



Rebuilding Lives

Letter from Executive Director and Board Chair



Patricia P. Cash
Chair, Community
Shelter Board
Board of Trustees



Michelle Heritage
Executive Director,
Community
Shelter Board

Dear Friends and Supporters,

Community Shelter Board is caught in a vice grip between two forces: the sharp spike in demand for emergency shelter among families and the end of federal funds from the economic stimulus program that supported homelessness prevention and rapid re-housing for the last two years.

The federal stimulus program that infused dollars into our homeless system proved that we can make an impact with enough funding and the right interventions. We learned that prevention and rapid re-housing really do end homelessness. We prevented homelessness for hundreds of people. Thousands more were helped to move quickly out of shelter and into stable housing. Our approach works – the majority of those who receive services during a temporary crisis never need shelter again.

But the stimulus funds expire this year. The money for those high-impact programs is dwindling. With the economy still uncertain, we don't see the light at the end of the tunnel for people struggling to meet basic needs. Several compelling trends are emerging:

- **The recession's youngest victims were the 1,700 children who stayed in shelter last year – most 7 years old or younger.**
- **Families have virtually exploded the walls of the family shelter. Because no family is ever turned away, overflow shelter use and costs rose more than 12,000 percent so far this current fiscal year compared to two years ago and 113 percent compared to last year, nearly exhausting our resources.**
- **The number of families that needed emergency shelter increased by 20 percent.**
- **The number of single adults that needed emergency shelter increased by 10 percent.**

With less federal funding, we have to walk a tightrope to manage the needs of families and the needs of single men and women. It's our job to make sure that programs are in place to really end homelessness. That's why Community Shelter Board, along with our community partners and providers, is re-designing the crisis response system for single adults experiencing homelessness. We need to apply the lessons we learned from the stimulus dollars – that prevention and rapid re-housing programs work to end homelessness. We're taking proactive measures to respond to the impending loss of funds and assure our system is maximally configured to meet the needs of our neighbors in crisis.

We encourage you to read the stories in this report about the programs and services that provide critical basic needs in Columbus and Franklin County. With your support, we truly can end homelessness here, so that no man, woman or child is without a place to call home.

Regards,
Patricia P. Cash
Michelle Heritage



The Changing Landscape	4
Fighting to End Homelessness Since 1986	
The Mission That Drives Us	
Sustainable System Model That Works	
Challenges Facing Our Community	6
Rebuilding Lives Report Card	10
Access	
Crisis Response	
Transition	
Advocacy	
2011 Expense Allocation	27
One Community Giving Hope In Crisis	28
Together Rebuilding Lives Event	
2011 Mel Schottenstein Leadership Award	
Better Business Bureau Torch Award	
Our Partners Make it Possible	31
Data Snapshot:	
www.csb.org/datasnapshot	

The Changing Landscape

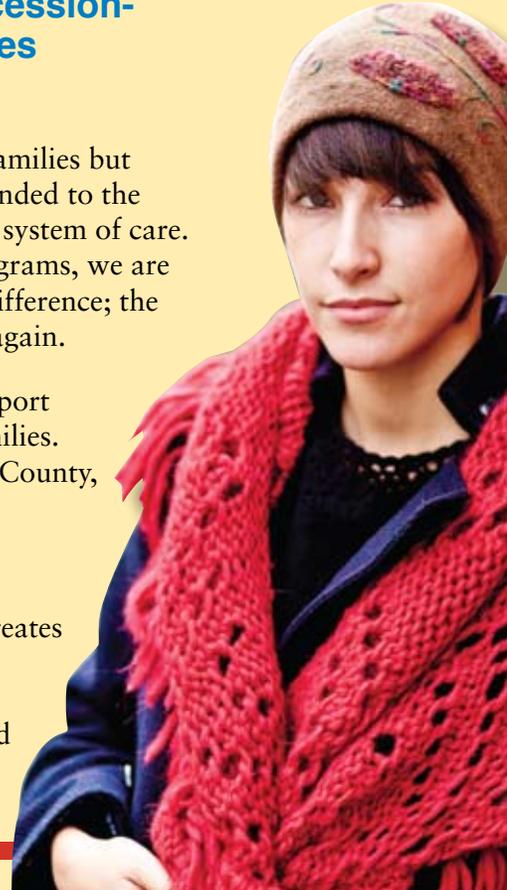
2011 marked a year of significant change. Because of the recession-induced rise in unemployment, an alarming number of families needed crisis services.

This escalating need requires a systematic response that not only assures shelter for families but ultimately focuses on getting them stably re-housed. Community Shelter Board responded to the changing times by working consistently with our 17 partner agencies to improve our system of care. Through creative collaborations, innovative solutions and investments in quality programs, we are working toward ending homelessness. In fact, these solutions are already making a difference; the majority of people who receive services during a temporary crisis never need shelter again.

