



# 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  
August 2022

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# Introduction

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A Place to Call Home is our community's strategic framework and articulates our community's vision for making sure everyone has a place to call home. The framework has been adopted by the Columbus and Franklin County Continuum of Care and Community Shelter Board to re-affirm our guiding principles for addressing homelessness; and to articulate our vision for an aspirational, systemic response that ensures homelessness is prevented whenever possible, or if it can't be prevented, is a rare, brief, and non-recurring experience.

This is a framework for action to achieve our vision and includes 9 goal areas that encompass all populations experiencing literal homelessness<sup>1</sup>, these goals focus on strengthening partner workforce capacity, equity, decreasing incidents in shelter and housing programs & six goal areas that impact HUD Performance Measures. If achieved, these goal areas will positively impact the trajectory of an individual or family that is at-risk for or currently experiencing homelessness. Each of these goals align with federal goals and plans to address homelessness and support achievement of our overall vision for a comprehensive and highly effective community response to homelessness.

Strategies to accomplish each goal are also included in the framework. Strategies reflect the immediate, feasible, and relevant efforts we are collectively pursuing to accomplish each goal. Goals for FY2023 were developed between October – March 2022 with input from voices across the community. This included members of the Columbus and Franklin County Continuum of Care and people who have experienced homelessness. We also had partner agencies, partners from healthcare, criminal justice, job and family services, workforce development, other social services, representatives from the faith-based community, local governments, private investors, and many other key stakeholders.

This framework is already being implemented. Existing and new ad hoc groups are working diligently to achieve strategies identified for each goal. As these efforts move forward, existing strategies will be adjusted and new strategies may be adopted during the year to account for lessons learned, new or changing resources and conditions, and impact. The framework and related strategies will also be revisited and refreshed annually by the Continuum of Care and Community Shelter Board.

Additional information and resources concerning the framework are located [here](#), including an executive summary, materials used in the development of the framework, and implementation resources relevant to each goal. We encourage you to explore these resources and participate in the ongoing work to ensure everyone has a place to call home.

Community Shelter Board leads a coordinated, community effort to make sure everyone has a place to call home. CSB is the collective impact organization driving strategy, accountability, collaboration, and resources to achieve the best outcomes for people facing homelessness in Columbus and Franklin County. With the support of a compassionate

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<sup>1</sup> Literal homelessness includes people who have no safe, appropriate housing and require emergency shelter to avoid staying in a place not meant for human habitation. At-risk of literal homelessness includes people who will imminently require emergency shelter *but for* targeted prevention assistance and in spite of comprehensive and responsive early prevention efforts.

community, our system of care served 15,000 people last year with homelessness prevention, shelter, street outreach, rapid re-housing, and permanent supportive housing.

Community Shelter Board is funded by the U.S. Department of Housing and Urban Development, the City of Columbus, the Franklin County Board of Commissioners, the State of Ohio, United Way of Central Ohio, Nationwide Foundation, American Electric Power Foundation, The Columbus Foundation, and many other public and private investors.

# Homeless Assistance Needs in Columbus & Franklin County

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At the most fundamental level, homelessness is the starkest form of housing inequity and is caused by the lack of decent, safe, affordable housing for people with limited means and supports necessary to sustain it. Families and individuals below the poverty line who are renting in Columbus and Franklin County struggle to keep a roof over their heads. Maintaining a two-bedroom apartment in our community requires a full-time job at \$19 per hour. At minimum-wage, a worker would need at least two full-time jobs to afford it.<sup>2</sup> There is only one affordable rental unit for every three renters living in poverty, as determined by the Affordable Housing Alliance of Central Ohio.<sup>3</sup> In calendar year 2021 there was an average of over 1,200 evictions filed per month in Franklin County.

Families and individuals turn to other available family and social supports when they aren't able to secure safe, stable housing on their own and, while most are ultimately able to avoid further housing loss and need for emergency shelter, many cannot. Along with the basic shortage of affordable housing for lower income households, other structural challenges contribute to homelessness, including insufficient healthcare and supportive housing options for people who are disabled, transportation barriers, the lack of affordable childcare, changes in public assistance, and the limited availability and accessibility of emergency aid to avoid and resolve housing crises, and numerous forms of systemic racism and discrimination.

Structural racism and other social inequities create further risk for housing crisis and barriers to housing stability among people of color, people who are disabled, LGBTQ youth, and others. According to analysis conducted by the Center for Social Innovation, African American households are disproportionately represented in the homeless population (60%) compared to their proportion of the general population (22.3%), the population in poverty (39.9%), and the population in deep poverty (39.3%) in Columbus/Franklin County. This data can be found in the [FY2022 Annual System & Program Indicator Report](#) and includes all African American single adults, youth and families that entered emergency shelter.

In addition to structural barriers, personal factors can further compound challenges to securing safe, stable housing. Mental illness, drug and alcohol abuse, domestic violence, a prior eviction or arrest, an unplanned pregnancy, a lack of family supports and other challenges can increase barriers and make it more difficult to obtain or maintain housing.

Comprehensive data on people who experience homelessness in Columbus and Franklin County, including data on their characteristics and use of homeless crisis response system assistance, is published annually in Community Shelter Board's Annual System & Program Indicator Report (link included above). The most recent report shows that in FY2022, 6,268 distinct households were served in emergency shelter, youth shelter, transitional housing and street outreach programs. The number of individuals served at the Shelter for Isolation and Quarantine in FY2022 was 435.

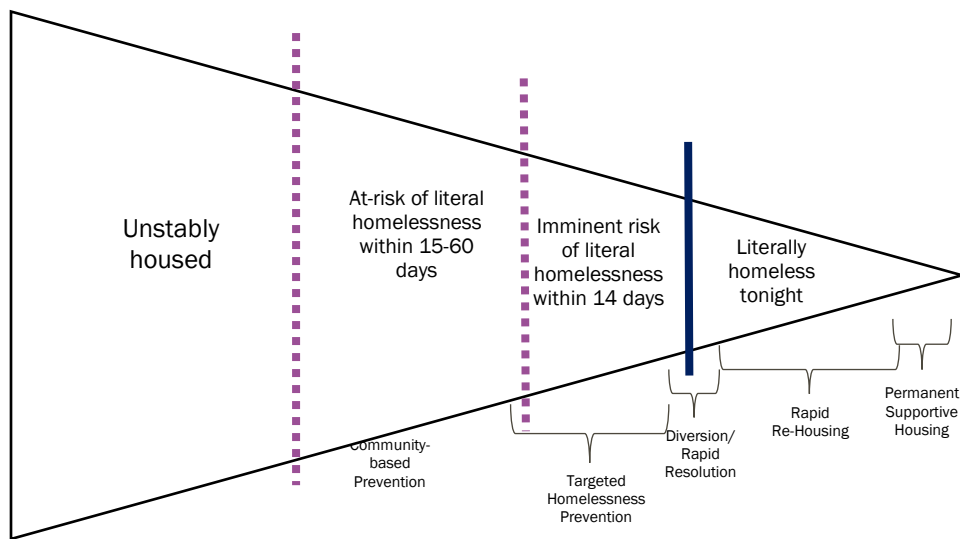
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<sup>2</sup> <https://nlihc.org/oor/state/oh>

<sup>3</sup> <http://www.ahaco.org/>

People experiencing a housing crisis or housing instability does not automatically result in literal homelessness and a need for emergency shelter. However, for those who run out of safe housing options and have limited or no resources to help with housing, more targeted and timely assistance is needed to avoid shelter and secure housing. When those efforts are unsuccessful and shelter is needed, experience has shown that most people will resolve their homelessness within a short period of time, with only limited assistance, and not return to shelter. The vast majority of those remaining require rapid re-housing assistance, which provides more intensive and individualized housing search, placement and stabilization assistance, to quickly resolve their homelessness. Finally, a smaller percentage of people with the most significant barriers experience homelessness repeatedly and for extended periods and require permanent supportive housing with a long-term subsidy and ongoing services to successfully stabilize in housing.

## Housing Crises and Interventions



Further analysis of the characteristics and service needs of families and individuals who experience housing crises is needed to discern how many require different types of interventions to successfully and quickly prevent or end literal homelessness. Analysis of these needs is inherently dynamic, as the overall number of people who experience homelessness and require assistance from the homeless crisis response system changes year-to-year due to factors outside of the control of the system. As the number and characteristics of people who experience homelessness changes, so must our collective response in order to achieve and sustain an effective response capable of meeting the needs of all people at-risk of or who experience literal homelessness. Community Shelter Board will continue to examine community and system data and seek to develop additional analysis of system demand and resource needs to inform ongoing development of the homeless crisis response system and future updates to this community framework.

## What it Means to Effectively End Homelessness

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The Continuum of Care for Columbus and Franklin County and Community Shelter Board seek to effectively prevent and end homelessness for people who are at-risk of or experiencing literal homelessness. This does not mean we will achieve an absolute end to homelessness or that no one will ever experience a housing crisis again. Changing economic realities, the unpredictability of life, and unsafe or unwelcoming family environments may create situations where individuals, families, or youth could experience or be at risk of homelessness. Instead, an effective end to homelessness<sup>4</sup> means that our community will have a systematic response in place that ensures homelessness is prevented whenever possible, or if it can't be prevented, it is a rare, brief, and non-recurring experience.

