2019

RISE TOGETHER

A BLUEPRINT FOR REDUCING POVERTY IN FRANKLIN COUNTY

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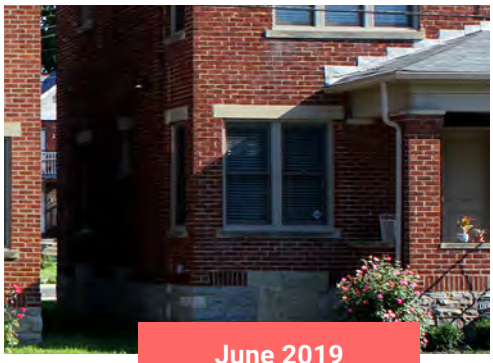

June 2019

LETTER FROM THE BOARD OF COMMISSIONERS

Fellow Franklin County residents,

The most basic purpose and responsibility of any government is to create the conditions necessary for its residents to thrive. Given equal opportunity, an individual's success in life should be determined by her work ethic and the strength of her ideas, but we know that opportunity isn't equal. Many of our neighbors are struggling financially for reasons that have nothing to do with how clever they are or how hard they're willing to work.

The unemployment rate in Franklin County is under four percent, but the poverty rate is 16%. Clearly, people are working but just can't get ahead, and immigrants, women, and people of color are disproportionately affected. Nearly a quarter of Central Ohio's children are living in poverty. This is unacceptable in our community and, as your commissioners, we have a civic and moral obligation to address the inequity of opportunity we see in our county.

We started by asking community leaders to join a steering committee to lead this project, and we consulted with people who are themselves living in poverty. The blueprint before you is made up of two parts: a set of recommendations from the steering committee, and a plan of action to which the county is committed. This is the people's plan, and the first step will be to share it with you in a series of community meetings. We want you to know about it, and we want to know what you think of it. And even as we refine the plan, we will begin addressing poverty in immediate ways that we hope will show immediate results.

This blueprint will not eradicate poverty, but if it can help reduce the degree to which someone's race, gender, religion, zip code, or parents' income determines her chance at the American Dream, it will have been a success.

Thank you for taking the time to understand this blueprint for addressing poverty in our community. It is a challenge that we must all face together, and we ask you to join us in this effort.

Marilyn Brown
President

John O'Grady
Commissioner

Kevin L. Boyce
Commissioner

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1. EXECUTIVE SUMMARY

While Central Ohio is generally experiencing growth and prosperity, there are many people experiencing poverty, which has spread throughout the region. As Franklin County is responsible for significant portions of the social safety net, the county commissioners convened stakeholders in the fall of 2018 to consider the urgent need to mitigate local poverty and propose solutions. This steering committee's charge was to identify ways for the county to more effectively identify and support pathways to prosperity.

With the goals of improving economic mobility, family stability, and equitable access to opportunity across Central Ohio, this coalition of local partners met and created a series of recommendations for future action. These recommendations form the basis of the work ahead, and are combined in this blueprint with some immediate actions that the commissioners can take, along with the establishment of a new entity to push the steering committee's recommendations and to consider big, transformative ideas.

You are invited to join this effort. Read the report and get updates. Visit **commissioners.franklincountyohio.gov/poverty** to learn more!

The five parts of Phase One were:

1. **DATA ANALYSIS AND RESEARCH**
   The steering committee and workgroup members grounded their conversations about what comes next in a clear understanding of the current conditions facing Franklin County.

2. **STEERING COMMITTEE FORMATION AND FACILITATION**
   This cross-sector team of leaders in Franklin County guided the effort from start to finish – identifying key goal areas, strengthening collaboration, reviewing action step options and prioritizing the challenge of racial inequity.

3. **DIRECT STAKEHOLDER ENGAGEMENT (including with residents experiencing poverty)**
   At the center of the process were the voices of Franklin County residents. More than 200 individuals participated in focus groups and interviews with county staff; in particular, 21 separate group discussions were conducted with individuals who are currently living in poverty.

   The power of their stories and voices are captured in Section 4 and serve as essential ongoing touchstones for the work.

4. **WORKGROUP PLANNING**
   Key partners, identified by the steering committee, worked directly on the issues of Jobs, Housing, Health, and Youth. Based on input captured from stakeholder engagement, the workgroups developed lists of action steps to address the different components of the larger challenge.

5. **BLUEPRINT DEVELOPMENT**
   This blueprint consists of two parts: a series of goals and action steps recommended by the steering committee, and the outline of a long-term plan by the Board of Commissioners. It will frame the next phase of work and be used to evaluate progress.

The planning effort identified places where work is already underway to address poverty and lessons to be learned for doing more. This blueprint serves as an organizing framework and has direct relationships with efforts already underway. The continuous effort to initiate, measure, and adjust actions tied to this blueprint will extend the reach and impact of collaborative efforts throughout Central Ohio and across sectors.

Racial Inequities

In taking a frank assessment of poverty in Franklin County, the steering committee identified and prioritized the need to be candid and direct about the historic and current role race and racial inequities play in perpetual poverty. The steering committee held thoughtful discussions about public policies that have and continue to impact communities of color in Franklin County, and it reviewed how data and poverty indicators demonstrate those impacts. This led to the committee members' understanding that, if real change is to take place, there must be an effort to disrupt the institutional racism and unconscious biases that continue to permeate the community. The steering committee recognizes that facing the challenge of racial inequities in the county will require a sustained effort to engage and change. It identified steps and action items in the blueprint to address these issues in individual organizations.

Goals and Actions

After discussions about the important areas around which to make progress as a community, and having connected resident voices with data, 13 "Goals for the Franklin County Community" were identified with proposed short and long-term action steps.

Like any blueprint or plan, these goals and actions will evolve as people work together, learn, and adjust. The keys are to start and to move forward.

Phase Two

Addressing poverty in the community is a long-term endeavor. The first phase included the creation of this blueprint and the commitment to keep coming together to drive the work forward.

The next phase is multi-step. *First*, as this is to be the people's plan, county staff will convene a series of community conversations to share the blueprint with the community and discuss next steps and implementation.

Second, immediately following, the county will address racial inequities, starting with the initiation of county leadership training and community-wide conversations on racial justice and equity, per recommendations identified in Section 5.

Third, the commissioners are already moving forward with several other efforts directly connected to the goals. A few of those Immediate County Actions are highlighted within the goals and action steps in Section 6 and are expanded upon in greater detail in Section 7. They indicate the many efforts in Franklin County that can be leveraged for progress.

The commissioners will create the Franklin County Rise Together Innovation Center tasked with carrying on the ongoing work of the blueprint and appoint a Leadership Council made up of leaders and residents from throughout the community to oversee it. In addition to convening and coordinating partners to support the short- and long-term action steps from the steering committee, the Innovation Center will also consider and evaluate several big ideas that came out of the steering committee's work.

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2. THE CHALLENGE OF POVERTY IN FRANKLIN COUNTY

Franklin County is the most populous county in Ohio with a diverse population of 1.3 million residents. Today the county's poverty rate (as defined by 2018 federal poverty level income numbers) is 16.7%, and it's 29.9% for African Americans, and 25% for children. Additionally, research routinely demonstrates that the percentage of residents struggling financially is nearly twice the official poverty rate and that, despite a low official unemployment rate, the number of people in poverty has grown overall since 1970.

To highlight the challenges facing Franklin County regarding poverty, this planning effort reviewed a broad assortment of documents. Resources listed at the end of this section and in the appendix go into detail on many of the key data points.

As shown in the maps in Figures D-I, the incidence of poverty in Franklin County varies widely by geography and race.

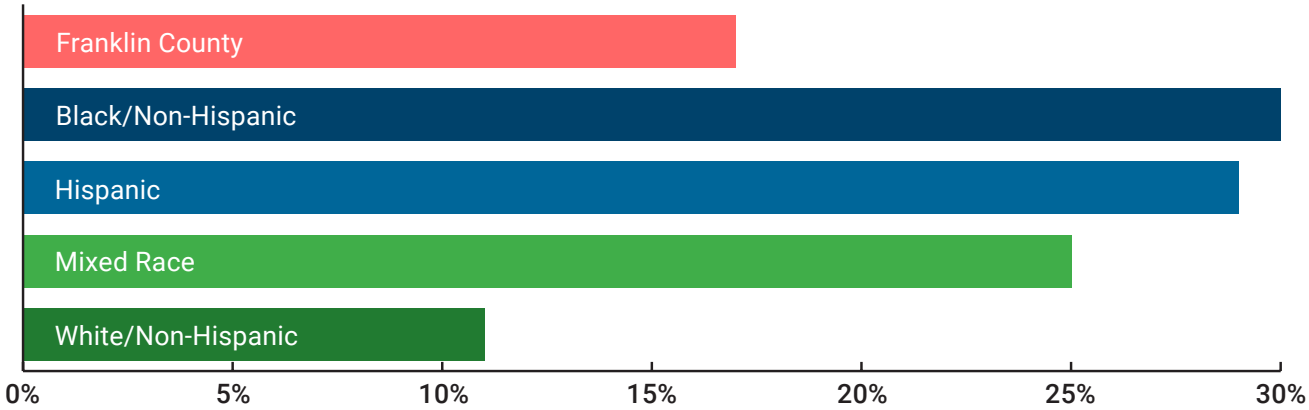
New research conducted for this planning effort by the Kirwan Institute for the Study of Race and Ethnicity at Ohio State University (Kirwan) analyzed the trends in poverty over time and its geographic and racial overlays. A full report with detailed maps is included as a compendium to this blueprint. The steering committee identified three critical conclusions from the review of this research:

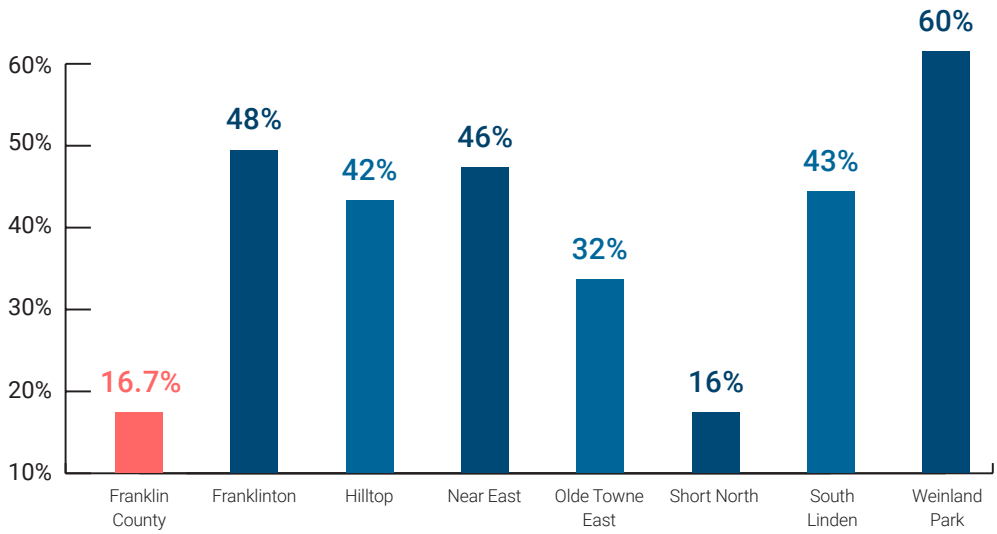
1. Poverty has spread geographically across the county over time.
2. Concentrated poverty is persistent in specific neighborhoods.
3. Concentrated poverty is persistent in African American census tracts.

Estimated percentage of people living below the poverty level by race.

FIGURE A | *Source: U.S. Census Bureau, 2012-2016 American Community Survey 5 year estimates*

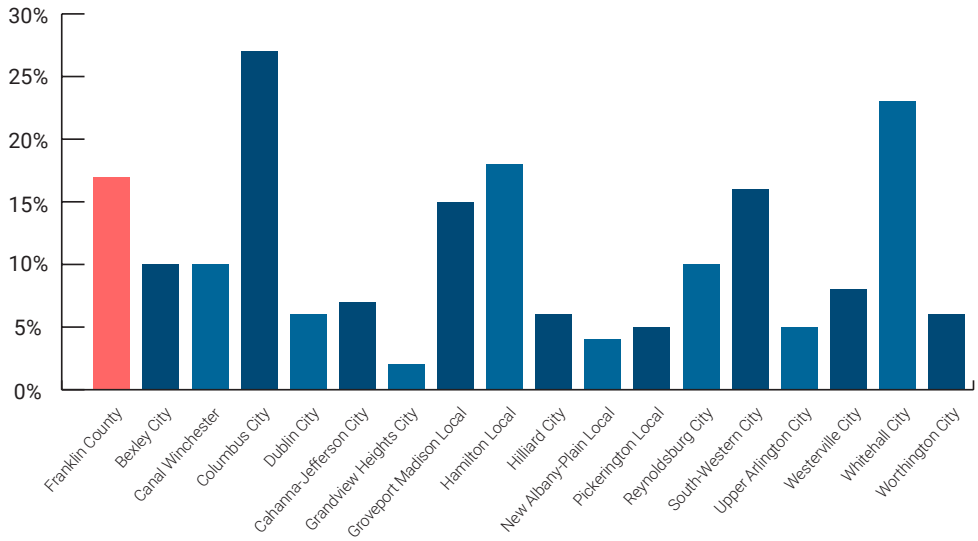
N/A represents unavailable data





Estimated percentage of people living below the poverty level in selected Columbus neighborhoods.

FIGURE B | *Source: U.S. Census Bureau, 2012-2016 American Community Survey 5 year estimates*



Estimated percentage of people living below the poverty level in selected Central Ohio school districts.

FIGURE C | *Source: U.S. Census Bureau, 2012-2016 American Community Survey 5 year estimates*

Franklin County Poverty Catergory Changes 1980 vs 2016

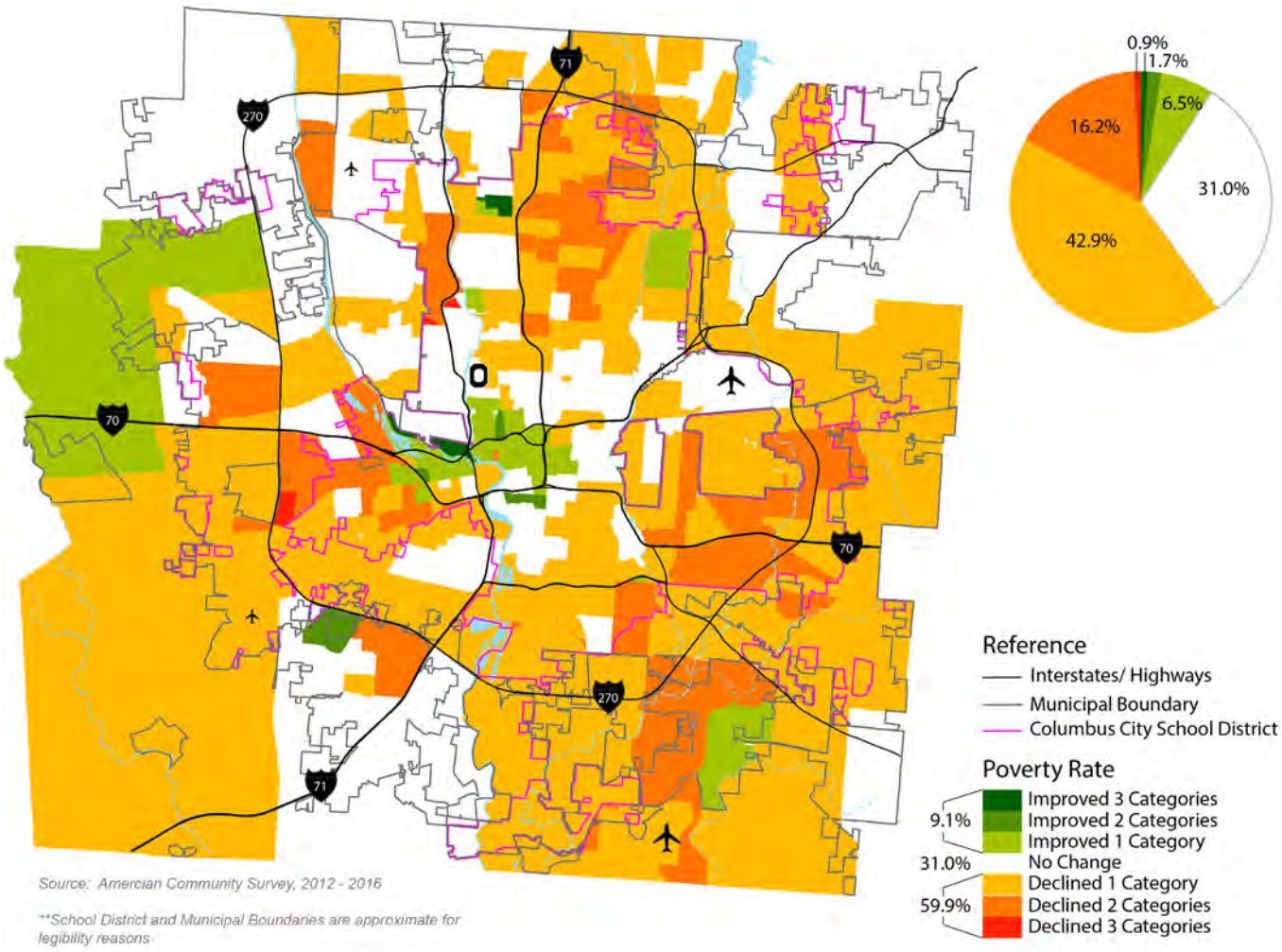


FIGURE D

60% of census tracts have increased in poverty since 1980. Additionally, many areas of "No Change" overlap with current areas of "concentrated" or " extremly concentrated" poverty (see Figure E on the next page).

