendar year 2008, 172 (58%) were assessed for entry, 137 (46%) actually enrolled, and 59 (20%) successfully exited<sup>3</sup>. At the close of the evaluation period, 63 families remained enrolled in the program.

**Figure 1: Stable Families’ Activity Flow**

[Period: April 7, 2008 – December 31, 2008]



For more information about Stable Families’ activity flow, see Table B1 in Appendix B.

<sup>2</sup> The average household size of the 137 families enrolled in Stable Families during this period was 3.96.

<sup>3</sup> “Successful exits” were defined as families that transitioned to a permanent (e.g., stable) housing situation. The average number of days these families were enrolled in the program was 117 (minimum=61, maximum=214).



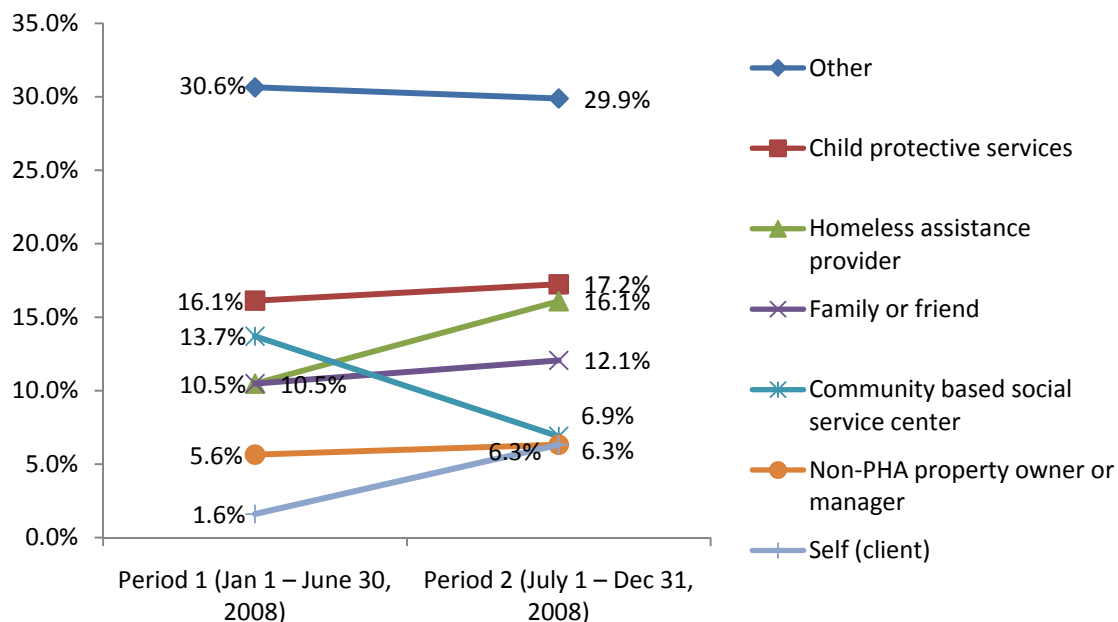
**Primary referral sources.** During program implementation, CIS partnered with a host of agencies, including the Public Housing Authority, Franklin County Department of Job and Family Services, local legal aid, alcohol drug and mental health services, school districts, emergency shelters, children’s services, property managers and landlords, city or neighborhood community centers/resource centers, immigrant services, local organizations that provide emergency needs such as food and clothing, medical/health services, and education, life skills, or employment services. Many of these partners served as referral sources for families who need more help than the program can provide as well as resources for enrolled families who needed assistance in specific areas. With this in mind, which community resources most often referred families to the program? From July 1, 2008 to December 31, 2008, the majority of referrals to Stable Families came from:

- “Other” referral sources (29.9%)<sup>4</sup>;
- Child protective services (17.2%); and
- Homeless assistance providers (16.1%), or YWCA’s Family Center.

As shown in Figure 2, the proportion of households referred to Stable Families by community based social service centers decreased from evaluation Period 1 to evaluation Period 2. This decrease was statistically significant<sup>5</sup>. Note the increase from Period 1 to Period 2 in referrals from homeless assistance providers (i.e., YWCA Family Center) – though not statistically significant, this may reflect the Family Center and CIS’ joint efforts to increase the number of referrals from this source.

**Figure 2: Most frequent referral sources to Stable Families**

[Period: April 7, 2008 – December 31, 2008]



<sup>4</sup> These include Ohio Youth Advocate Program (a private foster care and youth advocacy agency), Compass (a homelessness prevention program affiliated with the Broad Street Presbyterian Church), and Project Connect (a Columbus City Schools program designed to alleviate the impact of homelessness on academic achievement).

<sup>5</sup> Statistical significance refers to the outcome of a statistical test. If a difference or trend is statistically significant, it is unlikely to have occurred due to chance alone (i.e.,  $p < .05$ ). To test whether this difference was statistically significant, the following chi-square statistic was calculated: [evaluation period and referral source-community based social service center,  $\chi^2 = 3.83$ ,  $p = .05$ ].

For more information about Stable Families' referral sources, please see Table B2 in Appendix B.

#### **IV. Who has Stable Families served in Central Ohio?**

As part of the assessment and enrollment process, CIS staff collected a wealth of information about the families served by the program. This information included basic demographic characteristics of the household and the individuals within it, along with information designed to help target families who are most likely to benefit from the services Stable Families provides. CIS used several assessment tools to determine which families to enroll and how to best serve them:

- The “Barriers to Housing Stability Assessment” probed on a family’s rental, credit and criminal history; chemical and mental health; domestic issues; and income, employment, and education. This was administered before families entered the program.
- The “Self Sufficiency Matrix Assessment” documented the client’s ability to provide for themselves in three critical domains: economic, socio-emotional and parenting. This tool was provided to the pilot grantees by the Ohio Department of Development and administered at program entry, exit, and three months after exit.
- CIS’ “Stable Families Program Assessment” captured additional information of interest to this pilot, including families’ top housing concerns. This was administered before entry into the program.

These three tools can be found in Appendix A.

##### **A. Demographic characteristics of individuals and families**

Who were the families who were enrolled into Stable Families? As shown in Table 1, of the households enrolled in Stable Families in 2008, most were single parent ones (80%). Among the enrolled families’ heads of household, more than half were African American (69%). The proportion of African American heads of household increased from Period 1 to Period 2 (from 57% to 77%) while the proportion of White heads of household decreased during this period (from 43% to 22%). These changes were statistically significant<sup>6</sup>.

Only two enrolled households were headed by a veteran, 50% of enrolled heads of household had been involved with child protective services in their youth, and 15% reported having had a disability of “a long duration.”

Of those clients who were housed when entering Stable Families, 71% reported spending more than 35% of their monthly income on housing. Looking at this from a different perspective, the average housing cost burden – the percentage of monthly income spent on housing – among those currently housed was 65%.<sup>7</sup>

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<sup>6</sup> To test whether these differences were statistically significant, the following chi-square statistics were calculated: [evaluation period and race-black,  $X^2=6.41$ ,  $p<.01$ ]; and [evaluation period and race-white,  $X^2=7.33$ ,  $p<.01$ ].

<sup>7</sup> Responses of “\$0,” or no housing cost burden, were excluded from these calculations. Note that Community Research Partners’ Interim Assessment Report #2 did not make this adjustment and instead reported an artificially deflated average housing cost burden.

**Table 1: Demographic characteristics of enrolled families**

[Period: April 7, 2008 – December 31, 2008]

	Period 1 (April 7 – June 30, 2008) Enrolled (n=58)		Period 2 (July 1 – December 31, 2008) Enrolled (n=79)		Cumulative (April 7 – December 31, 2008) Enrolled (n=137)	
<b>Family Type</b>						
<i>Single parent with children</i>	44	75.9%	66	83.5%	110	80.3%
<i>Two adults, at least 1 parent, with children</i>	14	24.1%	11	13.9%	25	18.2%
<i>Grandparent(s) with grandchild(ren)</i>	0	0.0%	2	2.5%	2	1.5%
<b>Head of household - race</b>						
<i>American Indian or Alaskan Native</i>	0	0.0%	1	1.3%	1	0.7%
<i>Asian</i>	0	0.0%	0	0.0%	0	0.0%
<i>Black or African American</i>	33	56.9%	61	77.2%	94	68.6%
<i>Native Hawaiian / Pacific Islander</i>	0	0.0%	0	0.0%	0	0.0%
<i>White</i>	25	43.1%	17	21.5%	42	30.7%
<b>Head of household - ethnicity</b>						
<i>Hispanic</i>	2	3.4%	5	6.3%	7	5.1%
<i>Non-Hispanic</i>	56	96.6%	74	93.7%	130	94.9%
<b>Head of household - gender</b>						
<i>Female</i>	56	96.6%	75	94.9%	131	95.6%
<i>Male</i>	2	3.4%	4	5.1%	6	4.4%
<b>Head of household - educational attainment</b>						
<i>No high school diploma</i>	27	47.4%	31	39.2%	58	42.6%
<i>High school diploma or GED</i>	16	28.1%	33	41.8%	49	36.0%
<i>Post-secondary school</i>	14	24.6%	15	19.0%	29	21.3%
<b>Current living situation</b>						
<i>Room, house, or apartment w/o subsidy</i>	33	56.9%	50	63.3%	83	61.0%
<i>Room, house, or apartment with subsidy (project-based)</i>	3	5.2%	8	10.1%	11	8.1%
<i>Room, house, or apartment with subsidy (nonproject-based)</i>	3	5.2%	7	8.9%	10	7.4%
<i>Staying with family or friends</i>	17	29.3%	13	16.5%	30	22.1%
<i>Hotel or motel (non-homeless stay)</i>	2	3.4%	1	1.3%	3	2.2%
<b>Head of household - other characteristics</b>						
<i>Headed by veteran? (Yes)</i>	1	1.7%	1	1.3%	2	1.5%
<i>Involved in child protective services as youth? (Yes)</i>	27	46.6%	41	51.9%	68	49.6%
<i>Have disability of long duration? (Yes)</i>	10	17.2%	11	13.9%	21	15.3%
<b>Currently housed - percent of income spent on housing</b>						
	(n=43)		(n=60)		(n=103)	
<i>35% or less</i>	11	25.6%	19	31.7%	30	29.1%
<i>36-50%</i>	17	39.5%	17	28.3%	34	33.0%
<i>51-65%</i>	7	16.3%	10	16.7%	17	16.5%
<i>66-80%</i>	2	4.7%	8	13.3%	10	9.7%
<i>More than 80%</i>	6	14.0%	6	10.0%	12	11.7%
<b>Currently housed - average housing cost burden</b>						
	(n=32)		(n=46)		(n=78)	
	69.9%		61.9%		65.2%	
<b>Average monthly income (all sources)</b>						
	(n=58)		(n=79)		(n=137)	
	\$1,117		\$1,181		\$1,154	

For more information about sources of monthly income, please see Table B3 in Appendix B.