Specifically, if fully resourced, our community's homeless crisis response system would have the capacity to:

- Quickly identify and engage people imminently at-risk of and experiencing homelessness.
- Intervene to prevent the imminent experience of homelessness.
- When homelessness does occur, provide immediate access to shelter and crisis services, without barriers to entry, while stable housing and appropriate supports are secured.
- Quickly connect people to housing assistance and services—tailored to their unique needs and strengths—to help them achieve and maintain stable housing.

### **Our Goal:**

**Develop and sustain a systematic response that ensures homelessness is prevented whenever possible, or if it can't be prevented, it is a rare, brief, and non-recurring experience.**

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<sup>4</sup> Adapted from the U.S. Interagency Council on Homelessness

## Guiding Principles

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Guiding principles include the approaches, philosophies, and practices that serve as the foundation for this framework and our local response to people at-risk of or experiencing homelessness. These principles help ensure that services and programs are as effective as possible in quickly resolving housing crises. The Continuum of Care and Community Shelter Board promote and support these principles, including support for partner agencies in their implementation. Where possible and as resources allow, we work to have policies, system and program design, direct services, resource allocation, monitoring, and evaluation processes reflect these principles.

- **Recognition that homelessness is a crisis** that causes personal and community harm. There is inherent common interest and obligation to pursue efficient responses that effectively prevent and end homelessness.
- **Prioritize safe, stable housing** as the primary solution to homelessness and a basic human right. Homelessness is fundamentally due to lack of available, safe, affordable housing. Assistance intended to prevent or end homelessness should focus on resolving critical housing needs *first* (“*Housing First*”). Housing First approaches quickly connect people experiencing a housing crisis with permanent housing and the supports needed to stabilize housing without preconditions (e.g., income, sobriety, or engagement in treatment).
- **Prioritize self-determination.** People experiencing homelessness should be able to choose housing among a variety of housing types and models, within reasonable limits. Services and supports should be voluntary, and there should be choice in who provides them.
- **Reduce disparities and ensure equity in outcomes.** Our collective efforts to prevent and end homelessness should reflect the disproportionate rate at which different groups experience housing instability and homelessness, especially people of color; people with disabilities; and lesbian, gay, bisexual, transgender, and questioning youth. Assistance should account for structural biases that cause or perpetuate homelessness, as well as individual needs, abilities, or resources, and adjust accordingly to ensure equitable resolution to housing crises.
- **Protect and support individual rights.** Each person should be treated with dignity and respect, be afforded basic rights, and be supported to protect those rights.
- **Support community integration.** In alignment with Ohio’s mandate to provide community-based services to persons with disabilities, assistance should support community integration and the highest level of independence possible that assures people can quickly resolve their housing crisis and maintain safe, stable housing. To that end, other community systems – corrections, healthcare, foster care, etc. – should work to not discharge people to the streets and homeless shelters given the increased harm and compounding impact of homelessness.



- **Remove and maintain low barriers to shelter, services, and housing.** People who are or will be unsheltered, including people with wide-ranging and significant health conditions and housing barriers, should have ready access to emergency shelter, re-housing and stabilization assistance to resolve their crisis as quickly as possible.
- **Focus on individual needs.** Services should be flexible, person-centered and adapt to a person or family's needs and preferences. People experiencing homelessness should participate in their own housing plan.
- **Target resources for people with greatest vulnerability** for becoming or remaining homeless. Community resources are limited and demand often exceeds them. People also have wide ranging housing, income, health, and service needs beyond the scope of our homeless crisis response system. Therefore, assistance from the homeless crisis response system should be used progressively and as-needed to help people quickly secure and stabilize in housing, while being connected with important community-based supports they need and desire. Assistance should also be prioritized for people more likely to become or remain homeless and with greater vulnerabilities, including people who are disabled and have severe service needs, women who are pregnant, transition age youth, and people who have experienced long term homelessness.
- **Stewardship and maximization of resources.** Public and private resources supporting the homeless crisis response system should be used for maximum benefit. Resources should be re-aligned and reallocated when necessary to support system efficiency and effectiveness (e.g., decreasing time people spend homeless, increasing successful housing outcomes).

There are a number of tools and resources available to support these guiding principles. They include evidence-based practices - those that show evidence of positive outcomes based on peer-reviewed randomized controlled trials or other equivalently strong methodology; and promising practices - those supported by current clinical wisdom, theories, and professional and expert consensus.

# Aspirational System Overview

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The Continuum of Care and Community Shelter Board seek to develop and sustain a fully *optimized* homeless crisis response system that can quickly and effectively prevent or end literal homelessness – every day and for everyone. Accomplishing this requires adequate resources, adherence to the guiding principles described above, and use of evidence-based and promising practices. It also depends on having an effective, community-wide prevention system that prioritizes access to assistance for people at greater risk of homelessness and resolves housing crises before literal homelessness occurs. More organized and targeted community-based prevention services can reduce the need for assistance from the homeless crisis response system.

## Optimization:

an act, process, or methodology of making something (as a design, system, or decision) as fully perfect, functional, or effective as possible.

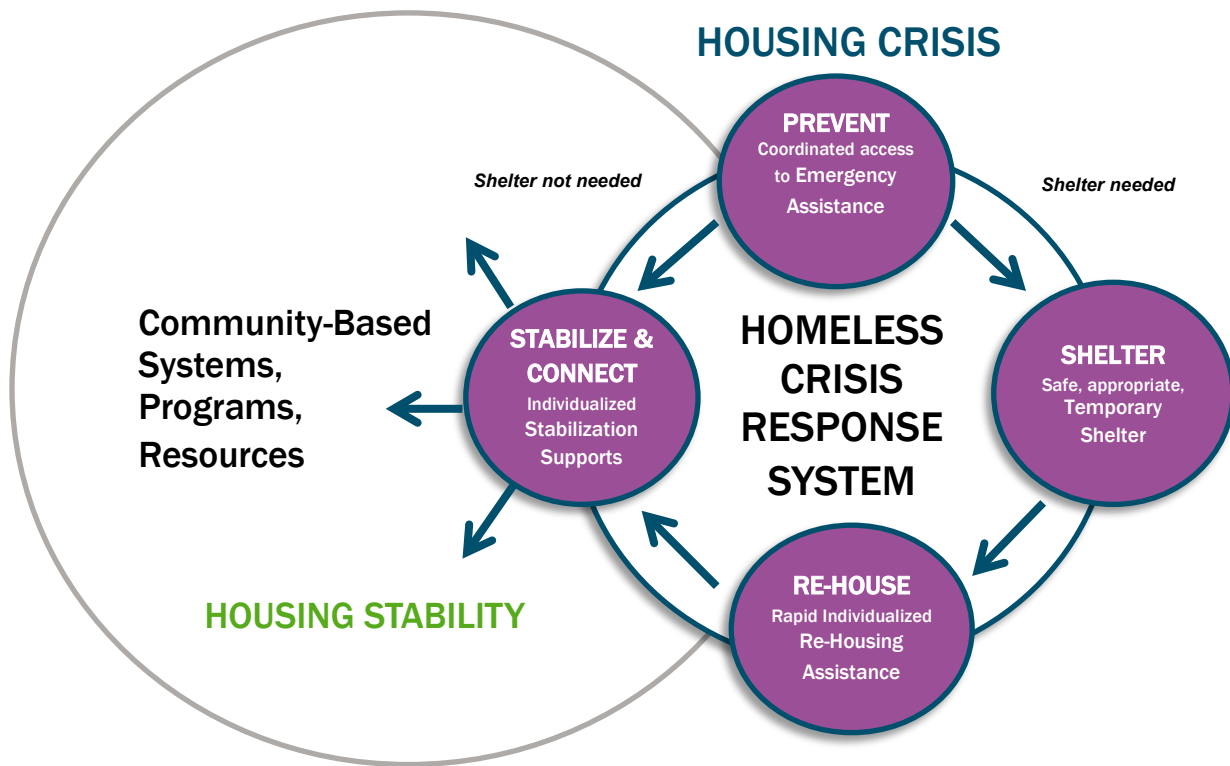
-Merriam-Webster Dictionary

## Core Functions of a Homeless Crisis Response System

An optimized homeless crisis response system is able to fulfill the following core functions for each individual or family experiencing a housing crisis:

- **Prevent** homelessness by providing coordinated and ready access to emergency assistance for all people at-risk of or experiencing literal homelessness in Columbus and Franklin County. This includes targeted homelessness prevention assistance for people at highest risk of homelessness and other community-based or homeless crisis response system resources, as needed.
- **Shelter** people who are literally homeless and not more appropriately assisted by other public systems. This includes providing year-round access to a variety of temporary shelter options and support services to best meet the varying needs of people experiencing homelessness.
- **Re-house** people who are literally homeless by providing immediate access to individualized re-housing assistance and connection to a wide-range of private market, subsidized, and permanent supportive housing options.
- **Stabilize and connect** people who experience a housing crisis by providing direct access to a wide-range of community-based services that help address immediate needs and support long-term housing stability.

