there's no place like home

2013 PROGRESS REPORT ON ENDING HOMELESSNESS
ANNUAL REPORT
Leading a coordinated system of care

Strategies to End Homelessness leads a coordinated system of care for the homeless and those at risk of becoming homeless throughout Cincinnati/Hamilton County. In collaboration with an integrated network of 30 homeless service providers, our goal is to maximize the impact of funding from federal and local government agencies, as well as local community investment, to reduce and then end homelessness.

COMMUNITY-WIDE STRATEGY

Strategies to End Homelessness oversees a centralized emergency shelter hotline, homelessness prevention, street outreach, emergency shelter and housing services, all working together to eliminate homelessness and improve self-sufficiency.

“Strategies to End Homelessness adds tangible value to our community by addressing the complex problem of homelessness in a way that is strategic, coordinated, and data driven.”

— Christine A. Bochenek, The Carol Ann and Ralph V Haile, Jr./U.S. Bank Foundation, Vice-President and Senior Program Manager
Dear Friends:

While local homeless services organizations began coordinating their efforts two decades ago, recent milestones are transforming the way our community cares for homeless people.

The Homeless to Homes Plan, which was adopted by Cincinnati City Council and the Hamilton County Commission in 2009, articulated a shared vision and course toward ending homelessness for single individuals. A cornerstone of the plan is improving our emergency shelter system with five service-enriched facilities. Thanks to incredible community will and collaboration, two of these facilities are now open, two are under construction and one is scheduled to break ground in the coming months.

The Lighthouse Sheakley Center for Youth is serving homeless young adults ages 18 to 24, and Talbert House Parkway Center is serving homeless men in need of substance use treatment services. Construction is underway on the expanded, faith-based City Gospel Mission; a greatly improved and service-enriched Drop Inn Center men’s facility; as well as a separate facility for single homeless women, which the Drop Inn Center will also operate. The collective impact of these facilities will be to complete the transformation of our shelter system from one which once kept people safe in homelessness, to a system that rapidly helps people out of homelessness.

We believe that such progress challenges the stubborn misperception that we are powerless to end homelessness. In partnership with 30 non-profit service providers, Strategies to End Homelessness continues to develop a comprehensive, coordinated system for achieving success. If we are coordinated and strategic in our approach, prevent as many people as possible from becoming homeless, provide high-quality assistance to those who are homeless, and provide solutions to homelessness through housing, we will see the number of people experiencing homelessness in our community decrease steadily over time.

Sincerely,

John Young   Kevin Finn
Board Chair   President & CEO

Strategies to End Homelessness has been a key partner in our efforts to improve the lives of the people we serve. They are helping us provide the high level of care and services needed for our residents to quickly obtain and then maintain housing.”

— Arlene Nolan, The Drop Inn Center, Executive Director
HOMELESS TO HOMES PLAN TAKES SHAPE

2008
Cincinnati City Council tasks Strategies to End Homelessness with developing a plan to improve services available to homeless individuals. A six-month planning process is begun, including the participation of over 90 key community stakeholders, and the result is the Homeless to Homes Plan.

2009
Cincinnati City Council and the Hamilton County Board of Commissioners adopt the Plan and direct Strategies to End Homelessness to implement the Plan and the 56 recommendations it contains.

2010
The Homeless to Homes Shelter Collaborative is formed, consisting of the City Gospel Mission, Drop Inn Center, Talbert House, Lighthouse Youth Services, YWCA of Greater Cincinnati, Cincinnati Center City Development Corporation (3CDC) and Strategies to End Homelessness, to implement the emergency shelter and shelter-based services recommendations.

2012
Two of the five shelter facilities recommended in the plan open: the Lighthouse Sheakley Center for Youth with 28 beds and the Talbert House Parkway Center with 60 beds.

Key members of the philanthropic community come together to form the Homeless to Homes Funding Advisory Committee, which pools and then allocates funding strategically, leveraging additional resources and allocation funding based on outcomes achieved.

The site for the community’s first single women-only shelter is identified by 3CDC to be located in Mt. Auburn, with 60 beds that will significantly improve services and assist women out of homelessness quickly and efficiently.

2013
A new site is identified for the Anna Louise Inn, which will provide expanded permanent supportive housing for single homeless women.

The Ohio Housing Finance Agency, in response to a funding request from the Homeless to Homes Shelter Collaborative, approves the “Capital Funding to End Homelessness” initiative, and allocates $5 million to Homeless to Homes Shelter Collaborative facilities.