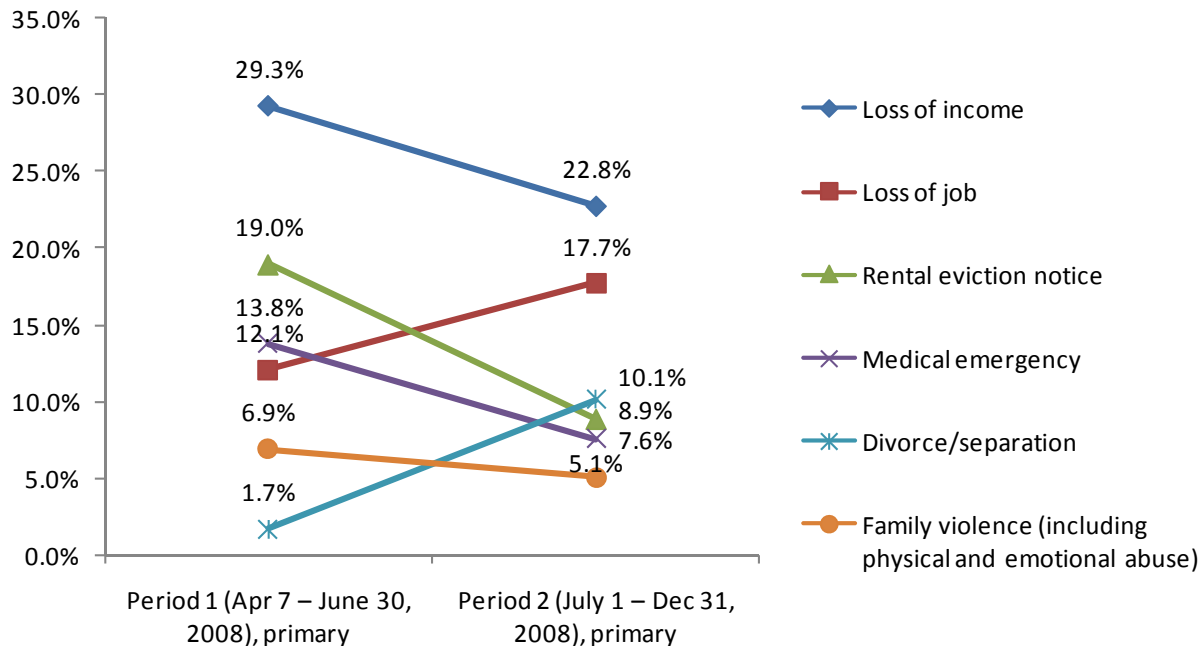
## B. Reasons for the current housing crisis

During the assessment process, CIS collected information regarding potential participants' current housing crisis as well as critical barriers to securing and maintaining a stable housing situation. What were the main reasons for the current housing crisis faced by households enrolled in Stable Families? Although the proportion of families reporting "Loss of income" decreased from Period 1 to Period 2, it remained the most frequently reported primary reason for their housing crisis (see Figure 3). From Period 1 to Period 2, the following changes approach

statistical significance: reports of “rental eviction notice” decreased<sup>8</sup>; and reports of “divorce/separation” increased<sup>9</sup>.

**Figure 3: Most frequent “primary” reasons for housing crisis (enrolled families)**

[Period: April 7, 2008 – December 31, 2008]



Looking at both primary and secondary reasons for housing crises during this second evaluation period (July 1, 2008 – Dec 31, 2008), what reasons did families identify for their housing crisis? As shown in Figure 4 (next page), the three most frequently reported reasons – grouping both primary and secondary ones together – related to “Loss of income,” “Rental eviction notices,” or “Loss of job” (46.8%, 43%, and 29.1% of enrolled families, respectively).

More information about the reasons for these clients’ housing crises may be found in Communities In Schools’ “*Lessons Learned, Year 1*” document. It notes, “*Families at 200% of poverty level with limited resources and job experience are not easily provided ongoing housing stability without resources well beyond the scope of Stable Families.*” Also, “*Given current economy, the families that have been contacting CIS lately are just looking for the cash assistance not for the case management that is involved. Also, many families are so far behind in rent that it goes way beyond what the program can assist with. These are things that should be taken into consideration when looking to implement this program in other areas.*”

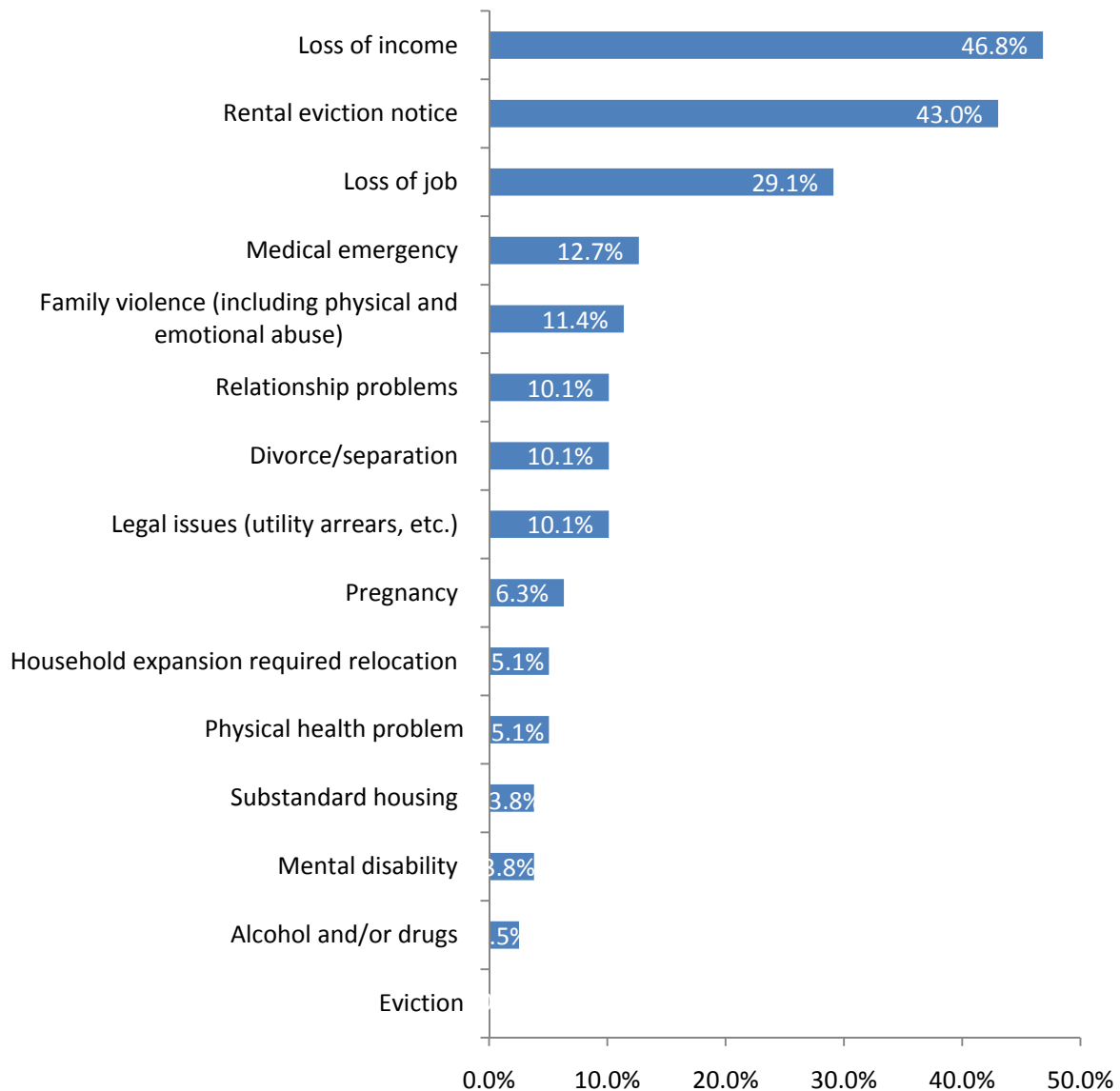
For more about the primary and secondary reasons for families’ housing crises, please see Table B4 in Appendix B.

<sup>8</sup> To test whether the difference was statistically significant, the following chi-square statistic was calculated: [evaluation period and primary reason-rental eviction notice,  $X^2=2.99$ ,  $p=.08$ ].

<sup>9</sup> To test whether the difference was statistically significant, the following chi-square statistic was calculated: [evaluation period and primary reason-divorce/separation, Yates  $X^2=2.6$ ,  $p=.10$ ].

**Figure 4: “Primary” and “secondary” reasons for housing crisis (enrolled families)**

[Period: July 1, 2008 – December 31, 2008]