Community Shelter Board knows how to end homelessness. But with the call for support greater than ever, we need additional funds to continue to meet the needs of area families. Together we can achieve progress in ending homelessness in Columbus and Franklin County, one person at a time.

Fighting to End Homelessness Since 1986

Established in 1986, Community Shelter Board is a public-private partnership that creates collaborations, innovates solutions and invests in quality programs in order to end homelessness in Columbus and Franklin County. We allocate more than \$14 million annually to support homeless programs and services. Last year, these programs served more than 9,000 individuals. Our programs are funded by the City of Columbus, the Franklin County Board of Commissioners, the United Way of Central Ohio,



The Columbus Foundation, Nationwide, the U.S. Department of Housing and Urban Development, the State of Ohio and other public and private investors. Governance of the organization includes a 20-member Board of Trustees appointed by founding members.

The Mission That Drives Us

Community Shelter Board works to end homelessness through collaborations, innovative solutions and investments in quality programs.

Sustainable System Model That Works

As a single coordinating body, we bring together extensive and diverse organizations in Columbus and Franklin County to collaborate as a system rather than as a fragmented set of resources. We address homelessness through our broad-based community plan called Rebuilding Lives. The Rebuilding Lives plan is a comprehensive and interrelated set of strategies working to decrease the number of people who experience homelessness. The strategies are organized into four primary goals:

ACCESS

People at imminent risk of homelessness are linked to community resources.

CRISIS RESPONSE

People experiencing homelessness receive assistance to address their immediate housing crisis.

TRANSITION

People experiencing homelessness transition from crisis to stability.

ADVOCACY

Resources and public policy support solutions to end homelessness.

“With unemployment at its highest level since the Great Depression, many central Ohioans are reaching out for help. The responsibility falls to us in the private sector to ensure safe and secure housing for all central Ohioans.”

Douglas F. Kridler,
President and CEO, The
Columbus Foundation

Challenges Facing Our Community

Homelessness Surges as a Result of the Recession

Increased need for programs to end homelessness is our new reality

The sharp rise in demand for emergency shelter has shifted from a temporary surge to prolonged distress. We are faced with a dramatic increase in the number of families accessing shelter. As the nation's economy stagnates, the wave of people experiencing homelessness is far from cresting and as job losses mount, more Columbus and Franklin County households have been mired in poverty. The pace of economic recovery has been too slow to keep lower-income families from plunging into crisis.

“A lot of homelessness comes from domestic violence, tough breaks, bad economy... some people are homeless for the first time in their life. I've known people with degrees who are homeless. There is more to it.”

Michael Bell, former Community Shelter Board and Volunteers of America of Greater Ohio client



20%

more families sought emergency shelter last fiscal year compared to the year before

22%

more children experienced homelessness in our community

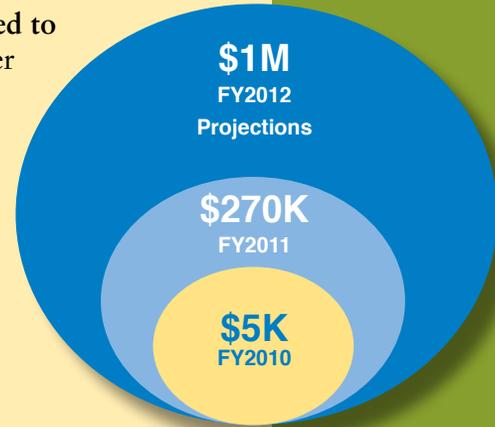
62% of families entering emergency shelter have never used shelter before

To view data from the past 5 years, please visit www.csb.org/datasnapshot

Family Homelessness at Unprecedented Level

With the remarkable increase in families and individuals seeking shelter there has been a staggering swell in overflow.* Although no family is turned away, the family shelter has run out of room. **Overflow shelter use and costs rose more than 12,000% so far this current fiscal year compared with two years ago and 113% compared to last year.** This past fiscal year, the number of times families needed shelter when there were no beds in our regular shelter capacity was 7,312. This occurred 3,312 times the fiscal year before and just 56 times two fiscal years before.

**Cost of family overflow
is expected to grow to \$1M.**



New Kinship Care Program Taking Shape

In response to increased family overflow, Community Shelter Board will pilot a new Kinship Care Program, which will provide a quick, cost-effective alternative to building more shelters. The proposed strategy would provide limited financial support to “host” families to help keep their friends and family members out of overcrowded shelters. The program idea consists of providing money or counseling – or both – to encourage hosts and guest families to find solutions towards stabilizing the homeless families outside the emergency shelter environment.