3CDC acquires and breaks ground in Queensgate for the future home of the City Gospel Mission, which will offer 74 emergency shelter beds accompanied by significantly improved services for single homeless men.

HOMELESS TO HOMES: a comprehensive plan to ensure homeless single individuals have access to appropriate shelter facilities and comprehensive services which facilitate their movement from shelter to permanent housing.
COMMUNITY PARTNERS

Cincinnati Union Bethel
Bethany House Services
Greater Cincinnati Behavioral Health
Catholic Worker House
Greater Cincinnati Homeless Coalition
Center for Independent Living Options
Interfaith Hospitality Network
Center for Respite Care
Jesus House
Cincinnati Metropolitan Housing Authority
Lighthouse Youth Services
AccesOhio Valley Goodwill Industries
Freestore Foodbank
Joseph House
Mercy Health at St. John
Excel Development Corporation
Shelterhouse Volunteer Group (Drop Inn Center)
City Gospel Mission
St. Vincent de Paul
Cincy Smiles Foundation/McMicken Dental
Tender Mercies, Inc.
City Gospel Mission
The Salvation Army
Cincinnati VA Medical Center
Ohio Valley Goodwill Industries
Cincinnati Health Network
OTR Community Housing
Cincy Smiles Foundation/McMicken Dental
Our Daily Bread
City Gospel Mission
Our Daily Bread
Cincinnati VA Medical Center
Project Connect
Northern KY Independent District Health Dept.
Prospect House
Shelterhouse Volunteer Group (Drop Inn Center)
St. Vincent de Paul
Talbert House
Tender Mercies, Inc.
The Salvation Army
The United Way of Greater Cincinnati
YWCA of Greater Cincinnati
How many are homeless?

Any discussion of the number of people experiencing homelessness must specify who is being counted as homeless. In this report, a person is considered homeless if during the course of the year they either slept in a place not meant for human habitation (such as on the streets, under a bridge, etc.), or were a resident of an emergency shelter.

According to VESTA, our local Homeless Management Information System operated by the Partnership Center, Ltd., the total unduplicated number of homeless people on the street and in shelters in Hamilton County in 2013 was 7,062, an increase of less than 1% from the previous year.

Of this total, 6,412 (91%) were served in shelters and 1,531 (22%) were served in places not meant for human habitation. Some people were served in both situations over the course of the year.

HOW MANY PEOPLE ARE HOMELESS* IN HAMILTON COUNTY?

<table>
<thead>
<tr>
<th>Year</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>6,900</td>
</tr>
<tr>
<td>2008</td>
<td>6,780</td>
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<tr>
<td>2009</td>
<td>6,938</td>
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<tr>
<td>2010</td>
<td>6,565</td>
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<td>2011</td>
<td>7,135</td>
</tr>
<tr>
<td>2012</td>
<td>7,013</td>
</tr>
<tr>
<td>2013</td>
<td>7,062</td>
</tr>
</tbody>
</table>

* People who are on the street or in emergency shelter
**Prevention is the most cost-effective strategy**

Local prevention programs have shown a 92% success rate at keeping those most at risk of losing their homes from entering homelessness. In 2013, homelessness prevention services exhibited the lowest costs per person served, while retaining the highest success rate out of all our other programs.

However, the number of people served in prevention programs has decreased by 50% from the previous year, stemming from a significant decrease in federal funding. If the same level of funding for prevention available in 2012 had been available in 2013, the number of people experiencing homelessness would have been reduced. Prevention is the front line in the progress to ending homelessness: the more people that can be prevented from entering homelessness, the fewer people will be living on the streets or in emergency shelters. With community support, we can strive to rectify the deficit in funding and move our city closer to ending homelessness.

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**ECONOMICS OF HOMELESSNESS**

**Implementing Cost-effective, Outcome-driven Strategies**

**WHAT DO HOMELESS SERVICES COST PER PERSON?**

<table>
<thead>
<tr>
<th>Service</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prevention</td>
<td>$1,086</td>
</tr>
<tr>
<td>Shelter</td>
<td>$1,320</td>
</tr>
<tr>
<td>Rapid Re-Housing</td>
<td>$3,154</td>
</tr>
<tr>
<td>Transitional Housing</td>
<td>$3,879</td>
</tr>
<tr>
<td>Permanent Supportive Housing</td>
<td>$5,648</td>
</tr>
</tbody>
</table>

Clients served in housing programs are first served in and referred from emergency shelters, so when considering their costs on the homeless services system, both housing program and shelter costs must be considered.
Significant increase in people on the streets

In 2013, our community saw a 38% increase in the number of homeless people who spent time on the streets or in places unfit for human habitation. In fact, the 1,531 unduplicated people counted on the streets in 2013 was the largest number of people encountered sleeping in places not meant for human habitation in our community since such data became available in 2006. This increase is a significant change for our community. Our community’s recent history has been that we have an exceptionally low number of homeless people on the streets, and any sustained reversal of this is troubling.

