

# **Community Plan to Prevent and End Homelessness**

## **Ideation Session**

### **January 16, 2017**

#### **Mid-Ohio Foodbank**

#### **Purpose of Ideation Session:**

- To share the vision of what it means to effectively end homelessness.
- To connect as many people as possible to the creation and implementation of the new Community Plan.
- To generate as many, concrete, actionable ideas that are relevant to the goals of the Community Plan.

#### **Welcome, Framing and Flow**

Michelle Heritage welcomed the group and thanked them for their good work and willingness to give their time to this effort.

Why a new community plan? The current plan is ending in 2018. It was a different world when this plan was made. This time, the Rebuilding Lives Funder Collaborative (RLFC) will do a shorter-term, 3-year plan with 1 year action plans. At the end of the third year, the RLFC will reassess and recalibrate if needed. As there is some volatility at the federal level, the plan needs to be flexible.

Quite a bit of work has been completed to get a general framework together for the plan, including 13 goals that align with the federal homeless plan and the new state homeless plan. These goals have been vetted and approved by the RLFC, and they have also been vetted and approved by the CSB Board of Trustees.

This day will focus on developing additional strategies to get us toward achieving the 13 goals. After the meeting, CSB will convene ad hoc committees for each goal with partners who have an interest and do work that aligns with these goals. CSB will invite participants of this gathering and many others to join those ad hoc groups.

All work will be brought to the RLFC and CSB Board of Trustees for adoption and approval to take forward.

#### **Celebrating Our Communities' Work**

The last Rebuilding Lives Plan was issued in 2008. In 2008, our world changed in dramatic ways, halting some of our work. One of the things that helped our community was the stimulus dollars. These time-limited dollars allowed us to rehouse more people than ever with Rapid Re-Housing efforts. We also made quite a bit of progress with Permanent Supportive Housing, both site-based and scattered sites, although we still need about 1,000 more units. We made progress with getting benefits on line as well as the alignment of Jobs & Family Services PRC dollars so they are more impactful. We've also made great strides with ADAMH for people who have multiple issues.

Our community did make a lot of progress with bringing more affordable housing to the community. We have a gap of 54,000 units, and we came together and built a plan. We are on the edge of implementing a public/private partnership as part of the Affordable Housing Alliance that will make incredible progress on bringing more units to the community.

One of the things we need to do is look at what we can do for families. We've seen a decline in family homelessness, but our family shelters are still packed full due to a very competitive housing market. We need to develop plans to address this new housing environment so that we can get families through shelter more quickly.

## Plan Vision and Goals

Tom Albanese shared the framework for the Rebuilding Lives Strategic Plan. His presentation and the framework can be found [here](#).

## Connecting Our Work - *Where does this aspirational system align with our current work? Where will this stretch us?*

The developed vision and goals provide a structure and direction for developing strategies for the plan. Some of what the organizations in the room do may closely align with this plan, and some may not. It will be helpful to understand where organizations are strongly aligned with the plan and where they might be stretched to support the plan. The chart below depicts the themes that emerged. The full harvest is in Attachment 2.

| Alignment  | Stretch  |
|--|--|
| <ul style="list-style-type: none"><li>• Families</li><li>• Strategic plan structure</li><li>• Working from a place of strength</li><li>• Services</li><li>• Affordable housing</li><li>• Collaborations</li><li>• Systemic issues/approaches</li><li>• Criminal justice</li><li>• Connecting clients</li><li>• Veteran's homelessness</li><li>• Prevention</li><li>• Columbus</li><li>• Addiction support</li><li>• LGBTQ</li><li>• Special populations</li><li>• Community engagement</li></ul> | <ul style="list-style-type: none"><li>• Housing</li><li>• Resources</li><li>• Coordination/Collaboration</li><li>• Supports</li><li>• Employment</li><li>• Special populations</li><li>• Poverty</li><li>• Access</li><li>• Systemic issues/focus</li><li>• Prevention</li><li>• Landlords</li><li>• Policies</li><li>• Client focus</li><li>• Advocacy</li><li>• Definition of family</li><li>• Communication</li><li>• Housing stability</li></ul> |

## Ideation - *What other possible strategies/actions will allow our community to achieve these goals?*

The group worked to identify possible strategies for moving the system towards these thirteen goals. Acknowledging the tension between the lack of additional dollars and the creativity needed to do new things or do them differently, the group got to work developing ideas. All ideas were documented and kept though not all will be able to be implemented.

Work has already started or is being considered within these goals, and this information was shared with participants. These can be found in the Framework document in Attachment 1. The group worked to identify additional strategies that explored what the system (or actors and key partners within the system) can do.

The developed strategies were added to Goal Templates that formed the basis for the afternoon's work. Participants were asked to work with others on the goal they had passion and energy around. Each goal group was asked to answer the following questions on the template:

- *What are our insights on these strategies/actions?*
- *How would we prioritize based on what we know today?*
- *What are our top recommendations for strategies to be implemented?*

The templates, including the recommended top strategies, will be shared with ad hoc groups. These groups will convene in February and March to review input and determine FY2019 priority strategies and actions. They will also take other ideas and priorities into account.

The template required each group to use pre-identified criteria to rate each strategy. The criteria used:

- Relevancy to reaching the goal? This strategy will move us directly to this goal.
- Feasibility – This strategy is realistic to make progress on. Funding and/or resources from other systems are or can be made available for implementation.
- Impact on Equity – This strategy will directly or indirectly promote equity and/or reduce disparities.
- Importance – Our sense is that this is an important strategy to pursue, relative to other potential strategy ideas.

The completed templates are found in Attachment 3.

### **Themes Across the Day - *What themes are we seeing?***

The following are the themes that the group heard from throughout the day. The full harvest is in Attachment 4.

- |                  |              |
|------------------|--------------|
| • Collaboration  | • Equity     |
| • Systemic focus | • Housing    |
| • Client focus   | • Capacity   |
| • Resources      | • Barriers   |
| • Awareness      | • Landlords  |
| • Services       | • Connector  |
| • Prevention     | • Addiction  |
|                  | • Commitment |

### **Next Steps**

- **Feb-Mar 2018** - Committees develop 3-year priorities & FY2019 action plans.
- **May-June 2018** - Final plan presented to CSB board & Rebuilding Lives Funder Collaborative for approval.
- **FY2019** - System analysis to determine current functioning, gaps, optimal performance, and cost estimates.

Everyone was invited to sign up for one or more of the ad hoc committees that will meet to continue the work that started today around these goals and strategies.

### **Closing**

Michelle thanked everyone for spending the entire day doing this important work. She challenged the group to be expansive in our thinking and in our provision of services. She left the group with the question: How do we get to the highest and best use of our resources for some of the most vulnerable people in our community? Michelle also invited folks to bring more ideas to the table - don't stop feeding ideas to CSB.