***Overflow occurs when families and individuals need shelter and there are no beds available in our regular shelter capacity.**

New Solutions for Changes in Federal Programs

Loss of federal stimulus dollars

Within the past two years, federal stimulus dollars have enabled Community Shelter Board and our partner organizations to prevent homelessness for 1,032 households and quickly moved 1,525 households out of shelter and into safe housing.

Under the American Recovery and Reinvestment Act, federal stimulus dollars will expire in the summer of 2012. As a result, we will lose \$1.5M in funding and the ability to maintain current levels of prevention and rapid re-housing programs in our community.

HEARTH Act Encourages More Communities to Focus on System Outcomes and Sustainability

As the efforts to end homelessness continue at the national level as well, The Federal Homelessness Emergency Assistance and Rapid Transition to Housing (HEARTH) Act makes solving the issue an explicit federal goal. The HEARTH Act requires communities to implement strategies to prevent loss of housing, help people out of homelessness and move them quickly into permanent housing and ensure housing stability.

More communities across the country are being encouraged to realign and strengthen their systems. We are playing a key role. In fact, Community Shelter Board was featured nationally by The National Alliance to End Homelessness as the model to implement in order to follow the new federal mandate.

In Columbus and Franklin County, Community Shelter Board is working diligently to implement the new HEARTH legislation. Changes are expected in the governing structure of the local continuum of care and our policy-setting entities. Additional system-wide

“Columbus, Ohio has consistently performed well on outcomes in the HEARTH Act, including reducing length of homelessness, new, repeat and overall homelessness.”

The National Alliance to End Homelessness

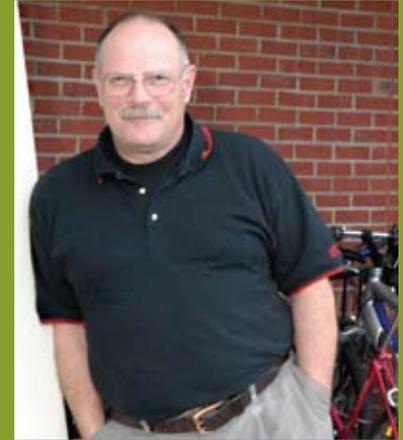
outcomes will be implemented and Community Shelter Board's role within the community will expand under The HEARTH Act.

New Crisis Response Model Moves Forward

Community Shelter Board, along with key community partners, has begun development of a strategic re-design of the adult crisis response system in Columbus and Franklin County. We are at a critical juncture with the federal stimulus dollars set to expire while we continue to have an increased need for prevention, shelter and housing resources. The system, as it is currently structured, is not sustainable.

A new model is under development, with this working purpose: Provide single adults an effective, efficient and timely trajectory towards housing stabilization by connecting and seamlessly integrating needed services and to prevent returns to homelessness. The model is built around having the person who is homeless at the center, and includes:

- Increased diversion and prevention
- Improved functionality of the coordinated point of access
- Centralized case management separate from the sheltering function



“The VOA made it possible for me to follow through with the opportunities they provided. This is the first year in a while I can get gifts for the holidays. The difference between a home and a shelter is a lot.”

Martin Wolfe, former Community Shelter Board and Volunteers of America of Greater Ohio client

Rebuilding Lives Report Card

The Rebuilding Lives plan was developed and approved by the Columbus and Franklin County community in 2008 and includes numerous strategies focused on ending homelessness. The Rebuilding Lives Report Card reports on the community's progress towards the implementation of the Rebuilding Lives plan strategies.

“Rebecca’s Place really made it possible for me to go back to school so I would be qualified to get a job. I was able to stay there and not have to worry about having a bed to sleep in while I was in the program.”

Sharita Charlton, former Community Shelter Board and Rebecca's Place client



Community resources are available to prevent or end homelessness.

Strategy: Coordinate Emergency Aid

Description: Coordinate emergency aid from community-based assistance programs.

Convener: United Way of Central Ohio (UWCO) and Franklin County Department of Job and Family Services

Outcome: Persons at risk of becoming homeless have access to better organized, coordinated and leveraged emergency aid to help prevent homelessness.

Progress:

1. UWCO committed funding for project planning and a planning committee was established.
2. As a follow up to initial conversations, stakeholders narrowed the strategy's scope to focus on emergency assistance that directly impacts a person's housing status.
3. It was determined that the community's rent assistance programs could serve as a starting point for coordinating emergency assistance in an effort to prevent homelessness.
4. Stakeholders agreed to examine program criteria, evaluate assessment tools and redesign service procedures to ensure that eligible individuals and families are receiving rent assistance to prevent a housing crisis.
5. A working group will continue to determine how these ideas are translated into practice, with proposed changes taking effect in mid to late 2012.
6. To facilitate these conversations, Community Research Partners has been asked to conduct an analysis of the community's rent assistance programs, giving the working group the information it needs to make informed decisions.

