

Community Bids Barbara Farewell

Thank you to The Columbus Foundation for throwing a beautiful farewell reception in Barbara's honor on November 10.



Elfi Di Bella, Barbara Poppe and Holly Kastan



[RESOURCE DEVELOPMENT]

Funding Update

An official 2010 funding request was submitted to the City of Columbus on September 16. Individual City Council member briefings are underway and will be concluded by mid-November. CSB staff participated in the City Council Health, Housing and Human services committee briefing on October 7 – see story on page 4.

Please Note: Event Date Change

The 2010 Together Rebuilding Lives date has changed to accommodate our presenting sponsors' schedule. Save the new date: June 2, 2010

We believe the Mayor's proposed budget is responsive to CSB's funding request, aside from the additional need request of \$360,000. We are very grateful for prioritization within the Mayor's budget and are hopeful that City Council will meet the additional need, which is based on a cost of doing business increase of 4.1%, and responds to growing needs and expansion of Rebuilding Lives supportive housing and increased demand for direct client assistance.

CSB has received \$1 million in supplemental funding from the Franklin County Commissioners, to counteract the deficit created by reduced Real Estate Transfer Fee collections. A request for the remaining supplemental appropriation of \$658,930 was submitted in late October. Meetings with each commissioner are underway. CSB staff will attend a budget hearing regarding our funding request, on November 19. Elfi Di Bella will provide testimony at this hearing.

On November 10, United Way of Central Ohio Board of Trustees continued its dedication to ending homelessness by approving the following awards:

- < 7/1/09-12/31/09 (6 months) funding for Rebuilding Lives - \$100,000
- < 2010 funding for Rebuilding Lives - \$200,000
- < 2010 funding for Shelter Network - \$677,000
- < 2010 funding for Direct Client Assistance - \$137,000
- < 2010 funding for Benefits Partnership - \$125,000

HUD Continuum of Care NOFA

On September 25, HUD released the 2009 Continuum of Care (CoC) Notice of Funds Availability (NOFA) and application process. CSB is working to finalize the CoC application submission to HUD due November 25. The original deadline was set for November 9 but HUD has extended the deadline due to some technical glitches with the online application system, e-snaps. The provider agencies funded by HUD through the Continuum of Care process have submitted their Exhibit 2 renewal applications to CSB for inclusion in the consolidated application on behalf of Columbus & Franklin County. CSB finalized the Exhibit 1 section of the application following the CoC Steering Committee approval of several tables and charts as well as the list of renewal projects on November 2. A total request of \$8.7 million will be submitted to HUD for consideration in the competition, this includes an allocation of \$422,317 in the Permanent Housing Bonus category. The CoC Steering Committee and the Rebuilding Lives Funder Collaborative selected Community Housing Network to receive the Permanent Housing Bonus.

HPRP Programs Up and Running

After several months of planning, we are now ready to implement Phase I of the Homelessness Prevention and Rapid Re-Housing Program (HPRP). Two programs – ADAMH Prevention for Mental Health Populations and Communities in Schools Stable Families – will be part of Phase I set to begin operations on November 16. Staff from these programs will participate in a required all-day HPRP training on November 13 to prepare them for implementation. The ADAMH Prevention program will provide a bridge to housing for state hospital patients who do not have housing available upon discharge. The Stable Families program is a continuation of the current program with the additional eligibility criteria from the HPRP regulations.

Due to the intense programmatic requirements of HPRP, Huckleberry House has decided to withdraw their request for funding. Huckleberry House's Transitional Living Program does not meet the requirements for HPRP and in order to properly utilize the funding, an entirely new Rapid Re-Housing program would have to be developed. After careful evaluation, Huckleberry House decided the HPRP was not a proper solution for their organization and are exploring other funding sources.

For more information on HPRP visit www.csb.org.

Special Briefing held on Homelessness

On October 7, CSB led a briefing for City Council's Health, Housing & Human Services Committee to demonstrate the value of the City's investment in our community's work to end homelessness. Several representatives from CSB-funded agencies as well as a representative from the United Way of Central Ohio participated in the briefing. To highlight efforts to improve the family system, Molly Rampe of the YWCA Columbus gave an overview of collaborative planning progress to date. Stephanie Jordan-Smith of Volunteers of America of Greater Ohio outlined the process of converting Tier II Shelters to rolling stock and highlighted the success one client experienced as a result of the new model which has reduced the number of times a family has to move to transition from the YWCA Family Center to permanent housing. Beth Fetzer-Rice of The Salvation Army outlined the planned activities for the new Job2Housing program which is one of twenty-three programs awarded funding in 2008 through a highly competitive Rapid Re-Housing Demonstration program included in the HUD Continuum of Care competition.

Caroline Holmes of the YWCA Columbus shared the success of Access to Benefits, a strategy from the new Rebuilding Lives plan which calls for increased access to benefits and income which aims to provide immediate and systematic access to mainstream benefits and services for persons who are homeless and served by the homeless service system. Dave Davis of CSB outlined the Unified Supportive Housing System, another strategy from the new Rebuilding Lives plan which focuses on the development of a unified system for permanent supportive housing which includes centralized eligibility determination and placement, periodic review of tenant needs, and "move up" incentives to encourage tenants to be more independent.

Tiffany Nobles, also from CSB, provided an overview of the planning progress for HPRP and the activities planned for the allocated funding from the City of Columbus, Franklin County and the State of Ohio. After the HPRP overview, highlights were shared on three specific HPRP activities – coordinate emergency aid, homelessness prevention for mental health populations (ADAMH prevention program) and adult system improvement through the development of a centralized point of access and rapid re-housing program. Joe McKinley of United Way of Central Ohio, Anthony Penn of Community Housing Network and James Alexander of The Engagement Center at Maryhaven presented respectively.

The briefing concluded with a closing by Barbara Poppe which included a special announcement that Columbus homeless services programs as well as several other communities across the nation were featured in the October issue of Ebony Magazine.

[REBUILDING LIVES]

Unified Supportive Housing System

The second USHS pilot, the Move-Up Pilot, is ready to be implemented starting in January 2010. The *Move Up Pilot Program* is designed to help residents who are successful in supportive housing *move up* to more independent living. The program provides support services to help participants live on their own, and can help with initial rent, deposits and moving costs. The total cost of the *Move Up Pilot Program* is about \$65,000, which includes \$40,000 for client assistance and \$25,000 for housing provider services.

The *Move Up Pilot Program* will work with residents of three supportive housing programs in Columbus (Maryhaven Commons at Chantry, YMCA 40 W Long Street, and YWCA Wings). The *Move-Up Pilot* has a screening process to find people who make progress in supportive housing, are ready and want to move up to a more independent apartment. The supportive housing staff will work with identified tenants to get them ready and move them to an apartment of their choice. The pilot program's goal is to serve 40 people in the pilot year.

The *Move Up Pilot Program* will be successful if people become connected within their neighborhood of choice and live more independent lives. Desired outcomes include living independently, paying bills on time, establishing social networks and community support, keeping apartments safe and clean, and not entering hospitals, shelters, or other institutions.

After move-out, each individual will be followed up by the supportive housing staff for at least three months. The client will be deemed successful if, after these initial three months, continues to be stable in the independent housing environment.

The *Move Up Pilot Program* is sponsored by the Osteopathic Heritage Foundations and Battelle.

The USHS system has been experiencing a low number of applications for consideration for the current projects that are part of the system, Southpoint Place and the Rebuilding Lives Leasing project. One of the most important goals of the USHS pilots is to develop pools of appropriate individuals that are eligible for housing when new housing projects open or vacancies occur. In an effort to increase the flow of applications and assist agencies with costs related to gathering necessary documentation for clients, CSB will seek to incentivize the application process by providing a performance payment for USHS applications that are submitted in a complete and appropriate manner by all single adult emergency shelters and outreach providers. It is hoped that this new process will increase the submission of applications and keep the USHS in the forefront of the efforts to get people housed.

[PROGRAM UPDATES]

Winter Plans in place for Adult System

Winter Overflow for the adult system commenced October 15. Lutheran Social Services/Faith Mission will, once again, manage the overflow process for the men's and women's shelters. The development of an alternate site for men, separate from the shelters, to be utilized when severe weather strikes, is still in process. No case management services will be offered at this alternate site for men. Faith Mission is referring women to the YWCA Family Center when shelter overflow capacity is reached. Faith Mission identifies the women requiring shelter and provides transportation. The YWCA Family Center is able to accommodate up to 48 women. Currently, the adult emergency shelters continue to operate at or near capacity every night, averaging 8 women and 16 men in overflow.

Stable Families

The expansion of the Stable Families project to the Weinland Park Elementary School began on October 1. Plans call for the expansion to serve 45 families annually with referrals coming primarily from Weinland Park. Other referral sources are the Schoenbaum Center, Godman Guild, Community Properties of Ohio and the OSU extension center. It is felt that this expansion and the participation of Weinland Park will bring much needed case management type services to families in the area. Three families have been enrolled since the expansion started. This expansion is supported by grants from JP Morgan Chase and The Columbus Foundation.

Stable Families is an initiative to prevent homelessness, aimed at long-term housing stability, reduced student mobility and increased academic success in schools. This pilot project is made possible by the Siemer Family Foundation and United Way of Central Ohio, the Ohio Department of Development, Franklin County Commissioners and The Columbus Foundation.

Permanent Supportive Housing

The HUD Technical Review Committee met October 20 to review and recommend the two submissions for the request for Project Concepts that was released in August. The request sought projects to ensure that the Continuum of Care (CoC) is able to continue to expand the supply of supportive housing locally. The request sought to identify potential projects to be considered for the HUD bonus award for projects that would provide housing and supportive services for homeless individuals. One project will be submitted as the community's number one priority for the 2009 CoC process in order to secure the anticipated bonus funding from HUD for new permanent supportive housing. Additionally, the committee considered the endorsement of the proposals as Rebuilding Lives Permanent supportive Housing projects. Two provider proposals were considered. National Church Residences submitted a 50-unit project for the Commons at Livingston. This project is new construction targeted to serve veterans with disabilities and offer 25 Rebuilding Lives units. Housing would be available sometime in 2011. Community Housing Network submitted a master leasing project that would provide 30 units of scattered site housing (all Rebuilding Lives) targeted towards homeless disabled individuals. This project would bring housing units on-line in 2010. After hearing presentations from agencies and deliberating, the committee recommended to endorse both projects as Rebuilding Lives PSH. It further recommended that Community Housing Network receive the 2009 CoC HUD Bonus Award in the amount of \$422,317 and local funds to provide furnishings for individuals of \$21,853 in year one and \$1,714 in year two of the project. It was also recommended that the NCR Commons at Livingston project receive ongoing annual support from the Rebuilding Lives Funder Collaborative in the amount of \$60,561 and Rebuilding Lives capital funding in the amount of \$1,000,000 (\$250,000 County and \$750,000 city). These recommendations will permit continued progress in the development of supportive housing locally.

[IN THE SPOTLIGHT]

Greta Russell to Serve on Mayor's Accountability Committee

Our own Greta Russell has been selected to serve on the Columbus Reform Accountability Committee. Chaired by Thomas Hoaglin, the committee will be charged with monitoring the progress of the Columbus 10-Year Reform and Efficiency Action Plan, which is expected to save between \$100 million and \$150 million over the next decade. The committee will report annually on the city's progress in meeting the city's efficiency goals, which include new approaches to employee benefits, public safety reforms, management and technology and strategic partnerships.