Residents struggling financially face challenges on multiple fronts. Poverty limits access to education and related career opportunities. Residents in communities with concentrated poverty suffer negative health outcomes, disproportionately experience trauma, and are denied easy access to transportation and other services that can move them forward.

The steering committee and county staff talked about how the spread of poverty presents challenges across the region, and that the provision of services and supports has not matched the geographic spread of poverty, which means those who most need services are not always located in places that allow convenient access. As poverty grows it burdens school districts, neighborhoods, health systems, and businesses.

Franklin County Poverty Rates in 2016

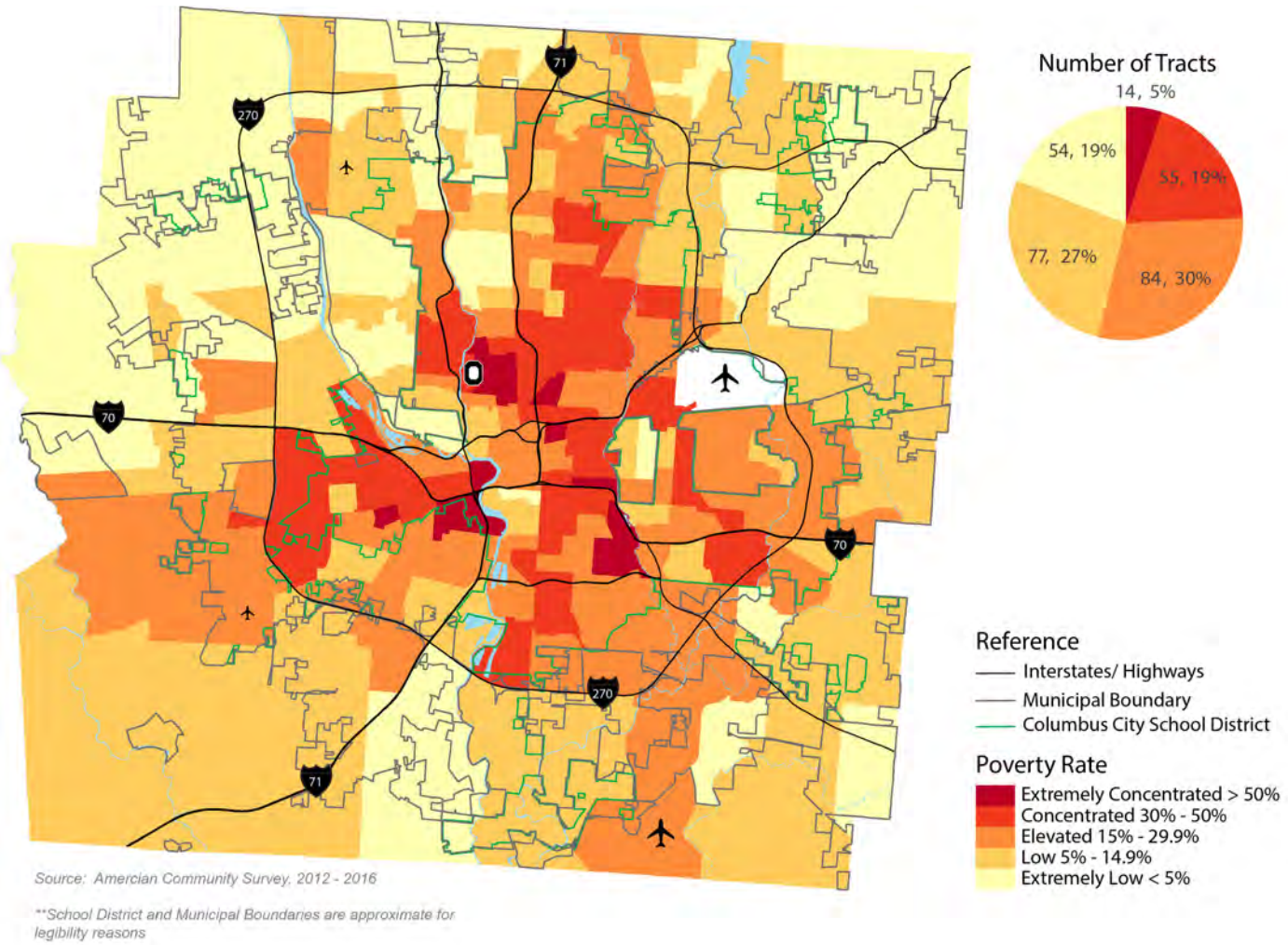


FIGURE E

Nearly one-quarter of Census tracts had "extremely concentrated" or "concentrated" poverty in 2016.

Many of these concentrated areas (in dark and light red) overlap with areas of "No Change" in poverty rate between 1980-2016 as shown in Figure D on the previous page. Poverty is pervasive and persistent over decades in these areas.

Finally, in addition to historic and entrenched racial segregation, Franklin County is highly segregated by wealth, as seen in this figure and as illustrated in the recent study, Segregated City by Richard Florida and Charlotta Mellander, where the Columbus Metro region is included as one of the most economically segregated regions in the country. This ongoing economic segregation negatively impacts upward mobility – exacerbating disparities and reinforcing generational poverty.

While not news to those who work every day on the challenges of poverty in Franklin County, the review of data and research was a stark reminder of the need to create long-term sustainable solutions to improve the conditions facing families in the region.

2016 Concentrated Poverty Tracts by Race

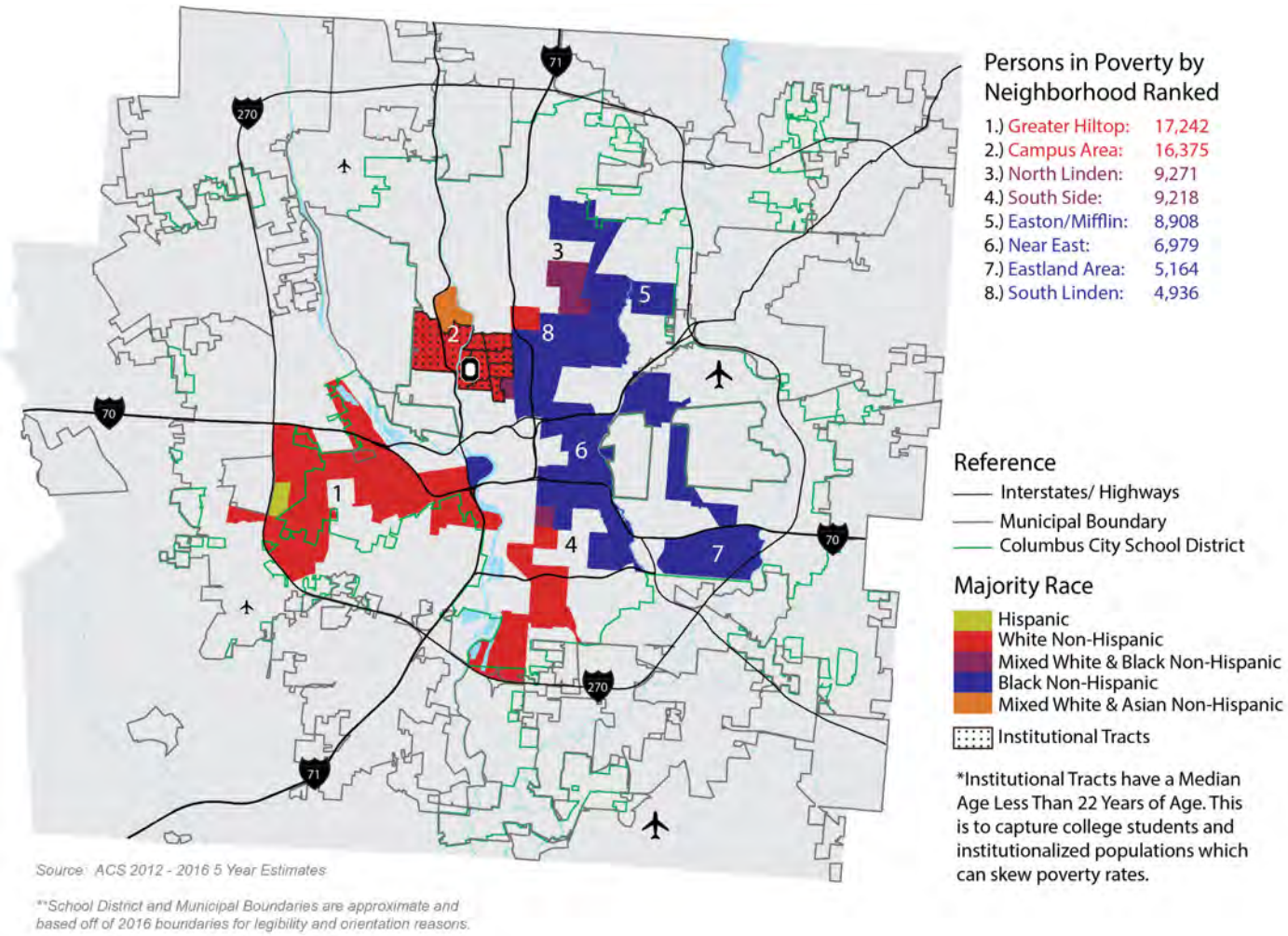


FIGURE F

The colors in the map in Figure F indicate the racial majority in each Census tract that had "extremely concentrated" or "concentrated" poverty in 2016.

People of different races and people who live in different neighborhoods experience poverty differently. Each person has a different story. Solutions to mitigate poverty must be tailored to the neighborhoods and experiences of different populations, depending on their race and where they live.

Franklin County Average Net Worth of 15 to 24 Olds in 2016

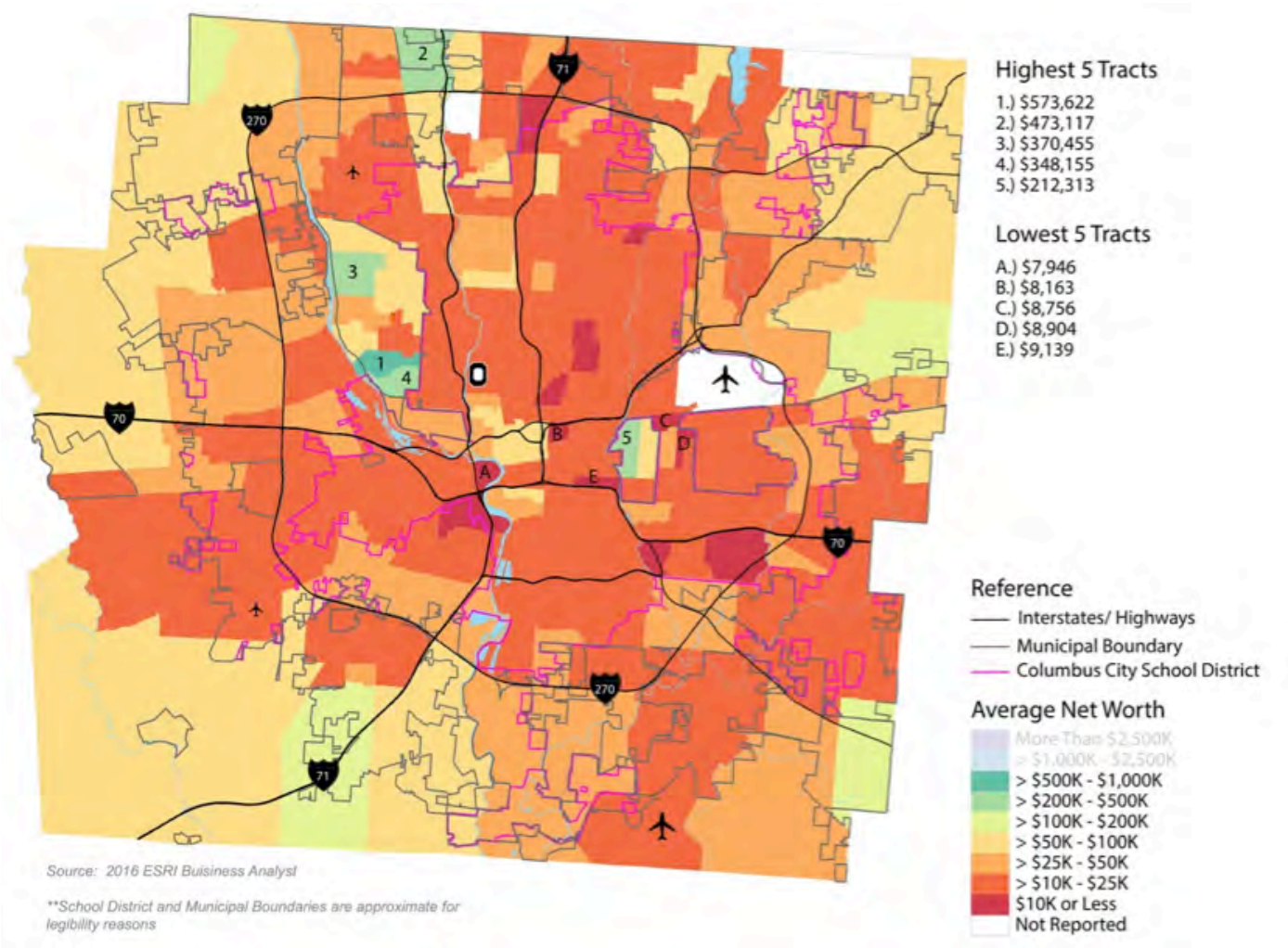


FIGURE G

In Figures G-I, warmer colors (reds, oranges, and yellows) indicate lower net worth while cooler colors (blues and greens) indicate higher net worth.

Starting points in life matter and influence lifetime wealth accumulation. In Figure G, the Census tract with the highest of median wealth for 15-24 year olds holds 72 times the amount of wealth than the tracts with the lowest median wealth.

Franklin County Average Net Worth of 35 to 44 Year Olds in 2016

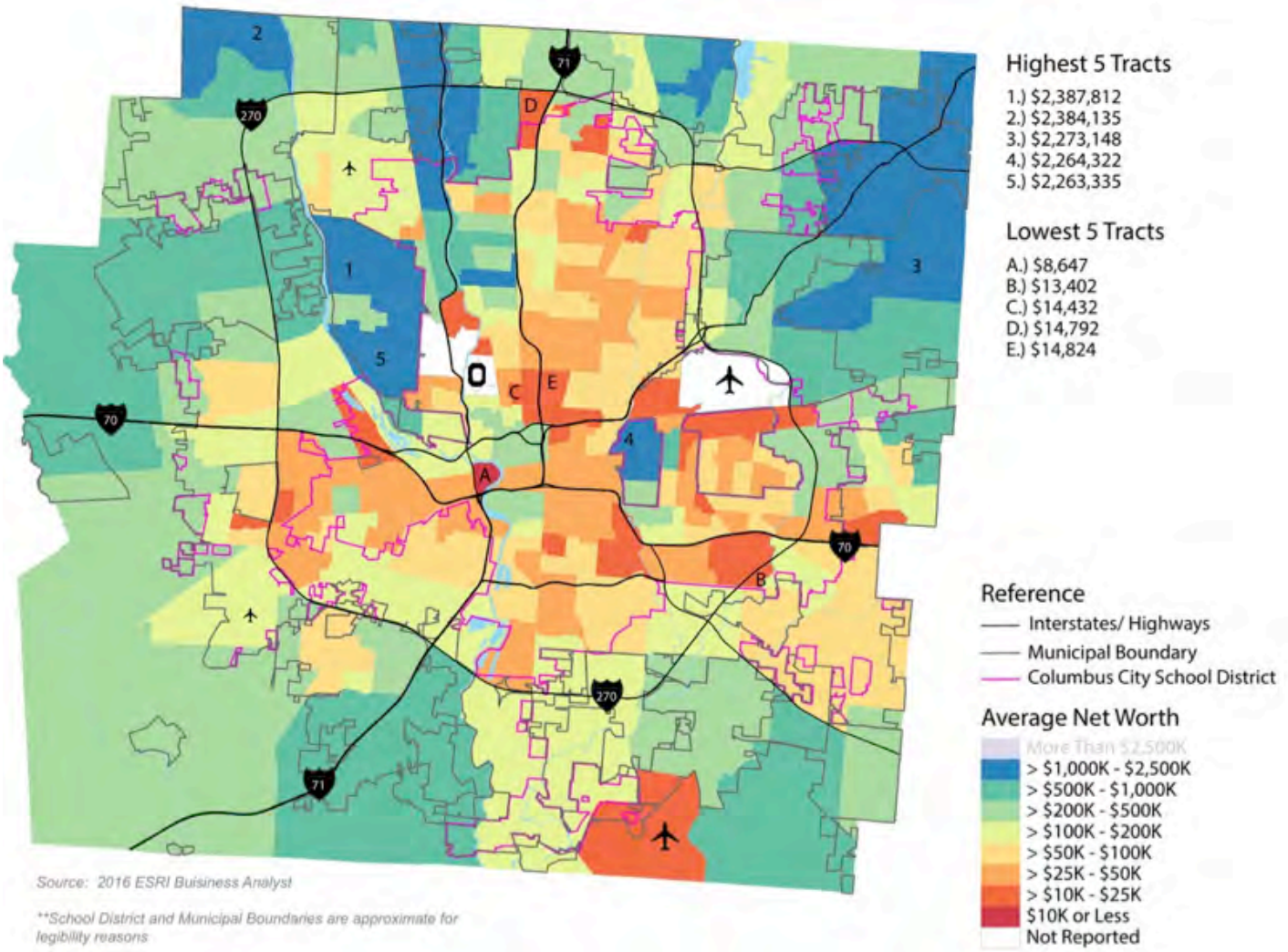


FIGURE H

Accumulation and transfer of wealth is critical to ending generational poverty. As you can begin to see by comparing Figure H to Figure G and taking into account the data from Figure F, the locations of the Census tracts with the lowest median wealth remain consistent throughout the lifespan of most residents and are associated with clusters of minority populations.