## CONNECTING OUR WORK HARVEST SHEET

## ALIGNMENT

**Families**

- YW & YMCA's family shelter and the family shelter system
- Stable families
- Family system is well aligned on policy and commitment
- Families
- Family
- Family to Family
- End family homelessness, ending youth homelessness – both working towards this aspirational goal
- 4 programs align – shelter, TLP, street outreach and afterschool
- After school programs

**Strategic Plan Structure**

- Fundamental goals
- Benchmarks
- AD hoc groups to address issues
- Largely aligned with current system
- Work already is being done in all areas of the plan, not having to start from scratch

**Working from a Place of Strength**

- Infrastructure exists as a baseline for success
- Agencies that have the ability to fulfill the plan
- Values
- Data collection
- Current shelter facilities/shelter resources – availability of beds

**Services**

- Value of PSH
- PSH
- Pieces of care
- Innovation of providers
- Providing support services larger than homelessness (i.e. employment)

**Affordable Housing**

- Developing/operating affordable housing for specific population (most vulnerable)
- Finding the housing match to the individual income & ability to pay rent
- Creating more safe, affordable PSH
- Housing available

**Collaborations**

- Collaborative relationships are being initiated but it is early in the process
- “Healthy” alignments currently – willing partners to come together
- Working with First Breath Initiative, Healthy Beginnings at Home, & new CSB prevention program

**Systemic Issues/Approaches**

- Looking at work comprehensively rather than just key issue areas
- Transportation is a thread through many of the goals. Who is here?
- Public safety & housing stability are mutually reinforcing

**Criminal Justice**

- FC Re-entry
- Re-entry Planning – Diversion from jail
- Criminal justice and “upstream” supportive housing

**Connecting Clients**

- Links people with systems (i.e. HC, CT)
- Connecting people to established resources

**Veteran's Homelessness**

- Close to ending veteran's homelessness
- Vets

**Prevention**

- Commitment to prevention and upstream work
- Prevention programs targeting stopping re-homelessness

**Columbus**

- Columbus is open, welcoming, diverse
- Columbus

**Addiction Support**

- H.D. providing Naloxone to first responders & other providers
- Opiate action plan for Franklin County

**LGBTQ**

- Provide shelter, transitional housing, behavioral health, primary care, dental & outreach & emerging assistance for LGBTQ persons
- LGBTQ focus

**Special Populations**

- Target groups
- Overarching plan that targets certain populations

**Community Engagement**

- FC community conversations
- Hosted community forums to get feedback

**Other**

- Health care systems
- Investment of resources across systems/continuum
- Workforce
- Winter sheltering
- Messaging to funders regarding resources
- Easy access to emergency shelter system
- Starting to meet the needs of the individual – equity vs. equality
- Housing stability as a common thread among workgroups/projects, etc.
- Street outreach
- Welcome home – home visits for new moms – assessing housing stability
- Crime & trauma assistance
- Healthy Living Center – prevention of homelessness using housing first strategies
- Diversion
- FCCS
- COBA – utilities
- Food pantry
- 100-day youth challenge

## CONNECTING OUR WORK

## STRETCHES

**Housing**

- Bringing private builders, owners to figure out how to develop & manage affordable housing
- Thinking permanent housing (PSH and affordable)
- Affordable housing – displacement issues around redevelopment
- Lack of RRH for families.
- #6 – Affordable housing. Creative new ways. Affordable Housing Alliance work, current need and population growth. Where is the bar set on housing?
- Finding housing/rehousing: affordable housing – right side of town; low-income; tenant education; ongoing supportive services (MH)
- Increased rents
- Lack of affordable housing
- Families are staying longer in shelter because of affordable housing shortage – city code for per sq. ft./bedroom
- Creating enough units (700 in 10 years vs. ability to create 1000 more)
- Remediate issues such as lead and asbestos.
- Not just affordable housing but safe housing
- How will the housing be integrated into the city?

**Resources**

- Increasing costs and uncertainty in government
- Investment is great, but not sufficient – need to leverage role as convener
- Attention, resources dedicated to opiates & AoD – no barrier to access to shelter
- Aligning diversionary resources & system
- Resources for affordable housing
- Resources (limited): local; federal; shrinking; A.H. supply
- Where is the \$?
- Resource alignment among Federal/State/Local partners
- Private investment
- \$\$ for true chronic homelessness rapid rehousing (increase to 9 months)
- Affordable subsidies for housing

**Coordination/Collaboration**

- Coordination – across various goals/areas of work
- Collaboration across systems – healthcare; domestic violence
- Coordinated system/POC access improvement
- Working with DOD for Veteran prevention
- Health care system alignment – high cost clients
- How do we capitalize on working with and getting support from faith communities – think about working with health systems because they have a lot of faith-based volunteers
- Current silos among agencies can no longer exist – needs more transparency between agencies
- Not collaborative; too much for CSB
- Integration of system of care
- The willingness for all agencies to be able to collaborate and organize for greater good

**Supports**

- What supports for folks with histories that bar them from shelter? Sex offenders, arson, violent crimes.
- Better support clients in overcoming barriers, such as trauma, addiction.
- Need more community-based providers in place (for those who don't need shelter). Focus on those not yet in need of shelter – including financial emergency assistance (i.e. parking meter \$)
- Additional level of care
- Access to treatment
- Supports to assist those that don't qualify for rapid engagement in the shelter to assist in developing their housing plan & case management supports.
- Provide long-term supportive care

## **Employment**

- Help individuals acquire training while working
- Location of jobs center
- Livable wages
- Workforce development that allows folks to obtain employment to maintain housing.
- Employment – it's all about jobs & being able to pay a living wage. Need to think not just how to support getting jobs but also keeping jobs.
- Employment focus
- Transportation to employment

## **Special Populations**

- Sustaining for veterans
- Getting pregnant women into addiction treatment immediately
- Where do seniors fit into the plan?
- Additional entities to designate as homeless prior to release from jail.
- Help for dishonorably discharged vets
- Meeting needs of young African men
- How do we address homeless with addiction (especially opiates) & severe mental illness?

## **Poverty**

- Build community as bridge out of poverty.
- Generational poverty (seeing former homeless kids as head of household in shelter)
- Build orientation for the catch-22 situation of poverty among those with ability to cultivate change (improve story-telling)
- Addressing growing income disparity gap

## **Access**

- Nobody should have to choose between shelter or a loved one
- Displacement/post-shelter stay – can increase risk of victimization
- Access to shelter/services – barriers do exist; hotline & diversion (diverting people who really need shelter)
- Access to assistance for those without phones (or hearing impaired) – in person/in our own community

## **Systemic Issues/Focus**

- We need to connect the dots of all the work occurring in the community – CSB's role
- Transportation
- Transportation to work or housing search
- Sharing information across silos

## **Prevention**

- More about responding than preventing (but work in progress to address)
- Access to prevention for all family types
- Prevention services that include well-funded programs

## **Landlords**

- Involving landlords in the system and solutions
- Why is expectation for landlords different than homeowners?
- Landlord engagement

## **Policies**

- Tax incentive policies
- Challenge ourselves to review what actual policies & practices may contribute to homelessness
- HUD regulations discourage homeless interface.

