



Final Evaluation

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JOHNSON CENTER
AT GRAND VALLEY STATE UNIVERSITY

Trusted Guidance for Doing Good.

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EXECUTIVE SUMMARY

Introduction

Well House (WH) is a not-for-profit organization that welcomes individuals who are seeking safe, affordable, and permanent housing. Most tenants at WH were previously denied by other housing agencies because of a physical or medical disability, chaotic substance use, or a felony on their records. This report details the demographics of the tenants at WH using WH tenants' data and data collected from structured interviews and identifies the impacts of WH on tenants. The Johnson Center for Philanthropy's Community Research Institute (CRI) at Grand Valley State University, concludes the report by providing recommendations to WH and how WH can increase the services at WH.

Well House Tenants Demographics

- Approximately 48 percent of the tenants are female while 52 percent of the tenants are male
- Three percent of the tenants have four children while most (86%) do not have any children
- A majority of the tenants (66%) identified as Black/African American, 32 percent identified as White/Caucasian, and two percent identified as Hispanic/Latino
- Most of the tenants (69%) were denied housing prior to living at Well House
- Approximately 82 percent of the tenants reported having mental health conditions, about 73 percent of the tenants reported having history of substance abuse, and approximately 59 percent of the tenants reported having a mental or physical disability
- About 41 percent of the tenants at Well House reported having history of either a felony or a misdemeanor while only 27 percent of the tenants reported having no criminal history

Impact of Well House

- Approximately eight out of every 10 tenants (76.09%) reported receiving housing of their choice after leaving Well House
- Approximately 43 percent of the tenants moved into an apartment
- About half (52.11%) of the Well House tenants are employed at Well House
- On average, tenants remain at Well House for approximately 248 days
- About seven out of every 10 tenants (73.33%) at Well House reported positive satisfaction with their current housing at Well House
- Approximately 66.67 percent of the tenants reported positive health
- Tenants at Well House said, "[Well House is] a great place to start" and "Well House give[s] you opportunities and support."

Recommendations

- Continue to provide internal employment and compensation for Well House tenants
- Continue to hold community meetings and extra-curricular activities for tenants
- Increase number of services relating to securing permanent employment and financial management to increase financial equity
- Communicate reasons for unannounced visits
- Develop a new database infrastructure to store tenants' data

INTRODUCTION

Well House (WH) is a not-for-profit organization that welcomes individuals who are seeking safe, affordable, and permanent housing. WH places a priority on accepting applicants who were denied low-cost housing from other agencies. WH uses a different approach than other housing agencies by focusing on building the strengths of the individuals and identifying the areas for growth to improve individuals' financial and housing circumstances. The approved tenants tended to be tenants who were previously denied by other housing agencies, either having a physical or medical disability, chaotic substance use, or a felony on their record. WH also focuses on individual empowerment. WH provides opportunities for tenants to meet as a community and, more importantly, the Urban Farm provides WH tenants with the opportunity to obtain part-time employment and learn various skills required to enter the workforce. This report encompasses the demographics of the tenants at WH using WH tenants' data and data collected from structured interviews, and identifies the impacts of WH on tenants. The Johnson Center for Philanthropy's Community Research Institute (CRI) at Grand Valley State University concludes the report by providing recommendations to WH on how to improve its services and organization.

Methods

A mixed method approach was utilized for this evaluation. WH provided CRI with its full tenant data since WH began collecting data in 2013. WH also provided CRI the tenants' health data dated from January 2015 to December 2015. JCP conducted structured interviews with a subset of the WH tenants in October 2015. At the time of the interviews, CRI was notified that there were 23 tenants living at WH. The researchers interviewed 19 of the tenants. WH invited all tenants to participate in the interviews. There were at least two researchers present at each interview and portions of the interviews were recorded. Each interview lasted approximately 45 to 60 minutes and was conducted at the WH administrative office. One interview was conducted at the tenant's house. The structured interviews included close-ended and open-ended questions.

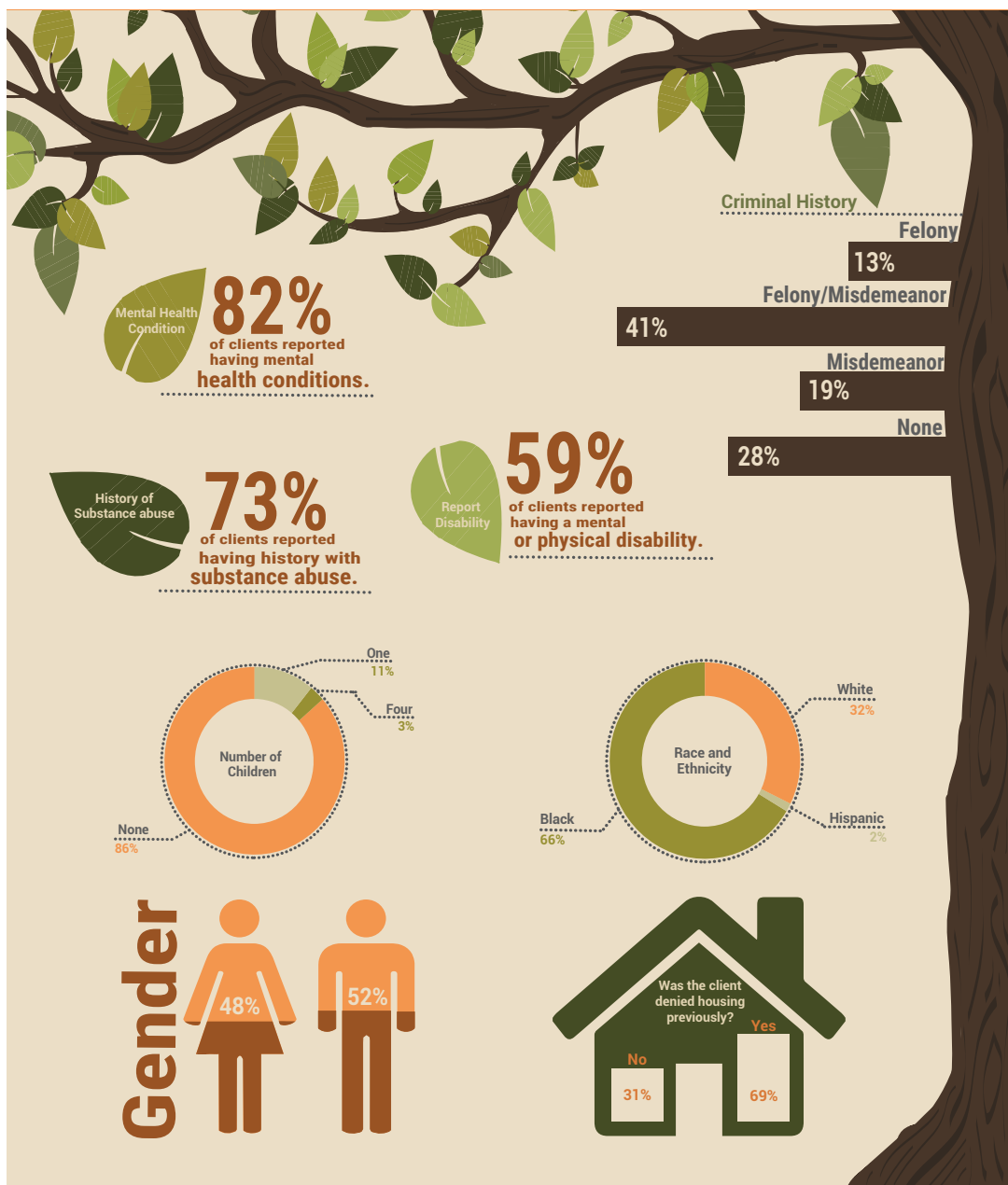
CRI also conducted a literature review to identify the average number of stays and costs in shelters, hospitals, and jails. The averages of the information found are used to compare to the information gathered during the interviews and data gathered from WH. Microsoft Excel and SAS 9.4 were used for all close-ended interview questions and data obtained from WH. Open-ended questions gathered from the structured interviews were analyzed using a thematic approach.