Along with continued aggressive job creation, and the half-percent income tax increase approved by voters in August, government reform is a key part of the city's three-point plan to maintain core city services and preserve the quality of life. City Council voted earlier this year to formally commit itself to enacting the 10-Year Reform and Efficiency Action Plan.

Maryhaven Receives NIDA Awards

As part of the American Recovery and Reinvestment Act, Maryhaven received funding from the National Institute on Drug Abuse. \$485,000 was granted for long-term recovery management and \$420,000 for family therapy for adolescent children of mothers in outpatient care. These grants will be administered by the Maryhaven Research Institute, which has received approximately \$5 million in similar grants over the past 4 years, and is designed to identify best practices in drug addiction recovery.

Tours

In September, CSB provided a tour for State Representative Cheryl Grossman of Briggsdale Apartments and Commons at Grant. Also in September, we provided a tour of YWCA Family Center and Commons at Grant for Jeremy Ball, Big Lots; JPMorgan: Elaine Borling, Dee Stewart and Michelle Patella; and Becky Westerfelt, Huckleberry House. In October, we provided a tour for Tami Jack and Tony Shill, New Albany Country Club of VOA men's shelter and YMCA Rebuilding Lives supportive housing.

[CSB NEWS]

Staffing Update

An executive transition plan is in place as Barbara departs November 13 to direct the Interagency Council on Homelessness in Washington, DC.

The Board of Trustees voted on November 10 to empower the Executive Committee to negotiate an agreement with Steve Gladman and the Affordable Housing Trust Board of Trustees, for Steve to serve as the part-time Interim Executive Director for CSB. 8-10 hours/week is feasible as it would recognize and rely on the capabilities of CSB directors, staff and external consultants. The transition plan also activates CSB's Board of Trustees to provide support to staff in key areas, and empowers staff to take on some duties that would normally fall to the executive director. Another key component is contracts with reliable external consultants to take on duties that would normally fall to the executive director and to provide support to staff with the transition.

A staffing re-organization has occurred, resulting in Lianna Barbu being promoted to Operations Director, with oversight of data & evaluation, finance and grants. The re-organization also resulted in revised job responsibilities for Melanie Woodrum, Administrative Assistant; Barbara Maravich, Data & Evaluation Manager; Keiko Takusagawa, Operations Administrator; and Janet Bridges, Grants Director. A revised organizational chart is attached.

The board voted to authorize staff to outsource all human resources activities to Sequent, a professional employer organization. The agreement with Sequent will be finalized this month and they will take over administration of all HR functions in January. Big thanks to Tim Miller and Mark Russell for reviewing proposals and contracts throughout this process.

In the meantime, Sequent has been leading recruitment efforts to fill vacant positions:

- ⟨ Finance Director – Konrad Kuschnerus has been serving as Interim Finance Director since Shawn Hufstедler's departure in July. Konrad worked for Cardinal Health most recently, and has been offered a permanent position back at Cardinal. We appreciate Konrad's contributions and wish him much success. The Finance Director position is posted, resumes are being accepted and interviews are underway.

Patterson Takes Home Prize at 3rd annual Chili Cook-off

Claire Patterson cooked up prize-winning chili at CSB's 3rd annual chili cook-off on October 31.



- < Program Manager – Interviews are underway and a finalist will be selected very soon.
- < Planning & Analyses Coordinator – This position was posted previously as the part-time USHS Coordinator. The job has changed to full-time position with broadened scope. Resumes are being accepted and interviews are underway.
- < Accountant –Jodi Mathews has been hired to serve in this role (position was previously called Bookkeeper), to assist with operational financial management, direct client assistance payables, other accounts payable and grants administration. Jodi’s prior work experience includes positions at Jones and Ryan Law and JP Morgan Chase.

Rockefeller Foundation in Italy

Barbara Poppe was fortunate to attend a small convening at The Rockefeller Foundation Bellagio Center in Northern Italy November 4-8. The Building and Social Housing Foundation (UK), Common Ground Community (USA) and the National Alliance to End Homelessness (USA) selected Barbara to participate in this trip, as someone with important expertise in and/or concern about incorporating marginalized people in mainstream housing and communities. Barbara joined 18 other similarly committed people from the Global North and South for this three-day meeting at The Rockefeller Foundation's Bellagio Center in Northern Italy. The goal was to spend three very practically-oriented days with some of the leaders in the field understanding innovations in practice and policy that have successfully included marginalized people (including homeless, disabled and elderly people; migrants and refugees; racial and ethnic minorities; and other historically and recently excluded groups) in mainstream housing and communities.

The gathering focused on intimate discussions that examined barriers to social inclusion of these groups; shared innovations in policy and practice on removal of these barriers; and developed ideas about how each of the participants can advance innovations through their organizations and in the communities in which they work. All expenses were covered by The Rockefeller Foundation.

Upcoming Meetings

- < Check out the interactive calendar at www.csb.org under resources for our partners < meetings.

Attachments

- < Revised FY09 Annual System & Program Indicator Report
- < Board2Board meeting record, 10/12/09
- < Organizational Chart
- < Finance Director posting
- < Planning & Analyses Coordinator posting

SYSTEM & PROGRAM LEVEL INDICATOR REPORT

FY2009 Annual Report
07/01/08 – 06/30/09

Our Mission

To end homelessness, CSB innovates solutions, creates collaborations, and invests in quality programs.

We thank our Partner Agencies for their assistance in collecting data and ensuring data accuracy for our community reports.

TABLE OF CONTENTS

Overview	1
System Level Indicators	
Family Emergency Shelter.....	2
Men’s Emergency Shelter.....	3
Women’s Emergency Shelter	4
Permanent Supportive Housing	5
Program Level Indicators	
Single Adult Emergency Shelters	6
Family Emergency Shelters	7
Permanent Supportive Housing	8
Continuum of Care Programs.....	9
Other Programs.....	10

Overview

System and Program Indicators Reports are published quarterly and furnished to CSB trustees, the Rebuilding Lives Funder Collaborative, and the Continuum of Care Steering Committee. All reports are posted to www.csb.org. Results are also shared with CSB funders consistent with funding contracts and agreements.

The System and Program Indicator Report monitors the current CSB funded shelter, services and permanent supportive housing programs and other Continuum of Care, non-CSB funded programs. The report evaluates each system and program based on a system or program goal, actual performance data, variances, and outcome achievements. Outcome achievement is defined as 90% or better of numerical goal or within 5 percentage points of a percentage goal, except where a lesser or greater value than this variance also indicates an achieved goal. Systems or programs which meet less than one-half of outcome goals are considered to be a “program of concern”. The following key is used to express outcome achievement status for each indicator:

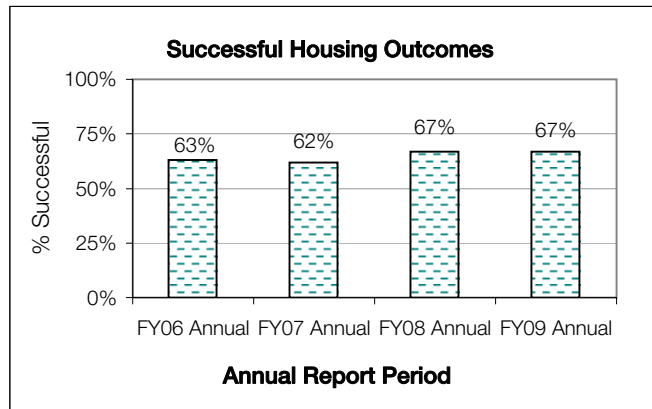
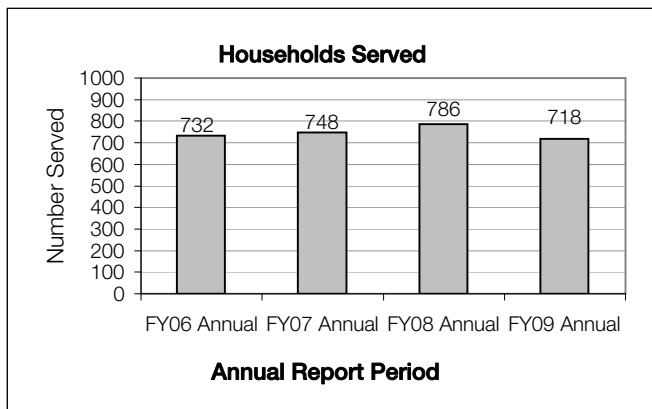
Outcome Achievement:	Key
Outcome achieved	
Outcome not achieved	
Outcome goal not applicable	N/A

All data generated from the Columbus ServicePoint (CSP) and used in the report met CSB quality assurance standards, which require current and accurate data and a 95% completion rate for all required CSP data variables.

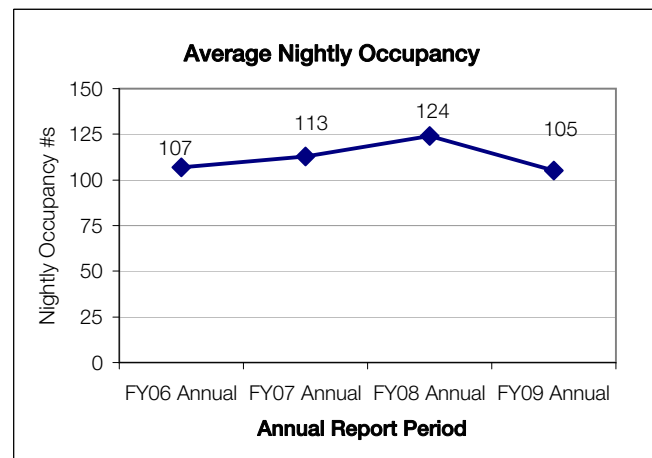
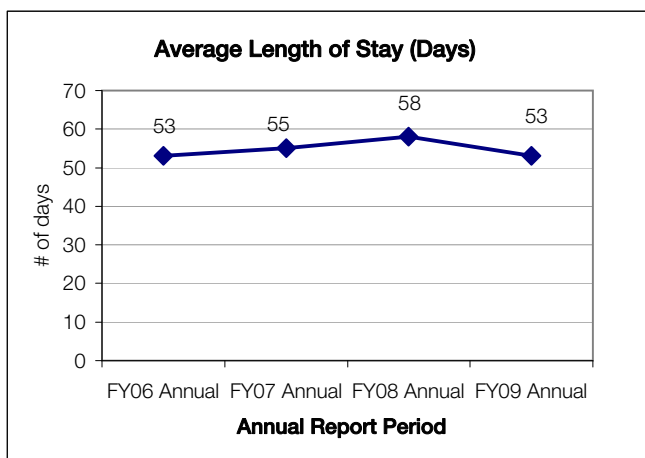
Data included in the report is analyzed per the Evaluation Definitions and Methodology document that can be found at www.csb.org under the Publications section.

