

Community Shelter Board

115 West Main Street, LL
Columbus, Ohio 43215

FY2006 Program Evaluation

May 12, 2006



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Overview

The Community Shelter Board, established in 1986, is a non-profit intermediary organization that coordinates community based efforts, fosters collaboration, and funds services to assist families and individuals in Central Ohio to resolve their housing crisis. The Community Shelter Board is funded by the City of Columbus, the Franklin County Board of Commissioners, the United Way of Central Ohio, the U.S. Department of Housing and Urban Development, the State of Ohio, The Columbus Foundation, and other public and private donors.

Several years ago, the Community Shelter Board adopted an outcomes-based funding model, establishing measurable performance standards to monitor agencies' progress. The CSB Board of Trustees adopted these performance standards as a component of their vision to create an overall strategy for improving the shelter system, providing an "open door" and working toward the eventual elimination of homelessness. The outcomes-based funding model was further refined with the CSB Governance Policies, first adopted in March of 2000 and updated annually.

By setting performance outcome standards that measure length of stay, housing outcomes, shelter/program occupancy, movement, recidivism, and other outcomes, CSB's performance outcomes monitor the success of each provider. In FY2006, CSB also included compliance with administrative and program standards, as well as, cost-efficiency as evaluated measures. The system's effectiveness as a whole is monitored by quarterly and annual reviews of aggregated data from providers.

The FY2006 Program Evaluation report evaluates the current shelter, services and permanent supportive housing system in Columbus and Franklin County using CSB's established performance standards. The report includes all programs funded by or under contract with CSB in Fiscal Year 2006 (July 2005-June 2006). For each program the report includes an overall performance rating, summary description, tables showing previous and current performance with respect to established outcome measures, a cost efficiency table, and recommendations, where applicable, for performance outcome measures for the upcoming FY2006 contract year.

Data Sources

Program descriptions were developed from information provided from agencies. Financial information used in cost efficiency tables, found under the "Efficient Use of Community Resources" section, was gathered from semi-annual reports submitted by each agency. Compliance with CSB Administrative and Program Standards was assessed by an external consultant; information about this process is contained in a separate May 2006 report to CSB trustees.

Unless otherwise noted, performance data was gathered from the Community Shelter Board's Homeless Management Information System (HMIS) in March 2006 for the 7/1/05 through 12/31/05 period. All data used in the report met CSB quality assurance standards, which require current and accurate data and a 95% completion rate for all required HMIS data variables.

Program Performance

Program performance outcome goals were compared with actual performance to determine consistency with CSB standards and agency contracts.

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Due to the difficulty in producing them, the following data elements were not calculated for FY06: housing retention for permanent supportive housing, recidivism for resource specialists, and movement for all programs.

See the Appendix for outcome definitions and methodologies.

Each performance goal was assessed as achieved (Yes), not achieved (No), or not applicable (N/A). *Achieved Goal* is defined as 90% or better of a numerical goal or within 5 percentage points of a percentage goal, except where a lesser or greater value than this variance also indicated an achieved goal (e.g. Average Length of Stay goal was met if actual achievement is 105% or less of goal). *Not Applicable* is assigned when a performance goal was not assigned; the reason for this is explained in the footnote for the respective program.

Each program was assigned a performance rating¹ of High, Medium, or Low as determined by overall program achievement of performance outcomes for the evaluation period. Ratings are based on the following:

Rating	Achievement of Program Outcome Measure²
High	no less than one not achieved
Medium	half or more achieved
Low	less than half achieved

The evaluation includes Program Outcomes Plan (POP) measures for each program for FY2007 based on agency proposals, program performance, and CSB performance standards. Agencies have agreed to these POP measures for inclusion in the FY2007 contracts as part of CSB's annual contracting process.

Performance Ratings at a Glance

Program	Performance Rating
Prevention	
Gladden Community House	High
Emergency Shelters	
Family Shelters	
YWCA Family Center	High
HFF Family Shelter	High
VOA Family Shelter	High
Men's Shelters	
LSS Faith on 8th	Low
LSS Faith on 6th	Medium
FOH Men's Shelter	Medium
VOA Men's Transitional Residence	High

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

² If serious and persistent program non-performance issues exist prior to evaluation, then the program will be assigned a lower rating than what its program achievement of performance outcomes would otherwise warrant.

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Program	Performance Rating
Women's Shelters	
LSS Nancy's Place	Medium
FOH Rebecca's Place	Medium
Inebriate Shelter	
Maryhaven Engagement Center	High
Resource Specialists	
Friends of the Homeless	Low
Homeless Families Foundation	High
Lutheran Social Services	Low
YWCA	Not rated ¹
Housing Services	
Outreach	
Maryhaven Outreach	High
Transition	
CSB Transition	High
Family Housing Collaborative	
Salvation Army	High
Permanent Supportive Housing	
CHN Cassady	Medium
CHN E. 5th Avenue	High
CHN N. 22nd St.	High
CHN N. High St	High
CHN Parsons	High
CHN RLPTI	Not rated ¹
CHN Safe Havens	High
CHN St. Clair	Not rated ¹
NCR Commons at Grant	High
SE Scattered Sites	High
YMCA PSH @ W. Long	High
YMCA Sunshine Terrace	High
YWCA WINGS	High

Conclusion

The findings outlined in this evaluation show a generally high level of performance and service provision by partner agencies. The Community Shelter Board commends partner agencies on their performance and continued commitment to quality, responsive services and housing for

¹ In some instances, the program was too new to evaluate so a performance rating was not assigned.

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some of the most vulnerable members of our community -- adults and children who experience homelessness. CSB looks forward to working with partner agencies in the coming year to accomplish the goals identified in this report and to further improve individual programs and system coordination.

Acknowledgements

The Community Shelter Board would like to thank partner agency staff for their assistance in completing this evaluation and their responsiveness to CSB's requests for information. CSB appreciates the time and effort given by agency staff in order to make programs both successful and meaningful to those they serve and the broader community.

CSB would like to acknowledge the following staff, who provided significant contribution to this report:

Tom Albanese, Director of Program & Planning
Catherine Kendall, HMIS Administrator
Barbara Maravich, Data Analyst
Barbara Poppe, CSB Executive Director

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Category: Prevention
Agency: Gladden Community House
Program: Homelessness Prevention Program
Period: 7/1/05-12/31/05
Performance: High

A. Description

Gladden Community House's Homelessness Prevention Program assists families and individuals who are homeless or at risk of becoming homeless. Once eligibility is determined, clients and staff develop a short-term action plan to work towards securing or maintaining permanent housing. Clients receive case management services, mediation services, housing placement assistance, budgeting counseling, and assistance with applications for Franklin County Department of Job and Family Services, as well as Gladden Community House's own financial assistance, if necessary. Staff also assists clients in accessing other possible sources for financial assistance and other community-based services to help maintain their housing. These include Legal Aid, COMPASS, JOIN, and the Salvation Army. Follow-up services are provided to clients on a case-by-case basis.

B. Performance Outcomes

Semi-Annual Trends

Measure	7/1/02	7/1/03	7/1/04
	12/31/02	12/31/03	12/31/04
Number of Households Served (Households receiving \$\$)	161 (161)	268 (237)	191(191)
Successful Outcomes - %	98%	97%	100%
Average Length of Stay	27 days	Not Measured	Not Measured
Recidivism - %	0%	3%	2%

Program Outcome Achievement 7/1/05 to 12/31/05

Measure	Semi-Annual Goal 7/1/05-12/31/05	Semi-Annual Actual 7/1/05-12/31/05	Achieved
<i>Households Served - #</i>	150	169	Yes
<i>Successful Housing Outcomes #</i>	142	169	Yes
<i>Successful Housing Outcomes %</i>	95%	100%	Yes
<i>Recidivism - %</i>	<5%	2%	Yes

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Measure	Semi-Annual Goal 7/1/05-12/31/05	Semi-Annual Actual 7/1/05-12/31/05	Achieved
Resources and services to maintain housing	Pass certification	Passed certification	Yes
Efficient use of a pool of community resources	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget 7/1/05-6/30/06	Semi-Annual Budget 7/1/05-12/31/05	Semi-Annual Actual
CSB Funds	\$38,950	\$19,475	\$19,975
Other Funds	\$66,042	\$33,021	\$31,521
Total	\$104,992	\$52,496	\$51,496
Cost per household served-CSB	\$130	\$130	\$118
Cost per successful household served-CSB	\$137	\$137	\$118
Percentage of CSB Funds	37%	37%	39%
Percentage of Leveraged Funds	63%	63%	61%

D. Recommendations

Program Outcome Measures

Measure	Semi-Annual 7/1/06-12/31/06	Semi-Annual 1/1/07-6/30/07	Annual 7/1/06-6/30/07
<i>Households Served - #</i>	150	150	300
<i>Successful Housing Outcomes #</i>	142	143	285
<i>Successful Housing Outcomes %</i>	95%	95%	95%
<i>Recidivism - %</i>	<5%	<5%	<5%
Resources and services to maintain housing	Pass certification	Pass certification	Pass certification
Efficient use of a pool of community resources	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

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Category: Tier I Emergency Shelter (families)
Agency: YWCA
Program: Family Center
Period: 7/1/05-12/31/05
Performance: High

A. Description

In October 2005 the YWCA opened the newly constructed Family Center to replace the former Hospitality Center and network of overnight shelter accommodations provided for families through the Interfaith Hospitality Network. The Family Center is a state of the art facility and, like the former Hospitality Center, serves as the “front door” for families needing emergency shelter assistance in Franklin County by providing a centralized means of entry into the family system.

Through triage and assessment, the Family Center seeks to ensure families not in need of immediate emergency shelter assistance are diverted to other homelessness prevention and supportive services in the community. For families needing immediate emergency shelter, the Family Center provides temporary accommodations for up to 50 families on-site, as well as overflow assistance as needed. A variety of on-site supportive services are provided, including childcare, case management, housing and employment resources, and child advocacy. Through a partnership with Columbus Public Schools, families and their children also receive assistance with ensuring uninterrupted schooling during the school year and accessing appropriate developmental and educational supports.

Families staying at the Family Center move into permanent housing, transitional housing, or a Tier II family shelter (Homeless Families Foundation-Family Shelter or Volunteers of America-Family Shelter). Performance outcomes for the Family Center are different than Tier II programs, in that the Family Center does not have a *movement* performance standard as all families are encouraged to move on to the most appropriate next-step housing program, which may include Tier II family shelter.

B. Performance Outcomes

Semi-Annual Trends: Tier I Emergency Shelter

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

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Program Outcome Achievement 7/1/05 to 12/31/05:

Tier I Emergency Shelter

Measure	Semi-Annual Goal 7/1/05-12/31/05	Semi-Annual Actual 7/1/05-12/31/05	Achieved
<i>Households Served - #</i>	400	395	Yes
<i>Average Length of Stay per Household</i>	20 days	22 days	Yes
<i>Successful Housing Outcomes #</i>	245	241	Yes
<i>Successful Housing Outcomes %</i>	70%	68%	Yes
<i>Recidivism - %</i>	<10%	3%	Yes
<i>Access to resources to avoid shelter admission and stabilize housing</i>	Pass certification	Compliant	Yes
<i>Basic needs met in secure, decent environment</i>	Pass certification	Compliant	Yes
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Compliant	Yes
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	CSB costs per household <u>not</u> consistent with CSB budget	No

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/05-6/30/06	7/1/05-12/31/05	
CSB Funds	\$942,122	\$471,061	\$540,234
Other Funds	\$906,026	\$453,013	\$472,317
Total	\$1,848,148	\$924,074	\$1,012,551
Cost per household served-CSB	\$1,427	\$1,178	\$1,368
Cost per successful household served-CSB	\$2,206	\$1,923	\$2,242
Percentage of CSB Funds	51%	51%	53%
Percentage of Leveraged Funds	49%	49%	47%

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D. Recommendations

Program Outcome Measures: Tier I Emergency Shelter

Measure	Semi-Annual 7/1/06-12/31/06	Semi-Annual 1/1/07-6/30/07	Annual 7/1/06-6/30/07
<i>Households Served - #</i>	400	300	660
<i>Average Length of Stay per Household</i>	20	20	20
<i>Successful Housing Outcomes #</i>	245	175	427
<i>Successful Housing Outcomes %</i>	70%	70%	70%
<i>Recidivism - %</i>	<10%	<10%	<10%
<i>Access to resources to avoid shelter admission and stabilize housing</i>	Pass certification	Pass certification	Pass certification
<i>Basic needs met in secure, decent environment</i>	Pass certification	Pass certification	Pass certification
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Pass certification	Pass certification
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

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Category: Tier II Emergency Shelter (families)
Agency: Homeless Families Foundation
Program: Family Shelter
Period: 7/1/05-12/31/05
Performance: High

A. Description

The Homeless Families Foundation (HFF) Family Shelter provides emergency shelter for up to 46 families in an apartment setting. HFF expanded their shelter capacity by 21 units at two locations in 2005-06 due to the closing of the Catholic Social Services Family Shelter in June 2005. The HFF Family Shelter is a Tier II emergency shelter that accepts families from the YWCA Family Center who are unable to immediately secure housing. Each HFF Family Shelter unit has a fully equipped kitchen and families have access to an emergency food pantry as needed. Upon entering the shelter each family receives a complete assessment and goal plan with an emphasis on quick housing placement and linkage with needed supports. HFF Family Shelter resource specialists work with families to access community services and achieve their goals. HFF also offers educational and recreational activities for children at the Dowd Education Center located across the street from the main shelter facility.

B. Performance Outcomes

Semi-Annual Trends: Tier II Emergency Shelter

CSB vs. Other Funding Sources	10/1/98	4/1/99	10/1/99	4/1/00	10/1/00	4/1/01	4/1/02	7/1/03	7/1/04
	3/31/99	09/30/99	3/31/00	9/30/00	3/31/01	9/30/01	9/30/02	12/31/03	12/31/04
Number of Households Sheltered	57	61	56	53	66	61	53	74	71
Successful Housing Outcomes - #	14	15	21	17	21	28	17	38	40
Successful Housing Outcomes - %	45%	50%	75%	77%	71%	80%	61%	70%	87%
Average Length of Stay	90	79	92	104	83	90	83	66	71
Recidivism - %	2%	2%	0%	0%	1%	3%	0%	7%	0%
Movement - %	2%	2%	0%	0%	1%	3%	0%	4%	0%
Occupancy - %						100%	96%	92%	109%

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Program Outcome Achievement 7/1/05 to 12/31/05: Tier II Emergency Shelter

Measure	Semi-Annual Goal 7/1/05-12/31/05	Semi-Annual Actual 7/1/05-12/31/05	Achieved
<i>Households Served - #</i>	83	89	Yes
<i>Average Length of Stay per Household</i>	80 days	78 days	Yes
<i>Successful Housing Outcomes #</i>	34	37	Yes
<i>Successful Housing Outcomes %</i>	70%	67%	Yes
<i>Recidivism - %</i>	<5%	3%	Yes
<i>Change in Income-Entry to Exit ^{1, 2}</i>	30%	37%	N/A
<i>Occupancy-Tier II Shelter - %</i>	95%	106% ³	Yes
<i>Basic needs met in secure, decent environment</i>	Pass certification	Passed certification	Yes
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Passed certification	Yes
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/05-6/30/06	7/1/05-12/31/05	
CSB Funds	\$332,821	\$166,411	\$163,824
Other Funds	\$728,107	\$364,053	\$430,790
Total	\$1,060,928	\$530,464	\$594,614
Cost per household served-CSB	\$2,280	\$2,005	\$1,841
Cost per successful household served-CSB	\$4,267	\$4,894	\$4,428
Percentage of CSB Funds	31%	31%	28%
Percentage of Leveraged Funds	69%	69%	72%

¹ Measures % households that increase income from entry to exit.

² Measure is monitored but not evaluated during FY2006.

³ The occupancy rate exceeds 100% during this period due to HFF's temporarily having used permanent supportive housing units as emergency shelter.

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D. Recommendations

Program Outcome Measures: Tier II Emergency Shelter

Measure	Semi-Annual 7/1/06-12/31/06	Semi-Annual 1/1/07-6/30/07	Annual 7/1/06-6/30/07
<i>Households Served - #</i>	110	110	176
<i>Average Length of Stay per Household</i>	80	80	80
<i>Successful Housing Outcomes #</i>	46	46	92
<i>Successful Housing Outcomes %</i>	70%	70%	70%
<i>Recidivism - %</i>	<5%	<5%	<5%
<i>Movement - %</i>	<10%	<10%	<10%
<i>Change in Income-Entry to Exit-Tier II ¹</i>	30%	30%	30%
<i>Occupancy-Tier II Shelter - %</i>	95%	95%	95%
<i>Basic needs met in secure, decent environment</i>	Pass certification	Pass certification	Pass certification
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Pass certification	Pass certification
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

¹ Measures % households that increase income from entry to exit.