TENANTS AT WELL HOUSE

Tenants Data from Well House

As of December 2015, WH has served 73 individuals who are over the age of 18. On average, the tenants at WH are 45 years old. The age range of tenants is wide, ranging from 19 to 66 years of age. The distribution of gender is fairly equal where 47.89 percent are female while 52.11 percent of the tenants are male. Most of the tenants identified themselves as Black or African American (66.2%). Thirty-two percent of the tenants

identified as White or Caucasian while only 1.41 percent identified as Hispanic or Latino. Most of the tenants at WH were denied housing (69.01%). Many also reported having a mental or physical disability (59.15%) and/or reported having a mental health condition (81.69%). Additionally, most tenants had a history of past legal trouble, where 40.58 percent of the tenants have either felony and/or misdemeanor charges while 27.54 percent of the tenants do not have any misdemeanor or felony charges.



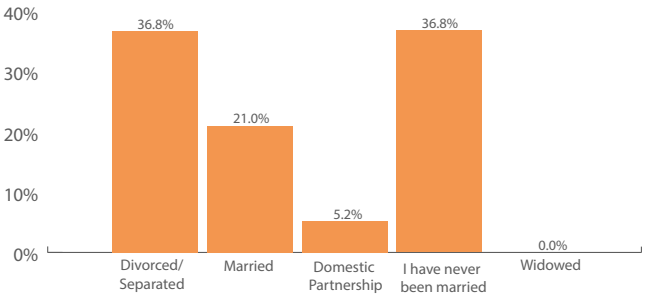
TENANTS AT WELL HOUSE

Structured Interview Data

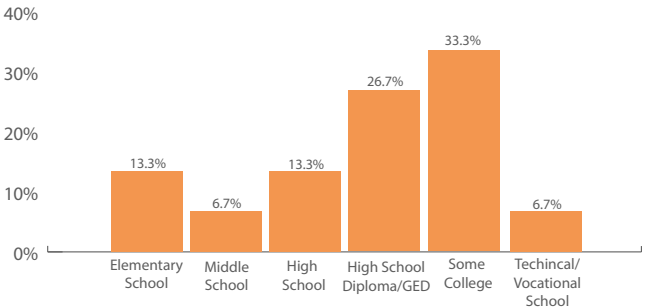
The researchers at CRI interviewed 19 out of the 23 tenants at WH (82.61%). Fifty-three percent of the interviewed tenants are female while 47 percent of the tenants are male. The average age of the interviewees is 48 years-old with a maximum age of 63 and a minimum age of 25. The majority of the tenants identified themselves as Black or African American (68.42%), while 26.32 percent of the tenants interviewed identified themselves as White or Caucasian. There was one participant who identified as multiracial. The information gathered for age, race, and gender aligns well with the overall tenant data provided by WH indicating that the demographics of the structured interview participants are representative of the all the tenants that have lived at WH.

In addition to the demographics questions above, the researchers also asked each tenant his/her education level and marital status. Most of the participants indicated that they are either divorced (36.84%) or have never been married (36.84%). Tenants also reported to have attended some college classes (33.33%), have a high school (13.33%), or high school/General Education Development (GED) diploma (26.67%). Approximately a third of the tenants (33.3%) did not graduate high school.

Marital Status Fig.1



Education Level Fig.2



IMPACT OF WELL HOUSE

Tenant and Health Data from Well House

According to the profiles of the tenants at WH, WH stayed true to its vision in providing housing to those who were denied housing by other agencies. Approximately 69 percent of the tenants at WH were denied housing. The minimum length of stay for a tenant is 5 days while the maximum number of days lived at WH is 832 days. On average, the tenants tend to stay at WH for approximately 248 days.

On average, for a little less than a year, WH is providing someone a place for a person to call home. WH's impact is greater compared to the average of days living in shelters (emergency and permanent) in cities like Des Moines (73 days), Houston (39 days), and Jacksonville (57 days) as the number of days much greater (Spellman, Khadduri, Socol, Leopold, & Abt. Associates Inc., 2010). Although the tenants were provided with opportunities to remain at WH housing as long as they wish to; 83.78 percent of those who chose to leave WH (n=74) reported receiving the housing of their choice. Having their housing of choice is an important factor because it increases one's life satisfaction and well-being. This means, approximately eight out of every 10 people who left WH reported positive housing of choice. Many (43.48%) of those who left WH reported that they moved to apartments.

Additionally, 59.46 percent of the tenants at WH did not return to homelessness after living at WH while 9.46 percent of the tenants reported they returned to homelessness (n=74). Approximately 28.38 percent of the tenants are living at WH while 2.7 percent of the tenants did not report if they returned to homelessness.