## **Client Focus**

- More feedback from homeless persons on what is needed and where to focus on improvement
- Change the culture around our interaction with clients
- No trust in homeless population in the system

## **Advocacy**

- Influencing private business to pay a living wage
- Advocacy role to improve damaging legislations/policy at state and federal levels, e.g. 1,000-foot rule for ex-offenders.

## **Definition of Family**

- Aspirational populations do not keep consenting adult couples together
- Active list – “family” – what is this definition?

## **Communication**

- Education needed that shelter is available regardless of immigration status, existing warrants, etc.
- Communication of impact & results

## **Housing Stability**

- Keeping stable housing at the focus when targeting intervention
- Opportunities to discover: housing instability (i.e. pediatrician’s office) – incorporating social determinate screening questions in intakes/EMR)

## **Other**

- Going outside the comfort zone of our specialties
- Meeting length of stay goals for all populations, i.e. family
- Balancing priorities of emergency solutions vs. long-term solutions
- Central Ohio municipalities
- Alternative from moving from shelter to shelter for those that are chronically homeless
- Overcome the perception that there’s not always leverage in affordable housing/homelessness
- Equity – racism and homelessness – defining what this work looks like
- Being willing to look beyond what is going on now
- Long-term goals
- Expectation that other agencies will prioritize resources for homeless
- Not enough time or power to implement
- Process to housing not conducive to reality of population
- More opportunities for non-traditional sheltering (18yo & parent, same sex couples)
- Addressing the individual/family as a whole addressing more than acute homelessness (i.e. MH, AoD)
- Scale – do a pilot for 75 families, but then implementing to the larger scale.
- Duplication, but still not having enough available (i.e. PSH), especially among other system – keep the focus on housing stability rather than squeezing out outside services (no resource manuals)
- #7-#12 – Equity-fundamental value within system – outside system; public policies; structural



### Themes Across the Day

|  |   |
|--|---|
| <p><b>Collaboration</b></p> <ul style="list-style-type: none"> <li>• Willingness to collaborate between community agencies</li> <li>• Partnerships</li> <li>• Recognition of a need for varying systems (homeless crisis response, education, healthcare) collaborating on an ongoing basis – shared accountability/outcomes</li> <li>• Collaboration within the system is strong. Cross-system collaboration &amp; communication is critical – as well as having the right people at the table.</li> <li>• Value of relationships &amp; collaboration</li> <li>• Integrating information available in the community (data sharing) – collaborate – don't unnecessarily duplicate services/resources</li> <li>• Continually working as an entire community of agencies, providers &amp; clients so that we don't lose focus of the mission of housing! We must work together!</li> <li>• A number of agencies dedicated to this work</li> <li>• Cross-system collaboration &amp; coordination – the need for...; the current state of...</li> <li>• An overall sense of positivism &amp; optimism – and making "it work" – not giving up.</li> <li>• The need for cross-system collaboration and coordination</li> </ul> |   |
| <p><b>Systemic Focus</b></p> <ul style="list-style-type: none"> <li>• Integrate employment &amp; housing</li> <li>• Where does transportation fall?</li> <li>• How will systemic issues/barriers be addressed and who owns this?</li> <li>• There are opportunities now created by seismic change in healthcare systems due to ACA. Move to value-based reimbursement, S.D. of H, P.H.M. &amp; we have a role.</li> </ul>  | <p><b>Client Focus</b></p> <ul style="list-style-type: none"> <li>• Meeting individuals where they are at</li> <li>• Not all are the same, cannot do canned intervention</li> <li>• One-size doesn't fit all</li> <li>• Need to include voices of the populations in goals</li> </ul>   |
| <p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• Need for additional resources</li> <li>• We need more resources – more new subsidy/voucher funds, more landlords, more PSH units</li> <li>• Era of scarce resource will continue</li> <li>• Housing resources – regulated affordable housing; new developments; current state of landlord – tenant relationships</li> <li>• Community resources &amp; need don't match – engaging different community resources – key are churches, businesses</li> </ul>   | <p><b>Awareness</b></p> <ul style="list-style-type: none"> <li>• Messaging/awareness/education needed to engage general community</li> <li>• We need to understand &amp; educate people about the shelter population and differentiate them from others with a housing crisis</li> <li>• Value of lives lived (experience)</li> <li>• Need for reducing stigma of this population (all target groups) to community</li> <li>• More community involvement for stabilization</li> </ul> |
| <p><b>Services</b></p> <ul style="list-style-type: none"> <li>• Still need intensive services for some populations to be successful in housing (those consistently in the system)</li> <li>• Community Case Manager – more warm hand-offs as opposed to a phone-book approach for those in need of services; new ways both upstream &amp; in crisis</li> <li>• Supportive services</li> <li>• Finding ways to address high vulnerability homeless</li> </ul>   | <p><b>Prevention</b></p> <ul style="list-style-type: none"> <li>• Prevention</li> <li>• Prevention can be funded without taking away from regular funds. It does not have to be a huge amount but incrementally year- y-year there's increases</li> <li>• Prevention discussion</li> <li>• Strategy – related to prevention; related to ongoing programming</li> <li>• Strategy related to prevention and ongoing planning</li> </ul>   |

|  |  |
|--|--|
| <p><b>Equity</b></p> <ul style="list-style-type: none"> <li>• People are “jazzed” about the equity goal – it’s essential to improving the system &amp; to meet community needs</li> <li>• Improve equity</li> <li>• To improve equity, need to engage those who experience inequity</li> </ul> | <p><b>Housing</b></p> <ul style="list-style-type: none"> <li>• Understand and address the changing rental housing market – get ahead of the cost curve (mixed-income, inclusionary development, preserve existing affordable)</li> <li>• Revise occupancy standards</li> <li>• Eviction</li> </ul> |
| <p><b>Capacity</b></p> <ul style="list-style-type: none"> <li>• Is this break-through enough? How much can we get done in 3-5 years?</li> <li>• “Mission creep”</li> <li>• 13 goals are a lot – areas are closely related, how will work be coordinated?</li> </ul>                            | <p><b>Barriers</b></p> <ul style="list-style-type: none"> <li>• New paradigm for requirements to gain jobs and housing (barrier removal)</li> <li>• Transportation barriers</li> </ul>   |
| <p><b>Landlords</b></p> <ul style="list-style-type: none"> <li>• Landlord engagement &amp; education are key</li> <li>• Private landlord – incentive to help</li> <li>• Current state of landlord/tenants</li> </ul>   | <p><b>Connector</b></p> <ul style="list-style-type: none"> <li>• Linchpins</li> <li>• CSB role (not dumping ground)</li> </ul>   |
| <p><b>Addiction</b></p> <ul style="list-style-type: none"> <li>• Opioid crisis</li> </ul>  | <p><b>Commitment</b></p> <ul style="list-style-type: none"> <li>• Commitment from a variety of community agencies</li> </ul>   |

# Strategy Ideas

**RATING:**

- High (or high likelihood)
- Moderate (or moderate likelihood)
- Low (or low likelihood)

**GOAL 1: VETERANS:** Achieve and sustain an effective end to homelessness among Veterans  
 No strategies were identified during the session so there is no template for this goal.

