

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 • 2020-2021






The following reflect goals established in [A Place to Call Home](#), our community’s framework for action to address homelessness in Columbus and Franklin County, Ohio, as well as strategic actions supporting each goal for 2020-21 informed by stakeholder input obtained in March 2020.


The strategic action plan does not incorporate actions taken to address needs during the coronavirus pandemic. Prevention measures and responses for people facing homelessness during the pandemic is and will remain our most critical goal.

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

| GOAL | CONVENERS | 2020-21 STRATEGIES | STATUS |
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| 1 – Veterans  Achieve and sustain an effective end to homelessness among veterans. | Veterans System Operations Workgroup | <ol style="list-style-type: none"> 1. Make system efficiency improvements to achieve system performance at or above federal benchmark targets. 2. Further develop targeted homelessness prevention approach for veterans in collaboration with community partners. 3. Sustain current system capacity and approaches consistent with federal criteria. | <ol style="list-style-type: none"> 1. IN PROGRESS 2. IN PROGRESS 3. SUSTAINING |
| 2 – Chronically homeless  Achieve and sustain an effective end to homelessness among individuals who are chronically homeless. | Adult System Operations Workgroup | <ol style="list-style-type: none"> 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. 2. UPDATED: Increase permanent supportive housing (PSH) capacity and targeting, <i>including more comprehensive service supports for those in scattered site PSH.</i> 3. NEW: Further expedite PSH application and placement processes, via USHS to more quickly identify and place people in PSH. 4. NEW: Collaborate with City of Columbus and Maryhaven Collaborative Outreach Team to implement new coordinated camp mitigation and re-housing protocol. 5. NEW: Pursue opportunities to provide more intensive re-housing and stabilization supports for people who are chronically homeless to more quickly obtain and successfully maintain housing. | <ol style="list-style-type: none"> 1. IN PROGRESS 2. IN PROGRESS 3. IN PROGRESS 4. IN PROGRESS 5. PENDING |
| 3 – Families with children & pregnant women | Family System Operations Workgroup | <ol style="list-style-type: none"> 1. UPDATED: Further improve consistency and efficiency of rapid re-housing (RRH) screening and triage processes to ensure expedited rapid re-housing linkage, progressive engagement and efficient use of RRH resources. 2. UPDATED: Increase <i>and sustain</i> RRH capacity to meet need among families and pregnant women according to system gaps analysis. | <ol style="list-style-type: none"> 1. IN PROGRESS 2. SUSTAINING |

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|  <p>Achieve and sustain an effective end to homelessness among families with children and pregnant women.</p> | | <ol style="list-style-type: none"> Increase PSH capacity to meet need among families and pregnant women according to system gaps analysis. UPDATED. Implement care pathway pilot for pregnant women who are literally homeless in concert with CelebrateOne partners, including relevant outcomes, related assessment tool(s), and service strategies to support achievement of those outcomes. NEW. Implement employment pilot to support increased employment opportunities and income for adults in families experiencing homelessness. | <ol style="list-style-type: none"> IN PROGRESS IN PROGRESS IN PROGRESS |
| <p>4 – Youth</p>  <p>Achieve and sustain an effective end to homelessness among unaccompanied youth and parenting youth.</p> | <p>Youth Committee</p> | <ol style="list-style-type: none"> 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. UPDATED. Further develop coordinated access processes, shelter options, and services tailored for youth as part of the larger homeless crisis response system consistent with the principles, approaches and goals included in A Place to Call Home for Youth, UPDATED. Further implement new Youth Homelessness Demonstration (YHDP) funded , joint transitional/RRH, RRH, and PSH for youth. Further develop and support the Youth Action Board and inclusion of youth in system development and oversight. | <ol style="list-style-type: none"> IN PROGRESS IN PROGRESS IN PROGRESS IN PROGRESS |
| <p>5 – Single adults</p>  <p>Achieve and sustain an effective end to homelessness among single adults.</p> | <p>Adult System Operations Workgroup</p> | <ol style="list-style-type: none"> 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. UPDATED. Increase RRH capacity and use of progressive engagement approaches, including linkage to PSH when needed, to fully meet need among single adults experiencing homelessness who require this more intensive assistance to quickly and successfully secure safe housing. | <ol style="list-style-type: none"> IN PROGRESS IN PROGRESS |
| <p>6 – Affordable housing</p>  <p>Ensure families and individuals who are homeless or at-risk have access to affordable housing.</p> | <p>Affordable Housing Alliance of Central Ohio (AHACO)</p> <p>CSB</p> | <ol style="list-style-type: none"> Continue to actively engage in advocacy efforts to increase the availability of and access to safe and affordable rental housing. UPDATED. Further develop and implement system-wide landlord partnering strategy as part of CSB's Home4Good initiative, including coordinated marketing and outreach, development of formal partnerships and shared housing approaches and supports, and further piloting of risk mitigation fund. Preserve existing and increase supply of permanent supportive housing to further close gap for individuals and families needing PSH. | <ol style="list-style-type: none"> IN PROGRESS IN PROGRESS IN PROGRESS |
| <p>7 – Equity</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>Racism and Homelessness Committee</p> <p>CSB</p> | <ol style="list-style-type: none"> Continue to 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. UPDATED. Institute standardized cultural competency training related to race, gender identity and sexual orientation, and people with disabilities. Implement race equity training through local ace equity initiatives. Continue to promote affirmative hiring and retention practices to further diversify system staff at all levels to better reflect populations served. | <ol style="list-style-type: none"> IN PROGRESS IN PROGRESS SUSTAINING |