Eight out of every 10 people reported positive housing of choice Fig. 3



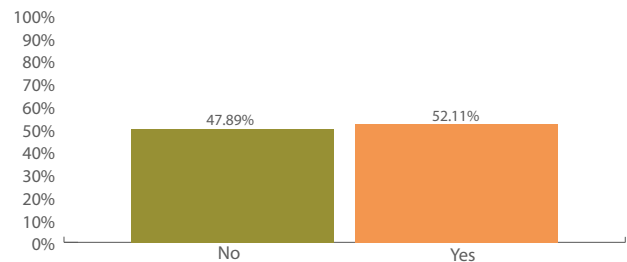
WH focuses on serving people who are in shelters or living on the streets. Out of the 73 people WH housed, 82 percent of the tenants were either living in temporary or emergency shelters, hotels, or on the streets prior to coming to WH.

Additionally, WH focuses on empowering the tenants by providing the tenants with opportunities to learn new

skill sets while living at WH. In return, the tenants were compensated financially for their labor. Since 2013, WH provided part-time positions to 52.11 percent of the tenants while 28.17 percent of the tenants reported that they have jobs outside of WH.

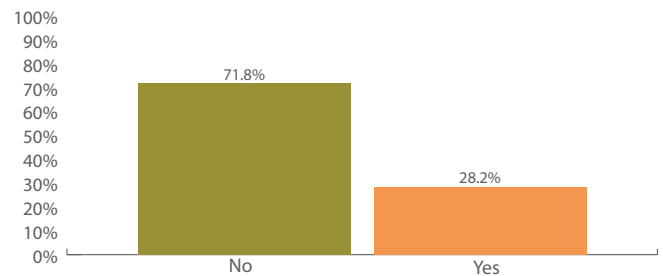
Percent of Tenants who Worked at Well House

Fig. 4



Percent of Tenants Worked Outside of Well House

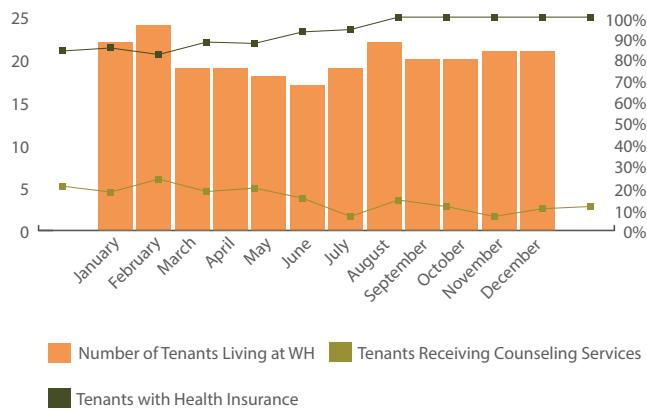
Fig. 5



WH promotes empowerment and ensures all tenants have other basic needs fulfilled. One area that WH personnel focused on was ensuring that tenants have access to healthcare. WH collects health related data while the tenants are living in WH. The health-related data collected included the type of insurance that the tenants have, if tenants have reported appointments to counseling services for mental health, if tenants have a history of substance abuse, and if the tenants have upcoming doctor's appointment during that month. The following graph showcases the number of tenants WH has for the year 2015 separated by month. Each bar indicates the number of tenants, the line above indicates the percentages of tenants with health insurance and the line below indicates the percentages of tenants with counseling appointments.

IMPACT OF WELL HOUSE

Number of Tenants Recorded for Health Data Fig. 6

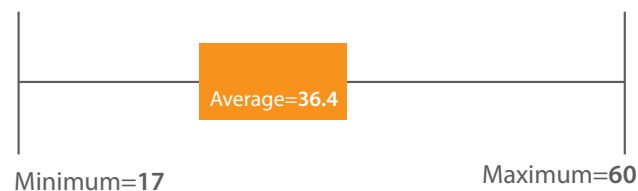


Overall, there was a trend where there are fewer tenants in the warmer months of May, June, and July. The number of tenants increased in August. On average that there were approximately 20 people at WH each month. In the beginning of the year, most tenants had health insurance (above 77.27% of the tenants). In July, the number of tenants who reported that they had health insurance increased to 94.47%. Those with missing or no data were categorized as none.

Structured Interview Data

The researchers interviewed 19 people; of those who answered the question (n=18) on average the tenants were homeless for 118 days. Eight out of the 19 people (42.11%) were homeless for a year or more. Four tenants experienced at least 4 episodes of homelessness in the last three years before living at WH. On average, most tenants experienced homelessness when they were 36 years old.

Age at first time of homelessness Fig. 7



The researchers also asked the tenants reasons for their homelessness. The majority of the tenants shared that they experienced a crisis in housing due to not being able to secure a job and stable income, criminal background, drug or alcohol problems, and relocation. Some also shared that they had difficulties after parting from their significant other were able to find a new place to live. One tenant explained, “[I] moved from

North Carolina [and] moved into [my] ex-boyfriend’s sister’s house, but got into [an] argument and moved out.

[Being] homeless was my last resort”.

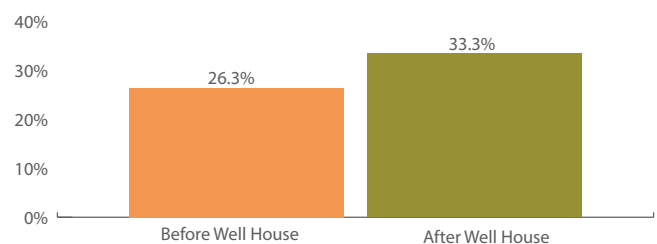
Another tenant shared that she wanted “to get away from [her] abusive ex-boyfriend.” Many tenants expressed that their lives were unstable and problematic. They expressed feeling depressed, stressed, and exhausted because there is no stable housing available.