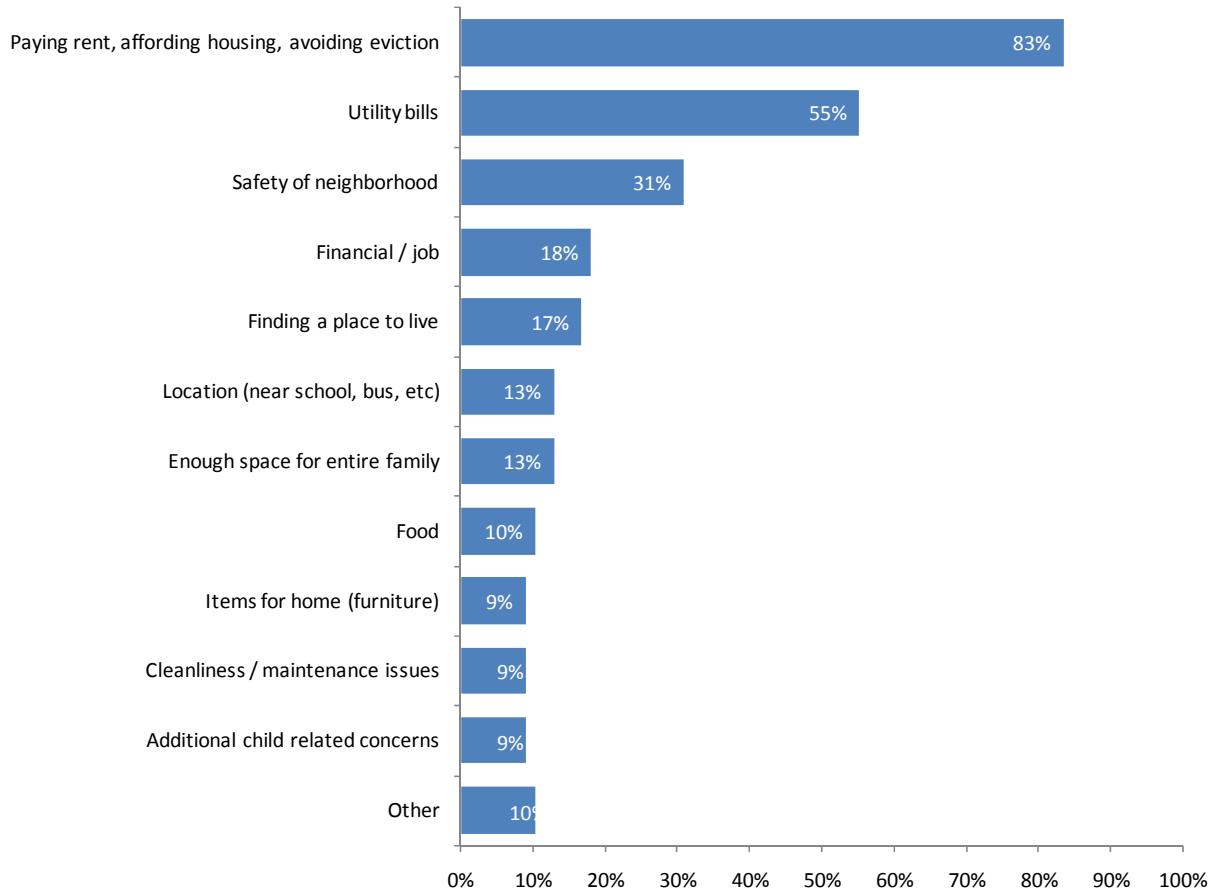


### C. Families’ Housing Concerns

In addition to the data elements required by ODOD and CSB, CIS also identified each family’s top three housing concerns, ranked in order of importance to the family. These data were collected via CIS’ Stable Families Assessment tool and entered into an electronic database for analysis. These data were then coded by TST staff into the categories shown in Figure 5, which shows the percentage of assessed families indicating an issue as one of their top three housing concerns. Not surprisingly, the majority of families indicated that maintaining one’s current shelter (e.g., paying rent, affording housing, avoiding eviction) was one of their top three housing concerns (83%). Just over half of assessed families reported “utility bills” as one of their top three housing concerns (55%).

**Figure 5: Housing concerns (assessed families)**

[Period: July 1, 2008 – December 31, 2008]



For more information about the housing concerns among those assessed by Stable Families, please see Table B5 in Appendix B.

#### D. Barriers to Housing Stability Assessment

The Barriers to Housing Stability Assessment was designed to help program implementation staff to focus on the unique needs facing families experiencing housing instability. CIS also used this tool to identify families that may have needs beyond what Stable Families could meet. The tool assesses families in three domains: tenant screening barriers, personal barriers and income barriers. For more about how this instrument is used (and barriers calculated), please see Appendix A.

**Tenant screening barriers to stable housing.** Tenant screening barriers are those that prohibit families from being able to pass the screening process required by potential landlords, including previous rental history, criminal history and credit history. Table 2 presents the number and percentage of families facing each type of tenant screening barrier, focusing on the evaluation period from July 1, 2008 to December 31, 2008.

Nearly half of the families assessed for entry into Stable Families during Period 2 reported having had at least one eviction or unlawful detainer as an adult (52%) or at least one eviction notice (578). Also, over half of assessed families reported having had at least one unpaid utility bill in the recent past (57%). Poor references from current landlords, lack of credit history and one or more misdemeanors also represented potential barriers faced by many families assessed for entry into Stable Families (51%, 24% and 20% of assessed families, respectively).

**Table 2: Tenant screening barriers to stable housing (assessed and enrolled families)**

[Period: July 1, 2008 – December 31, 2008]

	Period 2 (July 1 – Dec 31, 2008)				CUMULATIVE (Apr 7 – Dec 31, 2008)				Change from Period 1 to Period 2	
	ASSESSED n=98		ENROLLED n=75		ASSESSED n=162		ENROLLED n=129		ASSESSED	ENROLLED
<b># of evictions or unlawful detainers</b>										
0	47	48.0%	38	50.7%	77	47.2%	63	48.5%	1.8%	5.2%
1	31	31.6%	24	32.0%	50	30.7%	40	30.8%	2.4%	2.9%
2-3	16	16.3%	12	16.0%	25	15.3%	20	15.4%	2.5%	1.5%
More than 3	4	4.1%	1	1.3%	10	6.1%	6	4.6%	-5.1%	-7.8%
<b># of eviction notices</b>										
0	41	41.8%	32	42.7%	63	38.7%	49	37.7%	8.0%	11.8%
1	31	31.6%	24	32.0%	53	32.5%	43	33.1%	-2.2%	-2.5%
2-3	19	19.4%	15	20.0%	32	19.6%	27	20.8%	-0.6%	-1.8%
More than 3	7	7.1%	4	5.3%	15	9.2%	11	8.5%	-5.2%	-7.4%
<b># of unpaid utility bills</b>										
0	41	41.8%	37	49.3%	69	42.3%	59	45.4%	-1.2%	9.3%
1	24	24.5%	18	24.0%	39	23.9%	32	24.6%	1.4%	-1.5%
2-3	31	31.6%	18	24.0%	50	30.7%	34	26.2%	2.4%	-5.1%
More than 3	1	1.0%	1	1.3%	3	1.8%	3	2.3%	-2.1%	-2.3%
<b>Other screening barriers present</b>										
Poor reference from landlords	50	51.0%	32	42.7%	76	46.6%	51	39.2%	11.0%	8.1%
Lack of rental history	0	0.0%	0	0.0%	2	1.2%	1	0.8%	-3.1%	-1.8%
Lack of credit history	23	23.5%	16	21.3%	50	30.7%	39	30.0%	-18.1%	-20.5%
One or more misdemeanors	20	20.4%	16	21.3%	46	28.2%	38	29.2%	-19.6%	-18.7%
Critical felony	4	4.1%	3	4.0%	7	4.3%	4	3.1%	-0.5%	2.2%
Other felony	10	10.2%	8	10.7%	14	8.6%	12	9.2%	4.1%	3.4%

	Period 2 (July 1 – Dec 31, 2008)			
	ASSESSED n=98		ENROLLED n=75	
At least one tenant screening barrier	91	92.9%	68	90.7%

An interesting pattern emerges when one compares the tenant screening barriers for families enrolled in Period 1 to families enrolled in Period 2. The percentage of enrolled families reporting “More than 3 evictions” decreased (-8% points), “Lack of credit history” decreased (-21% points), and “1 or more misdemeanors” decreased (-19% points). Each of these changes were statistically significant or approached statistical significance<sup>10</sup>, suggesting the program assessed and enrolled families with less severe tenant screening barriers during the July 1, 2008 – December 31, 2008 period than in the previous period.

<sup>10</sup> To test whether these differences were statistically significant, the following chi-square statistics were calculated: [evaluation period and “more than 3 evictions,” Yates  $\chi^2=2.75$ ,  $p=.10$ ]; [evaluation period and “lack of credit history,”  $\chi^2=6.34$ ,  $p<.05$ ]; and [evaluation period and “1 or more misdemeanors,”  $\chi^2=5.34$ ,  $p<.05$ ].

Though not statistically significant, other changes from Period 1 to Period 2 are consistent with the above interpretation: “0 eviction notices” increased (+12% points); and “More than 3 eviction notices” decreased (-7% points).

Overall, during the evaluation period of July 1, 2008 to December 31, 2008, over 90% of the families assessed by and enrolled into Stable Families had at least one tenant screening barrier to housing stability. For more about these tenant screening barriers, please see Table B6 in Appendix B.

***Personal barriers to stable housing.*** The second category of housing barriers, “personal barriers,” references those characteristics of individual family members that may prevent families from attaining stable housing situations. These barriers include chemical dependency, mental health and domestic violence issues. Table 3 presents the number and percentage of families facing each type of personal barrier, focusing on the evaluation period from July 1, 2008 to December 31, 2008.

Compared to the tenant screening barriers reviewed previously, the incidence of these personal barriers was lower. However, some severe threats to housing stability were reported. For example, 15% of the families reported domestic violence contributed to their housing instability. And 9% of those assessed (and 7% of those enrolled) reported mental health issues contributed to their housing instability.

**Table 3: Personal barriers to stable housing (assessed and enrolled families)**

[Period: July 1, 2008 – December 31, 2008]

	Period 2 (July 1 – Dec 31, 2008)				CUMULATIVE (Apr 7 – Dec 31, 2008)				Change from Period 1 to Period 2	
	ASSESSED n=98		ENROLLED n=75		ASSESSED n=163		ENROLLED n=130		ASSESSED	ENROLLED
<i>Mental health resulted in housing loss</i>	6	6.1%	4	5.3%	8	4.9%	6	4.6%	3.0%	1.7%
<i>Mental health currently affects housing</i>	9	9.2%	5	6.7%	15	9.2%	8	6.2%	0.0%	1.2%
<i>Domestic violence resulted in housing loss</i>	15	15.3%	11	14.7%	23	14.1%	17	13.1%	3.0%	3.8%
<i>Domestic violence currently affects housing</i>	0	0.0%	0	0.0%	2	1.2%	2	1.5%	-3.1%	-3.6%
<i>Chemical use resulted in housing loss</i>	3	3.1%	3	4.0%	5	3.1%	5	3.8%	0.0%	0.4%
<i>Chemical use currently affects housing</i>	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0.0%	0.0%

	Period 2 (July 1 – Dec 31, 2008)			
	ASSESSED n=98		ENROLLED n=75	

At least one personal barrier	24	24.5%	17	22.7%
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Overall, during the evaluation period of July 1, 2008 to December 31, 2008, approximately 25% of the families assessed by and enrolled into Stable Families had at least one personal barrier to housing stability. For more about these personal barriers, please see Table B7 in Appendix B.

***Income barriers to stable housing.*** Income barriers include the cost of current housing, lack of income and difficulties in finding and maintaining stable employment. Table 4 presents the number and percentage of families facing each type of income barrier, focusing on the evaluation period from July 1, 2008 to December 31, 2008.