While the annual count is discouraging, during the Point-in-Time Count, taken on a cold night in January 2013, only 2% of the Cincinnati/Hamilton County homeless population was unsheltered, sleeping outdoors or in places not meant for human habitation. The national average for that same night was 35%.

**COMPLEXITIES OF HELPING THOSE WHO ARE ON THE STREETS**

Certain issues are more prevalent among homeless people who are sleeping on the streets, making them a particularly challenging group to serve. In 2013, 51% of people on the streets were identified as having a mental illness. Similarly, 52% of people on the streets were addicted to drugs or alcohol; 68% of homeless people on the streets reported suffering from one or more disabling conditions.

Mental illness, substance use and other health conditions have high prevalence rates among homeless people, and local shelters are under-resourced and sometimes unable to accommodate people with these problems, leading to an increased number of sick and disabled people on the streets.

**NUMBER IN SHELTER DECLINES**

In contrast to the increased number of people on the streets in 2013, the number of people in shelters decreased by 3%. This decrease, which might appear to be a positive development on the surface, more likely, indicates the inability to access a shelter bed when needed.

The Homeless to Homes Shelter Collaborative partners are working together to ensure that homeless people receive high-quality emergency shelter and comprehensive services to assist them out of homelessness more quickly, thereby making better use of current shelter capacity.
The needs of homeless families

Many more families sought emergency shelter or homelessness prevention assistance in 2013 than could be accommodated, resulting in families being turned away because all programs were full.

In 2013, 2,185 unduplicated heads of household requested placement in an emergency shelter for themselves and their children; only 30% were placed into shelter or prevention. In short, if shelter space had been available, more households would have entered the shelter system and been counted as homeless. It is unclear where the households that were not provided with shelter turned for assistance, as only 226 families were offered homelessness prevention services instead of shelter, and 25 households with children and adults were encountered on the street.

Strategies to End Homelessness, St. Vincent de Paul, the Family Housing Partnership and Executive Service Corps of Cincinnati, in collaboration with numerous local organizations serving homeless families, are working to better understand the needs, challenges and service opportunities of homeless families in our community. The Family Homeless Services Study will develop recommendations and a strategic direction for local organizations to follow to better meet the needs of homeless families collectively and individually. Based on both national best practices and local needs, Strategies to End Homelessness is working with partner agencies to develop a comprehensive family homelessness strategic plan.

FAMILY HOUSING PARTNERSHIP (FHP)
Bethany House Services
Interfaith Hospitality Network
Mercy Health at St. John
The Salvation Army
YWCA

The Family Housing Partnership is a collaboration of the five agencies dedicated to providing emergency shelter for families.

Being a member of the FHP is a commitment: to homeless families and to one another. The FHP, which has been in partnership for 15 years, meets weekly to share resources and help problem solve the most difficult cases. The case managers make sure that each resource goes to the family it can most impact, that each penny is stretched as far as it will go and that each family is treated by the best standards of care.
More people find a permanent home

Permanent housing is comprised of two different types of housing: Rapid Re-Housing and Permanent Supportive Housing. Both housing models fit within the federal government “Housing First” approach to ending homelessness by providing people with housing as quickly as possible and then providing services as needed.

Taken in combination, the increase in Permanent Housing resources has led to a significant number of people who had previously been stuck in homelessness, either on the streets or in an emergency shelter, now being stably housed.

The number of people served in supportive housing programs has increased by 100% since 2007.

Rapid Re-Housing

Rapid Re-Housing is a nationally-recognized best practice as it provides short to medium-term assistance (6-12 months) intended to move homeless individuals and families toward permanent housing and stability as quickly as possible. Rapid Re-Housing is a valuable resource for ending homelessness because it achieves high outcomes at a lower cost per household than other housing options.