Tenants of WH were also asked what they hoped or expected to happen while living in WH permanent supportive housing program. Many tenants described that they hoped for overall stability, a better and happier life without drugs or alcohol, and to achieve their personal goals, which included “going back to school”, “saving money”, finding employment, and eventually owning their own home. One tenant specifically expressed gratitude for having a stable house to live in: “just a roof over my head ... ***I want to be in one place.***”

Employment and Income

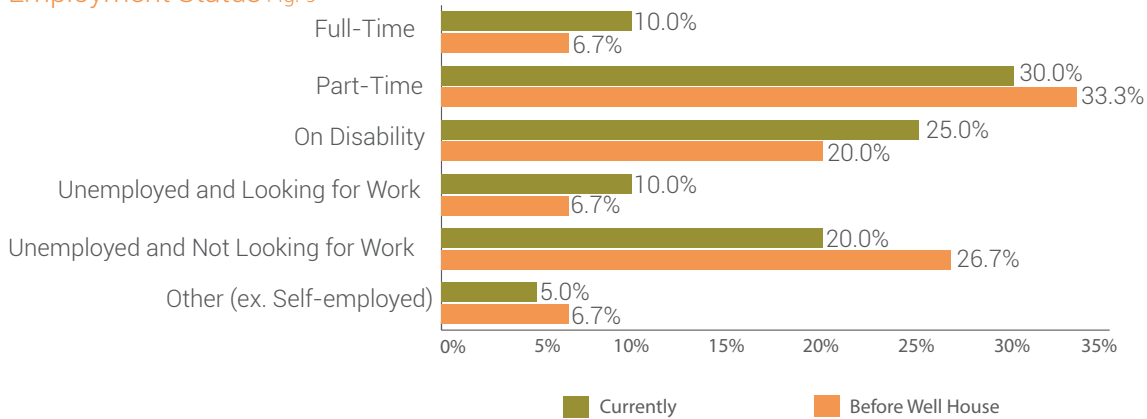
In general, there was a slight increase in overall employment compared to before living at WH. Before the tenants lived at WH only 6.67 percent of the tenants were employed full-time. At the time of the interview (October 2015), 10 percent of the tenants reported that they had full-time jobs. There was also an increase in disability benefits since before living at WH (20%) to their current benefits (25%). Additionally, 26.32 percent of the tenants previously worked for a day labor or temporary agency but since living at WH, the percentage increased to 33.33 percent.

Working for Day Labor or Temporary Agency Fig. 8



IMPACT OF WELL HOUSE

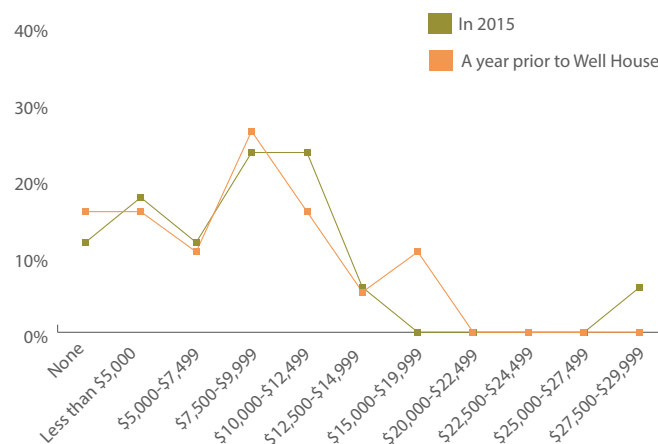
Employment Status Fig. 9



Employment and Income

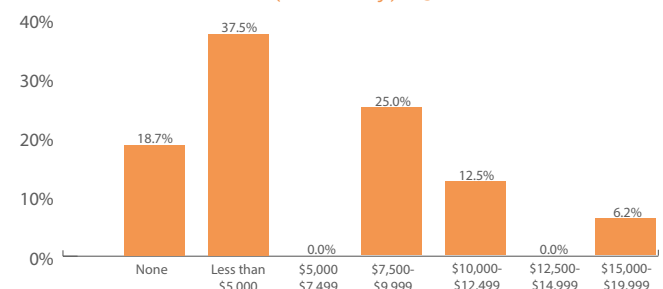
Income of the tenants increased where more tenants reported having higher total annual income in 2015. More tenants (23.53%) reported being in the \$10,000 to \$12,499 annual income bracket in 2015 compared to the year before arriving at WH (15.79%). Although there was an increase in that income bracket, there was a decrease in the \$15,000 to \$19,999 annual income bracket from 10.53 percent to zero percent. Although total annual income is an important indicator of impact, many tenants needed time to think about how much they made in a year. Most tenants noted how much they were receiving monthly. The researchers who interviewed the tenants then calculated the annual income by multiplying by 12. It is possible that many tenants forgot to include government assistance and other financial means which do not occur monthly. Additionally, three out of the 19 tenants (15.79%) reported that someone else handles their finances.

Income Fig.10



Tenants also reported that they are receiving various forms of government financial assistance from sources such as Social Security, Supplemental Social Security, Bridge Program, General Public Assistance, and Family Independence Program. The largest tier of assistance received was less than \$5,000 (37.50%). About 25 percent of the tenants reported receiving over \$7,500 but less than \$9,999 in government assistance annually.

Assistance Amount (Annually) Fig. 11

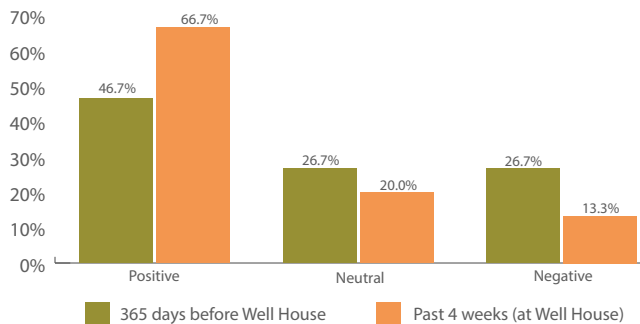


Physical Health

Tenants at WH were asked to rate their overall health. The tenants were provided with six different options; "Excellent", "Very Good", "Good", "Fair", "Poor", and "Very Poor". The categories were combined into "Positive", "Neutral", or "Negative". Those who rated "Excellent", "Very Good", or "Good" are combined into the "Positive" category. "Poor" or "Very Poor" were combined into the "Negative" category while "Fair" is classified as "Neutral". A year before the tenants arrived at WH only 46.67 percent reported having "Positive" overall health while 26.67 percent reported "Neutral" and 26.67 percent of tenants reported having "Negative" overall health. This shifts greatly when the tenants were asked about their health in the past four weeks, 66.67 percent (an increase of 20%) of the tenants reported "Positive" overall health.

IMPACT OF WELL HOUSE

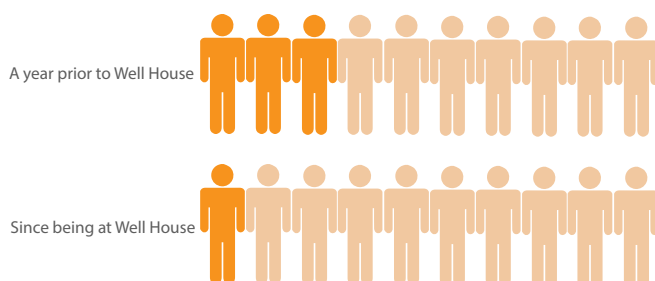
Overall Health Fig.12



A literature review was conducted to identify the average costs of stays in shelters, hospitals, and jails. The averages were used to compare to the information gathered during the interview and from data collected by WH. Based on average hospitalization cost in 2012 determined from a literature review (Appendix), each stay at a hospital would cost \$10,400. Five out of 18 tenants (27.78%) reported having been hospitalized for at least one day in the year prior to WH. This provides an approximation that about three out of every 10 tenants were hospitalized before living at WH. Since the tenants moved into WH, only 1 out of 11 tenants (9.09%) reported hospitalization, this approximates to one out of every ten people.