ACCESS

Community resources are available to prevent or end homelessness.

Strategy: Increase Access to Benefits and Income

Description: Provide immediate and systematic access to mainstream benefits and services for persons who are homeless and served by the homeless service system.

Convener: Community Shelter Board

Outcome: Homeless persons have more income and better access to healthcare.

Progress:

1. United Way of Central Ohio and Coalition on Homelessness and Housing in Ohio (COHHIO) continued their funding of Benefits Specialists to assist homeless individuals in applying for benefits through the Ohio Benefits Bank. The program started July 1, 2009.
2. YWCA Columbus has implemented the program. The Benefits Specialists work across Franklin County with emergency shelter and permanent supportive housing residents.
3. The program served 388 households during the fiscal year ending June 30, 2011, and 203 SSI/SSDI applications were submitted along with 205 applications for other public benefits.
4. The current rate of approval of SSI/SSDI benefits is 29%. The national average is 28% and in Ohio, the average is 23%.



Community resources are available to prevent or end homelessness.

Strategy: Employment

Description: Coordinate and expand access to community-based employment assistance programs.

Convener: Central Ohio Workforce Investment Corporation (COWIC)

Outcome: More homeless adults are employed and receive increased income. This may result from improved access to community-based vocational and educational programs. Additionally, there is a system to support staff working in homeless programs to help clients achieve greater economic independence.

Progress:

1. A Planning and Implementation Team is now operational and a decision was made to develop a pilot program with 10-15 homeless participants, using existing local services.
2. Participants in the program are referred from Faith Mission's Critical Time Intervention Program.
3. Participants are required to participate in a week-long Work Readiness Program (WRP) facilitated by Goodwill Columbus.
4. Upon completion of the WRP, participants are matched with partnering agencies through "each one, take one" process. The process includes ten community-based organizations that have committed to working through their existing services to remove barriers and obtaining self-sustaining employment for at least one program participant. The partner agency will be part of the support team by providing the participant with wrap-around services. Participating organizations include: Alvis House, Columbus Urban League, Center of Vocational Alternatives (COVA), Central Ohio Workforce Investment Corporation (COWIC), Goodwill Columbus, Henkels & McCoy, IMPACT Community Action, New Directions Career Center, OSU Extension Center, Salvation Army and TOUCH (Teaching Opportunity Unity by Connecting Hearts).
5. The Team has engaged the assistance of two professionals from The Ohio State University's International Poverty Solutions Collaborative for guidance in evaluating the success of the pilot program.

CRISIS RESPONSE

Prevent and resolve housing crises as quickly as possible.

Strategy: Single Point of Contact for Adult Shelters

Description: Develop a single point of contact system, with stronger linkage to community resources, for adults experiencing a housing crisis.

Convener: Community Shelter Board

Outcome: Fewer adults experience homelessness, provide easier access to resources for single adults, reduced frustration for the community trying to help homeless people and increased efficiency for the sheltering system.

Progress:

1. Implementation of the Centralized Point of Access started in April 2010. Lutheran Social Services was the agency implementing this pilot.
2. Stimulus funding was being used for the two-year pilot. The pilot increased efficiency in usage of the available inventory of shelter beds and provided our community with extensive data regarding the local need for shelter.
3. During the fiscal year ending June 30, 2011, the Central Point of Access diverted 14% of the contacts to other community resources, thus preventing entry into emergency shelter.
4. 5,485 individuals contacted the Central Point of Access during the last fiscal year and received either intake services into emergency shelter or were diverted to other community resources.
5. Community planning is underway to improve the Central Point of Access operations and increase diversion.

For comparative data, please visit www.csb.org/datasnapshot

Prevent and resolve housing crises as quickly as possible.

Strategy: Collaborative Outreach System

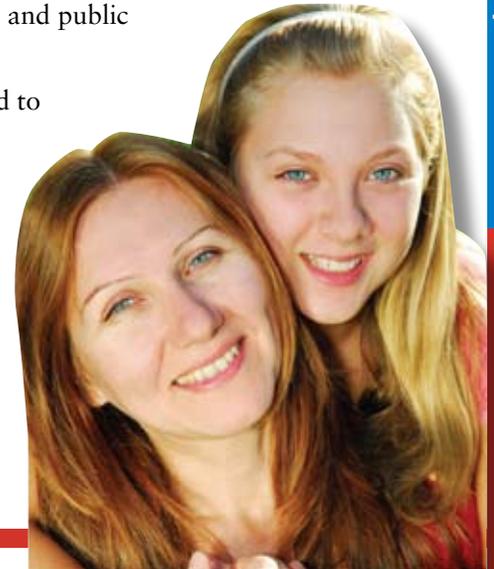
Description: Create a unified system to better respond to homeless persons who are not accessing shelter, including a coordinated call and dispatch system, common documentation and shared outcomes for outreach programs.