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| <p>8 – Employment</p>  <p>Ensure adults who are homeless or at-risk have coordinated access to employment opportunities and supports.</p> | <p>Employment Pilot Steering Committee</p> <p>CSB</p> | <ol style="list-style-type: none"> 1. NEW: Implement employment pilot to support increased employment opportunities and income for adults in families experiencing homelessness, focused on improved connectivity with workforce system and connection to transitional supports (e.g., childcare, transportation, housing assistance, job retention supports). 2. UPDATED: Develop and scale-up standardized employment needs/assistance screening tool, navigation and transitional supports to support employment outcomes among adults facing homelessness. (informed by pilot). | <ol style="list-style-type: none"> 1. IN PROGRESS 2. PENDING |
| <p>9 – Benefits</p>  <p>Ensure adults who are homeless or at-risk have coordinated access to benefits for which they are eligible.</p> | <p>System Operations Workgroups</p> <p>CSB</p> | <ol style="list-style-type: none"> 1. UPDATED: Ensure system staff are trained and capable of providing assistance accessing benefits through SOAR and expedited social security application training, including more systematic screening and identification of need for SOAR assistance system-wide. 2. NEW: Develop and scale-up standardized benefit screening tool, navigational supports, and direct on-site access to expedited cash and non-cash benefits. | <ol style="list-style-type: none"> 1. PENDING 2. PENDING |
| <p>10 – Health care</p>  <p>Ensure people who are homeless or at-risk have coordinated access to integrated, cross-system behavioral and physical health care.</p> | <p>System Operations Workgroups</p> <p>CSB</p> | <ol style="list-style-type: none"> 1. UPDATED: Improve health screening and data sharing across providers, including managed care organizations and healthcare systems, to facilitate continuity of care and integrated housing and healthcare supports. 2. UPDATED: Implement new medical respite program for people experiencing homelessness who have acute health care needs. 3. UPDATED: Collaborate with local healthcare systems to develop opportunities for local healthcare system investment in supportive housing and housing supports for people facing homelessness. | <ol style="list-style-type: none"> 1. IN PROGRESS 2. IN PROGRESS 3. IN PROGRESS |
| <p>11 – Criminal justice</p>  <p>Ensure people who are homeless or at-risk have coordinated assistance to address criminal justice related issues.</p> | <p>System Operations Workgroups</p> <p>CSB</p> | <ol style="list-style-type: none"> 1. UPDATED: Implement tenant education and ‘certificate of qualifications for housing’ program for justice-involved prospective tenants to address tenant screening and housing retention barriers. 2. UPDATED: Improve standardized system screening tools to identify justice-involved individuals who are at-risk or literally homeless and triage them to peer supports, legal assistance (e.g., for expungement) and appropriate re-housing assistance. | <ol style="list-style-type: none"> 1. IN PROGRESS 2. PENDING |
| <p>12 – Domestic violence</p>  <p>Ensure people who are homeless or at-risk have coordinated access to integrated, cross-system domestic violence survivor assistance.</p> | <p>System Operations Workgroups</p> <p>LSS CHOICES</p> <p>CSB</p> | <ol style="list-style-type: none"> 1. UPDATED: Continue to integrate domestic violence services, shelter, and housing options into the homeless crisis response system, including new rapid re-housing services for victims of domestic violence. 2. UPDATED: Continue to offer and expand training for homeless crisis response system staff, including legal rights (e.g., VAWA and housing rights), human trafficking, how to access domestic violence services and transitional supports (e.g., childcare) for victims. | <ol style="list-style-type: none"> 1. IN PROGRESS 2. IN PROGRESS |

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| <p>13 – Homelessness prevention</p>  <p>Ensure people who are imminently at-risk of literal homelessness have coordinated access to targeted homelessness prevention assistance.</p> | <p>Targeted Prevention Ad Hoc Group</p> | <ol style="list-style-type: none"> 1. UPDATED. Further develop and implement homelessness prevention network demonstration in partnership with Nationwide Foundation and key partners, including standardized screening, problem-solving approaches, and prioritized access to prevention resources. 2. UPDATED. Further develop and implement targeted homelessness prevention initiatives for specific sub-populations at risk of literal homelessness (e.g., pregnant women, transition age youth). 3. UPDATED. Continue to seek resources to expand targeted homelessness prevention and implement improvements based on evaluation findings and recommendations. 4. 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. | <ol style="list-style-type: none"> 1. IN PROGRESS 2. IN PROGRESS 3. IN PROGRESS 4. IN PROGRESS |
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