Since the number of days stayed at WH were different for each tenant interviewed, the number of days was adjusted to determine cost savings for each tenant per year. Using 248 days as the average length of stay for each tenant at WH, a ratio of 1.47 was used to account for the length of stay at WH. The average yearly cost per tenant before living at WH was \$2,889.12. Since the tenants moved into WH, the average yearly cost per tenant was \$1,391.36. By living at WH, a lower percentage of tenants reported hospitalization needs. There is an average yearly savings of \$1,497.76 per tenant for hospitalization related to physical health, presuming each stay was an average of one night.

Hospital Stay Fig. 13

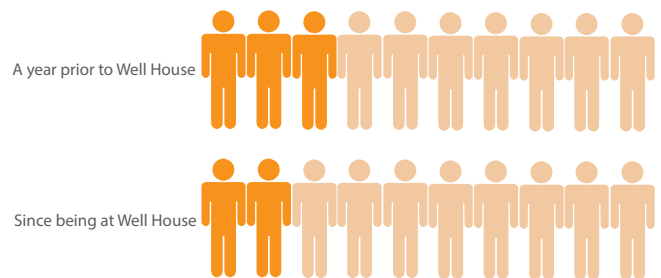


Mental Health and Substance Abuse

Six out of 18 tenants (31.58%) reported to have been hospitalized for mental health and/or substance abuse issues in the year prior to WH. This provides an approximation that about three out of every 10 tenants were hospitalized for mental health and/or substance abuse issues before living at WH. Since the tenants moved into WH, only two out of 11 tenants (18.18%) were hospitalized for mental health or substance abuse issues. This amounts to about two out of every ten people. By living at WH, a lower percentage of tenants reported hospitalization needs relating to substance abuse or mental health concerns.

Using data found from the literature review in 2011 (Appendix), each stay at a hospital in 2011 relating to mental health and/or substance abuse costs \$4,800 on average. Similar to the methodology discussed above, a ratio of 1.47 was used to adjust for the length of stay at WH. The average yearly cost per tenant before living at WH was \$1,515.84. Since the tenants moved into WH, the average yearly cost per stay was \$1,248.33. There is an average yearly savings of \$231.51 per tenant for mental health or substance abuse hospitalization.

Mental Health/ Substance Abuse Fig. 14



IMPACT OF WELL HOUSE

Jail or Prison

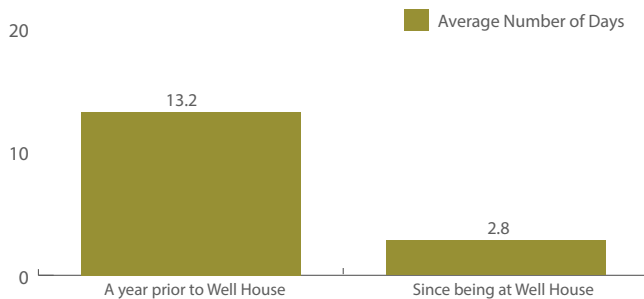
On average, tenants reported spending approximately 13.22 days in jail or prison (the researchers did not differentiate the difference between jail or prison) in the year before living at WH. Since living at WH, tenants reported an average of 2.81 days in jail.

Using the data found from Vera Institute of Justice (2012), the average annual cost per inmate in Michigan was \$28,117. This is approximately \$77.03 for each day spent in prison (refer to the appendix for the literature review). The cost for prison incarceration was used to determine the cost savings in jail or prison. A ratio of 1.47 was used to adjust for the length of stay at WH. The average yearly cost per tenant before living at WH was \$1,018.34. Since moving into WH, the average yearly cost per tenant was \$318.57. By living at WH, a lower percentage of tenants reported being in jail or prison. There is an average yearly savings of \$318.57 per tenant as a result of reduced days spent in jail or prison.

Limitations for Costs Analysis

The cost analyses above are limited by a number of reasons. Firstly, the data is based on self-reported data which can hinder a true representation of the number of days spent in jail, prison, or a hospital. Secondly, the researchers did not differentiate between jail and prison when interviewing the tenants, which could impact the estimated costs. The difference in sample size for questions related to before and after staying at WH was not equal. Lastly, the associated costs were obtained from different years. The estimated costs do not account for inflation or the specific type of services received. Due to these limitations, the data may not be fully representative of the population at WH or at large.

Average Number of Days in Jail or Prison Fig. 15



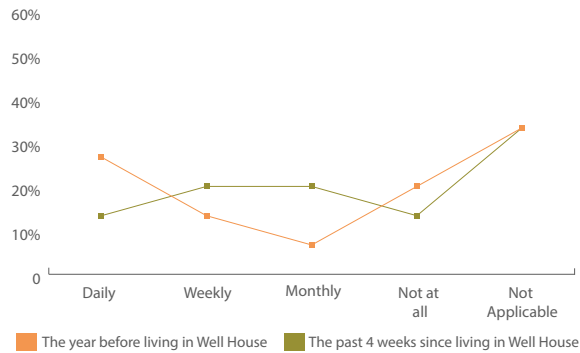
IMPACT OF WELL HOUSE

Social Networks

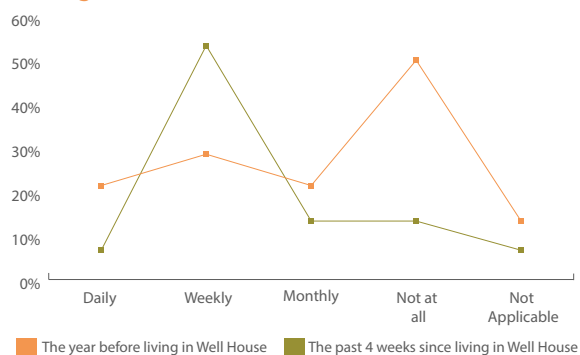
Frequency of Face to Face Interactions

Social networks are important for tenants to feel a sense of community. The researchers included questions relating to the tenants' social networks in the interviews to determine if stable housing had a positive impact on the tenants' social support. In general, most tenants reported having more interactions with their parents, siblings, significant other, other family members, and friends or neighbors in the last month while living at WH than before living at WH. Tenants reported that they had more interactions with their social networks weekly and monthly. The tenants' relationships with their children and co-workers remained unchanged.