**Table 4: Income barriers to stable housing (assessed and enrolled families)**

[Period: July 1, 2008 – December 31, 2008]

Currently housed: Percent of income spent on housing	Period 2 (July 1 – Dec 31, 2008)				CUMULATIVE (Apr 7 – Dec 31, 2008)				Change from Period 1 to Period 2	
	ASSESSED n=71		ENROLLED n=60		ASSESSED n=119		ENROLLED n=103		ASSESSED	ENROLLED
35% or less	21	29.6%	19	31.7%	32	26.9%	30	29.1%	6.7%	6.1%
36-50%	18	25.4%	17	28.3%	35	29.4%	34	33.0%	-10.1%	-11.2%
51-65%	11	15.5%	10	16.7%	19	16.0%	17	16.5%	-1.2%	0.4%
66-80%	10	14.1%	8	13.3%	14	11.8%	10	9.7%	5.8%	8.7%
More than 80%	11	15.5%	6	10.0%	19	16.0%	12	11.7%	-1.2%	-4.0%
Not currently housed: Amount available to spend on housing	ASSESSED n=11		ENROLLED n=5		ASSESSED n=21		ENROLLED n=14			
\$1-200	2	18.2%	2	40.0%	2	9.5%	2	14.3%	18.2%	40.0%
\$201-300	1	9.1%	0	0.0%	2	9.5%	1	7.1%	-0.9%	-11.1%
\$301-400	2	18.2%	1	20.0%	4	19.0%	3	21.4%	-1.8%	-2.2%
\$401-500	2	18.2%	0	0.0%	6	28.6%	3	21.4%	-21.8%	-33.3%
\$501-600	2	18.2%	1	20.0%	5	23.8%	4	28.6%	-11.8%	-13.3%
\$601-700	2	18.2%	1	20.0%	2	9.5%	1	7.1%	18.2%	20.0%
Other indicators of income barriers	ASSESSED n=98		ENROLLED n=75		ASSESSED n=163		ENROLLED n=130			
Needs financial assistance for housing	85	86.7%	62	82.7%	132	81.0%	99	76.2%	14.4%	15.4%
Lacks permanent housing subsidy	80	81.6%	58	77.3%	131	80.4%	101	77.7%	3.2%	-0.8%
Lacks steady, full-time employment	62	63.3%	45	60.0%	103	63.2%	76	58.5%	0.2%	3.6%
Lacks HS diploma or GED	35	35.7%	26	34.7%	61	37.4%	48	36.9%	-4.3%	-5.3%
Lack of reliable transportation	38	38.8%	29	38.7%	64	39.3%	49	37.7%	-1.2%	2.3%
Lacks affordable / reliable childcare	20	20.4%	18	24.0%	33	20.2%	29	22.3%	0.4%	4.0%
Limited English proficiency	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0.0%	0.0%

	Period 2 (July 1 – Dec 31, 2008)			
	ASSESSED		ENROLLED	
At least one income barrier	97	99.0%	74	98.7%

Of the families that enrolled from July 1, 2008 to December 31, 2008, most (83%) reported needing financial assistance for housing. Indeed, over two-thirds of the enrolled families during this time period spent more than 35% of their monthly income on housing costs, suggesting the population referred to and served by Stable Families is appropriately targeted. Most enrolled families (60%) lack steady, full-time employment and face additional barriers to getting and keeping a full time job, including:

- No high school diploma or GED (35%);
- No reliable transportations (39%); and
- No affordable or reliable child care (24%).

Overall, during the evaluation period of July 1, 2008 to December 31, 2008, nearly 100% of the families assessed by and enrolled into Stable Families had at least one income barrier to housing stability. For more about these personal barriers, please see Table B8 in Appendix B.

#### Summary effects of tenant screening, personal and income barriers

The Barriers to Housing Stability Assessment tool combined each of the specific indicators just reviewed into one summary rating, for each type of housing barrier (tenant screening, personal, and income). This summary rating had a four point scale, ranging from “No effect” to “Major effect.” Table 5 provides the assessment of the level of each type of barrier faced by Stable Families households.

**Table 5: Summary effects of barriers to stable housing (assessed and enrolled families)**

[Period: July 1, 2008 – December 31, 2008]

	Period 1 (Apr 7 – June 30, 2008)				Period 2 (July 1 – Dec 31, 2008)				CUMULATIVE (Apr 7 – Dec 31, 2008)			
	ASSESSED		ENROLLED		ASSESSED		ENROLLED		ASSESSED		ENROLLED	
	n=65		n=55		n=98		n=75		n=163		n=130	
<b>Impact of tenant screening barriers</b>												
<i>No effect</i>	4	6.2%	4	7.3%	9	9.2%	9	12.0%	13	8.0%	13	10.0%
<i>Minimal effect</i>	41	63.1%	32	58.2%	65	66.3%	53	70.7%	106	65.0%	85	65.4%
<i>Moderate effect</i>	18	27.7%	17	30.9%	19	19.4%	10	13.3%	37	22.7%	27	20.8%
<i>Major effect</i>	2	3.1%	2	3.6%	5	5.1%	3	4.0%	7	4.3%	5	3.8%
<b>Impact of personal barriers</b>												
<i>No effect</i>	52	80.0%	45	81.8%	74	75.5%	58	77.3%	126	77.3%	103	79.2%
<i>Minimal effect</i>	7	10.8%	7	12.7%	11	11.2%	9	12.0%	18	11.0%	16	12.3%
<i>Moderate effect</i>	5	7.7%	2	3.6%	12	12.2%	7	9.3%	17	10.4%	9	6.9%
<i>Major effect</i>	1	1.5%	1	1.8%	1	1.0%	1	1.3%	2	1.2%	2	1.5%
<b>Impact of income barriers</b>												
<i>No effect</i>	4	6.2%	4	7.3%	1	1.0%	1	1.3%	5	3.1%	5	3.8%
<i>Minimal effect</i>	28	43.1%	28	50.9%	56	57.1%	49	65.3%	84	51.5%	77	59.2%
<i>Moderate effect</i>	22	33.8%	16	29.1%	22	22.4%	16	21.3%	44	27.0%	32	24.6%
<i>Major effect</i>	11	16.9%	7	12.7%	19	19.4%	9	12.0%	30	18.4%	16	12.3%
<b>Overall barrier level</b>												
<i>Level 1: Zero to minimal barriers</i>	26	40.0%	26	47.3%	48	49.0%	44	58.7%	74	45.4%	70	53.8%
<i>Level 2: Moderate barriers</i>	31	47.7%	24	43.6%	39	39.8%	27	36.0%	70	42.9%	51	39.2%
<i>Level 3: Serious barriers</i>	7	10.8%	5	9.1%	11	11.2%	4	5.3%	18	11.0%	9	6.9%
<i>Level 4: Long-term barriers</i>	1	1.5%	0	0.0%	0	0.0%	0	0.0%	1	0.6%	0	0.0%
<i>Level 5: Severe barriers</i>	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%

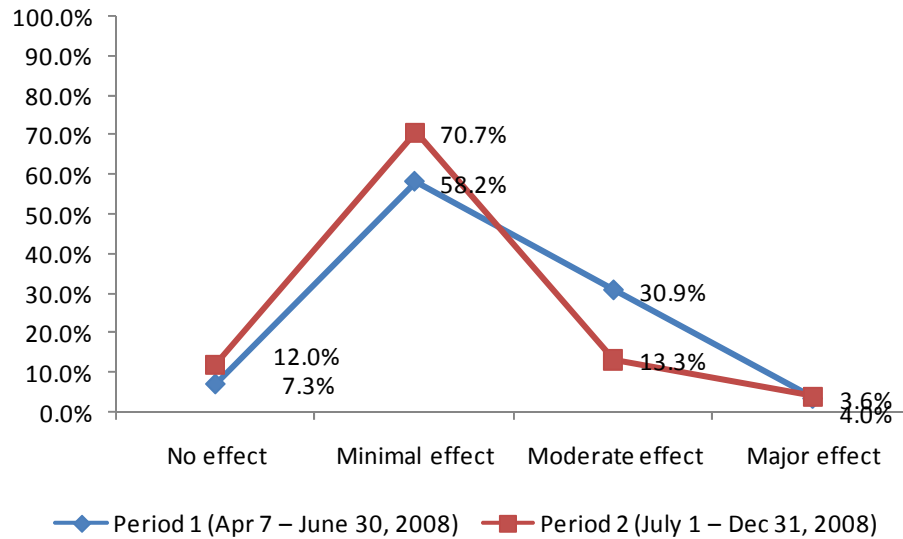
From April 7, 2008 to December 31, 2008, the majority of families enrolled in the program had a tenant screening barrier or income barrier that had a minimal, moderate, or major effect on the ability to acquire and maintain housing. Most families reported having tenant screening barriers or income barriers that could present “minimal effects” on their ability to obtain and maintain stable housing. Personal barriers, on the other hand, were reported less frequently – this type of barrier had *no effect* on 79% of enrolled families during this period.

The only statistically significant change was in reference to tenant screening barriers. As shown in Figure 6, from the first evaluation period (April 7, 2008 - June 30, 2008) to the second (July 1, 2008 – December 31, 2008), there was a statistically significant<sup>11</sup> *decrease* in the proportion of families with tenant screening barriers that could have “moderate effects” on the ability to acquire stable housing. Consistent with this pattern, though not statistically significant, is an *increase* in the proportion of families with tenant screening barriers that could have “minimal effects” on the ability to acquire stable housing.

<sup>11</sup> To test whether the difference was statistically significant, the following chi-square statistic was calculated: [evaluation period and impact of tenant screening barrier-moderate effect,  $\chi^2=5.96$ ,  $p<.05$ ].

**Figure 6: Summary effect of tenant screening barriers (enrolled families)**

[Period: April 7, 2008 - December 31, 2008]



For more about the summary effects of these barriers to stable housing, please see Table B9 in Appendix B.

