



## **Collective Impact on Homelessness Steering Committee: Small Committee Workgroups Summer – Fall 2016**

### **Housing-Based Prevention Solutions Workgroup**

This workgroup is focused exclusively on prevention – i.e., specifically on pre-emergency shelter housing-based solutions: affordable housing, deeply affordable housing, private market incentives and housing assistance and diversion programs that **prevent entries** into the existing homelessness system. This group will therefore **not** focus primarily on shelter-based diversion programs, shelter-based rapid rehousing programs, transitional housing programs, or permanent supportive housing programs for those who have already entered the current homelessness system. By October:

- Tasked with recommending affordable need- and finance-based housing formulas that can inform a sustained effort to increase housing stability through region-wide affordable housing planning to Mayor McAdams and the Collective Impact Steering Committee.
- Must provide formulas that “pencil” for developers and funders.
- Response to specific requests to have a funder and developer/private-market driven workgroup throughout the summer and deliverables recommended to the Mayor and Collective Impact by developers and funders.
- Help support and inform the state task force on housing recently convened by Lt. Governor Cox.

### **Children, Youth and Education Prevention Solutions Workgroup**

This workgroup is focused exclusively on prevention – i.e, specifically on pre-emergency shelter solutions that **prevent entries** into the existing homelessness system by focusing on housing stability, family stability and self-reliance and intervention that improve health, education and opportunity outcomes for Utah children, with a priority on infants and children ages 0-6 and young adults age 16-22. This group will therefore **not** focus primarily on shelter-based diversion programs, shelter-based rapid rehousing programs, transitional housing programs, or permanent supportive housing programs for those children and families who have already entered the current homelessness system. By October:

- Refine indicators and data benchmarks we have identified to date related to preventing children and youth in these age ranges from entering the homelessness system.
- Review system-mapping of public services that help prevent children and youth in these age ranges from entering the homelessness system.
- Help refine criteria for service facilities designed to support families and children and prevent them from entering the homelessness services system.
- Make initial recommendations for developing a cross-agency, system-wide coordinated entry and referral policy for families with children and youth in these age ranges who are experiencing housing instability.
- Recommend a cross-agency definition of homelessness to inform such efforts.

### **Facilities Programming Study Workgroup**

This workgroup is focused on helping us keep Collective Impact Committee and Site Commission stakeholders engaged, informed and comfortable with the facilities programming study process by:

- Respond to calls for information and ideas from SLCO staff/consultant
- Ask questions and prompt for information from SLCO staff/consultant
- Reviewing programming study drafts and system mapping iterations: provide feedback and corrections.

