

A Place to Call Home: A framework for action to address homelessness in Columbus and Franklin County, Ohio

FY2019 Strategic Action Plan Matrix



Population/Cross-Cutting Area	Goal	Strategy	Strategy Owner(s)	Actions	Action Owner(s)	Timeframe
Domestic Violence	Ensure people who are homeless or at-risk have coordinated access to integrated cross-system domestic violence survivor assistance	1. Further integrate existing and expanding/new domestic violence services, shelter, and housing options into the homeless crisis response system	LSS CHOICES	Complete expansion of shelter (from 51 to 120 beds) and transitional housing (14 units) for target populations (ESL, large families, immigrant families) available through CHOICES.	LSS CHOICES	April-December 2018
Domestic Violence				Provide recommended screening questions and updated program referral information concerning existing and new domestic violence services, shelter and transitional housing options to system partners.	LSS CHOICES	July 2018
Domestic Violence				Develop and provide a resource list of relevant, available resources to assist domestic violence survivors.	Center for Family Safety & Healing	July 2018
Domestic Violence		2. Provide updated training for homeless crisis response system staff that is readily available for new staff training or refresher training for existing staff.	Community Shelter Board	Host and record 1 hour introductory webinar on domestic violence 101 and available resources.	LSS CHOICES Community Shelter Board	April 2018
Domestic Violence				Host in-person domestic violence 201 training	LSS CHOICES Center for Safety and Family Healing	TBD
Chronically Homeless & Single Adults	Achieve and sustain an effective end to homelessness among individuals who are chronically homeless and among single adults	1. Further develop collaborative outreach approach to better track, target, and ensure comprehensive, efficient, and effective delivery of outreach and permanent housing assistance for unsheltered people across the entire Continuum of Care.	Community Shelter Board/Maryhaven	Develop and implement an active ("by-name") list of unsheltered people using homeless management information system and other data that includes identification of "responsible provider" for housing outcome (go-live target: 7/1/18)	Community Shelter Board (Angelic Arana), Maryhaven (Thomas Adams)	March - June 2018
Chronically Homeless & Single Adults				Further refine and develop standardized, written protocol for camp remediation	City of Columbus (Emerald Hernandez), Maryhaven (Thomas Adams), Mount Carmel (Ben Sears)	May - September 2018
Chronically Homeless & Single Adults		2. Increase permanent supportive housing capacity and targeting to fully meet need among disabled single adults experiencing chronic or long-term homelessness who need long-term housing and service supports to quickly and successfully secure safe housing.	Community Shelter Board	Continue to prioritize use of CoC Program funding for PSH development	Continuum of Care	Ongoing
Chronically Homeless & Single Adults				Explore and, as feasible, develop and implement readily accessible permanent housing at 40 W. Long St. for chronic or long-term homeless men who require no or as low as possible barrier housing	YMCA of Central Ohio (Sue Darby, Steven Skovensky)	April 2018 - June 2019
Chronically Homeless & Single Adults				Develop basic permanent supportive housing business model for utilizing Medicaid to pay for Medicaid eligible supportive services	Community Shelter Board (Tom Albanese, Lianna Barbu), YWCA Columbus (Dedre Smith)	April 2018 - June 2019
Chronically Homeless & Single Adults				Develop and implement targeting improvements for Unified Supportive Housing System to assure identification and access to PSH for individuals with the longest homeless experience and most severe service needs	Community Shelter Board (Angelic Arana)	April 2018 - June 2019
Chronically Homeless & Single Adults		3. Increase rapid re-housing capacity to fully meet need among single adults experiencing homelessness who require more intensive assistance to quickly and successfully secure safe housing.	Community Shelter Board, YMCA of Central Ohio	Continue to prioritize rapid re-housing assistance for single adults with the most severe service needs and longest homeless experience and align prioritization processes with outreach and USHS improvements	Community Shelter Board, YMCA of Central Ohio	Ongoing
Chronically Homeless & Single Adults				Continue to pursue additional funding for rapid re-housing through the Continuum of Care Program and other federal, state, local and private sources to meet demand	Community Shelter Board	Ongoing