Franklin County Average Net Worth of 55 to 64 Year Olds in 2016

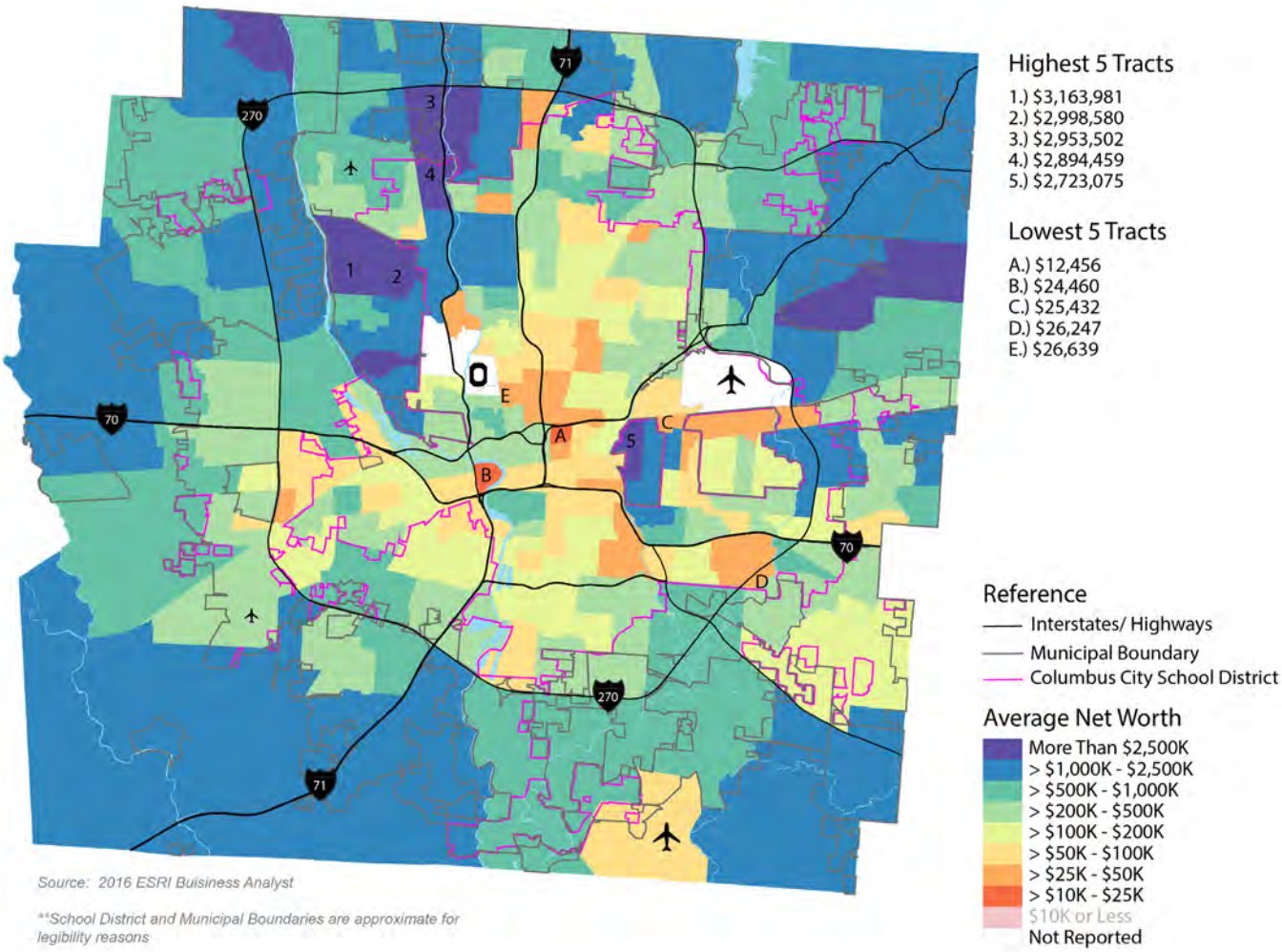


FIGURE I

By the time people reach retirement age, which generally coincides with their highest income potential, the wealth gap is much larger. The Census tract with the highest median wealth for 55-64 year olds holds 254 times the amount of wealth than the Census tract with the lowest median wealth.

Resources Referenced

Franklin County Poverty Analysis, Michael Outrich, Mikyung Baek, PhD., and Glennon Sweeney, Kirwan Institute for the Study of Race and Ethnicity, 2018

Benchmarking Central Ohio, The Columbus Foundation. 2016

Columbus Dispatch issue research, https://issuu.com/thecolumbusdispatch/docs/poverty_in_franklin_county/1?ff=true&e=30186577/60130516

Segregated City - The Geography of Economic Segregation in America's Metros, by Richard Florida and Charlotta Mellander, 2015.

The Self-Sufficiency Standard for Ohio 2015, by Diana M. Pearce, Ohio Association of Community Action Agencies, December 2015.

3

3. PLANNING EFFORT TO PRODUCE THIS BLUEPRINT

Significantly disrupting poverty in Franklin County will require difficult choices, well-managed change efforts, and groups working together. Navigating these challenges will require sustained commitment and ownership of the work ahead. Columbus, Ohio and Franklin County have seen recent progress and growth that benefits much of the community. However, with nearly 200,000 people living in or near poverty – including 1 in 4 children – and thousands more struggling to make ends meet, the entire Central Ohio community must do more to bring residents out of poverty to share in the progress. The steps in this planning process were designed to ensure local implementation and sustainability.

1. Data Analysis and Research
2. Steering Committee Formation and Facilitation
3. Direct Stakeholder Engagement (including hundreds of residents experiencing poverty)
4. Workgroup Planning
5. Blueprint Development

The work of the different steps was guided by a cross-sector steering committee convened by the county commissioners. The members of this diverse and broad-based group adopted a set of goals, shaped action steps, and decided on ways to work together that they believe can improve overall conditions in Franklin County, and ultimately help residents Rise Together.

In addition to the data analysis, the Kirwan team reviewed, shared, and highlighted key insights from more than 20 other reports on the challenges connected to poverty in Central Ohio.

Broad-based stakeholder and resident engagement was conducted across the county. Residents' perspectives, input, and lived experiences formed the core of this work, and informed everything that follows. Twenty-one conversations were held with residents and stakeholder leaders, including more than 200 residents – many who live in poverty. A detailed reporting on those activities is included in the next section of this blueprint.

After taking into account research and robust stakeholder engagement, the steering committee looked for areas of opportunity to generate improvement in Franklin County. Recognizing the complex realities of

poverty, the steering committee saw opportunities tied to critical areas and current efforts in the areas of Jobs, Housing, Health, and Youth.

The steering committee created workgroups of local experts and practitioners in each of the four key focus areas. Those workgroups were created to dig into the dimensions of the challenges in their focus areas and to recommend strategies and action steps for progress. (See appendix for workgroup participants.)

Finally, over a series of collaborative discussions with nearly 200 members of the community who are currently experiencing poverty, the steering committee created recommendations that reflect the stakeholder engagement and workgroup efforts.

Role of This Blueprint

This blueprint is an organizing framework that reflects existing efforts already underway. (See the appendix for examples of existing efforts.) Current community health plans, economic development plans, housing strategies, and opportunities for youth efforts are defining and doing concrete work on the action steps captured here, and many have made great progress in their areas of focus. This blueprint integrates with these efforts intentionally to increase the alignment and integration of efforts across the county.

The ongoing effort to initiate, measure, and adjust actions tied to this blueprint will extend the reach and impact of individual efforts throughout Central Ohio and across sectors.

Phase Two

Addressing poverty in the community is going to be a long-term endeavor. The first phase consisted of the creation of this blueprint, development of collaboration between government and private partners, and commitment to keep coming together to drive the work forward. Phase Two will continue the effort.

As this is to be the people's plan, county staff will begin by convening a series of community conversations to share the blueprint with the community and discuss next steps and implementation. Following that, the county will engage directly on the three recommendations identified in Section 5 to address racial inequities, starting with the initiation of training for county leadership and partners and community-wide conversations on racial justice and equity. This is just one of a number of immediate actions to which the commissioners have committed, many of which are already underway. These are listed in Section 7 of this blueprint.

The commissioners will create the Franklin County Innovation Center and appoint a Leadership Council made up of leaders and residents from throughout the community to oversee it. The Innovation Center staff will be tasked with carrying out the 13 "Goals for the Franklin County Community" and all associated action steps from the steering committee, as well as considering and vetting several big ideas that came out of the steering committee's work.

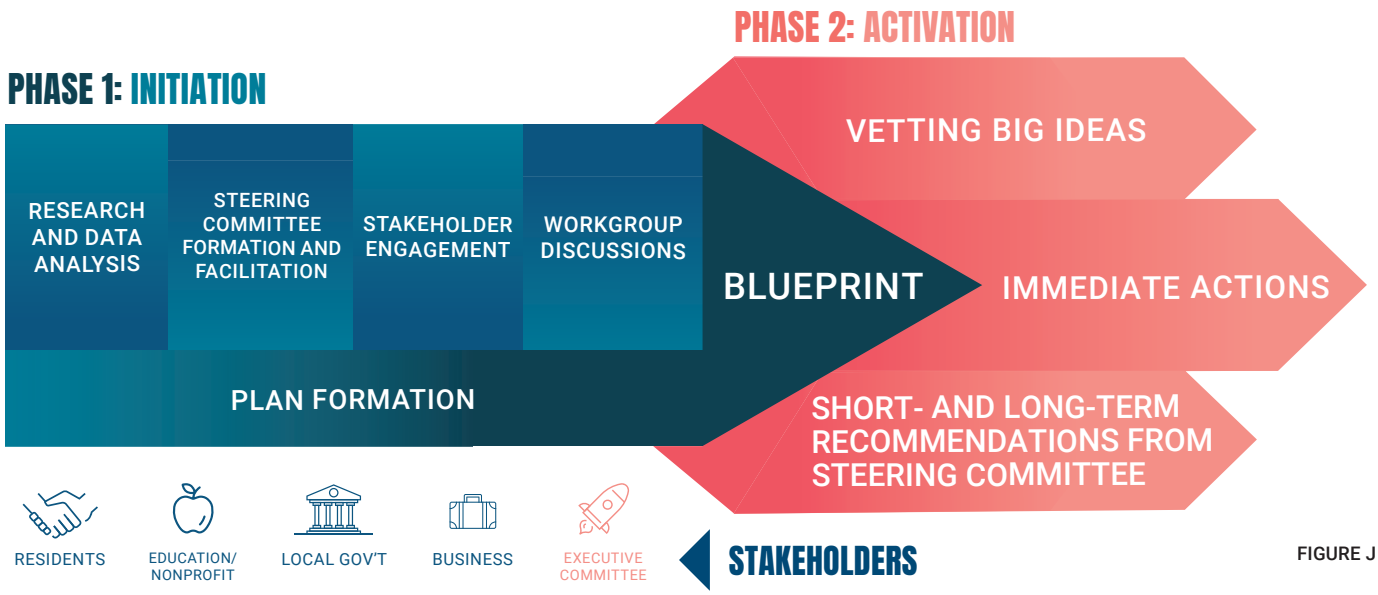


FIGURE J

4

4. STAKEHOLDER VOICES

Any broad-based and systemic effort to address the challenges of poverty must be directly connected to the realities of those struggling financially. To begin this work in Franklin County, the steering committee systematically engaged families and residents currently experiencing poverty, along with other key constituents. This effort included residents from the community, including senior citizens and students, and took place in a variety of neighborhoods and towns across the county. Altogether, more than 200 individuals participated in focus groups and interviews with county staff and staff from community partners; 21 separate group discussions were conducted with individuals experiencing poverty in Franklin County.

Residents were asked to share their experiences living and working in this community. They talked about their hopes and the challenges they face every day. What follows are three sections about the discussions that summarize what was learned in this engagement:

1. The first section outlines seven essential themes that were heard throughout the engagements. These themes represent recurring comments and opinions across different conversations and interviews.
2. The second section provides an overview of seven different "voices," or composite personalities that are representative of those who were heard from in the focus groups and interviews. These composites use actual quotes from participants that when combined capture a perspective heard from multiple residents. While no one person told the exact story as written here, these voices reflect perspectives shared in the conversations.
3. Finally, participants were asked to identify the challenges they face and what they needed from the community to overcome those challenges. Responses are briefly summarized in this final section.

Also note, this summary captures existing perceptions that may reflect inaccuracies about how systems and programs work. At each step in identifying a pathway forward, steering committee and workgroup members used these perspectives to shape the Goals and Action Steps – working to respond to both perceptions and the realities behind how current systems and programs operate.

Essential Themes

During stakeholder conversations, participants were asked to talk about the challenges they face and their aspirations for Franklin County. They talked about what is currently working for them and what needs improvement, and they shared ideas for new programs and approaches. Participants also shared insights into who could serve as trusted ambassadors for carrying out a blueprint for addressing the challenges of poverty.

SAFETY

Everyone wants a safe, walkable neighborhood with housing that is secure to live in. Ongoing challenges of crime, drug use, and unsafe streets hold property values down and weaken stability and resilience in neighborhoods. These are all contributing factors to ongoing disparities in investment, transportation, and development.

Safety means personal safety – an absence of crime and being able to move about freely. It also means built infrastructure – buildings, streetscapes, sidewalks, and local buildings that communities feel invested in seeing maintained. Participants also talked about the importance of being connected and welcomed – feeling safe in places where people know each other.

HOUSING

The data tell us that a large number of struggling households in Franklin County are housing-cost burdened – meaning families are spending more than 30 percent of their income on housing. That challenge is felt across the community and described as:

1. An inability to access credit to obtain housing.
2. No capacity to renovate or improve housing resulting from lack of built wealth and gaps in credit.
3. Inadequate supply of below-market rents to live in neighborhoods that allow access to jobs and services.
4. Access to subsidy and other financial supports being capped at certain income levels or having requirements that disqualify individuals (e.g., criminal history).

Participants spoke about how hard it is to access quality affordable housing. They struggle with landlords who won't respond to issues, and they find it hard to build savings to move out of subsidized housing.

TRANSPORTATION

Participants expressed concern over the mismatch between the locations of jobs and public transit. Residents talk about 1-to-2-hour commutes on 3 or 4 buses to get to jobs outside the city center. Many participants talked about the lack of available bus routes to take them to job centers. Participants also cited service frequency issues (e.g., long gaps between scheduled stops).

Some participants want employers and developers to identify innovative transportation solutions that connect more people with easier routes to job centers.

Some participants see bad planning (or, in some cases, intentional efforts to exclude minorities) in the location of new jobs and employment far away from areas that are under-developed and where people are looking for jobs. A few people wondered why more effort isn't put into attracting employers in areas of high need in the county.

JOBS – WAGES AND ACCESS

Participants repeatedly expressed desire for more employment trajectories that will allow people to move out of poverty.