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Category: Tier II Emergency Shelter (families)
Agency: Volunteers of America
Program: Family Shelter
Period: 7/1/05-12/31/05
Performance: High

A. Description

The Volunteers of America (VOA) Family Shelter is a Tier II emergency shelter serving families in an apartment setting. The VOA Family Shelter is a Tier II emergency shelter that accepts families from the YWCA Family Center who are unable to immediately secure housing. The Family Shelter provides families with case management, an initial supply of food at intake, clothing and school supplies, life skills classes for adults, after-school tutoring for all school-aged kids, assistance with accessing Head Start or child care, housing placement assistance, employment and material assistance, and access to other community services, as indicated.

B. Performance Outcomes

Semi-Annual Trends

Measure	10/1/97	4/1/98	10/1/98	4/1/99	10/1/99	4/1/00	7/1/03	7/1/04
	3/31/98	9/30/98	3/31/99	09/30/99	3/31/00	9/30/00	12/31/03	12/31/04
Number of Households Sheltered	103	79	48	61	57	24	44	53
Successful Housing Outcomes - #	60	46	22	20	21	2	21	25
Successful Housing Outcomes - %	76%	81%	71%	65%	57%	67%	72%	81%
Average Length of Stay	45	59	80	68	68	161	74	74
Recidivism - %	2%	2%	0%	0%	1%	3%	0%	0%
Movement - %	6%	5%	5%	7%	2%	2%	3%	0%
Occupancy - %							65%	89%

Program Outcome Achievement 7/1/05 to 12/31/05: Tier II Emergency Shelter

Measure	Semi-Annual Goal Annual	Semi-Annual Actual Annual	Achieved
<i>Households Served - #</i>	60	59	Yes
Average Length of Stay per Household	80 days	73 days	Yes
Successful Housing Outcomes #	25	35	Yes
Successful Housing Outcomes %	70%	97%	Yes

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Measure	Semi-Annual Goal Annual	Semi-Annual Actual Annual	Achieved
<i>Recidivism - %</i>	<8%	11%	Yes
<i>Change in Income-Entry to Exit</i> ¹	30%	65%	N/A
<i>Occupancy-Tier II Shelter - %</i>	95%	96%	Yes
<i>Basic needs met in secure, decent environment</i>	Pass certification	Passed certification	Yes
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Passed certification	Yes
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	N/A ²	N/A

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget 7/1/05-6/30/06	Semi-Annual Budget 7/1/05-12/31/05	Semi-Annual Actual
CSB Funds	N/A	N/A	N/A
Other Funds	\$310,707	\$163,018	\$154,236
Total	\$310,707	\$163,018	\$154,236
Cost per household served-CSB	N/A	N/A	N/A
Cost per successful household served-CSB	N/A	N/A	N/A
Percentage of CSB Funds	0%	0%	0%
Percentage of Leveraged Funds	N/A	N/A	N/A

D. Recommendations

Program Outcome Measures: Tier II Emergency Shelter

Measure	Semi-Annual 7/1/06-12/31/06	Semi-Annual 1/1/07-6/30/07	Annual 7/1/065-6/30/07
<i>Households Served - #</i>	60	60	96
<i>Average Length of Stay per Household</i>	80	80	80
<i>Successful Housing Outcomes #</i>	25	25	50
<i>Successful Housing Outcomes %</i>	70%	70%	70%
<i>Recidivism - %</i>	<8%	<8%	<8%
<i>Movement - %</i>	<10%	<10%	<10%

¹ Measures % households that increase income from entry to exit.

² Measure does not apply to VOA since they are not currently a CSB-funded program.

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Measure	Semi-Annual 7/1/06-12/31/06	Semi-Annual 1/1/07-6/30/07	Annual 7/1/065-6/30/07
<i>Change in Income-Entry to Exit-Tier II</i> ¹ - % households that increases income from entry to exit	60%	60%	60%
<i>Occupancy-Tier II Shelter</i> - %	95%	95%	95%
<i>Basic needs met in secure, decent environment</i>	Pass certification	Pass certification	Pass certification
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Pass certification	Pass certification
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

¹ Measures % households that increase income from entry to exit.

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Category: Tier I Emergency Shelter (single men)
Agency: Lutheran Social Services-Faith Mission/Faith Housing
Program: Faith Mission on 8th Avenue
Period: 7/1/05-12/31/05
Performance: Low

A. Description

Faith Mission on 8th Avenue is a 24-hour facility that serves single homeless men in a dormitory style environment. Supportive services include, case management, a housing and employment resource center, Housing Resource Specialist services, material assistance and optional worship services/Bible study. Staff assists clients with accessing needed community services, including mental health care, substance abuse treatment, and vision, medical and dental care. Breakfast, lunch and dinner are provided daily. Faith Mission on 8th Avenue has a nightly maximum capacity of 95 beds.

B. Performance Outcomes

Semi-Annual Trends: Tier I Emergency Shelter

Measure	4/1/02	7/1/03	7/1/04
	9/30/02	12/31/03	12/31/04
Number of Households Sheltered	765	559	431
Successful Housing Outcomes - #	34	66	70
Successful Housing Outcomes - %	6%	13%	20%
Average Length of Stay	33	28	40
Recidivism - %	6%	10%	21%
Movement - %	5%	11%	27%

Program Outcome Achievement 7/1/05 to 12/31/05: Tier I Emergency Shelter

Measure	Semi-Annual Goal 7/1/05-12/31/05	Semi-Annual Actual 7/1/05-12/31/05	Achieved
<i>Households Served - #</i>	600	473	No
<i>Average Length of Stay per Household</i>	30 days	36	No
<i>Successful Housing Outcomes #</i>	75	54	No
<i>Successful Housing Outcomes %</i>	15%	14%	Yes
<i>Recidivism - %</i>	<10%	13%	Yes
<i>Access to resources to avoid shelter admission and stabilize housing</i>	Pass certification	Compliant	Yes
<i>Basic needs met in secure, decent environment</i>	Pass certification	Compliant	Yes

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Measure	Semi-Annual Goal 7/1/05-12/31/05	Semi-Annual Actual 7/1/05-12/31/05	Achieved
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Compliant	Yes
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	CSB costs per household <u>not</u> consistent with CSB budget	No

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget 7/1/05-6/30/06	Semi-Annual Budget 7/1/05-12/31/05	Semi-Annual Actual
CSB Funds	418,737	209,387	233,550
Other Funds	290,286	145,125	151,013
Total	709,023	354,512	384,563
Cost per household served-CSB	419	349	494
Cost per successful household served-CSB	3,489	2,792	4,325
Percentage of CSB Funds	59%	59%	61%
Percentage of Leveraged Funds	41%	41%	39%

D. Recommendations

Program Outcome Measures: Tier I Emergency Shelter

Measure	Semi-Annual 7/1/06-12/31/06	Semi-Annual 1/1/07-6/30/07	Annual 7/1/06-6/30/07
<i>Households Served - #</i>	600	600	1,000
<i>Average Length of Stay per Household</i>	30	30	30
<i>Successful Housing Outcomes #</i>	75	75	120
<i>Successful Housing Outcomes %</i>	15%	15%	15%
<i>Recidivism - %</i>	<10%	<10%	<10%
<i>Movement - %</i>	<20%	<20%	<20%
<i>Access to resources to avoid shelter admission and stabilize housing</i>	Pass certification	Pass certification	Pass certification
<i>Basic needs met in secure, decent environment</i>	Pass certification	Pass certification	Pass certification

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Community Shelter Board

Measure	Semi-Annual 7/1/06-12/31/06	Semi-Annual 1/1/07-6/30/07	Annual 7/1/06-6/30/07
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Pass certification	Pass certification
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

FY2006 Program Evaluation Community Shelter Board

Category: Tier I Emergency Shelter (single men)
Agency: Lutheran Social Services-Faith Mission/Faith Housing
Program: Faith Mission on 6th Street
Period: 7/1/05-12/31/05
Performance: Medium

A. Description

Faith Mission on 6th Street is a 24-hour facility that serves single homeless men in a dormitory style environment. Supportive services include, case management, a housing and employment resource center, Housing Resource Specialist services, material assistance and optional worship services/Bible study. Staff assists clients with accessing needed community services, including mental health care and substance abuse treatment. Breakfast, lunch, and dinner are provided daily to clients and other low-income individuals in the community kitchen, located in the shelter. Vision, medical and dental care is provided across the street from the shelter at the Faith Mission Long Street facility. Faith Mission on 6th Street has capacity for 110 men. In FY2006, Faith Mission on 6th served as the primary provider of emergency winter overflow shelter. As in previous years, the shelter expanded capacity from mid-October to mid-April to serve an additional 20 men per night on cots or overflow mats. In addition, the shelter also provided 30 hotel beds for men and served as the central point of access for emergency triage assistance for men awaiting bed placement. The YMCA assisted Faith Mission by providing two additional Resource Specialists during the winter to assist with housing planning and placement for men who had experienced long-term homelessness and other permanent housing barriers.

B. Performance Outcomes

Semi-Annual Trends: Tier I Emergency Shelter

Measure	10/1/98	4/1/99	10/1/99	4/1/00	10/1/00	4/1/01	4/1/02	7/1/03	7/1/04
	3/31/99	09/30/99	3/31/00	9/30/00	3/31/01	9/30/01	9/30/02	12/31/03	12/31/04
Number of Households Sheltered	963	951	1,161	1,074	1,162	945	525	1,057	1,062
Successful Housing Outcomes - #	51	59	86	85	75	79	35	56	84
Successful Housing Outcomes - %	6%	6%	8%	8%	7%	10%	7%	6%	9%
Average Length of Stay	24	19	17	18	20	25	55	23	19
Recidivism - %	26%	22%	28%	24%	28%	16%	14%	14%	13%
Movement - %							6%	11%	31%

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Community Shelter Board

Program Outcome Achievement 7/1/05 to 12/31/05: Tier I Emergency Shelter

Measure	Semi-Annual Goal 7/1/05-12/31/05	Semi-Annual Actual 7/1/05-12/31/05	Achieved
<i>Households Served - #</i>	1,000	1,000	Yes
Average Length of Stay per Household	30 days	22 days	Yes
Successful Housing Outcomes	134	117	No
Successful Housing Outcomes	15%	14%	Yes
<i>Recidivism - %</i>	<10%	9%	Yes
<i>Access to resources to avoid shelter admission and stabilize housing</i>	Pass certification	Compliant	Yes
<i>Basic needs met in secure, decent environment</i>	Pass certification	Compliant	Yes
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Compliant	Yes
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	CSB costs per household <u>not</u> consistent with CSB budget	No

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/05-6/30/06	7/1/05-12/31/05	
CSB Funds	446,038	233,019	247,151
Other Funds	788,467	394,234	287,801
Total	1,234,505	617,253	534,952
Cost per household served-CSB	262	223	247
Cost per successful household served-CSB	1,866	1,664	2,112
Percentage of CSB Funds	36%	36%	46%
Percentage of Leveraged Funds	64%	64%	54%

FY2006 Program Evaluation
Community Shelter Board

D. Recommendations

Program Outcome Measures: Tier I Emergency Shelter

Measure	Semi-Annual 7/1/06-12/31/06	Semi-Annual 1/1/07-6/30/07	Annual 7/1/06-6/30/07
<i>Households Served - #</i>	1,050	1,050	1,800
Average Length of Stay per Household	30	30	30
Successful Housing Outcomes	157	157	304
Successful Housing Outcomes	15%	15%	15%
<i>Recidivism - %</i>	<10%	<10%	<10%
<i>Movement - %</i>	<20%	<20%	<20%
<i>Access to resources to avoid shelter admission and stabilize housing</i>	Pass certification	Pass certification	Pass certification
<i>Basic needs met in secure, decent environment</i>	Pass certification	Pass certification	Pass certification
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Pass certification	Pass certification
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

FY2006 Program Evaluation

Community Shelter Board

Category: Tier I Emergency Shelter (single men)
Agency: Friends of the Homeless
Program: Men's Shelter
Period: 7/1/05-12/31/05
Performance: Medium

A. Description

The Friends of the Homeless (FOH) Men's Shelter is a 24-hour facility that serves single, homeless men in a dormitory style environment. Supportive services include meeting basic needs such as daily meals, showers, bed linens, towels and personal hygiene items, laundry facilities, and telephone use, as well as providing case management and linkage to community services. The shelter Resource Center is available for the employment and housing needs of clients. The Resource Center provides computer access, housing and employment lists, bus passes, and assistance in applying for public assistance. Although FOH has capacity for 130 men, from mid-October to mid-April it shelters 15 additional men per night on cots or overflow mats.

B. Performance Outcomes

Semi-Annual Trends: Tier I Emergency Shelter

Measure	10/1/98	4/1/99	10/1/99	4/1/00	10/1/00	4/1/01	4/1/02	7/1/03	7/1/04
	3/31/99	09/30/99	3/31/00	9/30/00	3/31/01	9/30/01	9/30/02	12/31/03	12/31/04
Number of Households Sheltered	628	551	578	514	581	645	699	650	803
Successful Housing Outcomes - #	95	72	74	64	98	99	97	101	101
Successful Housing Outcomes - %	16%	14%	13%	15%	18%	17%	16%	20%	15%
Average Length of Stay	36	36	40	46	41	41	33	53	30
Recidivism - %	18%	12%	16%	13%	17%	8%	5%	7%	9%
Movement - %							6%	14%	22%

Program Outcome Achievement 7/1/05 to 12/31/05:

Tier I Emergency Shelter

Measure	Semi-Annual Goal 7/1/05-12/31/05	Semi-Annual Actual 7/1/05-12/31/05	Achieved
Households Served - #	700	631	Yes
Average Length of Stay per Household	30 days	41 days	No
Successful Housing Outcomes #	111	102	Yes
Successful Housing Outcomes %	20%	21%	Yes
Recidivism - %	<10%	14%	Yes

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Measure	Semi-Annual Goal 7/1/05-12/31/05	Semi-Annual Actual 7/1/05-12/31/05	Achieved
<i>Access to resources to avoid shelter admission and stabilize housing</i>	Pass Certification	Compliant	Yes
<i>Basic needs met in secure, decent environment</i>	Pass Certification	Non-compliant ¹	No
<i>Ongoing engagement with the neighborhood</i>	Pass Certification	Compliant	Yes
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	Compliant	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/05-6/30/06	7/1/05-12/31/05	
CSB Funds	455,878	227,939	218,223
Other Funds	186,935	93,468	114,426
Total	642,813	321,407	332,649
Cost per household served-CSB	\$380	\$326	\$346
Cost per successful household served-CSB	\$2,161	\$2,054	\$2,139
Percentage of CSB Funds	71%	71%	66%
Percentage of Leveraged Funds	29%	29%	34%

¹ This program was non-compliant as of 4/12/06; FOH has subsequently achieved compliance as of May 9, 2006.

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Community Shelter Board

D. Recommendations

Program Outcome Measures: Tier I Emergency Shelter

Measure	Semi-Annual 7/1/06-12/31/06	Semi-Annual 1/1/07-6/30/07	Annual 7/1/06-6/30/07
<i>Households Served - #</i>	700	700	1,200
<i>Average Length of Stay per Household</i>	30	30	30
<i>Successful Housing Outcomes #</i>	111	100	190
<i>Successful Housing Outcomes %</i>	20%	18%	18%
<i>Recidivism - %</i>	<10%	<10%	<10%
<i>Movement - %</i>	<20%	<20%	<20%
<i>Access to resources to avoid shelter admission and stabilize housing</i>	Pass certification	Pass certification	Pass certification
<i>Basic needs met in secure, decent environment</i>	Pass certification	Pass certification	Pass certification
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Pass certification	Pass certification
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

FY2006 Program Evaluation

Community Shelter Board

Category: Tier I Emergency Shelter (single men)
Agency: Volunteers of America
Program: Men's Transitional Residence
Period: 7/1/05-12/31/05
Performance: High

A. Description

Volunteers of America (VOA) Men's Transitional Residence is a 90 day shelter facility that serves up to 40 single homeless men in a dormitory style environment. Shelter staff assist clients with housing planning and placement, accessing employment, community services and other resources and services available through VOA. Men staying at the facility receive assistance with basic needs, such as daily meals, showers, and personal hygiene items. In FY2006, clients with substance abuse problems also had the opportunity to participate in VOA's six month residential treatment program.