Chronically Homeless & Single Adults		4. Improve client experience through improved customer service and use of common client satisfaction measures for continuous improvement	Maryhaven (James Alexander), Veterans Administration (Carl Landry)	Develop interview questions using Appreciative Inquiry perspective to explore examples of the best customer service experience within the homeless system.	Maryhaven	April 30, 2018
Chronically Homeless & Single Adults				Hold a pilot focus group (focus Van Buren) for shelter staff to explore what is working within the individual shelter and shelter system	Veterans Administration, Maryhaven	September 2018
Chronically Homeless & Single Adults				Hold pilot focus group with current and former shelter residents from Van Buren shelters	Veterans Administration, Maryhaven	September 2018
Chronically Homeless & Single Adults				Conduct assessment of focus group pilot and create strategy for rolling out	Veterans Administration, Maryhaven	September 2018
Chronically Homeless & Single Adults				Fully implement strategy to conduct focus groups with other homeless programs	Veterans Administration, Maryhaven	January 2019
Chronically Homeless & Single Adults				Create final recommendations for training opportunities for homeless providers	Veterans Administration, Maryhaven	March 2019
Chronically Homeless & Single Adults				Roll out strategy of training opportunities for emergency shelters and homeless providers	Veterans Administration, Maryhaven	April 2019
Families & Pregnant Women	Achieve and sustain an effective end to homelessness among families with children and pregnant women	1. Improve consistency and efficiency of rapid re-housing intake after RRH acceptance during weekly referral meeting to assure RRH intake is scheduled within 2 business days (on trial basis and then re-assess)	Community Shelter Board, Family System Operations Workgroup	Create consistently named communication letters for family and shelter staff. Content of letters might be slightly different due to differences in programs but the name of the form will remain consistent to avoid confusion.	Family System Rapid Re-Housing Providers (Homeless Families Foundation, Salvation Army, Volunteers of America of Greater Ohio)	June 2018

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Families & Pregnant Women				Design a flow of meetings between rapid re-housing case manager, shelter staff and families to discuss ongoing eligibility and goal plan progress, and safety plan for housing.	Family System Rapid Re-Housing Providers (Homeless Families Foundation, Salvation Army, Volunteers of America of Greater Ohio) and Shelters (YMCA of Central Ohio, YWCA Columbus)	June 2018
Families & Pregnant Women				Continue use of system case conference to review and discuss solutions for rapid re-housing families not making progress or have multiple barriers that are difficult to overcome	All Family System Providers	June 2018 - June 2019
Families & Pregnant Women		2. Establish routine means for identifying long-staying and/or repeat emergency shelter families (including those with ES stay in last 2 years) and/or high complexity families, in order to review at system conference AND develop routine, standard case conference process with system and external partners and neutral facilitator.	Community Shelter Board, Franklin County Children Services	Identify long-staying and/or repeat families at least twice monthly for presentation, discussion and problem-solving at system case conference.	Community Shelter Board, YMCA of Central Ohio, and YWCA Columbus	Ongoing
Families & Pregnant Women				Refine and develop standard family system case conference approach, agenda, and action/meeting log using Franklin County Children Services and other system/sector examples	Community Shelter Board, Franklin County Children Services	April - June 2018
Families & Pregnant Women				Implement refined case conference approach	Community Shelter Board, Family System Providers	July - September 2018
Families & Pregnant Women				Assess effectiveness of case conference approach and adjust as necessary	Community Shelter Board, Franklin County Children Services, Family System Providers	October - November 2018
Families & Pregnant Women		3. Increase rapid re-housing capacity to meet need among families and pregnant women according to system gaps analysis	Community Shelter Board	Continue to pursue additional funding to achieve full RRH capacity	Community Shelter Board	Ongoing
Families & Pregnant Women		4. Increase PSH capacity to meet need among families and pregnant women according to system gaps analysis	Community Shelter Board	Continue to pursue additional funding to achieve full PSH capacity	Community Shelter Board	Ongoing