A fully developed and optimized system is able to fulfill these functions generally and for different sub-populations who may have different or unique needs and access to different benefits, resources, and assistance (e.g., families with children).



### Performance Goals & Indicators

The homeless crisis response system aspires to achieve an optimized level of system performance for each system core function and for each distinct subpopulation served by the system (i.e., families with children, single adults, youth, veterans) in line with our overall goal and guiding principles. Achievement of these goals is affected by available resources including funding and staffing, use of evidence-based practices, fidelity to service standards, high quality service delivery, and sound management.

Function	Goal	Indicators
Prevent	Homelessness is prevented whenever possible	<ul style="list-style-type: none"> <li>✓ Low number of people newly homeless</li> </ul>
Shelter	People are not unsheltered due to lack of decent, safe shelter	<ul style="list-style-type: none"> <li>✓ Low number of unsheltered</li> <li>✓ Low length of time homeless</li> </ul>
Re-House	Homeless episodes are brief People are successfully re-housed People do not return to homelessness	<ul style="list-style-type: none"> <li>✓ High positive housing outcomes</li> <li>✓ Low returns to targeted prevention</li> <li>✓ Low returns to homelessness</li> </ul>
Stabilize & Connect	People have coordinated and direct access to services and supports they need	<ul style="list-style-type: none"> <li>✓ High client satisfaction</li> </ul>

Each year, standards are established for each type of homeless assistance program (e.g., street outreach, emergency shelter) around key performance metrics, such as number served, length of time people are homeless, income and employment improvements, successful exits to permanent housing, and returns to homelessness. Programs are also reviewed for compliance with local program administration and practice standards. Standards are based on CSB Governance Ends Policies, HUD performance standards and requirements, and additional CoC performance standards. Performance standards for FY2023 are located [here](#).

Individual program achievement of these standards is influenced by adherence to best practices, providing a consistent level of services year-to-year, and available funding. Performance is also impacted by environmental conditions. The availability of decent, safe, and affordable rental housing, changes in the job market, changes in public assistance, access to healthcare, challenges with attracting and retaining staff, and the opioid crisis – to name a few – all directly affect how many people experience housing crises and homelessness and how quickly and successfully such crises can be resolved. Partners are now facing greater challenges than when the Community Plan was last updated. Ongoing impacts of COVID-19, a growing lack of deeply affordable housing, difficulty with hiring & retaining staff and increasing incidents of behavioral health crisis, overdose and violence in programs. Beyond the opioid crisis, challenges are growing with incidents involving fentanyl and meth use.

The number of people experiencing homelessness (system “inflow”) and successful resolution of housing crises is also affected by other public systems and their responsiveness to critical housing needs. Hospitals, child welfare, corrections, and public assistance systems can help identify people who are precariously housed or homeless, provide or make connections to housing assistance as needed, and make every effort to not discharge people to homelessness. Other public systems increasingly recognize the value of stable housing relative to their system goals. For example, mounting [evidence](#) shows that successful healthcare outcomes are dependent on stable housing and housing is recognized to be a social determinant for health. In other words, addressing chronic or acute health conditions and reducing reliance on costly emergency department visits and hospital admissions is directly affected by whether a person has a safe, stable place to live.

At the same time, helping individuals and families quickly and successfully resolve their homelessness while adhering to a Housing First approach and remaining focused on our core functions as a homeless crisis response system depends on close coordination with other public systems. People suffering from severe and persistent mental illness, for example, must be sufficiently connected with and supported by a level of mental health care services appropriate to their state of crisis and needs while the homeless crisis response system focuses on resolving the housing crisis.

The U.S. Interagency Council on Homelessness has published criteria and benchmarks for what it means to effectively end homelessness for veterans and for people experiencing chronic homelessness. The USICH has also published criteria and benchmarks for ending homelessness for families, youth and others. Federal criteria relate to the approaches and types of assistance community systems should offer that reflect a fully developed, high functioning system that adheres to evidence-based practices. Federal benchmarks are key performance measures and targets that reflect the expected performance of communities with a homeless crisis response system that operates consistent with the criteria. The CoC

and CSB will continue to examine federal criteria and benchmarks to determine the feasibility of achieving this for our community and to adjust our goals accordingly. We will also continue to examine factors contributing to homelessness, the homeless crisis response system's ability to effectively respond and the resources necessary to ensure an effective response, and the optimal performance that should be expected given current community conditions and available funding.

## State of Our Community Response

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As the number of households becoming homeless continues to rise due to factors outside the homeless crisis response system's control, we must in turn adjust to achieve and sustain optimal system capacity and performance. As further described in the framework goals below, the homeless crisis response system has made impacts in these areas but there remains a lack of either sufficient ongoing funding and/or capacity to fully accomplish the following goals:

- **Prevent homelessness whenever possible for those at greatest risk.**
  - Continued community-wide, coordinated access and prioritized prevention assistance is needed for individuals and families at-risk of housing loss and homelessness. The Homelessness Prevention Network, just beginning Year 3, has had success in prevention with families and expectant mothers and the Supportive Services to Veterans and Families has supported veterans at risk of homelessness. There needs to be a greater focus on prevention needs for single adults and youth.
  - Additional targeted homelessness prevention and stabilization assistance is needed for people most at-risk of literal homelessness.
- **Shelter people who would otherwise be unsheltered.**
  - COVID funds have allowed for social distancing shelters and additional overflow beds to remain open continuously for over two and a half years (fall of 2019 through summer 2022). Additional shelter beds will remain available through spring 2023 but then additional funds will be needed for single adults to assure year-round access to shelter.
- **Re-house people who are literally homeless.**
  - Additional housing options are needed for families and individuals with higher housing barriers (e.g., prior evictions, low income, etc.) in the private rental market.
  - Additional rapid re-housing assistance and permanent supportive housing is needed for both individuals and families.
- **Stabilize and connect people who experience a housing crisis.**
  - Continued goal of more efficient, system-wide approaches to quickly identify and link individuals and families to employment, benefits, healthcare, domestic violence assistance, childcare, and other critical supports.

## Goals & Strategies

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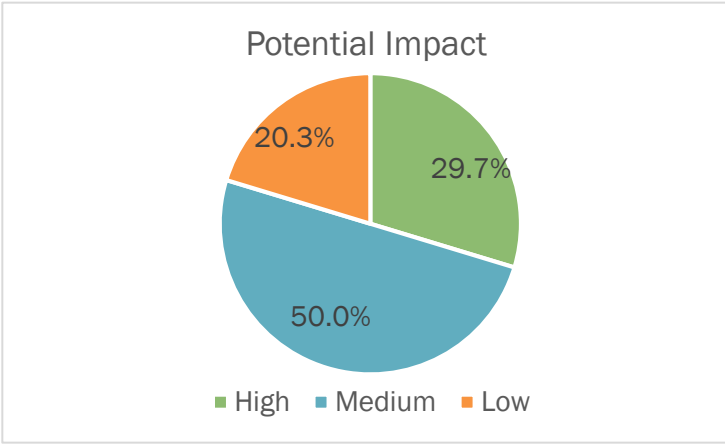
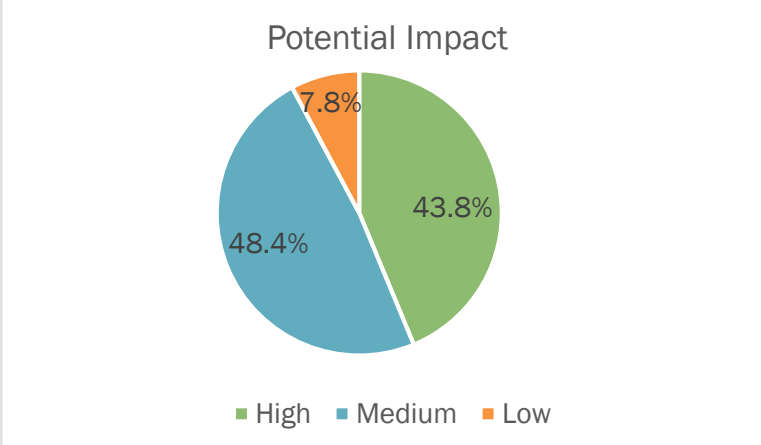
Goals and strategies included in this framework are intended to further develop and improve the homeless crisis response system towards achieving the core functions and performance goals described above. Goals are derived from the HUD performance measures as well as three specific areas vital to our system and its partners: partner workforce capacity, equity and decreasing crisis incidents in shelter. Work to achieve these goals inherently supports the broader collective effort to prevent and achieve an effective end to homelessness.

