

The following goals are to be comprehensive in nature and incorporate strategies that improve consumer input in case plans and outcome measurements, as well as over-all service satisfaction.

Goal #1 – Homeless Prevention

Homeless Prevention provides both financial and support services deemed necessary for people to obtain and maintain permanent housing. Homeless Prevention actions will focus on:

Objectives:

- 1 Those households at imminent risk of losing housing.
 - a) Develop broad outreach strategies to inform general public about available community homeless prevention resources and services.
 - b) Develop assessment tools for first responders to best identify needs to maintain and sustain housing.
 - c) Increase financial resources to households so that they are able to afford the cost of housing
 - d) Provide comprehensive case management services to ensure sustainability and access community resources, such as, employment guidance, mental health, medical, child-care and transportation.
 - e) Identify and educate the community about legal and structural causes of homelessness and legal and structural barriers to becoming *homed*.
- 2 Those persons exiting shelter/transitional housing.
 - a) Develop tools for homeless service providers to assess clients' existing strengths and supports required for them to obtain and sustain housing.
 - b) Develop a client-driven service plan to address and support financial stability including employment, education, benefits, child-care and transportation.
 - c) Develop a client-driven service plan to manage household well being in the areas of mental and physical health, social interaction and accessing community resources.
 - d) Assist households to secure safe and stable permanent housing.
 - e) Ensure households are adequately furnished.
 - f) Provide comprehensive follow-up services for a minimum of six months after permanent housing placement.
3. Those persons released by public institutions without permanent housing placement.
 - a) Advocate for changes in discharge policies from the criminal justice, medical and behavioral health systems that contribute to homelessness.
 - b) Develop a discharge-planning model that provides for follow-up and flexibility in individual housing plans.
4. Adequate community response in the areas of housing, education and employment.
 - a) Secure funding, including local and other non-federal resources, for homelessness prevention activities such as short- and long-term financial assistance as needed.
 - b) Build a network of landlords providing affordable housing units to those leaving homelessness.
 - c) Partner with United Way 2-1-1 to make its resource database readily available to service providers and consumers.
 - d) Ensure that the necessary supportive services are available to address social, medical, and behavioral health care needs.
 - e) Ensure that job placement and training assistance are available to support individuals who need assistance in securing employment.
 - f) Identify and ensure that resources are available to assist individuals achieve General Education Development (GED) certification, higher education and /or skilled trades training.
 - g) Enhance community-wide efforts in identifying homeless youth and those young adults at-risk of becoming homeless exiting foster care to ensure that they have access to public education and other resources.

Goal #2 - Coordinated Homeless Services

Services provided within the Toledo/Lucas County Continuum of Care will address all basic needs (*food, shelter, basic healthcare, public benefits*), and the particular needs of special sub-populations (*e.g., safe houses, group homes, addiction services*). Services will be coordinated and delivered seamlessly to eliminate homelessness effectively and permanently for individuals and families.

Objectives:

- a) Develop, adopt, and monitor Standards for Homeless Service Providers, Case Management, Housing Placement and Homeless Prevention programs.
- b) Develop and implement a Centralized Intake System to gather consistent verifiable information, assess stabilization needs, determine special population service needs, and identify temporary and permanent housing needs.
- c) Incorporate the value and practice of including consumer decision-making and service evaluation in all homeless services provided by the Toledo/Lucas County Continuum of Care.
- d) Assure that every homeless consumer is able to access the Ohio Benefit Bank in order to maximize the availability of public resources.
- e) Explore feasibility of centralized case management services.
- f) Implement HMIS data collection in all organizations serving homeless persons and families.
- g) Provide regular staff training opportunities to achieve best practices throughout the homeless service network.
- h) Develop and implement housing strategies and support services that move homeless persons into permanent housing rapidly.

Goal #3 – Sufficient Affordable Housing

Homeless households and those precariously housed will be able to access housing options that are safe, affordable and accessible. Community housing strategies will target persons who are experiencing homelessness or are at imminent risk of becoming homeless.

Objectives:

- a) Encourage and support the improvement of current rental housing stock so as to make it affordable and accessible.
- b) Advocate that Lucas Metropolitan Housing Authority preserve and expand current numbers of public and federally assisted housing units in Lucas County.
- c) Advocate and assist in securing additional public and private housing subsidy for those homeless households most at risk of remaining homeless.
- d) Encourage and support the Toledo Housing Trust Fund to create *communities of choice* in which affordable housing units are included.
- e) Advocate for a broad range of opportunities for residents to achieve the level of income required to sustain the household.