System and Program Indicator Report

FY09 EMERGENCY SHELTER	Households Served			Nightly Occupancy		Average Length of Stay (Days)			Successful Housing Outcomes					System of Concern	
	Goal	Actual	Outcome Achievement	Capacity	Actual	Goal	Actual	Outcome Achievement	Goal (#)	Actual (#)	Outcome Achievement	Goal (%)	Actual (%)		Outcome Achievement
7/01/2008 - 6/30/2009															
FAMILY SYSTEM	732	718	√	120	105	45	53	≠	428	406	√	70%	67%	√	No



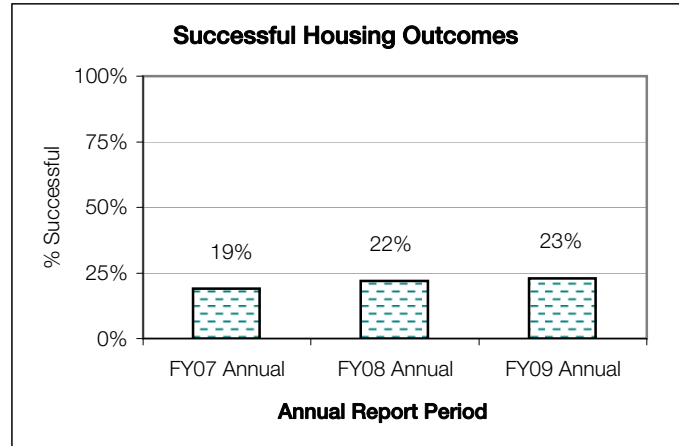
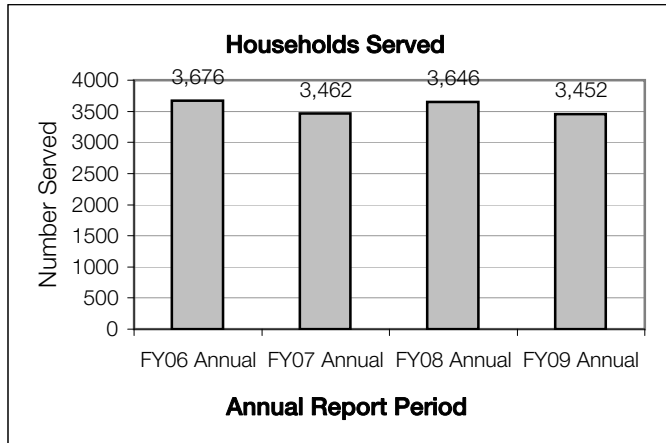
DEMOGRAPHICS	Family
Households Served	718
Clients Served	2,394
Average Age (HOH)	30
Gender - Male (HoH)	13%
Gender - Female (HoH)	87%
Veterans (U.S. Military) all adults	3%
Avg. Monthly Household Income	\$398
Percent Working at Entry	17%
Race - White	27%
Race - Black	69%
Race - Other	4%
Hispanic (HOH)	2%
Non-Hispanic (HOH)	98%
Adults Served	964
Children Served	1,430
Mean Family Size	3.3
Average Number of Children	2.0
Children 0 - 2 years	31%
Children 3 - 7 years	36%
Children 8 - 12 years	21%
Children 13 - 17 years	12%



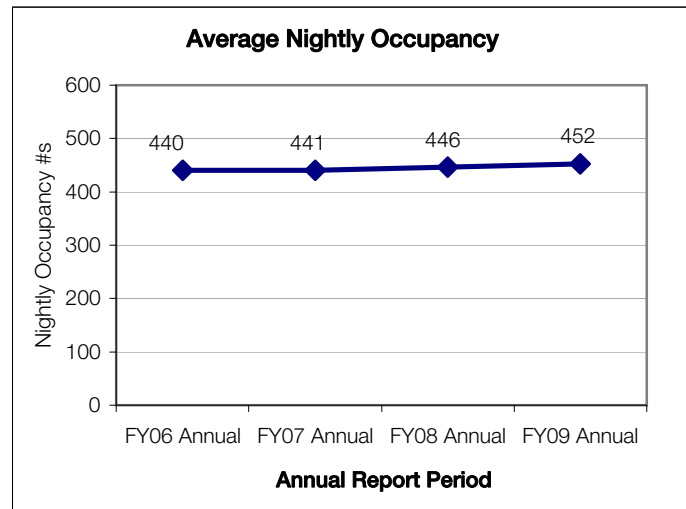
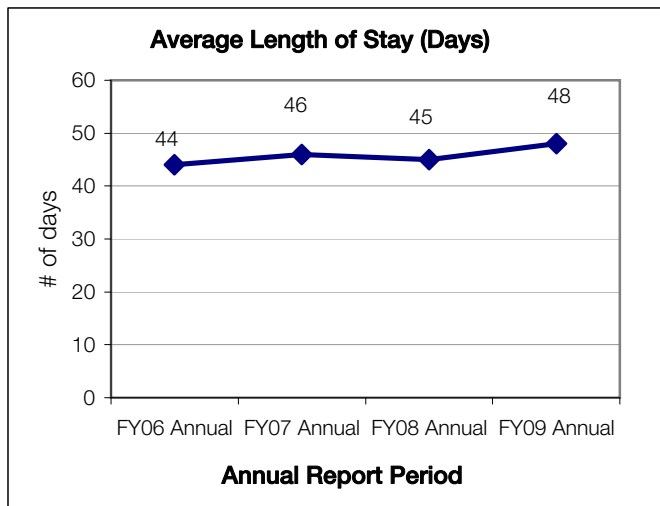
Good performance of the Family System is noted. While maintaining the successful housing outcomes %, the system decreased the average length of stay for the families served. The system served 9% less families than in the previous fiscal year. This decline is responsible for the decrease in the average nightly occupancy. A 27% decline in the households' income at entry compared to the last annual report is also a significant finding.

System and Program Indicator Report

FY09 EMERGENCY SHELTER	Households Served			Nightly Occupancy		Average Length of Stay (Days)			Successful Housing Outcomes					System of Concern	
	7/01/2008 - 6/30/2009	Goal	Actual	Outcome Achievement	Capacity	Actual	Goal	Actual	Outcome Achievement	Goal (#)	Actual (#)	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement
MEN'S SYSTEM	3,600	3,452	√	417	452	30	48	≠	573	697	√	18%	23%	√	No



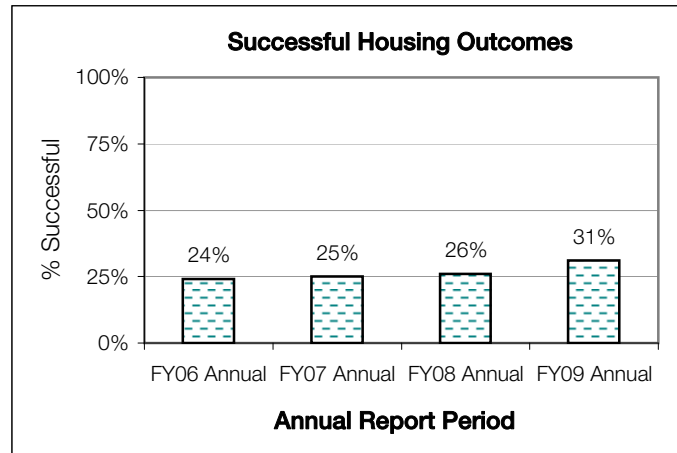
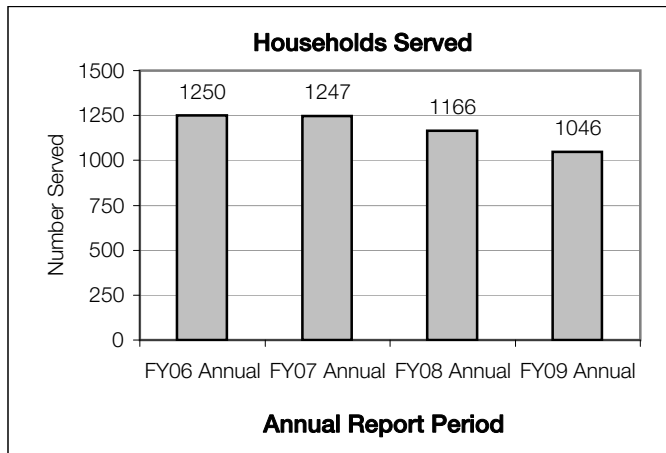
DEMOGRAPHICS	Men
Households Served	3,452
Clients Served	3,452
Average Age (HOH)	43
Men as a percent of total single adults served	77%
Veterans (U.S. Military)	16%
Avg. Monthly Household Income	\$164
Percent Working at Entry	10%
Race - White	38%
Race - Black	59%
Race - Other	3%
Hispanic (HOH)	2%
Non-Hispanic (HOH)	98%



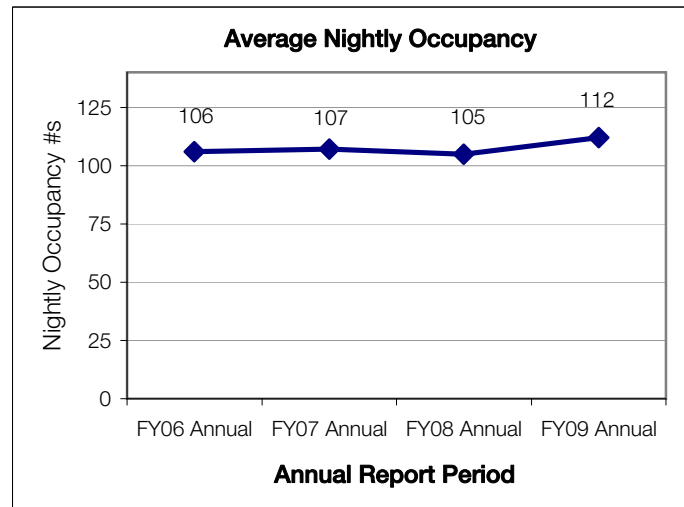
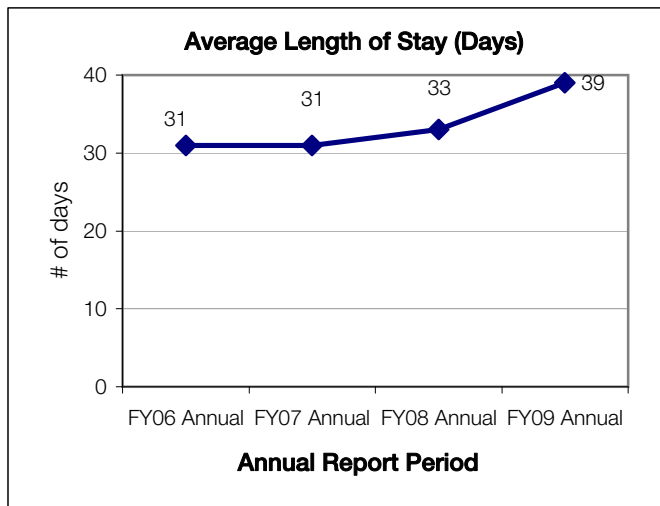
The Men's System served 5% less adults than last year. The Average Length of Stay increased and affected the average nightly occupancy for the system. Please note a 5% decline in the % of households working at entry and a significant decrease of the average monthly income at entry (45% decline over last year's reported data).

