

## Collective Impact on Homelessness Steering Committee Meeting Notes 01.11.2017

**Steering Committee members or alternates in attendance:** Janice Kimball, Ben McAdams, David Litvack (for Jackie Biskupski), James Morgese, Jennifer Godfrey (for Erin Trenbeth-Murray), Jennifer Steele, Jonathan Hardy, Mikelle Moore, Kim Correa, Mike Brown, Anne Burkholder, Laura Michalski, Matt Minkevitch, Josh Romney, Tara Rollins, Tiffanie Provost, Don Przybyla, Kathy Bray

- I. **Welcome & Introduction:** Mayor McAdams welcomed everyone and introductions were made around the room. Mayor McAdams thanked everyone for their attendance. We have been working for 2 years toward outcomes. Mayor McAdams believes that it is our commitment to our shared outcomes which defines us. The committee spent time in 2014 working toward defining the shared outcomes. Those outcomes are presented as part of our agenda today in order to remind everyone of what they are. Mayor McAdams reminded the committee that working in silos is not good enough. We've adopted a common agenda, agreed to work diligently and in good faith collectively in all of the organizations and jurisdictions represented on this committee. We've agreed that in order to achieve our outcomes we would put individual agendas and interests aside and maintain public transparency. Last week Mayor McAdams worked with his staff to review the outcomes and to determine how we can move forward constructively. We want to ensure that all neighborhoods which host homeless facilities are safe to live, work and recreate. Mayor McAdams proposed that for Sugarhouse they build a mixed unit housing facility with market rate, affordable units and deeply affordable units. This aligns with diversion and preventing homelessness for children and families. Recently the Salt Lake Tribune reported that we will be closing The Road Home but Mayor McAdams wanted to assure everyone that he will not approve an arbitrary closure, rather we will work toward reducing the need for services at The Road Home. We have worked far too long and far too hard to abandon our goals because of disagreements. We are committed. We are not walking away. We will continue working at this until we have consensus from the committee, the community and providers. This is not the first time we have had a disagreement and it will not be the last. Mayor McAdams commits to remain at this table until the disagreement is resolved. Shaleane interjected that over last several weeks we have had very productive conversations about services and how they can be delivered in the new scattered site model and existing facilities. Conversations will continue this afternoon.

Mayor McAdams advised the committee that we will have a shortened agenda this meeting in order to leave the meeting open to comment and discussion.

- II. **Service and Population Recommendations - New Sites:** Mayor McAdams advised the committee that we will not be discussing this topic today.

- III. **Legislative Update:** Shaleane advised the committee that this topic will be postponed until we have more information.
- IV. **Rio Grande Area Screening Assessment/Survey:** This agenda item will be postponed. We will set up a separate meeting for this as it relates to Coordinated Entry. It was very enlightening but was not designed to help us make decisions.
- V. **Closing Remarks:** Mayor thanked everyone for their attendance and would like to conclude our formal meeting. However he will stick around for next hour to address comments or questions.
- VI. **Follow-up Discussions:**
- A member of the public stated - There are questions in the community about what services we will be offering, can you back up and give a brief overview. Mayor McAdams responded - It's hard to comment about the services while there are still significant disagreement about sites and closure timelines.
  - Pamela Atkinson suggested that it may be helpful for communities to have a FAQ sheet and strategic plan published. Mayor McAdams added – Let's look at outcome #1 which discusses recognizing populations with distinct needs. The system today provides a meal and a bed. Our new system provides an end goal of helping people to become stable and connect to services. Current system is inexpensive but doesn't help people heal and become self reliant. The new system will be more expensive day by day but in the long term will be more productive. Smaller facilities with smaller populations will not have a significant crime element. We have talked about a Homeless Services Dashboard to measure our success because we want hard evidence that we are accomplishing our goals. We do not want a shelter to be a place that people stay for years and years. We want it to be short term so they can move on to permanent housing. We would like a Community Dashboard to ensure that facilities are integrating well into the community. Mayor McAdams is confident that the facilities will work well in the neighborhoods they are located in.
  - Jason Mathis commented that if we duplicate Rio Grande in 4 new areas it will be a huge failure. We need to focus on affordable housing and not just on shelter and resources. We need to prevent people from becoming homeless in the first place. This conversation is not about new shelters and needs to be broader to encompass affordable housing.
  - Shaleane Gee stated that we have worked on this initiative for 2 years. We **ARE** our outcomes. Our outcomes are there for a specific reason, we care about a Services System, and about business doorsteps and employees coming to work. The outcomes span the gamut for how we recognize homeless and how we improve services. She had a good conversation last Friday with the chairs of The Sugarhouse Community Council which was very productive. They will also be at meeting in February to walk through with residents what our goals are.
  - Tiffany Provost – Agrees with what has been said. She likes the idea of the new facilities, but unless you address the Rio Grande Center, how will anyone believe that

the new facilities will not turn into what Rio Grande has been. Right now Salt Lake City is taking the burden of most of the homeless from all of the county and the state, if we start building new beds then people from Nevada and California will start moving here to occupy them. Mayor McAdams responded that there has been no reduction in bed for bed. He compared the homeless services to medical, if an emergency room is the only place to get medical care, then we don't just build new emergency rooms, we build clinics and doctors' offices, specialists who can provide care for specific issues. Our goal is to reduce the number of people who are on a wait list. We want to reduce the demand for shelter. We have a waiting list now of 1100 people. Our goal is to shorten the list by connecting people to services with mobile clinic, pay for success and other initiatives. Tiffany clarified that a treatment bed is comparable to a shelter bed. Shaleane responded that we want to offer a full range of treatment. One of the things we have been working on is getting the full plan together so that any facility can work within the system. The status quo around shelters and facilities needs to change. If we pick up the problem and move it somewhere else, that doesn't fix the problem. If we have disagreements we need to take a break, look at outcomes, look at solutions and then keep moving forward. We've done this before and will do it again.