B. Performance Outcomes

Semi-Annual Trends

Measure	10/1/97	4/1/98	10/1/98	4/1/99	10/1/99	4/1/00	7/1/03	7/1/04
	3/31/98	9/30/98	3/31/99	9/30/99	3/31/00	9/30/00	12/31/03	12/31/04
Number of Households Sheltered	739	666	723	745	711	741	220	256
Successful Housing Outcomes - #	15	15	20	26	23	0	5	26
Successful Housing Outcomes - %	2%	2%	3%	4%	3%	0%	3%	12%
Average Length of Stay	14	14	14	12	13	13	45	20
Recidivism - %	53%	40%	53%	40%	52%	46%	0%	24%
Movement - %							25%	19%

Program Outcome Achievement 7/1/05 to 12/31/05: Tier I Emergency Shelter

Measure	Semi-Annual Goal 7/1/05-12/31/05	Semi-Annual Actual 7/1/05-12/31/05	Achieved
<i>Households Served - #</i>	219	333	Yes
<i>Average Length of Stay per Household</i>	30 days	17 days	Yes
<i>Successful Housing Outcomes #</i>	27	66	Yes
<i>Successful Housing Outcomes %</i>	15%	22%	Yes
<i>Recidivism</i>	10%	12%	Yes
<i>Access to resources to avoid shelter admission and stabilize housing</i>	Pass certification	Complaint	Yes
<i>Basic needs met in secure, decent environment</i>	Pass certification	Compliant	Yes
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Compliant	Yes

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Community Shelter Board

Measure	Semi-Annual Goal 7/1/05-12/31/05	Semi-Annual Actual 7/1/05-12/31/05	Achieved
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	N/A ¹	N/A

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget 7/1/05-6/30/06	Semi-Annual Budget 7/1/05-12/31/05	Semi-Annual Actual
CSB Funds	N/A	N/A	N/A
Other Funds	\$384,142	\$192,073	\$140,617
Total	\$384,142	\$192,073	\$140,617
Cost per household served-CSB	N/A	N/A	N/A
Cost per successful household served-CSB	N/A	N/A	N/A
Percentage of CSB Funds	0%	0%	0%
Percentage of Leveraged Funds	N/A	N/A	N/A

D. Recommendations

Program Outcome Measures: Tier I Emergency Shelter

Measure	Semi-Annual 7/1/06-12/31/06	Semi-Annual 1/1/07-6/30/07	Annual 7/1/06-6/30/07
<i>Households Served - #</i>	235	235	470
<i>Average Length of Stay per Household</i>	30	30	30
<i>Successful Housing Outcomes #</i>	39	39	86
<i>Successful Housing Outcomes %</i>	20%	20%	20%
<i>Recidivism - %</i>	<10%	<10%	<10%
<i>Movement - %</i>	<20%	<20%	<20%
<i>Access to resources to avoid shelter admission and stabilize housing</i>	Pass certification	Pass certification	Pass certification
<i>Basic needs met in secure, decent environment</i>	Pass certification	Pass certification	Pass certification
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Pass certification	Pass certification

¹ Measure does not apply to VOA since they are not currently a CSB-funded program.

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Community Shelter Board

Measure	Semi-Annual 7/1/06-12/31/06	Semi-Annual 1/1/07-6/30/07	Annual 7/1/06-6/30/07
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

FY2006 Program Evaluation

Community Shelter Board

Category: Tier I Emergency Shelter (single women)
Agency: Lutheran Social Services-Faith Mission/Faith Housing
Program: Nancy's Place
Period: 7/1/05-12/31/05
Performance: Medium

A. Description

Faith Mission Nancy's Place is a 24-hour facility that serves single homeless women in shared rooms. Supportive services include, case management, a housing and employment resource center, Housing Resource Specialist services, material assistance and optional worship services/Bible study. Staff assists clients with accessing needed community services, including mental health care, substance abuse treatment, and vision, medical and dental care. Breakfast, lunch and dinner are provided for residents in the Community Soup Kitchen located on the first level of Faith Mission on 6th Street. Nancy's Place can shelter up to 42 women. The shelter expands capacity between mid-October and mid-April by eight beds to assist with Winter Overflow. In FY2006, the shelter also served as the central point of access for emergency triage assistance for women awaiting bed placement.

B. Performance Outcomes

Semi-Annual Trends: Tier I Emergency Shelter

Measure	10/1/98	4/1/99	10/1/99	4/1/00	10/1/00	4/1/01	4/1/02	7/1/03	7/1/04
	3/31/99	09/30/99	3/31/00	9/30/00	3/31/01	9/30/01	9/30/02	12/31/03	12/31/04
Number of Households Sheltered	393	348	401	394	304	304	390	447	441
Successful Housing Outcomes - #	44	53	79	89	68	57	53	63	80
Successful Housing Outcomes - %	12%	16%	21%	24%	19%	26%	13%	16%	20%
Average Length of Stay	21	19	17	17	20	24	27	21	18
Recidivism - %	13%	4%	8%	12%	16%	6%	6%	20%	20%
Movement - %							4%	11%	19%

Program Outcome Achievement 7/1/05 to 12/31/05: Tier I Emergency Shelter

Measure	Semi-Annual Goal 7/1/05-12/31/05	Semi-Annual Actual 7/1/05-12/31/05	Achieved
Households Served - #	418	394	Yes
Average Length of Stay per Household	21 days	20 days	Yes
Successful Housing Outcomes #	90	66	No
Successful Housing Outcomes %	24%	19%	Yes
Recidivism - %	<10%	6%	Yes

FY2006 Program Evaluation Community Shelter Board

Measure	Semi-Annual Goal 7/1/05-12/31/05	Semi-Annual Actual 7/1/05-12/31/05	Achieved
<i>Access to resources to avoid shelter admission and stabilize housing</i>	Pass certification	Compliant	Yes
<i>Basic needs met in secure, decent environment</i>	Pass certification	Compliant	Yes
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Compliant	Yes
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	CSB costs per household <u>not</u> consistent with CSB budget	No

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual ¹
	7/1/05-6/30/06	7/1/05-12/31/05	
CSB Funds	188,390	94,195	131,448
Other Funds	215,444	107,722	151,100
Total	403,834	201,917	282,548
Cost per household served-CSB	\$258	\$225	\$334
Cost per successful household served-CSB	\$1,142	\$1,047	\$1,992
Percentage of CSB Funds	47%	47%	47%
Percentage of Leveraged Funds	53%	53%	53%

D. Recommendations

Program Outcome Measures: Tier I Emergency Shelter

Measure	Semi-Annual 7/1/06-12/31/06	Semi-Annual 1/1/07-6/30/07	Annual 7/1/06-6/30/07
Households Served - #	418	418	730
Average Length of Stay per Household	21	21	21
Successful Housing Outcomes #	90	90	165
Successful Housing Outcomes %	24%	24%	24%
Recidivism - %	<10%	<10%	<10%
Movement - %	<20%	<20%	<20%

¹ Overspending is largely due to higher costs for winter overflow transportation, as these costs were incurred more quickly in first half of year. In addition, unforeseen repairs needed to Nancy's Place also contributed to overspending.

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Community Shelter Board

Measure	Semi-Annual 7/1/06-12/31/06	Semi-Annual 1/1/07-6/30/07	Annual 7/1/06-6/30/07
<i>Access to resources to avoid shelter admission and stabilize housing</i>	Pass certification	Pass certification	Pass certification
<i>Basic needs met in secure, decent environment</i>	Pass certification	Pass certification	Pass certification
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Pass certification	Pass certification
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

FY2006 Program Evaluation Community Shelter Board

Category: Tier I Emergency Shelter (single women)
Agency: Friends of the Homeless
Program: Rebecca's Place
Period: 7/1/05-12/31/05
Performance: Medium

A. Description

Rebecca's Place is a 24-hour facility that serves single homeless women in an apartment structure. Rebecca's Place accepts intakes 24 hours a day (with special arrangements made ahead of time by phone). Supportive services include meeting basic needs such as daily meals, showers, bed linens, towels and personal hygiene items, laundry facilities, and telephone use, as well as providing case management and linkage to community services. The shelter Resource Center is available for the employment and housing needs of clients. The Resource Center provides computer access, housing and employment lists, bus passes, and assistance in applying for public assistance. Although Rebecca's Place has capacity for 47 women, between mid-October to mid-April it shelters up to 7 additional women per night on cots or overflow mats.

B. Performance Outcomes

Semi-Annual Trends: Tier I Emergency Shelter

Measure	10/1/98	4/1/99	10/1/99	4/1/00	10/1/00	4/1/01	4/1/02	7/1/03	7/1/04
	3/31/99	09/30/99	3/31/00	9/30/00	3/31/01	9/30/01	9/30/02	12/31/03	12/31/04
Number of Households Sheltered	189	146	200	219	284	238	256	229	242
Successful Housing Outcomes - #	21	41	37	54	32	42	40	56	46
Successful Housing Outcomes - %	12%	30%	21%	29%	13%	19%	15%	31%	24%
Average Length of Stay	37	48	38	38	31	37	25	47	36
Recidivism - %	13%	4%	11%	7%	14%	7%	10%	14%	0%
Movement - %							4%	14%	17%

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Community Shelter Board

Program Outcome Achievement 7/1/05 to 12/31/05: Tier I Emergency Shelter

Measure	Semi-Annual Goal 7/1/05-12/31/05	Semi-Annual Actual 7/1/05-12/31/05	Achieved
<i>Households Served - #</i>	240	311	Yes
<i>Average Length of Stay per Household</i>	28 days	30 days	Yes
<i>Successful Housing Outcomes #</i>	58	83	Yes
<i>Successful Housing Outcomes %</i>	30%	33%	Yes
<i>Recidivism - %</i>	<10%	1%	Yes
<i>Access to resources to avoid shelter admission and stabilize housing</i>	Pass certification	Compliant	Yes
<i>Basic needs met in secure, decent environment</i>	Pass certification	Non -compliant ¹	No
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Compliant	Yes
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	CSB costs per household <u>not</u> consistent with CSB budget	No

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/05-6/30/06	7/1/05-12/31/05	
CSB Funds	225,134	112,567	134,975
Other Funds	237,929	118,965	97,640
Total	463,063	231,532	232,615
Cost per household served-CSB	\$549	\$469	\$434
Cost per successful household served-CSB	\$2,065	\$1,941	\$1,626
Percentage of CSB Funds	49%	49%	58%
Percentage of Leveraged Funds	51%	51%	42%

¹ This program was non-compliant as of 4/12/06; FOH has subsequently achieved compliance as of May 9, 2006.

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Community Shelter Board

D. Recommendations

Program Outcome Measures: Tier I Emergency Shelter

Measure	Semi-Annual 7/1/06-12/31/06	Semi-Annual 1/1/07-6/30/07	Annual 7/1/06-6/30/07
<i>Households Served - #</i>	240	240	410
<i>Average Length of Stay per Household</i>	28	28	28
<i>Successful Housing Outcomes #</i>	58	58	109
<i>Successful Housing Outcomes %</i>	30%	30%	30%
<i>Recidivism - %</i>	<10%	<10%	<10%
<i>Movement - %</i>	<20%	<20%	<20%
<i>Access to resources to avoid shelter admission and stabilize housing</i>	Pass certification	Pass certification	Pass certification
<i>Basic needs met in secure, decent environment</i>	Pass certification	Pass certification	Pass certification
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Pass certification	Pass certification
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

FY2006 Program Evaluation

Community Shelter Board

Category: Inebriate Shelter
Agency: Maryhaven
Program: Engagement Center
Period: 7/1/05-12/31/05
Performance: High

A. Description

The Engagement Center (EC) at Maryhaven provides services that meet the basic needs of homeless men and women who are inebriated and unable to self-care. The EC seeks to motivate clients to take the essential steps to a better life, including stable housing. Services offered at the EC include safe, secure emergency shelter along with screening and referral for housing, medical, behavioral healthcare, and other social services. Inebriated individuals are brought to the EC by Netcare Reach Out Workers and public safety officers, as well as by self-referral. Maryhaven has the capacity for 42 men and 8 women.

B. Performance Outcomes

Semi-Annual Trends

Measure	10/1/99	4/1/00	10/1/00	4/1/01	4/1/02	7/1/03	7/1/04
	3/31/00	9/30/00	3/31/01	9/30/01	9/30/02	12/31/03	12/31/04
Number of Households Sheltered	535	513	520	640	429	987	1,377
Successful Housing Outcomes - #	N/A	N/A	58	38	44	36	59
Successful Housing Outcomes - %	9%	9%	5%	6%	7%	4%	4%
Average Length of Stay	10	13	16	14	5	12	11
Recidivism - %	70%	34%	16%	15%	NA	NA	NA

Program Outcome Achievement 7/1/05 to 12/31/05: Inebriate Shelter

Measure	Semi-Annual Goal 7/1/05-12/31/05	Semi-Annual Actual 7/1/05-12/31/05	Achieved
<i>Households Served - #</i>	975	1,089	Yes
<i>Average Length of Stay per Household</i>	12 days	8 days	Yes
<i>Successful Housing Outcomes</i>	46	94	Yes
<i>Successful Housing Outcomes</i>	5%	17%	Yes
<i>Detox Exit s #</i>	93	89	Yes
<i>Detox Exits %</i>	10%	8%	Yes
<i>Access to resources to avoid shelter admission and stabilize housing</i>	Pass certification	Compliant	Yes
<i>Basic needs met in secure, decent environment</i>	Pass certification	Compliant	Yes

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Measure	Semi-Annual Goal 7/1/05-12/31/05	Semi-Annual Actual 7/1/05-12/31/05	Achieved
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Compliant	Yes
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget 7/1/05-6/30/06	Semi-Annual Budget 7/1/05-12/31/05	Semi-Annual Actual
CSB Funds	228,073	114,037	114,037
Other Funds	852,042	392,024	406,170
Total	1,080,115	506,061	520,207
Cost per household served-CSB	\$143	\$117	\$105
Cost per successful household served-CSB	\$2,924	\$2,479	\$1,213
Percentage of CSB Funds	21%	23%	22%
Percentage of Leveraged Funds	79%	77%	78%

D. Recommendations

Program Outcome Measures: Inebriate Shelter

Measure	Semi-Annual 7/1/06-12/31/06	Semi-Annual 1/1/07-6/30/07	Annual 7/1/06-6/30/07
<i>Households Served - #</i>	975	975	1,600
<i>Average Length of Stay per Household</i>	12	12	12
<i>Successful Housing Outcomes #</i>	92	93	155
<i>Successful Housing Outcomes %</i>	10%	10%	10%
<i>Detox Exits #</i>	93	93	155
<i>Detox Exits %</i>	10%	10%	10%
<i>Access to resources to avoid shelter admission and stabilize housing</i>	Pass certification	Pass certification	Pass certification
<i>Basic needs met in secure, decent environment</i>	Pass certification	Pass certification	Pass certification
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Pass certification	Pass certification

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Community Shelter Board

Measure	Semi-Annual 7/1/06-12/31/06	Semi-Annual 1/1/07-6/30/07	Annual 7/1/06-6/30/07
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

FY2006 Program Evaluation

Community Shelter Board

Category: Family Resource Specialist
Agency: YWCA
Program: YWCA Family Center
Period: 7/1/05-12/31/05
Performance: Not Rated ¹

A. Description

The YWCA Family Center Housing Resource Specialist (HRS) works with families who are identified as needing subsidized housing or otherwise eligible for the Family Housing Collaborative. The HRS links families to subsidized housing through partnerships with the Columbus Metropolitan Housing Authority and Community Properties of Ohio. To secure housing, the HRS assists families with identifying appropriate housing, obtaining necessary documentation, attend appointments, and complete housing applications. The HRS also serves as the primary referral link between the Family Center and the Family Housing Collaborative.

B. Performance Outcomes

Program Outcome Achievement 7/1/05 to 12/31/05: Family Resource Specialist

Measure	Semi-Annual Goal 7/1/05-12/31/05	Semi-Annual Actual 7/1/05-12/31/05	Achieved
<i>Households Served</i> ²	168	199	N/A
<i>% Sheltered households served</i> ²	42%	50%	N/A
<i>Successful Income Outcomes #</i> ^{2, 3,}	67	40	N/A
<i>Successful Income Outcomes %</i> ²	40%	73%	N/A
<i>Successful Housing Outcomes #</i> ^{2, 4}	118	151	N/A
<i>Successful Housing Outcomes %</i> ²	70%	93%	N/A
<i>Basic needs met in a non-congregate environment</i>	Pass certification	Compliant	Yes

¹ YWCA negotiated that most outcome measures were monitored, not evaluated, during evaluation period; consequently, an evaluation rating was not assigned.