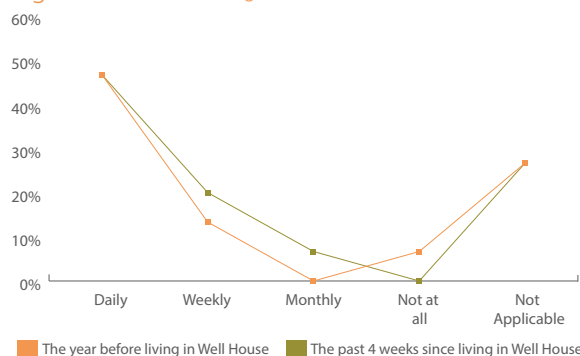
Parent Fig. 16



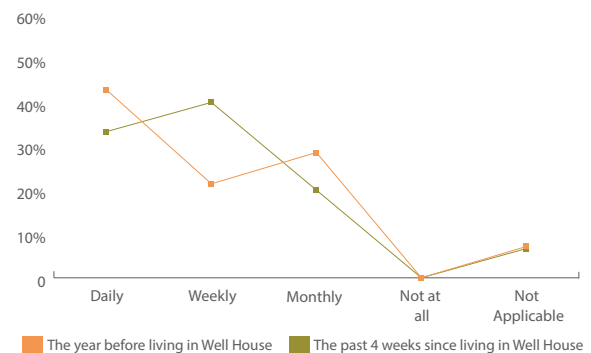
Siblings Fig. 17



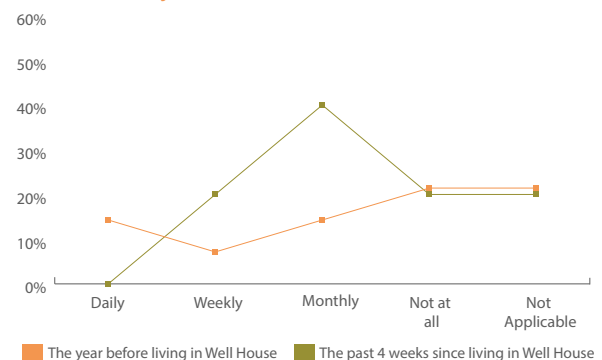
Significant Other Fig. 18



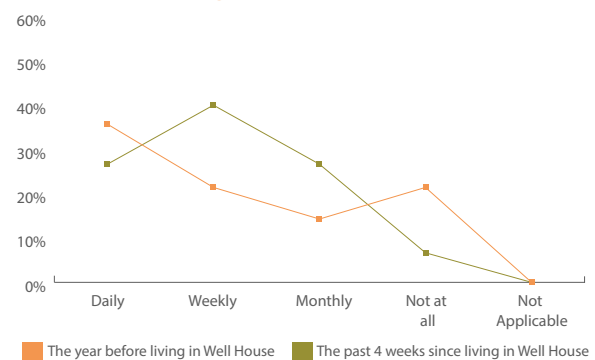
Children Fig. 19



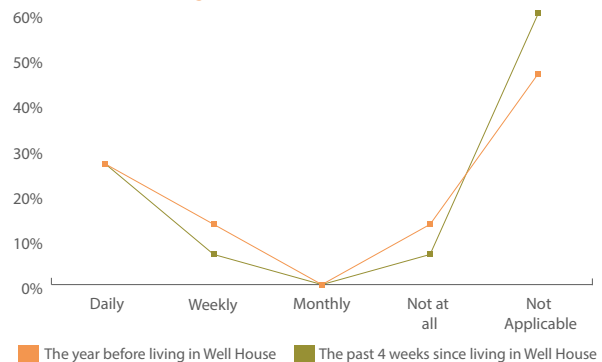
Other Family Fig. 19



Friends and Neighbors Fig. 19



Co-Workers Fig. 19

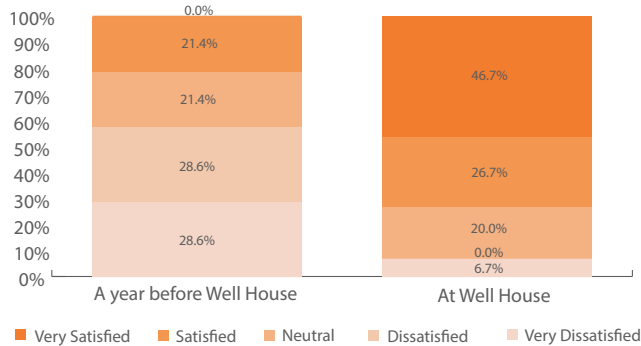


IMPACT OF WELL HOUSE

Satisfaction

Tenants reported positive satisfaction (73.33%) with their current housing at WH while only 6.67 percent of the people reported dissatisfaction with their current housing at WH. Before the tenants arrived at WH, 57.14 percent of the tenants indicated that they were dissatisfied with their housing situation while only 21.34 percent of the tenants were satisfied with their housing.

Satisfaction with Housing at Well House Fig. 21



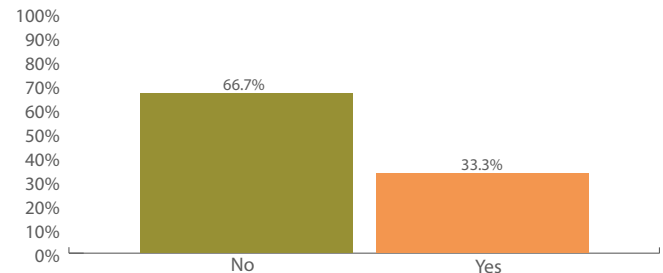
The tenants were also asked a series of open-ended questions. Tenants shared that their lives have changed since they moved into WH and numerous tenants responded that they changed “for the better” or are “gradually changing.” The tenants also shared that WH gives them “opportunities” and a sense of “community.” One tenant said,

“[With] my experience here, you can talk to people here. They will always try to find better housing [and are] looking out for you. [They] help the best they can [and] they encourage you to be better.”