- Kim Correa – Commented that housing is an important part of this initiative. Most of this population won't thrive on their own in an apartment because of health, substance abuse, etc. They need to be in a supervised environment that is more like assisted living. Shaleane responded that housing, healthcare, medical care, and employment are all the goals of this committee.
- A Salt Lake City resident requested that the 4 neighborhood councils impacted be invited to join meetings. Mayor McAdams said he would love to have them come to meetings, they are always open and they are always welcome to come, but the dashboard may be a better way to engage those communities.
- Josh Romney commented that we are all here because of the current conditions at The Road Home. We cannot shut it down overnight. If our goal is to **someday** shut it down, 3 years from now we will have a shelter that houses 1200 people. Without a timeline and an actionable plan, it will never be attainable. It is not fair that Salt Lake is carrying the full burden of this problem. We need to have specific items for how to improve the situation at The Road Home. Jonathan Hardy commented that The State of Utah has been looking at this for a long time. They have run a lot of data on populations at The Road Home, where the clients came from, etc. A 2015 report indicates that 60% of clients at The Road Home originate from a Salt Lake City zip code. In the past we've had other communities step up and make payments through Community Development Block Grant (CDBG) or other options to help support The Road Home. What can we do to reduce the demands by 500 beds, we've come up with the diversion program, also the affordable housing. As we implement bed for bed reduction and new service models we will learn over time how to effectively target populations. The Statewide Housing Plan was released this morning. The housing gap is significant.
- Mayor McAdams agreed with Josh that anecdotes are a waste of time, and actionable steps are important. The Mayor also wanted to clarify that The Road Home is a service provider while Rio Grande is a facility which does not meet our desired outcomes.

Shaleane added that the premise of our committee is that we are committed to addressing all of the issues (housing, The Road Home, medical, etc.) This is the only way to get to a comprehensive solution.

- Daniel Shipp told Shaleane that he appreciates everything they've done, however the community we are trying to help are not present in these discussions, how can we better involve them? What are we going to do about Rio Grande here and now to save lives and to bring people back to self-sufficiency? People are dying. Shaleane replied that it's very difficult to have someone who is currently homeless to serve on a committee. One of the challenges we face is the dynamic nature of the population. We do have formerly homeless individuals on our committee and we are trying to represent that community. It is very difficult if not impossible to retain an active voice on this committee. Mayor McAdams added that John is formerly homeless and is on the committee and attends meetings regularly in addition to frequent communication with the mayor. Shaleane added that we need to stop thinking about homeless as a static one size fits all. As a result of the varying issues associated with homelessness it is difficult to have a homelessness advocate to represent the entire range of services needed.
- A member of the committee stated that Operation Diversion has been extended until June. It might be helpful to get an update on how that is progressing. We have a youth resource center that is up and operating. We are learning lessons along the way about architectural design and operations. She would invite community and council members to come and take a look at it in the hopes of having some questions answered.
- Kim Correa – Asked if we have done any research or do we plan to do any market research on whether if we open a new site people will go there. Shaleane said we have done that. Last month with great effort we conducted an in depth assessment of entire Rio Grande population and the 4<sup>th</sup> Street Clinic, both inside the facility and outside the facility. They conducted about 700 assessments, some were duplicates because people wanted the gift card they were offering. We will discuss this assessment in a different meeting but we will not be making decisions based on this assessment. One thing we learned is that our next step needs to be a more targeted in depth mental health assessment.
- Pamela Atkinson stated that our homeless friends are not shy about speaking out. There are informal processes at play as well. On Christmas Day they did outreach and asked why people were in the shelter. Many said they were on a waiting list for permanent housing. Many are very intelligent with great thoughts.
- Tim Whalen – gave an update on diversion and treatment capacity. We have a profound need for uninsured treatment. Addiction disorder does not qualify for Medicaid. We have expanded our treatment capacity to 63 new beds. All are full, if someone leaves we have committed that capacity to Operation Diversion. People are staying in treatment for up to 6 months to get stable, get recovery and get into permanent housing. We have fought a lot of stakeholders to keep treatment options open. It is important to demonstrate the profound need for substance abuse recovery. 63 beds = \$2.3 million a year in costs.

- Mayor McAdams – advised the committee that we have made significant progress as a group. We spend \$52 million a year providing direct homeless services. We want to make sure that every dollar is spent to its maximum effectiveness. We are here to reform the system so that people in crisis receive the services they need. These outcomes are the lens through which we will make decisions. We are working toward agreement and he will remain at this table until we find agreement.

**Meeting ended 9:47 am**