² Denotes outcomes that are monitored in FY06 for future evaluation benchmark, but not evaluated.

³ The number of clients without income at entry who gain income at exit

⁴ Successful housing outcomes is equal to 48% of the total successful housing outcomes at emergency shelter for FY06. This represents the number of successful outcomes exclusive of the Tier 2 outcomes.

FY2006 Program Evaluation

Community Shelter Board

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/05-6/30/06	7/1/05-12/31/05	
CSB Funds	90,000	45,000	47,277
Other Funds	N/A	N/A	N/A
Total	90,000	45,000	47,277
Cost per household served-CSB (monthly)	\$26	\$45	\$40
Cost per successful household served-CSB	N/A	N/A	N/A
Percentage of CSB Funds	100%	100%	100%
Percentage of Leveraged Funds	0%	0%	0%

D. Recommendations

Program Outcome Measures: Family Resource Specialist

Measure	Semi-Annual 7/1/06-12/31/06	Semi-Annual 1/1/07-6/30/07	Annual 7/1/06-6/30/07
<i>Households Served</i>	200	150	330
<i>% Sheltered households served</i> ¹	50%	50%	50%
<i>Successful Income Outcomes #</i> ²	40	30	66
<i>Successful Income Outcomes %</i>	40%	40%	40%
<i>Successful Housing Outcomes #</i>	140	105	231
<i>Successful Housing Outcomes %</i>	70%	70%	70%
<i>Recidivism</i>	<5%	<5%	<5%
<i>Access to CSB Direct Client Assistance %</i>	10%	10%	10%
<i>Basic needs met in a non-congregate environment</i>	Pass certification	Pass certification	Pass certification

¹Percentage of households served is calculated by dividing the number of RS households by the total shelter households served.

²The number of clients without income at entry who gain income at exit.

FY2006 Program Evaluation Community Shelter Board

Category: Family Resource Specialist
Agency: Homeless Families Foundation
Program: HFF Family Shelter
Period: 7/1/05-12/31/05
Performance: High

A. Description

Resource Specialists at the Homeless Families Foundation Family Shelter assist families with obtaining permanent housing and other needed supports. Services begin at admission through comprehensive assessment and the development of individual service plans. Assistance is provided with housing planning and placement, securing benefits and employment, accessing mental health, substance abuse treatment, family support services, and other services necessary to successfully obtain and maintain permanent housing. Resource Specialists also link families with CSB Transition Program funds and other financial and material assistance once housing is identified.

B. Performance Outcomes

Program Outcome Achievement 7/1/05 to 12/31/05: Family Resource Specialist

Measure	Semi-Annual Goal 7/1/05-12/31/05	Semi-Annual Actual 7/1/05-12/31/05	Achieved
<i>Households Served</i>	83	89	Yes
<i>% Sheltered households served</i>	100%	100%	Yes
Successful Income Outcomes # ^{1, 2}	20	10	N/A
Successful Income Outcomes % ¹	40%	48%	N/A
<i>Successful Housing Outcomes #</i>	34	37	Yes
<i>Successful Housing Outcomes %</i>	70%	67%	Yes
<i>Basic needs met in a non-congregate environment</i>	Pass certification	Compliant	Yes

¹Denotes outcomes that are monitored in FY06 for future evaluation benchmark, but not evaluated.

²The number of clients without income at entry who gain income at exit.

FY2006 Program Evaluation

Community Shelter Board

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Actual
	7/1/05-6/30/06	7/1/05-12/31/05	
CSB Funds	90,000	45,000	28,807
Other Funds	N/A	N/A	N/A
Total	90,000	45,000	28,807
Cost per household served-CSB (monthly)	\$51	\$90	\$54
Cost per successful household served-CSB	N/A	N/A	N/A
Percentage of CSB Funds	100%	100%	100%
Percentage of Leveraged Funds	0%	0%	0%

D. Recommendations

Program Outcome Measures: Family Resource Specialist

Measure	Semi-Annual 7/1/06-12/31/06	Semi-Annual 1/1/07-6/30/07	Annual 7/1/06-6/30/07
<i>Households Served</i>	110	110	176
<i>% Sheltered households served</i>	100%	100%	100%
<i>Successful Income Outcomes #¹</i>	20	25	45
<i>Successful Income Outcomes %¹</i>	40%	40%	40%
<i>Successful Housing Outcomes #</i>	46	46	92
<i>Successful Housing Outcomes %</i>	70%	70%	70%
<i>Recidivism</i>	<5%	<5%	<5%
<i>Access to CSB Direct Client Assistance %</i>	65%	65%	65%
<i>Basic needs met in a non-congregate environment</i>	Pass certification	Pass certification	Pass certification

¹ The number or percentage of clients without income at entry who gain income at exit.

FY2006 Program Evaluation Community Shelter Board

Category: Adult Resource Specialists
Agency: Lutheran Social Services-Faith Mission/Faith Housing
Program: LSS Resource Specialists
Period: 7/1/05-12/31/05
Performance: Low

A. Description

Resource Specialists at Faith Mission shelters provide clients with both individualized housing planning and placement assistance and assist clients with accessing shelter Resource Centers. Resource Specialists meet with clients individually to perform housing searches using the Resource Center and other resources including newspapers, government listings, etc. In addition, Resource Specialists initiate outreach efforts with landlords in the community to establish referral and housing placement relationships. Special employment fairs are conducted to link clients with employers. Individualized assistance with job readiness, resume development, and employment referrals are also provided. Once housing is identified, Resource Specialists link clients with CSB Transition Program funds and other financial and material assistance.

B. Performance Outcomes

Program Outcome Achievement 7/1/05 to 12/31/05: Adult Resource Specialist

Measure	Semi-Annual Goal 7/1/05-12/31/05	Semi-Annual Actual 7/1/05-12/31/05	Achieved
<i>Households Served</i> ^{1,2}	664	937	N/A
<i>% Sheltered households served</i> ^{1,3}	33%	50%	N/A
<i>Successful Income Outcomes #</i> ^{1,4}	266	133	N/A
<i>Successful Income Outcomes %</i> ^{1,4}	40%	21%	N/A
<i>Successful Housing Outcomes #</i> ⁵	299	201	No
<i>Successful Housing Outcomes %</i>	45%	23%	No
<i>Basic needs met in a non-congregate environment</i>	Pass certification	Compliant	Yes

¹Denotes outcomes that are monitored in FY06 for future evaluation benchmark, but not evaluated.

²Total households served is calculated by dividing the number of successful housing outcomes for RS program by 45% (adult shelter RS % per ENDS policy).

³Percentage of households served is calculated by dividing the number of RS households by the total shelter households served at FM8, FM6 & NP.

⁴Successful income outcomes consists of the number of clients without income at entry who gain income at exit.

⁵Successful housing outcomes consists of the sum of total successful housing outcomes at FM8, FM6, & NP.

FY2006 Program Evaluation

Community Shelter Board

C. Efficient Use of Community Resources

A. Description	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/05-6/30/06	7/1/05-12/31/05	
CSB Funds	180,000	90,000	84,411
Other Funds	N/A	N/A	N/A
Total	180,000	90,000	84,411
Cost per household served-CSB (monthly)	\$13	\$23	\$15
Cost per successful household served-CSB	N/A	N/A	N/A
Percentage of CSB Funds	100%	100%	100%
Percentage of Leveraged Funds	0%	0%	0%

D. Recommendations

Program Outcome Measures: Adult Resource Specialist

Measure	Semi-Annual 7/1/06-12/31/06	Semi-Annual 1/1/07-6/30/07	Annual 7/1/06-6/30/07
<i>Households Served</i>	664	664	1,164
<i>% Sheltered Households Served</i>	34%	34%	45%
<i>Successful Income Outcomes #^{1,2}</i>	265	265	530
<i>Successful Income Outcomes %²</i>	40%	40%	40%
<i>Successful Housing Outcomes #</i>	298	298	596
<i>Successful Housing Outcomes %</i>	45%	45%	45%
<i>Recidivism</i>	<5%	<5%	<5%
<i>Access to CSB Direct Client Assistance %</i>	30%	30%	30%
<i>Basic needs met in a non-congregate environment</i>	Pass certification	Pass certification	Pass certification

¹ Number of successful income outcomes is calculated by multiplying percentage to number of households served by RS.

² Successful income outcomes consists of the number of clients without income at entry who gain income at exit

FY2006 Program Evaluation Community Shelter Board

Category: Adult Resource Specialists
Agency: Friends of the Homeless
Program: FOH Resource Specialists
Period: 7/1/05-12/31/05
Performance: Low

A. Description

The Resource Specialist and the Resource Center services at Friends of the Homeless provide housing planning and placement and related services. These services include: housing referral and linkage; application for rental assistance; resume development; employment referral and linkage; development of appropriate job related behaviors, referral and linkage to community vocational and educational resources; assistance with applications for public benefits; computer support for housing and employment search via Internet access; life skills groups; and beginning computer skills. Shelter Resource Centers provide resource materials including pamphlets from social service and other community agencies, community announcements, housing and employment lists, and access to transportation. Once housing is identified, Resource Specialists link clients with CSB Transition Program funds and other financial and material assistance.

B. Performance Outcomes

Program Outcome Achievement 7/1/05 to 12/31/05: Adult Resource Specialist

Measure	Semi-Annual Goal 7/1/05-12/31/05	Semi-Annual Actual 7/1/05-12/31/05	Achieved
<i>Households Served</i> ¹	375	524	N/A
<i>% Sheltered households served</i> ¹	40%	56%	N/A
Successful Income Outcomes # ^{1, 2}	150	42	N/A
Successful Income Outcomes % ¹	40%	18%	N/A
Successful Housing Outcomes #	169	156	Yes
Successful Housing Outcomes %	45%	39%	No
Basic needs met in a non-congregate environment	Pass certification	Non-compliant ³	No

¹ Denotes outcomes that are monitored in FY06 for future evaluation benchmark, but not evaluated.

² Successful income outcomes consists of the number of clients without income at entry who gain income at exit

³ This program was non-compliant as of 4/12/06; FOH has subsequently achieved compliance as of 5/9/06.

FY2006 Program Evaluation

Community Shelter Board

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/05-6/30/06	7/1/05-12/31/05	
CSB Funds	135,000	67,500	49,969
Other Funds	N/A	N/A	N/A
Total	135,000	67,500	49,969
Cost per household served-CSB (monthly)	\$16	\$30	\$16
Cost per successful household served-CSB	N/A	N/A	N/A
Percentage of CSB Funds	100%	100%	100%
Percentage of Leveraged Funds	0%	0%	0%

D. Recommendations

Program Outcome Measures: Tier I Emergency Shelter Resource Specialist

Measure	Semi-Annual 7/1/06-12/31/06	Semi-Annual 1/1/07-6/30/07	Annual 7/1/06-6/30/07
<i>Households Served</i>	286	286	544
<i>% Sheltered households served</i>	30%	30%	34%
Successful Income Outcomes #^{1,2}	114	114	218
Successful Income Outcomes %	40%	40%	40%
<i>Successful Housing Outcomes #</i>	129	129	245
<i>Successful Housing Outcomes %</i>	45%	45%	45%
<i>Recidivism</i>	<5%	<5%	<5%
<i>Access to CSB Direct Client Assistance %</i>	30%	30%	30%
<i>Basic needs met in a non-congregate environment</i>	Pass certification	Pass certification	Pass certification

¹ Successful income outcomes consists of the number of clients without income at entry who gain income at exit.

² Number of successful income outcomes is calculated by multiplying percentage to number of households served by RS.

FY2006 Program Evaluation Community Shelter Board

Category: Outreach
Agency: Maryhaven
Program: Outreach
Period: 7/1/05-12/31/05
Performance: High

A. Description

Maryhaven's Outreach Program, initiated in 2003, is designed to engage homeless persons living outdoors and assist them in moving to appropriate housing as quickly as possible. Services include outreach at sites where homeless persons congregate, pro-active engagement, referral to needed community services, linkage to shelter and housing, coordination of services with shelters and housing providers, and participation in community planning for shelter and housing access. Once housing is identified, the Outreach Specialist links clients with CSB Transition Program funds and other financial and material assistance.

B. Performance Outcomes

Semi-Annual Trends

Measure	7/1/03	7/1/04
	12/31/03	12/31/04
Number of Households Served	50	63
Successful Shelter Outcomes - #	12	N/A
Successful Shelter Outcomes - %	27%	N/A
Successful Housing Outcomes - #	23	54
Successful Housing Outcomes - %	51%	89%
Recidivism - %	11%	26%

Program Outcome Achievement 7/1/05 to 12/31/05: Outreach

Measure	Semi-Annual Goal 7/1/05-12/31/05	Semi-Annual Actual 7/1/05-12/31/05	Achieved
<i>Households Served - #</i>	75	100	Yes
<i>Successful Housing Outcomes #¹</i>	41	99	Yes
<i>Successful Housing Outcomes %²</i>	60%	99%	Yes
<i>Access to Resources²</i>	25%	54%	Yes
<i>Recidivism - %</i>	<10%	16%	No
<i>Basic human needs met in secure, decent environment</i>	Pass certification	Passed certification	Yes

¹ FY2006 Successful Shelter and Housing Outcomes to be monitored as singular housing outcome goal.

² Called Access to Resources in FY2006 Program Outcome Achievements table; data element will be renamed Access to CSB Direct Client Assistance in FY2007.

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Community Shelter Board

Measure	Semi-Annual Goal 7/1/05-12/31/05	Semi-Annual Actual 7/1/05-12/31/05	Achieved
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	Actual costs less than budgeted amount	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget 7/1/05-6/30/06	Semi-Annual Budget 7/1/05-12/31/05	Semi-Annual Actual
CSB Funds	45,000	22,500	22,274
Other Funds	N/A	N/A	N/A
Total	45,000	22,500	22,274
Cost per household served-CSB	\$298	\$300	\$223
Cost per successful household served-CSB	\$549	\$549	\$225
Percentage of CSB Funds	100%	100%	100%
Percentage of Leveraged Funds	0%	0%	0%

D. Recommendations

Program Outcome Measures: Outreach

Measure	Semi-Annual 7/1/06-12/31/06	Semi-Annual 1/1/07-6/30/07	Annual 7/1/06-6/30/07
<i>Households Served - #</i>	90	90	180
<i>Successful Housing Outcomes #</i>	54	54	108
<i>Successful Housing Outcomes %</i>	60%	60%	60%
<i>Access to CSB Direct Client Assistance - % ¹</i>	50%	50%	50%
<i>Recidivism - %</i>	<10%	<10%	<10%
<i>Basic human needs met in secure, decent environment</i>	Pass certification	Pass certification	Pass certification
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

¹ Called Access to Resources in FY2006 Program Outcome Achievements table; data element will be renamed Access to CSB Direct Client Assistance in FY2007.

FY2006 Program Evaluation Community Shelter Board

Category: Transition Program
Agency: Community Shelter Board
Program: Transition Program
Period: 7/1/05-12/31/05
Performance: High

A. Description

The Community Shelter Board administers direct client assistance funds through the Transition Program for partner agencies. The Transition Program provides short-term rental assistance, including utility deposits, to enable homeless persons with income to move into permanent or transitional housing. Working in partnership with shelter and outreach agencies in Franklin County, the Transition Program provides assistance to individuals and families moving into fair market rent or subsidized housing, including Rebuilding Lives units. In FY2006, agencies utilizing the Transition Program included CHOICES, Community Housing Network, Friends of the Homeless, Homeless Families Foundation, LSS-Faith Mission/Faith Housing, Maryhaven, Volunteers of America, the YMCA, and the YWCA.