Access to jobs with a livable wage is a challenge understood by those experiencing poverty and by key decision makers. Many participants commented on what professionals call "the benefits cliff" – the challenge of losing benefits with income caps as they progress to increased pay, including how the benefit loss sets them back and creates potential incentives to leave jobs with positive trajectories. Others observe recent regional job growth for highly educated workers and fear that the local economy and systems are closing out those who work lower-paid jobs. Lastly, many worry that the proliferation of low-wage jobs with limited benefits negatively reflects the overall opportunity and are eager for strategies to increase wages.

Many participants requested greater access to training and apprenticeship programs that equip people with marketable credentials in high need areas, which may lead to careers with stronger wages.

BETTER SCHOOLS/ACCESS TO EDUCATION

Many participants pointed to persistently low-performing schools that serve low-income communities as a fundamental long-term challenge. They criticize the ongoing lack of investment in facilities and materials and cite quality education challenges.

Others spoke about the failure of both schools and adult education to better connect students with the real world of work. They discussed the need for more robust career and technical education that can put people on a path to good-paying jobs without necessarily attending college. Many discussed difficulties in accessing job training programs, including concerns that the programs take too long to complete and that the programs cannot be completed while working.

INDIVIDUAL RESPONSIBILITY

Some participants mentioned that people should be empowered to take increased responsibility for their own situation. A few individuals in poverty who are working to get on a better track mentioned neighbors who seem content to struggle. Some also pointed to examples of people who "take advantage" of the system.

Key leaders praised programs that provide opportunities for individuals to take ownership and improve their situation. They mentioned there should be more opportunities for people to access programs, and more people should be equipped and empowered to improve their status.

BROKEN TRUST

Many participants expressed distrust that meaningful action will happen around poverty.

Many residents feel ignored and forgotten. They don't feel like political leaders show up except to get votes, and they are concerned that the system is set up to help businesses and those who already have resources. Many cite a significant absence of political will to face the problems of poverty.

Voices

The voices below represent the views heard in conversations across the county. As mentioned in the introduction, these are composite personalities: the views here were expressed in conversations with multiple participants and assembled into commonly heard perspectives to illuminate the different challenges and points of view emerging from the discussions.

VOICE #1: *"I FEEL STUCK."*

My kids and I were lucky to find a rental unit that accepts my housing voucher. I have been able to piece things together while working part-time at Donatos nearby. But I don't really feel safe. The apartment needs repair and painting – I worry that the plumbing isn't safe and it gets frigid in the winter. Last week someone died from a drug overdose across the hall, and it seems like the police are here almost every night. The school doesn't seem to really challenge my kids at all, and the teachers seem to think it isn't worth trying to challenge them. I would love to move to a better place. I have an excellent opportunity to start supervisor training at my employer, but I feel stuck. If I take the chance, I will lose my housing subsidy because my income will be too high. At the same time, I need to find more childcare as it will be more hours and the location for the new job is further away, which means either over an hour on buses or I have to buy a reliable car. In the end, I will probably just keep things the way they are and hope my kids can do better.

VOICE #2: *"I INVESTED EVERYTHING I HAVE…I NEED A JOB NEAR ME."*

I feel like I ought to be able to get ahead. I did a workforce training program to improve my technological skills. I keep looking for work, but I can't find anything that fits. Sure, there are lots of new companies in town that need my skills. I see those job ads and hear about the incentives to bring the companies and jobs to town. My challenge is they are 45-60 minutes away on the bus – and that is if I get a 9-5 shift. Much of the entry level work for my skills are helping manage call centers or fulfillment jobs that have afternoon thru evening shifts. That would mean I need a car and I invested everything I have in my training.

On top of that, I help watch my younger siblings in the afternoon while my mom works as a home health aide. We can't afford childcare after school. I need a job near me or something that would be more flexible so I can still help out at home.

VOICE #3: *"THERE AREN'T ANY CHILDCARE OPTIONS…THAT I CAN AFFORD."*

My daughter is so lucky to get to go to a delightful family childcare provider who takes the subsidy for my childcare. It has allowed me to work for a cleaning service. I am trying hard to save enough to buy a house so she can go to a good school. My concern is if we move (or even if we stay) that when she starts kindergarten next year, I can't keep working. There aren't any childcare options to cover her when she isn't in school that I can afford. The cost would wipe out my savings and make it hard to cover rent. I'm afraid I will have to quit working and go back on welfare.

VOICE #4: *"NO ONE SEEMS TO CARE ABOUT THE PEOPLE IN THIS NEIGHBORHOOD…"*

I am tired of our leaders giving away everything to big companies who only hire people who don't even live here. It seems like every week we hear about new projects for growth with tax incentives for new offices and buildings that will be full of highly educated professionals. In the meantime, the people who live in those neighborhoods will be pushed out as absentee landlords cash out. No one seems to care about the people in this neighborhood who have lived here for two generations. It is no wonder that most of my neighbors don't vote or get engaged. No one cares about us anyway.

VOICE #5: *"WE HAVE MORE FAMILIES THAN WE CAN SERVE."*

I wish we could do more for the families we serve. We work every day to help families. We appreciate the efforts made by the County and others to be sure eligible residents receive benefits. But we have more families than we can serve. The eligibility requirements for a lot of the benefits are just too rigid. I can't help half of the people who want to move ahead because of one requirement or another.

On top of that, even if I do get them into the system for benefits there are good chances that there is either a waiting list or that the benefit will run out after a certain number of months. This happens right when they are just starting to get ahead – leading to yet another setback. It is no wonder that so many people don't even try. I wish I could do more, but there aren't enough resources available.

VOICE #6: *"I JUST WISH THE SCHOOLS WERE ON MY SIDE."*

My two kids are trapped in schools where no one seems to care about them. My oldest is in sixth grade and is really smart. He has been from the start of school. In kindergarten and first grade, he got lucky with teachers who could engage him. He was reading ahead of others and liked going to school. Ever since then, the teachers just seem to be punching a clock. Handing out worksheets and spending all their time trying to keep order. No one seems to want to talk about options for accelerating him so he can do better. Now in middle school, I fear he will be lost entirely. He is getting Cs and Ds and can't find a good group of kids to hang out with. In the meantime, my daughter has a learning disability, but the school keeps assigning her aides and teachers who don't know how to handle her challenges. I spend so much time at the school trying to make sure they do what they are legally supposed to do that I will probably lose my job for being absent too often. I just wish the schools were on my side. Instead, I feel like it's me against them.

VOICE #7: *"WE NEED PLACES THAT MAKE DOING THE RIGHT THINGS EASIER."*

I wish my friends wanted to change their situation as much as I do. I've had to work hard to stay on track. They don't want to. I get how hard it is to have hope when everything around says you aren't supposed to get ahead. It is trained into our heads to think and act in certain ways so that we end up poor. Too many people are content to stay hopeless. My friends are lazy. They chase benefits, use drugs and move around in the neighborhood trying to make do and have fun. I feel sorry for them. The reality is it is easier to get into the bad stuff than to do the right thing. We need places that make doing the right things easier.

What Can Be Done

Below are several recurring ideas that were mentioned to address the challenges facing Franklin County:

1. **Increase safe and affordable housing** in the neighborhoods where there are good schools and jobs.

2. **Find ways to help people stay in their homes** when a neighborhood experiences growth.

3. **Increase/improve public transportation options to connect people with employment opportunities.** Some recognized that this isn't as easy as it sounds, but they wished the system better met their needs.

4. **Incentivize job growth in the neighborhoods that need it most.** Many held a perception that businesses are disincentivized from providing opportunities to people who need greater access to jobs.

5. **Increase availability of drug treatment options.** While the challenge of drug use wasn't routinely called out, many participants talked about access to treatment as a key to helping people overcome addiction.

6. **Incentivize employers to hire those with criminal records.** Similar to the challenge of drug abuse, participants wanted people to be given a fair second chance and felt like the system works against them.

7. **Find ways to sustain benefits for more people for longer periods** as their income rises while they work to get ahead. The "benefits cliff" is real and felt by many.

8. **Better connect training with immediate employment opportunities and credentials.** Too many saw training as obtaining a piece of paper without leading to increased chances of landing a job.

9. **Focus on neighborhood and school development** – not just business development. There is a real need to improve the conditions in neighborhoods so that families and kids have a chance to hope and pursue opportunities.

10. **Expand one-stop service centers to more neighborhoods.** Residents see the spread of poverty and struggle when they cannot get to services because of distance.

11. **Expand resources available for investments.** Many recognize that at the end of the day, collectively more money will be needed to expand and deepen programs that can help.

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5. RACIAL DISPARITIES IN FRANKLIN COUNTY

Cities in the beginning of the 20th Century instituted urban planning policies, zoning, regulations, and institutional behaviors that codified structural and systemic racism. From redlining, to zoning rules and lot sizes, to location of services – all of these decisions solidified racial divides and constrained access to opportunities for African Americans to build wealth, grow income, and build neighborhoods. Interstate locations and other major infrastructure projects disrupted, divided, and decimated minority communities. Based on the review of data and conversations with residents and stakeholders from across the community, the steering committee believes structural and systemic racism are underlying conditions within the challenges of addressing poverty.

The steering committee recognizes that facing the challenge of racial inequities in Franklin County will require a sustained effort to engage and change.

As noted in the Kirwan analysis and other research, in Franklin County, African Americans:

- Experience dramatically higher unemployment rates (Overall: 5.7%, African-Americans: 11.1%),
- Face a higher poverty rate as a community (Overall: 16.7%, African-Americans: 29.9%),
- Experience disproportionately higher incarceration rates (Overall: 223 per 100,000, African-Americans: 637 per 100,000),
- Have lower home ownership rates (Overall: 53.6%, African-Americans: 33.4%), and
- Are more likely to live in neighborhoods with low performing schools.

Sources: *American Community Survey 2013 – 2017 5-Year Estimates for Franklin County; Bureau of Justice Statistics (BJS) Annual Survey of Jails (ASJ) and Census of Jails (COJ) 2015 Dataset; Ohio School District Report Card Website – Kirwan analysis.*

The steering committee conducted a thoughtful review of the Kirwan analysis and the stakeholder engagement efforts, where it heard directly from Franklin County residents. Additionally, steering committee members brought their own knowledge, experience, and struggles with these issues to every convening, articulating how policy and action has driven the current state.

Together the steering committee recognized these key issues:

- Institutional racism and systemic inequities are persistent realities.
- It is vital that the community continues to encourage and appreciate public and private champions of social justice where they live, work, and play.
- It is imperative for the county to move from a collection of isolated and disconnected diversity initiatives to regional inclusive, coordinated, purposeful, interdependent, and strategic actions, to make progress.

Commitment

This blueprint offers an opportunity to take bold steps to alleviate poverty. The steering committee is calling for proactive measures to remedy the historic and contemporary effects of racism and segregation that are persistent in poverty.

To that end, members of the steering committee want to see the county move forward with the following priorities for the next phase of the work.

1. Review personnel policies and organizational structures, and identify where there is bias and inequity in their own organizations. Then, work with county leadership and staff to correct and adjust, as needed.
2. Identify and implement robust community-wide discussions and learning opportunities on implicit bias, racial segregation, diversity training, and projects that can help create a community striving towards racial healing.

The commissioners are committed to setting the example for other organizations, leaders, and residents to follow on this journey.

Resources Referenced

Franklin County Poverty Analysis, Michael Outrich, Mikyung Baek, PhD., and Glennon Sweeney, Kirwan Institute for the Study of Race and Ethnicity, 2018

Racial Equity Here initiative. Living Cities. https://www.livingcities.org/blog/1071-announcing-racial-equity-here

Advancing Racial Equity and Transforming Government: A Resource Guide, © 2015 The Local & Regional Government Alliance on Race and Equity

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6. GOALS AND ACTION STEPS

The goals and action steps reflect discussions about the important areas to make progress as a community. Informed by stakeholder input, the steering committee agreed on the four main goal areas of Jobs, Housing, Health, and Youth. The workgroups fleshed out specific opportunities and needs in each focus area, again drawing on the input from the stakeholder engagement. The steering committee then provided input over a series of meetings to expand upon the action steps, dive deeper, and prioritize short-term and long-term actions.

Some of this is work that the Franklin County Board of Commissioners and its agencies can do. To that end, the Board of Commissioners identified several immediate actions that they can take right away to start to move the needle even as the short and long-term action steps evolve. These immediate county actions, which are expanded upon in Section 7, are listed under particular goals but many cut across multiple goal areas. However, others in the community will need to take ownership and responsibility for advancing many short and long-term action steps along with the Board of Commissioners. The collaborative effort to define these goals reflects this shared understanding. The goals should be read as *"Goals for the Franklin County Community."*

This should not be read as a complete and comprehensive list of all that is being and/or could be done to address the challenges of poverty. It is a list of identified goals and action steps that are endowed with shared commitment to seeing movement.

Indicators and Targets

The goals represent shared ideas for how to make progress on important dimensions of poverty in Franklin County. Each needs to have clear indicator(s) tied to it with targets established. In many cases existing efforts have established related indicators and targets. In other cases, more work needs to be done to clarify and set these. Phase Two of this initiative will include a focused effort to identify indicators and set targets for each goal.

Transportation and Mobility

Transportation and the challenge of mobility are referenced with action steps in all four goal areas. While not a separate goal area, the recurring identification of transportation as a problem throughout the blueprint process, and the frequent suggestions for addressing it, reinforce efforts already underway in Franklin County to improve, extend, and innovate in public transportation and mobility. As comprehensive planning for transportation systems continues, the challenges and goals identified here are expected to be connected and integrated into those efforts.

To improve conditions and reduce poverty in Franklin County we seek to:

JOBS - Increase access to high-paying jobs by:

- Increasing employers' engagement in neighborhoods of concentrated poverty – through creation of living wage and high-paying jobs for residents.
- Eliminating systemic class and racial wage gaps in employment.
- Increasing access to relevant training for credentials that meet local demand with employer commitments to hire and promote.
- Improving and increasing the delivery of supportive services for individuals to access employment.

HOUSING - Stabilize housing for families near or below poverty by:

- Increasing the supply of and equitable opportunity to access quality housing.
- Enabling more families at or near poverty to afford quality housing, reducing the percentage of housing-cost burdened families.
- Increasing the financial resources available to implement housing supports.

HEALTH - Improve physical, mental, and behavioral health, and overall well-being through increased access to care, utilization of services, and social connectedness by:

- Improving maternal and child health among high-disparity groups struggling financially.
- Reducing the overall incidence and racial disparities in occurrences of preventable diseases and improving the health of those living with chronic, mental, physical, and behavioral health conditions among those struggling financially.
- Improve overall environmental conditions in neighborhoods of concentrated poverty so that they are safe, walkable, and have easy access to basic resources including access to nutritious food.

YOUTH - Ensure all young people are on track for long-term success by:

- Increasing the number of students at or near the poverty level experiencing academic success.
- Increasing the number of children in safe and stable homes and environments.
- Strengthening partnerships with parents to increase support for young people.

JOBS - Increase access to high-paying jobs by:

Goal #1 Increasing employers' engagement in neighborhoods of concentrated poverty – through creation of living wage and high-paying jobs for residents.

Short-Term Action Steps

- Encourage partnerships and collaboration between employers and local employment services providers to increase (1) understanding of the value of investing in targeted neighborhoods through expanded interactions in those neighborhoods; (2) learning about other companies that are in targeted neighborhoods; and (3) gaining exposure to hiring practices that succeed in neighborhoods of concentrated poverty.
- Inventory existing businesses and skills among residents in targeted neighborhoods and develop growth strategies in partnership with local employers to meet employment needs.
- Initiate a task force to review and recommend zoning changes in targeted neighborhoods to improve ease of use of land, including for civic agriculture or food systems use, and reduce barriers to business investment, such as permit delays and long approval processes, for employers.
- Create innovative transportation options connecting neighborhoods of concentrated poverty to jobs by including stronger partnerships with employers and economic development planners.

Long-Term Action Steps

- Expand availability and use of incentives for employers to locate and hire from the neighborhood with accountability for performance tied to incentives.
- Expand the spread and reach of Franklin County People Works or similar initiatives to connect employers and potential employees.

Immediate County Action

- **Forward Cities:** The commissioners and private sector partners have launched a new two-year pilot program that will help connect entrepreneurs in targeted neighborhoods with investors, lending, expertise, and mentoring to grow their small businesses and strengthen the local economy.

Goal #2 Eliminating systemic class, racial, gender, and disability wage gaps in employment.

Short-Term Action Steps

- Ensure all county departments and contracts are exemplary models of diverse hiring and promotion.
- Strengthen enforcement of fair hiring and wage practices.
- Promote state legislation to approve a "living wage" based upon a county's cost of living measures.
- Increase the number of employers that hire restored residents and expand awareness and use of federal bonding programs for employers.
- Expand explicit awareness-building and education programs on racial bias as contractual obligation for employers to do business in/with the county.
- Partner with employers to develop specific programs to increase skills (upskill) among low-income and minority employees.
- Publicly report on employer diversity and inclusion through a report card.

