

# A Place to Call Home

## A framework for action to address homelessness in Columbus and Franklin County, Ohio

Columbus and Franklin County Continuum of Care  
**STRATEGIC ACTION PLAN PROGRESS REPORT • FY2019**

*Our GOAL: Homelessness is prevented. If it can't be prevented, it's rare, brief, and one time.*

GOAL	CONVENERS	FY2019 STRATEGIES	PROGRESS
<p><b>1 – Veterans</b></p>  <p>Achieve and sustain an effective end to homelessness among veterans.</p>	<p>Veterans System Operations Workgroup</p>	<ol style="list-style-type: none"> <li>1. Conduct a Veteran Challenge and make other system efficiency improvements to achieve system performance at or above federal benchmark targets.</li> <li>2. Further develop targeted homelessness prevention approach for veterans in collaboration with community partners.</li> <li>3. Sustain current system capacity and approaches consistent with federal criteria.</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>IN PROGRESS:</b> Improvements to coordinated entry and rapid linkage to appropriate shelter and re-housing assistance made with support from Worthington Industries six sigma experts and addition of new Veterans Administration coordinated entry specialist position.</li> <li>2. <b>IN PROGRESS:</b> Work to develop targeted homelessness prevention approach included as part of broader Homelessness Prevention Network development (see Goal 13, Homelessness Prevention).</li> <li>3. <b>ACHIEVED:</b> Veterans continue to have immediate access to targeted prevention, shelter, and re-housing as needed. No veteran is unsheltered or unhoused due to lack of resources or coordination.</li> <li>4. <b>IN PROGRESS:</b> Veteran system continues to improve time to re-house Veterans and is currently below 90 days (federal benchmark). Only 2 veterans experiencing chronic or long-term homelessness remain unhoused – continual efforts being made. Overall number of veterans who are literally homelessness continues to trend downward. Submission to federal agencies for external review in progress.</li> </ol>

<p><b>2 – Chronically homeless</b></p>  <p>Achieve and sustain an effective end to homelessness among individuals who are chronically homeless.</p>	<p><b>Single Adults &amp; Chronically Homeless Ad Hoc Group</b>  <b>Adult System Operations Workgroup</b></p>	<ol style="list-style-type: none"> <li>1. Further develop collaborative outreach approach to better track, target, and ensure comprehensive, efficient, and effective delivery of outreach and permanent housing assistance for unsheltered people across the entire continuum of care.</li> <li>2. Increase permanent supportive housing (PSH) capacity and targeting to fully meet need among disabled single adults experiencing chronic or long-term homelessness who need long-term housing and service supports to quickly and successfully secure safe housing.</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>IN PROGRESS:</b> Improvements to outreach data collection, case conferencing, and tracking of unsheltered individuals in progress. Outreach capacity assessed with partners and gaps identified. New quarterly unsheltered census/active client list initiated, including first-ever Summer point-in-time unsheltered count.</li> <li>2. <b>IN PROGRESS:</b> New HUD funding to increase permanent supportive housing capacity secured. Collaborative effort currently in process involving the Alcohol Drug Addiction &amp; Mental Health Board, Community Shelter Board, and partners to examine permanent supportive housing capacity and funding to meet needs of most vulnerable permanent supportive housing residents. Significant <a href="#">resource gaps</a> remain for permanent supportive housing development, rental assistance, and services.</li> <li>3. <b>ACHIEVED:</b> New processes for identifying chronic or long-term homeless individuals who are disabled and assessing their level of vulnerability and critical service needs established, resulting in improved identification and targeting of permanent supportive housing for highest need people.</li> </ol>
<p><b>3 – Families with children &amp; pregnant women</b></p>  <p>Achieve and sustain an effective end to homelessness among families with children and pregnant women.</p>	<p><b>Families &amp; Pregnant Women Ad Hoc Group</b>  <b>Family System Operations Workgroup</b></p>	<ol style="list-style-type: none"> <li>1. Improve consistency and efficiency of rapid re-housing intake after rapid re-housing acceptance during weekly referral meeting to assure rapid re-housing intake is scheduled within two business days.</li> <li>2. Establish routine means for identifying long-staying and/or repeat emergency shelter families (including those with shelter stay in last two years) and/or high complexity families, in order to review at system conference AND develop routine, standard case conference process with system partners and external partners and neutral facilitator.</li> <li>3. Increase rapid re-housing capacity to meet need among families and pregnant women according to system gaps analysis.</li> <li>4. Increase permanent supportive housing capacity to meet need among families and pregnant women according to system gaps analysis.</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>IN PROGRESS:</b> New screening, referral and prioritization process established to quickly identify and link families.</li> <li>2. <b>ACHIEVED:</b> New weekly family active list review, including identification of long-staying and/or returning families, along with bi-weekly targeted case conference process, established.</li> <li>3. <b>IN PROGRESS:</b> New HUD funding to increase rapid re-housing for youth-headed families and families fleeing domestic violence secured. Significant <a href="#">resource gaps</a> for rapid re-housing remain.</li> <li>4. <b>NOT ACHIEVED:</b> No new funding or capacity.</li> <li>5. <b>IN PROGRESS:</b> CelebrateOne, CSB, and partners engaged in collaborative process to define key outcomes, system needs, and partnerships. New care pathway for pregnant women, assuring linkage to evidence-based home visitation services, being piloted. Training for new access points for pregnant women in need of targeted prevention provided. Significant resource gaps for</li> </ol>

