

Collective Impact on Homelessness Steering Committee Meeting Notes 08.03.2016

Steering Committee members or alternates in attendance: John Wilkes, Jean Hill, James Morgese, Kathy Bray, Joann Seghini, Erin Trenbeath-Murray, Jennifer Steele, Lori Bays, Dan Adams, Palmer DePaulis, Matt Minkevitch, Josh Romney, Mike Reberg, Mayor Biskupski, Pamela Atkinson, Johnathon Hardy, Mikelle Moore, Anne Burkholder, Matt Melville, Tara Rollins, Janice Kimball, Tiffanie Provost, Bill Crim

- I. **WELCOME:** Mayor McAdams started the meeting and welcomed everyone. Introductions were made around the room. Mayor McAdams gave a special introduction to Katherine Klem from the White House. Katherine said she is here to learn about the Pay for Success program and congratulate this committee, also that she will discuss more of her visit towards the end of the meeting.

- II. **OVERVIEW: MAYOR'S PROPOSED ACTION PLAN:** Mayor McAdams opened with an overview of the proposed action plan. These are recommendations that have been discussed and laid out in the action plan. This has been going on for several weeks, and everyone should be very familiar with it by now. The Mayor mentioned he would like to begin putting the action plan in place, get feedback and move forward. He would like to base these plans on reality and factual numbers. He mentioned the public meeting that was held on Monday to receive public comments, and the presentation to the Salt Lake County Council yesterday. Today he would like to receive feedback and make any modifications necessary to get an endorsement from the Steering Committee. He continued going over the power point presentation, beginning with homelessness in Salt Lake County. He discussed what the goal is for efforts addressing the challenges related to homelessness, and identified the outcomes and key characteristics of our system. He also discussed how new investments would impact the system. There are four areas where we could act immediately: The first area could be focused on prevention and diversion. He gave an example of 1/3 of individuals at 4th Street Clinic who receive health services had to give up their home in order to get health benefits. The one-size-fits all emergency services model does not fit everyone. People often exit the shelters on a path that leads them back to crisis. Nearly 30% of the homeless population will be booked into the Salt Lake County jail every year, and on an average night there are over 300 homeless booked into jail. The Road Home and all the providers are doing a great job, but cannot do it all. Homeless services would need to coordinate with each other in order to have a "no wrong door" access to the system and services. Salt Lake County has issued an RFP for the coordinated assessment tool, and will also be launching the Pay for Success Program for the "Homes not Jail" initiative. This will be backed by over \$11 million in private funding. We do not want people to use the emergency room as a primary source of health care, therefore we need to look at the highest capacity needs of the system and look to make sure the system can accommodate existing needs. There will be two small shelters built in Salt Lake City. These should not be emergency shelters, but should meet the needs of the

major subpopulations that rely on shelter, while providing overflow accommodation for the rest of the population. One will offer 250 beds for single adult men, and the other will accommodate additional capacity for single adult women and families, as well as men potentially. Mayor McAdams displayed a configuration of a program design for a three-story facility. He would like emergency shelter stays to be infrequent and brief. All the facility plans will take into account what has been learned over the past few months, and must be geared toward self-sufficiency and a quick, successful exit from homelessness. Architectural Nexus will be working on a rendering of the facility that may be built on as little as .69 acres of land.

The Mayor recognized the Midvale Family shelter that newly opened for year round service. Over time the hope is to transition away from a one-size-fits-all shelter model. There needs to be a focus on families, with about 150 units to accommodate the existing families through access to housing. The Mayor discussed increasing affordable housing, which will hopefully be part of a 10-year project to increase child stability. There is a plan to lower the need for the Rio Grande location to zero. This plan lays out the Mayors recommendations for how, what and why, but where the facilities will be located will be up to Salt Lake City. Architectural Nexus will have a draft recommendation for facility programming completed by August 15th; and finalized by August 31st.

- III. **PRESENTATION: HOMES NOT JAIL AND REACH PAY FOR SUCCESS PROGRAMS:** Fraser Nelson began discussing the Pay for Success project, and said she would be happy to meet one-on-one with anyone to discuss it further. She went over the issues of the homeless cycling through the jail, and the effort to scale some of the preventative services to stop the cycle. The county currently has two Pay for Success projects in the works. Pay for Success is a relatively new policy tool where private funders provide the capital and nonprofits provide evidence based on their needs. If the evaluation determines that agreed upon outcomes are achieved, the government will repay the private investors. With this heightened level of evaluation, we will be able to access new resources of capital, expand use of data, rigorously evaluate outcomes, deliver real impact and build capacity. Dr. Rob Buttars will be the evaluator for this project. Fraser wanted to be clear about doing a competitive selection process. The three partners selected are: First Step House, The Road Home and the University of Utah.
- Sean McMillan with First Step House began discussing their REACH program. He said this program targets a high risk population and high need offenders. First Step will focus on the 225 individuals who have been identified as their target population. He discussed the challenge and current reality, which is the population at the highest risk with high substance abuse disorders. This population overlaps with those who receive services at the Road Home. He discussed the criminogenic needs treatment, and non-criminogenic needs treatment; as well as sustained and long term recovery.
 - Melanie Zamora with The Road Home discussed a program to serve the persistently homeless. Based on their analysis, a successful Pay for Success program will result in 350 men and women being moved out of the shelter and into housing over the next 5 years. She said they have not attended to the persistently homeless as much as

other populations. She mentioned they are excited to have the enhanced components to take the existing populations out of the shelters, and the project will also help people move out to market rate rental units including behavior health facilities.