Overall levels of barriers to stable housing

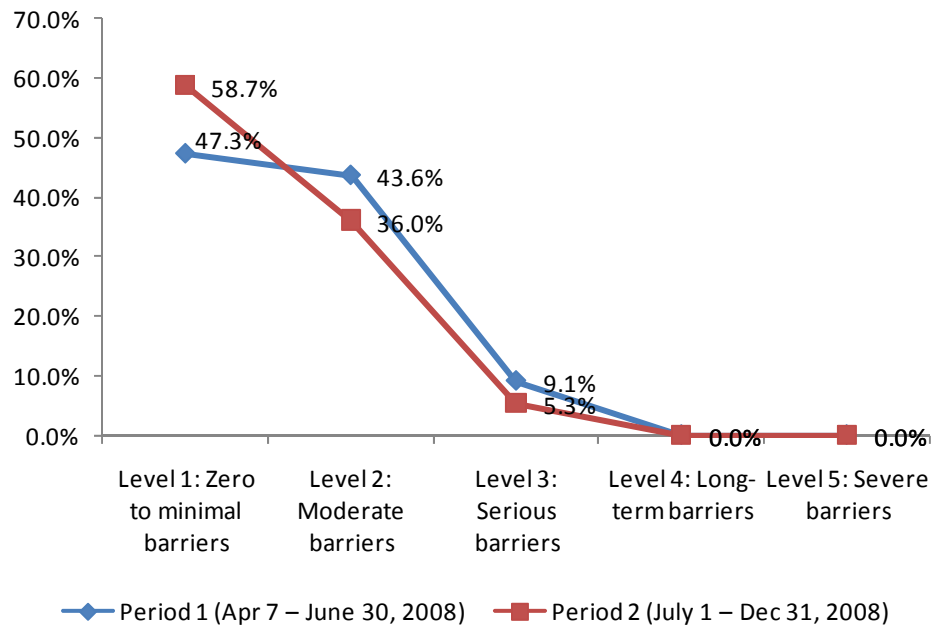
The final step of the Barriers to Housing Stability Assessment considers all three types of barriers: tenant screening; personal; and income. The level of difficulty families are likely to face when attempting to acquire and maintain stable housing is expressed via the following scale:

- Level 1: Zero to minimal barriers – able to obtain/maintain housing with no or minimal support.
- Level 2: Moderate barriers – able to obtain/maintain housing with moderate one-time or brief transitional supports.
- Level 3: Serious barriers – able to obtain/maintain housing with significant, intensive transitional supports.
- Level 4: Long-term barriers – able to obtain/maintain housing with significant, intensive transitional or ongoing supports.
- Level 5: Severe barriers – able to obtain/maintain housing with significant, intensive and ongoing supports.

Figure 7 shows the overall level of barriers faced by enrolled families.

**Figure 7: Overall level of barriers to stable housing (enrolled families)**

[Period: April 7, 2008 - December 31, 2008]



Overall, most enrolled families were classified as either Level 1, “Zero to minimal barriers” (54%) or Level 2, “Moderate barriers” (38%). Though not statistically significant, the proportion of enrolled families classified as Level 1 (“Zero to minimal barriers”) *increased* from Period 1 to Period 2, a trend consistent with other data presented in this report.

**E. Self Sufficiency Matrix Assessment**

The final tool used to evaluate the ability of enrolled families to meet basic needs was a Self Sufficiency Matrix (SSM) assessment, completed at enrollment into the program, at exit from the program, and at 3 months after exit. This matrix assesses each family across 17 different domains using the following five point scale:

1	2	3	4	5
In crisis	Vulnerable	Safe	Building Capacity	Empowered

The 17 domains were grouped into three conceptually related factors – Economic, Social-emotional, and Parenting – as shown in Table 6. From program entry to program exit<sup>12</sup>, the respondents assessed by this tool reported a number of statistically significant increases in their rated ability to meet many of these basic needs.

<sup>12</sup> SSM data were collected from 57 households that exited the program. However, 8 of these households did not complete the program before exiting. These 8 households reached the maximum time allowed for the program (n=3), left for another housing opportunity (n=2), or some other reason (n=3).

**Table 6: Self Sufficiency Matrix ratings (enrolled families)**

[Period: April 7, 2008 – December 31, 2008]

		At Entry (n=136)		At Exit (n=57)	At Three Months Post Exit (n=15)
<b>Economic Factor</b>	<i>Food</i>	2.1	↗	2.3	2.1
	<i>Employment</i>	2.1		2.3	2.2
	<i>Shelter</i>	2.5	↑	4.0	4.1
	<i>Income</i>	2.3	↑	2.9	3.0
	<i>Mobility</i>	2.8	↑	3.3	3.2
	<i>Family Relations</i>	3.0		3.2	↑ 3.7
	<i>Health Care</i>	4.1		4.4	4.4
	<i>Overall mean</i>	2.7	↑	3.2	3.2
	<b>Social-emotional Factor</b>	<i>Adult education</i>	3.1		3.2
<i>Community Involvement</i>		3.0		3.3	3.5
<i>Life skills</i>		3.3	↑	3.7	3.7
<i>Mental health</i>		4.3		4.4	4.3
<i>Safety</i>		4.2	↗	4.5	4.6
<i>Legal</i>		4.5	↗	4.9	4.6
<i>Substance abuse</i>		4.9		4.9	4.9
<i>Overall mean</i>		3.9	↑	4.1	4.1
<b>Parenting Factor</b>		<i>Daycare</i>	2.7		3.1
	<i>Child's education</i>	4.7		4.8	4.8
	<i>Parenting skills</i>	4.5		4.6	4.4
	<i>Overall mean</i>	4.1	↑	4.4	4.5

↑ Indicates a statistically significant increase ( $p < .05$ ), as indicated by a Bonferroni post-hoc test

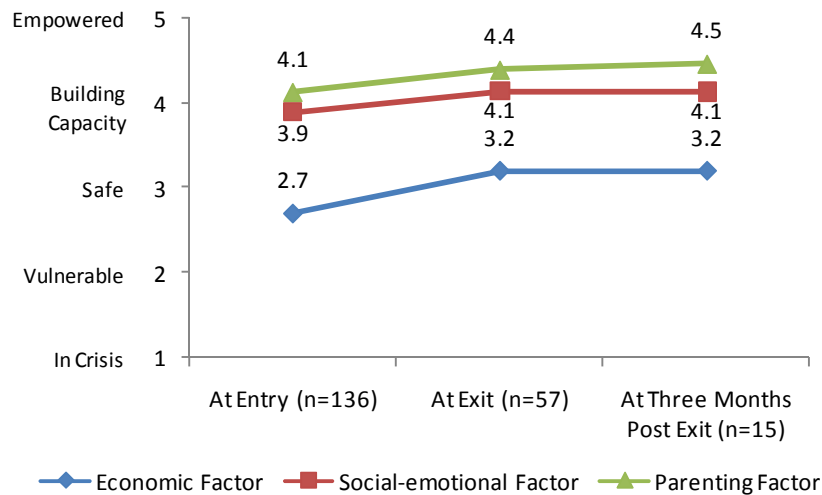
↗ Indicates a marginally significant increase ( $p < .10$ ), as indicated by a Bonferroni post-hoc test.

Figure 8 (next page) presents the overall means for each of these three groupings at program entry, at exit, and at three months post-exit. Paired t-tests indicated that the average ratings for each of the three factors increased statistically from program entry to exit. However, it appears that economic issues still present challenges for many of the participating families.

Interestingly, it appears that many of the areas in which self-sufficiency gains have been made (e.g., food, shelter, income, life skills, legal) correspond to focus areas of the Stable Families program, either in the direct client assistance granted (e.g., money) and the case management provided by the social workers. The next section of the report, then, reviews the various modes of assistance provided to Stable Families participants.

**Figure 8: Self Sufficiency Matrix summary ratings (enrolled families)**

[Period: April 7, 2008 - December 31, 2008]



**V. What services and interventions were provided to enrolled families?**

Stable Families works to both directly assist families in resolving their immediate housing crisis and to link families to other community resources. This section of the report focuses on the types and amounts of services and interventions provided to enrolled families.

*Direct client assistance (DCA) from Stable Families.* Table 7 breaks down the direct client assistance provided to participating households between April 7 and December 31, 2008.

**Table 7: Types and amounts of Direct Client Assistance**

[Period: April 7, 2008 - December 31, 2008]

	Total \$ provided	# of times assistance was provided	# of families who received assistance	% of enrolled families who received assistance (n = 137)	Avg. \$ provided (per assistance)	Avg. \$ provided (per family)
<b>Overall</b>	<b>\$96,029</b>	-	<b>95</b>	<b>69%</b>	-	<b>\$1,011</b>
<b>Assistance from Stable Families</b>						
Overall	\$89,390	-	92	67%	-	\$972
Rent	\$76,424	88	85	62%	\$868	\$899
Utilities	\$12,966	34	26	19%	\$381	\$499
<b>Assistance from Other Sources</b>						
Overall	\$6,639	-	13	9%	-	\$511
PRC-Housing	\$3,568	6	6	4%	\$595	\$595
PRC-Non Housing	\$0	0	0	0%	0	\$0
Other local funding - Housing	\$2,026	6	6	4%	\$338	\$338
Other local funding - Non Housing	\$0	0	0	0%	\$0	\$0
Direct Client Assistance (other)	\$1,046	4	4	3%	\$261	\$261

Assistance with rent was the most common form of direct client assistance provided, with almost two-thirds of enrolled households receiving these funds during the evaluation period; this assistance comprised approximately eighty percent of all DCA expended during this period. Utility assistance from Stable Families was the second most frequent type of DCA provided, with 19% of families receiving this

help. Overall, 95 (or 69% of enrolled families) received some form of financial assistance by the end of this evaluation period.

*Other assistance (HPP services) provided by Stable Families.* Of course, CIS and Stable Families did more than just provide enrolled families with direct client assistance. To document the full range of services provided to enrolled families, CIS caseworkers recorded all instances of case-related activity requiring more than 15 minutes of their professional time. Table 8 reviews these additional Homelessness Prevention Pilot (HPP) services, all of which were directly provided by CIS and Stable Families. As expected, the most frequent service provided by Stable Families was “Case / care management,” with almost two-thirds of enrolled families receiving this by the end of this evaluation period. “Material goods,” “Transportation,” and “Personal enrichment” were also reported frequently.