		5. Further develop a care pathway for pregnant women who are literally homeless, including relevant outcomes, related assessment tool(s), and service strategies to support achievement of those outcomes.	targeted prevention and re-housing assistance remain.
<p><b>4 – Youth</b></p>  <p>Achieve and sustain an effective end to homelessness among unaccompanied youth and parenting youth.</p>	<p><b>Continuum of Care Committee to Address Youth Homelessness Youth Core Team</b></p>	<ol style="list-style-type: none"> <li>1. Further develop and maintain an up-to-date list of all youth who are literally homeless, including youth who are unsheltered or unsafely housed, and related case conferencing to address complex issues and assure efficient, effective assistance.</li> <li>2. Develop access points, shelter options, and services that are tailored for youth as part of the larger homeless crisis response system.</li> <li>3. Explore and develop additional permanent housing options appropriate for youth, such as shared housing, rapid re-housing, and permanent supportive housing.</li> <li>4. Further develop and support the Youth Action Board and inclusion of youth in system development and oversight.</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>IN PROGRESS:</b> New HUD funding secured to support comprehensive approach to tracking youth who are literally homeless or imminently at-risk underway with youth system partners and new federally funded Huckleberry House Coordinated Access &amp; Rapid Resolution (CARR) Team.</li> <li>2. <b>IN PROGRESS:</b> New coordinated community plan for youth, <a href="#">A Place to Call Home for Youth</a>, developed with 250+ system and community partners, including strategies to increase and improve access and services for youth.</li> <li>3. <b>IN PROGRESS:</b> New HUD funding secured for youth-specific rapid re-housing, transitional housing, and permanent supportive housing. New projects selected and in early start-up. Significant resource gaps remain for all forms of assistance for youth.</li> <li>4. <b>IN PROGRESS:</b> Funding and support for Youth Action Board and youth inclusion provided. Youth Action Board actively involved in development and ongoing implementation of <a href="#">A Place to Call Home for Youth</a>.</li> </ol>
<p><b>5 – Single adults</b></p>  <p>Achieve and sustain an effective end to homelessness among single adults.</p>	<p><b>Single Adults &amp; Chronically Homeless Ad Hoc Group Adult System Operations Workgroup</b></p>	<ol style="list-style-type: none"> <li>1. Further develop collaborative outreach approach to better track, target, and ensure comprehensive, efficient, and effective delivery of outreach and permanent housing assistance for unsheltered people across Franklin County.</li> <li>2. Increase rapid re-housing capacity to fully meet need among single adults experiencing homelessness who require this more intensive assistance to quickly and successfully secure safe housing.</li> <li>3. Improve client experience through improved customer service and use of common client satisfaction measures for continuous improvement.</li> </ol>	<ol style="list-style-type: none"> <li>1. See Goal 2.</li> <li>2. <b>IN PROGRESS:</b> New HUD funding secured. Significant <a href="#">resource gaps</a> remain.</li> <li>3. <b>NOT ACHIEVED:</b> Deferred due to turnover in key partner agency staff leading this strategy.</li> </ol>