"I don't know where we'd be or what we'd be doing if it weren't for the transitional housing help we received. It saved our lives." - D.T.

Goal #4 – Community Engagement, Coordination and Oversight

Efforts undertaken will be both responsive to community needs and designed to embrace broad community participation. Everyone in Toledo and Lucas County can play a role in preventing, reducing and eliminating homelessness. Four key groups will provide broad and comprehensive engagement.

Objectives:

1 Toledo Lucas County Homelessness Board

TLCHB will serve as the steward of the process, oversee coordination, implementation and evaluation of the CASE Plan, monitor and report on results, lead process for review and revision, and engage stakeholders in the implementation of the CASE Plan. Four areas of particular emphasis for the board are:

a) Continuum of Care

- 1) Develop and monitor standards for homeless service delivery, prevention and permanent housing to ensure accountability to the Continuum and the community at large.
- 2) Develop and encourage broad community partnerships.
- 3) Serve as lead agency of the Toledo/Lucas County Continuum of Care.
- 4) Submit the annual Consolidated SHP/HUD Grant Application.
- 5) Submit other local, state and federal collaborative grants.

b) Resource Development

- 1) Broaden TLCHB influence on current and future homeless service funding streams.
- 2) Seek out and assist its partners in acquiring resources necessary to implement plans, as warranted and possible.
- 3) Secure resources for project activities and efforts under the administration of TLCHB.

c) Performance Measurements and Data Management

- 1) Ensure the soundness and reliability of Toledo/Lucas County Homeless Management Information System in a manner that encourages broad participation and data quality.
- 2) Expand and maximize HMIS capacity in data element collection and analysis.
- 3) Analyze and use the data on a regular basis to continually strengthen and improve the **CASE Plan** and action steps.

d) Facilitate Stakeholder Collaboration

- 1) Engage the community to increase understanding of homelessness in Toledo and Lucas County and the community's response and efforts to address it. Includes but is not limited to:
 - Actively participate in local and statewide advocacy efforts.
 - Engage local business and community leaders to champion and offer broad base support of the **CASE Plan**.
 - Facilitate an annual *CASE to Care to End Homelessness* Community Meeting for review and comment on the status of the **CASE Plan**, and solicit recommendations for revision and improvement.
 - Prepare and distribute an *Annual Report to the Community* listing achievements and adjustments to the **CASE Plan**.
 - Create and maintain a Web-site and other media mechanisms to keep the community at large informed and engaged in issues affecting the homeless of our community and the progress and evolution of the **CASE Plan**.
- 2) Create the atmosphere and opportunity for collaboration among providers, business community, stakeholders and others.

2 Toledo Area Alliance to End Homelessness (TAAEH)

TAAEH's mission is to bring together supportive networks in which member organizations work collaboratively to serve people at risk of or experiencing homelessness by providing leadership and advocacy. Its particular areas of emphasis are:

- a) Conduct an annual Point-in-Time (and frequently twice a year) count of both sheltered and unsheltered homeless people in Toledo.
 - b) Utilizing the community's analysis of gaps in service delivery (based on HMIS data and other sources), TAAEH will address those gaps in service delivery and numbers of beds needed to meet the needs of the homeless population.
 - c) Develop standard exit strategy steps to improve permanent housing outcomes.
 - d) Provide Refer 7 training to TAAEH members so providers and consumers can readily access 2-1-1 database for community resources.
 - e) Use the central intake to develop an effective placement process for newly homeless individuals and families.
 - f) Implement strategies to utilize homeless prevention funding through the current emergency shelter system.
 - g) Expand TAAEH membership to broaden the network of providers.
 - h) Provide training opportunities for TAAEH agency staff to expand and improve skills.
3. Public, Government and other Stakeholder entities
- a) Incorporate key elements of **CASE Plan** as deemed appropriate and relevant within stakeholders' plans.
 - b) Commit to a solution-oriented planning process that takes responsibility for developing the most efficient and effective homeless system possible
 - c) Revisit **CASE Plan** goals and objectives on an annual basis and assist in the review and adjustment of **CASE Plan** goals.
 - d) Use **CASE Plan** outcome data and progress to inform their own planning processes.

4. Consumer Groups

Encourage broad participation of consumers and accountable consumer advocacy groups in all elements of the **CASE Plan**.