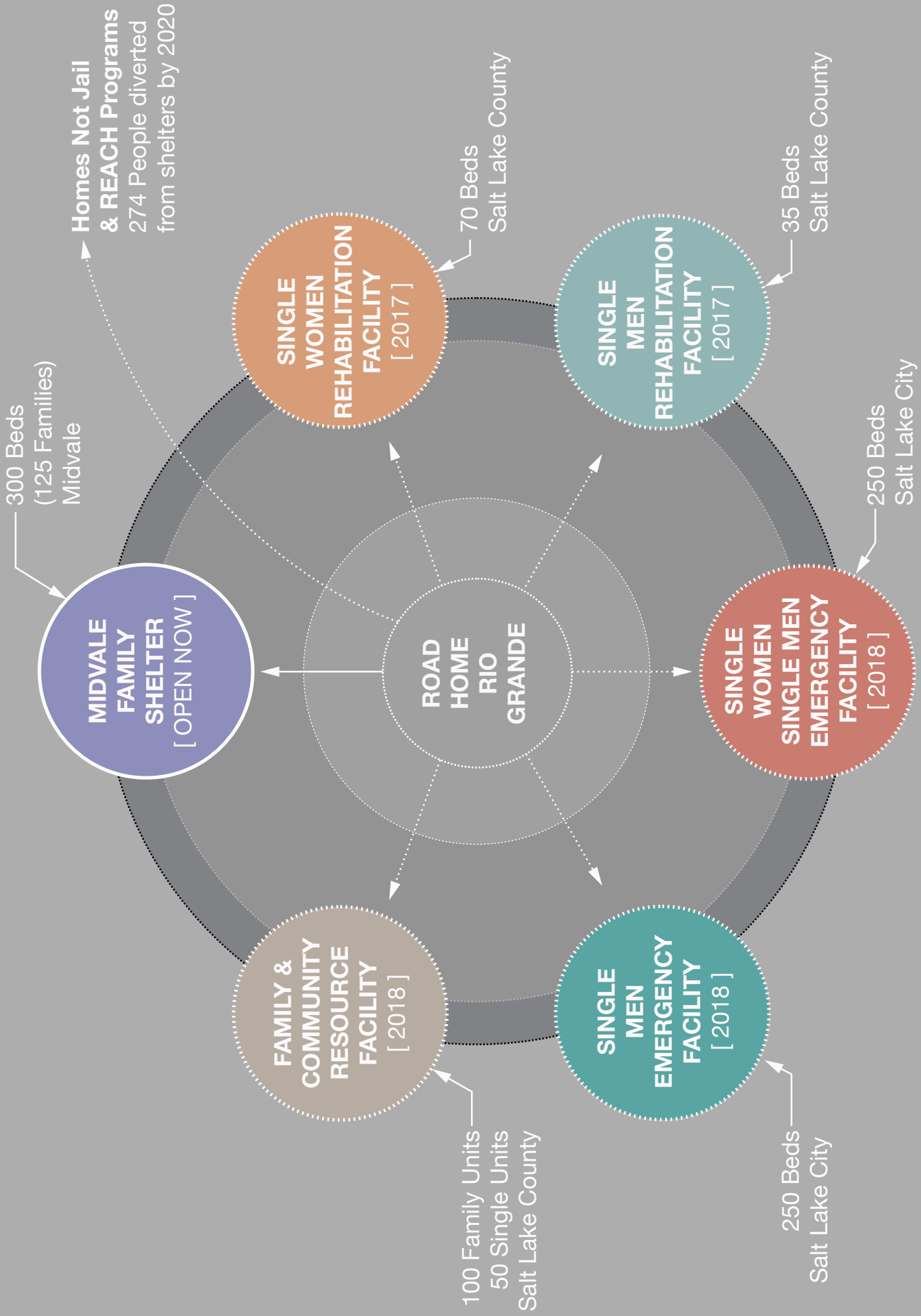


**Homes Not Jail Pay for Success Steering Committee (ongoing)**

This is not a workgroup of the Collective Impact Steering Committee; it is a group of advisors informing Salt Lake County and consultants on the development of the Pay for Success program.

**Healthcare, Housing and Homelessness (ongoing)**

This is not a workgroup of the Collective Impact Steering Committee for which SLCO provides backbone support; it is an organic group working in complement to collective impact objectives and outcomes.



Homes Not Jail & REACH Programs  
274 People diverted from shelters by 2020

300 Beds  
(125 Families)  
Midvale

**MIDVALE  
FAMILY  
SHELTER**  
[OPEN NOW]

**SINGLE  
WOMEN  
REHABILITATION  
FACILITY**  
[2017]

70 Beds  
Salt Lake County

**SINGLE  
MEN  
REHABILITATION  
FACILITY**  
[2017]

35 Beds  
Salt Lake County

**SINGLE  
WOMEN  
SINGLE MEN  
EMERGENCY  
FACILITY**  
[2018]

250 Beds  
Salt Lake City

**SINGLE  
MEN  
EMERGENCY  
FACILITY**  
[2018]

250 Beds  
Salt Lake City

**FAMILY &  
COMMUNITY  
RESOURCE  
FACILITY**  
[2018]

100 Family Units  
50 Single Units  
Salt Lake County



## What problems will we address?

**Problem #1:** The primary way to access Utah's homelessness services system is through a crisis and arrival at the emergency shelter. That creates public safety and stress issues at our main community shelter, which becomes a bottleneck. People often exit the shelter on a path that leads back to another crisis.

**Problem #2:** Our large, "one-size-fits-all" emergency services model does not serve people well, especially families, children, youth, domestic violence victims, individuals with disabilities and working single adults.

## What solutions will we use and prioritize?

**Solution #1: Develop and support two emergency resource facilities, one for single men and one for single men and single women.** In place of the current model, these facilities will be smaller, located on separate sites, and provide needed services to promote sustainable self-sufficiency.

