ABOUT COMMUNITY SHELTER BOARD
Community Shelter Board, established in 1986, is a collective impact organization that creates collaborations, innovates solutions, and invests in quality programs to end homelessness in Columbus and Franklin County. Community Shelter Board oversees an annual budget of $14 million to support homeless programs and services. Last year, these programs served 10,000 people.

EXPENSE ALLOCATION & REVENUE FOR FY2014
Community Shelter Board operating costs are kept low so the majority of our funds go to programs to end homelessness.

<table>
<thead>
<tr>
<th>USES</th>
<th></th>
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</tr>
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<tbody>
<tr>
<td>Programs</td>
<td>90%</td>
<td>13,017,889</td>
</tr>
<tr>
<td>Administration</td>
<td>5%</td>
<td>667,859</td>
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<tr>
<td>Fundraising</td>
<td>5%</td>
<td>705,989</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>$14,391,737</strong></td>
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</tbody>
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<table>
<thead>
<tr>
<th>SOURCES</th>
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</thead>
<tbody>
<tr>
<td>City of Columbus</td>
</tr>
<tr>
<td>Franklin County</td>
</tr>
<tr>
<td>State of Ohio</td>
</tr>
<tr>
<td>U.S. Department of Housing &amp; Urban Development</td>
</tr>
<tr>
<td>United Way of Central Ohio</td>
</tr>
<tr>
<td>Private contributions</td>
</tr>
<tr>
<td>Other</td>
</tr>
<tr>
<td><strong>Total net assets at end of fiscal year</strong></td>
</tr>
</tbody>
</table>

*Revenue exceeded expenses by $2.7M. This represents funds used for capital improvements as well as funds raised in FY2014 and carried over to FY2015.

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

For our FY2014 990, please visit [www.csb.org](http://www.csb.org). For a copy of the full audited financial statements, contact Community Shelter Board at 614.221.9195.
OUR PARTNERS MAKE IT POSSIBLE

BOARD OF TRUSTEES for FY2014
Hyman Albritton
Barbara H. Benham, Secretary
Susan M. Bottiggi
Darnita M. Bradley
Colleen M. Buzza
Amy Dawson
Joyce D. Edelman
Douglas A. Herron, Treasurer
Patrick F. Jarvis
Chad A. Jester, Vice Chair and Chair Elect
Andy Keller
Jeffrey R. Lyttele, Vice Chair
Christopher McElroy
Teresa L. McWain
Timothy T. Miller
Sheila Prillerman
Jerry Revish
Andy Rose
Mark C. Russell, Chair
Jonathan D. Welty
Douglas L. Williams

SPONSORING ORGANIZATIONS for FY2014
American Electric Power Foundation
City of Columbus
The Columbus Foundation
Franklin County Board of Commissioners
JPMorgan Chase Foundation
L. Brands Foundation
Nationwide Foundation
State of Ohio
U.S. Department of HUD
United Way of Central Ohio

REBUILDING LIVES FUNDER COLLABORATIVE MEMBERS for FY2014
Affordable Housing Trust for Columbus and Franklin County, Steven Gladman
Alcohol, Drug and Mental Health Board of Franklin County, David Royer
Center for Family Safety and Healing, Karen Days
City of Columbus, Kim Stands
Columbus City Council, Hearcel Craig
Columbus City Schools – Project Connect, Amy Bradley
Columbus Coalition for the Homeless, Don Strasser
The Columbus Foundation, Emily Savors
Columbus Mayor’s Office, Erika Clark Jones
Columbus Metropolitan Housing Authority, Charles Hillman
Columbus Police Department, Commander Rhonda Grizzled
Community Shelter Board, Michelle Heritage
CSB Board Members, Joyce D. Edelman, Douglas A. Herron and Teresa L. McWain
CSB Citizens Advisory Council, Sheila Prillerman, David Simmons
Columbus State Community College, Nancy Case
Corporation for Supportive Housing, Terri Power
Franklin County Board of Commissioners, James Schimmer
Franklin County Board of Developmental Disabilities, Jeff Pattison
Franklin County Children Services, Chip Spinning
Franklin County Department of Job and Family Services, Anthony Trotman
Franklin County Office on Aging, Antonia Carroll
Goodwill Columbus, Mary Vail
Legal Aid Society of Columbus, Emily Crabtree
Mid-Ohio Regional Planning Commission, Kathy Werkmeister
Ohio Capital Corporation for Housing, Jonathan D. Welty
OhioHealth, Marissa Michaels
Veterans Administration, Carl Landry
Veterans Service Commission, Douglas Lay
Vineyard Columbus, Dan Franz
Volunteers of America of Greater Ohio, Suzanne Seifert
Twin Valley Behavioral Healthcare, Veronica Lofton
United Way of Central Ohio, Janet E. Jackson

PROVIDER AGENCIES for FY2014
AIDS Resource Center of Ohio
Amethyst
Communities in Schools
Community Housing Network
Concord Counseling
Gladden Community House
Goodwill Columbus
HandsOn Central Ohio
Homeless Families Foundation
Huckleberry House
Lutheran Social Services/Faith Mission
Maryhaven
National Church Residences
OSU Star House
The Salvation Army
Southeast Inc./Friends of the Homeless
Volunteers of America of Greater Ohio
YMCA of Central Ohio
YWCA Columbus

ADVISORY COUNCIL for FY2014
Patricia Cash
James D. Curphey
The Honorable Michael Curtin
Steven Gladman
Matthew D. Habash
Mark Huddy
Holly S. Kastan
Hal Keller
Mary Lou Langenhop
Thomas B. Ridgley
Gail Gregory Thomas
Columbus and Franklin County’s community plan to end homelessness.

