

## **Collective Impact on Homelessness Steering Committee Meeting Notes 11.02.2016**

**Steering Committee members or alternates in attendance:** Mayor Ben McAdams, John Wilkes, James Morgese, Kathy Bray, Anne Burkholder, Jennifer Steele, Tiffanie Provost, Mikelle Moore, Matt Melville (for Dennis Kelsch), Mike Reberg (for Mayor Jackie Biskupski), Pamela Atkinson, Jonathan Hardy, Rob Weisman, Laura Michalski, Matt Minkevitch, David Litvack, Glen Bailey, Tara Rollins, Alan Pruhs, Jason Mathis

- I. **Welcome & Introductions:** Mayor McAdams welcomed the committee and public; introductions were made around the room.
  
- II. **Salt Lake City Site Selection Update:** The goal today is to discuss some of the key elements of the action plan and agree to move forward on proposed implementation. David Litvak began discussing the updates on behalf of the City of Salt Lake. He mentioned they met last week with the site selection committee. They are moving forward quickly and anticipate that on November 21<sup>st</sup> four sites will be selected and announced to the public. They will be seeking site selection commission members' input and recommendation on sites shortly. By the end of November there will be a series of public engagement workshops and meetings to help with the process. Also, they are continuing to work with the County and having conversations with the partners for next steps. They are now focused on four sites capped at 150, still focused on single men and single women. They would like to have more sites targeted to unique populations within the community and work closely with the CI partners on how the design will be for the facilities. From the city's perspective, they would like to meet with the people to discuss how to meet the needs for overflow and how to better serve individuals for homelessness. Matt Minkevitch with the Road Home said it has been helpful for the overflow people to turn to St. Vincent's shelter, since the Midvale shelter is no longer an option. He said that capacity is a problem and it's a tricky proposition that requires a very involved process. Shaleane Gee mentioned it is a lot more complicated than just opening up a warehouse for the demand; it is how to implement it. She also mentioned the "wagon wheel" that is in the updated plan for the four proposed facilities, and proposed how the facilities will be developed to ensure capacity is met. The first facility to be done will be the residential rehabilitation facility at the Murray VOA facility. We are continually having conversations about plans for this winter's overflow needs, and continue to look at all options.
  
- III. **Shelter the Homeless Board Proposal:** Mayor McAdam's mentioned the following discussion will focus on the Shelter the Homeless Board proposal, and how it is moving forward. We will consider questions and comments before moving forward. Shaleane said this was presented last week at the SLC Site Selection Commission meeting with positive feedback, and wants to hear specifically from the committee regarding the implementation timeline and any questions. She said the Shelter the Homeless Board is a nonprofit entity that owns the land and facilities in the Rio Grande area, the Midvale Family Shelter and

Palmer Court. This is not The Road Home governing board, which is a separate entity. One is not a subsidiary of the other, they are two separate nonprofit organizations. Part of the proposal will separate the Shelter the Homeless Board from The Road Home. They'll have their own staff, and will share backbone structure/staff with the Collective Impact Steering Committee. We will walk through this proposal again to plan to implement immediately unless there are significant objections. Shaleane began the presentation and went over the proposed purposes with the public/private governance structure. The two purposes as listed in the presentation are to: "Provide accountability for public safety and fit/integration of facilities into the public community and directly liaise with community"; and to "Adopt Collective Impact Committee backbone support role and ensure that providers work collaboratively toward shared outcomes (establish high level operating and reporting criteria, create operating and lease contracts that reflect criteria, and report on outcomes).

Questions were asked regarding the composition of the board and who would be asked to be a part of this and what this means. The CISC is not a formal committee, but we would plan to transition this committee to work with the Shelter the Homeless Board. Matt Minkevitch said The Road Home was presented with the opportunity to work with them, and that they have turned over assets to the Shelter the Homeless Board and shifted them over. Shaleane said we are still taking suggestions and getting feedback for this board. The Mayor wanted to make clear that this will be open and transparent as to whom would be on the board, and will follow the open and public meetings act. The final decisions will be made in a formal way with the council, as we are not a formal entity but can make decisions to put forth to the City and County Council for recommendations. Shaleane mentioned that this proposed board is to manage the mission looked at in the previous slide, with a regular working schedule, staffed by a full time executive director and other entities and providers that inform and support that board. This will be implemented over the next year, as some things will take a while to transition, as she discussed in the proposed structure. This will not be a fund raising organization competing with providers, but it will help us to understand and report on funding for homeless services in SLCounty in general. The fine details will be worked out over the next 2 months to a year regarding the administrative funds. This will be paid for by SLCounty originally and staff will be chosen by the Board members. There will be a staff person starting in January to report to the Board and help with transitioning Collective Impact. She went over the structure of the proposed Board which will consist of the Executive Board; Executive Director; Collective Impact on Homelessness Steering Committee and the SLCounty Continuum of Care.