- Dr. Rob Butters with the University of Utah is a social worker by training and is now the director of the Utah Criminal Justice Center. He will evaluate and look at the random control trial groups: those who are assigned either to the REACH program or to the control group. The evaluation will determine whether an agreed upon level of success was achieved in order to trigger success payments. His study will provide policy insights for SLCo and communities across the nation on the effectiveness of these interventions for high need populations. He said this will continue for a 6 year period and discussed the outcomes. He will be able to tell if this program has worked or not based on the following metrics: 1,500 more months in stable housing; 26,800 fewer days in jail or prison; 225 fewer arrests; 252 single adults in permanent, stable homes and increased wages.

Katherine Klem spoke again and thanked everyone on behalf of the White House and the nation. She said Utah is setting an example for the rest of the country to follow. She loves to support local communities and has enjoyed meeting with the service providers and learning about the Pay for Success program. There is national significance regarding homelessness, criminal justice reform and the Pay for Success program. The work that Dr. Butters and his team are leading will be learned from. It is reliable and measurable and will help shape policies across the country. Salt Lake County has really special work going on and she is happy to support and follow the work.

IV. DISCUSSION OF MAYOR'S PROPOSED ACTION PLAN: Mayor McAdams discussed the hope of phasing out emergency shelters as a first option and focusing more on the better option of connecting to services.

- Concern was expressed about the loss of the number of beds that would be available if the emergency shelters were to phase out long term since we have a growing population in general which will likely produce more homeless. Mayor McAdams said we are not building mini versions of what we have now, and that this will be a shift down the road. Shaleane said one of the things they looked at with the Road Home was the data; growth size and trends of the peak population. This is an experiment of how it will work but there is a plan of how to address this in other ways as well. The Mayor said they can discuss limiting factors in the facilities being built, but the facilities recommended will accommodate what is in the system today. We know we will see growth, but there should be more services not emergency type shelters. We need to shorten the duration of stay in shelters and move people into permanent housing.
- Mayor Biskupski mentioned that there needs to be a meeting between The Road Home, Nexus and Mayor McAdams to discuss the plan and new sites for shelters.

- Matt Minkevitch provided a snapshot of the data for the number of homeless that came to The Road Home last winter. He says he would love to see the shelter numbers down, but doesn't see this as the road map getting us there just yet.
- Mayor McAdams stated that no one nationally has done a random control trial. He would like to move away from a system where each provider has to make decisions about how to allocate resources, toward a new system with collective goals and coordinated intake to more efficiently use resources. Matt said there is a latent need out there, and we have to be incredibly mindful of not deconstructing the emergency shelter and leaving homeless people with nowhere to go. There needs to be a measurable increase in the number of permanent and affordable housing units. Mayor McAdams understands the concern to be more specifically related to how this process will work with the future of the shelter services and the system in general, but believes that needs will be met from services and not shelters. Shaleane is working with the funders who will require certain outcomes and are working with the partners at the state who are awarding the funding that will require the metrics. This will be done in the next two months.
- Concern that there will be lower than capacity facilities being built. If there are changes along the way, then will there be flexibility? Mayor McAdams mentioned it has not been decided yet who will operate these new facilities, but there must be third party ownership of the facilities and land. That entity will provide the bylaws and will be a place to ensure long term success. There is a solicitation for a third party.
- Concern regarding the timeline for the homeless. How can we close the waiting gap to get into housing? There also needs to be issues addressed for veterans and special needs services. Hundreds of homeless are ready to go into affordable housing, and there is a huge gap for that type of housing. The demand is growing faster than the supply being built. It was mentioned that there is a workgroup looking at affordable housing. There is some transitional housing which can be utilized, and we are working to more fully utilize what we already have. Matt Minkevitch expressed that The Road Home would like to be a part of the Housing Group.
- Mayor Biskupski said the City has sent over a letter to the County requesting \$1.2 million of funding from the State in order to secure potential sites which have been selected. She said it is important to move forward together, and this letter needs to be signed by Mayor McAdams today to avoid losing the sites that have been identified.
- Pamela Atkinson spoke about the increasing number of variables and the increasing number of homeless who are too comfortable. People who are coming out of prison should have a plan in place for where they will go, and people of special needs need to have more attention paid to them. There are many people over the years who have been helped, and we should also look at the successes we have had. There are a lot of variables and planning is necessary. We need to make sure there is communication, coordination, cooperation and collaboration.

V. NEXT STEPS, CLOSING REMARKS: Mayor McAdams mentioned running out of time, but will incorporate the feedback into the action plan. There are mandated deliverables which must be met before the next legislation session. There will not be time to ask for an endorsement of the recommendations today. The City and County will work together on a design for the new facilities, to be ready to go back with a plan to the legislature. He suggests we circle back with steering committee members within the next week, after the County has had time to digest these recommendations. The City has to have their site selected by August 23rd, so there needs to be an endorsement to move forward with the outline of this plan so that we can take the next step. This is an ongoing process and we don't want anything to prohibit the process moving forward. Shaleane said we are asking for an endorsement to move forward with the outline of this plan, and that there will be an opportunity for the steering committee members to meet next Wednesday. She will send an email to the members with further information.

Meeting Adjourned at 10:00