<p><b>6 – Affordable housing</b></p>  <p>Ensure families and individuals who are homeless or at-risk have access to affordable housing.</p>	<p><b>Affordable Housing Alliance of Central Ohio (AHACO)</b>  <b>Affordable Housing Ad Hoc Group</b></p>	<ol style="list-style-type: none"> <li>1. Actively support efforts to increase the availability of and greater access to safe and affordable rental housing to meet the needs of individuals and families who are homeless or imminently at-risk of homelessness.</li> <li>2. Develop and implement system-wide landlord recruitment and retention initiative, in concert with system providers and partners, including staffing, marketing, and outreach activities.</li> <li>3. Preserve existing and increase supply of permanent supportive housing to further close gap for individuals and families needing PSH to successfully resolve their homelessness and stabilize in housing.</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>IN PROGRESS:</b> Ongoing, active leadership with the Affordable Housing Alliance of Central Ohio and related city/county/private sector initiatives. New community funds coming online from private investment and city.</li> <li>2. <b>IN PROGRESS:</b> Private funding secured, new CSB Community Housing Manager position established, and Home4Good campaign to recruit/retain landlord partners initiated.</li> <li>3. <b>IN PROGRESS:</b> New HUD funding to increase permanent supportive housing capacity secured. Collaborative effort currently in process involving Alcohol Drug Addiction &amp; Mental Health Board, Community Shelter Board, and partners to examine permanent supportive housing capacity and funding to meet needs of most vulnerable permanent supportive housing residents. Significant <a href="#">resource gaps</a> remain for permanent supportive housing development, rental assistance, and services.</li> </ol>
<p><b>7 – Equity</b></p>  <p>Ensure families and individuals disproportionately represented among people who experience homelessness have access to responsive, equitable assistance to offset structural barriers and biases.</p>	<p><b>Equity Ad Hoc Group</b></p>	<ol style="list-style-type: none"> <li>1. Examine select homeless crisis response system policies, procedures (e.g. Unified Supportive Housing System workflow), and related data to identify areas to improve equitable access and use of homeless crisis response system assistance and to serve as a template for other community systems.</li> <li>2. Institute standardized cultural competency training.</li> <li>3. Promote affirmative hiring and retention practices to further diversify system staff at all levels to better reflect populations served.</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>IN PROGRESS:</b> Improvements to Unified Supportive Housing System assessment made to promote equity. Review of other system policies and procedures in progress.</li> <li>2. <b>IN PROGRESS:</b> Training curricula and opportunities being developed as part of new youth plan implementation.</li> <li>3. <b>IN PROGRESS:</b> CSB changes to hiring requirements made. Conversations with partners to promote affirmative hiring and retention practices are ongoing.</li> </ol>
<p><b>8 – Employment</b></p>  <p>Ensure adults who are homeless or at-risk have coordinated access to employment opportunities and supports.</p>	<p><b>Employment/Benefits Ad Hoc Group</b></p>	<ol style="list-style-type: none"> <li>1. Develop standardized screening tool and related protocol for identifying employment-related needs and connecting to right community-based services.</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>IN PROGRESS:</b> Private funding secured to support assessment of employment needs and resources for adults in families and development of new system-wide protocol for coordinated access to community-based employment supports.</li> </ol>