System and Program Indicator Report

FY09 EMERGENCY SHELTER	Households Served			Nightly Occupancy		Average Length of Stay (Days)			Successful Housing Outcomes					System of Concern	
	7/01/2008 - 6/30/2009	Goal	Actual	Outcome Achievement	Capacity	Actual	Goal	Actual	Outcome Achievement	Goal (#)	Actual (#)	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement
WOMEN'S SYSTEM	1,250	1,046	√	97	112	28	39	≠	277	299	√	24%	31%	√	No



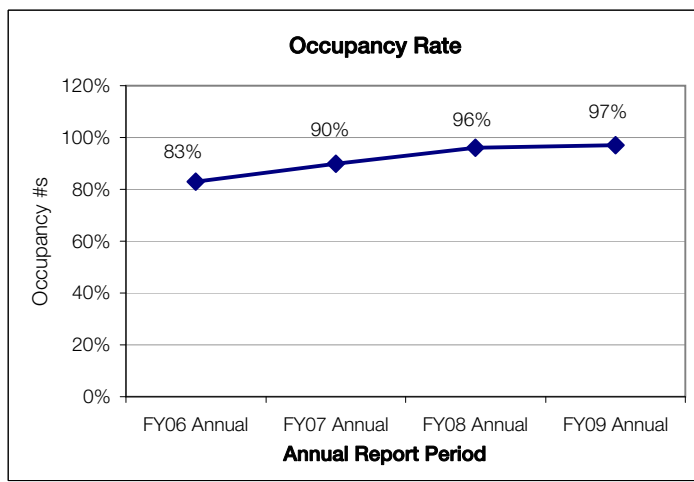
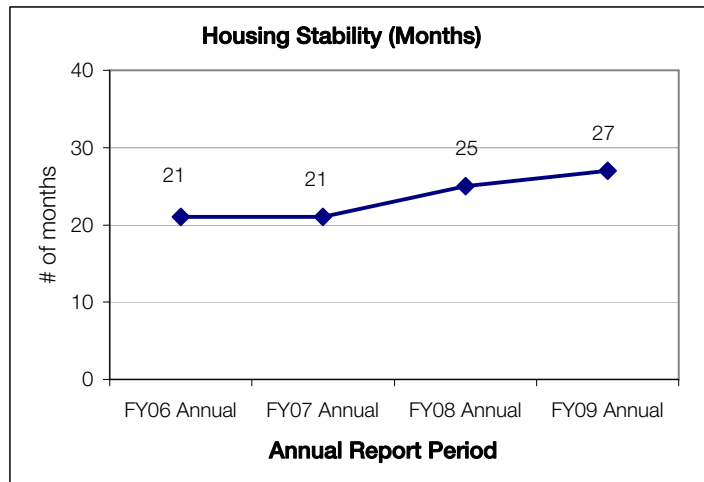
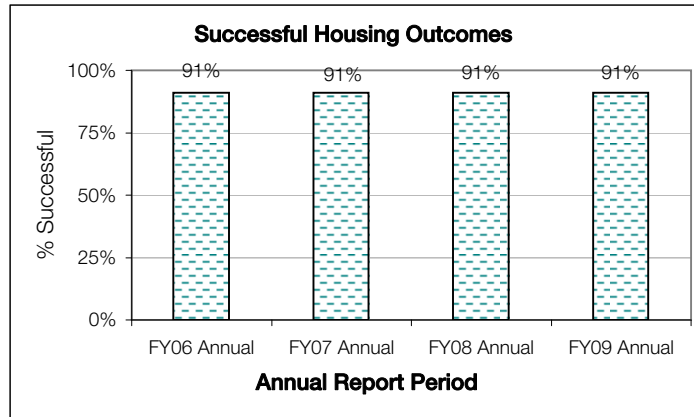
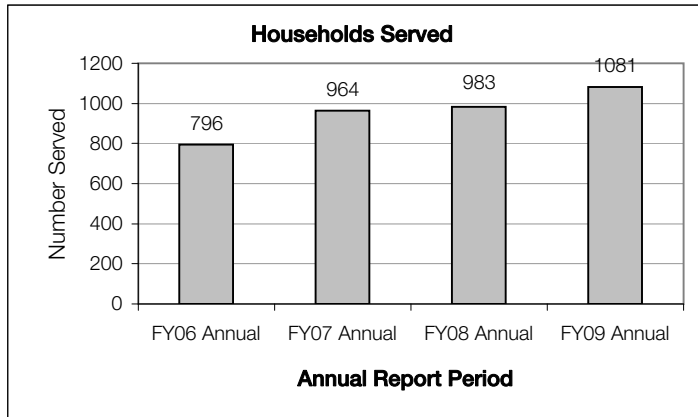
DEMOGRAPHICS	Women
Households Served	1,046
Clients Served	1,046
Average Age (HOH)	40
Woman as a percent of total single adults served	23%
Veterans (U.S. Military)	1%
Avg. Monthly Household Income	\$172
Percent Working at Entry	7%
Race - White	38%
Race - Black	58%
Race - Other	4%
Hispanic (HOH)	2%
Non-Hispanic (HOH)	98%



It is worthwhile noting the highest level of successful housing outcomes reported for the Women's System compared to the previous evaluation periods. The system served 10% less women than in the prior year. The Average Length of Stay increased and affected the average nightly occupancy. Note a significant decrease of the average monthly income at entry (36% decline over last year's reported data).

System and Program Indicator Report

FY09 Permanent Supportive Housing (PSH)	Households Served			Occupancy Rate			Housing Stability (Months)			Successful Housing Outcomes						System of Concern
	7/01/2008 - 6/30/2009	Goal	Actual	Outcome Achievement	Goal	Actual	Outcome Achievement	Goal	Actual	Outcome Achievement	Goal (#)	Actual (#)	Outcome Achievement	Goal (%)	Actual (%)	
PSH SYSTEM	950	1081	√	95%	97%	√	24	27	√	855	981	√	90%	91%	√	No



DEMOGRAPHICS	Families & Adults
Households Served	1,081
Clients Served	1,177
Average Age for Families (HOH)	35
Average Age for Single Adults (HoH)	46
Gender - Male (HoH)	68%
Gender - Female (HoH)	32%
Veterans (U.S. Military) all adults	13%
Avg. Monthly Household Income	\$184
Percent Working at Entry (HoH)	9%
Race - White (HoH)	36%
Race - Black (HoH)	61%
Race - Other (HoH)	3%
Hispanic (HOH)	1%
Non-Hispanic (HOH)	99%
Adults Served	1,103
Children Served	74
Mean Family Size ¹	2.8
Average Number of Children ¹	1.4
Children 0 - 2 years ¹	32%
Children 3 - 7 years ¹	36%
Children 8 - 12 years ¹	19%

¹ Data only refers to the families served.

Good and stable performance of the PSH System continues as evidenced by the increased number of households served, successful housing outcomes and housing stability. The occupancy rate is the highest reported on historical basis. Some programs were able to expand capacity due to additional funds or serve more couples.

EMERGENCY SHELTER --Single Adult Programs	Households Served				Nightly Occupancy		Average Length of Stay (Days)			Successful Housing Outcomes						Program of Concern
	Goal (#)	Actual (#)	Variance	Outcome Achievement	Capacity ¹	Actual	Goal	Actual	Outcome Achievement	Goal (#)	Actual (#)	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement	Yes or No
7/01/2008 - 6/30/2009																
MEN																
Faith Mission on 6th ^{2,3}	N/A	1,383	N/A	N/A	110	133	N/A	36	N/A	N/A	244	N/A	N/A	19%	N/A	N/A
Faith Mission on 8th ^{2,3}	N/A	1,085	N/A	N/A	95	110	N/A	37	N/A	N/A	147	N/A	N/A	15%	N/A	N/A
Friends of the Homeless-Men's Shelter	1,100	1,046	(54)	√	130	135	30	47	≠	194	231	√	20%	25%	√	No
VOAGO Men's Shelter	550	479	(71)	√	40	34	25	26	√	102	95	√	20%	21%	√	No
WOMEN																
Faith Mission-Nancy's Place ^{2,3}	N/A	575	N/A	N/A	42	52	N/A	33	N/A	N/A	155	N/A	N/A	29%	N/A	N/A
Friends of the Homeless-Rebecca's Place	500	450	(50)	√	47	50	28	40	≠	113	133	√	30%	33%	√	No
INEBRIATE																
Maryhaven Engagement Center ⁴	1,500	1,321	(179)	√	50	46	10	13	≠	276	172	≠	19%	13%	≠	Yes
AGENCY																
Lutheran Social Services - Faith Mission ^{2,3}	3,250	2,678	(572)	√	247	299	28	41	≠	571	526	√	19%	22%	√	No

¹ Capacity does not include overflow.

² Lutheran Social Services is evaluated at the agency level rather than at the individual program level. Inclusive programs are Faith Mission on 6th, Faith Mission on 8th and Nancy's Place.

³ Faith Mission provided overflow services for FY09.

⁴ Program missed 3 out of 4 measures for the evaluation period. The average length of stay was higher than expected and successful housing outcomes, both # and % were lower than the set goal. The goal for the # of the successful housing outcomes was missed even when controlling for the lower number of households served.

EMERGENCY SHELTER--Tier I Family Program	Households Served				Nightly Occupancy ⁶			Average Length of Stay (Days)			Successful Outcomes						Successful Housing Outcomes ⁵						Average FCH Transition Time ^{4,5} (Days)			Program of Concern
	Goal (#)	Actual (#)	Variance	Outcome Achievement	Capacity ¹	Actual	Outcome Achievement	Goal	Actual	Outcome Achievement	Goal (#)	Actual (#)	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement	Goal (#)	Actual (#)	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement	Goal	Actual	Outcome Achievement	Yes or No
7/01/2008 - 6/30/2009																										
YWCA Family Center ^{2,3,4,5}	660	653	(7)	√	50	39	N/A	20	22	√	427	451	√	70%	74%	√	333	257	N/A	78%	57%	N/A	7	19	N/A	No

¹ Capacity does not include overflow.

² YWCA Family Center provided overflow services for FY09.

³ Successful housing outcome calculates as x% of the YWCA's successful outcome measurement, which includes exits to both Tier II shelters and permanent housing.

⁴ The Average Transition Time measures the average number of days households receive shelter services from shelter entry to entry/enrollment into the FCH program.

⁵ Because Successful Housing Outcomes and Average FCH Transition Time are new measures, they were monitored but not evaluated this fiscal year.

EMERGENCY SHELTER--Tier II Family Programs	Households Served				Nightly Occupancy ⁶			Average Length of Stay (Days)			Successful Housing Outcomes						Program of Concern
	Goal (#)	Actual (#)	Variance	Outcome Achievement	Capacity	Actual	Outcome Achievement	Goal	Actual	Outcome Achievement	Goal (#)	Actual (#)	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement	Yes or No
7/01/2008 - 6/30/2009																	
Homeless Families Foundation	184	185	1	√	46	45	√	80	89	≠	98	111	√	70%	80%	√	No
VOAGO Family Shelter	96	77	(19)	≠	24	22	√	80	106	≠	51	46	√	70%	85%	√	No

⁶ Occupancy goal is applicable only to Tier II Shelters.