Long-Term Action Steps

- Directly incentivize the expansion of employer measurement and reporting of minority presence at all levels of management and leadership.
- Match existing programs with neighborhood agencies to create community job centers within specific neighborhoods connected to a regional hiring effort.
- Require employers to report disaggregated wage base.

Immediate County Action

- **Living Wage for County Employees:** The commissioners will be raising the minimum Board of Commissioners pay rate to $15 per hour, and adjusting the pay scale accordingly. They will work with and challenge other large employers and local governments to follow suit.
- **Smart Justice Reform:** The commissioners are committed to advocating for reforming the cash bail system that unfairly targets the poor and minorities, and which can have effects that reverberate in a family for years.

Goal #3 Increasing access to relevant training for credentials that meet local demand with employer commitments to hire and promote.

Short-Term Action Steps

- Align and expand financial aid for training (and related costs to conduct training) to include industry-recognized credentials that lead to employment.
- Expand publicly funded apprenticeship/earn-to-learn programs.
- Expand outreach and awareness-building of evidence-based best practices in employment training.
- Expand programs that support job readiness and interview skills to reduce barriers to entry among those at or near poverty.

Long-Term Action Steps

- Expand and support programs partnering directly with employers to engage participants in skills training that will directly lead to a job.
- Reward employers who successfully demonstrate commitments to hire and invest in workers struggling financially.
- Lead the development of a seamless, integrated, and coherent workforce education, training, and development systems aligned to support the regional economy.
- Review and revise licensing and credentialing requirements and remove unnecessary barriers for New Americans seeking to transfer foreign credentials and others with bankruptcies and criminal histories that unfairly exclude them from opportunities.

Immediate County Action

- **Building Futures:** The commissioners' premiere workforce training program connects low-income residents from traditionally underrepresented populations with pre-apprenticeship training in the skilled building trades. The commissioners are also exploring other fields for expansion and are committing to funding this pilot program for at least another year.

Goal #4 Improving and increasing the delivery of supportive services for individuals to access employment.

Short-Term Action Steps

- Develop and invest in programs that provide long-term personalized employment services to help individuals transition to and succeed at employment opportunities.
- Support the use of comprehensive case management to transition employees to sustainable, full-time employment.

- Expand and support public transit priority corridors to increase speed and reliability of public transit connecting neighborhoods of concentrated poverty to employment centers.
- Expand free access to transit - based on job centers and neighborhoods of concentrated poverty.
- Expand solutions for first and last mile connections in neighborhood transportation deserts that effectively connect residents to transportation priority corridors.

Long-Term Action Steps

- Expand neighborhood-based and workplace-based financial services to support individual financial decision making and overall wealth building.
- Expand and subsidize on-site, integrated, and flexible childcare arrangements.
- Innovate availability of dependent care arrangements to support employment.
- Advocate for increasing the eligibility level for Publicly Funded Child Care, for increasing the subsidy value, and for greater flexibility in the hours and services for which subsidies can be used.

HOUSING - Stabilize housing for families near or below poverty by:

Goal #5 Increasing the supply of and equitable opportunity to access quality housing.

Short-Term Action Steps

- Increase financing for the reputable repair and improvement of existing affordable housing stock.
- Create a task force to improve alignment county-wide in housing codes and definitions of quality for subsidies.
- Enforce codes with a supportive approach to seek first to improve conditions and keep housing as part of the affordable supply.
- Expand and improve programs that assist, accelerate, and prioritize maintaining housing for vulnerable populations (veterans, seniors, re-entry, etc.) including providing multilingual and culturally competent resource officers for housing assistance.
- Increase enforcement of county fair housing rules and regulations on behalf of tenants and address long-term challenges faced by length of eviction records.
- Increase support for the county land trust to drive expansion and to preserve and grow supply.

Long-Term Action Steps

- Increase the value of rent-subsidies to keep landlords interested in taking subsidies instead of converting to market rate rents.
- Expand tax abatement in exchange for affordable housing development with longer term commitments on affordability and increased supply in new developments.
- Convene a multi-jurisdiction discussion to address challenges related to locating subsidized housing throughout Franklin County.
- Implement long-term affordability guarantees in neighborhoods experiencing growth to protect affordable housing stock.
- Accelerate and expand on the direct investment in a comprehensive affordable housing plan for increasing the supply of housing.
- Build within an affordable housing plan, transportation options to ensure long-term connectivity and access to services.

Immediate County Action

- **Senior Housing Initiative:** In the next three months, the Franklin County Office on Aging will be rolling out a comprehensive program to address senior housing concerns with the goal of ensuring that more seniors are able to age in place at home this year.

Goal #6 Enabling more families at or near poverty to afford quality housing, and reducing the percentage of housing-cost burdened families.

Short-Term Action Steps

- Expand programs to support landlord asset management– educating landlords on the value of quality housing and low turnover (expand opportunities for landlord orientation and growth).
- Invest in community groups to implement education and support programs for residents on tenant issues and financial management issues.
- Improve use of Temporary Assistance for Needy Families (TANF), Women Infant and Children (WIC) programs, and other public resources by families eligible to create housing stability.
- Invest in neighborhoods where housing instability occurs to ensure fast and appropriate responses connected to comprehensive systems addressing homelessness.
- Support creative bonding and other efforts to eliminate barriers to housing for those with disparities, criminal records, bankruptcies, or other disqualifying events.
- Educate and expand access to credit and financial services to support households as they exit housing subsidy eligibility.
- Increase awareness of business leaders and the general public of the importance of family housing stability and the role employers can play in increasing the availability of affordable housing near employment.

Long-Term Action Steps

- Expand the use of Individual Development Accounts and other income supports to increase household wealth among families at or near poverty.
- Recognize changed living arrangements and consider adjustments to zoning rules to accommodate affordability in multigenerational living.

Goal #7 Increasing the financial resources available to implement housing supports.

Short-Term Action Steps

- Work in partnership with the City of Columbus and other municipalities to successfully raise bond financing in support of affordable housing plans.
- Directly advocate for increases in federal housing dollars and support a state housing tax credit.
- Investigate the expanded use of abatement buy-outs, filing fees, and other targeted resources to support affordable housing strategies.
- Partner with the state to access unclaimed lending and state credit dollars for direct housing strategies.

Long-Term Action Steps

- Support a review of the history of state housing support and appropriately increase the state housing trust fund and other state supports to meet current needs.
- Create a task force to identify and recommend changes to Franklin County zoning and other housing policies that directly or indirectly impact minority residents' ability to access wealth and housing; in particular to ease restrictions on accessory dwelling units.
- Increase access to credit for direct investment in homes, businesses and programs in neighborhoods of concentrated poverty by various means, including exploring creation of public/municipal banks.

Immediate County Action

- **Affordable Housing Support:** The commissioners' Department of Economic Development and Planning will complete its new strategic plan this spring. The plan will include comprehensive recommendations in line with the blueprint's housing goals and action steps and will likely include components such as creating a new community land trust; reviewing zoning codes; considering residential tax incentives; continuing to support for home ownership and financial counseling programs; and leveraging funding, tax credits and other resources to increase the supply of affordable housing.

HEALTH - Improve physical, mental, and behavioral health, and well-being – increasing access to care, utilization of services, and social connectedness by:

Goal #8 Improving maternal and child health among high disparity groups, struggling financially.

Short-Term Action Steps

- Develop and expand existing high school mentoring programs, including targeted services for pregnant and parenting teens living in poverty.
- Expand education, treatment and addiction services in targeted neighborhoods to reduce alcohol, tobacco, opioid and other drug abuse.
- Expand access to affordable long-acting, reversible contraceptives.
- Improve usage rates for SNAP, WIC, Medicaid, and other public programs among eligible families.

Long-Term Action Steps

- Add school-based health clinics and conduct food insecurity screenings in all schools.
- Add affordable, high-quality childcare for teen parents at school.
- Expand health clinics to match the spread of poverty in the county.
- Support and integrate with efforts of Ohio Better Birth Outcomes, CelebrateOne, and other health planning partners to succeed at key prevention indicators.
- Implement childcare options at point of service for Medicaid recipients to receive medical services.
- Advocate for the adoption of health education standards and implement a model curriculum and other school-based health and nutrition programs to develop healthy behaviors in young people.

Immediate County Action

- **Comprehensive School Health Curriculum:** The Board of Commissioners, in partnership with CelebrateOne and Nationwide Children's Hospital, recently invested $100,000 to help Columbus City Schools to adopt an evidenced-based, comprehensive health curriculum for both middle and high school students.

Goal #9 Reducing the overall incidence and racial disparities in occurrences of preventable diseases and trauma, and improving the health of those living with chronic, mental, physical, and behavioral health conditions among those struggling financially.

Short-Term Action Steps

- Deliver culturally sensitive, trauma-informed care with neighborhood navigators including blood pressure screening, awareness-building activities, nutrition education, gardening and cooking programs, and simple health checks.
- Expand employer coverage of health insurance and wellness programs in the workplace.
- Expand availability for a free physical, mental health screening, and food insecurity screening once a year to all residents in targeted neighborhoods.
- Expand the use of key leaders and neighborhood champions as credible spokespeople for disease prevention in targeted communities, including New American communities.
- Increase the number of providers accepting Medicaid, including new Medicaid patients, in targeted neighborhoods.
- Expand on-demand transportation services scheduled at the time of appointment in coordination with the health care provider.

Long-Term Action Steps

- Encourage, support and invest in quality partnerships for awareness and care coordination throughout the county.
- Support programs that enable more students of color to pursue careers in health care.
- Incentivize minority health care providers to deliver services in targeted neighborhoods.
- Develop better programs to reach individuals near or below poverty through influencers at home, in faith-based settings, at work, and in school to ensure health literacy and encourage compliance.
- Integrate with Franklin County's efforts on the County Health Implementation Plan and the Local Food Action Plan.
- Expand programs to help families manage limited resources and maintain healthy food choices.

Goal #10 Improve overall environmental conditions in neighborhoods of concentrated poverty so that they are safe, walkable, and have easy access to basic resources, including access to nutritious food.

Short-Term Action Steps

- Review and consistently enforce housing and related safety codes with connections to programs that support landlords/ homeowners making improvements.
- Position the county as a neutral ongoing convener to connect services and economic development to improve health and nutrition outcomes.
- Inventory and build neighborhood-based response to environmental safety and food security concerns.
- Improve community and law enforcement relationships with focus on safety.
- Provide funding and reliable contractors -- leveraging existing bond money -- for minor home repairs, including energy efficiency improvements.
- Target neighborhoods of concentrated poverty with direct financial support to encourage development of safe public spaces for recreation, accessibility, and civic agriculture.
- Expand neighborhood access to healthy food options by incentivizing the location of small grocers, repurposing vacant sites for local food systems uses, connecting to distribution networks, and/or expanding appropriate public transportation.

Long-Term Action Steps

- Prioritize county and municipal investments for safe streets and walkable neighborhoods in communities of concentrated poverty.
- Create innovative programs to improve access to local healthy food in the context of a rapidly changing marketplace for grocery stores.
- Provide universal breakfast and lunch at all school districts.

Immediate County Action

- **Combined Charitable Campaign:** Each year, the commissioners' combined charitable campaign in which county employees donate to charity raises more than $300,000. This year, the commissioners are changing the terms of the program to keep these important donations with charities right here in our community.

YOUTH - Ensure all young people are on track for long-term success by:

Goal #11 Increasing the number of students at or near the poverty level experiencing academic success.

Short-Term Action Steps

- Provide coaching and technical assistance to childcare programs on Step Up To Quality early learning standards.
- Expand access to star-rated, quality childcare and education programs (including after school and summer programs) with increased subsidy.
- Increase awareness of college and other post-secondary opportunities, including affordability by dramatically increasing completion of the Free Application for Federal Student Aid (FAFSA).
- Support school district policies that strengthen teacher quality in schools serving low-income neighborhoods, including trauma-informed training for all educators.
- Improve the use of high-quality screening to identify and respond to unique needs of all students.
- Expand school-based supports for students including case management, social and health services, food assistance, and other direct services.
- Pursue reinstating and expanding free COTA transportation for public school students in Franklin County.
- Expand early college and other dual credential programs targeting students living in poverty.
- Increase participation in youth summer employment programs to provide youth with opportunities to enter the workforce.
- Initiate and sustain conversation about the ongoing segregation of students and persistent racial achievement gaps throughout the county.

Long-Term Action Steps

- Expand the use of home visiting programs for families at or near poverty.
- Advocate for modification of the state report card to appropriately capture student growth and recognize schools that successfully assist students from poverty to succeed.
- Support school-based programs that expand individualized student plans and programming for success.
- Expand the use of schools as family and neighborhood resource centers, providing access to healthy food and other integrated supports for students and families throughout the day and evening.
- Expand the availability of quality and aligned, community-based tutoring supports for students in neighborhoods of concentrated poverty and ensure tutoring programs are connected to schools for integrated supports.
- Develop and deploy comprehensive career readiness support for students with exposure to work and integrated skill-based learning opportunities.

Immediate County Action

- **Step Up To Quality Childcare Provider Training:** Franklin County is committed to expanding access to high-quality, star-rated early learning programs for low-income families and offering free training to help state licensed childcare providers meet the state's 2020 Step Up To Quality early learning standards.

Goal #12 Increasing the number of children in safe and stable homes and environments.

Short-Term Action Steps

- Increase the accessibility of integrated family support services, including parent education, childcare, and food assistance, by adding locations that are walkable or easily accessed by public transit.
- Build neighborhood-based strategies that activate capacity and trust in the neighborhood to support families before formal interventions are required, such as Restorative Circles Models.
- Expand training in community-based settings in de-escalation techniques to reduce crime.
- Connect formal systems of policing and enforcement with community champions to recognize and build trust, for example commissioning community citizen review panels.
- Expand and include in-school mental and behavioral health services, food insecurity screenings, and trauma-informed training at all schools, particularly schools with high concentrations of poverty.

Long-Term Action Steps

- Align direct investment in the development of skilled community partners using Asset-Based Community Development strategies in neighborhoods of concentrated poverty and have them coordinate on localized best practices/shared metrics.
- Increase school stability through development of policies that prohibit displacing students during the academic year.
- Increase independent housing for homeless youth.

Immediate County Action

- **Catalyst Grants:** This spring, the Board of Commissioners is allocating $1.5 million to a new initiative called the Catalyst Grant Program, which is intended to spark meaningful change in the priority areas of Economic Security, Personal and Family Empowerment, Emerging and Basic Needs, and Community Enrichment.

Goal #13 Strengthening partnerships with parents to increase support for young people.

Short-Term Action Steps

- Create a resource directory/guide for parents regarding available programs and services in the county that is inclusive of multilingual and New American communities.
- Expand the engagement of birthing hospitals/prenatal offices to ensure that parents have the resources they need.
- Invest in culturally relevant neighborhood events – block parties, festivals, etc. - to strengthen multi-generational bonds and family connectedness.
- Develop an ongoing countywide task force to monitor and improve connectedness along the entire continuum of child and family support services.
- Pilot programs to directly train, support, engage, and activate parents as resources to each other.
- Explore whether parents and caretakers can be permitted to volunteer at their child's school as an allowable work activity for benefits programs with work or community engagement requirements.

Long-Term Action Steps

- Partner with local school districts to implement parents as leaders programs.
- Establish policies within schools and districts that widen the opportunities for parents to engage with the teachers and staff (expanded hours, options to phone conferences, multiple forms of communication).
- Implement restorative justice principles in all family legal proceedings.
- Develop layered and expanded home visiting programs to support all families.

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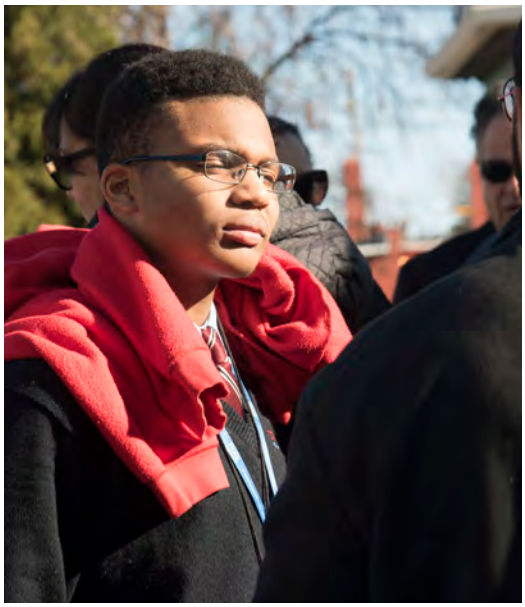


7. THE PATH FORWARD

Steering committee members and workgroup participants have pushed each other to understand the deeply-rooted challenges and identify long-term, sustainable action steps that will move the community forward. Collectively, these partners see opportunities to improve conditions for residents through a sustained effort, connecting organizations, people, and policy towards reducing the challenges of poverty.