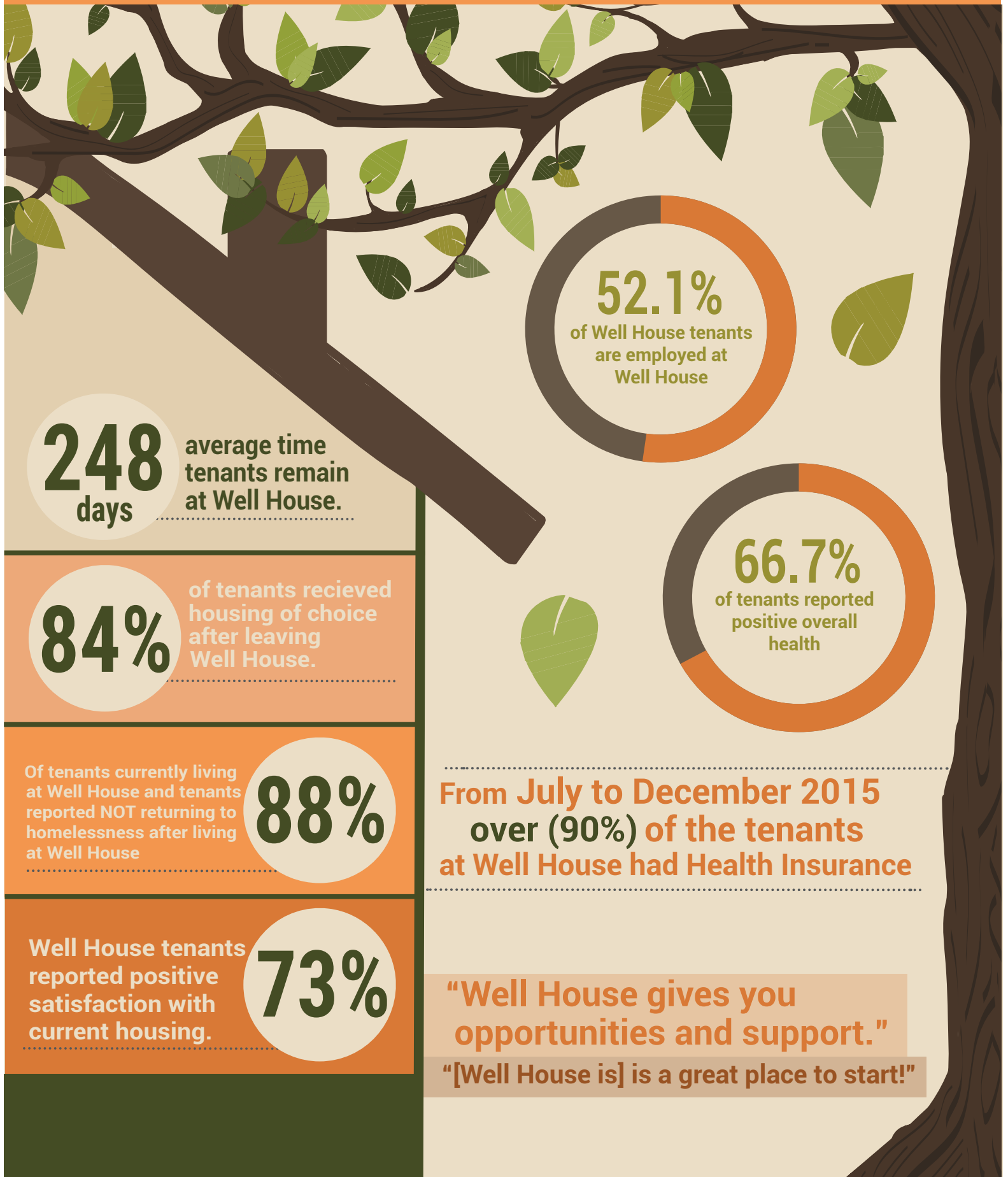
When the tenants were asked to describe their experiences at WH, tenants expressed that the living situation is different because they are sharing a house with other people. A tenant described privacy is lacking because “staff can just come in anytime for after-hours inspection.” Another tenant shared that, “there are a lot of pros and cons. [The pros are] being able to have meetings and discuss what is going on. [The cons are] not screening a lot of people that come in. Well House is going to need a few years to get where they are suppose[d] to be.” Despite the inconvenience that the tenants indicated, many of the tenants also said they would stay. The tenants also proceeded by saying they would eventually want to move on and support themselves. Those who wished to move on indicated that they wanted more privacy, to better themselves, and to be able to own their own place.

One tenant expressed that, **“Living here at Well House, there is structure and foundation for me. Basically, my life revolves around Well House. I know one day, I am going to want [to] move on when I am stable enough to move on.”**

Services, needed, but unable to access at Well House Fig. 22



Only a third (33.33%) of the tenants indicated that they would like additional services from WH. The tenants shared that there are a lot of activities available at WH. The activities that the tenants participate include attending community and tenant meetings, utilizing the garden, and attending supportive classes such as healthy eating/nutrition, exercise, art/painting, drug workshops, and credit/financial management classes. However, the tenants expressed that they would like to have more services that would provide them with assistance to purchasing their own home and to learn how to become homeowners. The tenants stated that they are glad and enjoy being at WH. The tenants said it is “a great place to start” because “Well House gives you opportunities and support” and allows the tenants to save and earn money.



248
days

average time
tenants remain
at Well House.

84%

of tenants recieved
housing of choice
after leaving
Well House.

Of tenants currently living
at Well House and tenants
reported NOT returning to
homelessness after living
at Well House

88%

Well House tenants
reported positive
satisfaction with
current housing.

73%

52.1%

of Well House tenants
are employed at
Well House

66.7%

of tenants reported
positive overall
health

From July to December 2015
over (90%) of the tenants
at Well House had Health Insurance

“Well House gives you
opportunities and support.”

“[Well House is] is a great place to start!”

RECOMMENDATIONS

WH successfully showed that providing housing without stringent requirements can have a large impact. As noted in the report, WH tenants reported satisfaction to the housing choice after leaving WH. More importantly, in December 2015, all tenants reported to have health insurance. WH also recognized the importance of social support by encouraging clients to attend community meetings where tenants can voice any concerns that they had. Tenants also reported more positive relationships with their social networks such as more face to face meetings with siblings. Lastly, WH has created an internal employment program that allows tenants to work and be compensated. This program allows tenants to build skill sets that they may not have learned or received elsewhere.