Pamela Atkinson brought up that the makeup of a special board of experts could give recommendations to this board. The Mayor said this is a rough concept and will evolve over the next year. The framework will be dollars spent related to outcomes. This board should be able to make high level decisions. Glenn Bailey commented to encourage to have some providers on the board since they know what's happening on the streets. The Continuum of Care will also function with the support of this Board which will have its own assets, authority and funding. We will have this conversation over the next 2 years with members of that committee.

We are proposing a timeline by January to evolve the existing Board membership with new members, existing priorities, adopt the two additional purposes, and have someone staff it.

#### **IV. Workgroups Updates & Discussion:**

- 1. Facilities Programming** – These reports are coming from activities from the workgroups, and the group completed their final draft for emergency facilities. They will be meeting next week with Architectural Nexus to look at the plans, and are looking at making some tweaks to affordable housing concepts that they have come up with. This is a big workgroup and ongoing.
- 2. Affordable Housing** – There is a workgroup for housing that are working with private developers who are not all involved with the committee work, but they want to work with us to help with additional affordable housing ideas. They are working with for profit entities and Janell has the update for this. Janell said she is working with Janice Kimball, who could not be here today, on housing ideas for those exiting homelessness. She showed the workgroup recommendations on the slideshow presentation which consists of: (1) internal alignment of housing policy in the County with broader Economic Development policy; (2) policy shifts; and (3) project ideas/innovations. This will continue to include affordable housing in areas with transportation included. Also, to increase private equity, to continue to fund family-based affordable housing, and work to incentivize developers to explore innovation. This workgroup consisted of several large developers and they were asked what it would cost to incentivize even the most profit-oriented developer to develop affordable housing. The developers said it would be approximately \$90,000 per unit, roughly speaking. They have been discussing ways to reduce the amount, but this was the first time they met and had thought about how they could make this work for us to build affordable housing. The Mayor commented how staggering the gap is and that this is a crisis. The gap is so large that there is not enough cost to fill the gap and, in the current system, we can never address the challenge to scale. They need to get to a break-even point and find developers to address the housing gap. This problem is growing faster and we need to figure out how to get more money on the table to bring down the cost of building. This will be another conversation so we will defer this due to the lack of time, but this does dovetail with the Lieutenant Governor's Affordable Housing Task Force. This is something that this committee cannot solve alone, but are continually discussing this issue with the appropriate people.
- 3. Child and Family Stability** – We have in the action plan an initiative to end childhood homelessness. This will be one component of the larger initiative, but this is a much broader issue involving many other additional sectors and providers. Janell Fluckiger mentioned the packet will give more details, but the two items on the action plan are affordable housing and childhood homelessness. These are large and will have to involve statewide stakeholders, but for this committee, there needs to be a foundation for significant long term efforts going forward. Janell then referred back to the slideshow to discuss the health, education, safety, and development aspect of childhood stability. They will focus on the 4 key areas and long-term outcomes for children. They

will send out a survey to get feedback from everyone to combine all the efforts looking at long term outcomes and stability. This effort will be aligned with Collective Impact, other education efforts, and will continue to stay aligned with all working partners.

**4. Healthcare – There was not time for this agenda item to be discussed.**

**V. Coordinated Entry & Assessment Planning: (THIS AGENDA ITEM WAS NOT DISCUSSED)**

- **Rio Grande area screening assessment**
- **Coordinated intake for families and single adults**
- **System-wide planning with Collective Impact + CoC**

**VI. 2017 Legislative Priorities:** The Mayor said they are looking at the legislative session coming up and are working on the request. They've made incredible progress. Also, we will be looking forward to affordable housing on the agenda, and we will be looking for additional support as well. Patrick Reimherr stated that last year was very successful. Homelessness is a hard issue to get legislative attention on, but we should feel like we have done a good job. There have been two very successful conferences, and the Lieutenant Governor kicked off a housing conference. There is a significant difference with last year and this year, there will be more detail about what this proposal looks like, there is more progress we can point to this year. The nature of this ask has shifted and is a very large request, and there are still a lot of details to work out. The Mayor mentioned that the RDA's were hard to create and the state policies created the CDA; we asked for the 20% required to be reinvested but only 10% was approved. Patrick said his hope is over the next two months to refine the proposal, and include all the requested asks talked about today. He has had a lot of input from everyone and asked that everyone please keep him informed and honest, and hopefully they will have another great legislative session. Shaleane wanted to thank partners at the Department of Workforce Services for the workgroups they have had over the summer with the state etc., and there will be further work groups coming in the future. Pamela wanted to mention that the governor's budget comes long before the legislative sessions, and we need to look at this first before the end of November. Patrick said he will check with DWS regarding getting requests in to the Governor's budget.

**VII. Closing Remarks:** The Mayor thanked everyone for coming today and wants to continue to receive the feedback.