From 2012-2013, the number of people served in Rapid Re-Housing programs increased by 410%, from just 253 people in 2012 to almost 1,300 in 2013. This dramatic increase was accomplished by moving resources away from other, less high-performing housing types toward Rapid Re-Housing.

Permanent Supportive Housing

Permanent Supportive Housing provides a long-term rental subsidy accompanied by comprehensive case management services to ensure that high-risk households do not become homeless again.

From 2012-2013, the number of people served in Permanent Supportive Housing programs remained stable. Since 2006, the number of people served in Permanent Supportive Housing programs has increased by 35%, from 1,494 to 2,013.

The Homeless to Homes plan calls for the development of over 1,000 new units of Permanent Supportive Housing, so that disabled homeless people will have access to affordable permanent housing coupled with supportive services. Local projects are moving forward that will bring us closer to this goal. For example, Cincinnati Union Bethel recently broke ground on the new Anna Louise Inn, which will provide permanent supportive housing to homeless single women, allowing them to move out of shelters and return to housing for years to come.
Standardized outcomes tell our story

**Housing Success**

**EMERGENCY SHELTER**

- 79% of residents had a positive housing experience

**TRANSITIONAL HOUSING**

- 80% of residents exited to positive outcome

**PERMANENT HOUSING**

- 97% of persons in permanent housing programs maintained their housing (78%) or exited to other permanent housing (19%)

**Income Success**

**EMERGENCY SHELTER**

- 37% of adults were employed at exit and 22% increased their income during their shelter stay

**TRANSITIONAL HOUSING**

- 33% of transitional housing residents increased their overall income, 26% increased their income from employment

**PERMANENT HOUSING**

- 59% of adults in permanent housing increased their overall income, and 10% increased their income through employment

**Returns to Homelessness After 24 months**

**HOMELESSNESS PREVENTION**

- 8%

**EMERGENCY SHELTER**

- 35%

**STREET OUTREACH**

- 28%

**TRANSITIONAL HOUSING**

- 19%

**PERMANENT HOUSING**

- 15%
Systemic innovations help those in need

PREVENTION TAKES PARTNERS
Nationally, the Dept. of Housing and Urban Development and the Veterans Administration are providing funding to divert households at imminent risk of entering shelter back into housing and services. Locally, the United Way of Greater Cincinnati is also funding prevention efforts. The households being provided with prevention services are those most at risk of becoming literally homeless; they have already lost their own housing, are relying on others for a place to stay, and have reached out for emergency shelter. Current homelessness prevention services are provided in partnership between Strategies to End Homelessness, the City of Cincinnati, Hamilton County, and three local Emergency Assistance agencies (The Freestore Foodbank, Jewish Family Service, and Mercy Health – St. John).

The prevention programs continue to perform well and are an integral part of our system. As a result of prevention services targeting those who are most at-risk of becoming homeless, 92% of all persons served did not become homeless, 15% went from having no income to having an income, 16% increased their existing income, and 28% maintained their income.

ESCAPING WINTER’S COLD
In addition to changing our year-round emergency shelter system, Hamilton County now has a plan to serve everyone in need during the coldest months of winter when the demand for shelter is highest. For the last three years, seasonal Winter Shelter capacity has been added to ensure that anyone who would have otherwise been on the streets has a safe, warm place to sleep during the coldest months of the year.

In partnership with the Drop Inn Center, which operates the Winter Shelter, we are able to turn single-digit temperatures into opportunities to engage chronically homeless people in services that go well beyond keeping them from freezing, and actually help them out of homelessness. Thanks to The Cincinnati Enquirer and other media, there was an incredible outpouring of support in 2013. As the winter storms continued past the planned closing date of the Winter Shelter, the generosity of more than 250 donors made it possible to keep the shelter open through the last cold days of winter.

COLLABORATIVE FUNDRAISING NETS HIGH IMPACT
Strategies to End Homelessness created a collaborative funding model for implementing the shelter facility and service improvements called for in the Homeless to Homes Plan, the community’s plan to put an end to homelessness for single individuals. The funding model ensures that the complex set of public and private resources designated for homeless services are used strategically to end homelessness, not maintain it.

The Homeless to Homes Funding Advisory Committee was established to oversee the allocation of these resources. Senior level representatives from the local philanthropic community serve on the committee and allocate funds raised to support shelter improvements. The Cincinnati Center City Development Corporation (3CDC) and Strategies to End Homelessness make capital and operating recommendations to the committee, which makes allocations decisions annually.