Although WH provides numerous services to the tenants, some were asking for a few more services that can better them as individuals. Services such as resume writing workshops and interviewing workshops can help tenants at WH to secure permanent employment and be self-sufficient. Other services such as financial management could also help tenants to learn how to secure enough financial equity to purchase their own homes. Using established services available within the county may decrease WH's need for additional staffing and increase the relationships with other organizations. In addition to the services, many tenants also mentioned that the unannounced visits seemed intrusive to their privacy. Communicating the reasons for unannounced visits to tenants may provide tenants more comfort in welcoming the unannounced visits.

CRI also recommends that WH collect intake data and monthly data related to the number of days tenants spent in jail, prison, and hospital (physical or mental illness). The collected data can help to inform on the savings WH provides to the community. As WH continues to expand, there may be a need to build a better data tracking tool. Currently, the data tracking tool is saved using Google products. To increase security measures, a secure platform to store data is recommended. Secure platforms can include databases such as QuickBase or Microsoft Access. Utilizing these databases can help guide WH to function as a data-driven organization. Storing data within secure databases also allows WH to monitor the progress of tenants and utilize collected data for longitudinal analysis.

A literature review was conducted to identify the average costs of stays in shelters, hospitals, and jails. The averages were used to compare to the information gathered during the interview. The comparisons are used to inform yearly cost savings per tenant at WH.

Hospitalization Costs

According to the Healthcare Cost and Utilization Project (HCUP), in 2010 within the United States, it was found that on average the cost per hospital stay was \$9,700 (Pfundtner, Wier, & Steiner, January 2013) and then in 2012, HCUP found that the average cost per stay increased to \$10,400 (Moore, Levit, & Elixhauser, October 2014). Along with the average cost per stay, HCUP discovered that the total cost in 2010 was \$375.9 billion (Pfundtner, Wier, & Steiner, 2013) and in 2012 it was \$377.5 billion (Moore, Levit, & Elixhauser, 2014). In both years, it was reflected in the articles that individuals aged 45 to 64 and 65 to 84 had the highest average of costs per hospitalization stay, averaging about \$12,000 to \$12,300 for 2010 (Pfundtner, Wier, & Steiner, 2013) and \$12,900 to \$13,000 for 2012 (Moore, Levit, & Elixhauser, 2014). In 2010, HCUP incorporated the average cost per stay for diagnoses, which included mood disorders that averaged about \$4,800 per hospital stay (Pfundtner, Wier, & Steiner, 2013). It also reflected that the most costly diagnosis was septicemia, which is an infection of the blood, costing on average \$18,400 to treat per hospital stay (Pfundtner, Wier, & Steiner, 2013).

Year	Type of Stay	Total Cost (in billions)	Average Cost for an individual per stay
2011	Overall	\$375.9	\$9,700
	Mental		\$4,800
2012	Overall	\$377.5	\$10,400

Jail Costs

In 2010, the Vera Institute of Justice found the average annual cost per inmate in Michigan was \$28,117 and the total state cost was \$1.3 billion (Vera Institute of Justice, 2012). The total state cost included the corrections department budget, capital costs, statewide administrative costs, and contributions to pensions and retiree health care (Vera Institute of Justice, 2012). In 2011, the Vera Institute of Justice obtained information from the United States Department of Justice that found a total cost for local communities of \$22.2 billion; this total does not reflect the additional costs spent on employee benefits, health care, educational programs, and administration (Vera Institute of Justice, 2015).

State	Total Cost (in billions)	Average annual cost per inmate
Michigan	\$1.3	\$28,117
All local communities	\$22.2	

Shelter Costs

The United States Department of Housing and Urban Development and Office of Policy Development and Research (HUD PD&R) collected data from July 2004 to June 2005 from 3 communities: Des Moines, Iowa; Houston, Texas; and Jacksonville, Florida and found the average cost for homeless shelters per household, average shelter cost per night, and average amount of days spent in homeless programs (Spellman, Khadduri, Socol, Leopold, & Abt Associates Inc., 2010). HUD PD&R found the average homeless system cost per individual in Des Moines, Houston, and Jacksonville was \$1,634 (Jacksonville), \$2,308 (Des Moines), and \$2,257 (Houston) (Spellman, Khadduri, Socol, Leopold, & Abt. Associates Inc., March 2010). It was also concluded that the average cost of shelter per night for individuals ranged depending on location and whether it was an emergency shelter, transitional housing, or permanent housing. For individuals in Des Moines, on average, emergency shelter cost \$19 per day and about \$581 per month; transitional housing cost \$34 per day for shared rooms, \$50 per day for individual rooms, and ranged about \$1,018 to \$1,492 per month; and permanent housing cost \$18 per day and \$537 per month (Spellman, Khadduri, Socol, Leopold, & Abt. Associates Inc., 2010). Houston was the more expensive of the 3 communities with costs for short stay emergency shelters at \$28 per day and extended emergency shelters at \$61 per day, which ranged from \$853 to \$1,817 per month; transitional housing cost \$55 per day and \$1,654 per month; and permanent facility-based housing cost \$22 per day, permanent scattered site housing cost about \$59 per day and ranged from \$664 to \$1,757 per month (Spellman, Khadduri, Socol, Leopold, & Abt. Associates Inc., 2010). The results found in Jacksonville ended up being the lowest averages for the cost of shelter per night; for overnight emergency shelter it cost \$14 per day per individual, for 24 hours emergency shelters it cost \$32 per day, which ranges from \$408 to \$962 per month; for both facility and scattered transitional housing it cost \$29 per day and \$870 per month; and for both facility-based and scattered site, supportive permanent housing it cost \$29 per day and \$882 per month (Spellman, Khadduri, Socol, Leopold, & Abt. Associates Inc., 2010). When looking at the average amount of days spent in homeless in programs it varied between communities, in Des Moines it was about 73 days, in Houston it was about 39 days, and in Jacksonville it was about 57 days (Spellman, Khadduri, Socol, Leopold, & Abt. Associates Inc., 2010).

City	Type of Stay	Average cost for an individual per stay	Average homeless system cost per individual	Average number of days	Average number of stays	Average days between stays
Des Moines			\$2,308	73	3	63
	Emergency	\$19				
	Transitional (Shared room)	\$34				
	Transitional (individual room)	\$50				
	Permanent	\$18				
Houston						
	Emergency (Short Stay)	\$28	\$2,257	39	3	44
	Emergency(Extended Stay)	\$61				
	Transitional	\$55				
	Permanent (Facility based)	\$22				
	Permanent (Scattered site)	\$59				
Jacksonville						
	Emergency (Overnight)	\$14	\$1,634	57	3.3	75
	Emergency (24 hours)	\$32				
	Transitional (facility/scattered)	\$29				
	Permanent (facility/scattered)	\$29				

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