**GOAL 2: CHRONICALLY HOMELESS:** Achieve and sustain an effective end to homelessness among individuals who are chronically homeless

| STRATEGY/ACTION   | RELEVANCY<br>This strategy will move us directly to this goal. | FEASIBILITY<br>This strategy is realistic to make progress on. Funding and/or resources from other systems are or can be made available for implementation. | IMPACT ON EQUITY<br>This strategy will directly or indirectly promote equity and/or reduce disparities. If neutral mark "N/A". | IMPORTANCE<br>Our sense is that this is an important strategy to pursue, relative to other potential strategy ideas. | FINAL RECOMMENDATIONS<br>Identify with "X" the top 3 to 5 strategies that should be considered for this goal. | COMMENTS   |
|---|--|---|--|--|---|--|
| Investing in staff through training in evidence-based practices and supervision and support – ongoing<br><br>Hits all target populations  | HIGH   | HIGH  | HIGH   | HIGH   |   | Coordinate trauma resources among agencies. Train the trainer rather than training in silos. Supervisor training – focus on cultural competency. Incentive pay for those that participate. |
| No barrier housing, literally.  | HIGH   | LOW   | HIGH   | MODERATE   | X   | Low barrier would be more feasible than no barrier. Need appropriate HSG options for each population.  |
| Better support the unsheltered homeless community to foster trust in the available services and allow them access to resources without being sheltered.<br><br>"Respecting that living off the land is a valid choice, or reality. Working with the individual and community to best make the situation livable while waiting for housing.) | HIGH   | MODERATE  | MODERATE   | HIGH   | X   | Providing trash service at camps. Providing options rather than relocation. Relates directly to low-no barrier harm reduction model, utilizing leadership of people in camps.              |
| Promote employment of persons with lived experience in all aspects of homeless systems, including outreach and housing support.   | HIGH   | MODERATE  | MODERATE   | LOW-MODERATE   |   | Could increase in importance if they are in a decision-making <b>XXX</b> – and mentorship.   |
| Housing sustainability:<br><ul style="list-style-type: none"> <li>• Crisis support network</li> <li>• Peer support and mentoring</li> <li>• Case management</li> <li>• Shifting rapid rehousing to prevention</li> </ul>  | HIGH   | MODERATE  | HIGH   | HIGH   | x   | Focus in long-term CM on prevention. Dependent on having resources and funding.  |

# Strategy Ideas

| STRATEGY/ACTION  | RELEVANCY<br>This strategy will move us directly to this goal. | FEASIBILITY<br>This strategy is realistic to make progress on. Funding and/or resources from other systems are or can be made available for implementation. | IMPACT ON EQUITY<br>This strategy will directly or indirectly promote equity and/or reduce disparities. If neutral mark "N/A". | IMPORTANCE<br>Our sense is that this is an important strategy to pursue, relative to other potential strategy ideas. | FINAL RECOMMENDATIONS<br>Identify with "X" the top 3 to 5 strategies that should be considered for this goal. | COMMENTS   |
|--|--|---|--|--|---|--|
| Build trust among clients, such that they're comfortable accepting services<br><br>PR in communities that builds trust | HIGH   | HIGH  | MODERATE   | HIGH   |   | Need transparency & training among agencies. Takes time & dedication – relates to #4. Need to hold staff & teams accountable once training is in place. Change the culture to support training & building trust. |

Comments from Others

- Sensibility – training is paramount when engaging clients. Increase to decrease and decrease to increase.
- Restrooms for individuals on the land. Trash removal at camps. Forced moving camps = eviction.

**GOAL 3: FAMILIES WITH CHILDREN AND PREGNANT WOMEN:** Goal: Achieve and sustain an effective end to homelessness among families with children and pregnant women

| STRATEGY/ACTION  | RELEVANCY<br>This strategy will move us directly to this goal. | FEASIBILITY<br>This strategy is realistic to make progress on. Funding and/or resources from other systems are or can be made available for implementation. | IMPACT ON EQUITY<br>This strategy will directly or indirectly promote equity and/or reduce disparities. If neutral mark "N/A". | IMPORTANCE<br>Our sense is that this is an important strategy to pursue, relative to other potential strategy ideas. | FINAL RECOMMENDATIONS<br>Identify with "X" the top 3 to 5 strategies that should be considered for this goal. | COMMENTS   |
|--|--|---|--|--|---|--|
| Involve the faith-based community (HHS all target population)                              | MODERATE   | MODERATE  | LOW  | MODERATE   |   | Having a liaison with CSB & faith-based community? Homelessness prevention mentors.  |
| Create access points for prevention when family housing stability is precarious            | HIGH   | LOW   | HIGH   | HIGH   | X   | Being able to access services in own community. More services to prevent homelessness. Targeting families at risk of homelessness. More targeted service referrals – warm hand-offs. Ensuring linkage – hub? |
| Expand definition of family to include married couples, domestic partners, intact families | MODERATE   | LOW   | HIGH   | LOW  |   |  |
| Standardize stabilization process/screening/intervention across provider                   | HIGH   | HIGH  | HIGH<br>LOW?   | MODERATE   | X   | Consistency – still individualized. Coordination of services. Ensure families don't receive large difference in services depending on shelter.   |

Comments from Others:

- How can prevention & resources be "messed" or provided as a separate path from shelter access?
- Emphasize service to support family stability following rehousing.