Convener: City of Columbus

Outcome: Improved access to resources for adults living on the streets, fewer adults experience long-term street homelessness, reduced frustration for the community trying to help homeless people and better deployment of outreach resources resulting in reduced duplication of effort and greater coverage of Franklin County.

Progress:

1. After a community-wide planning process, the Collaborative Outreach System started implementation July 2011. Maryhaven implemented this strategy with community support.
2. The strategy has four agreed-upon objectives: development of a sustainable collaborative outreach model; development of a consistent, reliable outreach process; development of a follow-up process for recently housed clients; and increased awareness and public responses to homelessness.
3. A public internet site has been developed to receive information about sites in the community that require outreach intervention.
4. Several collaborative agreements were put in place with the faith based community and other organizations providing outreach services to better coordinate the efforts in ending homelessness for persons not accessing emergency shelters.





Launch of new community campaign and Faith Leadership Council

For the first time, Community Shelter Board partnered with diverse faith groups across Franklin County and WBNS-10TV to launch One Day to End Homelessness in early 2011. Now an annual campaign, One Day is focused on raising money to house individuals and families who are swelling Franklin County shelters beyond capacity. Community members were asked to donate the equivalent of just one day's rent or mortgage payment to the campaign. Over the last two years, 2,700 new donors contributed a One Day donation and raised \$349,396 for Community Shelter Board programs.

“As soon as we learned that this unprecedented crisis was unfolding in our community, we committed our resources to helping Community Shelter Board raise money to get people back in stable housing and back on their feet as quickly as possible.”

Tom Griesdorn,
President and General
Manager, WBNS-10TV
and ONN

TRANSITION

Guide exits from homelessness to stable housing.

Strategy: Unified Supportive Housing System (USHS)

Description: Create a unified system for permanent supportive housing that includes centralized eligibility determination and placement, periodic review of tenant needs and “move up” incentives to encourage tenants to be more independent.

Convener: Community Shelter Board

Outcome: Fewer adults and families experience long-term homelessness. Additionally, there are more housing units available, easier access to supportive housing for prospective tenants, one application process and improved targeting of scarce housing resources. People with the greatest needs receive priority for housing. There is a real system and flow to the supportive housing programs.

Progress:

1. USHS was piloted in three different pilot locations prior to full implementation.
2. Pilot #1: Community Housing Network Southpoint Place was fully leased in April 2008 with 80 units of supportive housing.
3. Pilot #2: Supportive Housing providers Maryhaven Commons at Chantry, YMCA 40 W Long Street and YWCA Wings are participating in the “Move-Up Pilot,” currently in process. The pilot helps tenants in supportive housing that are ready to move to more independent housing.
4. Pilot #3: National Church Residences Commons at Buckingham opened in the summer of 2010 with 100 units of supportive housing. USHS leased-up the project by the end of September 2010.
5. Several supportive housing developments were phased in to participate in the USHS vacancy management process during the past 12 months. Currently, USHS manages vacancies for 674 homeless and non-homeless supportive housing units.
6. During the past year, USHS leased-up a 25 unit master-lease, scattered-site program and the 50 unit Commons at Livingston supportive housing development.
7. Since implementation, USHS housed 319 homeless individuals and families and an additional 104 non-homeless, disabled households.
8. A Vulnerability Assessment was implemented starting July 2011 in all emergency shelters and outreach programs in Franklin County with the intent to better identify and prioritize individuals most in need of housing.
9. CSB secured funding for a Licensed Independent Social Worker that provides disability assessments to homeless individuals who are not currently linked with appropriate services. This service facilitates faster movement into housing for homeless and disabled individuals.
10. The USHS strategy is moving from the pilot phase into full implementation.

Commons at Livingston Provides a Hand Up



*The Commons at Livingston, which opened in July 2011, accommodates 50 units of one-bedroom, apartment style housing with supportive services specifically for veterans with low income, long-term homelessness and disabling conditions.

“Home used to be my Honda.”

Michael Lee is part of the first group of veterans to now reside at Commons at Livingston.* Before moving to the new complex, Michael had a great life that took an unfortunate turn. He served his country in the United States military, had a family, a house and two jobs. Then, about five years ago his life started going downhill – substance abuse, job loss, divorce and eventually homelessness. **“You never know the feeling until you are there, when you can’t figure out where to lay your head,”** Michael told us while reflecting on his past.