<table>
<thead>
<tr>
<th>GOALS</th>
<th>DESCRIPTION</th>
<th>CONVENER</th>
<th>PROGRESS</th>
<th>REPORT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coordinate Emergency Aid</td>
<td>Coordinate emergency aid from community-based assistance programs.</td>
<td>United Way of Central Ohio and Franklin County Department of Job and Family Services</td>
<td></td>
<td>The administration of the emergency food and shelter program was reassigned to HandsOn Central Ohio, the entity that also manages the coordinated point of access to emergency shelter for single adults. The change was made with the goal to improve prioritization of available funds to prevent homelessness. Alignment with the Franklin County Prevention Retention and Contingency dollars is still outstanding.</td>
</tr>
<tr>
<td>Increase Access to Benefits &amp; Income</td>
<td>Provide immediate and systematic access to mainstream benefits and services for persons who are homeless and served by the homeless service system.</td>
<td>Community Shelter Board</td>
<td></td>
<td>This program has increased the number of approved social security and other benefits for persons experiencing homelessness.</td>
</tr>
<tr>
<td>Employment</td>
<td>Coordinate and expand access to community-based employment assistance programs.</td>
<td>Community Shelter Board</td>
<td></td>
<td>The Transitional Work Program administered by Goodwill in collaboration with Donatos and Columbus Hospitality Management was implemented in permanent supportive housing projects. To date, five housing providers referred sixty-three participants that were enrolled in the program. Thirty-two participants received on-the-job training at Donatos and Columbus Hospitality Management work sites.</td>
</tr>
<tr>
<td>Single Point of Contact for Adult Shelter</td>
<td>Develop a single point of contact system, with stronger linkage to community resources, for adults experiencing a housing crisis.</td>
<td>Community Shelter Board</td>
<td></td>
<td>The coordinated point of contact has been fully integrated into the single adult system. Diversion rates increased from 16% in FY2013 to 23% in FY2014.</td>
</tr>
</tbody>
</table>

Goal is being met | Goal shows improvement but challenges remain | Goal made minimal progress or stayed the same
| **Collaborative Outreach System** | Create a unified system to better respond to homeless persons who are not accessing shelter, including a coordinated call and dispatch system, common documentation, and shared outcomes for outreach programs. | City of Columbus | Coordination among providers and organizations serving those experiencing street homelessness has improved. Heating and cooling stations have been established. 96% of clients were linked to safe shelter or housing in FY2014, up from 86% in FY2013. |
| **Unified Supportive Housing System** | Create a unified system for permanent supportive housing which includes centralized eligibility determination and placement, periodic review of tenant needs, and “move up” incentives to encourage tenants to be more independent. | Community Shelter Board | The Unified Supportive Housing System added four housing projects during 2014 and moved more than 204 of the highest need individuals into stable permanent supportive housing. Currently there are 1,071 housing units under management by the Unified Supportive Housing System. |
| **Increase Supportive Housing Units** | Develop an additional 1,400 units of permanent supportive housing to reach a total inventory of 2,700 single adult/couple units. | Community Shelter Board | To date, 298 site-based and 245 scattered sites units have been brought online or are in the pipeline. 425 more housing units are needed to reach the 2,700-unit goal. |
| **Provide Rent Subsidies** | Develop longer-term rent subsidies for homeless single adults to meet annual need. | Community Shelter Board | CSB continues to provide limited rent subsidy to those exiting shelter. The end of the Homelessness Prevention and Rapid Re-Housing stimulus programs resulted in a dramatic reduction in available funds for rent subsidy. |
| **Tier II Family Conversion** | Transition Tier II shelter from a fixed unit approach to a flexible supply of housing with interim supports. | Community Shelter Board | All tier II family shelter units have been converted to rapid re-housing. |
| **Affordable Housing Campaign** | Launch a campaign for increased resources for affordable and supportive housing as well as rent subsidies for persons who are homeless or at risk of homelessness. | Community Shelter Board | This strategy is still under development. Lack of affordable housing continues to be a barrier to exiting shelter. |
| **Re-Entry Housing Advocacy** | Advocate with other systems to improve and increase housing placements for people returning to the community from domestic violence shelter, institutional |

Incarcerated Populations: The Bureau of Justice Assistance awarded a grant to fund services and supportive housing for individuals that are high users of jail, shelter, and mental health services.

| Goal is being met | Goal shows improvement but challenges remain | Goal made minimal progress or stayed the same |
| Community Shelter Board | ADAMH Board of Franklin County | Franklin County’s Housing and Behavioral Health Subcommittee continues to meet and is finalizing recommendations from research completed by the Council of State Governments for the Justice and Behavioral Health Initiative of the Franklin County Criminal Justice and Community Connections planning board. A data match between Franklin County jail, ADAMH and Community Shelter Board was completed. Four major areas identified for improvement:
1. Consistent risk assessment
2. Behavioral health screening and assessment
3. Re-entry planning
4. Availability and accessibility of effective community-based behavioral health housing
Recommendations are under development.

**Domestic Violence Populations:**
People experiencing homelessness and exiting the domestic violence shelter are now able to access CSB’s rental assistance dollars.

**Mental Health Populations:**
A successful pilot was implemented in 2011/2012 using federal stimulus dollars. Recommendations to further this work beyond the current pool of permanent supportive housing will result from the Council of State Governments research. ADAMH continues to invest in housing and has approximately 116 units of housing for their system clients coming out of residential treatment programs to make room for people exiting institutions.

- [ ] Goal is being met
- [ ] Goal shows improvement but challenges remain
- [ ] Goal made minimal progress or stayed the same