**Table 8: HPP services provided (by Stable Families) to enrolled families**

[Period: April 7, 2008 - December 31, 2008]

	# of times assistance was provided	# of families who received assistance	Avg. # of times a family received assistance	% of enrolled families who received assistance (n = 137)
<i>Case/Care Management</i>	840	91	9.2	66%
<i>Material Goods</i>	92	55	1.7	40%
<i>Transportation</i>	144	44	3.3	32%
<i>Personal Enrichment</i>	202	38	5.3	28%
<i>Personal Finances/Budget Counseling</i>	21	18	1.2	13%
<i>Food</i>	17	15	1.1	11%
<i>Employment</i>	10	7	1.4	5%
<i>Housing Search Assistance</i>	9	6	1.5	4%
<i>Consumer Assistance and Protection</i>	4	4	1.0	3%
<i>Criminal Justice and Legal Services</i>	3	3	1.0	2%
<i>Advocacy</i>	3	2	1.5	1%
<i>Housing Search and Information</i>	3	2	1.5	1%
<i>Mail Handling Organizations/Services</i>	2	2	1.0	1%
<i>Tickets/Reservations</i>	2	2	1.0	1%
<i>Utility Assistance</i>	2	2	1.0	1%
<i>Birth Certificates</i>	1	1	1.0	1%
<i>Children's Protective Services</i>	1	1	1.0	1%
<i>Day Care</i>	1	1	1.0	1%
<i>Dental Care</i>	1	1	1.0	1%
<i>Education</i>	1	1	1.0	1%
<i>Funeral Services</i>	1	1	1.0	1%
<i>Gift Card Donation Programs</i>	1	1	1.0	1%
<i>Health Care</i>	1	1	1.0	1%
<i>Job Finding Assistance</i>	1	1	1.0	1%
<i>Job Search/Placement</i>	1	1	1.0	1%
<i>Landlord/Tenant Assistance</i>	1	1	1.0	1%
<i>Local Electric Utility Companies</i>	1	1	1.0	1%
<i>Resume Preparation Assistance</i>	1	1	1.0	1%
<i>Substance Abuse Services</i>	1	1	1.0	1%
<i>Temporary Financial Assistance</i>	1	1	1.0	1%
<i>Thanksgiving Programs</i>	1	1	1.0	1%
<i>WIC</i>	2	1	2.0	1%

Other assistance (non-HPP services) coordinated by Stable Families. In addition to the services provided directly by Stable Families, CIS also worked to help families receive assistance from other community organizations. As shown in Table 9, the most frequent service provided by community resources outside of the Stable Families program was “Material Goods,” with almost 40% of enrolled families receiving this service by the end of this evaluation period. “Food assistance” and “Housing Search Assistance” were also reported frequently.

**Table 9: Non-HPP services provided (by the larger community) to enrolled families**

[Period: April 7, 2008 - December 31, 2008]

	# of times assistance was provided	# of families who received assistance	Avg. # of times a family received assistance	% of enrolled families who received assistance (n = 137)
<i>Material Goods</i>	89	53	1.7	39%
<i>Food Assistance</i>	54	33	1.6	24%
<i>Housing Search and/or Placement Assistance</i>	26	21	1.2	15%
<i>Other (financial assistance, utility assistance, etc.)</i>	27	20	1.4	15%
<i>Employment (Job Search, Counseling)</i>	23	17	1.4	12%
<i>Day Care (Child Care)</i>	10	10	1.0	7%
<i>Mental Health Services (Counseling, Treatment)</i>	10	8	1.3	6%
<i>Case Management (Case Planning, Treatment, Arranging)</i>	5	5	1.0	4%
<i>Consumer Assistance and Protection (Budgeting Assistance)</i>	5	4	1.3	3%
<i>Health Care (Health Screening, Education, Counseling)</i>	4	4	1.0	3%
<i>Criminal Justice/Legal (Legal Counsel)</i>	3	3	1.0	2%
<i>Education (GED, Training, Literacy)</i>	4	3	1.3	2%
<i>Transportation</i>	2	2	1.0	1%
<i>Personal Enrichment (Life Skills, Stress Management, etc.)</i>	2	2	1.0	1%

Table 10 indicates the sources of these services provided by the community. Consistent with the fact that “material goods” was one of the top 2 services (either HPP or non-HPP) received by those enrolled in Stable Families, community sources such as MAP Furniture Bank and Mid-Ohio Food Bank were most frequently mentioned as sources of these non-HPP services.

**Table 10: Sources of non-HPP services**

[Period: April 7, 2008 - December 31, 2008]

	# of times assistance was provided	# of families who received assistance	Avg. # of times a family received assistance	% of enrolled families who received assistance (n = 137)
<i>Other (MAP Furniture Bank, Mid-Ohio Food Bank, etc.)</i>	149	63	2.4	46%
<i>Community-based social service center</i>	42	26	1.6	19%
<i>Self (Client)</i>	31	23	1.3	17%
<i>Job and Family Service Department (TANF office)</i>	18	12	1.5	9%
<i>Church</i>	9	5	1.8	4%
<i>Non-PHA property owner or manager</i>	5	4	1.3	3%
<i>School</i>	4	3	1.3	2%
<i>Public Housing Authority</i>	2	2	1.0	1%
<i>Legal Services</i>	2	2	1.0	1%
<i>Homeless Assistance Provider</i>	1	1	1.0	1%
<i>Child Protective Services</i>	1	1	1.0	1%



## VI. How successful was Stable Families at preventing family homelessness in Central Ohio?

The overarching goal of Stable Families is to prevent family homelessness. Considering that 59 families successfully completed the Stable Families program in 2008 (which translates to 43% of all enrolled families or 80% of all families that exited the program during this period), what were their housing situations upon exit? As shown in Table 11, most families that successfully completed the program continued to live in Columbus, Ohio (93%), usually in a rental property (81%). By definition, all families that successfully completed the program had secured permanent housing. Note that 37% of the families that successfully completed the program relocated to more affordable housing.

**Table 11: Households that completed the Stable Families program**

[Period: April 7, 2008 - December 31, 2008]

<b>Households that successfully exited Stable Families (n=59)</b>		
<b>Exit Destination</b>		
<i>Rental House / Apartment</i>	48	81%
<i>Section 8</i>	7	12%
<i>Public Housing</i>	2	3%
<i>Other Subsidized Housing / Doubled-up with family</i>	2	3%
<b>General Location of Exit Destination</b>		
<i>Franklin County - Within Columbus</i>	55	93%
<i>Franklin County - Outside Columbus</i>	2	3%
<i>Outside Franklin County - Outside Columbus</i>	1	2%
<i>Don't Know / Not Reported</i>	1	2%
<b>Exit Tenure</b>		
<i>Permanent</i>	59	100%
<i>Transitional</i>	0	0%
<b>Exit Subsidy</b>		
<i>None</i>	40	68%
<i>Public Housing</i>	9	15%
<i>Section 8</i>	7	12%
<i>S + C</i>	2	3%
<i>Other Housing Subsidy</i>	1	2%
<b>Was Household Relocated to More Affordable Housing?</b>		
<i>Yes</i>	22	37%
<i>No</i>	35	59%
<i>Don't Know / Not Reported</i>	2	3%

Of course, the reader should recall that an additional 15 families (or, 11% of enrolled families) exited the program unsuccessfully, meaning their household's destination at exit was a temporary one. Future assessment reports will explore these unsuccessful exits in more detail, as more are observed.

For a broader perspective on Stable Families' effectiveness as a homelessness prevention initiative, one can attempt to estimate the number of families who *could* become homeless and therefore enter the

emergency shelter system in FY2010 if Stable Families was no longer operating. To calculate this, it is necessary to estimate the overall demand placed on the family emergency shelter system as well as the program’s effectiveness in helping stabilize households, thereby preventing their entry into the emergency shelter system.

To estimate *overall demand* for shelter, two primary data sources were consulted: U.S. Department of Housing and Urban Development’s 2008 Annual Homeless Assessment Report, published in July 2009,<sup>13</sup> and CSB’s FY2009 System & Program Level Indicator Report (Families System), which provided longitudinal data regarding the number of families served by the shelter system in Central Ohio. After consultation with CSB, a value of 774 families was identified as the overall projected demand for family emergency shelter in FY2010. This number represents the households served by the family emergency shelter system in FY2009, and assumes there is no unmet / latent need for shelter among Central Ohio families.

To estimate the *program’s effectiveness* in helping stabilize households, a number of effectiveness measures were calculated, ranging from more conservative to more liberal. These effectiveness measures were derived from the most recent program evaluation data available for Stable Families, and assume program funding and activities remain the same during FY2010.

As shown in Table 12, the most liberal estimate of program impact suggests it could assist approximately 18% of the families who are projected to access the family emergency shelter system in FY2010. At the other end of the continuum, the most conservative estimate indicates the program could help approximately 3% of these families. The researchers suspect that the percentage of families one could reasonably expect to be diverted from the emergency shelter system as a function of Stable Families’ activities likely lays between the 3% estimate (“Family who successfully completed the program and relocated to more affordable housing”) and the 8% estimate (“Families who successfully completed the program”). This argument, of course, goes beyond the available data and therefore is open to critique.

**Table 12: Projected Effects on Central Ohio’s Family Emergency Shelter System (FY2010)**

	Number of families	% of projected demand in FY2010 (n = 774)	
<i>Families who successfully completed the program and relocated to more affordable housing</i>	22	3%	
<i>Families who successfully completed the program</i>	59	8%	
<i>Families who entered the program with no income or inadequate income (SSM income = 1 or 2)</i>	76	10%	
<i>Families who entered the program homeless or threatened with eviction or in transitional / unsafe housing (SSM shelter = 1 or 2)</i>	85	11%	
<i>Families who entered the program</i>	137	18%	

<sup>13</sup> See <http://www.hudhre.info/documents/4thHomelessAssessmentReport.pdf> .

Interim Report #3 (to be delivered to CSB in late September, 2009) will include the results from a supplemental “diversion study” that attempts to measure the impact of Stable Families on the family emergency shelter system (in particular, the YWCA Family Center). The preliminary data indicate Stable Families has had a modest effect on recontact rates. That is, families diverted to Stable Families had *lower* odds of recontacting the YWCA when compared to families that were ‘deflected’ back to their housing situation (without any assistance or referrals) and *higher* odds of recontacting the YWCA Family Center when compared to families that were housed by the Family Center.

## VII. How successful was Stable Families at reducing school mobility?

One of the primary goals of Stable Families is to reduce unplanned school mobility among children in families who participate in the program. To track school mobility, TST worked with Columbus City Schools (CCS) to gather data regarding current and historical enrollment trends for all school age children in families enrolled in the program.

A list of all children (ages 3-19) in families served by the program through December 31st, 2008 (n=308) was provided to CCS for the purposes of obtaining data regarding school mobility, attendance and achievement. After matching this list to CCS’ internal databases, CCS supplied a complete enrollment history (including moves, both disruptive and otherwise) for nearly 260 children, from each child’s first enrollment into CCS through June 2009.

After thoroughly cleaning the data and identifying which moves were disruptive (i.e., occurring during the months from September – May), the students’ mobility patterns were reviewed, beginning with an overall assessment of the students’ mobility. As shown in Table 13, 42% of the students for whom data were available did not have any disruptive moves since first entering the CCS district.

**Table 13: School mobility among children in enrolled families**

Overall School Mobility (n=258)	#	%
<i>No moves since first entry into CCS</i>	108	41.9%
<i>1 move since first entry</i>	49	19.0%
<i>2 moves since first entry</i>	47	18.2%
<i>3 or more moves since first entry</i>	54	20.9%
<i>Average moves per year since first entry into CCS</i>	0.25	

Since first entering the CCS district, the average number of moves per year – both disruptive and non-disruptive – was .25.<sup>14</sup> This calculation, however, includes time students spent out of the Columbus City Schools district, which may artificially deflate the mobility rate (because an unknown number of disruptive moves may have occurred while outside the Columbus City Schools district). When one only focuses on the time students were enrolled Columbus City Schools (factoring out all non-CCS time), the average number of moves per year increases to .40.