Michael explained, “Home used to be my Honda.” But a connection with the Volunteers of America of Greater Ohio (VOAGO) made all the difference. Embracing the programs designed to help veterans, Michael was able to work through courses that helped him regain the responsibilities he missed so much. “Everything started growing again. My heart. My soul. I felt like I still had a chance. **My self-worth shot through the roof.**”

Michael participates in the services offered by Commons at Livingston that help him remain housed, secure employment and maintain his health.

“Now [with my own place to live] my grandchildren visit me every weekend. They have been a strength in the darkest hours of my life. I’ve been happy ever since I got involved with VOAGO. I’ve been happy ever since I got a chance.” An aspiring chef, Michael now volunteers for the VOAGO and gives back by cooking for those in need. “I am so blessed.”

TRANSITION

Guide exits from homelessness to stable housing.

Strategy: Increase Supportive Housing Units

Description: Develop an additional 1,400 units of permanent supportive housing to reach a total inventory of 2,700 single adult/couple/family units.

Convener: Community Shelter Board

Outcome: Fewer adults and families experience long-term homelessness as more housing units are available.

Five year unit goal = 240 units built for Rebuilding Lives (RL) population and 520 units available by master lease.

Progress:

1. City of Columbus and Franklin County have each committed \$6 million for capital development.
 2. 30 units through master lease received U.S. Department of Housing and Urban Development (HUD) funding in 2009. The project was leased-up in the first half of 2010.
 3. 25 units through master lease received HUD funding in 2010. The project was leased-up in the first half of 2011.
 4. 25 RL and 25 non-RL units through the new Commons at Livingston development were leased-up in July 2011.
 5. Currently there are 140 RL and 70 non-RL units of new build (new construction) in the pipeline.
- **There are 990 units of Rebuilding Lives permanent supportive housing for persons who are disabled and have experienced long-term homelessness.**
 - **Overall there are 1,659 units of supportive housing in our community designated for formally homeless, disabled families and individuals.**

To learn more about our supportive housing outcomes, please visit www.csb.org/datasnapshot

Guide exits from homelessness to stable housing.

Strategy: Provide Rent Subsidies for Single Adults

Description: Develop longer-term rent subsidies for homeless single adults to meet annual need.

Convener: Community Shelter Board

Outcome: Fewer adults experience long-term homelessness, more affordable housing units are available and provide easier access to housing for prospective tenants.

Progress:

1. A rapid re-housing pilot program was implemented starting in November 2010, using stimulus funding.
2. Volunteers of America of Greater Ohio (VOAGO) in collaboration with Community Housing Network implemented the pilot.
3. The goal is to rapidly re-house 200 homeless single adults living in emergency shelters or on the street, over approximately 20 months of funding availability. Each individual is provided with up to six months of rental subsidy and associated case management services.
4. During the fiscal year ending June 30, 2011, 98 single adults were served by the program and 81% achieved a successful housing exit at the end of their participation.



“We can finally breathe.”

Mildred Frazier had been working 12-18 hour days, to make ends meet for her family of five children. After being evicted from her home, losing her job and running out of money to stay in a hotel, she turned to an organization she learned about on TV – YWCA Columbus. “It was hard to keep the whole family together,” Mildred told us, “I was scared for my kids.”

Due to the YWCA running at double their capacity, Mildred and her family had to endure sleeping on cots in the “overflow” areas of the facility. The YWCA, in conjunction with Volunteers of America of Greater Ohio (VOAGO), set Mildred up with a case worker and told her they would help her find employment and a place to live. Mildred was determined to provide for her children. “Every morning I’d eat breakfast and then go out to interviews. They helped me set up to look for a job.”

The YWCA Family Center gave Mildred and her children hope. “We were at the YWCA for 10 days and Betsy, my case worker, had a house for us.” In just over 30 days Mildred had two jobs working with mentally disabled adults. “It’s a relief. Since we got in our own home, we’ve been getting better.” Mildred’s five children are able to experience sleeping in their own beds again thanks to the swift action of the YWCA Family Center and VOAGO.

While Mildred continues to work hard for the sake of her children, they now have a place to call home. “I’m so grateful that we are all together. A lot has come out and we’ve cried, but we’re healing. We can finally breathe.”

TRANSITION

Guide exits from homelessness to stable housing.

Strategy: Tier II Family Shelter Conversion

Description: Transition Tier II shelter from a fixed unit approach to a flexible supply of housing with interim supports.

Convener: Community Shelter Board

Outcome: Homeless families experience greater housing success, providing more stability for their children.