**Solution #2: Develop and support a family and community resource center that provides housing as well as education, health and employment services.** This facility will use private housing, business, and nonprofit partnerships to combine services for families at-risk for or exiting homelessness with resources that benefit and engage the broader community.

**Solution #3: Develop and support a coordinated-entry system, common assessment and referral tool, and "no wrong door" policy.** Homeless services will be integrated with each other and with other public and private systems such as health and human services, job services, legal services, and public education.

**Solution #4: Salt Lake County "Homes Not Jail" program.** This new Pay for Success program will use the private housing market to increase housing stability for single adults who have spent 90-364 days in shelter or on the streets. The program integrates wrap-around services, focuses on self-sufficiency, and will be rigorously evaluated against specific outcomes.

**Solution #5: Increase affordable housing availability.** Develop and implement a sustained effort to increase housing stability and keep individuals and families safe and healthy in their own communities through region-wide affordable housing planning.

**Solution #6: Develop and implement a 10-year initiative to end child homelessness.** This comprehensive plan will focus on increasing housing stability, family stability and self-reliance through interventions that prevent entries in to the homeless services system and that improve health, education and opportunity outcomes for Utah's youngest citizens.

## Summary of New Facilities



A facility that provides emergency services and housing for single adult men.

**250 beds with reconfigurable restricted, low barrier, and overflow space.**

**To be located in Salt Lake City and supported by state funding.**



A facility that provides emergency services and housing for single adult women, single adult men, and couples.

**250 beds with reconfigurable restricted, low barrier, and overflow space. Separate spaces for men, women and couples.**

**To be located in Salt Lake City and supported by state funding.**



The Road Home Family Shelter, now open year-round to provide emergency services and housing to families.

**300 beds serving about 125 families.**

**Located in Midvale and supported by state and Salt Lake County funding.**



A family and community resource center that provides affordable, transitional, supportive and market rate housing as well as education, health and employment services that benefit and engage the broader neighborhood.

**100 family units/50 single units for women.**

**To be located in Salt Lake County and supported by public and private funding. Replicable and adaptable model for a range of municipalities and communities.**

The above facilities to be associated with:



A new facility that provides housing and detox and rehabilitation services for single women and single women with children.

**70 beds. To be located in Salt Lake County.**



A new facility that provides housing and detox, rehabilitation, and behavioral health case management services for single men.

**35 beds. To be located in Salt Lake County.**



**Utah residents are eager to see these solutions.  
Those who are homeless or at risk urgently need them.**

### How will these new resource facilities and service models be different?

These re-designed facilities will support strategic solutions that are part of a comprehensive strategy to minimize homelessness. After a year of study on two planning commissions, over 31 stakeholders, in partnership with state agencies, unanimously recommended a set of outcomes to minimize homelessness and agreed to align programs and funding, share data, and use common metrics to evaluate and report on progress. This broad support demonstrates the collective will to move forward together and on an accelerated timeline to ensure that state money provides the foundation for improving how Utah addresses homelessness to make a measurable difference in people's lives.

### What collective outcomes will these resources facilities and service models achieve?

The proposed solutions help achieve all of our collective impact outcomes, including these priorities:

- We recognize and meet the distinct needs of these at risk and homeless populations, including families with children; youth; single men and women; veterans; domestic violence victims; individuals with behavioral health disorders (including mental health and substance use disorders); individuals who are medically frail/terminally ill; individuals exiting prison or jail.
- We successfully divert individuals and families from emergency shelter whenever possible.
- We meet the basic needs of those in crisis.
- We provide individuals and families with stabilization services when they need them.
- Coordinated entry and a common, consistent assessment tool provide appropriate, timely access to services across the system. There is no 'wrong door.'
- Children, adolescents and young adults do not experience homelessness.
- People have access to the specific services and supports they need to avoid homelessness.
- Our housing supply meets the demands and needs of all residents.
- Neighborhoods that host homeless service facilities are welcoming and safe for all who live, visit, work, recreate, receive services, or do business there.

## Contact

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<http://slco.org/homeless-services/collective-impact-on-homelessness/>  
<http://slco.org/homeless-services/homes-initiative/>