This section will identify priority strategies for each goal that is currently being pursued or will be during FY2023. Goals and strategies were developed based on input from a broad cross-section of system and community stakeholders in community sessions during fall of 2021 and a listening session in spring 2022. In the fall sessions, partners were asked to rate goals presented by CSB as 'high,' 'medium' or 'low' value. If the final ranking was 'high,' then this goal remained in the community plan. If the partner ranking was not 'high,' then other partner feedback was utilized to create goals for those areas. Goals were divided into external and internal to provide clarity on areas the Crisis Response System could directly impact and areas that intersected with larger community efforts and community partners. See below the summary of partner rankings based on the goals. Note: Goals around equity were developed after the Director of Diversity, Equity and Inclusion joined the team at CSB. In addition to the partner sessions, focused system-to-system conversations were conducted between CSB and:

- ADAMH
- Columbus Metropolitan Housing Authority
- Franklin County Children Services
- Franklin County Justice Policy and Programs
- Franklin County Office on Aging
- Social Security Administration
- Workforce Development Board of Central Ohio

The final strategies included in the framework include those that were deemed to have the most likely impact on goal achievement while being feasible to implement. They are not intended to reflect every current or potential effort related to achieving each goal. Refer to the [A Place to Call Home community summary](#) for a list of all goal areas, external and internal.

## 2022 Community Plan Goals & Partner Rankings

2022 Priority Areas	Proposed 2022 Priorities External Actions (outside CSB System)	Proposed 2022 Priorities Internal Actions (within CSB system)																
<p>1. Strengthen workforce capacity</p>	<ul style="list-style-type: none"> <li>Support and improve partner’s ability to hire and retain staff in a competitive workforce environment</li> </ul> <p>Based on 64 responses:</p>  <table border="1"> <caption>Potential Impact - External Actions</caption> <thead> <tr> <th>Impact Level</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>High</td> <td>29.7%</td> </tr> <tr> <td>Medium</td> <td>50.0%</td> </tr> <tr> <td>Low</td> <td>20.3%</td> </tr> </tbody> </table>	Impact Level	Percentage	High	29.7%	Medium	50.0%	Low	20.3%	<ul style="list-style-type: none"> <li>Continuous training curriculum for partners:               <ul style="list-style-type: none"> <li>Conduct partner survey to develop training priorities</li> <li>Support shelter environment (trauma-informed care, safety, access to basic needs, etc.) for clients and staff</li> </ul> </li> </ul> <p>Based on 64 responses:</p>  <table border="1"> <caption>Potential Impact - Internal Actions</caption> <thead> <tr> <th>Impact Level</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>High</td> <td>43.8%</td> </tr> <tr> <td>Medium</td> <td>48.4%</td> </tr> <tr> <td>Low</td> <td>7.8%</td> </tr> </tbody> </table>	Impact Level	Percentage	High	43.8%	Medium	48.4%	Low	7.8%
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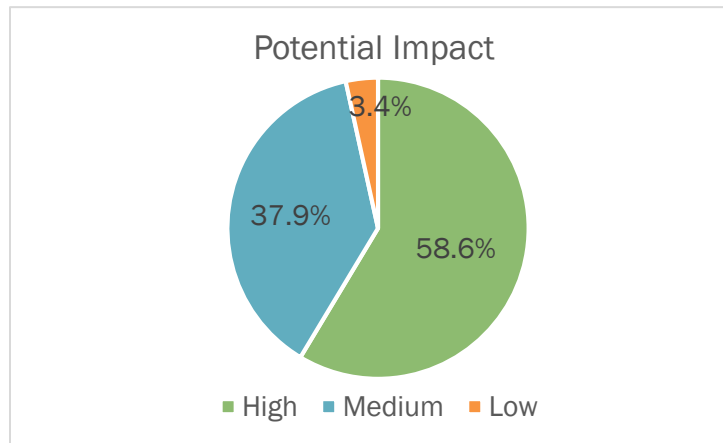
2022 Priority Areas	Proposed 2022 Priorities External Actions (outside CSB System)	Proposed 2022 Priorities Internal Actions (within CSB system)																
<p>2. Decrease in alcohol, drug, mental health incidents in congregate settings</p>	<ul style="list-style-type: none"> <li>● Crisis Intervention Specialists initiative               <ul style="list-style-type: none"> <li>○ Ensure stable, continued funding beyond 2024</li> </ul> </li> </ul> <p>Based on 61 responses:</p> <div data-bbox="548 532 1268 971" style="border: 1px solid gray; padding: 10px; text-align: center;"> <p>Potential Impact</p> <table border="1"> <caption>Potential Impact Data (External Actions)</caption> <thead> <tr> <th>Impact Level</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>High</td> <td>60.7%</td> </tr> <tr> <td>Medium</td> <td>36.1%</td> </tr> <tr> <td>Low</td> <td>3.3%</td> </tr> </tbody> </table> <p>■ High ■ Medium ■ Low</p> </div>	Impact Level	Percentage	High	60.7%	Medium	36.1%	Low	3.3%	<ul style="list-style-type: none"> <li>● Establish systemic structure to implement, including evaluation, measurements, and data collection</li> </ul> <p>Based on 61 responses:</p> <div data-bbox="1283 537 2003 976" style="border: 1px solid gray; padding: 10px; text-align: center;"> <p>Potential Impact</p> <table border="1"> <caption>Potential Impact Data (Internal Actions)</caption> <thead> <tr> <th>Impact Level</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>High</td> <td>39.3%</td> </tr> <tr> <td>Medium</td> <td>49.2%</td> </tr> <tr> <td>Low</td> <td>11.5%</td> </tr> </tbody> </table> <p>■ High ■ Medium ■ Low</p> </div>	Impact Level	Percentage	High	39.3%	Medium	49.2%	Low	11.5%
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Medium	49.2%																	
Low	11.5%																	

3. Improve diversion and prevention to reduce number of people experiencing homelessness

Impacts  
HUD measure 5

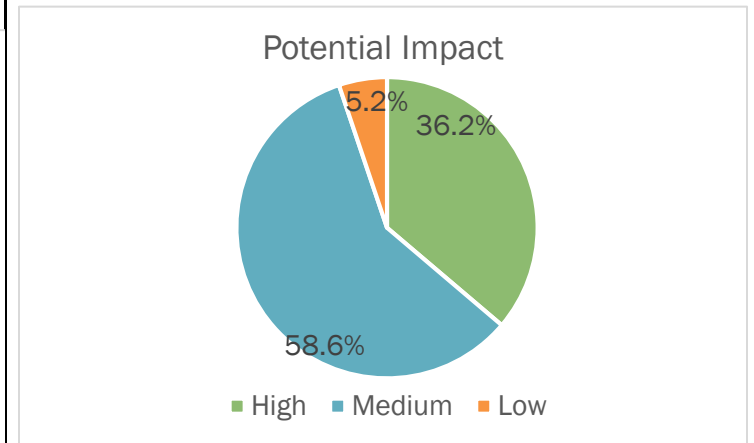
- Form strategic partnerships for eviction prevention to create a pathway for those recently exiting homelessness to quickly access emergency rental assistance
  - Initiate conversations about single adult needs
  - Develop partnerships to prioritize ERA funds for Clients who need rental assistance after re-housing (also in #5)

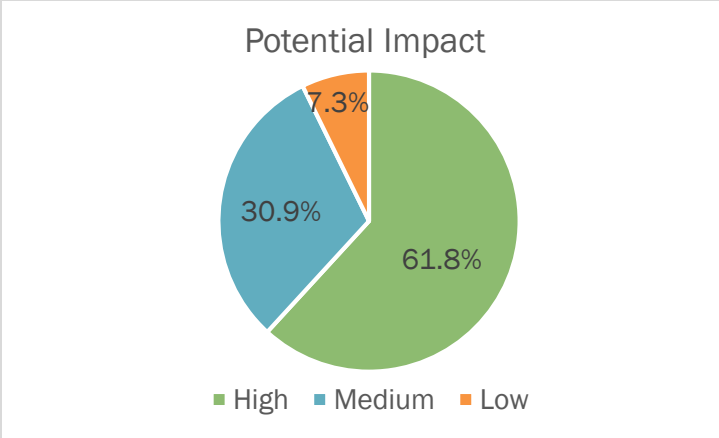
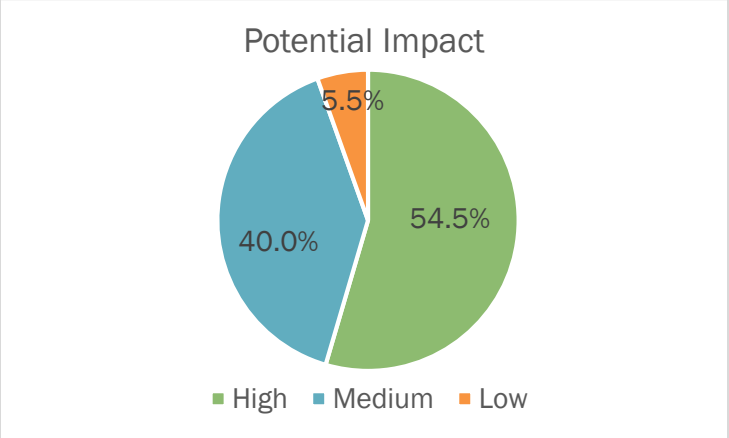
Based on 58 responses:



- Comprehensive Community-Wide prevention training for direct-line staff (also in #5)

Based on 58 responses:



2022 Priority Areas	Proposed 2022 Priorities External Actions (outside CSB System)	Proposed 2022 Priorities Internal Actions (within CSB system)																
<p>4. Reduce length of stay while in shelters</p> <p>Impacts HUD measure 1</p>	<ul style="list-style-type: none"> <li>Expedite processes to reduce the time it takes to acquire State ID or Driver's License, Birth Certificate and Social Security Card</li> <li>In Progress: Increase landlords that will not only work with Client barriers but also accept 3rd party payments (CSB Housing Department)</li> </ul> <p>Based on 55 responses:</p>  <table border="1"> <caption>Potential Impact - External Actions</caption> <thead> <tr> <th>Impact Level</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>High</td> <td>61.8%</td> </tr> <tr> <td>Medium</td> <td>30.9%</td> </tr> <tr> <td>Low</td> <td>7.3%</td> </tr> </tbody> </table>	Impact Level	Percentage	High	61.8%	Medium	30.9%	Low	7.3%	<ul style="list-style-type: none"> <li>Reexamine frequency and process of re-assessing housing plans and shelter eligibility</li> <li>Support Rapid Re-Housing: (also in #7) <ul style="list-style-type: none"> <li>Reduce the referral time from shelter to Rapid Re-Housing</li> <li>Reduce the engagement time for RRH providers after referral</li> <li>Function at full capacity</li> <li>Support communication between shelter and RRH</li> <li>Emphasize Housing First for all</li> </ul> </li> </ul> <p>Based on 55 responses:</p>  <table border="1"> <caption>Potential Impact - Internal Actions</caption> <thead> <tr> <th>Impact Level</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>High</td> <td>54.5%</td> </tr> <tr> <td>Medium</td> <td>40.0%</td> </tr> <tr> <td>Low</td> <td>5.5%</td> </tr> </tbody> </table>	Impact Level	Percentage	High	54.5%	Medium	40.0%	Low	5.5%
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<p>5. Reduce recidivism back into shelters or unsheltered locations</p> <p>Impacts HUD measure 2</p>	<ul style="list-style-type: none"> <li>Same actions as #3 above</li> </ul> <p>Based on 46 responses:</p> <div data-bbox="548 500 1268 938"> <table border="1"> <caption>Potential Impact - External Actions</caption> <thead> <tr> <th>Impact Level</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>High</td> <td>43.5%</td> </tr> <tr> <td>Medium</td> <td>52.2%</td> </tr> <tr> <td>Low</td> <td>4.3%</td> </tr> </tbody> </table> </div>	Impact Level	Percentage	High	43.5%	Medium	52.2%	Low	4.3%	<ul style="list-style-type: none"> <li>Same actions as #3 above</li> </ul> <p>Based on 46 responses:</p> <div data-bbox="1283 500 2003 938"> <table border="1"> <caption>Potential Impact - Internal Actions</caption> <thead> <tr> <th>Impact Level</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>High</td> <td>21.7%</td> </tr> <tr> <td>Medium</td> <td>63.0%</td> </tr> <tr> <td>Low</td> <td>15.2%</td> </tr> </tbody> </table> </div>	Impact Level	Percentage	High	21.7%	Medium	63.0%	Low	15.2%
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<p>6. Increase earned and non-employment cash income for those in shelter, those leaving shelter, those in housing</p> <p>Impact HUD measure 4</p>	<ul style="list-style-type: none"> <li>• Embed Workforce Development Specialists, including job coaching, on-site where not already present.</li> <li>• In Progress: Create incentivized pathways to engage in Workforce Development outside of shelter (Employment Pilot)</li> </ul> <p>Based on 48 responses:</p> <div data-bbox="548 691 1262 1130"> <table border="1"> <caption>Potential Impact (External Actions)</caption> <thead> <tr> <th>Impact Level</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>High</td> <td>58.3%</td> </tr> <tr> <td>Medium</td> <td>35.4%</td> </tr> <tr> <td>Low</td> <td>6.3%</td> </tr> </tbody> </table> </div>	Impact Level	Percentage	High	58.3%	Medium	35.4%	Low	6.3%	<ul style="list-style-type: none"> <li>• Support partner(s) in developing in-house employment opportunities and programs for clients</li> </ul> <p>Based on 48 responses:</p> <div data-bbox="1283 691 2007 1130"> <table border="1"> <caption>Potential Impact (Internal Actions)</caption> <thead> <tr> <th>Impact Level</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>High</td> <td>41.7%</td> </tr> <tr> <td>Medium</td> <td>41.7%</td> </tr> <tr> <td>Low</td> <td>16.7%</td> </tr> </tbody> </table> </div>	Impact Level	Percentage	High	41.7%	Medium	41.7%	Low	16.7%
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<p>7. Increase permanent housing placements from shelter</p> <p>Impacts HUD measure 7</p>	<ul style="list-style-type: none"> <li>Identify strategic partner that will own or master lease affordable housing properties dedicated to the clients we serve</li> </ul> <p>Based on 44 responses:</p> <div data-bbox="548 574 1268 1013"> <table border="1"> <caption>Potential Impact (External Actions)</caption> <thead> <tr> <th>Impact Level</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>High</td> <td>72.7%</td> </tr> <tr> <td>Medium</td> <td>25.0%</td> </tr> <tr> <td>Low</td> <td>2.3%</td> </tr> </tbody> </table> </div>	Impact Level	Percentage	High	72.7%	Medium	25.0%	Low	2.3%	<ul style="list-style-type: none"> <li>Same actions as #4 above</li> </ul> <p>Based on 44 responses:</p> <div data-bbox="1283 574 2003 1013"> <table border="1"> <caption>Potential Impact (Internal Actions)</caption> <thead> <tr> <th>Impact Level</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>High</td> <td>40.9%</td> </tr> <tr> <td>Medium</td> <td>52.3%</td> </tr> <tr> <td>Low</td> <td>6.8%</td> </tr> </tbody> </table> </div>	Impact Level	Percentage	High	40.9%	Medium	52.3%	Low	6.8%
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<p>8. Increase permanent housing placements from outreach</p> <p>Impacts HUD measure 7</p>	<ul style="list-style-type: none"> <li>Establish re-housing pathways for those cycling in and out of other systems (jail, hospitals, mental health settings, etc.)</li> <li>Expand street outreach community provider network</li> </ul> <p>Based on 44 responses:</p> <div data-bbox="548 646 1262 1084"> <table border="1"> <caption>Potential Impact (External Actions)</caption> <thead> <tr> <th>Impact Level</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>High</td> <td>63.6%</td> </tr> <tr> <td>Medium</td> <td>34.1%</td> </tr> <tr> <td>Low</td> <td>2.3%</td> </tr> </tbody> </table> </div>	Impact Level	Percentage	High	63.6%	Medium	34.1%	Low	2.3%	<ul style="list-style-type: none"> <li>Optimal support for street outreach provider</li> <li>Expand street outreach community provider network</li> </ul> <p>Based on 44 responses:</p> <div data-bbox="1283 618 2007 1052"> <table border="1"> <caption>Potential Impact (Internal Actions)</caption> <thead> <tr> <th>Impact Level</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>High</td> <td>50.0%</td> </tr> <tr> <td>Medium</td> <td>47.7%</td> </tr> <tr> <td>Low</td> <td>2.3%</td> </tr> </tbody> </table> </div>	Impact Level	Percentage	High	50.0%	Medium	47.7%	Low	2.3%
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# 1 – Strengthen Partner Workforce Capacity Goals

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## External:

Homeless Crisis Response System (HCRS) partners have experienced unprecedented difficulty in recruiting and maintaining staffing capacity the past two years. These challenges have mirrored the effects of ‘The Great Resignation.’ Some partner agencies have experienced their staffing capacity in various programs down by as much as 50%. This discussion and concern was prevalent in the Community Plan Update meetings and these goals reflect partner suggestions in the meetings.

### Goal 1:

Support partners in attracting & retaining staff for their programs utilizing best practices in recruiting & hiring; promote widely job postings within system.

#### FY2023 Strategy:

In Q2 & Q3, Programs & Planning Team will convene partners for discussion on hiring needs to inform planning and will engage with HR expert on resources offered to partners. The next step is to facilitate system-wide approach to recruitment for partner agencies.

### Goal 2:

Reach a broader audience about the benefits of mission-focused work to increase applicants who are interested in applying at partner agencies

#### FY2023 Strategy:

In Q2 & Q3, CSB Programs & Planning team, Community Relations Director and experts to be identified to work with partner agencies to create and pilot marketing campaign.

### Goal 3:

Recruit from out-of-town and out-of-state universities and social work programs; consider pilot with one out-of-town university.

#### FY2023 Strategy:

In Q3 & Q4, Programs & Planning Department will identify an out-of-town or out-of-state university to engage with and determine potential recruitment strategies; examine community relationships (ex: Experience Columbus) to strengthen recruitment efforts.



## Internal:

Training for the HCRS is essential to effectively provide support to staff, best serve the populations that experience homelessness, and provide the most efficient, client-centered and trauma-informed services as possible. Training opportunities also contribute to the goal of onboarding and maintaining staff for HCRS partners. The goals below reflect partner feedback provided during the Community Plan Update meetings.

### Goal 1:

Continue training opportunities for partners and community on ‘big picture’ topics (trauma-informed care, housing first, harm reduction, system 101, etc.).

### Goal 2:

Utilize partner training expertise on topics such as HIV 101, working with LGBTQI clients, drug & alcohol and behavioral health trainings, trauma-informed engagement with domestic violence survivors, etc.