Progress:

1. The strategy was implemented by Homeless Families Foundation and Volunteers of America of Greater Ohio (VOAGO).
2. An evaluation was conducted using one year's worth of data showing the positive impact of this model on the families being served. The evaluation showed that families served in the rapid re-housing model take ownership of their home and have better incentives to stabilize. The success rates of this model are above 90% and are higher than the success rate achieved through the Tier II shelter model.
3. The entire inventory of the 70 Tier II shelter units was converted to the rapid re-housing model at the end of calendar year 2011.

ADVOCACY

Leverage public policy to work toward ending homelessness.

Strategy: Affordable Housing Campaign

Description: 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.

Convener: City of Columbus

Outcome: Real progress toward ending homelessness.

Progress:

1. The strategy is in the initial planning phases.



ADVOCACY

Leverage public policy to work toward ending homelessness.

Strategy: Re-entry Housing Advocacy – Incarcerated Populations

Description: Advocate with other systems to improve and increase housing placements for people returning to the community from domestic violence shelters, institutional or residential settings.

Convener: Corporation for Supportive Housing

Outcome: Persons served in institutional settings will have shorter lengths of stay, better housing outcomes and less recidivism. The incidence of homelessness for this population will decrease.

Progress:

1. The Re-entry Housing Collaborative was formed and has been working with the participation of 21 community stakeholders.
2. The Re-entry Housing Collaborative produced a report that included recommendations to the community to reduce the number of formerly incarcerated persons becoming homeless. The final report is available online at www.csb.org.
3. As a result of the report's findings and recommendations, the Franklin County Re-entry Task Force charged two of its subcommittees (Housing and Health/Behavioral Health) to work on implementation of several recommendations. The focus is to provide permanent supportive housing to those persons who are frequenting shelter and jail and who are high utilizers of the Alcohol, Drug and Mental Health Board of Franklin County.
4. The Re-entry Task Force's subcommittees are seeking funds to implement a "frequent users" project that would intercept persons before release from the criminal justice system and assist them in acquiring supportive housing and intensive treatment.

ADVOCACY

Leverage public policy to work toward ending homelessness.

Strategy: Re-entry Housing Advocacy
– Mental Health Population

Description: Advocate with other systems to improve and increase housing placements for people returning to the community from domestic violence shelter, institutional or residential settings.

Convener: Alcohol, Drug and Mental Health Board of Franklin County (ADAMH)

Outcome: Persons served in institutional settings will have shorter lengths of stay, better housing outcomes and less recidivism. The incidence of homelessness for this population will decrease.

Progress:

1. In 2009, ADAMH convened a planning group and developed a three-year pilot program using stimulus funding from The Homelessness Prevention and Rapid Re-Housing Program (HPRP) to “bridge” participants from ADAMH residential and hospital facilities to Columbus Metropolitan Housing Authority (CMHA) subsidies.
2. The goal of the program was to house 165 individuals who were at risk of homelessness at discharge from the State Psychiatric Hospital or ADAMH Residential Care Facilities.
3. A total of 131 individuals were housed using HPRP funds with an average cost of approximately \$475 per person per month for rent and security deposit and an average length of stay of 6.5 months on the subsidy.
4. With the HPRP funds exhausted, ADAMH has agreed to fund any overage (up to \$60,000) until all individuals receive their CMHA subsidy.

ADVOCACY

Leverage public policy to work toward ending homelessness.

Strategy: Re-entry Housing Advocacy
– Domestic Violence Populations

Description: Advocate with other systems to improve and increase housing placements for people returning to the community from domestic violence shelter, institutional or residential settings.

Convener: Community Shelter Board

Outcome: Persons served in institutional settings will have shorter lengths of stay, better housing outcomes and less recidivism. The incidence of homelessness for this population will decrease.

Progress:

1. Implementation of a Rapid Re-Housing program for CHOICES families started during the fiscal year ending June 30, 2011.
2. CSB partnered with Catholic Social Services to provide rapid re-housing services for 25 families exiting CHOICES.

“It’s the Columbus way...to open our hearts for people who are down on their luck or afflicted with disabilities. The light that shines so brightly on Columbus is the light that emanates from the heart, the soul and spirit of our residents. And it is the quality of our residents that separates Columbus from every other city.”

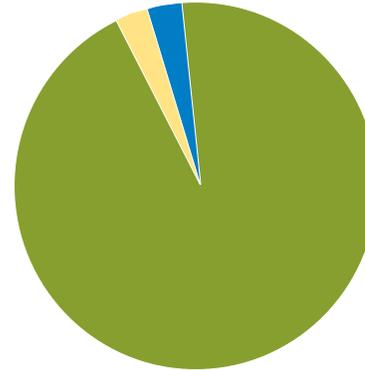
The Honorable Michael B. Coleman, Mayor, City of Columbus

Community Shelter Board is a responsible steward of the public's dollars.