Families & Pregnant Women		5. Further develop a care pathway for pregnant women who are literally homeless, including relevant outcomes, related assessment tool(s), and service strategies to support achievement of those outcomes	Homeless Families Foundation, YMCA of Central Ohio	Develop a standardized assessment for pregnant women, to include identification of needed supports and referrals/linkages to assist with achievement of outcomes	Pregnant Women Operations Workgroup members to be identified (including Family System Providers)	June 2018
Families & Pregnant Women				Implement a Pregnant Women Operations Workgroup (PWOW) that will assist with evaluating the care pathways, assessment tools and service strategies and provide a means for ongoing coordination of homeless prevention and homeless assistance for pregnant women	PWOW Members to be identified (including Family System Providers)	Ongoing
Families & Pregnant Women				Develop outcomes related to referrals/linkages and system usage	PWOW Members to be identified (including Family System Providers)	June 2018
Affordable Housing	Ensure families and individuals who are homeless or at-risk have access to affordable housing	1. Actively support efforts to increase the availability of and greater access to safe and affordable rental housing to meet the needs of individuals and families who are homeless or imminently at-risk of homelessness	Community Shelter Board, Family System Operations Workgroup	Continue to actively support the efforts of the Affordable Housing Alliance of Central Ohio to develop and preserve affordable rental housing and increase local housing stabilization resources, linked with services, for targeted extremely low-income populations for extremely low-income households	Community Shelter Board, Continuum of Care	Current - June 2019
Affordable Housing				Implement, monitor, and refine partnership with Community Properties of Ohio to provide limited placement preferences for families engaged with rapid re-housing	Community Shelter Board, Family System Operations Workgroup	Current - June 2019
Affordable Housing				Explore and develop at least one new partnership with an affordable housing provider that provides preferred placement for homeless and/or at-risk population	Community Shelter Board, Family System Operations Workgroup	January - June 2019
Affordable Housing				Further develop and implement targeted homelessness prevention hub for families and pregnant women (also included in HP SAP), including procurement or alignment of additional resources for targeted homelessness prevention	Community Shelter Board, Gladden Community House, Homeless Families Foundation	Current - June 2019
Affordable Housing		2. Develop and implement system-wide landlord recruitment and retention initiative, in concert with system providers and partners, including staffing, marketing and outreach activities	Community Shelter Board	Explore funding opportunities to support a full-time position dedicated to landlord partnerships	Community Shelter Board, Continuum of Care	July 2018 - June 2019
Affordable Housing				Convene system partner agencies that conduct landlord outreach to inform system-wide strategy, including identification of common practices, landlord partners, and landlord recruitment/retention opportunities	Community Shelter Board, partner agencies	July - December 2018
Affordable Housing				Develop common marketing materials across system partners and disseminate to prospective landlord partners	Community Shelter Board, partner agencies	January - June 2019
Affordable Housing				Plan and host system-wide landlord appreciation event	Community Shelter Board, partner agencies	January - June 2019
Affordable Housing				Secure funding for, develop, and implement pilot risk mitigation fund modeled after successful funds in other communities	Community Shelter Board	July 2018 - June 2019
Affordable Housing				Increase landlord incentives and engagement through education around code requirements and offering incentives by tax breaks; resource bank for unit improvement and maintenance	City of Columbus	Current - June 2019

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Affordable Housing		3. Preserve existing and increase supply of permanent supportive housing to further close gap for individuals and families needing PSH to successfully resolve their homelessness and stabilize in housing.	Continuum of Care Board	Submit successful Continuum of Care Program application resulting in additional funding for permanent supportive housing	Community Shelter Board	May – November 2018
Affordable Housing				Ensure successful transition of 222 scattered site PSH project to new partner agency, including project adjustments to ensure long-term viability	Community Shelter Board, Continuum of Care Board	Current – June 2019