B. Performance Outcomes

Semi-Annual Trends

Measure	7/1/03	7/1/04
	12/31/03	12/31/04
Households Served	215	318
Successful Housing Outcomes - #	210	318
Successful Housing Outcomes - %	98%	100%
Recidivism - %	2%	8%
Average Amount of CSB-Funded DCA	\$451	\$461

Program Outcome Achievement 7/1/05 to 12/31/05: Transition Program

Measure	Semi-Annual Goal 7/1/05-12/31/05	Semi-Annual Actual 7/1/05-12/31/05	Achieved
<i>Households Served - #</i>	320	361	Yes
<i>Successful Housing Outcomes</i>	314	361	Yes
<i>Successful Housing Outcomes</i>	98%	100%	Yes
<i>Recidivism - %</i>	<5%	6%	Yes
<i>Average Amount of CSB-Funded DCA</i>	\$519	\$518	Yes

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Community Shelter Board

Measure	Semi-Annual Goal 7/1/05-12/31/05	Semi-Annual Actual 7/1/05-12/31/05	Achieved
<i>Basic needs met in non-congregate environment</i>	Pass certification	N/A	Exception ¹

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/05-6/30/06	7/1/05-12/31/05	
CSB Funds	\$387,072	\$193,536	\$209,101
Other Funds	N/A	N/A	N/A
Total	\$387,072	\$193,536	\$209,101
Cost per household served-CSB	\$606	\$605	\$579
Cost per successful household served-CSB	\$618	\$616	\$579
Percentage of CSB Funds	100%	100%	100%
Percentage of Leveraged Funds	0%	0%	0%

D. Recommendations

Program Outcome Measures: Transition Program

Measure	Semi-Annual 7/1/06-12/31/06	Semi-Annual 1/1/07-6/30/07	Annual 7/1/06-6/30/07
<i>Households Served - #</i>	320	319	639
<i>Successful Housing Outcomes #</i>	314	313	626
<i>Successful Housing Outcomes %</i>	98%	98%	98%
<i>Recidivism - %</i>	5%	5%	5%
<i>Access to CSB Direct Client Assistance</i>	100%	100%	100%
<i>Average Amount of CSB-Funded DCA</i>	\$519	\$519	\$519
<i>Basic needs met in non-congregate environment</i>	Pass certification	Pass certification	Pass certification

¹ CSB will not be reviewed for compliance with program certification standards in FY06. In FY07, CSB will undergo review for certification.

FY2006 Program Evaluation

Community Shelter Board

Category: Direct Housing
Agency: Salvation Army
Program: Family Housing Collaborative
Period: 7/1/05-12/31/05
Performance: High

A. Description

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

B. Performance Outcomes

Semi-Annual Trends

Measure	7/1/99	1/1/00	7/1/00	1/1/01	7/1/01	7/1/02	7/1/03	7/1/04
	12/31/99	6/30/00	12/31/00	6/30/01	12/31/01	12/31/02	12/31/03	12/31/04
Number of Households Served	20	35	22	28	23	38	43	135
Successful Outcomes - %	100%	100%	100%	90% (17)	100% (13)	94% (16)	88% (29)	77%
Average LOS*	N/A	N/A	N/A	N/A			18	20
CSB DCA Per Households	N/A	N/A	\$1,560				\$923	\$676
Recidivism - %	N/A	N/A	0%	0%		0%	0%	11%

FY2006 Program Evaluation

Community Shelter Board

Program Outcome Achievement 7/1/05 to 12/31/05: Family Housing Collaborative

Measure	Semi-Annual Goal 7/1/05-12/31/05	Semi-Annual Actual 7/1/05-12/31/05	Achieved
<i>Households Served - #</i>	143	162	Yes
<i>New Households Served - #</i>	98	126	Yes
<i>Avg. Length of Stay per Household</i>	20 days	13 days	Yes
<i>Successful Housing Outcomes</i>	88	86	Yes
<i>Successful Housing Outcomes</i>	90%	96%	Yes
<i>Recidivism - %</i>	<5%	4%	Yes
<i>Receipt of Services - % ¹</i>	90%	100%	Yes
<i>Average CSB DCA Amount per Household</i>	\$900	\$819	Yes
<i>Basic needs met in a non-congregate environment</i>	Pass certification	Passed certification	Yes

C. Efficient Use of Community Resources ²

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/05-6/30/06	7/1/05-12/31/05	
CSB Funds	153,808	76,904	76,904
Other Funds	139,249	69,625	59,423
Total	293,057	146,529	136,327
Cost per household served-CSB	\$641	\$538	\$475
Cost per successful household served-CSB	\$874	\$874	\$894
Percentage of CSB Funds	52%	52%	56%
Percentage of Leveraged Funds	48%	48%	44%

¹ Called Access to Resources in FY2006 Program Outcome Achievements table; data element will be renamed Access to CSB Direct Client Assistance for FY2006.

² Excludes CSB Direct Client Assistance.

FY2006 Program Evaluation
Community Shelter Board

D. Recommendations

Program Outcome Measures: Family Housing Collaborative

Measure	Semi-Annual 7/1/06-12/31/06	Semi-Annual 1/1/07-6/30/07	Annual 7/1/06-6/30/07
<i>Households Served - #</i>	143	143	240
<i>New Households Served - #</i>	98	98	195
<i>Avg. Length of Stay per Household</i>	20 days	20 days	20 days
<i>Successful Housing Outcomes #</i>	88	88	176
<i>Successful Housing Outcomes %</i>	90%	90%	90%
<i>Recidivism - %</i>	<5%	<5%	<5%
<i>Access to CSB Direct Client Assistance¹</i>	90%	90%	90%
<i>Average CSB DCA Amount per Household</i>	\$900	\$900	\$900
<i>Basic needs met in a non-congregate environment</i>	Pass certification	Pass certification	Pass certification

¹ Called Access to Resources in FY2006 Program Outcome Achievements table; data element will be renamed Access to CSB Direct Client Assistance for FY2006.

FY2006 Program Evaluation

Community Shelter Board

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: Cassady Avenue Apartments
Period: 7/1/05-12/31/05
Performance: Medium

A. Description

Community Housing Network (CHN) provides 10 apartments on Cassady Avenue for men who meet the Rebuilding Lives criteria for chronic homelessness. Rebuilding Lives residents are often disabled by mental illness, substance abuse or dual diagnosis. Project partners include the Columbus Health Department and Columbus Neighborhood Health Centers. CHN serves as the building developer and manager.

B. Performance Outcomes

Semi-Annual Trends

Measure	7/1/04
	12/31/04
Clients Served - #	12
Housing Stability - months	14
Housing Retention - %	100%
Program Occupancy - %	100%

FY2006 Program Evaluation Community Shelter Board

Program Outcome Achievement 7/1/05 to 12/31/05: Permanent Supportive Housing

Measure	Semi-Annual Goal 7/1/05-12/31/05	Semi-Annual Actual 7/1/05-12/31/05	Achieved
<i>Clients Served - #</i>	11	11	Yes
<i>Housing Stability - months</i>	12 months	15 months	Yes
<i>Turnover Rate % ¹</i>	10%	30%	N/A
<i>Successful Permanent Housing Outcomes - # of total served</i>	9	8	Yes
<i>Successful Permanent Housing Outcomes - % of total served ²</i>	85%	73%	No
<i>Program Occupancy Rate - %</i>	95%	85%	No
<i>Basic needs met in a non-congregate environment</i>	Pass certification	Compliant	Yes
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Compliant	Yes
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	Yes

C. Efficient Use of Community Resources ³

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/05-06/30/06	07/01/05 – 12/31/05	
CSB Funds	19,909	2,843	1,413
Other Funds	70,260	10,033	3,511
Total	90,169	12,876	4,924
Cost per unit-CSB	\$1,659	\$258	\$109
Cost per unit/month-CSB	\$138	\$258	\$109
Percentage of CSB Funds	22%	22%	29%
Percentage of Leveraged Funds	78%	78%	71%

¹ Turnover is monitored but not evaluated.

² Successful housing outcome percentage negotiated below CSB standard.

³ Spending is low due to only one month of the contract being reported for semi-annual period (December 2005).

FY2006 Program Evaluation

Community Shelter Board

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure	Semi-Annual 7/1/06-12/31/06	Semi-Annual 1/1/07-6/30/07	Annual 7/1/06-6/30/07
<i>Clients Served - #</i>	11	11	12
<i>Housing Stability - months</i>	15 months	15 months	15 months
<i>Turnover Rate - %</i> ¹	10%	10%	20%
<i>Successful Permanent Housing Outcomes - #</i>	9	9	10
<i>Successful Permanent Housing Outcomes %</i> ²	85%	85%	85%
<i>Housing Retention - %</i>	90%	90%	90%
<i>Program Occupancy Rate - %</i>	95%	95%	95%
<i>Basic needs met in a non-congregate environment</i>	Pass certification	Pass certification	Pass certification
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Pass certification	Pass certification
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

¹ Turnover is monitored but not evaluated.

² Successful housing outcome percentage negotiated below CSB standard.

FY2006 Program Evaluation Community Shelter Board

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: East Fifth Avenue Apartments
Period: 7/1/05-12/31/05
Performance: High

A. Description

Community Housing Network (CHN) provides 38 apartments on East Fifth Avenue to women who meet the Rebuilding Lives criteria for chronic homelessness. Rebuilding Lives residents are often disabled by mental illness, substance abuse or dual diagnosis. Project partners include Concord Mental Health. The program is designed to provide a safe, secure environment to allow residents to address issues that led to their homelessness. The environment offers low demand programming that allows residents to participate in Alcoholics Anonymous, vocational counseling, money management and life skills classes, relationship building, social, and leisure activities. Residents are also encouraged to actively participate in building management through building meetings and a resident advisory council. Access to healthcare services is provided through an on-site collaboration with The Ohio State University.

CHN serves as the building developer and manager. CHN also oversees the on-site manager, front desk staff, and mobile support workers, who provide 24-hour front desk supervision and monitoring of residents. Concord provides the primary source of mental health support for residents through on-site service provision. The project opened in February 2004.

B. Performance Outcomes

Semi-Annual Trends

Measure	7/1/04
	12/31/04
Number Served - #	42
Housing Stability - months	9
Housing Retention - %	97%
Program Occupancy - %	100%

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Community Shelter Board

Program Outcome Achievement 7/1/05 to 12/31/05: Permanent Supportive Housing

Measure	Semi-Annual Goal 7/1/05-12/31/05	Semi-Annual Actual 7/1/05-12/31/05	Achieved
<i>Clients Served - #</i>	42	42	Yes
<i>Housing Stability - months</i>	12 months	14 months	Yes
<i>Turnover Rate- %¹</i>	10%	24%	N/A
<i>Successful Permanent Housing Outcomes - # of total served</i>	38	38	Yes
<i>Successful Permanent Housing Outcomes - % of total served</i>	90%	90%	Yes
<i>Program Occupancy Rate - %</i>	95%	95%	Yes
<i>Basic needs met in a non-congregate environment</i>	Pass certification	Passed certification	Yes
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Passed certification	Yes
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/05-06/30/06	07/01/05 – 12/31/05	
CSB Funds	79,708	39,854	39,853
Other Funds	403,387	201,694	189,406
Total	483,095	241,548	229,259
Cost per unit-CSB	\$1,733	\$949	\$949
Cost per unit/month-CSB	\$144	\$158	\$158
Percentage of CSB Funds	16%	16%	17%
Percentage of Leveraged Funds	84%	84%	83%

¹ Turnover is monitored but not evaluated.

FY2006 Program Evaluation
Community Shelter Board

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure	Semi-Annual 7/1/06-12/31/06	Semi-Annual 1/1/07-6/30/07	Annual 7/1/06-6/30/07
<i>Clients Served - #</i>	42	42	46
<i>Housing Stability - months</i>	14 months	14 months	14 months
<i>Turnover Rate- % ¹</i>	10%	10%	<20%
<i>Successful Permanent Housing Outcomes - #</i>	38	38	41
<i>Successful Permanent Housing Outcomes - %</i>	90%	90%	90%
<i>Housing Retention - %</i>	90%	90%	90%
<i>Program Occupancy Rate - %</i>	>95%	>95%	>95%
<i>Basic needs met in a non-congregate environment</i>	Pass certification	Pass certification	Pass certification
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Pass certification	Pass certification
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

¹ Turnover is monitored but not evaluated.

FY2006 Program Evaluation

Community Shelter Board

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: North 22nd Street
Period: 7/1/05-12/31/05
Performance: High

A. Description

The Community Housing Network's North 22nd Street Apartments, in partnership with the Chalmers P. Wylie Outpatient Clinic (VA Clinic) and Columbus Area Mental Health Center, Inc. (CAMHC), provides 30 units of permanent housing linked to social, health and employment services for men and women who meet the Rebuilding Lives criteria for chronic homelessness. Supportive services enable residents to find work, maintain their treatment and recovery and eventually give back to the community. The range of services that are available through CAMHC and the VA Clinic include health care referrals, case management, life skills, money management, mental health assessment, substance abuse assessment, employment referrals, medication monitoring and individual counseling. On-site resident managers assure security and access to staff for all residents. The project consists of two 16-unit buildings facing each other with a parking lot between them.

B. Performance Outcomes

Semi-Annual Trends

Measure	1/1/02	7/1/02	7/1/03	7/1/04
	6/30/02	12/31/02	12/31/03	12/31/04
Program Capacity - #	15	15	15	30
Unit Capacity - #	15	15	15	30
Number Served - #	18	20	17	35
Housing Stability - months	6 months	11 months	13 months	20 months
Access to Resources - %	100%	100%	100%	N/A
Housing Retention - %	94%	100%	88%	94%
Program Occupancy - %	90%	120%	106%	200%

FY2006 Program Evaluation Community Shelter Board

Program Outcome Achievement 7/1/05 to 12/31/05: Permanent Supportive Housing

Measure	Semi-Annual Goal 7/1/05-12/31/05	Semi-Annual Actual 7/1/05-12/31/05	Achieved
<i>Clients Served - #</i>	33	35	Yes
<i>Housing Stability - months</i>	12 months	23 months	Yes
<i>Turnover Rate- %¹</i>	10%	23%	N/A
<i>Successful Permanent Housing Outcomes - # of total served</i>	30	32	Yes
<i>Successful Permanent Housing Outcomes - % of total served</i>	90%	91%	Yes
<i>Program Occupancy Rate - %</i>	95%	89%	No
<i>Basic needs met in a non-congregate environment</i>	Pass certification	Passed certification	Yes
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Passed certification	Yes
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/05-06/30/05	07/01/05 – 12/31/05	
CSB Funds	79,030	39,515	39,515
Other Funds	125,579	62,790	87,471
Total	204,609	102,305	126,986
Cost per unit-CSB	\$2,195	\$1,197	\$1,129
Cost per unit/month-CSB	\$183	\$200	\$188
Percentage of CSB Funds	39%	39%	31%
Percentage of Leveraged Funds	61%	61%	69%

¹ Turnover is monitored but not evaluated.

FY2006 Program Evaluation

Community Shelter Board

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure	Semi-Annual 7/1/06-12/31/06	Semi-Annual 1/1/07-6/30/07	Annual 7/1/06-6/30/07
<i>Clients Served - #</i>	33	33	36
<i>Housing Stability - months</i>	23 months	23 months	23 months
<i>Turnover Rate- % ¹</i>	10%	10%	20%
<i>Successful Permanent Housing Outcomes - #</i>	30	30	32
<i>Successful Permanent Housing Outcomes -%</i>	90%	90%	90%
<i>Housing Retention - %</i>	>90%	>90%	>90%
<i>Program Occupancy Rate - %</i>	>95%	>95%	>95%
<i>Basic needs met in a non-congregate environment</i>	Pass certification	Pass certification	Pass certification
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Pass certification	Pass certification
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

¹ Turnover is monitored but not evaluated.

FY2006 Program Evaluation Community Shelter Board

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: North High Street
Period: 7/1/05-12/31/05
Performance: High

A. Description

Community Housing Network (CHN) provides 36 studio apartments at 1494 North High Street for men and women who meet the Rebuilding Lives criteria for chronic homelessness. Residents are often disabled by mental illness, substance abuse or dual diagnosis. Project partners include North Central Mental Health, Inc. The program is designed to provide a safe, secure environment to allow residents to address issues that led to their homelessness. The environment offers low demand programming that allows residents to participate in Alcoholics Anonymous, vocational counseling, money management and life skills classes, relationship building, social, and leisure activities. Residents are also encouraged to actively participate in building management through building meetings and a resident advisory council.

CHN serves as the building developer and manager. CHN also oversees the on-site manager, front desk staff, and mobile support workers, who provide 24-hour front desk supervision and monitoring of residents. North Central provides the primary source of support for residents through the Service Engagement Specialist. The Service Engagement Specialist advocates for tenants by assisting them with linkages to benefits, crisis management, socialization and recreation activities, and referrals to treatment organizations and vocational programs. The project opened in April 2002.