Community Shelter Board is funded by the City of Columbus, the Franklin County Board of Commissioners, the United Way of Central Ohio, The Columbus Foundation, Nationwide, the U.S. Department of Housing and Urban Development, the State of Ohio and other public and private donors.

For a copy of the full audited financial statements, contact Community Shelter Board at 614.221.9195.

CSB EXPENSE ALLOCATION FY 2011



■ Programs	93%	\$ 12,509,157
■ Administration	3%	\$466,810
■ Fundraising	4%	\$582,618
	100%	\$13,558,585

CSB allocates annually more than \$14 million to 17 funded partner agencies — non-profit organizations working directly with at risk, homeless and previously homeless individuals and families. Our partner agencies are the cornerstone of our success. We invest in our community's plan to end homelessness, the Rebuilding Lives plan, with the goal of ending homelessness in our community.

For statements of financial position and statements of activities and changes in net assets for fiscal year 2011, please visit www.csb.org/datasnapshot

One Community Giving Hope in Crisis

Together Rebuilding Lives event brings community together

Community Shelter Board's 17th Annual Celebration, Together Rebuilding Lives hosted more than 800 attendees. Guests were energized by the stories of formerly homeless individuals who, through the help of innovative programs of Community Shelter Board partner agencies, now have a safe place to call home.

Thanks to the work and support of presenting sponsor, Grange Insurance and co-presenting sponsor, PNC, Together Rebuilding Lives recognized more than \$2 million in cash and in-kind support from local businesses, foundations and individuals. The funds raised support the work of Community Shelter Board and partner agencies.



Tom Welch and Patti Eshman of
Grange Insurance



Michael Mentel Receives 2011 Mel Schottenstein Leadership Award

Michael C. Mentel was awarded the prestigious 2011 Mel Schottenstein Leadership Award for his leadership and dedication in helping to ensure community access to stable housing. The annual award recognizes individuals or organizations who have a deep and far-reaching impact; have demonstrated commitment, caring, innovation and leadership in the battle against homelessness; and have demonstrated a vision of a better tomorrow for all people.

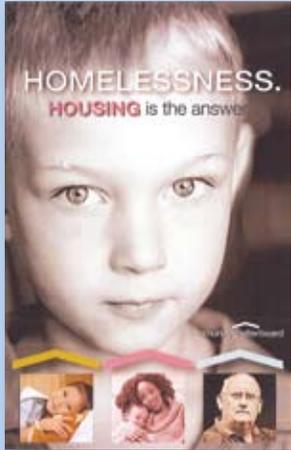
“We can work together. We can help empower our elected officials. We can help empower our community. We can step forward together and say this is a good thing to do.”

Michael Mentel

As Columbus City Council President, funding Community Shelter Board was always one of Mentel’s top priorities. Just before leaving Council, he introduced emergency legislation that transferred \$300,000 from the City’s General Fund to Community Shelter Board to address the unprecedented spike in demand for shelter services the winter of 2010-2011. Throughout his tenure on Council, he often visited homeless camp sites to determine how the City could effectively transition homeless people out of encampments and into stable living conditions. In 2007, Mentel helped create the position of Director of Homeless and Social Service Advocacy in the Mayor’s administration to coordinate the city’s protocol for all human service operations.

Worthington Industries and Columbus Blue Jackets Foundation to Sponsor 2012 Together Rebuilding Lives Event

We welcome Worthington Industries as the presenting sponsor and Columbus Blue Jackets Foundation as the co-presenting sponsor and look forward to seeing you on Tuesday, June 5, 2012, at the Greater Columbus Convention Center.



Community Shelter Board Receives Ethics Award from Better Business Bureau

Torch Award to honor highest standards of business practices

Community Shelter Board was recognized with a Torch Award for Ethical Enterprising from the Better Business Bureau of central Ohio. The award honors central Ohio companies that demonstrate the highest standards of business practices to create trust among their employees, partners and communities.

As the leader of the community's plan to end homelessness, Community Shelter Board has the ability to affect the ethical practices of 16 other agencies delivering homeless services. This is achieved through a program review and certification process, performance-based contracting and nationally-recognized performance management practices.

Community Shelter Board is proud of the strong, system-wide culture of high standards and good ethics among the network of Community Shelter Board's provider agencies. It is one of the reasons why we are a national leader at ending homelessness and rebuilding lives.



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Contributions made July 1, 2010 – June 30, 2011

Thank you to those who believe ending homelessness is achievable:

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“Our community has been faced with an unprecedented crisis and my colleagues and I have pledged additional funding to get people back into stable housing as quickly as possible. We need your help to end homelessness – your individual and corporate support is needed now more than ever.”

The Honorable Marilyn Brown, Commissioner, Franklin County Board of Commissioners

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