Employment & Benefits	EMPLOYMENT: Ensure adults who are homeless or at-risk have coordinated access to employment opportunities and supports BENEFITS: Ensure adults who are homeless or at-risk have coordinated access to benefits for which they are eligible	1. Develop standardized screening tool and related protocol for identifying employment-related needs and connecting to right community-based services.	Workforce Development Board of Central Ohio (WDBCO)	Gather desired thoughts from employment service providers within the community on what information would be beneficial to determine effective referrals for employment services providers and summarize outcomes. Identify providers to be included on the screener.	WDBCO, OhioMeansJobs Columbus-Franklin County (OMJ-CFC)	May-June 2018
Employment & Benefits				Review recommended data elements with staff from shelters/housing agencies to determine viability of collecting accurate data.	Community Shelter Board, with OMJ-CFC	July 2018
Employment & Benefits				Develop screener tool and corresponding provider matrix for implementation. Establish rollout/training date for system partner agency program staff.	Community Shelter Board, with OMJ-CFC	August-September 2018
Employment & Benefits				Rollout/training for system partner agency program staff.	Community Shelter Board, with OMJ-CFC	TBD
Employment & Benefits		2. Ensure system staff are trained and capable of providing assistance accessing benefits through SOAR and expedited social security application training	Community Shelter Board	Collaborate with COHHIO to offer SOAR training and information to staff in the homeless system.	Community Shelter Board, COHHIO	July 2018 – June 2019
Employment & Benefits				Collaborate with Southeast to offer expedited social security application training for staff in the homeless system.	Community Shelter Board, Southeast	July 2018 – June 2019
Employment & Benefits				Create an ongoing schedule for updated trainings with both COHHIO and Southeast to address the training needs of the system as staff and procedures change.	Community Shelter Board, COHHIO, Southeast	July 2018 – June 2019
Employment & Benefits		3. Educate system staff on new online benefits application process by Franklin County Department of Job & Family Services	Franklin County Department of Job & Family Services	FCDJFS will conduct “Roadshows” in the community to discuss programs, the new system and community initiatives (CSB to promote with system partner agencies)	Franklin County Department of Job & Family Services	Determined by Scheduling Request
Employment & Benefits				FCDJFS will provide an online or in person training for homelessness prevention and homeless assistance providers to review FCDJFS programs, including program eligibility, services, and referral processes, as well as the new benefits system and community initiatives	Franklin County Department of Job & Family Services	October 2018-December 2018
Mental, Behavioral & Physical Healthcare	Ensure people who are homeless or at-risk have coordinated access to integrated cross-system mental, behavioral, and physical health care	1. Improve data sharing across providers and systems to facilitate continuity of care and integrated service delivery.	Healthcare Collaborative of Greater Columbus	Task group to examine potential use of CliniSync as common information exchange platform between health and social service providers (including homeless assistance providers).	Healthcare Collaborative of Greater Columbus	April – July 2018
Mental, Behavioral & Physical Healthcare				Convene Ad Hoc Health committee to review task group recommendations and determine next steps (include all FQHCs, Human Services Chamber of FC)	Community Shelter Board, Mount Carmel, ADAMH (co-conveners)	September 2018
Mental, Behavioral & Physical Healthcare				Develop and implement demonstration pilot to test utilization and value of CliniSync (pending Health ad hoc group recommendation to pursue)	TBD	TBD
Mental, Behavioral & Physical Healthcare		2. Develop and implement new medical respite program for people experiencing homelessness who have acute health care needs	OhioHealth	Explore and develop recommendations for new medical respite program, including funding model, staffing, key services, potential sites and partners	OhioHealth	Current – September 2018
Mental, Behavioral & Physical Healthcare				Convene Ad Hoc Health committee to review task group recommendations and determine next steps	Community Shelter Board, Mount Carmel, ADAMH (co-conveners)	September 2018
Mental, Behavioral & Physical Healthcare		3. Explore opportunities for local hospital systems’ investment in supportive housing, including development of a case statement and examples	TBD	Develop brief (~1 pg) summary of critical housing needs of patients who are homeless or precariously housed and high utilizers of emergency department and other health care services to inform Community Needs Assessment	Healthcare Collaborative of Greater Columbus	April – May 2018