# Strategy Ideas

- Core competencies defined to increase housing retention: knowledge, skills, practice

**GOAL 4: YOUTH:** Achieve and sustain an effective end to homelessness among unaccompanied youth and parenting youth

| STRATEGY/ACTION   | RELEVANCY<br>This strategy will move us directly to this goal. | FEASIBILITY<br>This strategy is realistic to make progress on. Funding and/or resources from other systems are or can be made available for implementation. | IMPACT ON EQUITY<br>This strategy will directly or indirectly promote equity and/or reduce disparities. If neutral mark "N/A". | IMPORTANCE<br>Our sense is that this is an important strategy to pursue, relative to other potential strategy ideas. | FINAL RECOMMENDATIONS<br>Identify with "X" the top 3 to 5 strategies that should be considered for this goal. | COMMENTS  |
|---|--|---|--|--|---|---|
| Develop a <u>youth-appropriate environment</u> where immediate needs are met, long-term needs are considered to avoid & end homelessness  | HIGH   | HIGH  | HIGH   |  | #2  | Shorten stay, increase stability after housing. |
| <ul style="list-style-type: none"> <li>• Low barrier entry</li> <li>• Harm reduction</li> <li>• Housing and Shelter               <ul style="list-style-type: none"> <li>▪ Could serve populations 1-5</li> <li>▪ #10, #11</li> </ul> </li> </ul> |  |   |  |  |   |   |
| More independent living supports  |  |   |  |  | #2.5  |   |
| By name list into HMIS with case conferencing   |  |   |  |  | #1  |   |
| "BASIC's" trainings on youth for all staff  |  |   |  |  |   |   |

Comments from others:  
Host Housing alternative options

**GOAL 5: SINGLE ADULTS:** Achieve and sustain an effective end to homelessness among single adults

No strategies were identified during the session so there is no template for this goal.

**GOAL 6: AFFORDABLE HOUSING:** Assure families and individuals who are homeless or at-risk have access to affordable housing

| STRATEGY/ACTION  | RELEVANCY<br>This strategy will move us directly to this goal. | FEASIBILITY<br>This strategy is realistic to make progress on. Funding and/or resources from other systems are or can be made available for implementation. | IMPACT ON EQUITY<br>This strategy will directly or indirectly promote equity and/or reduce disparities. If neutral mark "N/A". | IMPORTANCE<br>Our sense is that this is an important strategy to pursue, relative to other potential strategy ideas. | FINAL RECOMMENDATIONS<br>Identify with "X" the top 3 to 5 strategies that should be considered for this goal. | COMMENTS |
|--|--|---|--|--|---|----------|
| Revise occupancy standards for City of Columbus Housing Code (then could build smaller affordable units) | MEDIUM/LOW   | MEDIUM  | LOW  | LOW  |   |          |
| Landlord recruitment and retention   | HIGH   | HIGH  | HIGH   | HIGH   |   |          |

# Strategy Ideas

| STRATEGY/ACTION  | RELEVANCY<br>This strategy will move us directly to this goal. | FEASIBILITY<br>This strategy is realistic to make progress on. Funding and/or resources from other systems are or can be made available for implementation. | IMPACT ON EQUITY<br>This strategy will directly or indirectly promote equity and/or reduce disparities. If neutral mark "N/A". | IMPORTANCE<br>Our sense is that this is an important strategy to pursue, relative to other potential strategy ideas. | FINAL RECOMMENDATIONS<br>Identify with "X" the top 3 to 5 strategies that should be considered for this goal. | COMMENTS  |
|--|--|---|--|--|---|---|
| Increase access and number of rent subsidy vouchers to serve the vulnerable populations in this plan.  | HIGH   | MODERATE/HIGH   | HIGH   | HIGH   | X   | Use current landlords to bring on others. Landlord/client matching very important for successful outcome. Education specific to needs of clients. |
| Landlord incentives: <ul style="list-style-type: none"> <li>Increase landlord incentives and engagement through education around code requirements and offering incentives by tax breaks; resource bank for unit improvement and maintenance</li> <li>Private landlord activation (landlord incentives, development incentives, employer developed self-subsidized housing for their workforce)</li> </ul> | HIGH   | HIGH  | HIGH   | HIGH   |   | Create local subsidy pool – landlords, businesses   |
| Provide "temporary" housing between "emergency" and "permanent"  |  |   |  |  |   |   |
| Identify a realistic of what safe and affordable housing means with a lens towards the homeless population   | HIGH   |   |  |  |   | Affordable = subsidized housing. Need more of a definition/strategy   |
| Community wide landlord engagement which includes 1- risk mitigation fund 2- tax credit for private landlords  | HIGH   | HIGH  | HIGH   | HIGH   | X<br>*see all landlord related strategies   | *Acquisition preservation strategy to target landlords with a mission towards affordable housing  |
| Need for no barrier housing (offenses/arson and sex offenders, eviction, family composition including pets)  | HIGH   | MODERATE  | HIGH   | HIGH   | X   | Provide support services to clients/landlords for successful housing solution, case management  |
| To achieve stability (linkages among landlords, employers, and other community resources) <ul style="list-style-type: none"> <li>Inclusionary zoning</li> </ul>  | HIGH   | HIGH  | HIGH   | HIGH   |   |   |
| Policies and procedures that result in affordable housing development  |  |   |  |  |   | 20% have to be affordable   |
| Develop landlord relationship network with contingency fund.   | HIGH   | HIGH  | HIGH   | HIGH   |   |   |

# Strategy Ideas

| <b>STRATEGY/ACTION</b>   | <b>RELEVANCY</b><br>This strategy will move us directly to this goal. | <b>FEASIBILITY</b><br>This strategy is realistic to make progress on. Funding and/or resources from other systems are or can be made available for implementation. | <b>IMPACT ON EQUITY</b><br>This strategy will directly or indirectly promote equity and/or reduce disparities. If neutral mark "N/A". | <b>IMPORTANCE</b><br>Our sense is that this is an important strategy to pursue, relative to other potential strategy ideas. | <b>FINAL RECOMMENDATIONS</b><br>Identify with "X" the top 3 to 5 strategies that should be considered for this goal. | <b>COMMENTS</b> |
|--|---|--|---|---|--|-----------------|
| Develop & preserve subsidized housing. Subsidy for extremely low-income households at 18%-30% AMI (strategy added by this group) | HIGH  | MEDIUM/HIGH  | HIGH  | HIGH  | X  |                 |