B. Performance Outcomes

Semi-Annual Trends

Measure	7/1/02	7/1/03	7/1/04
	12/31/02	12/31/03	12/31/04
Program Capacity - #	36	36	36
Unit Capacity - #	36	36	36
Number Served - #	37	35	39
Housing Stability - months	8 months	15 months	23 months
Access to Resources - %	100%	100%	N/A
Housing Retention - %	100%	91%	100%
Program Occupancy - %	100%	97%	97%

FY2006 Program Evaluation

Community Shelter Board

Program Outcome Achievement 7/1/05 to 12/31/05: Permanent Supportive Housing

Measure	Semi-Annual Goal 7/1/05-12/31/05	Semi-Annual Actual 7/1/05-12/31/05	Achieved
<i>Clients Served - #</i>	39	43	Yes
<i>Housing Stability - months</i>	12 months	24 months	Yes
<i>Turnover Rate- %¹</i>	10%	19%	N/A
<i>Successful Permanent Housing Outcomes - # of total served</i>	35	40	Yes
<i>Successful Permanent Housing Outcomes - % of total served</i>	90%	93%	Yes
<i>Program Occupancy Rate - %</i>	95%	91%	Yes
<i>Basic needs met in a non-congregate environment</i>	Pass certification	Passed certification	Yes
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Passed certification	Yes
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	Community Housing Network – North 22nd Street	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/05-06/30/06	07/01/05 – 12/31/05	
CSB Funds	244,855	122,428	123,279
Other Funds	217,367	108,683	79,369
Total	462,222	231,111	202,648
Cost per unit-CSB	\$5,694	\$3,139	\$2,867
Cost per unit/month-CSB	\$475	\$523	\$478
Percentage of CSB Funds	53%	53%	61%
Percentage of Leveraged Funds	47%	47%	39%

¹ Turnover is monitored but not evaluated.

FY2006 Program Evaluation
Community Shelter Board

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure	Semi-Annual 7/1/06-12/31/06	Semi-Annual 1/1/07-6/30/07	Annual 7/1/06-6/30/07
<i>Clients Served - #</i>	39	40	43
<i>Housing Stability - months</i>	24 months	24 months	24 months
<i>Turnover Rate- % ¹</i>	10%	10%	20%
<i>Successful Permanent Housing Outcomes - %</i>	35	36	39
<i>Successful Permanent Housing Outcomes - #</i>	90%	90%	90%
<i>Housing Retention - %</i>	90%	90%	90%
<i>Program Occupancy Rate - %</i>	95%	95%	95%
<i>Basic needs met in a non-congregate environment</i>	Pass certification	Pass certification	Pass certification
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Pass certification	Pass certification
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

¹ Turnover is monitored but not evaluated.

FY2006 Program Evaluation

Community Shelter Board

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: Parsons Avenue
Period: 7/1/05-12/31/05
Performance: High

A. Description

Community Housing Network's Parsons Avenue apartments offer permanent supportive housing for men who meet the Rebuilding Lives criteria for chronic homelessness. Twenty five apartments are provided in a building that also includes communal living and supportive services space. Services are provided through a partnership with Southeast, Inc., while CHN provides housing and employment related services. Staff is available twenty fours a day to assist tenants as needed.

B. Performance Outcomes

Semi-Annual Trends

Measure	7/1/03	7/1/04
	12/31/03	12/31/04
Program Capacity - #	25	25
Unit Capacity - #	25	25
Number Served - #	26	26
Housing Stability - months	14 months	26 months
Access to Resources - %	100%	N/A
Housing Retention - %	96%	96%
Program Occupancy - %	96%	100%

Program Outcome Achievement 7/1/05 to 12/31/05: Permanent Supportive Housing

Measure	Semi-Annual Goal 7/1/05-12/31/05	Semi-Annual Actual 7/1/05-12/31/05	Achieved
<i>Clients Served - #</i>	27	29	Yes
<i>Housing Stability - months</i>	12 months	27 months	Yes

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Measure	Semi-Annual Goal 7/1/05-12/31/05	Semi-Annual Actual 7/1/05-12/31/05	Achieved
<i>Turnover Rate- %</i> ¹	10%	12%	N/A
<i>Successful Permanent Housing Outcomes - # of total served</i>	23	28	Yes
<i>Successful Permanent Housing Outcomes - % of total served</i>	85%	97%	Yes
<i>Program Occupancy Rate - %</i>	95%	97%	Yes
<i>Basic needs met in a non-congregate environment</i>	Pass certification	Compliant	Yes
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Compliant	Yes
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	CSB costs per household not consistent with CSB budget	No

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/05-06/30/05	07/01/05 – 12/31/06	
CSB Funds	69,526	34,763	40,517
Other Funds	325,268	162,634	174,469
Total	394,794	197,397	214,986
Cost per unit-CSB	\$2,318	\$1,288	\$1,397
Cost per unit/month-CSB	\$193	\$215	\$233
Percentage of CSB Funds	18%	18%	19%
Percentage of Leveraged Funds	82%	82%	81%

¹ Turnover is monitored but not evaluated.

FY2006 Program Evaluation

Community Shelter Board

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure	Semi-Annual 7/1/06-12/31/06	Semi-Annual 1/1/07-6/30/07	Annual 7/1/06-6/30/07
<i>Clients Served - #</i>	27	28	30
<i>Housing Stability - months</i>	27 months	27 months	27 months
<i>Turnover Rate- % ¹</i>	10%	10%	20%
<i>Successful Permanent Housing Outcomes - #</i>	24	25	27
<i>Successful Permanent Housing Outcomes - %</i>	90%	90%	90%
<i>Housing Retention - %</i>	90%	90%	90%
<i>Program Occupancy Rate - %</i>	95%	95%	95%
<i>Basic needs met in a non-congregate environment</i>	Pass certification	Pass certification	Pass certification
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Pass certification	Pass certification
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

¹ Turnover is monitored but not evaluated.

FY2006 Program Evaluation Community Shelter Board

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: Rebuilding Lives PACT Team Initiative
Period: 7/1/05-12/31/05
Performance: Not rated ¹

A. Description

The Rebuilding Lives Pact Team Initiative (RLPTI) is one of eleven projects funded as part of the federal Collaborative Initiative to End Homelessness. RLPTI targets chronically homeless men and women with serious mental illness who may also have co-occurring substance abuse problems and/or physical illnesses or disabilities. The project includes 108 units of supportive housing, with 80 units master leased at 5 sites by the Community Housing Network and 28 units provided at three public housing sites by the Columbus Metropolitan Housing Authority (CMHA). RLPTI is a multi-agency partnership including: the Community Shelter Board, Community Housing Network, Columbus Neighborhood Health Centers Inc., Franklin County Department of Job and Family Services, Southeast, Inc., and Chalmers P. Wylie VA Outpatient Clinic. RLPTI partners provide a multi-disciplinary team of primary health care, mental health and substance abuse, benefits linkage, and housing professionals that utilizes evidenced based practices to deliver services to clients in their homes and the community. Housing provided by the Community Housing Network opened in March 2004, while the 28 units provided by CMHA became available beginning in March 2005. CMHA units were not fully leased up as of December 31, 2005, due to client eligibility and unit availability issues.

B. Performance Outcomes

Semi-Annual Trends

Measure	7/1/04
	12/31/04
Number Served - #	82
Housing Stability - months	5
Access to Resources - %	
Housing Retention - %	98%
Program Occupancy - %	76%

¹ CHN negotiated that most outcome measures would be monitored, not evaluated, during the evaluation period. Consequently, an evaluation rating was not assigned.

FY2006 Program Evaluation

Community Shelter Board

Program Outcome Achievement 7/1/05 to 12/31/05: Permanent Supportive Housing

Measure	Semi-Annual Goal 7/1/05-12/31/05	Semi-Annual Actual 7/1/05-12/31/05	Achieved
<i>Clients Served - #¹</i>	—	90	N/A
<i>Housing Stability – months¹</i>	—	14 months	N/A
<i>Turnover Rate* - %²</i>	—	N/A	N/A
<i>Successful Permanent Housing Outcomes - # of total served¹</i>	—	85	N/A
<i>Successful Permanent Housing Outcomes - % of total served¹</i>	85%	93%	N/A
<i>Program Occupancy Rate - %¹</i>	—	72%	N/A
<i>Basic needs met in a non-congregate environment</i>	Pass certification	Passed certification	Yes
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Passed certification	Yes
<i>Efficient use of a pool of community resources¹</i>	CSB costs per household consistent with CSB budget	N/A	N/A

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources ³	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/05-06/30/06	07/01/05 – 12/31/06	
CSB Funds	65,447	32,724	49,841
Other Funds	688,157	344,078	333,111
Total	753,604	376,802	382,952
Cost per unit-CSB	\$503	\$275	\$554
Cost per unit/month-CSB	\$42	\$46	\$92
Percentage of CSB Funds	9%	9%	13%
Percentage of Leveraged Funds	91%	91%	87%

¹ Measures are not evaluated due to lease up.

² Turnover is monitored but not evaluated.

³CHN RLPTI budget numbers and expenditures are based on the CSB fiscal year allocations/expenses. Actual RLPTI contract is 3/1/04 - 2/28/07

FY2006 Program Evaluation
Community Shelter Board

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure	Semi-Annual 7/1/06-12/31/06	Semi-Annual 1/1/07-6/30/07	Annual 7/1/06-6/30/07
<i>Clients Served - #</i>	119	119	130
<i>Housing Stability - months</i>	14	14	14
<i>Turnover Rate - % ¹</i>	10%	10%	20%
<i>Successful Permanent Housing Outcomes - # of total served</i>	107	107	117
<i>Successful Permanent Housing Outcomes - % of total served</i>	90%	90%	90%
<i>Program Occupancy Rate - %</i>	95%	95%	95%
<i>Basic needs met in a non-congregate environment</i>	Pass certification	Pass certification	Pass certification
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Pass certification	Pass certification
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

¹ Turnover is monitored but not evaluated.

FY2006 Program Evaluation

Community Shelter Board

Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: St. Clair
Period: 7/1/05-12/31/05
Performance: Not rated

A. Description

CHN provides 16 units of permanent supportive housing for men and women 55 or older who meet Rebuilding Lives criteria for chronic homelessness. Priority is given to those disabled by substance addiction and in early recovery, but tenants may also be disabled by mental illness, HIV/AIDS or physical disabilities, or some combination of these disabilities. The St. Clair building houses a total of 31 tenants. CHN serves as the building developer and manager and provides a Housing Service Coordinator and Resident Assistant staff to work with tenants and community agencies. CHN also oversees the on-site manager, front desk staff, and mobile support workers, who provide 24-hour front desk supervision and monitoring of residents.

B. Performance Outcomes

Program Outcome Achievement 7/1/05 to 12/31/05: Permanent Supportive Housing

Measure	Semi-Annual Goal 7/1/05-12/31/05	Semi-Annual Actual 7/1/05-12/31/05	Achieved
<i>Clients Served - #</i>	18	18	Yes
<i>Housing Stability – months ¹</i>	12 months	2 months	N/A
<i>Turnover Rate - % ¹</i>	5%	N/A	N/A
<i>Successful Permanent Housing Outcomes - # of total served ¹</i>	15	18	Yes
<i>Successful Permanent Housing Outcomes - % of total served</i>	90%	100%	Yes
<i>Program Occupancy Rate - % ¹</i>	95%	46%	N/A
<i>Basic needs met in a non-congregate environment</i>	Pass certification	Passed certification	Yes
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Passed certification	Yes
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	CSB costs per household <u>not</u> consistent with CSB budget	No

¹ Due to timing issues stemming from the program being new, measures are monitored but not evaluated.

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Community Shelter Board

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/05-6/30/06	7/1/05-12/31/05	
CSB Funds	31,080	15,540	16,605
Other Funds	288,271	144,136	117,330
Total	319,351	159,676	133,935
Cost per household served-CSB¹	N/A	\$863	\$923
Cost per successful household served-CSB¹	N/A	\$144	\$154
Percentage of CSB Funds	10%	10%	12%
Percentage of Leveraged Funds	90%	90%	88%

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure	Semi-Annual 7/1/06-12/31/06	Semi-Annual 1/1/07-6/30/07	Annual 7/1/06-6/30/07
<i>Clients Served - #</i>	28	29	31
<i>Housing Stability - months</i>	12	12	12
<i>Turnover Rate - %²</i>	10%	10%	20%
<i>Successful Permanent Housing Outcomes - # of total served</i>	25	26	28
<i>Successful Permanent Housing Outcomes - % of total served</i>	90%	90%	90%
<i>Housing Retention - %</i>	90%	90%	90%
<i>Program Occupancy Rate - %</i>	95%	95%	95%
<i>Basic needs met in a non-congregate environment</i>	Pass certification	Pass certification	Pass certification
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Pass certification	Pass certification
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

¹ There were no goals set for the clients served measure for FY2006; therefore, it is not possible to calculate an annual budgeted amount for cost per household served—CSB or cost per successful household served—CSB.

² Turnover is monitored but not evaluated.

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Category: Permanent Supportive Housing
Agency: Community Housing Network
Program: Safe Havens
Period: 7/1/05-12/31/05
Performance: High

A. Description

CHN's Safe Havens is designed to serve dual diagnosed men and women who have active addictions as well as a mental health disability and who meet Rebuilding Lives criteria for chronic homelessness. The project provides 13 apartments that can house up to 16 eligible tenants. In partnership with Southeast, Inc., the program offers a full range of supportive services and referrals, including counseling, case management, drug and alcohol treatment, vocational and employment services, referrals for medical and dental care, life skills training, budgeting assistance, material and emergency food assistance, assistance in accessing benefits and transportation assistance. CHN serves as the building developer and manager.

B. Performance Outcomes

Program Outcome Achievement 7/1/05 to 12/31/05: Permanent Supportive Housing

Measure	Semi-Annual Goal 7/1/05-12/31/05	Semi-Annual Actual 7/1/05-12/31/05	Achieved
<i>Clients Served - #</i>	17	17	Yes
<i>Housing Stability - months</i>	12 months	33 months	Yes
<i>Turnover Rate - %¹</i>	10%	13%	N/A
<i>Successful Permanent Housing Outcomes - # of total served</i>	14	17	Yes
<i>Successful Permanent Housing Outcomes - % of total served</i>	85%	100%	Yes
<i>Program Occupancy Rate - %</i>	95%	83%	No
<i>Basic needs met in a non-congregate environment</i>	Pass certification	Compliant	Yes
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Compliant	Yes
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	N/A	N/A

¹ Turnover is monitored but not evaluated.

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C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/05-6/30/06	7/1/05-12/31/05	
CSB Funds	N/A	N/A	N/A
Other Funds	\$439,765	\$219,883	\$220,431
Total	\$439,765	\$219,883	\$220,431
Cost per household served-CSB	N/A	N/A	N/A
Cost per successful household served-CSB	N/A	N/A	N/A
Percentage of CSB Funds	0%	0%	0%
Percentage of Leveraged Funds	100%	100%	100%

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure	Semi-Annual 7/1/06-12/31/06	Semi-Annual 1/1/07-6/30/07	Annual 7/1/06-6/30/07
<i>Clients Served</i> - #	17	18	19
<i>Housing Stability</i> - months	33	33	33
<i>Turnover Rate</i> - % ¹	10%	10%	20%
<i>Successful Permanent Housing Outcomes</i> - # of total served	14	15	16
<i>Successful Permanent Housing Outcomes</i> - % of total served	90%	90%	90%
<i>Housing Retention</i> - %	90%	90%	90%
<i>Program Occupancy Rate</i> - %	95%	95%	95%
<i>Basic needs met in a non-congregate environment</i>	Pass certification	Pass certification	Pass certification
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Pass certification	Pass certification
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

¹ Turnover is monitored but not evaluated.

FY2006 Program Evaluation

Community Shelter Board

Category: Permanent Supportive Housing
Agency: National Church Residences
Program: Commons at Grant
Period: 7/1/05-12/31/05
Performance: High

A. Description

National Church Residences provides 50 permanent supportive housing units for Rebuilding Lives eligible men and women at the Commons at Grant, a 100 unit apartment building that opened in 2003. Clients at the Commons at Grant are provided supportive services by NCR staff as well as various other partner agencies. On-site facilities include a resource center with computers and materials for residents, a class room, and multiple meeting rooms for both residents and staff. Clients served include those with mental health, substance abuse and/or physical disabilities. Housing subsidies are provided through a partnership with the Columbus Metropolitan Housing Authority.