“Their collaborative funding approach has maximized the collective impact of our philanthropic community, helping us to have a measurable impact on our community’s efforts to end homelessness.”
— Barbara Hauser, Procter & Gamble, Manager, Ohio Community Relations
Connecting people to the right programs

In 2008, Strategies to End Homelessness established the Central Access Point (CAP), a homeless services hotline that helps people who are at-risk or experiencing homelessness access the service that will most efficiently and effectively meet their needs. CAP began as a resource for homeless families only, but it has grown over the years, and can now place both families and individuals directly into homelessness prevention, emergency shelter, transitional housing and services for veterans and their families. The services CAP offers are matched to most appropriately meet the needs of those who are struggling.

Such was the case with a gentleman named George, who had been addicted to drugs and also served jail time. Due to his substance use, George had been unable to keep a steady job, was evicted and became homeless. George spent 13 years living on the streets before he contacted the Central Access Point (CAP). Of the options available within the homeless services system, CAP staff determined that George was best suited for Talbert House Parkway Center.

CAP placed George into Parkway Center – providing him with a fresh start and the opportunity and motivation to get better. He attended substance abuse classes twice a day and credits his counselor with teaching him how to think differently – “you don’t have to do what others do, stop blaming others, think before acting and accept those things you cannot change,” became his new mantra. While at Talbert House, he learned new life skills and was provided the opportunity and resources to find steady employment and start saving money to find permanent housing. “I kept reminding myself how blessed I was to be 1 of 60 people that was benefiting from Parkway Center,” said George.

Now in recovery, George admits that prior to reaching out to CAP for assistance and entering Parkway Center, “I was unmanageable.” Today, he lives a more fulfilling life, in an apartment in Price Hill. He continues to attend classes, has a steady job and has purchased his own car. He has also reconnected with his family.

George’s road to recovery has been challenging, but with those challenges has come rewards. He encourages others to believe in themselves and work to get back on their feet. George sums it up best, “We might not be able to do the biggest things, but we can do a lot of little things to help others.”
Financial Highlights*

Year Ended December 31, 2013

CONDENSED BALANCE SHEET

Assets
Cash and cash equivalents $330,797
Grant and contributions receivable 2,624,742
Other assets 71,717
Total assets $3,027,256

Liabilities and Net Assets
LIABILITIES
Accounts payable and accrued expenses $1,483,525
Grants Payable 812,360
Deferred revenue 138,016
Total liabilities 2,433,901

NET ASSETS
Unrestricted 225,063
Temporarily Restricted 368,292
Total Net Assets 593,355

Total Liabilities and Net Assets $3,027,256

ACTIVITIES HIGHLIGHTS

Revenues and Support
Government grants $6,716,735
Foundation grants 224,001
Contributions 243,684
Agency fees 127,628
Other 58,556
Total Revenues $7,370,604

Expenses
Program** $7,057,317**
Administrative 161,993
Development 35,466
Total Expenses $7,254,776

**Program Detail
Continuum of Care $5,568,185
Prevention 774,346
Homeless Management Information Systems 474,793
Central Access Point 152,596
Homeless to Homes 87,397
Total Program Costs $7,057,317**

*From Financial Statements Audited by Barnes, Dennig & Co., Ltd.
THANK YOU TO THE FOLLOWING FUNDERS WHO MAKE OUR WORK IN ENDING HOMELESSNESS POSSIBLE:

- Anthem Blue Cross and Blue Shield Foundation
- Carol Ann and Ralph V. Haile, Jr./US Bank Foundation
- Catholic Health Partners
- Christ Church Cathedral
- David Barron Foundation
- Evendale Medical Center Foundation
- Farmer Family Foundation
- Friedlander Family Fund
- Hatton Foundation
- Helen Steiner Rice Fund of The Greater Cincinnati Foundation
- Homan Family Foundation
- Interact for Health
- Jacob G. Schmidlapp Trusts, Fifth Third Bank, Trustee
- Ruth and Robert Conway Foundation
- The Greater Cincinnati Foundation
- The P&G Fund of The Greater Cincinnati Foundation
- United Way of Greater Cincinnati
- W.H. Albers Foundation
- William P. Anderson Foundation

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- Mark Stecher
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GET INVOLVED
Learn more about how to donate or volunteer, visit us at www.strategiestoendhomelessness.org

Strategies to End Homelessness is funded in part by the City of Cincinnati and Hamilton County, is a United Way Agency Partner and a Better Business Bureau Accredited Charity.

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