System and Program Indicators Report

SUPPORTIVE HOUSING	Households Served					Program Occupancy ¹			Housing Stability (Months)			Successful Housing Outcomes					Program of Concern	
	Capacity	Goal (#)	Actual (#)	Variance	Outcome Achievement	Actual (#)	Actual (%)	Attainment of Goal	Goal (# of months)	Actual (# of months)	Attainment of Goal	Goal (#)	Actual (#)	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement	Yes or No
7/01/2008 - 6/30/2009																		
Community Housing Network-Briggsdale	25	30	34	4	√	23	92%	√	16	21	√	27	28	√	90%	82%	≠	No
Community Housing Network-Community ACT	42	50	69	19	√	41	98%	√	12	13	√	43	54	√	85%	78%	≠	No
Community Housing Network-East 5th Avenue	38	46	45	(1)	√	35	92%	√	22	30	√	41	43	√	90%	96%	√	No
Community Housing Network-North 22nd Street	30	36	40	4	√	28	93%	√	24	29	√	32	35	√	90%	95%	√	No
Community Housing Network-North High Street	33	40	46	6	√	32	97%	√	24	30	√	36	38	√	90%	90%	√	No
Community Housing Network-Cassady ⁴	10	12	14	2	√	10	100%	√	20	26	√	11	14	√	90%	100%	√	No
Community Housing Network-Parsons ⁴	25	30	31	1	√	24	96%	√	24	37	√	27	28	√	90%	90%	√	No
Community Housing Network-Safe Havens ²	13	18	19	1	√	14	108%	√	24	44	√	16	17	√	90%	89%	√	No
Community Housing Network-St. Clair	26	31	35	4	√	25	96%	√	12	21	√	28	32	√	90%	94%	√	No
Community Housing Network-Southpoint Place	46	51	49	(2)	√	25	54%	N/A	3	6	√	46	47	√	90%	96%	√	No
Maryhaven Commons at Chantry	50	60	67	7	√	48	96%	√	18	17	√	54	60	√	90%	90%	√	No
National Church Residences-Commons at Grant	50	60	59	(1)	√	50	100%	√	24	37	√	54	57	√	90%	97%	√	No
Southeast-Scattered Sites ^{3,4}	90	108	111	3	√	101	112%	√	24	30	√	97	98	√	90%	88%	√	No
YMCA-40 West Long Street	105	126	140	14	√	105	100%	√	20	25	√	113	136	√	90%	97%	√	No
YMCA-Sunshine Terrace	75	90	92	2	√	74	99%	√	24	36	√	86	91	√	90%	99%	√	No
YWCA-WINGS	69	83	94	11	√	66	96%	√	21	27	√	75	89	√	90%	97%	√	No
Rebuilding Lives PACT Team Initiative ⁴	108	130	140	10	√	107	99%	√	20	27	√	117	117	√	90%	86%	√	No

¹ Occupancy rates are calculated by dividing the occupancy number, which is rounded off to the nearest whole number, by the program capacity. The goal is 95% for the occupancy rate.

² Three of the 13 units can house up to two individuals and these units are frequently but not always assigned to couples in which both partners are Rebuilding Lives eligible.

³ Due to additional HOME funds, Southeast is able to expand capacity and serve more households (mostly CAH related), including RL eligible couples.

⁴ The following PSH programs house clients that are receiving CHN Shelter Plus Care subsidies: CHN-Cassady (SRA / 1 household); CHN-Parsons (SRA / 11 households); RLPTI (TRA / 18 households); Southeast Scattered Sites (TRA / 2 households).

HUD CoC FUNDED PROGRAMS ¹	Capacity	Households Served				Program Occupancy Rate ²			Housing Stability (Months)			Successful Housing Outcomes						Program of Concern
		Goal (#)	Actual (#)	Variance	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement	Goal (#)	Actual (#)	Outcome Achievement	Goal (#)	Actual (#)	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement	Yes or No
7/01/2008 - 6/30/2009																		
Transitional Housing																		
Amethyst-RSvP	8	46	49	3	√	85%	88%	√	2.1	1.8	√	27	32	√	70%	74%	√	No
Huckleberry House - Transitional Living Program	30	58	61	3	√	98%	93%	√	10	9	√	20	24	√	71%	86%	√	No
Friends of the Homeless-New Horizons	36	90	116	26	√	95%	89%	≠	4	4	√	40	40	√	70%	48%	≠	No
Pater Noster House ⁶	5	15	25	10	√	98%	100%	√	4	3	√	8	20	√	70%	100%	√	No
VOAGO - Veterans ⁶	40	60	163	103	√	88%	103%	√	4.5	3.9	√	80	43	≠	85%	36%	≠	No
Permanent Supportive Housing																		
Community Housing Network-Family Homes ³	15	18	20	2	√	95%	100%	√	12	25	√	14	20	√	80%	100%	√	No
Community Housing Network-Wilson	8	10	9	(1)	√	95%	100%	√	12	85	√	8	9	√	80%	100%	√	No
VOAGO - Family Supportive Housing	30	36	35	(1)	√	98%	97%	√	12	25	√	34	31	√	94%	89%	√	No
Shelter Plus Care																		
Amethyst-SPC	92	128	133	5	√	95%	91%	√	12	22	√	102	99	√	80%	74%	≠	No
Columbus AIDS Task Force - SRA ⁵	15	18	16	(2)	√	95%	100%	√	24	68	√	14	14	√	80%	88%	√	No
Columbus AIDS Task Force - TRA	74	87	83	(4)	√	95%	99%	√	24	62	√	70	80	√	80%	96%	√	No
Community Housing Network-SRA SPC ^{3,4}	137	151	226	75	√	95%	134%	√	12	40	√	121	216	√	80%	96%	√	No
Community Housing Network-TRA SPC ^{3,4}	149	164	211	47	√	95%	113%	√	12	33	√	131	205	√	80%	97%	√	No
Faith Mission - Shelter Plus Care	44	53	57	4	√	95%	98%	√	24	48	√	50	52	√	95%	91%	√	No
Total Shelter Plus Care	511	531	726	195	√	95%	106%	√	N/A	N/A	N/A	488	666	√	92%	90%	√	No

¹ Programs are non-CSB funded. Goals for these programs were set by each agency/program in accordance to the CoC set standards, if applicable.

² Occupancy rates are calculated by dividing the occupancy number, which is rounded off to the nearest whole number, by the program capacity.

³ The following programs house clients that are receiving CHN Shelter Plus Care subsidies: CHN-Family Homes (SRA / 6 households); CHN-Cassady (SRA / 1 household); CHN-Parsons (SRA / 11 households); RLPTI (TRA / 18 households); Southeast Scattered Sites (TRA / 2 households).

⁴ Occupancy rate exceeds 100% because CMHA has informed Shelter Plus Care providers that they can overlease throughout the year.

⁵ Program is being phased out. SRA units are being converted to TRA units starting with 7/1/2009.

⁶ Program voluntarily participates in CSP.

FAMILY HOUSING COLLABORATIVE / STABLE FAMILIES	New Households Served			Total Households Served			Average Financial Assistance (\$ per HH) ¹			Average Length of Stay (Days)			Average Length of Participation (Days)			Successful Housing Outcomes						% Access to Direct Client Assistance			Change in Income from Entry to Exit			Program of Concern			
	Goal (#)	Actual (#)	Outcome Achievement	Goal (#)	Actual (#)	Outcome Achievement	Goal	Actual	Outcome Achievement	Goal	Actual	Outcome Achievement	Goal	Actual	Outcome Achievement	Goal (#)	Actual (#)	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement	Yes or No
7/01/2008 - 6/30/2009																															
The Salvation Army	214	199	✓	259	246	✓	\$1,000	\$814	✓	15	9	✓	100	97	✓	193	167	✗	90%	93%	✓	90%	100%	✓	N/A	N/A	N/A	N/A	N/A	N/A	No
Homeless Families Foundation	16	17	✓	40	41	✓	\$2,900	\$1,631	✓	20	N/A	N/A	300	255	✓	36	40	✓	90%	98%	✓	90%	68%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No
Stable Families-Communités in Schools ³	204	224	✓	252	278	✓	\$1,000	\$930	✓	N/A	N/A	N/A	120	108	✓	184	179	✓	90%	89%	✓	90%	99%	✓	30%	33%	N/A	N/A	N/A	N/A	No

OUTREACH	New Households Served			Total Households Served			Successful Outcomes						Successful Housing Outcomes			% Access to Direct Client Assistance			Program of Concern			
	Goal (#)	Actual (#)	Outcome Achievement	Goal (#)	Actual (#)	Outcome Achievement	Goal (#)	Actual (#)	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement	Goal (#)	Actual (#)	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement	Yes or No
7/01/2008 - 6/30/2009																						
Maryhaven Outreach ^{4,5}	160	109	✗	172	132	✗	112	99	✗	70%	76%	✓	84	46	N/A	75%	47%	N/A	25%	33%	✓	Yes
Southeast Outreach ⁴	160	166	✓	172	236	✓	112	163	✓	70%	77%	✓	84	151	N/A	75%	93%	N/A	25%	30%	✓	No

OTHER	Total Households Served			Average Financial Assistance (\$ per HH) ¹			Successful Housing Outcomes						% Access to Direct Client Assistance			Program of Concern
	Goal (#)	Actual (#)	Outcome Achievement	Goal	Actual	Outcome Achievement	Goal (#)	Actual (#)	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement	Yes or No
7/01/2008 - 6/30/2009																
Transition - CSB Transition Program	727	888	✓	\$635	\$538	✓	712	870	✓	98%	98%	✓	95%	98%	✓	No
Prevention - Gladden Community House ²	320	358	✓	N/A	N/A	N/A	310	333	✓	97%	99%	✓	N/A	N/A	N/A	No

¹ Average Financial Assistance includes CSB funding only.

² Evaluation time frame is year to date.

³ Change in income measure does not reflect appropriate outcome for the households served. It will be replaced in FY10 with a more valid measure.

⁴ Successful Housing Outcome rate will be changing in FY10 to better reflect the expected outcome for the population served.

⁵ Data reported excludes FY09 Quarter 4 data that was removed due to data quality concerns. Program did not meet a number of its outcomes, due to this exclusion. The program will be participating in a Quality Improvement Intervention Process with CSB.



communityshelterboard

111 liberty street, suite 150 | columbus, ohio 43215 | 614 221 9195/ main | 614 221 9199/ fax



BOARD2BOARD DIALOGUE

October 12, 2009

Meeting record



In attendance: see attached list.

Welcome and framing

Elfi Di Bella, chair of the CSB board of trustees, welcomed everyone to the 9th annual event and thanked Chad Jester and Nationwide for hosting. She explained that this event seeks to continuously improve relationships and processes with partner agencies, and to build relationships between boards. Elfi extended a special welcome to CSB's Continuum of Care partner, Amethyst.

The purpose of today's gathering is to explore opportunities for shared services. Elfi noted that CSB has heard from partner agencies over the past year that this is an emerging theme of interest. For discussion purposes today, we will define shared services as the provision of a service by one organization that is a member of a cooperative of organizations. The service had previously been conducted separately by two or more of the member organizations of the cooperative. Thus the funding and resourcing of the service is shared and the providing agency effectively becomes an internal service provider. The key is the idea of 'sharing' within a group. We are not talking about outsourcing, mergers or acquisitions. Elfi stated that CSB is pleased to be able to provide the forum for meaningful discussion among our partners. We'll work hard to harvest or record what we hear today and get a report out so partner agencies can further explore interests with one another.

Elfi briefly reviewed the flow of the day, noting that we'll have a panel discussion with Lisa Courtice of The Columbus Foundation and John Hrusovsky of GroundWork Group. Our moderator is CSB Trustee Tim Miller.

Check-in

Each table of participants introduced themselves to one another and then prioritized the top four questions each group would like the panel speakers to address.

Panel discussion

Tim Miller introduced Lisa Courtice, Vice President, Community Research & Grants Management, for The Columbus Foundation. Lisa has been with The Columbus Foundation since 2003, and she oversees grant policies, program priorities, and strategic grant making. She has also held positions with Columbus School for Girls, Childhood League Center, and Center for New Directions.

Tim then introduced John Hrusovsky, CEO of GroundWork Group. John has been with GroundWork Group since 2006. GroundWork Group works with nonprofit organizations to strengthen their impact through information management, education and technology solutions. John has been implementing business process and information technology solutions for 20 years. He has assisted in transforming organizations into best in class service delivery focusing on improving customer satisfaction, becoming more cost effective and establishing a business technology vision.