B. Performance Outcomes

Semi-Annual Trends

Measure	7/1/03	7/1/04
	12/31/03	12/31/04
Program Capacity - #	50	50
Unit Capacity - #	50	50
Number Served - #	51	55
Housing Stability - months	4 months	14 months
Access to Resources - %	100%	N/A
Housing Retention - %	98%	94%
Program Occupancy - %	60%	100%

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Program Outcome Achievement 7/1/05 to 12/31/05: Permanent Supportive Housing

Measure	Semi-Annual Goal 7/1/05-12/31/05	Semi-Annual Actual 7/1/05-12/31/05	Achieved
<i>Clients Served - #</i>	55	57	Yes
<i>Housing Stability - months</i>	12 months	22 months	Yes
<i>Turnover Rate - %¹</i>	10%	24%	N/A
<i>Successful Permanent Housing Outcomes - # of total served</i>	50	54	Yes
<i>Successful Permanent Housing Outcomes - % of total served</i>	90%	95%	Yes
<i>Program Occupancy Rate - %</i>	95%	97%	Yes
<i>Basic needs met in a non-congregate environment</i>	Pass certification	Passed certification	Yes
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Passed certification	Yes
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/05-06/30/06	07/01/05 – 12/31/05	
CSB Funds	86,110	43,055	34,709
Other Funds	805,444	201,361	391,912
Total	891,554	244,416	426,621
Cost per unit-CSB	\$1,435	\$783	\$609
Cost per unit/month-CSB	\$120	\$130	\$101
Percentage of CSB Funds	10%	18%	8%
Percentage of Leveraged Funds	90%	82%	92%

¹ Turnover is monitored but not evaluated.

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D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure	Semi-Annual 7/1/06-12/31/06	Semi-Annual 1/1/07-6/30/07	Annual 7/1/06-6/30/07
<i>Clients Served - #</i>	55	55	60
<i>Housing Stability - months</i>	22 months	22 months	22 months
<i>Turnover Rate - %¹</i>	5%	5%	< 10%
<i>Successful Permanent Housing Outcomes - #</i>	50	50	54
<i>Successful Permanent Housing Outcomes - %</i>	90%	90%	90%
<i>Housing Retention - %</i>	90%	90%	90%
<i>Program Occupancy Rate - %</i>	95%	95%	95%
<i>Basic needs met in a non-congregate environment</i>	Pass certification	Pass certification	Pass certification
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Pass certification	Pass certification
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

¹ Turnover is monitored but not evaluated.

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Category: Permanent Supportive Housing
Agency: Southeast, Inc.
Program: Scattered Sites
Period: 7/1/05-12/31/05
Performance: High

A. Description

The Southeast, Inc. Scattered Site Supportive Housing Program provides permanent supportive housing for 75 men and women who meet Rebuilding Lives criteria for chronic homelessness. Clients served include those with mental illness and chemical dependency issues. Clients are housed in privately-owned single bedroom or efficiency apartments located throughout Franklin County. Two program staff provides supportive services to help clients sustain housing through case management, crisis intervention, linkage with community services and other services provided through Southeast, Inc., assisting clients with learning daily living skills, assisting with benefit enrollment, transporting clients to essential activities (e.g. doctor's appointment), monitoring clients' apartments, and other services.

B. Performance Outcomes

Semi-Annual Trends

Measure	7/1/01	7/1/02	7/1/03	7/1/04
	12/30/01	12/31/02	12/31/03	12/31/04
Program Capacity - #	30	30	60	60
Unit Capacity - #	30	30	60	60
Number Served - #	22	32	52	84
Housing Stability - months	Unavailable	13 months	15 months	18 months
Access to Resources - %	100%	100%	100%	N/A
Housing Retention - %	91%	100%	100%	100%
Program Occupancy - %	>90%	NA	85%	123%

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Program Outcome Achievement 7/1/05 to 12/31/05: Permanent Supportive Housing

Measure	Semi-Annual Goal 7/1/05-12/31/05	Semi-Annual Actual 7/1/05-12/31/05	Achieved
<i>Clients Served - #</i>	83	91	Yes
<i>Housing Stability - months</i>	12 months	26 months	Yes
<i>Turnover Rate - %</i> ¹	10%	13%	N/A
<i>Successful Permanent Housing Outcomes - # of total served</i>	74	86	Yes
<i>Successful Permanent Housing Outcomes - % of total served</i>	90%	95%	Yes
<i>Program Occupancy Rate - %</i>	95%	111% ²	Yes
<i>Basic needs met in a non-congregate environment</i>	Pass certification	Passed certification	Yes
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Passed certification	Yes
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/04-06/30/05	07/01/05- 12/31/05	
CSB Funds	138,907	69,454	71,397
Other Funds	465,225	232,612	238,647
Total	604,132	302,066	310,044
Cost per unit-CSB	\$1,561	\$837	\$785
Cost per unit/month-CSB	\$130	\$139	\$131
Percentage of CSB Funds	23%	23%	23%
Percentage of Leveraged Funds	77%	77%	77%

¹ Turnover is monitored but not evaluated.

² Occupancy rate exceeds 100% due to couples occupying four of the units and a temporary addition of several units.

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D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure	Semi-Annual Goal 7/1/05-12/31/05	Semi-Annual Actual 7/1/05-12/31/05	Annual 7/1/06-6/30/07
<i>Clients Served - #</i>	83	83	89
<i>Housing Stability - months</i>	26 months	26 months	26 months
<i>Turnover Rate - % ¹</i>	10%	10%	20%
<i>Successful Permanent Housing Outcomes - #</i>	74	74	78
<i>Successful Permanent Housing Outcomes - %</i>	90%	90%	90%
<i>Housing Retention - %</i>	90%	90%	90%
<i>Program Occupancy Rate - %</i>	95%	95%	95%
<i>Basic needs met in a non-congregate environment</i>	Pass certification	Pass certification	Pass certification
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Pass certification	Pass certification
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

¹ Turnover is monitored but not evaluated.

FY2006 Program Evaluation

Community Shelter Board

Category: Permanent Supportive Housing
Agency: YMCA
Program: Sunshine Terrace
Period: 7/1/05-12/31/05
Performance: High

A. Description

The YMCA, in partnership with the Columbus Metropolitan Housing Authority (CMHA) and the Columbus Neighborhood Health Center (CNHC), provides 65 units of permanent supportive housing at CMHA's Sunshine Terrace apartments for men and women who meet Rebuilding Lives criteria for chronic homelessness. The YMCA provides tenants with access to various supportive services, including case management, crisis intervention, support groups, conflict resolution and mediation, psychiatric services, recovery readiness services, daily living skills assistance, physical/occupational/medical services, recreational/socialization opportunities, personal money management, legal assistance/tenant rights education, transportation and food/nutritional services. CNHC provides on-site preventive health and nursing services. An on-site Employment Resource Center provides access to self-help supports to enable residents to quickly access housing, employment and community services. Of the 180 units total units at Sunshine Terrace, 60 are studio apartments, 80 are one-bedroom apartments and 40 are two-bedroom apartments.

B. Performance Outcomes

Semi-Annual Trends

Measure	1/1/02	7/1/02	7/1/03	7/1/04
	6/30/02	12/31/02	12/31/03	12/31/04
Program Capacity - #	50	65	65	65
Unit Capacity - #	50	65	65	65
Number Served - #	50	69	67	71
Housing Stability - months	8 months	10 months	19 months	24 months
Access to Resources - %	100%	100%	100%	N/A
Housing Retention - %	98%	100%	91%	98%
Program Occupancy - %	97%	N/A	101%	100%

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Program Outcome Achievement 7/1/05 to 12/31/05: Permanent Supportive Housing

Measure	Semi-Annual Goal 7/1/05-12/31/05	Semi-Annual Actual 7/1/05-12/31/05	Achieved
<i>Clients Served - #</i>	71	73	Yes
<i>Housing Stability - months</i>	12 months	27 months	Yes
<i>Turnover Rate- %¹</i>	10%	18%	N/A
<i>Successful Permanent Housing Outcomes - # of total served</i>	64	66	Yes
<i>Successful Permanent Housing Outcomes - % of total served</i>	90%	90%	Yes
<i>Program Occupancy Rate - %</i>	95%	96%	Yes
<i>Basic needs met in a non-congregate environment</i>	Pass certification	Compliant	Yes
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Compliant	Yes
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	Yes

C. Efficient Use of Community Resources²

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/05-06/30/06	07/01/05 – 12/31/06	
CSB Funds	335,694	167,847	167,747
Other Funds	59,400	29,700	26,565
Total	395,094	197,547	194,312
Cost per unit-CSB	\$4,304	\$2,364	\$2,298
Cost per unit/month-CSB	\$359	\$394	\$383
Percentage of CSB Funds	85%	85%	86%
Percentage of Leveraged Funds	15%	15%	14%

¹ Turnover is monitored but not evaluated.

² The value of Columbus Metropolitan Housing Authority rent subsidy and operations are not included but add substantial value to the project.

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D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure	Semi-Annual 7/1/06-12/31/06	Semi-Annual 1/1/07-6/30/07	Annual 7/1/06-6/30/07
<i>Clients Served - #</i>	71	72	78
<i>Housing Stability - months</i>	27 months	27 months	27 months
<i>Turnover Rate- % ¹</i>	10%	10%	20%
<i>Successful Permanent Housing Outcomes - #</i>	64	65	70
<i>Successful Permanent Housing Outcomes - %</i>	90%	90%	90%
<i>Housing Retention - %</i>	90%	90%	90%
<i>Program Occupancy Rate - %</i>	95%	95%	95%
<i>Basic needs met in a non-congregate environment</i>	Pass certification	Pass certification	Pass certification
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Pass certification	Pass certification
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

¹ Turnover is monitored but not evaluated.

FY2006 Program Evaluation Community Shelter Board

Category: Permanent Supportive Housing
Agency: YMCA
Program: 40 West Long Street
Period: 7/1/05-12/31/05
Performance: High

A. Description

The YMCA provides 70 units of permanent supportive housing to men who meet Rebuilding Lives criteria for chronic homelessness and who have one or more disabilities, including mental health, substance abuse and developmental delays. The YMCA staff provides basic skill building and self-care programming, such as hygiene and housekeeping. Case managers assess the needs of each client and work to make appropriate referrals to mental health, substance abuse treatment and other needed community services. The YMCA partners with a variety of other agencies to provide food service, medical care and other services to residents. The YMCA building contains 402 single room occupancy (SRO) apartments for male residents, as well as staff offices, a front desk, and a lounge area for residents.

B. Performance Outcomes

Semi-Annual Trends

Measure	1/1/02	7/1/02	7/1/03	7/1/04
	6/30/02	12/31/02	12/31/03	12/31/04
Program Capacity - #	25	25	65	70
Unit Capacity - #	25	25	65	70
Number Served - #	26	40	91	109
Housing Stability - months	3 months	5 months	9 months	10 months
Access to Resources - %	100%	100%	100%	N/A
Housing Retention - %	92%	92%	84%	95%
Program Occupancy - %	99%	116%	108%	113%

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Program Outcome Achievement 7/1/05 to 12/31/05: Permanent Supportive Housing

Measure	Semi-Annual Goal 7/1/05-12/31/05	Semi-Annual Actual 7/1/05-12/31/05	Achieved
<i>Clients Served - #</i>	77	105	Yes
<i>Housing Stability - months</i>	12 months	14 months	Yes
<i>Turnover Rate- %¹</i>	10%	49%	N/A
<i>Successful Permanent Housing Outcomes - # of total served</i>	69	89	Yes
<i>Successful Permanent Housing Outcomes - % of total served</i>	90%	85%	Yes
<i>Program Occupancy Rate - %</i>	95%	101%	Yes
<i>Basic needs met in a non-congregate environment</i>	Pass certification	Compliant	Yes
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Compliant	Yes
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	Actual costs less than budgeted amount	Yes

C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	07/01/05-06/30/06	07/01/05 – 12/31/05	
CSB Funds	328,842	164,421	120,683
Other Funds	304,464	152,232	163,965
Total	633,306	316,653	284,648
Cost per unit-CSB	\$3,915	\$2,135	\$1,149
Cost per unit/month-CSB	\$326	\$356	\$192
Percentage of CSB Funds	52%	52%	42%
Percentage of Leveraged Funds	48%	48%	58%

¹ Turnover is monitored but not evaluated.

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D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure	Semi-Annual 7/1/06-12/31/06	Semi-Annual 1/1/07-6/30/07	Annual 7/1/06-6/30/07
<i>Clients Served - #</i>	77	77	84
<i>Housing Stability - months</i>	14 months	14 months	14 months
<i>Turnover Rate- %</i>	10%	10%	< 20%
<i>Successful Permanent Housing Outcomes - #</i>	69	69	76
<i>Successful Permanent Housing Outcomes - %</i>	90%	90%	90%
<i>Housing Retention - %</i>	90%	90%	90%
<i>Program Occupancy Rate - %</i>	95%	95%	95%
<i>Basic needs met in a non-congregate environment</i>	Pass certification	Pass certification	Pass certification
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Pass certification	Pass certification
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

FY2006 Program Evaluation

Community Shelter Board

Category: Permanent Supportive Housing
Agency: YWCA
Program: WINGS
Period: 7/1/05-12/31/05
Performance: High

A. Description

The YWCA WINGS program provides permanent supportive housing for women who meet Rebuilding Lives criteria for 69 chronic homelessness and who have a serious mental illness. Single room occupancy (SRO) units with shared bathrooms are provided. WINGS offers case management, housing and employment assistance, referrals to medical, mental health, and substance abuse treatment programs, as well as linkages to other community resources. On-site substance abuse services are provided through a partnership with Amethyst. Although the program does not provide daily meals to its clients, it does house a food pantry through the Mid-Ohio Food Bank that women may access. The YWCA was awarded additional funding from HUD in 2005 in order to expand WINGS by 16 units in FY2006. Also in FY2006, the YWCA merged their 25 Shelter Plus Care units with the WINGS units for a total permanent supportive housing capacity of 69 units.

B. Performance Outcomes

Semi-Annual Trends (as Transitional Housing program)

Measure	10/1/98	4/1/99	10/1/99	4/1/00	10/1/00	4/1/01	4/1/02	7/1/03
	3/31/99	09/30/99	3/31/00	9/30/00	3/31/01	9/30/01	9/30/02	12/31/03
Number of Households Sheltered	36	32	30	37	35	40	33	47
Successful Housing Outcomes - #	8	5	4	7	4	9	4	14
Successful Housing Outcomes - %	62%	71%	44%	54%	57%	69%	57%	73%
Average Length of Stay	119	144	141	105	139	120	236	199
Recidivism - %	3%	0%	7%	0%	0%	0%	0%	0%

Semi-Annual Trend (as Permanent Supportive Housing)

Measure	7/1/04
	12/31/04
Program Capacity - #	28
Unit Capacity - #	28
Number Served - #	34
Housing Stability - months	8 months
Access to Resources - %	N/A
Housing Retention - %	100%
Program Occupancy - %	100%

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Program Outcome Achievement 7/1/05 to 12/31/05: Permanent Supportive Housing

Measure	Semi-Annual Goal 7/1/05-12/31/05	Semi-Annual Actual 7/1/05-12/31/05	Achieved
<i>Clients Served - #</i>	69	69	Yes
<i>Housing Stability- months ¹</i>	12 months	14 months	N/A
<i>Turnover Rate- % ^{2, 3}</i>	0%	14%	N/A
<i>Successful Permanent Housing Outcomes - # of total served</i>	64	64	Yes
<i>Successful Permanent Housing Outcomes - % of total served</i>	90%	93%	Yes
<i>Program Occupancy Rate% ⁴</i>	95%	80%	N/A
<i>Basic needs met in a non-congregate environment</i>	Pass certification	Compliant	Yes
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Compliant	Yes
<i>Efficient use of a pool of community resources ²</i>	CSB costs per household consistent with CSB budget	CSB costs per household not consistent with CSB budget	No

¹ Housing Stability will not be evaluated due to program lease-up and expansion during the first Semi-Annual period.

² Denotes outcomes that are monitored in FY06 for future evaluation benchmark, but not evaluated.

³ Clients served based on 10% annual turn-over. Due to lease-up during semi-annual period 1 no turnover is anticipated. Clients served based on 10% turn-over for semi-annual period 2.

⁴ Program Occupancy not monitored during first Semi-Annual period since lease-up of expansion units will be occurring.

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C. Efficient Use of Community Resources

CSB vs. Other Funding Sources	Annual Budget	Semi-Annual Budget	Semi-Annual Actual
	7/1/05-6/30/06	7/1/05-12/31/05	
CSB Funds	\$50,036	\$25,018	\$37,689
Other Funds	\$619,082	\$309,541	\$275,575
Total	\$669,118	\$334,559	\$313,264
Cost per household served-CSB	\$658	\$363	\$546
Cost per successful household served-CSB	\$55	\$60	\$91
Percentage of CSB Funds	7%	7%	12%
Percentage of Leveraged Funds	93%	93%	88%

D. Recommendations

Program Outcome Measures: Permanent Supportive Housing

Measure	Semi-Annual 7/1/06-12/31/06	Semi-Annual 1/1/07-6/30/07	Annual 7/1/06-6/30/07
<i>Clients Served - #</i>	76	76	83
<i>Housing Stability- months</i>	14	14	14
<i>Turnover Rate- %¹</i>	10%	10%	20%
<i>Successful Permanent Housing Outcomes - #</i>	68	68	75
<i>Successful Permanent Housing Outcomes - %</i>	90%	90%	90%
<i>Housing Retention - %</i>	90%	90%	90%
<i>Program Occupancy Rate %</i>	95%	95%	95%
<i>Basic needs met in a non-congregate environment</i>	Pass certification	Pass certification	Pass certification
<i>Ongoing engagement with the neighborhood</i>	Pass certification	Pass certification	Pass certification
<i>Efficient use of a pool of community resources</i>	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget	CSB costs per household consistent with CSB budget

¹ Turnover is monitored but not evaluated.