Now, it is time for us all, collectively, to take action.

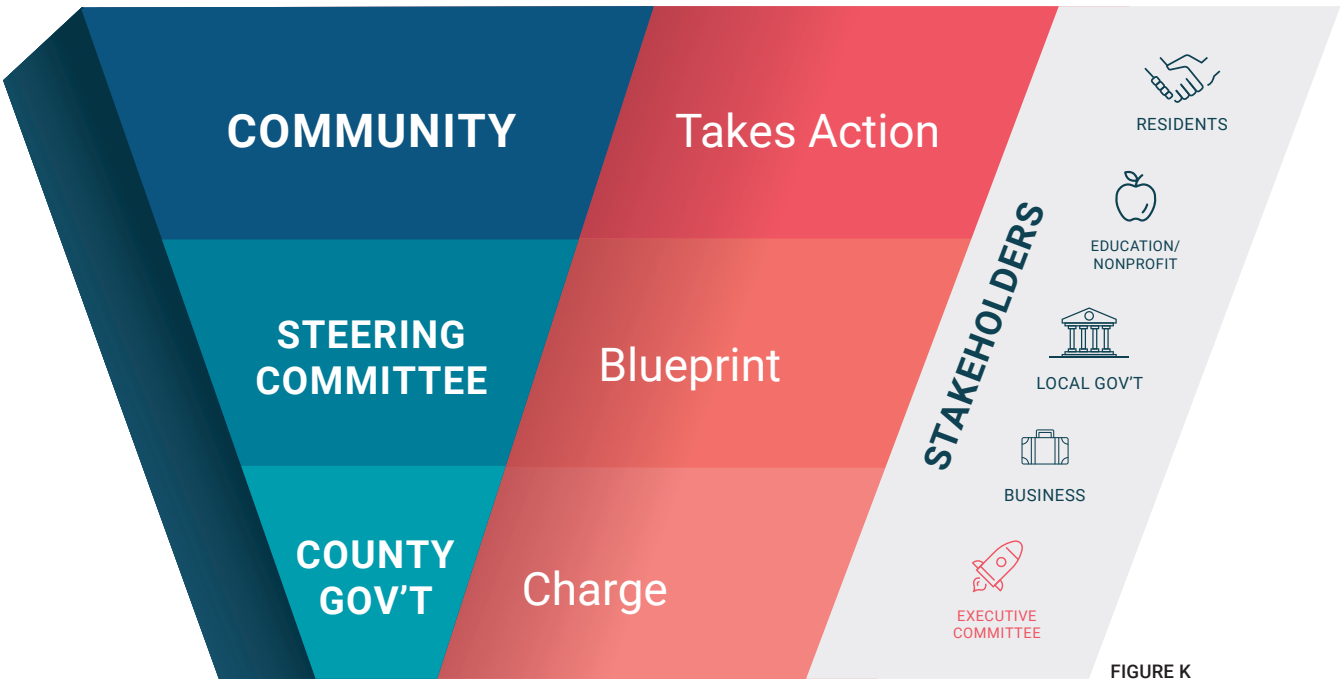


FIGURE K

The commissioners have committed to a series of immediate action steps beginning with training and a community discussion on the role of race and racism in poverty and internal review of county policies. The commissioners will also challenge other local governments and large employers to take similar actions.

The commissioners are also creating a Leadership Council to be made up of leaders and residents from throughout the community. This Council is tasked with guiding the ongoing work to advance the short and long-term goal recommendations from the steering committee. The Leadership Council will be appointed in the coming months.

The Leadership Council will also serve as the governing body for the biggest idea to emerge from the blueprint process: The Rise Together Innovation Center. The Innovation Center will initially be anchored out of Franklin County Department of Job and Family Services, overseen by Director Joy Bivens, with several new, dedicated staff responsible for carrying out the day-to-day work of convening partners and aligning systems to implement the blueprint. Additionally, the Innovation Center will be responsible for considering and vetting several of the additional big ideas that came out of the steering committee's work, which can be found in the box below.

The Rise Together Innovation Center

The Rise Together Innovation Center will provide a community anchor for coordinating short- and long-term efforts to mitigate poverty and foster equitable access to opportunity across Franklin County. Some examples of the kind of big ideas from the steering committee that the Innovation Center might consider include:

- Providing free school breakfast and lunch for all youth.
- Creating county subsidy programs funded without state and federal rules to mitigate the benefits cliff in childcare, pre-K, housing, and/or health care.
- Using bonding authority to generate revenue for poverty strategies.
- Piloting a universal basic income program.

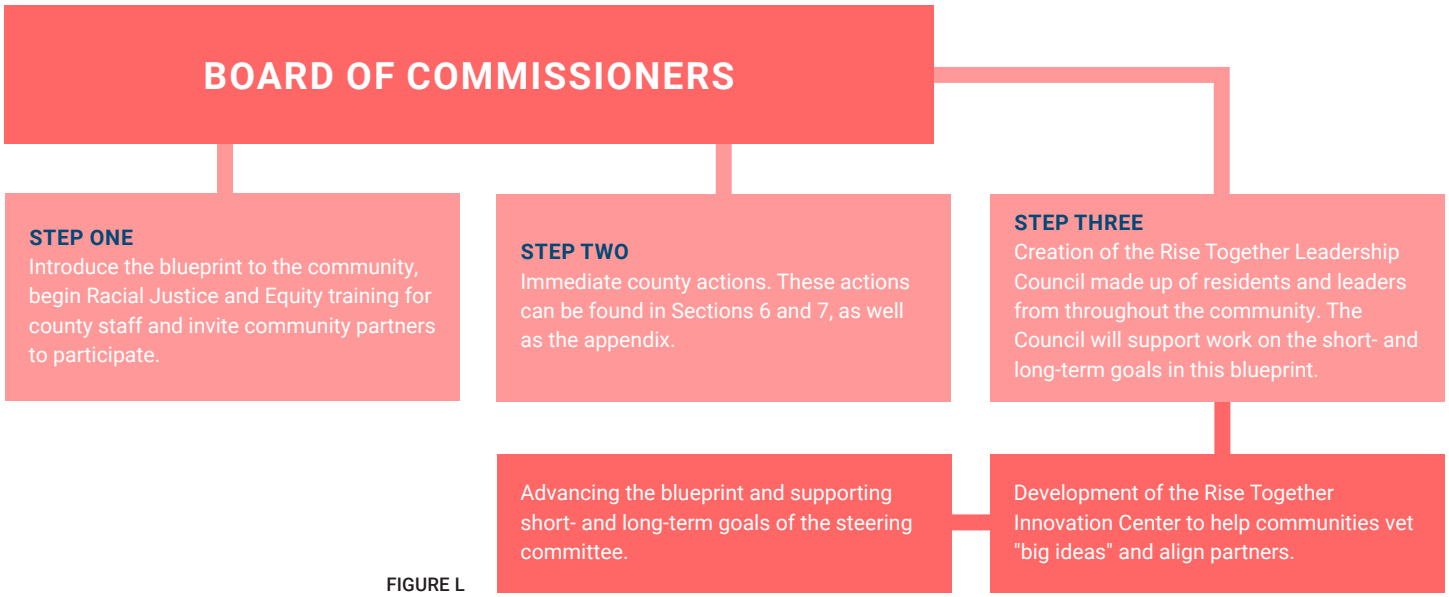


FIGURE L

Immediate Action Steps

Community partners, local agencies, and the Board of Commissioners are already working together on immediate actions that will generate results stemming from the goals of this blueprint.

Immediate County Actions: Racial Disparities In Franklin County

Racial Equity Training: Franklin County has committed to taking immediate action and a leadership role in calling out race and equity issues in alleviating poverty. The first action will be to hold training with the Board of Commissioners, County Administration, select county agency staff, the Leadership Council and other community partners. A nationally-recognized training firm has been identified and the first set of training and engagement is slated for later this summer.

Racial Equity Partnership: In addition to the racial equity training, the Board of Commissioners has begun conversations with local nonprofits and community organizations to establish a countywide partnership for ongoing training, community conversations, and programming in the area of racial equity.

Immediate County Actions: Innovation Center

The Innovation Center is one of the most significant ideas to emerge from the blueprint process. The concept is to create a dedicated space to coordinate long- and short-term efforts to mitigate poverty and improve economic mobility, family stability, and equitable access to opportunity across Franklin County. The Board of Commissioners takes this idea seriously and, in addition to appointing the Leadership Council, they have tasked Department of Job and Family Services Director Joy Bivens with leading all blueprint activities out of the gate.

The Board of Commissioners has committed to hiring new, dedicated staff for the Innovation Center and will take the first 6 to 12 months to assess the ideal long-term structure for implementing the blueprint vision. In the interim, the Innovation Center will be anchored at the Department of Job and Family Services. Under the guidance of the Leadership Council, the Innovation Center will begin convening partners (government, nonprofits, businesses, school districts, health care providers, etc.) to align systems to carry out the blueprint action steps, including supporting and amplifying work already underway.

The Innovation Center will initially focus on three of the "Goals for the Franklin County Community":

> **Goal #1** (Jobs) **-** Increasing employers' engagement in neighborhoods of concentrated poverty – through the creation of living wage and high-paying jobs for residents.
>
> **Goal #3** (Jobs) **-** Increasing access to relevant training for credentials that meet local demand with employer commitments to hire and promote.
>
> **Goal #11** (Youth) **-** Increasing the number of students at or near the poverty level experiencing academic success.

Additionally, the Innovation Center will research, evaluate and vet the big idea of an expanded childcare subsidy program and public pre-K for all Franklin County children.

Immediate County Actions: Jobs

Forward Cities: In February, the Board of Commissioners launched an innovative public-private partnership to develop entrepreneurs and small businesses in underserved communities across Franklin County. With a $250,000 annual budget, the Forward Cities accelerator will help connect entrepreneurs in targeted neighborhoods with investors, lending, expertise and mentoring to grow their small businesses and strengthen the local economy. This two-year pilot program is a partnership among the Commissioners, Franklin County Economic Development and Planning, the Columbus Foundation, the Columbus Partnership, and Rev1 Ventures, with the support of the national nonprofit Forward Cities.

Living Wage for County Employees: In 2016, the Board of Commissioners employed a nationally respected consulting firm to determine an appropriate "living wage" for Franklin County. The number arrived at then was that a wage of $13.69 per hour would allow two working adults to maintain a normal standard of living within the community for a family of four, and the commissioners

raised the wage of all Board of Commissioners' employees to at least that rate. The steering committee has identified a minimum living wage as one of its goals, and the commissioners are once again ready to lead on this issue. As part of this new commitment, the commissioners will be raising the minimum Board of Commissioners pay rate to $15 per hour and adjusting the pay scale accordingly. They will work with and challenge other large employers and local governments to follow suit and ask the new Rise Together Leadership Council to consider innovative ways to increase wages throughout our community.

Smart Justice Reform: Franklin County has long been a national leader on justice reform and reentry issues. The commissioners are further committed to advocating for a reform of the cash bail system that unfairly targets the poor and minorities, and which can have effects that reverberate in a poor family for years.

Building Futures: The commissioners' premiere workforce training program, Building Futures, has been in place for more than a year. It connects low-income residents from traditionally underrepresented populations with pre-apprenticeship training in the skilled building trades and provides them with a path to the middle class. In 2018, the model was expanded to the field of community health, and now the commissioners are exploring other fields for expansion and are committing to funding this pilot program for at least another year.

Immediate County Actions: Housing

Senior Housing Initiative: Franklin County's senior population is growing at a rate five times faster than the overall population, and many older residents are facing costly housing challenges that are making it more difficult for them to remain in their homes. In the next three months, the Franklin County Office on Aging will be rolling out a comprehensive program to address senior housing concerns aimed at four consistent areas of need: Eviction, Financial Assistance, Senior Safety, and Home Repair, and with the goal of ensuring that more seniors are able to age in place at home this year.

Affordable Housing Support: The commissioners have initiated a strategic planning process for the Department of Economic Development and Planning, to be completed this spring. The plan will include comprehensive recommendations in line with the goals and action steps in this blueprint for affordable housing initiatives with several important components likely to be included, such as:

- Partnering with the Franklin County Land Bank and municipalities in funding the new Community Land Trust with the purpose of acquiring properties for development or rehabilitation, aiding the effort to keep housing units affordable for long periods of time.
- Reviewing the Zoning Code Resolution to identify barriers to affordable housing that exist within the code, and to make changes in affordable housing development.
- Considering residential tax incentive policies for strategic areas throughout unincorporated Franklin County, in order to incentivize new housing development and the rehabilitation of existing housing stock.
- Continuing to partner with community providers on home ownership programs to assist things like credit scores, down payment assistance, and financial counseling for potentially qualified home buyers.
- Funding programs and initiatives to assist the non-profit, community, government, and private affordable housing developers in order to leverage other resources and tax credits, increasing the supply of affordable housing units in Franklin County.

Funding for the program could come from any of several sources, including raising the Conveyance Fee. An increase of $1 per $1,000 of the transaction would raise about $7 million annually to support affordable housing initiatives.

Immediate County Actions: Health

Comprehensive School Health Curriculum: As the only state in the nation without health education standards, local school districts must lead the way in Ohio. The Board of Commissioners recently invested $100,000 to help the county's largest district, Columbus City Schools, adopt an evidenced-based, comprehensive health curriculum for both middle and high school students.

The curriculum, which is being developed and implemented by CelebrateOne in partnership with Nationwide Children's Hospital, will focus on fostering healthy behaviors in young people, including programming around reproductive health, with the goal of reducing teen pregnancies. It could also become a model curriculum for all districts countywide.

Combined Charitable Campaign: Each year, the commissioners' combined charitable campaign in which county employees donate to charity raises more than $300,000. This year, the commissioners are changing the terms of the program to keep these important donations with charities right here in our community.

Immediate County Actions: Youth

Step Up To Quality Childcare Provider Training: The commissioners are providing free training and professional development to help state-licensed childcare providers meet the state's 2020 Step Up To Quality early learning standards. This will help ensure that children in our community are receiving the highest-quality childcare and that their parents are able to continue working. Tens of thousands of Franklin County residents rely on Publicly Funded Child Care, and would have to make other arrangements if their providers are not "star-rated" in time, causing disruptions throughout the community and economy. To date, the commissioners have provided $1.6 million for this unfunded state mandate, and are committed to continue making similar investments in the coming year. They will also advocate for Franklin County families at the state level, urging strong collaboration and partnerships among our state partners, advocacy groups and providers to ensure the long-term success and sustainability of the program.

Catalyst Grants: Each year, the Board of Commissioners makes more than $16 million in competitive grants to community partner organizations in order to support efforts such as affordable healthcare, stabilizing families and children, keeping neighborhoods safe, protecting the environment, and creating economic opportunities for residents. This spring, the commissioners are allocating an additional $1.5 million to similar efforts in a new initiative called the Catalyst Grant Program. Catalyst grants are intended to spark meaningful change for Franklin County residents in the priority areas of Economic Security, Personal and Family Empowerment, Emerging and Basic Needs, and Community Enrichment – all areas that align with the overarching goals of this blueprint.

Acknowledgements

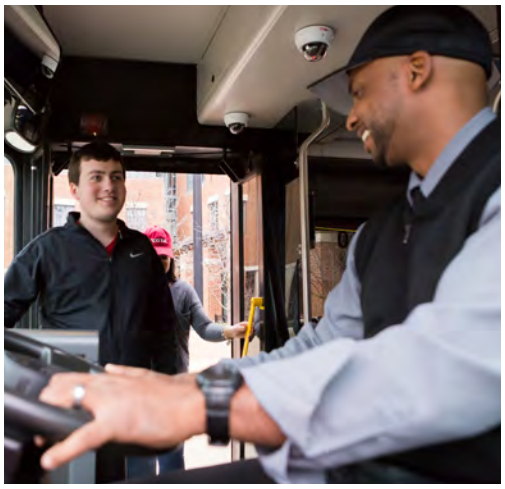
The process and product that brings Franklin County to this point would not have happened without the hard work from a number of people who have kept the project moving forward, first and foremost, the steering committee and workgroup members who volunteered to participate in long, intensive conversations in order to chart a path forward. A list of contributing members is included with the appendices. This blueprint and the commitment it represents would not have happened without their efforts.

Residents across the community freely gave their time to offer thoughts as part of the engagement. Their voices carry throughout this work. And the partners who helped host and facilitate these conversations gave generously to ensure the connection of this work to the people of Franklin County. These partners are listed in the appendices. Christie Angel, President and CEO of the YWCA, and Stephanie Hightower, President of the Columbus Urban League, graciously hosted and provided meeting space for steering committee and workgroup sessions. Cameron Mitchell and Nationwide Insurance generously provided lunches.