<p><b>9 – Benefits</b></p>  <p>Ensure adults who are homeless or at-risk have coordinated access to benefits for which they are eligible.</p>	<p><b>Employment/Benefits Ad Hoc Group</b></p>	<ol style="list-style-type: none"> <li>1. Ensure system staff are trained and capable of providing assistance accessing benefits through SOAR and expedited social security application training.</li> <li>2. Educate system staff on new Franklin County Department of Job &amp; Family Services online benefits application process.</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>IN PROGRESS:</b> Opportunities to better meet needs of homeless system clients identified, but are on hold pending changes to SOAR funding, staffing, and technical assistance.</li> <li>2. <b>IN PROGRESS:</b> Franklin County Department of Job &amp; Family Services providing public education on new process. They established new on-site staffing at family shelters to support benefits screening and enrollment.</li> </ol>
<p><b>10 – Health care</b></p>  <p>Ensure people who are homeless or at-risk have coordinated access to integrated, cross-system behavioral and physical health care.</p>	<p><b>Health Care Ad Hoc Group</b></p>	<ol style="list-style-type: none"> <li>1. Improve data sharing across providers and systems to facilitate continuity of care and integrated service delivery.</li> <li>2. Develop and implement new medical respite program for people experiencing homelessness who have acute health care needs.</li> <li>3. Explore opportunities for local hospital systems' investment in supportive housing, including development of a case statement and examples.</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>IN PROGRESS:</b> Needs and potential solutions for data sharing continue to be explored and developed with local health care partners. New pilot with Molina Healthcare under development to provide integrated care coordination and prevention/re-housing assistance for Molina members facing homelessness.</li> <li>2. <b>IN PROGRESS:</b> LSS/Faith Mission and Ohio Health partnership for new medical respite program under development.</li> <li>3. <b>IN PROGRESS:</b> Preliminary exploration with Mount Carmel Healthcare, Greater Columbus Healthcare Collaborative, and other key health care partners occurring.</li> </ol>
<p><b>11 – Criminal justice</b></p>  <p>Ensure people who are homeless or at-risk have coordinated assistance to address criminal justice related issues.</p>	<p><b>Criminal Justice Ad Hoc Group</b></p>	<ol style="list-style-type: none"> <li>1. Support county-led development and implementation of a common release of information exchange protocol across systems to support coordinated interventions for justice-involved individuals.</li> <li>2. Develop and implement tenant education and 'certificate of qualifications for housing' program for justice-involved prospective tenants to address tenant screening and housing retention barriers.</li> <li>3. Improve standardized system screening tools to identify justice-involved individuals who are at-risk or literally homeless and triage them to an appropriate housing intervention.</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>IN PROGRESS:</b> Collaboration with county and city partners occurring to establish information exchange protocol for justice-involved individuals, including frequent users of county jail and individuals encountered by law enforcement in need of homelessness assistance.</li> <li>2. <b>IN PROGRESS:</b> Certificate of Qualifications for Housing Program developed by Franklin County Office of Justice Policy &amp; Programs; in early implementation.</li> <li>3. <b>ON HOLD:</b> Pending further development of strategy 1.</li> </ol>

<p><b>12 – Domestic violence</b></p>  <p>Ensure people who are homeless or at-risk have coordinated access to integrated, cross-system domestic violence survivor assistance.</p>	<p><b>Domestic Violence Ad Hoc Group</b></p>	<ol style="list-style-type: none"> <li>1. Further integrate existing and expanding/new domestic violence services, shelter, and housing options into the homeless crisis response system.</li> <li>2. Provide updated training for homeless crisis response system staff that is readily available for new staff training or refresher training for existing staff.</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>IN PROGRESS:</b> New HUD funding secured for rapid re-housing for persons fleeing domestic violence. LSS/CHOICES established new shelter with significant additional capacity.</li> <li>2. <b>IN PROGRESS:</b> Updated training provided with support from LSS/CHOICES. Additional trauma-informed care training and resources being developed as part of broader system cultural competency and skill-building strategies.</li> </ol>
<p><b>13 – Homelessness prevention</b></p>  <p>Ensure people who are imminently at-risk of literal homelessness have coordinated access to targeted homelessness prevention assistance.</p>	<p><b>Targeted Prevention Ad Hoc Group</b></p>	<ol style="list-style-type: none"> <li>1. Develop and implement targeted homelessness prevention initiatives for specific sub-populations at greatest risk of literal homelessness.</li> <li>2. Evaluate local targeted homelessness prevention model and explore other prevention best practices employed in other communities.</li> <li>3. Increase awareness and responsiveness among other public institutions (ex. jail, prison, hospitals, in-patient behavioral health treatment) of the need for early identification of housing needs and housing-focused discharge planning that increases exits to stable housing and supports positive outcomes.</li> <li>4. Support further development, piloting, and implementation of community-based homelessness prevention system.</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>IN PROGRESS:</b> Targeted prevention approaches for individuals and families at greatest risk developed and being implemented, including approaches specific to pregnant women, youth, and veterans. New partnership with Columbus State Community College under development to support students at-risk of school failure due to housing instability.</li> <li>2. <b>IN PROGRESS:</b> Evaluation by Abt Associates underway, concluding later in FY2020. CSB participating in national best practices advisory group. Results being used to inform improvements to prevention targeting, client experience, and outcomes.</li> <li>3. <b>IN PROGRESS:</b> Ongoing work occurring with county, Alcohol Drug Addiction &amp; Mental Health, and other partners to develop pre-discharge strategies to identify persons who are or will be literally homeless or who are at greatest risk and provide appropriate intervention.</li> <li>4. <b>IN PROGRESS:</b> CSB, the Prevent Family Homelessness Collaborative, and partners collaborated to develop new risk assessment and intervention model. Piloting and further development underway, including recruitment of pilot access points and new screening and assistance approach for individuals and families at-risk of literal homelessness in 14 days or less. Significant <a href="#">resource gaps</a> for targeted prevention remain.</li> </ol>