### FY2023 Strategies for Goals 1 & 2:

- In Q1 and Q2, provide training opportunities for HCRS staff offered by Case Western Center for Evidence-Based Practices in partnership with the ADAMH Board; work with community partners such as the Center for Family Safety & Healing to provide training to HCRS staff.
- Beginning in Q2 and then through Q4, utilize crisis system, community partner, and Programs & Planning Department expertise and resources to develop additional trainings to meet the needs of HCRS staff.

### Goal 3:

Provide learning exchanges for partners.

### FY2023 Strategy:

Throughout the year, Housing Department will provide quarterly learning exchanges for landlords and property owners.

- Learning exchange goals include resource sharing, networking, and relationship development, knowledge acquisition and recruitment of new members for the long-term goal of developing further prevention opportunities as well as adding additional landlords (and housing units) as partners in the HCRS.

## 2 – Decrease in alcohol, drug & mental health incidents in congregate settings & permanent supportive housing

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### External:

Many HCRS partners have experienced a concerning increase in behavioral health, alcohol or other drug (AOD) and violent incidents over the past 2 years. One of the largest system partners experienced increases in these episodes by as much as 35% in 2021 compared to the previous year. There has been a 39% increase in client deaths in permanent supportive housing compared to pre-pandemic. In the spring of 2021, CSB convened partners to discuss and develop a response to these concerns. CSB garnered \$4.9M from the City of Columbus in American Rescue Plan Act (ARPA) funding to design and implement the first stage of the Crisis Prevention and De-Escalation Initiative. There is a pending request for \$4.9M from Franklin County to fully implement this initiative with originally designed staffing numbers. The funding will last through calendar year 2024. CSB is partnering with the ADAMH Board on an evaluation to demonstrate effectiveness and the need for continued funding.

### Goal 1:

Obtain funding for full implementation of Crisis Prevention & De-Escalation Program

### FY2023 Strategy:

Community Shelter Board to continue to follow-up and advocate with Franklin County Board of Commissioners for investment of \$4.9 million dollars to implement full Crisis Prevention & De-Escalation Program.

### Goal 2:

Ensure stable, continued funding beyond 2024.

### FY2023 Strategy:

By end of Q2, implement 20 Crisis Prevention & De-escalation Specialists in shelter and housing programs to provide two full years of data for evaluation and to demonstrate program impact.

- CSB has formed Strategic Leadership Group and Crisis Prevention Workgroup with HCRS partners to move initiative forward
- Southeast contracted to lead Practice Group for Crisis Specialists embedded in shelter & housing programs
- CSB is working with ADAMH on evaluation plan: ADAMH is leading this effort.

## **Internal:**

In alignment with the goal of having Crisis Specialists trained and in shelter and housing programs by 12/31/2022, there are milestones to accomplish. To reach these milestones, the Crisis Prevention Operations Workgroup with partners will continue to meet on a regular cadence. The Strategic Leadership Group will also continue to meet as needed to support the project charter. The goal of implementing these specialists in the programs was rated as high value by partners.

### **Goal 1:**

Implement Crisis Prevention & De-escalation Specialists initiative.

#### **FY23 Strategy:**

- In Q1, Crisis Prevention Workgroup will finalize the job description as partners work on operational planning in shelter & housing programs; training planning is finalized
- In Q2, HCRS partners will complete hiring and training plan will be implemented by training partner; Specialists begin in shelter by end of Q2.

### **Goal 2:**

Partner guidance in Strategic Leadership & Operational Workgroup; evaluation expertise from partners, ADAMH, and CSB.

#### **FY2023 Strategy:**

ADAMH selects an evaluator in Q1 to begin evaluation when initiative begins at the end of Q2; partner and community expertise and guidance continues in Strategic Leadership & Operations Workgroup.

### **Goal 3:**

Engage Citizens Advisory Council (CAC) and Youth Action Board (YAB) for feedback.

#### **FY2023 Strategy:**

Crisis Prevention & De-Escalation design and implementation reviewed with CAC & YAB by Programs & Planning Team quarterly in FY2023 and prior to implementation.

### 3– Advance Equity

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#### External:

In January 2021, CSB hired its first Director of Diversity, Equity & Inclusion to lead all DEI efforts and strategies as it relates to the community’s response and understanding of homelessness and the disproportionate impact on the BIPOC community. In Franklin County, the African American population is 22.5% but the number of African Americans experiencing homelessness in our community is extremely disproportionate. According to the annual CSB Systems and Programs Indicator Report for FY2021 the number of African American families in shelter was 65% while single men was 58% and single women was 50%. CSB and all HCRS partners are committed to addressing this inequity and working for equitable housing outcomes in our community. The devastating impacts of racism are not only seen in the experience of homelessness but also in the disproportionate impacts of eviction. The first step in addressing this community crisis is education.

#### Goal:

Increase racism and homelessness education in the community.

#### FY2023 Strategy:

- Director of DEI at CSB will develop a curriculum in Q1 that educates members of the community on the intersection between racism and homelessness.
- This curriculum will be provided to the community by the Director of DEI beginning in Q2; modality to be determined.

#### Internal:

Beginning in FY2023, the Director of DEI at CSB will be developing and offering trainings to HCRS partners and the community. Race and equity training for partners working with all individuals experiencing homelessness is vital and will be offered alongside cultural competency trainings. These trainings can strengthen both an organization as well as the entire HCRS. After attending race and equity training, participants will have a better understanding of inequalities, and ultimately learn, and work to eliminate racial disparities and improve outcomes for everyone. Cultural competency training will focus on understanding and responding to cultural differences, and increasing awareness of our partner agencies and the community.

Extending best practices in hiring for our partner agencies will also be offered with an equity and inclusion lens. Ultimately the outcome will be learning how to mitigate bias and help attract more qualified diverse candidates.

**Goal 1:**

Implement race and equity trainings for partners and community.

**Goal 2:**

Provide cultural competency training for partners and community.

**FY2023 Strategy for Goals 1 & 2:**

Director of DEI will develop curriculum in Q1 and begin to offer trainings to partners and the community in Q2.

**Goal 3:**

Provide best practices in hiring for partners.

**FY2023 Strategy:**

Director of DEI will offer information to partners by end of Q2.

**Goal 4:**

Ensure housing outcomes are equitable and take measures to address when appropriate.

**FY2023 Strategy:**

CSB and partners to continue current review of the Systems and Programs Indicator Report (SPIR) to monitor for equitable outcomes and establish system-responses when outcomes show inequitable housing outcomes.

## 4 – Improve diversion & prevention to reduce number of people experiencing homelessness (HUD measure 5 & 3)

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### External:

Targeted interventions to address housing instability and the imminent experience of homelessness have the greatest impact relative to preventing entry into emergency shelter or for a single adult or family to experience any occurrence of street homelessness. Housing crises are costly for individuals and families but also the broader community. The inflow of rental assistance in the community has been beneficial to families and in Q3 of FY2021, the HCRS saw the lowest number of families enter shelter in the past 15 years, although there are also COVID impacts that are difficult to measure. Emergency Rental Assistance dollars alongside the formation of the Homelessness Prevention Network (HPN) has had a considerable impact on diversion and prevention. But as we enter FY2023, our community is again experiencing a surge in families experiencing homelessness and the system is in ‘overflow.’ In Community Plan update meetings, partners ranked the goals below as high value. Prevention resources have been most prevalent for families, veterans, and expectant mothers; there is a goal to expand this conversation to include single adults at-risk of experiencing homelessness.

### Goal 1:

Form strategic partnerships for eviction prevention to create a prioritized pathway for those recently exiting homelessness to access emergency rental assistance.

### Goal 2:

Initiate conversations about single adult needs.

### FY2023 Strategy for Goals 1 & 2:

In Q1 & Q2, Programs & Planning team meets with community partners, including Homelessness Prevention Network partners, Managed Care Organizations and rapid re-housing partners to develop specific pathways for those at risk of housing instability to access eviction prevention support.

- Leverage Prevention Operations Workgroup (POW) expertise and resources
- Inventory prevention resources for single adults
- Begin to implement pathway by Q3

## Internal:

There is opportunity to provide diversion and prevention support by further empowering landlords and property managers to be aware of resources and supports that can prevent their current tenants and residents from experiencing homelessness. A Landlord and Property Owners Learning Exchange is currently being led by the CSB Housing Department and meets quarterly. The purpose of the Learning Exchange is to strengthen relationships between property owners/managers and CSB towards serving more people in need of stable and safe housing. The Learning Exchange features a guest speaker who brings relevant information to system landlord partners. It is open to any landlord wishing to attend.

Another support and intervention in place is the Homelessness Prevention Network. The HPN is a three-year demonstration project funded by the Nationwide Foundation, Battelle, and Cardinal Health. The goal of the HPN is to identify families and expectant mothers at risk of homelessness between 1-30 days, provide housing problem solving and prioritized access to assistance in the network when needed, and to stabilize the household, thereby preventing an occurrence of homelessness. Another goal is to reduce demand on the emergency shelter system. As the HPN enters year three, the network experienced success in year one outcomes: 95% of families served did not enter shelter within three months of the HPN intervention (36 out of 770 families entered shelter. The goal for year one was 50% of families to not enter shelter within three months of an HPN intervention).