The leadership of the county commissioners' office, Trudy Bartley of the Ohio State University, along with Ken Wilson and Joy Bivens of Franklin County were instrumental. Their drive and commitment gave the project the lift it needed to engage the broad cross-sector team of leaders who joined the steering committee and workgroups. The commissioners' communications and policy staff, along with the team at the Department of Jobs and Family Services, have corralled, communicated, and provided essential contributions throughout the process. A special thank you to Courtnee Carrigan of Raising the Bar Performance Group, LLC for serving as a strategic advisor and project manager who kept everything connected and the plan on track.

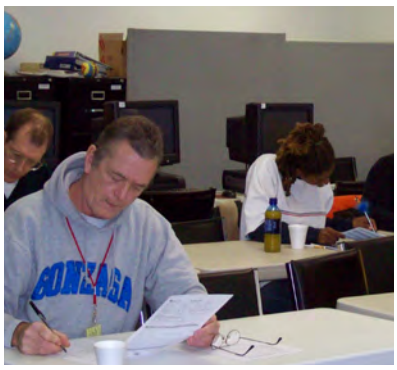
The design and facilitation of the process was led by Moore Strategic Consulting, LLC. The team of David Moore, Julie Williams, Elizabeth Brinkley and Jason Daniels all provided guidance and support as the conversations unfolded.

Glennon Sweeney, Mi-Kyung Baek, and Michael Outrich of the Kirwan Institute for the Study of Race and Ethnicity provided research and data support and prepared the compendium analysis of the geography of poverty and related challenges. Finally, the team at LINK Strategic Partners provided the brand, messaging, and design support that gave ***Rise Together*** the lift and look it needed.



SKYBRIDGE
CONVENTION CENTER

OHIO APPLES



8. APPENDIX

Appendix A: Steering Committee

Name	Title	Organization
Jane Grote Abell	Chairwoman of the Board	Donatos Pizza
Mr. Moses Hayelom,	Co-Owner	Flavor 91
Winnie Alemayoh	Co-Owner	Flavor 91
Christie Angel	President and CEO	YWCA Columbus
Dr. Seleshi Ayalew Asfaw	Executive Director	Ethiopian Tewahedo Social Services
Trudy Bartley, Chair	Associate Vice President for Community Relations	The Ohio State University Office of Government Affairs
Melvin J. Brown	Superintendent	Reynoldsburg City Schools
Rebecca Butler	Senior Vice President, Enrollment Management & Student Services	Columbus State Community College
Robert "Bo" Chilton	CEO	Impact Community Action
Timothy J. Clarke	Bishop	First Church of God
Michael Corey	Executive Director	Human Service Chamber of Franklin County
Lisa Courtice	President and CEO	United Way of Central Ohio
Dr. Tom Goodney	Superintendent	Educational Service Center of Central Ohio
Matt Habash	President and CEO	Mid-Ohio Foodbank
Dorsey Hager	Executive Secretary-Treasurer	Columbus/Central Ohio Building and Construction Trades Council
Michelle Heritage	Executive Director	Community Shelter Board
Stephanie Hightower	President and CEO	Columbus Urban League
Charles Hillman	President and CEO	Columbus Metropolitan Housing Authority
Chad Jester	President	Nationwide Foundation
Nadia Kasvin	Co-Founder and Director	US Together, Inc.
Chelsea Klosterman	Investigator III	Franklin County Department of Job and Family Services
Jane Leach	Executive Director	FutureReady Columbus
Bruce A. Luecke	President and CEO	Homeport

Name	Title	Organization
Elizabeth Martinez	President and CEO	Big Brothers Big Sisters of Central Ohio
Kenny McDonald	President and Chief Executive Officer	Columbus 2020
William Murdock	Executive Director	Mid-Ohio Regional Planning Commission
Lisa Patt-McDaniel	President and CEO	Workforce Development Board of Central Ohio
Joanna Pinkerton	President and CEO	Central Ohio Transit Authority
Denise M. Robinson	President and CEO	Alvis
Dan A. Sharpe	Vice President for Community Research and Grants Management	The Columbus Foundation
Charles Spinning	Executive Director	Franklin County Children Services
John Stanford	Interim Superintendent	Columbus City Schools
Charleta Tavares	CEO	PrimaryOne Health
Nana Watson	President	National Association for the Advancement of Colored People - Columbus Branch
Carla Williams-Scott	Director	City of Columbus Department of Neighborhoods
Zach Woodruff	Director of Economic Development and Public Service	City of Whitehall

Appendix B: Workgroup Participants

Ensure All Young People are on Track for Long-Term Success

Name	Organization
Rhonda Johnson	City of Columbus, Department of Education
Susan Brown	Franklin County Child Support Enforcement Agency
LaShaun Carter	Franklin County Children's Services
Angel Rhodes	FutureReady Columbus
Tracy Najera	Children's Defense Fund – Ohio
Dr. Eric Karolak	Action for Children
Kay Wilson	IMPACT Community Action
Dr. Kerry Dixon	The Ohio State University Department of Education and Human Ecology

Name	Organization
Dr. Laura Justice	Crane Center for Early Childhood Research and Policy
Dr. Gina Ginn	Columbus Early Learning Centers
Tasha Booker	City Year Columbus
Stephen D. Dackin	Columbus State Community College
Tei Street	PACT Health Sciences Academies
Dr. Tom Gregoire	The Ohio State University Department of Social Work
Douglas Shoemaker	Whitehall City Schools
Kierra Barnett	The Ohio State University Kirwan Institute for the Study of Race and Ethnicity

Provide Access to Stable and Affordable Housing for All Who Need It

Name	Organization
Steve Gladman	Affordable Housing Trust for Columbus and Franklin County
Michael Kelley	Kelley Companies
Sue Darby	YMCA
Brent Foley	Triad Architects
Jeff Baur	Connect Realty
Lori Steiner	Borror Urban Living
Becky Westerfelt	Huckleberry House
Carlie Boos	Ohio Housing Finance Authority
Tom Albanese	Community Shelter Board
Dr. Rachel Garshick Kleit	The Ohio State University Knowlton School of Architecture
Maude Hill	Homeport
Anamaria Perales-Lang	Belle Harbour Management of Ohio
Bryan Brown	Columbus Metropolitan Housing Authority
Bobbie Garber	Affordable Housing Alliance of Central Ohio
Samantha Shuler	Community Housing Network
Nathan Wymer	Nationwide
Mike Adair	Franklin County Public Health
Leah Evans	Homeport
Stephanie Ewen	Check Creative
Doug Arseneault	COTA
Asiyih Rajabian	Molina Health

Increase Access to Living Wage Jobs

Name	Organization
Guadalupe Velasquez	Welcoming City
Aslyne Rodriguez	EmpowerBus
Lisa Chambers	Tech Corps
Toni Cunningham	Per Scholas
Beth Urban	IMPACT Community Action
Jennifer Marshall	Goodwill Columbus
Kelly Fuller	Columbus Chamber of Commerce
Jen Bowden	IGS Energy
Jay Bobo	CoverMyMeds
Michael Daniels	Office of Justice Policy & Programs, Franklin County Board of Commissioners
Dr. Leroy Boikai	ETSS
Andrew Oocumma	Welcoming City
Jim Schimmer	Franklin County Economic Development & Planning
Sean Grant	Columbus 2020
Tim Harmon	Columbus 2020
Margie Pizzuti	Goodwill Columbus
Michael C. Salvadore	Franklin County Economic Development & Planning
Phil Nunes	Alvis
Nancy Case	Columbus State Community College
Andrew Neutzling	COTA

Increase Healthy Living Conditions in Neighborhoods

Name	Organization
Jerry Saunders, Sr.	APDS
Traci Bell-Thomas	Ohio Department of Medicaid
Erika Clark Jones	CelebrateOne
Shannon Ginther	OhioHealth
Jose Rodriguez	The Ohio State University College of Public Health
Toshia Safford	The Center for Healthy Families
Michelle Moskowitz Brown	Local Matters
Joe Mazzola	Franklin County Public Health
Isi Ikharebha Green	Physicians Care Connection

Name	Organization
Kathy Espy	Mt. Carmel Health System
TaKeysha Cheney	Molina Healthcare
Kim Emch	Serving Our Neighbors (SON) Ministries
Autumn Glover	The Ohio State University Wexner Medical Center
Darrell Gray, II M.D.	Center for Cancer Health Equity in The Ohio State University Comprehensive Cancer Center
Michelle Missler	Franklin County Office on Aging
Duane Casares	Directions for Youth and Families
Makeda Porter	Columbus Public Health
Siobhan Boyd-Nelson	Equality Ohio

Appendix C: Selected Reports and Research Referenced

1. Affordable Housing Alliance of Central Ohio, February 2017, The Columbus and Franklin County Affordable Housing Challenge: Needs, Resources, and Funding Models
2. City of Columbus & Franklin County Ohio, November 2016, Local Food Action Plan
3. Community Research Partners, 2016, Franklin County Youth Needs Assessment: Ages 12-24
4. Community Research Partners, 2016, Franklin County Youth Needs Assessment: From Birth to Age 12
5. Community Shelter Board, May 2018, A Place to Call Home: A framework for action to address homelessness in Columbus and Franklin County, Ohio
6. Create Columbus Commission, Ohio State University, and Community Research Partners, VISIONsixonefour
7. Franklin County 2017 Opportunity Index (map developed from multiple sources: American Community Survey, 2012-2016. 5 Year Estimates, Ohio Department of Health/Ohio Department of Education, Ohio Housing Finance Agency, Ohio Regional Transit Agencies)
8. Franklin County Public Health, 2017, Community Health Assessment
9. Franklin County Public Health, July 2018, Community Health Improvement Plan
10. Franklin County Public Health, May 2018, Social Determinants of Health
11. Franklin County, 2015, Consolidated Plan 2015-2019
12. Greater Columbus Infant Mortality Task Force, June 2014, Final Report and Implementation Plan
13. Groundwork Ohio, July 2018, From the Ground Up: Unearthing Fairness for Ohio Kids – Ohio Early Childhood Race and Rural Equity Report
14. Health Policy Institute of Ohio, December 1, 2017, A new approach to reduce infant mortality and achieve equity: Policy recommendations to improve housing, transportation, education and employment
15. Jobs for the Future, January 2015, Opportunity Awaits: Reconnecting Franklin County Young Adults to School and Work
16. Kirwan Institute, Community Research Partners, Champion of Children, and the United Way of Central Ohio, 2015, Champion of Children Report: Boys of Color, Boys at Risk

17. Kirwan Institute, February 2014, Infant Mortality in Ohio
18. Kirwan Institute, November 2014, Franklin County Senior Study: Meeting the challenges of an aging population with success
19. Martin Prosperity Institute, February 2015, Segregated City: The Geography of Economic Segregation in America's Metros
20. National Low Income Housing Coalition, 2018, Out Of Reach 2018
21. Office of Housing Policy, 2019, Ohio Housing Needs Assessment: Technical Supplement to the Fiscal Year 2019 Annual Plan
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25. Ohio Development Services Agency, February 2018, The Ohio Poverty Report
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27. The Columbus Foundation, 2016, Benchmarking Central Ohio
28. The Kirwan Institute for the Study of Race & Ethnicity, The Ohio State University, December 2015, More Than My Brother's Keeper
29. The Ohio Department of Medicaid, 2017, Ohio Medicaid Group VIII Assessment: A Report to the Ohio General Assembly
30. Thoughtwell, Poverty Update
31. United Way, 2015, ALICE Report – Ohio
32. Voinovich School of Leadership and Public Affairs at Ohio University and University of Cincinnati Evaluation Services Center, Needs Assessment Report: Ohio Strategic Prevention Framework – State Incentive Grant (SPF-SIG), Franklin County

Appendix D: Focus Group Discussions

Families Living in Poverty	
Organization/Host	**Date**
PACT	Oct. 18, 2018
Franklin County Correctional Center	Oct. 11, 2018
Franklin County Correctional Center	Oct. 11, 2018
Office of Aging	Oct. 25, 2018
Restore Whitehall	Oct. 24, 2018
US Together	Oct. 18, 2018
Community Development For All People	Oct. 22, 2018

Organization/Host	Date
Riverside Hospital	Oct. 24, 2018
IMPACT Community Action/Building Futures	Oct. 12, 2018
Mid-Ohio Foodbank	Oct. 17, 2018
Franklin County Youth Council	Oct. 23, 2018
Nationwide Children's Hospital	Oct. 24, 2018
Whitehall Yearling (Restore Whitehall)	Nov. 27, 2018
Child Development Council	Dec. 10, 2018

Agencies/Providers

Organization/Host	Date
Human Service Chamber	Oct. 16, 2018
Franklin County Human Services Agencies	Oct. 18, 2018
OSU - University Hospital East Staff	Dec. 5 , 2018
Franklin County Advisory Council on Economic Inclusion	Dec. 12, 2018
Franklin County Veterans Service Commission	Dec. 19, 2018
New American Advisory Council	Jan. 3, 2019

Funders

Organization/Host	Date
Funders Focus Group Funded by Steven Fields with Huntington Bank	Oct. 17, 2018

Appendix E: Local Initiatives and Relevant Examples

Project/Initiative	Company/Organization	Housing	Health	Jobs	Youth	Other	Local	Non-Local	Website
1. Child Care Provider Training	Action for Children	X					X		https://www.actionforchildren.org/
2. Affordable Housing	Affordable Housing Alliance of Central Ohio	X		X		X	X		http://www.ahaco.org/
3. Reentry Services	Alvis	X					X		https://alvis180.org/services/reentry-services/
4. Central Ohio Housing Need Assessment	Building Industry Assoc. of Ohio		X				X		http://biahomebuilders.com/aws/BIA/page_template/show/133918
5. Infant Mortality	Celebrate One	X	X		X		X		https://www.columbus.gov/Celebrate-One/Celebrate-One-homepage/
6. Resources for Teen Moms	Center for Health Families	X	X			X	X		http://centerforhealthyfamilies.org/
7. Age-Friendly Columbus Initiative	City of Columbus	X					X		https://agefriendlycolumbus.org/
8. Homeowner Assistance	City of Columbus	X				X	X		https://www.columbus.gov/development/housing-division/Homeowner-Assistance/
9. City Attorney Office Zone Initiative	City of Columbus		X		X		X		http://www.columbuscityattorney.org/zoneinitiative.aspx
10. Recreation and Parks Programs	City of Columbus		X		X		X		https://www.columbus.gov/recreationandparks/programs/Find-a-Program/
11. My Baby & Me	City of Columbus		X		X		X		https://www.columbus.gov/Templates/Detail.aspx?id=2147488376
12. Moms & Babies First	City of Columbus		X				X		https://www.columbus.gov/publichealth/programs/home-visiting-for-pregnant-women,-mothers-and-babies/
13. Local Food Action Plan	City of Columbus		X				X		https://www.columbus.gov/publichealth/programs/Local-Food-Action-Plan/
14. Baby and Me Tobacco Free	City of Columbus				X		X	X	https://www.columbus.gov/publichealth/programs/Womens-Health-Family-Planning/Baby-and-Me-Tobacco-Free/
15. Mentoring Program	City Year	X					X		https://www.cityyear.org/columbus
16. Out of Reach	Coalition on Homelessness and Housing in Ohio					X	X		https://cohhio.org/cohhio-fights-plan-to-speed-up-evictions/
17. Economic Development Resources	Columbus 2020			X			X		https://columbusregion.com/columbus-2020/
18. Adult Education	Columbus City Schools			X	X		X		https://www.ccsoh.us/domain/197
19. New Pathways Project	Columbus Foundation				X		X		https://columbusfoundation.org/news-reports/news/columbus-foundation-s-new-pathways-project-focuses-on-technology-training-and-opportunities-for-at-risk-youth
20. Opportunity Youth	Columbus Foundation	X					X		http://centralohiocompact.org/wp-content/uploads/report_opportunity-youth.pdf
21. Housing Choice Voucher (HCV)	Columbus Metropolitan Housing Authority (CMHA)	X					X		https://cmhanet.com/HCV/About
22. Family Self-Sufficiency (FSS)	Columbus Metropolitan Housing Authority (CMHA)	X					X		https://cmhanet.com/ResidentPrograms/FamilySelfSufficiency
23. HCV Homeownership	Columbus Metropolitan Housing Authority (CMHA)	X					X		https://cmhanet.com/ResidentPrograms/Homeownership
24. Choice Neighborhoods Initiative(CNI)	Columbus Metropolitan Housing Authority (CMHA)			X			X		https://cmhanet.com/ResidentPrograms/ChoiceNeighborhood
25. Section 3	Columbus Metropolitan Housing Authority (CMHA)		X				X		https://cmhanet.com/ResidentPrograms/AboutS3
26. Walk-In Mental Health	Columbus Navigator				X	X	X		https://www.columbusnavigator.com/walk-in-mental-health-services-available-columbus/
27. Child Care Provider Credentialing	Columbus State				X		X		https://www.cscc.edu/academics/departments/early-childhood-development/child-development-associate.shtml
28. Increase Credentials	Columbus State/Central Ohio Compact				X		X		http://centralohiocompact.org/
29. I Am My Brother's Keeper (IAMBK)	Columbus Urban League	X	X		X		X		https://www.cul.org/initiatives/i-am-my-brothers-keeper-iambk/
30. Neighborhood Violence Intervention Initiative	Columbus Urban League	X		X		X	X		https://www.cul.org/initiatives/neighborhood-violence-intervention/
31. Choose 2 Change	Columbus Urban League	X					X		https://www.cul.org/initiatives/choose-2-change/
32. Keys to Homeownership	Columbus Urban League	X					X		https://www.cul.org/initiatives/homebuyer-education/
33. Rental and Fair Housing Discrimination Prevention	Columbus Urban League		X				X		https://www.cul.org/initiatives/rental-and-fair-housing/
34. Project Survival	Columbus Urban League			X	X	X	X		https://www.cul.org/initiatives/project-survival/
35. 700 Credit Score Initiative	Columbus Urban League			X			X		https://www.cul.org/initiatives/700-credit-score/
36. Empower U	Columbus Urban League			X			X		https://www.cul.org/initiatives/empower-u/
37. My Brother's Closet	Columbus Urban League			X			X		https://www.cul.org/initiatives/my-brothers-closet/
38. Transitions	Columbus Urban League			X			X		https://www.cul.org/initiatives/transitions/
39. Urban Technology Jobs Program	Columbus Urban League				X		X		https://www.cul.org/initiatives/urban-tech-jobs/