Mental, Behavioral & Physical Healthcare				Present summary to Central Ohio Hospital Council and collectively determine next steps	HCGC, with Community Shelter Board, Mount Carmel, ADAMH (co-conveners)	TBD

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Equity	Ensure families and individuals disproportionately represented among people who experience homelessness have access to responsive, equitable assistance to offset structural barriers and biases	1. Examine select homeless crisis response system policies, procedures (e.g., Unified Supportive Housing System workflow) and related data to identify areas to improve equitable access and use of homeless crisis response system assistance and to serve as template for other community systems	Community Shelter Board	Share results of SPARC analysis, including local and national findings, in concert with Center for Social Innovation	Community Shelter Board	April – June 2018
Equity				Identify feasible data collection and reporting enhancements to better monitor key system utilization processes and performance indicators by race, gender identification, sexual orientation, and disability	Community Shelter Board (Lianna Barbu, Angelic Arana, Tom Albanese)	June 2018 – September
Equity				Implement data collection and reporting changes and further examine any identified system policy/procedure for disparate impact	Community Shelter Board	October 2018 – June 2019
Equity		2. Institute standardized cultural competency training	Community Shelter Board	Develop and provide training for system partner agencies and other stakeholders on intersection of racism and homelessness	Racism & Homelessness Committee	April 2018-September 2018
Equity				Develop recommendations for standardized cultural competency training	United Way of Central Ohio (Shayne Downton), Franklin County (Keena Smith)	April – May 2018
Equity				Update system standards, policies and procedures to include recommended training topics and support system-wide training opportunities as feasible	Community Shelter Board	October 2018 – June 2019
Equity				Implement staff cultural competency practices to align with updated standards and training	Partner agencies	FY2020
Equity		3. Promote affirmative hiring and retention practices to further diversify system staff at all levels to better reflect populations served	Equitas Health (Andrea Ropp)	Develop list and encourage all system partner agencies to distribute job postings to community organizations that serve unrepresented populations in Columbus/Franklin County	Racism & Homelessness Committee	April 2018 and ongoing
Equity				Develop and disseminate recommendations to system partner agencies concerning: 1) potential Job Description adjustments to education levels, core competencies, or other requirements to further support affirmative hiring, and; 2) recommended interview questions to system partner agency use to assess diversity, inclusion, equity competency	Racism & Homelessness Committee, with members of Equity Ad Hoc Group	June-September 2018
Equity				Explore potential incentives for system partner agencies for hiring formerly homeless individuals.	Community Shelter Board	October-December 2018
Criminal Justice	Ensure people who are homeless or at risk have coordinated assistance to address criminal justice related issues	1. Support county-led development and implementation of a common release of information and information exchange protocol across systems to support coordinated interventions for justice-involved individuals	Franklin County Office of Justice Policy and Programs (OJPP)	Actions determined and managed by FC OJPP	OJPP	
Criminal Justice		2. Develop and implement tenant education and "certificate of qualifications for housing" program for justice-involved prospective tenants to address tenant screening and housing retention barriers	Alvis, Franklin County Office of Justice Policy and Programs (OJPP)	Determining the roles of the partners in creating and executing this project	Franklin Co Reentry Coalition Housing Committee (FCRC-Housing)	May 2018
Criminal Justice				Obtaining buy-in from the Environmental Court	Community Mediation Services & Legal Aid Society of Columbus on behalf of FCRC-Housing	May 2018
Criminal Justice				Obtaining buy-in from as many of the landlord and management companies that execute evictions as possible	Community Mediation Services & Legal Aid Society of Columbus on behalf of FCRC-Housing	On-going
Criminal Justice				Alvis will leverage funds to host trainings offered to community partners, local landlords, and clients. These trainings will be provided by LASC and will address eviction prevention, landlord/tenant rights, and civil legal issues surrounding housing.	Alvis & Legal Aid Society of Columbus on behalf of FCRC-Housing Committee	April-September 2018
Criminal Justice				Determining the target population (who is eligible)	FCRC-Housing Committee	May 2018