The panel discussion then took place, focused on some examples of successful shared services collaborations, potential pitfalls, things an agency should consider before attempting a shared services approach, potential costs and implications, and examples of situations where an agency should not attempt shared services.

Framing for the Marketplace Café

Jeff Lyttle, CSB trustee, explained that the idea behind small group café discussion is that the knowledge and wisdom we need is present and accessible. He stated that we will do two rounds of marketplace café discussions. This will be a marketplace for agencies to share ideas about what your organizations need and can provide. Each table is labeled with a different topic related to shared services. Participants can visit whichever table desired, or can create a new topic.

The “host” at each table will be a CSB trustee or CSB staff person. The host’s job is to be sure that the space at the table is inviting and supportive of conversation, to make space for everyone’s voice to be heard, and to connect thoughts and ideas. Groups can select a separate person to be the “harvester”, the person who will record the thoughts and conclusions made by the group on the green harvest page at each table.

There are Café Etiquette Table Tents at each table. Jeff asked the groups to follow these guidelines – they are intended to foster meaningful and creative dialogue.

Jeff noted that participants can stay put in one group, or can be a bumblebee or butterfly. Bumblebees flit from group to group – they pollinate and cross-pollinate, lending richness and variety to the discussions. Butterflies sometimes sit off to the side alone, doing very little. Silence can be enjoyed and some new, unexplored topic of conversation engaged.

Finally, Jeff noted that there is a green harvest sheet at each table with the following questions:

1. What is the opportunity to create shared services in this area?
2. What would this look like?

Marketplace Cafe

Participants moved to marketplace café tables of their choice and two rounds of café occurred. The following was harvested from each discussion:

Administrative & financial services

- < Financial – billing, accounts receivable, Medicare, etc.
- < Admin – insurance (excluding health insurance), professional liability insurance, vehicle insurance, risk management plan, manage worker’s comp
- < Human resources, technology, facilities management
- < Southeast has accounting services for smaller operations.
- < Entities can be in bad shape.

Fundraising & communications

- < CSB – funding partners – conceptual agreement but execution is challenging
- < YWCA strategic plan articulated “collaboration” as a strategic imperative.
Leadership luncheon series with women lawyers – “bring people to the work” versus pure fundraising
- < United Way presence in the fundraising space
- < CSB/YWCA Family Center phenomenon
- < GroundWork Group and nonprofit joint proposal helping frame funding request – creating proposals, benefits both organizations
- < Funding perspective – intersection of individual direct requests versus considering collaborative (multi organization) requests
- < The Columbus Foundation is effective at capacity building focus for nonprofits

Human resources

- < Staffing/hiring – resume pooling, joint job fair
- < Compensation and benefits, payroll, benefit package (health insurance, 401k)
- < Worker’s compensation
- < Legal services
- < Employee relations
- < Letter to other local nonprofits to identify who has expertise and bandwidth to provide from the list of potential shared services
- < Boards could create standing committee on shared services and new business development
- < Board roundtable of members of local boards to discuss shared services
- < Create co-op that then outsources (pool the buying power)
- < Shared services focused “fair” – how to tap into the various expertise

Property/facility – supplies, cleaning services, furniture

- < Southeast is partnering with two other organizations, had partnership on west side, dissolving due to budget cuts (tenant/landlord issue)
- < Southeast’s main facility has tenants – all nonprofits – provide services
- < Lutheran Social Services cuts have led to having more space than needed
- < Advantage/risk to pursuing shared services
- < May need a “contractual” relationship
- < Can pursue professional staff in other facilities (public/private partnerships)
- < Teleconferencing has been an asset
- < Southeast – always preferred to own – sometimes lease – liquid assets
- < Lutheran Social Services leased corporate office – owned program space
- < Homeless Families Foundation fire – collaboration in the community
- < Own versus lease
- < YMCA – much more open to lease or shared ownership
- < YMCA/CMHA shaped model, shaped mission
- < YWCA – own and lease facilities – big challenge owning an older building
- < Capital upkeep is an ongoing challenge
- < How to use property more as an asset

Training

- < Technical
 - o HMIS
 - o Annual certification process
 - o Supervision
 - o Emergency situations
 - o Biggest challenge is supervision (joint duties to shared organizations)
- < Quality of training good and timely – needs to be dialogue
- < Groups need to look at strengths (real estate, registrations)
- < Levels of acceptance – senior leadership versus everyone else
- < Must be a model process for adoption and acceptance
 - o Inventory of strengths
 - o Dialogue
 - o Review process
 - o Need to get buy in at all levels
- < Killers
 - o Scarcity of resources makes organizations hesitate to cue it up
 - o Bottom up – focus on input from those who need it

Transportation & other client services

- < Bulk purchasing
- < COTA passes – leverage purchase of passes
- < Church/agency vehicles sit idle
- < Cab system (existing vehicles/dispatcher, vouchers)
- < Could we have a “transportation hub” with COTA as partner?
- < Offer child care system at the location
- < Mainstream/elderly call up service
- < COTA sells fleet – gain coordination
- < Other services
 - o Employment assistance – need shared system to provide assistance with jobs
 - o Capitalize on what we have – develop a database for the furniture, computers, etc. – Chamber of Commerce
 - o Pharmaceutical bulk purchasing central depository, indigent, Medicaid – Montgomery County would be a model
 - o Social entrepreneurs alliance – bringing social service agencies, faith-based community together
 - o “Servant leadership”

Report Out

Cindy Lazarus invited each table to stand and share one thing that emerged from each table. She then asked participants to indicate on posters whether they want to keep talking with others on a particular topic after today’s meeting. The following agencies indicated interest in continuing the discussion with one another in these areas:

Administrative & financial services	Fundraising & communications
Homeless Families Foundation Gladden Community House Lutheran Social Services/Faith Mission Maryhaven YMCA of Central Ohio YWCA Columbus	Homeless Families Foundation Lutheran Social Services/Faith Mission Maryhaven YWCA Columbus
Human resources	IT & web services
Amethyst Gladden Community House Homeless Families Foundation Lutheran Social Services/Faith Mission Maryhaven National Church Residences YMCA of Central Ohio YWCA Columbus	Amethyst
Property/facility – supplies, cleaning services, furniture	Training
Amethyst Community Housing Network Gladden Community House Homeless Families Foundation Lutheran Social Services/Faith Mission Maryhaven YMCA of Central Ohio YWCA Columbus	Amethyst Homeless Families Foundation Lutheran Social Services/Faith Mission Maryhaven YWCA Columbus
Transportation & other client services	
Amethyst Community Housing Network Gladden Community House Homeless Families Foundation Lutheran Social Services/Faith Mission Maryhaven YMCA of Central Ohio	

Board2Board Dialogue

October 12, 2009



Participant List

NAME	CSB AFFILIATION	OTHER AFFILIATION	CONTACT
Vicki Abbott	Amethyst	author/writer	vicki.r.abbott@gmail.com
Christie Angel	YWCA Columbus	Sean P. Dunn & Associates	christie@spdunn.com
Lianna Barbu	Community Shelter Board	n/a	lbarbu@csb.org
John Bickley	YMCA of Central Ohio	n/a	jbickley@ymcacolumbus.org
Darnita Bradley	Community Shelter Board	Columbia Gas	dbradley@nisource.com
Sharon Carlson	Southeast, Inc.	Otterbein College Dept. of Nursing	scarlson@otterbein.edu
Joy Chivers	Gladden Community House	n/a	joy.chivers@sbcglobal.net
Paul Coleman	Maryhaven	n/a	pcoleman@maryhaven.com
Adrienne Corbett	Homeless Families Foundation	n/a	ACorbett@homelessfamiliesfoundation.org
Lisa S. Courtice	n/a	The Columbus Foundation	lcourtice@columbusfoundation.org
James Curphey	Community Shelter Board	Porter, Wright, Morris & Arthur	jcurphey@porterwright.com
Dave Davis	Community Shelter Board	n/a	ddavis@csb.org
Elfi Di Bella	Community Shelter Board	Huntington	elfi.dibella@huntington.com
Derrick Fulton	Communities in Schools	n/a	dfulton@ciskids.org
Harry Hallowell	Homeless Families Foundation	Nationwide	HALLOWH@nationwide.com
Matthew R. Harris	Community Shelter Board	n/a	mrharris1@me.com
Msgr. Joseph Hendricks	YMCA of Central Ohio	St. Brigid of Kildare	jhendricks@midohio.twcbc.com
John Hrusovsky	n/a	GroundWork Group	jhrusovsky@groundworkgroup.com
Chad Jester	Community Shelter Board	Nationwide	jesterc@nationwide.com
Dave Kayuha	National Church Residences	n/a	dkayuha@ncr.org
Cynthia Lazarus	YWCA Columbus	n/a	clazarus@ywcacolumbus.org
Bill Lee	Southeast, Inc.	n/a	leeb@southeastinc.com
Sara Loken	Community Shelter Board	n/a	scloken@csb.org
Karen Lurvey	Communities in Schools	Cardinal	Karen.lurvey@cardinal.com
Jeffrey Lyttle	Community Shelter Board	JP Morgan Chase & Co.	jeffrey.r.lyttle@chase.com
Timothy Miller	Community Shelter Board	Crane Group Co.	tmiller@cranegroup.com
Virginia O'Keeffe	Amethyst	n/a	OKEEFFEV@AMETHYST-INC.org
Anthony Penn	Community Housing Network	n/a	apenn@chninc.org
Barbara Poppe	Community Shelter Board	n/a	bjpoppe@csb.org
Mark Russell	Community Shelter Board	Grange Insurance	russellmc@grangeinsurance.com
Robert Slaven	Lutheran Social Services of Central Ohio	Key Bank	rslaven@kisinvestments.com
Oyango Snell	Amethyst	Office of the Ohio Consumers' Council	oasnell@gmail.com
Thomas Stofac	Lutheran Social Services of Central Ohio	n/a	Tstofac@lssco.org
Mari Sunami	Community Housing Network	Nimbus Illustration and Graphic Design	marisunami@earthlink.net
Mark Swepston	The Salvation Army	Atlas Butler	mSWEPSTON@atlasbutler.com

Memorandum

To: Steve Gladman, Lianna Barbu, Sara Loken, Dave Davis, Tiffany Nobles, Melissa Kempf

CC: Elfi Di Bella

From: Barbara Poppe

Date: November 11, 2009

Re: Executive Director Transition Plan

Overview

1. Contract with the Affordable Housing Trust to secure Steve Gladman to serve as the Interim Executive Director. 8-10 hours/week is feasible as it would recognize and rely on the capabilities of CSB directors, staff and external consultants.
2. Activate the Board of Trustees to provide support in key areas described in the Board Transition plan.
3. Empower staff to take on duties that would normally fall to the executive director.
4. Contract with reliable external consultants to take on duties that would normally fall to the executive director and to provide support to staff with transition accountabilities.

Interim Executive Director

Purpose of the position: Oversee organizational activities during the transition in executive leadership. Serve as visible and accessible resource to staff leadership who are accountable for day-to-day operations and implementation. Keep an eye on strategic or sensitive projects to support successful implementation. Engender public and staff confidence in the organization.