<sup>14</sup> A child who moved once during the course of a twelve-year school career would have a mobility rate of approximately .08; therefore, a mobility rate of .25 translates roughly to 3 moves (disruptive or otherwise) over a twelve-year school career.

Did participation in Stable Families reduce school mobility rates? To answer this question, it was necessary to create school mobility variables for the periods before and after each household entered Stable Families. Steps were taken to ensure the counts of disruptive moves were restricted to the time children were enrolled in CCS during this evaluation period<sup>15</sup>. As shown in Table 14, pre SF-entry mobility – the average number of disruptive moves in the time period before entering Stable Families, controlling for the time enrolled in the CCS district – was .24. Post-SF entry mobility was almost the same, .25.

**Table 14: School mobility, before and after families enrolled**

School Mobility (CCS district) Before Entering Stable Families (n=226)	#	%
<i>No moves before entering SF</i>	181	80.1%
<i>1 move before entering SF</i>	38	16.8%
<i>2 moves before entering SF</i>	5	2.2%
<i>3 or more moves before entering SF</i>	2	0.9%
<i>Average moves per year before entering SF</i>	0.24	

School Mobility (CCS district) After Entering Stable Families (n=208)	#	%
<i>No moves after entering SF</i>	158	76.0%
<i>1 move after entering SF</i>	49	23.6%
<i>2 moves after entering SF</i>	1	0.5%
<i>3 or more moves after entering SF</i>	--	--
<i>Average moves per year after entering SF</i>	0.25	

The different numbers of students in the above table (e.g., n=226 and n=208) reflect students who leave the CCS district after entering Stable Families and therefore are no longer in the mobility database.

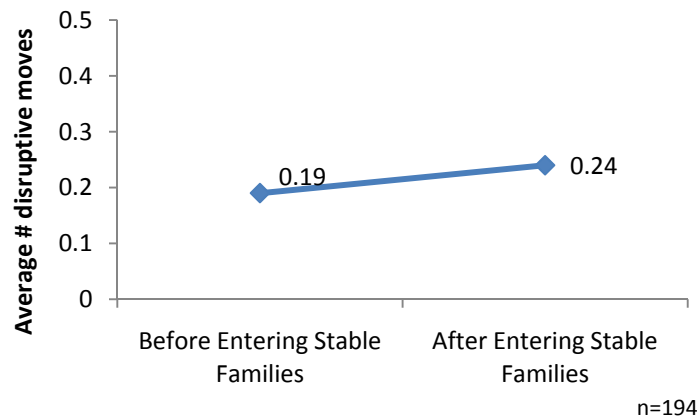
Note that the percentage of Columbus City Schools students with 0 school moves after their households entered Stable Families (76%) was greater than the program outcome (“75% of dependent children will remain stable in school”) that was set for Stable Families in its Logic Model.

<sup>15</sup> A conservative analytic approach was taken, beginning with the creation of a reasonable observation window into each student’s mobility patterns. First, the total number of months from the date the household entered SF until the end of the most recent academic year (6/15/09) was calculated for each student. This established an “upper boundary” for the length of time each student’s mobility would be assessed. The reciprocal of this calculation was subtracted from the date the household entered SF, thereby identifying the “lower boundary.”

Within this observation window, only those data pertaining to the time each student was enrolled in CCS were included for analysis. (The CCS database does not include information on the number of disruptive moves that may have occurred while students were enrolled outside the CCS district.) After a number of corrections to the data due to glitches in the CCS database, the mobility data were submitted to the analyses reviewed above.

To test for the presence of a statistically significant difference in mobility before and after SF entry, a paired samples t-test was conducted. As shown in Figure 9, the average number of moves<sup>16</sup> increased slightly from pre- to post-SF entry. Although this difference is not statistically significant ( $t=-1.3$ ,  $p=.19$ ), it does approach levels of marginal statistical significance.

**Figure 9: School mobility (# of disruptive moves), before and after families enrolled**



For the mobility analyses presented thus far, the dependent variable of interest was simply the number of disruptive moves while enrolled in CCS, with the period of observed time (pre- and post- SF entry) varying from student to student. When one computes a mobility rate – dividing the number of disruptive moves by the number of months each student was enrolled in CCS during the pre- SF entry observation period and again after SF entry<sup>17</sup> – the data pattern reported above comes into sharper focus. That is, the mobility rate (# of disruptive moves per month) increases from .03 during the period before program entry to .05 during the period after program entry. A paired samples t-test and a nonparametric sign test indicated this mobility rate increase, though pragmatically small, was statistically significant.

There are at least two possible explanations for the increased mobility rate observed here. The first is that Stable Families was wholly ineffective in reducing school mobility. The second relates to the type of school enrollment data available for analysis – the CCS data provided do not indicate whether a change in school enrollment was “planned” or “unplanned,” only whether or not a move happened. As such, these analyses consider *any* change in school enrollment during the traditional school year as a disruptive one, even if it was planned / coordinated with community or school district resources. It may be the case that there has been an increase in *planned* moves among households participating in Stable Families. In other words, our definition of a “disruptive move” may ignore meaningful variation in the

<sup>16</sup> These averages are slightly different from those presented in Table 14 because this statistical analysis is limited to the 194 students with mobility data both pre-SF entry and after post-SF entry.

<sup>17</sup> The maximum number of months a student’s enrollment data was considered was 14, which is equal to the number of months from the first possible enrollment date to the end of the current school year (e.g., April 2008 through June 2009).

extent to which a move was truly disruptive – if it was planned with the aid of CIS or CCS staff, it may have been much less disruptive than other types of moves occurring during the school year.<sup>18</sup>

Some data exist that allow us to explore the latter explanation. If the child of an enrolled family was reported to caseworkers as having changed schools, caseworkers recorded the reason for the move as best they understood it. Of the 65 school changes experienced by children in families served by Stable Families<sup>19</sup>, CIS records indicate 15 (23%) resulted from a local housing move or relocation, usually driven by housing affordability concerns.<sup>20</sup> All 15 of these school changes were reportedly planned with the assistance of Stable Families caseworkers and/or other community resources, which in theory means these school changes were possibly less disruptive to the student and his/her academic performance than otherwise could have been. Additionally, CIS records indicate that for the majority of the CCS students it had recorded as moving during the school year, the reasons for these moves appeared unrelated to housing concerns (e.g., 14 moves were natural moves, such as moving out of town or state; 11 moves were driven by a desire to be in a better school/district; and 6 moves were due to family emergencies / behavioral issues).

Clearly, the relationship between school mobility *before* program entry and school mobility *after* program entry should be monitored closely in future evaluations.

### **VIII. What effect has Stable Families had on other variables related to school mobility, such as school attendance, achievement, and behavioral issues?**

Residential stability should improve school attendance, which is linked to a host of educational variables. Working with CCS, TST obtained both historical data to look at the impact of Stable Families on these crucial educational variables that are related to school mobility. Specifically, Columbus City Schools provided the following information for each child who was a member of a household that entered the Stable Families program during the 2008 calendar year and who was enrolled in CCS at some point during the 2007-2008 school year:

- Attendance rate and number of unexcused absences;
- Achievement test data; and
- Behavioral incidents.

Because all data in this section reference the 2007-2008 school year, these should be considered baseline data. Future Assessment Reports will compare school year data from later years (e.g., 2008-

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<sup>18</sup> When asked to identify some of the challenges facing its implementation of the Stable Families program, CIS noted the following in its “Lessons Learned, Year 1” document: “Inability for Columbus City School staff to grasp the relevance of Stable Families to academic goals has been a barrier to school referrals.” Perhaps the null effect of Stable Families on school mobility may be due to the program’s integration into / acceptance by Columbus City Schools staff?

<sup>19</sup> This tally of post-program entry school changes is greater than those described on the previous pages because the Stable Families data reference other school districts in addition to CCS.

<sup>20</sup> The other 50 school changes were driven by a parent’s / student’s desire for a better education, a natural progression from primary to elementary school, movement out of state, etc.

2009) to this baseline in an attempt to identify any changes that may be attributed at least in part to Stable Families.

Attendance rate and unexcused absences. CCS provided attendance data for 182 children. Attendance rates ranged from 52.3% and 100%, with an average of 94.5%.<sup>21</sup> The number of unexcused absences per student varied greatly, with unexcused absences ranging from 0 to 51 days and an average of 7.4 days. See Table 15.

**Table 15: Attendance rates and unexcused absences (2007 – 2008 school year)**

Attendance rate (n=182)	#	%
<i>Below 85%</i>	18	10%
<i>85-95%</i>	52	29%
<i>Greater than 95%</i>	112	62%
<i>Average attendance rate</i>	94.5%	

Unexcused absences (n=182)	#	%
<i>0</i>	25	14%
<i>1</i>	17	9%
<i>2-4</i>	54	30%
<i>5-10</i>	41	23%
<i>11 or more</i>	45	25%
<i>Average number of unexcused absences</i>	7.4	

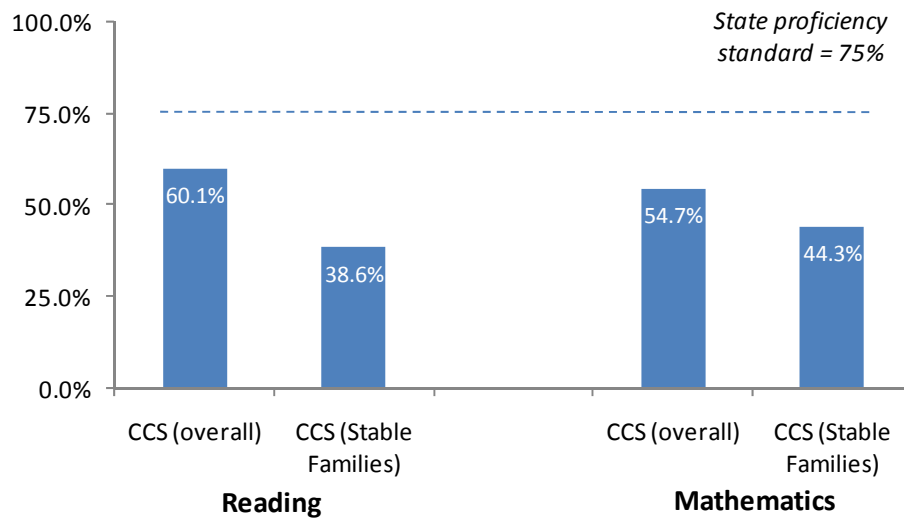
Students who consistently attend school should perform better as they are exposed to additional instructional time and attention from their teachers. They should feel more comfortable in the classroom environment and improved relationships with peers and instructional staff may lead to fewer problems managing their classroom behavior. If Stable Families improves school attendance by preventing unplanned moves, does this facilitate better academic achievement and fewer incidences of behavioral intervention?