Comments from others: None

**GOAL 7: EQUITY:** Assure families and individuals disproportionately represented among people who experience homelessness have access to responsive, equitable assistance to offset structural barriers and biases

| <b>STRATEGY/ACTION</b>   | <b>RELEVANCY</b><br>This strategy will move us directly to this goal. | <b>FEASIBILITY</b><br>This strategy is realistic to make progress on. Funding and/or resources from other systems are or can be made available for implementation. | <b>IMPACT ON EQUITY</b><br>This strategy will directly or indirectly promote equity and/or reduce disparities. If neutral mark "N/A". | <b>IMPORTANCE</b><br>Our sense is that this is an important strategy to pursue, relative to other potential strategy ideas. | <b>FINAL RECOMMENDATIONS</b><br>Identify with "X" the top 3 to 5 strategies that should be considered for this goal. | <b>COMMENTS</b>   |
|--|---|--|---|---|--|---|
| Rebuilding Lives Collaborate tasked to conduct comprehensive review of policies & processes to enhance equity and remove barriers. Share results with community by Nov. 2018   | HIGH  | HIGH   | HIGH  | HIGH  | 1  | Ensure the utilization, collection, and reporting of correct and accurate data to drive policy discussions. Are we collecting the right information? Ensure policies that consider parity (including who is developing policy). |
| Do not hold all programs and funds to most restrictive HUD definitions within the entire system  | HIGH  | MODERATE   | HIGH  | HIGH  |  | NOT ALL funding needs held to HUD standard  |
| Fix wait time issue with entry point with specific & culturally competent options  | HIGH  | HIGH   | HIGH  | MODERATE  |  |   |
| Better resources for those involved with the legal system  | HIGH  | LOW-MODERATE   | HIGH  | HIGH  | 3  | Need to strengthen partnerships within legal system.  |
| Assure that the shelter system accommodates the needs of opioid crisis   | HIGH  | HIGH   | UNKNOWN   | HIGH  |  | Maryhaven opiate center already addressing. Let data do the work to see if it addresses "equity". Needs more investigation.   |
| <u>Build robust &amp; sustained supportive services</u><br><ul style="list-style-type: none"> <li>• Equity lens</li> <li>• Coordination</li> <li>• Regional access points</li> <li>• Use of tech (apps, etc.)</li> </ul> |   |  |   |   |  | More coordination, integration of ALL aspects & levels of care – community liaisons   |

# Strategy Ideas

| STRATEGY/ACTION  | RELEVANCY<br>This strategy will move us directly to this goal. | FEASIBILITY<br>This strategy is realistic to make progress on. Funding and/or resources from other systems are or can be made available for implementation. | IMPACT ON EQUITY<br>This strategy will directly or indirectly promote equity and/or reduce disparities. If neutral mark "N/A". | IMPORTANCE<br>Our sense is that this is an important strategy to pursue, relative to other potential strategy ideas. | FINAL RECOMMENDATIONS<br>Identify with "X" the top 3 to 5 strategies that should be considered for this goal. | COMMENTS  |
|--|--|---|--|--|---|---|
| Develop <u>intentional</u> networks for specialized services <ul style="list-style-type: none"> <li>• Network of referrals</li> <li>• Avoid unnecessary duplication of services</li> </ul> |  |   |  |  |   |   |
| Respect people's voices and choice in all aspects of the homeless crisis response system, e.g. If I lived on the East Side all my life, don't expect me to move west when I'm in crisis    |  |   |  |  |   | Add trauma informed care to this. Add implicit bias training. |
| Standardized cultural competency training to align with specific outcomes  | HIGH   | HIGH  | HIGH   | HIGH   | 2   |   |

Comments from others:

- Examine how CSB interprets HUD rules to ensure maximum inclusion (i.e. self-report chronic homelessness)
- Coordinated system of response. Real people help meet the needs of real people.
- Cultural engagement – how to respond to racism when you see it.
- How are people/groups impacted by inequity being engaged in conversation?

**GOAL 8: EMPLOYMENT:** Assure adults who are homeless or at-risk have coordinated access to employment opportunities and supports

| STRATEGY/ACTION  | RELEVANCY<br>This strategy will move us directly to this goal. | FEASIBILITY<br>This strategy is realistic to make progress on. Funding and/or resources from other systems are or can be made available for implementation. | IMPACT ON EQUITY<br>This strategy will directly or indirectly promote equity and/or reduce disparities. If neutral mark "N/A". | IMPORTANCE<br>Our sense is that this is an important strategy to pursue, relative to other potential strategy ideas. | FINAL RECOMMENDATIONS<br>Identify with "X" the top 3 to 5 strategies that should be considered for this goal. | COMMENTS   |
|--|--|---|--|--|---|--|
| Engaging employers to become invested in the housing stability of their workforce  | LOW  | MODERATE  | MODERATE*  | LOW  |   | Should this be under prevention? Focus on larger employers.  |
| Provide innovative non-bus transportation solutions  | HIGH   | MODERATE/HIGH   | MODERATE/HIGH  | HIGH   | X   | Use purchase of Uber gift cards. Smart phone access may be limiting.   |
| Housing wage jobs – Figure out how to provide opportunities for training/education to adults in 100-200% of poverty who are already working in low wage jobs so that can access higher wage jobs | MODERATE   | MODERATE  | MODERATE/LOW   | MODERATE   |   | This sounds like a strategy to think up a strategy. May be too advanced for many who just need entry level training. Needs good partners, like Goodwill. |



# Strategy Ideas

| STRATEGY/ACTION   | RELEVANCY<br>This strategy will move us directly to this goal. | FEASIBILITY<br>This strategy is realistic to make progress on. Funding and/or resources from other systems are or can be made available for implementation. | IMPACT ON EQUITY<br>This strategy will directly or indirectly promote equity and/or reduce disparities. If neutral mark "N/A". | IMPORTANCE<br>Our sense is that this is an important strategy to pursue, relative to other potential strategy ideas. | FINAL RECOMMENDATIONS<br>Identify with "X" the top 3 to 5 strategies that should be considered for this goal. | COMMENTS  |
|---|--|---|--|--|---|---|
| To build trust – increase intentionality to hire diverse workforce to make stronger connections through lived experience, including the revision of minimum qualifications for job descriptions   | HIGH   | MODERATE  | HIGH   | MODERATE   | X   | Promote in-house employment. Hire peer support instead of social workers only.  |
| Explore and implement greater employer involvement in housing affordability and stability   | LOW  | LOW+  | MODERATE   | LOW  |   |   |
| Employment First – readopting the employment first model to give employers incentives to hire from our vulnerable population and access to transportation<br><br>Develop an “employment first” approach, directing more resources into “non-traditional” employment programs.<br><br>“Employment on demand” | HIGH   | HIGH  | HIGH   | HIGH   | X   | Consider Houston Model Continuum – address upon housing crisis. Secure jobs. Equivalent of rapid re-housing. Columbus Works – look for partnership with employers. Employment on demand with supports. Increase Street/Beat Wise Newspaper. Catch Court Food – social enterprise. |
| VA – Employment Developer   |  |   |  |  |   | 6-months’ time-limited intervention.  |
| What about Christo Ray model where have to have a job for tuition   |  |   |  |  |   |   |
| Need comprehensive clearing house system-wide   |  |   |  |  |   |   |