### Goal 1:

Leverage relationships and expertise from community partners to focus on legal, prevention resources and trainings for landlords and property managers.

### FY2023 Strategy:

CSB Housing Department will continue to offer quarterly Landlord and Property Owners Learning Exchanges.

### Goal 2:

Begin year three of Homelessness Prevention Network.

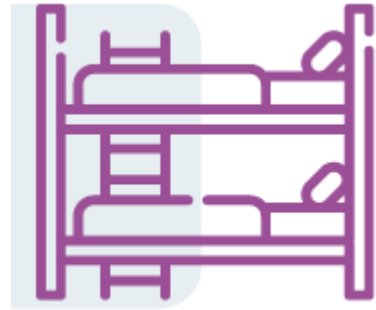
### FY2023 Strategy:

CSB Programs & Planning will continue to work with HPN partners on program outcomes with focus on quality improvements, onboarding new partners, and coordinating prevention response.

- Monthly Prevention Operations Workgroup
- Bi-monthly Prevention Case Conferences as needed

## 5 – Decrease length of stay in shelter (HUD measure 1)

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### External:

The lack of deeply affordable housing has had a devastating impact on the ability of HCRS partners to successfully re-house adults, youth, and families experiencing homelessness in our community. In addition to the lack of deeply affordable housing, continued growth and demand for housing units has made it even more challenging for individuals experiencing homelessness to secure and maintain units that meet their needs and budget. Lastly, there have been continued COVID impacts on the housing market. All these factors have contributed to the HCRS experiencing the highest lengths of stay and lowest successful housing outcomes that have been recorded. All this despite partners' incredible work and efforts to re-house adults, families, veterans, and youth in the system. The goals around expediting processes for documentation needed for housing purposes and increasing the pool of landlords were rated as high value by partners in the Community Plan update meetings.

### Goal 1:

Expedite processes to reduce the time it takes to acquire state ID or driver's license, birth certificate, and social security card.

### FY2023 Strategy:

- Q1 & Q2, CSB will hire and onboard a new Client Housing Manager.
- Q3 Client Housing Manager will develop relationships with entities that control processes and timelines for documentation to establish direct contact points for HCRS and to provide help with difficult cases and follow-up when items are taking longer than usual.

### Goal 2:

Increase number of landlords that work with clients that have housing barriers and accept 3<sup>rd</sup> party payments

### FY2023 Strategy:

CSB Community Housing Manager will continue to reach out to new landlords for units and to explain the HCRS, programs & Home4Good Initiatives

### Goal 3:

Advocate for deeply affordable housing in the community.



### **FY2023 Strategy:**

CSB will continue to actively support efforts to increase the availability of and greater access to safe and deeply affordable rental housing to meet the needs of individuals and families who are experiencing homelessness or at-risk of experiencing homelessness.

- Continue partnership with organizations such as The Affordable Housing Alliance of Central Ohio [www.ahaco.org](http://www.ahaco.org).
- Partner with housing developers that are required to set aside deeply affordable units and ensure these units become part of the inventory of housing units for permanent supportive housing (PSH)

### **Goal 4:**

Home4Good Landlord Initiative

### **FY2023 Strategy:**

Home4Good is a two-prong approach to recruit and maintain landlord relationships. Recruitment comes through offering incentives to landlords pledging new units to our system. Maintaining those relationships is helped through CSB's Risk Mitigation Fund which seeks to keep landlords whole financially when working with our clients.

## **Internal:**

As previously noted, currently the HCRS has the highest lengths of stay and lowest successful housing outcomes ever recorded. Rapid re-housing partners continue to contend with the gap in deeply affordable housing while battling the impacts of COVID for the past two years. Emergency shelter partners have been charged with keeping single adults, youth, and families safely sheltered during the pandemic. All partners continue to contend with the same staffing challenges. Due to the crisis in affordable housing and the lack of opportunities for individuals to exit shelter into permanent housing, partners ranked these two goals of high value during the Community Plan update. During FY2023, there will be a focus on the factors that are within partner control despite the multiple external challenges. It should be noted that Goal 2 is heavily impacted by the continued factor of partner staffing.

### **Goal 1:**

Reexamine frequency and process of re-assessing housing plans and shelter eligibility.

### **FY2023 Strategy:**

Continue to convene partners in dialogue both individually and in Adult System Operations Workgroups (ASOW), Veterans System Operations Workgroup (VSOW), and Family System Operations Workgroup (FSOW) to implement changes of re-assessing housing plans and determining shelter eligibility.

- Implement changes and updates in Q1 & Q2 and monitor in Q3 & Q4; consider other ongoing changes to eligibility as well during monitoring period and in alignment with partner conversations.

**Goal 2:**

Support rapid re-housing:

- Reduce referral time from shelter to rapid re-housing
- Expedite engagement time after rapid re-housing referral
- Function at full capacity
- Support communication between shelter and rapid re-housing
- Emphasize Housing First for all

**FY2023 Strategy:**

Programs & Planning Team will work with RRH and emergency shelter partners to develop changes to current RRH implementation.

- Changes and implementation in Q1 will be discussed in ASOW and monitored for necessary adjustments beginning in Q2.
- Discussion on any family RRH and emergency shelter modifications or changes will be discussed in FSOW in Q1 & Q2 & implemented in Q2-Q4.

## 6 – Decrease recidivism back into shelter or unhoused location (HUD measure 2)

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### External:

Partnerships and collaboration continue to be essential components for both re-housing and preventing recidivism back into shelter or unhoused situations. A reoccurring topic of discussion in the Community Plan update process was the need for continuing to build partnerships and leveraging resources in the community to promote housing stability. The Programs & Planning Team is committed to continuing to develop and promote these partnerships.

### Goal:

Continue to develop partnerships in the community to support housing stability for families, youth, and single adults.

### FY2023 Strategy:

Programs & Planning Department will continue to develop relationships and partnerships to provide additional support and resources for partners to utilize.

- Q1 continue to develop relationships with Managed Care Organizations (Caresource, Molina, Buckeye Health, etc.) for rapid re-housing partners to utilize when an individual, youth, veteran, or family is stabilized in housing; promote a ‘warm hand-off’ to MCOs for ongoing support; begin in Q2.
- In Q2, meet with Franklin County Job and Family Services (JFS) to gain knowledge on the One Door approach to leverage relationships with JFS, Franklin County Office on Aging, Franklin County Office of Justice Policy, and Franklin County Children’s Services for partners.
- Q2 & Q3 develop relationship with peer support organizations like THRIVE for RRH and permanent supportive housing (PSH) partners to utilize for peer-to-peer programming and housing stability support.

## Internal:

The most consistent theme throughout the entire Community Plan Update process was that adults, youth, and families experiencing homelessness could benefit from additional support once moving into housing. This support can lead toward greater housing stability and decrease recidivism. These conversations were in CSB partner meetings, community partner meetings, and system-to-system discussions. CSB's Housing Department receives this feedback from landlords. The needs brought up include: help with budgeting to pay rent, navigating conflict with neighbors, housekeeping skills and access to cleaning supplies, understanding the terms of a lease, how to complete work orders or notify landlord of concerns, interacting with landlords and learning cooking skills. CSB believes supporting clients in these areas is essential but also believes that this must be an area that is driven by client experience and designed in a way that provides the client what they *want* and not just what they *need*. Whatever the format or design, this must be easily accessible for the client.

### Goal:

Value client expertise and partner guidance to develop practical information and resources that will support clients in housing stability and prevent return to experiencing homelessness whenever possible.

### FY2023 Strategy:

Develop an ad-hoc group comprised of Citizen's Advisory Council (CAC) members, HCRS partners, and Programs & Planning and Housing Department staff to develop and/or design what this support to clients will look like.

- In Q1 & Q2 Engage with CAC and recruit system partners for ad-hoc group.
- In Q2 Convene ad-hoc group for brainstorming and design.
- In Q3 & Q4 Implement initiative on a pilot basis and monitor.

## 7 – Increased income & non-employment cash income for those in shelter, those leaving shelter & those in housing (HUD measure 4)

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### External:

Acquisition of income is vital for both obtaining and maintaining housing. For employment, it is important that the wage is sufficient to cover both housing costs and other essential needs. The lack of deeply affordable units makes it extremely challenging for individuals experiencing homelessness to move out of shelter or the street without a 'living wage' job. Over the past two years, family shelters (YMCA & YWCA) have participated in an Employment Pilot with Ohio Means Jobs (OMJ) to establish a system-to-system communication and collaboration process to break down employment barriers for clients. This pilot can be adapted to the single adult, youth, and veteran systems. Additional workforce development partners can be engaged in establishing on-site services for interested partners. Both of these suggestions were rated of high value by partners. In terms of increasing income for non-employment benefits, multiple partners suggested deepening the relationship with the Social Security Administration.

### Goal 1:

Embed workforce development specialists, including job coaching, on-site where not already present.

### FY2023 Strategy:

In Q1 & Q2, Programs & Planning Department will engage with a partner like Columbus Works and determine which partners, shelter, or PSH would be interested in having on-site workforce development services.