APPENDIX

- I. **Outcome Definition and Methodologies**
- II. **Housing Outcomes**

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I. FY06 Outcome Definitions and Methodologies:

1. **Access to CSB Direct Client Assistance** (new indicator for Outreach, Resource Specialists, CSB Transition Program; named Receipt of Services for Direct Housing during FY2006) ¹

Source: CSB Direct Client Assistance Report

Defined: A percentage based on the number of distinct households that received CSB direct client assistance (Transition FHC) during the period divided by the number of households that exited from the program.

Calculated: The total number of distinct households that received CSB program direct client assistance / total number of distinct households served that exited the program during the period.

2. **Access to resources to avoid shelter admission and stabilize housing (Emergency Shelters)**

Source: Program Review and Certification Report, status as of 04/12/06

Defined: Program adheres to the following standards, which are described in the CSB Administrative and Program Standards document: E1, E7, E9, E10, E11, E15, E20, E21, E22, E30, E31, E36, E37, E38, E39, E40, E41, E42, E43, E44, E45, E46, E47, E48.

Calculated: N/A

3. **Average CSB Direct Client Assistance (DCA) Amount per Household (Direct Housing and CSB Transition Program)**

Source: CSB Direct Client Assistance Report

Defined: The average amount of total CSB direct client assistance received per household during the period.

Calculated: Total monetary assistance awarded to all households during evaluation period / total number of distinct households served that received assistance

4. **Average Length of Stay / Participation:**
 - a. **Tier I and Tier II Shelters**

Sources: Daily Bedlist Report for Emergency & Inebriate Shelters

Defined: The average number of days that total distinct households were enrolled in or received services through the program from entry or beginning of period to exit or end of period *Note: cumulative total for households with multiple instances of service during the period.*

Calculated: The total number of bedlist units for the period / the number of total distinct households served

 - b. **Family Housing Collaborative (FHC)**

Source: HMIS Custom Report

Defined: The average number of days that total distinct households were served from the point of FHC entry date to YWCA Family Center exit date. Note: Families who had an FHC entry date after their YWCA Family Center exit date are excluded from this calculation.

Calculated: $\sum(\text{YWCA Family Center exit date} - \text{Direct Housing entry date}) / \text{the number of total distinct households served and exited from program during the period}$

¹ This data element will constitute a new measure for Resource Specialists and CSB Transition in FY2007.

5. Basic needs met in a non-congregate environment (Resource Specialists, Permanent Supportive Housing, FHC and CSB Transition)

Source: Program Review and Certification Report, status as of 04/12/06
Defined: Program adheres to the following standards, which are described in the CSB Administrative and Program Standards document: For Resource Specialists, E9, E10, E45 through E48; for PSH, B6, E55, J1, J2, L1; for FHC and CSB Transition: E9, E10.
Calculated: N/A.

6. Basic needs met in secure, decent environment (Emergency Shelters and Outreach)

Source: Program Review and Certification Report, status as of 04/12/06
Defined: Program meets 100% of the CSB Administrative and Program Standards.
Calculated: N/A.

7. Change in Income (PSH) / Data element to be permanently omitted from evaluations

Source: HMIS Custom Report
Defined: The percentage of total households served that increase their income within six months of admission. Income sources may include employment, benefits, or other sources.

8. Change in Income – Entry to Exit (Tier II Emergency Shelters)

Source: HMIS Custom Report
Defined: The percent of all distinct households served and exited during the period that increase their income from entry to exit.
Calculated: Number of distinct households that exit and increase income from entry to exit /total distinct household exits

9. Detox Exits (Inebriate Shelter)

Source: HMIS Custom Report
Defined: The number of distinct households served that exit to an inpatient drug or alcohol treatment facility (i.e., latest exit for clients with multiple stays during period).
Calculated: The percentage of detox exits is derived by dividing the number of detox exits by the number of total exits.

10. Efficient use of a pool of community resources

Source: Semi-annual Financial Reports from agencies
Defined: A percentage based on the semi-annual CSB actual cost per household served relative to the semi-annual budgeted CSB cost per household served. A program is considered efficient if its actual CSB cost per household served is either less than or within 105% of the budgeted CSB cost per household served.
Calculated: (The semi-annual actual CSB cost per household served / the semi-annual budgeted CSB cost per household served) X 100

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11. Households / Clients Served

- Sources:** Homeless Census Report ¹ for Emergency & Inebriate Shelters; HMIS Custom Report for Resource Specialists, PSH, Outreach, Prevention, Direct Housing; CSB Direct Client Assistance Report for CSB Transition
- Defined:** The number of distinct households served by the program during the evaluation period. Distinct households served are identified by their last service record for the program entered into HMIS as of December 31, 2005. Note that clients served equals households served for Permanent Supportive Housing.
- Calculated:** The number of distinct households served, based on the last service record for the program as of the end of the period.

12. Housing Retention (PSH) Data element not included in FY2006 outcomes but included in FY2007 Recommendations

- Source:** HMIS Custom Report
- Defined:** The percent of clients who maintained their housing, whether or not as part of the Permanent Supportive Housing program. Housing retention is measured based on those who did not exit plus those who exit the program and do not enter shelter within two weeks to three months after exit or as of date of report, divided by the total number of distinct households served during the evaluation period.
- Calculated:** $\frac{\sum(\text{distinct households served} - \text{households that exited program and entered shelter within 14 to 90 days})}{\text{total distinct households served}}$

13. Housing Stability

- Source:** HMIS Custom Report
- Defined:** The average length of time measured in months that distinct clients reside in the Permanent Supportive Housing unit. Measure is not calculated for those programs undergoing full lease up.
- Calculated:** Step 1: Calculate the total days housed for each client by subtracting the Entry Date from the Exit Date or end of period for all records.
Step 2: Determine the average length of stay for all the clients by dividing the sum of total days housed by the number of clients served.
Step 3: Divide the average length of stay by 30.5, which is the average number of days in a month.
Housing stability is measured using the total average client length of stay (from intake to exit date or 12/31/05, if still a resident) divided by the total average days per month (30.5 days).

14. Movement Data element not included in FY2006 outcomes but included in FY2007 Recommendations

- Source:** HMIS Custom Report
- Defined:** All distinct households that exit and have contact with shelter within seven (7) days of exit following any instance of service during the evaluation period. The movement rate is measured by dividing the total distinct households that experience movement by the total distinct household exits during the evaluation period.
- Calculated:** $\frac{\text{The number of total distinct households that experience movement within 7 days}}{\text{the number of total distinct household exits}}$

¹ Homeless Census Report is a standard CSB report that is produced using Crystal Reports.

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15. New Households Served (Family Housing Collaborative)

- Source:** HMIS Custom Report
Defined: The number of distinct households that entered the program during the period.
Calculated: *The number of* distinct households with an entry date that occurs within the start and end dates of the report period.

16. Occupancy (Tier II Emergency Shelters)

- Source:** HMIS ShelterPoint Report
Defined: The average daily occupancy as a percentage of the program unit capacity. Occupancy is measured using the total household shelter units of service provided during the period divided by the total days within the period divided by the total program capacity. *Note: cumulative total for households with multiple instances of service during the period.*
Calculated: Step 1: $\sum(\text{exit date} - \text{entry date}) / \text{total days during the period}$;
Step 2: Divide results of Step 1 by program capacity to obtain occupancy rate.

17. Ongoing Engagement with the neighborhood (Emergency Shelters & PSH)

- Source:** Program Review and Certification Report, status as of 04/12/06
Defined: Program adheres to the following standards, which are described in the CSB Administrative and Program Standards document: I1 through I9.
Calculated: N/A.

18. Program Occupancy Rate (PSH)

- Source:** HMIS Custom Report
Defined: A percentage that reflects the average number of clients residing in a program per night relative to the program capacity.
Calculated: Step 1: $\sum(\text{Exit date or end of period} - \text{entry date or beginning of period}) / (\text{total units} \times \text{days in period})$
Step 2: Divide the results calculated in Step 1 by the program capacity

19. Receipt of Services (to be renamed Access to CSB Direct Client Assistance for FY2007) ¹

- Source:** CSB Direct Client Assistance Report
Defined: A percentage based on the number of distinct households served that receive CSB direct client assistance during the period relative to the number of total distinct households that exited.
Calculated: Total distinct households in program that received CSB direct client assistance / total distinct households that exited the program during the period.

20. Recidivism Rate

- Source:** Homeless Census Report ² for Emergency & Inebriate Shelters; Custom Report for Outreach, Prevention, Transition and FHC; Not calculated for Resource Specialists.
Defined: A percentage reflecting the number of recidivist households in a program relative to the number of households that exited the program with a successful housing outcome. A recidivist household is defined as a

¹ This data element will constitute a new measure for Resource Specialists and CSB Transition during FY2007.

² Homeless Census Report is a standard CSB report that is produced using Crystal Reports.

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household that 1) exits a program with a successful permanent or transitional housing outcome (exception—FHC-permanent housing outcome only); and 2) re-enters the emergency shelter system or enters for Prevention within two weeks to three months after it exits the program..

Calculated: Step 1: Determine the total number of distinct households that, after exiting a program within the first 90 days of the 180-day period with a successful housing outcome, return to the shelter system or enter for Prevention within 14 to 90 days
Step 2: Divide the number obtained in Step 1 by the number of distinct households that exited with successful housing outcomes during the first 90 days of the period.
General: The recidivism rate is calculated by dividing the number of total distinct households that re-enter/enter the shelter system by the number of total distinct households that exited with a successful housing outcome. This includes all households that achieved a successful housing outcome between 7/1/05 and 9/30/05 (last successful housing exit during the period for households with multiple stays) and subsequently re-entered / entered the shelter system from 7/15/05 to 12/31/05. This excludes households active in the shelter as of 9/30/05

21. Resources and services to maintain housing (Prevention)

Source: Program Review and Certification Report, status as of 04/12/06
Defined: Program adheres to the following standards, which are described in the CSB Administrative and Program Standards document: E9, E10, E11.
Calculated: N/A.

22. Sheltered Households Served (Resource Specialists)

Source: HMIS Custom Report
Defined: The percent of distinct clients who receive Resource Specialist services; only client's last stay during the report period is included in the measure.
Calculated: The number of distinct clients who use Resource Specialist services / the number of distinct clients who stayed in a shelter associated with the Resource Specialist program.

23. Successful Housing Outcomes

a. Family Housing Collaborative

Source: HMIS Custom Report
Defined: The number of distinct households that exited with a 'Permanent' housing destination, excluding exits to family or friends. Refer to the Housing Outcomes Appendix for a list of destinations and their correlation to housing and shelter outcomes.
Calculated: The number of households that exited with successful housing outcomes (based on the last exit) / the number of total distinct household exits

b. Tier I Adult Emergency Shelters and Tier II Family Emergency Shelters

Source: Homeless Census Report¹
Defined: The number of distinct household exits with a 'Permanent' or 'Transitional' housing exit, excluding exits to family or friends. Refer to the Housing Outcomes Appendix for a list of destinations and their correlation to housing and shelter outcomes.

¹Homeless Census Report is a standard CSB report that is produced using Crystal Reports.

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Calculated: The number of households served that exited with a successful housing outcome (based on the last exit) / the number of total distinct households served that exited the program.

c. Tier I Family Emergency Shelter & Outreach

Source: Homeless Census Report for emergency shelter; HMIS Custom Report for Outreach

Defined: The number of distinct households served that exited with a 'Permanent' or 'Transitional' or 'Emergency Shelter' destination, excluding exits to family or friends. Refer to the Housing Outcomes Appendix for a list of destinations and their correlation to housing and shelter outcomes.

Calculated: The number of households served that exited with a successful housing outcome (based on the last exit) / the total number of distinct households served that exited the program

d. Permanent Supportive Housing

Source: HMIS Custom Report

Defined: The number of distinct households that are in Permanent Supportive Housing (PSH) or have a 'Permanent' housing exit, excluding exits to family or friends. Refer to the Housing Outcomes Appendix for a list of destinations and their correlation to housing and shelter outcomes. Deceased clients are excluded from the calculation.

Calculated: (The number of households in PSH + the number of successful housing exits (based on the last exit)) / the number of total distinct households served

24. Successful Income Outcomes (Resource Specialists)

Source: HMIS Custom Report

Defined: The number of distinct households served that 1) did not have income at entry; and 2) had income at exit.

Calculated: Step 1: Determine the number of total distinct households that had no income at entry and that exited during the report period.
Step 2: Determine the total number of distinct households defined in Step 1 above that reported income when they exited the program.
Step 3: Divide the number obtained in Step 2 by the number obtained in Step 1 to calculate the successful income outcome rate.

25. Turnover Rate (PSH)

Source: HMIS Custom Report

Defined: The rate at which units become vacant relative to the unit capacity. Measure is not evaluated during fiscal years 2006 and 2007. Measure is not calculated for those programs undergoing full lease up.

Calculated: The total number of clients who exited during a semiannual period / the unit capacity.

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II. HOUSING OUTCOMES

The following chart identifies various destinations, including successful housing and shelter outcomes, as identified in the CSB HMIS Data Definitions. Housing/shelter outcomes correspond to ServicePoint pick list choices for 'destination' and are used to determine shelter and/or housing outcomes in the FY2006 Program Evaluation, as well as FY2007 recommendations.

ServicePoint Destination	CSB Definition	Client Control of Housing? (1)	CSB Evaluation Element
Permanent Housing: Rental house/apartment (no subsidy)	Privately owned, market rent housing (not subsidized)	Yes	Successful Housing Outcome
Permanent Housing: Public Housing	Housing owned and subsidized by CMHA	Yes	Successful Housing Outcome
Permanent: Section 8	Housing owned by a private landlord or partner agency and subsidized through a CMHA Section 8 Voucher or through Section 8 project-based subsidy	Yes	Successful Housing Outcome
Permanent: Shelter Plus Care	Housing owned by a private landlord or partner agency and subsidized through the Shelter Plus Care program administered by CMHA	Yes	Successful Housing Outcome
Permanent: HOME subsidized house/apartment	The YMCA Permanent Supportive Housing (PSH) program at 40 West Long Street or SE Scattered Site Permanent Supportive Housing	Yes	Successful Housing Outcome
Permanent: Other subsidized house/apartment	Housing owned by a private landlord or partner agency that has an on-going subsidy through HUD 202 or 811 program, tax credits, or other sources, including HUD and CSB	Yes	Successful Housing Outcome
Permanent: Home ownership	Housing that is owned by the client	Yes	Successful Housing Outcome
Permanent: Moved in with Family/Friends	DO NOT USE	N/A	Unsuccessful Housing Outcome
Transitional: Transitional housing for homeless	Transitional (i.e. New Horizons)	Varies	Successful Housing Outcome (except for Family Housing Collaborative and Permanent Supportive Housing)
Transitional: Moved in with Family/Friends	Temporary housing with family or friends	No	Unsuccessful Housing Outcome
Institution: Psychiatric hospital	Temporary/indefinite residence in a psychiatric hospital for the treatment of severe mental illness	No	Unsuccessful Housing Outcome
Institution: Inpatient alcohol/drug facility	Temporary/indefinite residence in an inpatient facility for treatment of alcohol and/or drug addiction	No	Unsuccessful Housing Outcome
Institution: Jail/prison	Incarceration in local, state or federal prison	No	Unsuccessful Housing Outcome
Emergency Shelter	Emergency Shelter (all including Tier II shelters)	No	Unsuccessful Housing Outcome (except for Outreach and YWCA-IHN)
Other: Other Supportive Housing	DO NOT USE	N/A	Unsuccessful Housing Outcome
Other: Places not meant for habitation (street)	Street, condemned buildings, etc.	No	Unsuccessful Housing Outcome
Other	Hotel, other	No	Unsuccessful Housing Outcome
Unknown		N/A	Unsuccessful Housing Outcome

(1) Client is determined to be in control of his/her housing if the lease/mortgage is in his/her name or if he/she otherwise has a written agreement that gives him/her a right to reside in his/her housing, such as a roommate agreement.