Comments from others: None

## GOAL 9: BENEFITS: Assure adults who are homeless or at-risk have coordinated access to benefits for which they are eligible

| STRATEGY/ACTION   | RELEVANCY<br>This strategy will move us directly to this goal. | FEASIBILITY<br>This strategy is realistic to make progress on. Funding and/or resources from other systems are or can be made available for implementation. | IMPACT ON EQUITY<br>This strategy will directly or indirectly promote equity and/or reduce disparities. If neutral mark "N/A". | IMPORTANCE<br>Our sense is that this is an important strategy to pursue, relative to other potential strategy ideas. | FINAL RECOMMENDATIONS<br>Identify with "X" the top 3 to 5 strategies that should be considered for this goal. | COMMENTS |
|---|--|---|--|--|---|----------|
| Access to full employment and education while still receiving housing subsidy and other benefits. | HIGH   | LOW   | HIGH   | HIGH   | X   |          |

# Strategy Ideas

| STRATEGY/ACTION   | RELEVANCY<br>This strategy will move us directly to this goal. | FEASIBILITY<br>This strategy is realistic to make progress on. Funding and/or resources from other systems are or can be made available for implementation. | IMPACT ON EQUITY<br>This strategy will directly or indirectly promote equity and/or reduce disparities. If neutral mark "N/A". | IMPORTANCE<br>Our sense is that this is an important strategy to pursue, relative to other potential strategy ideas. | FINAL RECOMMENDATIONS<br>Identify with "X" the top 3 to 5 strategies that should be considered for this goal. | COMMENTS   |
|---|--|---|--|--|---|--|
| Identifying appropriate community resources available to individuals that have been housed specific to their needs. Partnering with services outside of homeless services.                      | HIGH   | HIGH  | HIGH   | MODERATE   | X   |  |
| Transparency regarding data on individual clients so multiple agencies can access to best serve both client and utilize resources most efficiently and identify at-risk individuals and trends. | HIGH   | HIGH (assuming high option rates)<br><br>LOW (policy level)   | MODERATE   | HIGH   | X   |  |
| Harness the power of the faith community  | HIGH   | MODERATE  | MODERATE   | MODERATE   |   | Challenges with aligning mission Denver model (1,000 congregations solving homeless for one family each) |
| Network: from depart to department helping clients become more effective and successful in obtaining the care they need...  |  |   |  |  |   | See #2.  |
| Develop technology to communicate between agenesis and human service systems. (Could apply for goals 8-12)  |  |   |  |  |   | See #3   |

Comments by other:

- Training & education around earned income disregard on service provider side.
- HUD has regulations on earned income. Disregard for the HOPWA program (likely others, as well). 100:1 – disregard for the first 12 months; 50:1 disregard for months 13-24.

**GOAL 10: MENTAL, BEHAVIORAL, AND PHYSICAL HEALTH CARE:** Assure people who are homeless or at-risk have coordinated access to integrated cross-system mental, behavioral, and physical health care

| STRATEGY/ACTION | RELEVANCY<br>This strategy will move us directly to this goal. | FEASIBILITY<br>This strategy is realistic to make progress on. Funding and/or resources from other systems are or can be made available for implementation. | IMPACT ON EQUITY<br>This strategy will directly or indirectly promote equity and/or reduce disparities. If neutral mark "N/A". | IMPORTANCE<br>Our sense is that this is an important strategy to pursue, relative to other potential strategy ideas. | FINAL RECOMMENDATIONS<br>Identify with "X" the top 3 to 5 strategies that should be considered for this goal. | COMMENTS |
|-----------------|--|---|--|--|---|----------|
|-----------------|--|---|--|--|---|----------|

# Strategy Ideas

| STRATEGY/ACTION  | RELEVANCY<br>This strategy will move us directly to this goal. | FEASIBILITY<br>This strategy is realistic to make progress on. Funding and/or resources from other systems are or can be made available for implementation. | IMPACT ON EQUITY<br>This strategy will directly or indirectly promote equity and/or reduce disparities. If neutral mark "N/A". | IMPORTANCE<br>Our sense is that this is an important strategy to pursue, relative to other potential strategy ideas. | FINAL RECOMMENDATIONS<br>Identify with "X" the top 3 to 5 strategies that should be considered for this goal. | COMMENTS   |
|--|--|---|--|--|---|--|
| More collaborative data sharing when it facilitates positive outcomes.                           |  |   |  |  | 1   | Include 2019 Community Needs Assessment.<br>Create the <b>XXX</b> . Goliath Value Proposition for health systems (ACO's, MVP's). Needs assessment and value statement. |
| Further explore unused or repurposed SNF for medically fragile people experiencing homelessness. |  |   |  |  |   | Central Ohio Hospital Council  |
| Forging partnerships with HCGC & Central Ohio Hospital Council.                                  |  |   |  |  |   |  |
| Community benefit credit at hospitals used for housing \$  |  |   |  |  | 2   |  |
| FQHC's – ore meetings, including them at the table.  |  |   |  |  | 3   |  |
| White paper – compile healthcare/housing connection  |  |   |  |  |   | Community Resource Guild (Public Health); "CDC High 5". Community Guide.org. The Advisory Board – ask Brian Revson   |

Comments by others:

- What is ADAMH's role – focus strategies for addiction and serious mental health.
- Who will pay for the needs assessment?
- FQHC's as preventions (of homelessness)/

**GOAL 11: CRIMINAL JUSTICE:** Assure people who are homeless or at-risk have coordinated assistance to address criminal justice related issues

| STRATEGY/ACTION  | RELEVANCY<br>This strategy will move us directly to this goal. | FEASIBILITY<br>This strategy is realistic to make progress on. Funding and/or resources from other systems are or can be made available for implementation. | IMPACT ON EQUITY<br>This strategy will directly or indirectly promote equity and/or reduce disparities. If neutral mark "N/A". | IMPORTANCE<br>Our sense is that this is an important strategy to pursue, relative to other potential strategy ideas. | FINAL RECOMMENDATIONS<br>Identify with "X" the top 3 to 5 strategies that should be considered for this goal. | COMMENTS   |
|--|--|---|--|--|---|--|
| More partnering & provider education by CJ community (reducing stigma) | Framing issues. Positively highlighting information            |   | Work with CMHA on housing eligibility.   | Educate on sex offense & vulnerable AS releases to public safety.  |   | #1.<br>Find a commonality & bridge in understanding lingo & languages. |

# Strategy Ideas

| STRATEGY/ACTION   | RELEVANCY<br>This strategy will move us directly to this goal.   | FEASIBILITY<br>This strategy is realistic to make progress on. Funding and/or resources from other systems are or can be made available for implementation. | IMPACT ON EQUITY<br>This strategy will directly or indirectly promote equity and/or reduce disparities. If neutral mark "N/A". | IMPORTANCE<br>Our sense is that this is an important strategy to pursue, relative to other potential strategy ideas. | FINAL RECOMMENDATIONS<br>Identify with "X" the top 3 to 5 strategies that should be considered for this goal. | COMMENTS  |
|---|--|---|--|--|---|---|
| Release planning vs. transition planning                      | Focus on qualification<br><b>XXX</b>   |   | CSB provide training to justice professional at ODRC jail on housing linkages  |  | Brave partners together to develop & <b>XXX</b> planning for housing.   | #2. Certify people homeless leaving custody – investment in CJ in housing assistance. |
| Offenses such as sex offense & arson – Public Safety.         |  |   |  |  |   |   |
| Continued work with CMHA & roles for residency.               |  |   |  |  |   |   |
| WOTC-like preparing tax break for most vulnerable population. | Must include rental subsidy to some degree. Some landlord protection on damage. Look at other rapid re-housing models. |   |  |  | County auditor give 10%-20% property tax reduction for housing vulnerable population.                         | Possible cap for rental subsidy assistance.   |

Comments by others: None.