- By the end of Q2, launch initial relationship and location with HCRS and Workforce Development partner.

### Goal 2:

Continue the work of the Employment Pilot to create incentivized pathways to engage in workforce development outside of shelter.

### FY2023 Strategy:

In Q1 & Q2, Programs & Planning Department will continue to convene partners in the Employment Pilot with goals of expanding the program and operationalizing incentivized pathways and establishing ongoing Employment Workgroup and case conferences. Continue to implement and monitor in Q3 & Q4.

**Goal 3:**

Utilize new Social Security Administration Vulnerable Populations program for clients to apply for benefits.

**FY2023 Strategy:**

In Q1 & Q2, reengage with SSA for Vulnerable Populations training offered to HCRS partners in FY2022.

- In Q2 & Q3, work with SSA to provide trainings to partners and engage more partners to support more SSI applications for clients in shelter, PSH, and living in an unsheltered setting.

**Internal:**

Access to cash and non-cash benefits is key to preventing and ending the experience of homelessness. People who are at-risk or who experience homelessness are typically eligible for public benefits including the Supplemental Nutrition Assistance Program (SNAP), Supplemental Security Income (SSI), and Social Security Disability Income (SSDI). Acquisition of these benefits is a significant step toward obtaining and maintaining housing and reducing costs to the HCRS. Multiple partners identified as a significant goal the further use of SOAR throughout the system to assist clients in accessing benefits.

**Goal 1:**

Further use of SOAR system-wide for clients to access benefits.

**FY2023 Strategy:**

In Q1 & Q2, Programs & Planning Department will identify all opportunities for SOAR in HCRS for youth, single adults, veterans, and families, whether at-risk, in shelter, unsheltered, or in PSH.

- In Q2, promote SOAR programs throughout the system to all partners.
- In Q3, determine if there are expansion opportunities for SOAR program.

## 8 – Increase permanent housing placements from shelter (HUD measure 7)

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### External:

This is a key goal and area of the plan; one of the most basic functions of the HCRS: to successfully rehouse someone experiencing homelessness. The goal of identifying a strategic partner to master lease affordable housing properties was ranked as high value by partners. Some partners currently master lease units from landlords at varying levels; the goal is to scale this up at the system level for widespread opportunities for clients. Alongside the housing goals noted is the partnership with ADAMH for the new Adult Multi-System Initiative (MSA). The goal of this initiative is to engage clients who may intersect multiple systems (including two psychiatric hospitalizations in the past year) and employ a multi-system approach that also provides each client enrolled with recovery support funds administered by Southeast. The HCRS is one of the systems participating in this new initiative and the goal is to leverage this new resource to benefit all eligible clients. This program absolutely exemplifies the cross-system teamwork needed to support clients at-risk and currently experiencing homelessness.

### Goal 1:

Identify strategic partner that will own or master lease affordable housing properties dedicated to the clients we serve.

### FY2023 Strategy:

Throughout FY2023, CSB Housing Department will continue to support CSB partners willing to master lease units with a goal of finding enough units to fully utilize current master lease program funding and meet targeted program numbers for FY2023; Community Housing Manager will continue to search for landlords willing to master lease.

### Goal 2:

Leverage motel to permanent supportive housing conversion.

### FY2023 Strategy:

CSB will continue to advocate and support system housing partners that have expressed interest in developing hotel/motel to PSH conversions.

**Goal 3:**

Leverage new Multi-System Adult (MSA) Initiative in the ADAMH system.

**FY2023 Strategy:**

Programs & Planning Director will continue to serve on the MSA Advisory Committee; continue to discuss implementation of MSA in ASOW, case conferences, other meetings & offer system training to leverage this resource to greatest extent possible for eligible clients in system

**Internal:**

There has been discussion in the system this past year regarding the importance of providing optimal support to clients that most need ongoing supportive services and interventions to prevent a return to the experience of homelessness. This has always been the goal of the HCRS but the impacts of COVID these past two years has magnified this need. CSB is producing a 'hotlist' of clients who have experienced homelessness both long term and chronically. It is vital to identify and target supportive housing interventions to this population. This suggestion came from the CSB partner Community Plan Update sessions.

**Goal:**

Better target permanent supportive housing and rapid re-housing services.

**FY2023 Strategy:**

In Q1, Programs & Planning Department will work with primary single adult rapid re-housing partner (YMCA) to reimagine RRH teams and adapt process to target clients with highest vulnerability on Housing Assistance Screening Tool (HAST).

- Highest scoring clients and/or clients identified on the 'Hotlist' will be targeted for permanent supportive housing with new RRH USHS Team; focus for PSH will be on chronically homeless and long-term homeless population.
- This work to occur in partnership with USHS Housing Manager & CSB Client Housing Manager.
- Coordination and communication to occur in ASOW and case conferences.



## 9 – Increase permanent housing placements from outreach (HUD measure 7)

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### External:

A strong street outreach program and key community relationships to support initiatives designed to provide re-housing support to people living in unsheltered settings are a cornerstone for effectively addressing and ending street homelessness. The first two goals were ranked as high value by CSB partners in the Community Plan Update meetings. The third goal, as repeated from the external goal in previous section (goal 8-Increase permanent housing placements from shelter) is to work with ADAMH and all the partners they have convened to work together in the new Multi-System Adult Initiative.

#### Goal 1:

Establish re-housing pathways for those cycling in and out of other systems (jail, hospitals, mental health settings, etc.).

#### FY2023 Strategy:

In Q1 & Q2, Programs & Planning Department will reengage with Franklin County Office of Justice Policy and Franklin County Jail regarding intake and discharge protocol and partnership opportunities to identify clients in system experiencing homelessness.

- By Q2, begin to develop potential pathways to re-link clients with care/resume housing planning or link clients for new care/begin housing planning with a hand-off to street outreach case manager.
- In Q3 & Q4, begin to initiate conversations with hospital discharge planners.

#### Goal 2:

Expand collaborative street outreach team.

#### FY2023 Strategy:

In Q1 and Q2, CSB will support funded street outreach partner in expansion of street outreach provider network with goal of increasing entities that will coordinate care and re-housing support to individuals experiencing unsheltered homelessness; ramp up of street outreach provider network to continue in Q3 & Q4.

- System-funded outreach partner will coordinate re-housing planning with targeted by-name list encompassing all known individuals experiencing unsheltered homelessness in collaboration with community outreach partners.
- Consider direct access for all unsheltered populations to the rapid re-housing programs.

**Goal 3:**

Leverage new Multi-System Adult Initiative in the ADAMH System.

**FY2023 Strategy:**

Programs & Planning Director will continue to serve on MSA Advisory Committee; continue to discuss implementation of MSA in ASOW, case conferences, other meetings & system-wide training to leverage this resource to greatest extent possible for eligible clients experiencing unsheltered homelessness.

**Internal:**

As the community continues to contend with a crisis in the shortage of deeply affordable housing units, it is paramount that street outreach services focus on: utilization of existing PSH units, leveraging all available housing units for clients based on need and resources, and to implement all guidance issued by HUD and the US Interagency Council on Homelessness (USICH). The success of this effort will also be determined by the ongoing collaboration of all street outreach providers, organizations serving people who live in unsheltered settings, and all stakeholders providing resources, funding and thought leadership. This internal goal was suggested by partners in the Community Plan Update sessions.

**Goal:**

Implement best practices in street outreach to support re-housing for community members experiencing unsheltered homelessness.

**FY2023 Strategy:**

In Q1, CSB, in collaboration with system-funded street outreach partners, will convene a workgroup of community street outreach providers, persons with lived experience of homelessness, and organizations that serve unsheltered members of the community.

- Workgroup will utilize new guidance released by the USICH on addressing encampments in the community.
- Formulate strategy and planning and implement plans and structure in Q2.
- System will follow all best practices of housing-focused street outreach.

## Looking Ahead

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The vision and related goals in this framework serve as a common direction for our efforts to continually improve and optimize our response to homelessness in Columbus and Franklin County. While we expect the vision and goals to remain relatively constant over time, most strategies will likely change over time as they are achieved or when there is need to modify them based on lessons learned, changing conditions, or capacity to act. The Continuum of Care and Community Shelter Board will work with partners annually to update the strategies in the framework and periodically revisit our goals as we learn and develop more effective and systemic solutions to housing crises and homelessness.

As we look ahead, we are hopeful that with the right resources and community support we can achieve the goal of preventing homelessness whenever possible, or otherwise ensuring it is rare, brief, and non-recurring. Our local experience and the experience of other communities demonstrate that a comprehensive, effective and efficient response to homelessness is possible when we act collectively to accomplish a shared vision. This framework articulates our vision and establishes a clear direction and call to action.

Thank you to everyone who participated in the CSB partner sessions, community sessions and focused system-to-system conversations. We appreciate your time, suggestions, wisdom and insight—whether it is from lived experience, education or a combination of the two. We are grateful for the work that our partners provide each and every day to members of our community who are at-risk or are currently experiencing homelessness.

We look forward to continuing to support this work, and despite the challenges, focusing on improving the quality of life for everyone who resides in Franklin County, Ohio. We look forward to everyone having a place to call home.

Thank you!