Project/Initiative	Company/Organization	Housing	Health	Jobs	Youth	Other	Local	Non-Local	Website
40. Father 2 Father	Columbus Urban League				X		X		https://www.cul.org/initiatives/father-2-father/
41. FRESH Afterschool Initiative	Columbus Urban League				X		X		https://www.cul.org/initiatives/fresh-afterschool/
42. Head Start Academy	Columbus Urban League				X		X		https://www.cul.org/initiatives/head-start-academy/
43. REAL Potential Youth Empowerment Program	Columbus Urban League	X					X		https://www.cul.org/initiatives/real-potential-youth-empowerment/
44. Eviction Process Improvement	Columbus Women's Commission			X			X		https://www.columbus.gov/womenscommission/
45. Benefit Cliffs	Columbus Women's Commission			X			X		https://groups.io/g/MavenRapkin/topic/columbus_women_s_ commission/10299009?p=,,,20,0,0,0::recentpostdate%2Fsticky,,,20,2,0,10299009
46. Pay Equity	Columbus Women's Commission	X	X	X	X	X	X		https://www.columbus.gov/payequity/
47. Community Development	Community Development for All People	X					X		https://www.4allpeople.org/
48. Permanent Supportive Housing (PSH)	Community Housing Network (CHN)	X					X		https://www.chninc.org/
49. Mediation Services	Community Mediation Services of Central Ohio (CMS)	X			X		X		https://communitymediation.com/
50. Youth Experiencing Homelessness	Community Shelter Board	X					X		https://www.csb.org/how-we-do-it/new-services-for-youth
51. A Place to Call Home	Community Shelter Board					X	X		https://www.csb.org/
52. Homelessness Racial Disparity	Community Shelter Board and Urban League			X		X	X		https://06472761d4d844f990cd-e08000a6fb874088c6b1d3b8bebbb337.ssl.cf2.rackcdn.com/files-Racial-Equality-and-Homelessness-PowerPoint-September-2018-1.pdf
53. Bus Rapid Transit	COTA			X		X	X		https://www.cota.com/initiatives/cmax-bus-rapid-transit/
54. Light Rail	COTA	X	X	X	X	X	X		http://radio.wosu.org/post/light-rail-columbus-cota-identifies-three-potential-corridors-expansion#stream/0
55. Smart Columbus	COTA and City of Columbus			X			X	X	https://www.smartcolumbusos.com/about/about-smart-columbus
56. Dress for Success	Dress for Success				X		X		https://dressforsuccess.org/
57. Supporting Partnerships to Assure Ready Kids (SPARK)	Early Childhood Resource Center		X	X	X	X	X		http://www.ecresourcecenter.org/spark-ohio
58. Numerous Programs	Ethiopian Tewahedo Social Services (ETSS):	X			X		X		https://www.ethiotss.org/
59. Reduce Youth Homelessness	Franklin County	X					X		https://commissioners.franklincountyohio.gov/news/2018/hud-awards-columbus,-franklin-county-$6-1-million
60. Homelessness Prevention System	Franklin County	X				X	X		https://development.franklincountyohio.gov/funding-and-grants/homelessness-prevention-and-rapid-re-housing-progr
61. Energy Study	Franklin County	X					X		http://www.morpc.org/news/franklin-county-energy-study-points-toward-the-future/
62. Conveyance Fee Funding Mechanism	Franklin County	X					X		http https://www.dispatch.com/news/20190203/franklin-county-commissioners-may-hike-real-estate-fee-to-fund-affordable-housing
63. Land Bank Subsidies	Franklin County	X					X		https://www.dispatch.com/news/20190211/columbus-to-subsidize-home-sales-on-some-land-bank-properties
64. Energy Loans	Franklin County		X		X		X		https://commissioners.franklincountyohio.gov/news/2016/commissioners-energy-works-program-to-provide-loa
65. Family and Children First Council (FCFC)	Franklin County		X				X		http://helpmykid.org/
66. County Health Day	Franklin County			X	X		X		https://commissioners.franklincountyohio.gov/news/2018/commissioners-celebrate-county-health-day,-highlig
67. Achieve More & Prosper	Franklin County			X	X		X		https://jfs.franklincountyohio.gov/amp
68. Summer Success	Franklin County			X			X		https://commissioners.franklincountyohio.gov/news/2017/commissioners-kick-off-summer-success-program-for
69. People Works	Franklin County			X			X		https://development.franklincountyohio.gov/people-works
70. Forward Cities	Franklin County			X			X		https://commissioners.franklincountyohio.gov/news/2019/franklin-county-joins-forward-cities,-launches-com
71. Living Wage Adjustment for County Employees	Franklin County			X			X		https://commissioners.franklincountyohio.gov/news/2016/commissioners-approve-living-wage-adjustment-for-c
72. Paid Family Leave	Franklin County			X			X		
73. Green Corps	Franklin County			X			X		https://commissioners.franklincountyohio.gov/news/2018/green-corps-program-helping-to-grow-county-workfor
74. Workforce Development Pilot	Franklin County			X		X	X		
75. Construction Inclusion Plan Small/Emerging Business Outreach	Franklin County						X		https://purchasing.franklincountyohio.gov/PRCH-website/media/Documents/construction-inclusion-plan.pdf
76. Prevention, Retention, & Contingency (PRC) Program	Franklin County			X			X		https://jfs.franklincountyohio.gov/prc-plan-(1)

Project/Initiative	Company/Organization	Housing	Health	Jobs	Youth	Other	Local	Non-Local	Website
77. Building Futures	Franklin County & Central Ohio Building Trades	X	X				X		https://commissioners.franklincountyohio.gov/news/2018/commissioners-program-connects-low-income-residen
78. Local Food Action Plan	Franklin County & City of Columbus			X			X		https://commissioners.franklincountyohio.gov/news/2017/franklin-county,-columbus-win-statewide-award-for
79. Empowerment Day Resource & Job Fair	Franklin County & Columbus State			X			X		https://commissioners.franklincountyohio.gov/news/2017/2017-empowerment-day-resource-job-fair
80. Workforce Development	Franklin County Building Futures			X	X	X	X		
81. Compass	Franklin County CSEA				X	X	X		https://lawlibrary.hamiltoncountyohio.gov/franklin-county-csea-begins-child-support-diversion-program/
82. Catalyst	Franklin County CSEA		X				X		https://www.myglaw.com/blog/2014/03/franklin-county-finds-a-catalyst-to-help-fulfill-support-orders.shtml
83. Opiate Action	Franklin County Opiate Crisis Coalition		X				X		https://adamhfranklin.org/opiateactionplan/
84. Strategic Prevention Framework	Franklin County Urban Coalition				X		X		http://fcuc.org/wp-content/uploads/2013/07/FCUC-Store-Observation-Final-Report-01.16.13.pdf.pdf
85. From the Ground Up	Groundwork Ohio				X		X		https://groundworkgroup.org/
86. Early Childhood Education	Healthy Franklin County				X		X		
87. College Access Program	I Know I Can			X			X		https://iknowican.org/
88. Building Futures	IMPACT	X					X		https://www.impactca.org/what_we_do/programs/empowerment_services/building-futures.html
89. Tenant Advocacy Project	Legal Aid Society of Columbus (LASC)	X					X		http://www.cbalaw.org/cba_prod/main/News_Items/TAP_Project__Serving_Columbus__Underserved_Tenants.aspx
90. Home Repair Program	Mid-Ohio Regional Plannning Commission (MORPC)						X		http://www.morpc.org/program-service/home-repair-services/
91. Insight 2050	Mid-Ohio Regional Plannning Commission (MORPC)					X	X		https://getinsight2050.org/
92. Ohio Medicaid Managed Care Report Card	Ohio				X		X		https://www.ohiomh.com/Documents/MCPReportCard_2019.pdf
93. College Credit Plus	Ohio					X	X		
94. Step Up To Quality (SUTQ)	Ohio Depts of Educ & Job and Family Services				X		X		http://jfs.ohio.gov/cdc/stepupquality.stm
95. Step Up to Quality	Ohio DJFS		X				X		
96. Ohio Collaborative for Clear Health Communication (OCCHC)	OSU College of Medicine		X				X		https://medicine.osu.edu/orgs/ahec/chcp/collaborative/pages/index.aspx
97. Community Health Day	OSU East Hospital	X	X			X	X		
98. Community Safety Initiative	PACT	X					X		https://www.eastpact.org/
99. Exterior Repair Program	PACT	X					X		https://www.eastpact.org/what-we-do/
100.Homeownership Incentive Program	PACT	X				X	X		https://www.eastpact.org/
101.Leadership Academy	PACT		X		X		X		
102.Parent University	PACT				X		X		https://www.eastpact.org/
103.Health Sciences Academies	PACT, Columbus City Schools, and OSU Wexner Med Ctr		X				X		
104.Free Clinic and Care Coordination	Physicians Care Connection	X					X		https://www.pcchealth.org/home
105.Affordable Housing	Prevent Family Homelessness Collaborative			X			X		http://www.preventfamilyhomelessness.org/
106.Investor Startup Studio	Rev 1 Ventures	X	X	X	X	X	X		https://www.rev1ventures.com/
107.THRIVE	United Way of Central Ohio			X			X		https://liveunitedcentralohio.org/ourcommunity/42320/
108.The Future of Smart Work	Workforce Development Board of Central Ohio	X		X		X		X	https://wdbco.files.wordpress.com/2018/12/Future-of-Smart-Work-RFP_WDBCO-Final.pdf
109.Innovative State Level Banking	Bank of North Dakota				X			X	https://bnd.nd.gov/the-bnd-story/
110.Parent Cafés	Be Strong Families	X						X	https://www.bestrongfamilies.org/parent-cafes
111.Making Boulder's Future Bright	Boulder Transition Advisory Committee (BTAC)	X	X			X		X	https://www.hcn.org/articles/the-montana-gap-how-to-turn-a-struggling-small-town-around
112.Various programs	Central Wisconsin Community Action Council (CWCAC)		X	X	X			X	https://cwcac.org/
113.Community Learning Centers	Cincinnati Public Schools		X					X	https://www.cps-k12.org/community/clc
114.School-Based Health Centers	Cincinnati Public Schools			X		X		X	https://www.cps-k12.org/families-students/health-wellness/school-based-centers
115.Chain Reaction and Other Initiatives	Cleveland Neighborhood Progress				X			X	http://www.clevelandnp.org/
116.Resource Coordination/Navigation	Communities in Schools	X						X	https://www.communitiesinschools.org/

Project/Initiative	Company/Organization	Housing	Health	Jobs	Youth	Other	Local	Non-Local	Website
117.Housing Choice Voucher Program (HCVP)	Cuyahoga Metropolitan Housing Authority (CMHA)		X	X				X	https://www.cmha.net/hcvp/index
118.Neighborhood Navigators: Eagle River Youth Coalition	Eagle River Youth Coalition		X			X		X	http://eagleyouth.org/index.php/main/integreat-eryc/youth-and-family-engagement
119.Environmental Justice	EPA				X	X		X	https://www.epa.gov/environmentaljustice
120.Educating Families	Family Futures Downeast		X		X			X	https://www.familyfuturesdowneast.org/
121.Improve Health and Wellbeing of Adolescents	Georgia Campaign for Adolescent Power & Potential			X				X	https://www.gcapp.org/
122.Workforce Development: Hope Network, Grand Rapids, MI	Hope Network, Grand Rapids, MI					X		X	https://hopenetwork.org/workforce-development/
123.L.A. City Municipal Bank	Los Angeles City					X		X	https://lachamber.com/advocacy-endorsements/measure-b/
124.Economic Development	Making Boulder's Future Bright		X					X	https://www.makingbouldersfuturebright.com/about-us
125.Maryland Primary Care Program	Maryland Dept. of Health			X				X	https://health.maryland.gov/mdpcp/Pages/Home.aspx
126.Community Ventures	Michigan	X						X	https://www.mitalent.org/community-ventures
127.Community First!	Mobile Loaves & Fishes		X					X	https://mlf.org/us/
128.Mobile Loaves & Fishes' Truck Ministry	Mobile Loaves & Fishes			X				X	https://mlf.org/us/
129.Community Works	Mobile Loaves & Fishes	X	X	X	X	X		X	https://mlf.org/us/
130.Getting Ahead, Celebrate Recovery & Doorways of Hope	Muskogee Bridges Out of Poverty	X						X	https://www.muskogeebridgesoutofpoverty.org/
131.Nevada HAND	NeighborWorks America		X					X	https://www.nevadahand.org
132.First Responders Training Course	Northwestern Trauma & Surgical Initiative (NTSI)		X					X	https://www.ntsinitiative.org/
133.New York FRESH Initiative	NYCEDC	X						X	https://www.nycedc.com/program/food-retail-expansion-support-health-fresh
134.Affordable Housing	Palm Beach County Tenants Union			X				X	https://www.pbctu.org/
135.Onsite Childcare	Patagonia		X		X	X		X	https://www.fastcompany.com/3062792/patagonias-ceo-explains-how-to-make-onsite-child-care-pay-for-itself
136.Numerous Initiatives	Prosper Waco	X	X		X			X	https://prosperwaco.org/
137.LIFT Orlando	Purpose Built Communities			X				X	https://purposebuiltcommunities.org/our-network/orlando-orlando-lift/
138.Education Next	Rochester Public Schools & Community and Technical College (RCTC)	X						X	https://www.educationnext.org/adult-education-comes-of-age-new-approach-blends-basic-academics-job-training/
139.Workforce Housing	Sevier County Economic Development Council	X	X			X		X	http://www.scedc.com/
140.22 Programs and Services	Solid Ground	X						X	https://www.solid-ground.org/
141.The Sun Valley Employee Housing Project	Sun Valley Resorts		X					X	https://www.sunvalley.com/futureplans
142.Building Healthy Communities	The California Endowment		X			X		X	https://www.calendow.org/places/
143.Poverty Funder	The JPB Foundation		X					X	https://www.jpbfoundation.org/poverty/
144.Free LARC	Travis County, TX			X				X	https://www.reuters.com/article/us-health-contraception-free-larc/free-long-term-birth-control-cuts-unwanted-pregnancies-idUSKBN16G33Y
145.Twin Cities RISE!	Twin Cities RISE!		X					X	https://www.twincitiesrise.org/
146.Health Literacy for North Carolina	UNC			X	X	X		X	http://hsl.lib.unc.edu/health-literacy
147.The Empire State Poverty Reduction Initiative (ESPRI)	United Way of Buffalo & Erie County		X	X		X		X	https://www.uwbec.org/espriwny
148.Thrive	United Way of Greater Houston		X					X	https://www.uwtexas.org/sites/uwtexas.org/files/Year%208%20Results_Final.pdf
149.Text Based Mentoring for Moms	University of Michigan	X						X	https://poverty.umich.edu/working-paper/text-based-mentoring-for-new-moms-a-feasibility-study/
150.Affordable Housing Program	Washington DC Inclusionary Zoning					X		X	https://dhcd.dc.gov/service/inclusionary-zoning-affordable-housing-program
151.Field & Rural Ministry	World Vision								http://www.worldvisionusprograms.org/

LEARN MORE

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