## GOAL 12: DOMESTIC VIOLENCE: Assure people who are homeless or at-risk have coordinated access to integrated cross-system domestic violence survivor assistance

| STRATEGY/ACTION  | RELEVANCY<br>This strategy will move us directly to this goal. | FEASIBILITY<br>This strategy is realistic to make progress on. Funding and/or resources from other systems are or can be made available for implementation. | IMPACT ON EQUITY<br>This strategy will directly or indirectly promote equity and/or reduce disparities. If neutral mark "N/A". | IMPORTANCE<br>Our sense is that this is an important strategy to pursue, relative to other potential strategy ideas. | FINAL RECOMMENDATIONS<br>Identify with "X" the top 3 to 5 strategies that should be considered for this goal. | COMMENTS |
|--|--|---|--|--|---|----------|
| Increase available resources and supports (programs)   | HIGH   | LOW-MODERATE  | N/A  | HIGH   |   |          |
| Educate community  | HIGH   | HIGH  | N/A  | HIGH   |   |          |
| Asking ourselves this question:<br>"Is our approach to this population and services currently viable?" |  |   |  |  |   |          |

Comments by others:

- Why is educating the community about domestic violence a role of the homeless system? Mission creep.
- How do we define DV survivor?
- Should we change "assessment" to fleeing violence?
- Will increased capacity meet the current needs?
- Why would Housing First not be the appropriate (best intervention)?
- How do we identify appropriate resources to meet current need?

# Strategy Ideas

- What does individualize person-centered care look like?
- Is there a place for peer support?
- How can we distinguish what service providers are responsible for vs. community?
- What is the role of the shelter system in this overall goal?
- What’s the size of the population? How do you define “active”?

**GOAL 13: HOMELESSNESS PREVENTION:** Assure people who are imminently at-risk of literal homelessness have coordinated access to targeted homelessness prevention assistance

| STRATEGY/ACTION   | RELEVANCY<br>This strategy will move us directly to this goal. | FEASIBILITY<br>This strategy is realistic to make progress on. Funding and/or resources from other systems are or can be made available for implementation. | IMPACT ON EQUITY<br>This strategy will directly or indirectly promote equity and/or reduce disparities. If neutral mark “N/A”. | IMPORTANCE<br>Our sense is that this is an important strategy to pursue, relative to other potential strategy ideas. | FINAL RECOMMENDATIONS<br>Identify with “X” the top 3 to 5 strategies that should be considered for this goal. | COMMENTS  |
|---|--|---|--|--|---|---|
| State of Ohio from an agency to coordinate discharge from prisons, mental hospitals, etc.   | HIGH   | LOW   | HIGH   |  | X   | Could be by facility by facility. Align with their incentives.                              |
| Coordinated approach regardless of point of entry so as to direct client to appropriate services.   |  |   |  |  |   |   |
| Support efforts to preserve (at-risk) federal programs: <ul style="list-style-type: none"> <li>• Healthcare</li> <li>• Rental subsidy</li> <li>• LIHTC</li> <li>• VASH</li> <li>• Benefits</li> </ul> | HIGH   | LOW   | LOW  | LOW  |   | Advocacy  |
| Early identification of housing instability by other systems (medical system, schools).   |  |   |  |  |   |   |
| Reduce emergency shelter foot print & reallocating resources to prevention.   | HIGH   | LOW   | LOW  | LOW  |   |   |
| Post-housing support services increase service enriched supporting housing.   |  |   |  |  |   |   |
| Invest in community-based supports like settlement house model – promotes thrusted neighborhood assets and linkage to all systems   | MODERATE   | HIGH  | MODERATE   | LOW  |   | Not targeted prevention. Would have to make them relevant. Promote resources already there. |

# Strategy Ideas

| STRATEGY/ACTION  | RELEVANCY<br>This strategy will move us directly to this goal. | FEASIBILITY<br>This strategy is realistic to make progress on. Funding and/or resources from other systems are or can be made available for implementation. | IMPACT ON EQUITY<br>This strategy will directly or indirectly promote equity and/or reduce disparities. If neutral mark "N/A". | IMPORTANCE<br>Our sense is that this is an important strategy to pursue, relative to other potential strategy ideas. | FINAL RECOMMENDATIONS<br>Identify with "X" the top 3 to 5 strategies that should be considered for this goal. | COMMENTS  |
|--|--|---|--|--|---|---|
| Eviction Prevention:<br>1. Have a coordinate system of supportive services that identifies individuals & families before (90 days for example) they end up in eviction process.<br>2. Social work approach; landlord pre-alert system; tenant education<br>3. Reducing involuntary moves will reduce shelter inflow; advocate/lobby to address collateral consequences of permanent eviction records | HIGH   | HIGH  | HIGH   | HIGH   | X   | Add risk mitigation fund.   |
| Increase \$ in system for prevention   | HIGH   | MEDIUM  | HIGH   | HIGH   | X   | Look at equity in prevention – look for places where there is a focus on improvements in health as potential funding. |
| Community supports   |  |   |  |  |   |   |
| Concentrated strategies around keeping people in their homes.  |  |   |  |  |   |   |
| Income disregard requires policy change at state level   |  |   |  |  |   |   |
| Allow people to keep income while working/job training   | LOW  | LOW   | MODERATE   |  |   |   |
| Employer engagement in prevention – help low wage workers access benefits – eviction prevention. CSB supports vs. does this  | LOW-MODERATE   | MODERATE  | MODERATE-HIGH  |  |   |   |

Comments by others:

- Coordinate MH and prison diagnosis.
- Collateral fallout of permanent eviction record “filings”.
- More resources to eviction prevention.
- Income disregard.
- Prevention – can there be an employer engagement in prevention – helps low-wage workers access benefits; provide eviction prevention resources so workers don’t lose their job.