Key responsibilities:

- 1) Overall organizational accountability (to board of trustees per the Governance policies)
 - a) Oversee compliance with Executive Limitations policies
 - b) Participate as executive at board meetings; assist in board meeting design
 - c) Attend weekly all staff huddle (when possible) (on-site at CSB)
 - d) Attend bi-weekly directors group (directors group meet weekly but alternate interim executive attendance) (on-site at CSB)
 - e) Touch base weekly with CSB board chair, Elfi Di Bella
- 2) External relations
 - a) Work with donor and corporate relations team (see board transition plan)
 - b) Work with government relations team (see board transition plan)

- c) Establish¹ and maintain positive relations with partner agency executive directors; manage sensitive agency concerns
- d) Assist with media relations (supported by external contractors)
- 3) Fundraising & development
 - a) Participate in donor/prospect meetings as requested by Relationship Officer (possibly 5-10 visits, tours)
 - b) Attend quarterly Development & Communications team meeting (if requested by Administrative Director)
- 4) Community leadership
 - a) Chair Rebuilding Lives Funder Collaborative meetings (3 meetings over 6 months)
 - b) Resource to USHS Policy Council (chaired by Operations Director)
 - c) Assist with RL PSH pipeline project technical assistance (Director of Programs & Planning is lead)
- 5) Staff support (see organizational chart)
 - a) Operations Director:
 - i) Resource, as needed, on key projects
 - ii) Coordination of operations activities to ensure EL compliance
 - iii) Bi-weekly meeting (on-site at CSB)
 - b) Administrative Director:
 - i) Resource, as needed, on key projects
 - ii) Coordination of board activities to ensure EL compliance
 - iii) Resource on coordination of development & communications day to day activities
 - iv) Bi-weekly meeting (on-site at CSB)
 - c) Director of Programs & Planning:
 - i) Resource, as needed, on key projects
 - ii) Coordination of program activities to ensure EL compliance
 - iii) Bi-weekly meeting (on-site at CSB)
- 6) Accessible communication with senior staff to problem-solve issues in timely manner

Suggested management and leadership approach:

- 1) Expect Operations Director, Director of Programs & Planning and Administrative Director to effectively lead and manage decisions within their accountabilities; act as resource.
- 2) Focus on external relations by maintaining “just enough” contact.
- 3) Listen for staff concerns but rely on directors to manage responses to concerns.
- 4) Decline to serve on community task forces, planning groups, etc. Limit attendance at partner agency events (send other staff).

¹ Suggested that each Partner Agency Executive Director receive phone call during 1st two weeks to establish personal introduction.

Key requirements:

- 1) Familiarity with CSB's role in the community, context, mission and purpose
- 2) Strong interpersonal and relational skills
- 3) Experience with public sector and community connections
- 4) Seasoned executive leadership experience and ability to manage effectively
- 5) Understanding of CSB governance model, helpful²
- 6) Comfortable in high profile, visible leadership role
- 7) Not interested in permanent executive director position

Key organizational priorities during transition (Leadership Accountability)

- 1) Finalize advocacy for 2010 funding from City/County (Interim Executive Director; Program Administrator, Grants Director, Administrative Director, and Operations Director has significant involvement per Advocacy Plan)
- 2) TRL fundraising implementation and creative planning; Leadership Society implementation (Administrative Director)
- 3) HPRP phase 1 implementation; HPRP phase 2 planning & implementation (Operations Director)
- 4) Transition of HR to Sequent (Administrative Director & Operations Director)
- 5) FY2011 Budget development process (Operations Director)
- 6) FY2011 Partner Agency Gateway funding process (Operations Director)
- 7) Innovation project planning and implementation (Director of Programs & Planning, Operations Director, see separate list)
- 8) Implementation of new operations staff alignment (Operations Director) and hiring of new program manager (Director of Programs & Planning)
- 9) Management of RL PSH pipeline projects (Executive Director/Director of Programs & Planning)
- 10) RFP for 2011 and beyond TRL event planner (Administrative Director)
- 11) Executive search process (Administrative Director)

Delegated executive director accountabilities (Leadership Accountability)

- 1) Signatory to solicitation letters, & thank you letters (Relationship Office)
- 2) Signatory to grant proposals and grant reports (Operations Director)
- 3) Chair Continuum of Care Steering Committee meetings (Director of Programs & Planning)
- 4) Chair HPRP Steering Committee (Director of Programs & Planning)
- 5) Signatory to contracts, partner agency agreements (Operations Director)
- 6) Back-up signatory to checks when Administrative Director and Director of Programs & Planning are not available (Operations Director)
- 7) Participation in statewide organizations (Program Administrator)
- 8) Participation in national organizations (Director of Programs & Planning)

² Tim Miller, CSB trustee, will provide orientation to the CSB governance policies.

Sensitive organizational issues during transition (Leadership Accountability)

- 1) Maintain staff morale, productivity, and cohesiveness (Directors Group)
- 2) Potential adjustment of partner agency contracts in response to funding shortfall if 2010 advocacy is not successful or private funding drops off (Directors Group)
- 3) Implementation of adult winter shelter services, including alternative site for men's overflow shelter (Director of Programs & Planning)
- 4) Potential for increased/excessive shelter demand (Directors Group)

External Consultant Support (Project Lead)

Linda Siefkas & Lou Venneri: media relations, external communications, crisis communications. (Administrative Director)

Deb Helber: Continuum of Care process, HPRP process, USHS Policy Council, Innovation project planning and implementation, strategic program and system initiatives, other program and planning support, support to Director of Programs and Planning. (Director of Programs & Planning)

Kerry Suddes: fundraising and development consultation support to Relationship Officer. (Relationship Officer)

Schneider/Downs: (pending) address material weaknesses, support to Operations Director. (Operations Director)

GBQ: audit follow up as needed, support to Operations Director. (Operations Director)

Delegated executive director accountabilities (Leadership Accountability)

Hedgehog Pilot: CSB is fiscal agent for Columbus Foundation grant; Deb Helber is contract consultant; grant pending with Nationwide. (Administrative Director)

TRL creative participation: Attend meetings and serve as resource to Development & Communications Administrator as needed. Make critical decision as needed. (Administrative Director)

Shelter Capital: Follow up with Pete Cass (council staff) to see if it can make second round priority list. File in BP advocacy drawer (Program Administrator)

OSHHA (Ohio Supportive Housing for the Homeless Alliance):

Tiffany has been approved to fill the CSB slot on the Steering Committee. She will serve in this role until the new director decides how to handle.

Sara will support the OSHHA Chair, Joyce, into the spring.

Dave will participate on the OHFA workgroup with Jenny and the Medicaid workgroup with Michelle. He may delegate some meetings to Tiffany as appropriate.

Tiffany will handle the OHC workshop presentation for OSHHA.

Commissioner Brown's Family Violence Task Force: Director of Programs & Planning, Dave Davis, and Program Administrator, Tiffany Nobles, are available as resources to the committee. File forwarded to Dave/Tiffany.

National Alliance to End Homelessness Leadership Council: Director of Programs & Planning, Dave Davis, will serve on the Council until a new director is appointed. File forwarded to Dave/Tiffany.

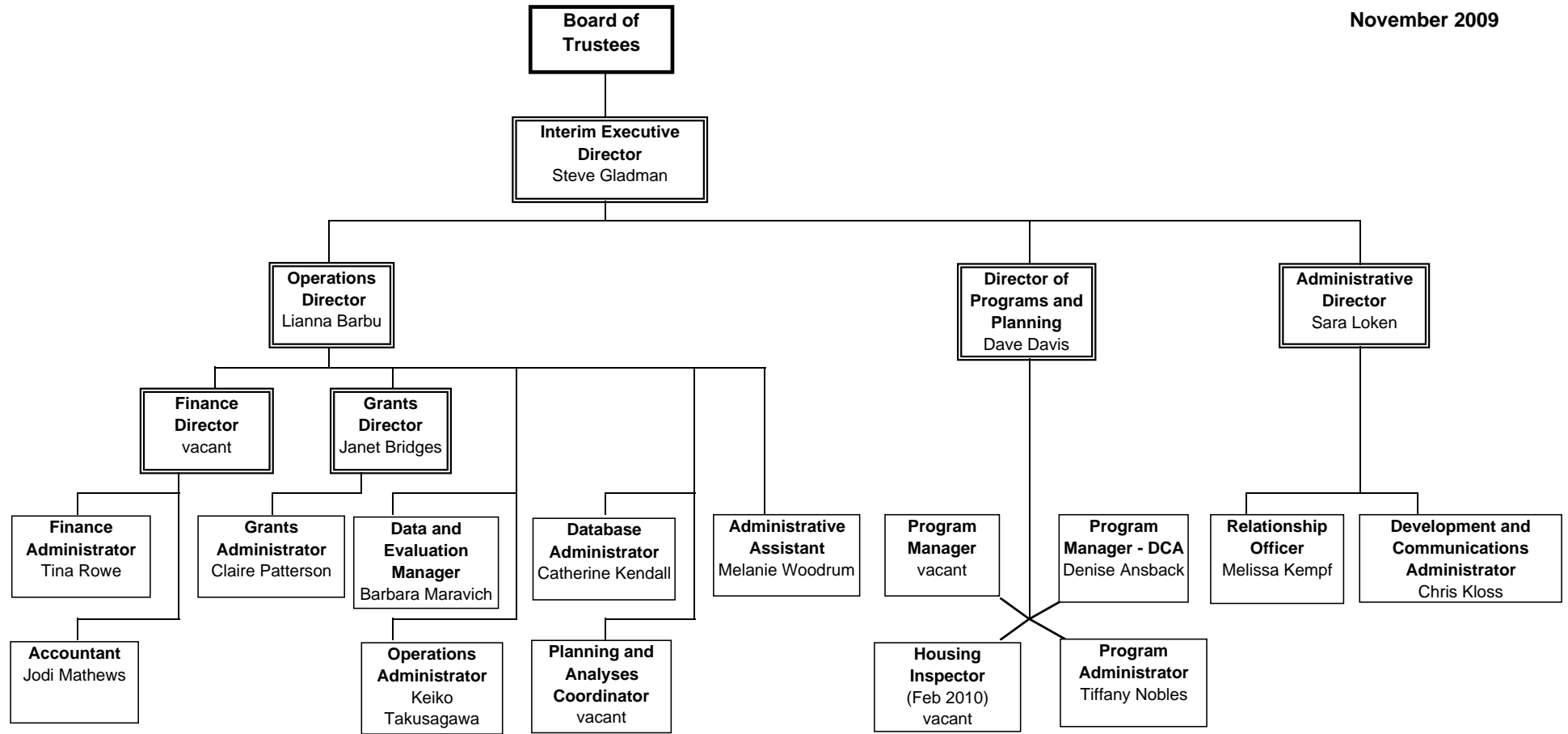
Board Transition Plan

Purpose: Describe key board functions related to the transition to a new executive director. This does not describe routine board functions that will occur concurrently within this transition period.