Academic achievement tests. School achievement tests are only given on specified days and at certain grade levels so not all children have available achievement data. Although there is some variability between tests and grade levels, scores of 400 or better generally indicate proficiency, while scores of 440 or better indicate accelerated achievement in a given domain. The 88 students for whom CCS could provide data had an average Ohio Achievement Test score of 394 for reading and 397 for mathematics, suggesting that the average student whose family was enrolled in Stable Families was in the proficient range in both reading and math. However, a slightly different story emerges when one compares the “Stable Families” students to the overall population of CCS students. For both reading and mathematics, the percentage of CCS students from families enrolled in the program and who achieved a “proficient”

<sup>21</sup> CCS’ district-wide attendance rate for the 2007-2008 school year was 94%. See [www.reportcard.ohio.gov](http://www.reportcard.ohio.gov).

rating or higher was less than the percentage of CCS students (overall) who achieved a similar rating. See Figure 10.

**Figure 10: Percentage of students rated as “proficient” or higher on Ohio Achievement Tests (2007-2008 school year)**



**Behavioral incidents.** If Stable Families does promote school stability and stronger relationships with educational partners, the number of behavioral incidents may decline over time for children whose families are enrolled in the program. For this variable, CCS behavioral incident data were available for 182 children. Over three-quarters of students for whom data were available had zero behavioral incidents during the 2007-2008 school year. Although 22.5% of students had at least one behavioral incident during the 2007-2008 school year, these data include any form of behavioral incident recorded by CCS, from mild to severe. As shown in Table 16, the number of behavioral incidents among these children ranged from 0 – 13.

**Table 16: Behavioral incidents (2007-2008 school year)**

Behavioral incidents	
<i># of students with zero behavioral incidents</i>	141 (77.5%)
<i># of students with at least one behavioral incident</i>	41 (22.5%)
<i>Total # of incidents (all students)</i>	161
<i>Average # of incidents (per students)</i>	0.88
<i>Minimum # of incidents (per student)</i>	0
<i>Maximum # of incidents (per student)</i>	13

As mentioned earlier, the 2007-2008 behavioral and achievement data reviewed above should be considered as baseline data that will allow for comparisons to be made to more current data (from the 2008-2009 academic year) as they become available.



## IX. Stable Families’ qualitative impact - What do clients report about their experience with Stable Families?

### A. Research method

Two qualitative research methods were employed to gather anecdotal feedback about clients’ experiences with Stable Families. First, in-depth interviews were conducted from April 21 through May 12, 2009 with twelve individuals who had completed the Stable Families program. Interviewees were not required to have school aged children living with them and could have completed the program before December 30, 2008.

Second, a focus group was conducted with six individuals who had completed the Stable Families program after December 30, 2008 and who had school-aged children living with them. Recruited by Communities in Schools staff and held at Central Community House in Columbus, Ohio, the focus group took place on May 27, 2009 from 5:30 – 7:30 pm.

### B. Knowledge of Stable Families before enrolling

Program participants **reported hearing of Stable Families program from several different sources**. These included local homeless shelters (e.g., YWCAFC), children’s services, their children’s schools, other community resources (e.g., food pantry, IMPACT), landlords, and individuals familiar with the program. Regarding YWCAFC specifically, five of the twelve interviewees had contacted the YWCAFC in the year prior to enrolling into Stable Families, and three of them were referred to Stable Families by YWCAFC.

Before enrolling, program participants most commonly **heard Stable Families would help them find and pay for housing**. Others were told that the program would help keep their children stable, help them find work, help with finances, and assist with case management. Despite this information, most **did not know what to expect**, or expected little, from the program. In the end, the program exceeded expectations.

### C. Initial experiences with Stable Families

No one reported difficulties with Stable Families’ enrollment process, and almost all reported having **very positive first meetings with their social workers**. Most immediately liked and felt comfortable with their caseworkers; only one person described the initial meeting as “okay” and suggested it might be better to meet somewhere other than a library.

### D. Specific assistance received from Stable Families

According to the program participants, Stable Families caseworkers **referred participants to several different organizations for assistance, and almost all participants followed up on those references with most finding them helpful**. Caseworkers provided references to food pantries and shelters, as well as places that supply free clothing, school supplies, or furniture, and organizations that help with job searches or pay utility bills. Specific resources mentioned included Dress for Success, Title XX, ODJFS, IMPACT, PRC, MAPS, and Jobs and Family Services.

Program participants **received several types of additional assistance, and almost all reported finding this assistance helpful.** Examples of this additional assistance included financial help to pay utilities and rent, assistance with transportation and job searches, and access to food and food stamps. Additionally, program participants often mentioned that the program provided personal advice to help them develop the tools and motivation to reach their goals, such as learning to budget their money, manage their time, and complete daily tasks efficiently.

When asked whether they would have liked to receive other types of housing assistance, **most reported receiving all of the help they needed.** The few who reported wanting more assistance said they wanted more help with utility bills, social security payments, filling out Section 8 applications, finding a job, or fixing their car.

#### **E. Overall impressions of Stable Families**

**Support from caseworkers and financial assistance was most commonly cited as the best or most helpful aspect** of Stable Families. Overall, program participants expressed a great deal of appreciation for their caseworkers and described several different circumstances where caseworkers listened to them and provided encouragement and information about resources. Caseworkers also helped program participants develop goals for the future and taught them how to budget. In addition, most mentioned that the direct financial assistance they received to pay their rent or utility bills was very helpful. Finally, a few said Stable Families helped keep their kids in the same school or helped with transportation.

**Most participants could not think of Stable Families’ “least helpful” aspect.** One person said she could have used more help with transportation when looking for a job. Though they did not blame the caseworkers, a few participants had negative experiences with the referrals to find clothing, furniture, or access food stamps. When pressed to think of a negative aspect of Stable Families, participants in the focus group suggested that it should advertise their services so others could benefit. Also, participants mentioned that some individuals may need help for a longer period of time, ranging from minor assistance like follow-up calls to an opportunity to continue with the usual consultation.

**Everyone would recommend Stable Families** to people that need help remaining in their homes or finding housing, and several already had. When asked why this was the case, the program participants said Stable Families helped them develop life skills and the motivation to reach goals. “Don’t call looking for a handout, but they’ll help you get the tools you need,” said one interviewee.

**Overwhelmingly, participants appreciated the program** and especially the dedication of the caseworkers. They felt like the Stable Families staff genuinely wanted them to succeed and were instrumental in helping them get their lives on track, including stabilizing their finances and their families. More than once, Stable Families was described by participants as a wonderful program with people who genuinely care.

About half of the interviewees said they had previously received help (or tried to receive help) from other resources, including the JOIN, the Salvation Army, Children’s Services, Help Me Grow, First Link, LEAD, YWCA, JFS, Jobs and Family Services, Project Connect, PRC, and Section 8. **Participants claimed these resources were nothing like Stable Families, particularly because of the people involved** in Stable Families. According to those interviewed, the Stable Families caseworkers seemed more caring, responsive, respectful, and more interested in helping than individuals involved in other resources. In addition to describing specific negative experiences with other resources, participants explained some were more focused on helping children than adults.

#### **F. Additional topics discussed during the focus group**

When asked about their **children’s experiences** while enrolled in the program, many of the focus group participants said their children were at risk of having to change schools but that Stable Families helped them avoid a disruptive move by helping them avoid eviction. Further, Stable Families provided toys for one family’s children at Christmas.

As mentioned above, some of the focus group participants mentioned **they appreciated learning how to budget**. When asked to describe what the program taught them about budgeting, participants said they learned about the importance of prioritizing what they spend their money on. For example, that rent and bills should be the first priority, even if only a portion can be paid. They also learned the importance of paying bills on time and not putting them off, because this will get them behind very quickly. Several participants said they are now on a budget and know what to expect when bills come.

When asked **how they would handle another housing crisis** that may arise in the future, the program participants said that although they felt like there were very few resources to turn to, they would try to call resources like Jobs and Family Services or local churches. When asked whether **they would approach a housing crisis differently since their enrollment with Stable Families**, program participants said they now knew they had to plan how to spend their money, and their first priority should be to pay their rent and bills.

A transcript of the focus group proceedings is included in Appendix C.

#### **X. Program costs during evaluation periods 1 and 2**

From program inception in early 2008 through December 31, 2008, over \$357,000 was spent on the Stable Families program. Approximately 75% of this amount has paid for program implementation and case management costs and approximately 25% of this amount has provided direct client assistance to enrolled families (e.g., money to help clients pay rent and/or utilities). As shown in Table 17, the

program's average case management cost (per client served) was \$876 and the program's average intervention cost (per client served) was \$2,606.<sup>22</sup>

**Table 17: Program costs**

<b>CIS' case management costs</b> (i.e., salaries & wages of 5 SF case managers from 4/08 through 12/08)	\$120,000
<b>CIS' other program costs</b> (i.e., non-case management costs from inception through 12/08)	\$141,055
<b>Sum of Direct Client Assistance (all sources) provided to 95 families from 4/7/08 through 12/31/08</b>	\$96,029
<b>Stable Families caseload</b> (i.e., enrolled families from 4/07/08 through 12/31/08)	
	137
<b>Sum of FTE case managers working the Stable Families caseload</b>	5
<b>Average # of 'active' clients per case worker</b> (at any one point in time)	16.5
<b>Sum of case management hours worked</b> (i.e., total hours worked by the 5 FTE case managers from 4/7/08 through 12/31/08)	7720
<b>Average # of case management hours per client served</b> (i.e., sum of case management hours worked / caseload)	56.4
<b>Average cost per case management hour</b> (i.e., CIS' case management costs / average # of case management hours per client served)	\$15.54
<b>Average case management cost per client served</b> (i.e., CIS' case management costs / caseload)	\$876
<b>Average direct client assistance (all sources) per family</b>	\$1,011
<b>Average intervention cost per client served</b> (i.e., (CIS' case management costs + CIS' other program costs + DCA)/caseload)	\$2,606

<sup>22</sup> CIS' "case management costs" extracted from FY2009 CIS supportive services budget and extrapolated for 9 months of the current reporting period. "Other program costs" based on CSB's accounting records of payments to CIS from program inception through 12/31/08, less case management costs.