Criminal Justice				Developing the curriculum for the CQH	FCRC-Housing Committee	June 2018
Criminal Justice		3. Improve standardized system screening tools to identify and triage justice-involved individuals who are at-risk of or currently experiencing literal homelessness to an appropriate housing intervention	Franklin County Department of Homeland Security and Justice Programs, Community Shelter Board	TBD		
Prevention	Ensure people who are imminently at-risk of literal homelessness have coordinated access to targeted homelessness prevention assistance	1. Develop and implement targeted homelessness prevention (THP) initiatives for specific sub-populations at greatest risk of literal homelessness.	Community Shelter Board	Further develop and implement targeted homelessness prevention hub (including in-person diversion) for families	Community Shelter Board, Gladden Community House	Current – June 2019
Prevention				Further develop and implement targeted homelessness prevention (including in-person diversion) for pregnant women as offshoot of family system THP hub	Community Shelter Board, Homeless Families Foundation, Celebrate ONE	Current – June 2019

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Prevention				Further develop and implement targeted homelessness prevention hub for Veterans in collaboration with FC Veteran Services Commission (FCVSC)	Veteran System Operations Workgroup, FCVSC	Current – June 2019
Prevention				Initiate development of targeted homelessness prevention for unaccompanied youth age 18-24 as part of youth system development	CoC Committee to Address Youth Experiencing Homelessness	July 2018 – June 2019
Prevention				Identify and leverage new or existing resources for targeted homelessness prevention	Community Shelter Board, with relevant stakeholders	Ongoing
Prevention		2. Evaluate local targeted homelessness prevention model and explore other prevention best practices employed in other communities.	Community Shelter Board	Initiate evaluation of targeted homelessness prevention hub for families	Community Shelter Board	April 2018 – June 2019
Prevention				Explore and document other best practices, including any evidence-based practices, employed by other communities	Community Shelter Board	April 2018 – June 2019
Prevention		3. Increase awareness and responsiveness among other public institutions (ex. jail, prison, hospitals, in-patient behavioral health treatment) of the need for early identification of housing needs and housing-focused discharge planning that increases exits to stable housing and supports other positive outcomes.	Community Shelter Board	Form task group around institutional discharge to stable housing including representation from of ADAMH, hospital systems, corrections, and FCCS/foster care.	Community Shelter Board	July 2018 – September 2018
Prevention				Explore potential to pilot modified version of standardized housing loss risk screening and triage assistance tool under development for families with one or more public institutions	TBD	October 2018 – June 2019
Prevention		4. Support further development, piloting and implementation of community-based homelessness prevention (HP) system	Franklin County Department of Job & Family Services/Prevent Family Homelessness Collaborative	Refine housing loss risk typology	Kresge system integration group	Current – June 2019
Prevention				Develop, pilot, and evaluate standardized housing loss risk screening and triage assistance tools, aligned service directory, and coordinated access model	Kresge system integration group	Current – June 2019
Youth	Achieve and sustain an effective end to homelessness among unaccompanied youth and parenting youth	1. Further develop and maintain an up-to-date list of all youth who are literally homeless, including youth who are unsheltered or unsafely housed, and related case conferencing to address complex issues and assure efficient, effective assistance				
Youth		2. Develop access points, shelter options, and services that are tailored for youth as part of the larger homeless crisis response system				
Youth		3. Explore and develop additional permanent housing options appropriate for youth, such as shared housing, rapid re-housing, and permanent supportive housing				
Youth		4. Further develop and support the Youth Action Board and inclusion of youth in system development and oversight				
Veterans	Achieve and sustain an effective end to homelessness among Veterans	1. Conduct a Veteran Challenge and make other system efficiency improvements to achieve system performance at or above federal benchmark targets				
Veterans		2. Further develop targeted homelessness prevention approach for Veterans in collaboration with community partners				
Veterans		3. Sustain current system capacity and approaches consistent with federal criteria				