	Search Committee	Donor & Corporate Relations Team	Government Relations Team	Internal Support Team
Purpose	Recommend new executive director to board	Assure that private sector fundraising goals are met or exceeded	Secure City and County 2010 funding at requested levels	Act as resource to staff on operations, programs, as needed.
Staff lead	Sara	Melissa	Tiffany	Lianna
Chair	Mark	Teresa	N/A	N/A
Trustees ¹	Chad Doug W. Jeff Pat Tim Elfi (ex officio)	Brad Darnita Jim Colleen	Chad (Nathan) Elfi Hal Tim	Greta Mary Lou Matt Tiffany Doug H.
Activities	<ul style="list-style-type: none"> ▪ Determine profile for ideal candidate & recruit prospects ▪ Secure key stakeholder input ▪ Interview candidates ▪ Recommend finalist to board ▪ Assist with communications related to executive search process 	<ul style="list-style-type: none"> ▪ Outreach to key donors ▪ Invite prospects to tours ▪ Participate in major donor visits ▪ Assist with strategic direction 	<ul style="list-style-type: none"> ▪ Lobby City/County elected officials ▪ Engage other trustees and stakeholders if needed ▪ Provide testimony ▪ Provide strategic support when needed 	<ul style="list-style-type: none"> ▪ Assist with Sequent transition ▪ Resource for operations staff alignment ▪ Assist with partner agency executive/trustee communications & sensitive issues
Interim ED Role	Advice as requested	Assistance as requested	Integral leadership role	Oversight Assistance as needed
External support	Siefkas/Venneri Sequent Limited Brands Grange Susan Rector, SZD	Siefkas/Venneri Kerry Suddes	Siefkas/Venneri	Siefkas/Venneri GBQ Sequent Deb Helber Schneider Downs

¹ Yvette and Jon are over-extended and are available as resource for urgent needs only.

November 2009



Finance Director

- < For more information about CSB visit www.csb.org
- < Submit cover letter and resume to: [hiring@csb.org](mailto: hiring@csb.org)

Title of Position: Finance Director

Hiring Range: \$65,000 - \$70,000

Status: Exempt, full-time

Benefits: Medical, prescription, dental, vision, life, disability, retirement, Section 125 benefits plan, and paid leave.

Reports to: Operations Director

Unit: Operations

BASIC FUNCTION

This position is responsible for providing staff, Executive Director and the Board of Trustees (Board) with relevant financial data necessary for budgetary and financial decisions and managing the operations of the organization's finances.

EFFECT ON END RESULTS

This position is primarily concerned with the achievement of the goals for the organization by ensuring there is sound planning for and the analysis of financial data for the long and short term future of the organization.

ESSENTIAL DUTIES AND RESPONSIBILITIES

1. Directs the financial affairs of the agency within scope of responsibility outlined by the Executive Director.
2. Coordinates activities of the Finance Administration staff using generally accepted accounting principles.
3. Responsible for maintenance and effective operation of accounting system, including routine updates and back-ups.
4. With the Finance Administrator, acts as Administrator for accounting system; sets up all users and determines access.
5. Establishes and maintains financial objectives and policies.
6. Establishes and maintains internal controls for cash flow within acceptable guidelines of the Executive Director and Board. Makes accurate and timely cash flow projections.
7. Oversees timely preparation of budgets and financial forecasts/projections. Authorizes expenditures in accordance with budget.
8. Directs accurate and timely preparation and submission of all required financial reports to management, Board, public (local, state, federal) and private funding sources.
9. Reviews funder contract performance and conforms to agency standards.
10. Prepares and makes recommendations based on financial analyses of operations.
11. Forecasts economic changes within the agency for cost-accounting purposes and for investment and money management practices.
12. Responsible for maintaining capital outlay and fiscal asset depreciation schedules.
13. Makes appropriate recommendations for investment of capital.
14. Supervises finance employees. Responsible for disciplinary measures, and terminations as directed by the Executive Director.

15. Manages self and position responsibilities in a manner which is congruent with CSB values, mission, policies and procedures.

OTHER FUNCTIONS

1. Assures that effective communication is maintained within areas of responsibility. Conducts staff meetings at regular and frequent intervals.
2. Consults with all areas of program management responsible for policy or actions.
3. Recommends and implements techniques to improve productivity, increase efficiencies, cut costs, takes advantage of opportunities and implements state-of-the-art practices.
4. Key staff liaison to the Finance and Audit Committee of the Board.
5. Active participant in Directors' Group.

KEY LEADERSHIP COMPETENCIES

1. Makes good and accurate decisions based upon a mixture of analysis, wisdom, experience, and judgment
2. Adherence to a strong and effective set of core values and beliefs.
3. Widely trusted and seen as a direct, truthful individual.
4. Is clear in setting objectives and assigning responsibility for tasks and decisions; monitors process, progress, and results and designs feedback loops into work.
5. Uses resources effectively and efficiently to manage multiple activities at once to accomplish goals.
6. Spends time and the time of others on what's important; creates focus and zeros in on critical areas.

SKILLS, KNOWLEDGE & ABILITIES

Management

1. Demonstrated skill in the negotiation of contracts/grant awards and the preparation of reports for not-for-profit agencies.
2. Excellent communication skills, both oral and written.
3. Excellent organization skills.
4. Good time management skills.
5. Demonstrated ability to accurately attend to detail.
6. Ability to independently assume responsibility for the overall needs of the organization's finance area and staff.

Technical

7. Superior accounting skills.
8. Excellent knowledge of budgetary preparation and management.
9. Working knowledge of all standard accounting, operating procedures and principles.
10. Working knowledge of automated accounting systems, well-developed financial analysis capabilities, and demonstrated ability to manage computer operations and applications.
11. Knowledge and demonstrated experience in fund accounting.
12. Knowledge of federal OMB standards and compliance.
13. Knowledge of financial institutions and related cash management procedures and practices.
14. Knowledge of federal tax guidelines and tax laws, as they relate to not-for-profit organizations.
15. Good knowledge of local economic trends and the current status of the local economy.
16. Knowledge of fixed asset depreciation schedules.
17. Knowledge of supervisory role, responsibilities, and effective practices including ability to train, supervise, motivate, and evaluate the performance of subordinates.

PHYSICAL OR MENTAL DEMANDS

1. High energy level, comfortable performing multi-faceted projects in conjunction with normal activities.
2. Ability to multi-task and maintain/oversee multiple projects simultaneously.
3. Strong analytical and reasoning abilities. Superior numeric skills.
4. Positive and participative management and supervisory style.
5. Well-developed interpersonal skills; ability to get along with diverse personalities; tactful, mature, flexible.
6. Ability to establish credibility and be decisive but able to recognize and support the agency's needs and priorities.
7. Quick learner – able to grasp and oversee all departmental functions and comfortable in a fast-paced environment.

MINIMUM QUALIFICATIONS

1. Congruence with agency mission and values.
2. Bachelor's degree in Accounting plus 8-10 years' operational experience in Accounting, three of which must be as finance department manager, or supervisor. CPA required.
3. Three years management and supervisory experience or equivalent.
4. Experience working in a not-for-profit setting and with not-for-profit accounting strongly preferred.
5. Valid Ohio driver's license, proof of automobile insurance, and pass a criminal background check.

Planning and Analyses Coordinator

- < For more information about CSB visit www.csb.org
- < Submit cover letter and resume to: hire@csb.org

Title of Position: Planning and Analyses Coordinator Hiring Range: \$33,439 - \$41,800

Status: Non-Exempt, full-time

Benefits: Medical, prescription, dental, vision, life, disability, pension, Section 125 benefits plan, and paid leave.

Reports to: Operations Director

Unit: Operations

BASIC FUNCTION

This position is primarily responsible for managing the development of the Unified Supportive Housing System including pilot implementation.

Secondarily, the position is responsible for management, analysis, and evaluation of multiple datasets. Assists with assigned daily operations of the primary database and production of secondary datasets.

EFFECT ON END RESULTS

This position is primarily concerned with the achievement of the goals of CSB and its partners, ADAMH and CMHA, working to develop the Unified Supportive Housing System. This position is also concerned with the achievement of the goals of CSB through quality analysis of data for planning and evaluation.

ESSENTIAL FUNCTIONS

1. Provides project management and planning with respect to the Unified Supportive Housing System, including, but not limited to developing project/process timelines, preparing and producing written materials and reports.
2. Schedules and assists the Operations Director in facilitating USHS Policy Council, external and internal workgroup meetings and all other meetings as necessary. Writes and produces meeting notes.
3. Collaborates and communicates with key stakeholders on all issues related to the development and implementation of the Unified Supportive Housing System.
4. Communicates with partner agency staff and clients to answer questions on supportive housing and resolve issues related to applications.
5. Provides staff support for ADAMH, CSB, and CMHA planning meetings and stakeholder meetings with consumers and providers related to the overall project or pilot aspects of the project.
6. Handles budget reporting and manages consultants for the Unified Supportive Housing System pilot projects.
7. Develops and implements training for staff as necessary.
8. Creates and analyzes datasets within scope of responsibility outlined by the Operations Director.
9. Performs both routine and non-routine analysis, evaluation and interpretation of data.
10. Responsible for extraction and coding of primary database into multiple datasets.

11. Manages self and position responsibilities in a manner which is congruent with CSB values, mission, policies and procedures.

OTHER FUNCTIONS

1. Acquires back-up responsibilities related to the client screening and application management for the USHS pilot aspects of the project. Handles admission process of the clients for the pilot(s) during lease-up and vacancy management, including obtaining information from Columbus ServicePoint.
2. Knowledgeable about the Direct Client Assistance (DCA) applications related to the USHS Move Up Pilot. Provides DCA reports to management, as requested.
3. Provides back-up coverage for the Data and Evaluation Manager.
4. Attends other agency and/or organizational meetings as requested.
5. Assures that effective communication is maintained within areas of responsibility.
6. Maintains complete and adequate files, records and documentation.
7. Active participant in internal USHS staff meetings.
8. Active participant in Data and Evaluation staff meetings.
9. Other duties as requested.

KEY LEADERSHIP COMPETENCIES

1. Demonstrates real empathy and concern for others.
2. Is adept at gaining the trust and respect of both internal and external customers; dedicated to meeting customer expectations and requirements.
3. Decisions and activities are guided by a clear, appropriate and effective set of core values and beliefs.
4. Widely trusted and seen as a direct, truthful individual.
5. Is able to marshal resources, information and activities in an effective and efficient manner to accomplish a goal.
6. Is able to plan tasks and projects in a detailed and thorough manner.
7. Is able to focus on critical tasks, appropriate time accordingly, and make decisions in a timely manner, sometimes with incomplete information and under tight deadlines and pressure.
8. Understands group dynamics, roles and needs of groups and their members.
9. Written communications convey messages and information in a clear and concise manner.

SKILLS, KNOWLEDGE & ABILITIES

1. Excellent analytical skills.
2. Excellent knowledge of database analysis and management.
3. Working knowledge of relational databases, well-developed analysis capabilities, and demonstrated ability to manage computer operations and applications. Working knowledge of Business Objects.
4. Familiarity with legal and public policy subject matter.
5. Excellent communication skills, both oral and written.
6. Excellent organization and time management skills.
7. Excellent project and process management skills.
8. Ability to get along with diverse personalities.
9. Skilled in Microsoft Windows, Outlook, Word, Excel, Access, Adobe Acrobat, Internet Explorer and Firefox.
10. Excellent numeric skills and ability to prepare financial reports and project budgets.

PHYSICAL OR MENTAL DEMANDS

1. High energy level, comfortable performing multi-faceted projects in conjunction with normal activities.
2. Ability to multi-task and maintain/oversee multiple projects simultaneously.
3. Strong analytical and reasoning abilities.
4. Well-developed interpersonal skills; ability to get along with diverse personalities; tactful, mature, flexible.
5. Ability to establish credibility and be decisive while supporting the agency's needs and priorities.

EDUCATION/EXPERIENCE & OTHER REQUIREMENTS

1. Congruence with agency mission and values.
2. Bachelor's degree required. Professional degree or active pursuit of professional degree preferred.
3. Experience working with homeless and other disadvantaged populations preferred.
4. Must have a valid Ohio driver's license, proof of automobile insurance, and pass a criminal background check.