

Collective Impact on Homelessness Steering Committee Meeting Notes 07.06.2016

Steering Committee members or alternates in attendance: Mayor Ben McAdams, Mayor Jackie Biskupski, John Wilkes, Casey Cameron, James Morgese, Jennifer Steele, Tara Rollins, Kathy Bray, Alexandra Eaton, Glenn Bailey, Mike Brown, Ann Burkholder, Kim Correa, John Hardy, Dennis Kelch, Janice Kimball, David Litvak, Laura Michalski, Matt Minkevitch, Tiffanie Provost, Alan Pruhs, Josh Romney, Joann Seghini, Jennifer Godfrey (for Erin Trenbeath-Murray), Jim Winder

Steering Committee Facilitators in attendance: Shaleane Gee

- I. **Welcome & Introductions:** Mayor McAdams started the meeting, and introductions were made around the room. Mayor McAdams is excited and optimistic about where we are headed. He thanked Lantern House for the good work they are doing. Lantern House has 300 beds in separate areas for women and men, this is a good example of what we would like to do with our future facilities. He thanked Commissioner Ebert. Mayor Biskupski commented on the visit to Lantern House. It was eye-opening, and gave them a vision around what the potential is for restructuring our service model. It was interesting to see the model established with men, women and families all connected to the same facility, but segregated for safety.

- II. **Update on SLC Site Evaluation Commission:** David Litvack led this discussion. Gail Miller and Palmer DePaulis asked David to give an update as they are out of town. They conducted 5 public workshops, one was geared toward individuals who have experienced homelessness. They were all well attended and received a lot of input. These workshops allowed them to continue the dialogue about a scattered site model. It was an opportunity to talk with the community about the resource center concept and the new service model. They were able to take criteria that was focused on success and to get input and feedback from the community about what they thought success looked like. They were also able to garner empathy for and understanding of homelessness. They started every public workshop with an empathy exercise. How do new resource centers fit in the community, and how can we better do homeless services? There was consensus on easy access to services, close to public transit, safe, and not conducive to drug trade. The homeless community consensus was that individuals be treated with respect and not as criminals, privacy be respected, and special accommodation for those who want to work be provided. The community feels the smaller the facility the better, so that it can be more self-sustaining and encourage success. They had a graphic recorder so that they could provide a feedback loop to the public. The next commission meeting is July 20th. They are working closely with the Salt Lake County Collective Impact facility programming study. They are close to the point of taking the input they've received and beginning to identify locations within SLC that meet this criteria.

III. Working Group Overview:

- A. **Alan Pruhs & Laura Michalski** – Integrated Homelessness, Housing and Healthcare. Alan led the discussion going over the model they've developed focused on health services onsite, as well as a mobile medical unit. They are also working on a new access point grant through the US Department of Health, which would fund a new facility. Laura thanked everyone for their letters of support. They are looking at a new facility and clinic. They will know if they've received the grant by the end of the year, but they will move forward with this model regardless of the results. Shaleane recognized Outreach, Diversion and Public Safety. Kathy Bray spoke about this group. The NAHRO conference in Park City discussed earlier conversations around a group in Montana who work with individuals who have issues with addiction. They would like to get a renewed effort to do outreach in a more collaborative way.
- B. **Housing-based Prevention Solutions** – This workgroup is focuses on the CI outcome: “our housing supply meets the demands and needs of all residents”. They have a range of housing experts and developers to help them understand how to create affordable housing. They will be focused on prevention-based housing – affordable & deeply affordable housing, private market incentives, housing assistance and diversion programs that prevent entries into the homelessness system, as well as transitional housing and permanent supportive housing. Pay for success will be discussed in more detail in August. This group is tasked with coming up with 2 formulas by August. (1) Looking at a data-based set of variables for determining how we locate affordable housing and what we locate where. Community based and not anecdotal. (2) A financial formula for developer incentives, geared towards making these housing facilities financially reasonable for developers. Jonathan Hardy said there is duplication since the Lt Governor has a similar task force. He wants to make sure that the committee is aware of these programs so that the sources can be aligned. Tara Rollins stated that there are not a lot of people around the Lt. Governor's table making those decisions, so she would like to continue having the conversations with this group since there is little input on how to spend that money. Shaleane stated we are aware of the Lt. Gov Task Force, and there is cross membership. Our committee would like to take a look at their community-based data to come up with solutions and variables which would feed into the Lt Gov.'s Task Force. Mayor Biskupski asked Jonathan to participate in this work group so that there is cross coordination.
- C. **Children, Youth and Public Education** – This group is tasked with aligning definitions of homelessness and prevention system-wide by focusing on housing stability and keeping children healthy and safe in their own homes and communities. Outcomes and criteria have an early childhood (0-6 yrs) focus. There are also outcomes and criteria for youth age 14-18 (Including very young parents, teenagers having children). There should be a refinement of criteria for housing and resource centers, developing cross-agency system-wide coordinated entry, assessment and referral policies and tools. Mayor McAdams commented that our system is big and complex. The more he understands

about this population, he feels that we have the opportunity to do something big and helpful. He would like to emphasize this particular outcome so that children and adolescents don't ever have to experience homelessness. He believes there needs to be coordination with schools, social services and healthcare. We need to align with each other to keep children healthy and happy in their homes. We can break the cycle of homelessness and in doing so move the needle in the long-term to have an ongoing effect. He would like this to be a key priority of our work. Bill Tibbitts with Crossroads Urban Center heads a group, Coalition of Religious Communities (CORC), that has made a priority of eliminating childhood homelessness. Shaleane added that not all programs have preventing homelessness as an outcome, but they have homelessness as an indicator of negative outcomes. They want to ask everyone to align on how they either address the outcome or the indicator of homelessness in youth (very young 0-6). Jon Wilkes comments that refugees need education on assimilating into society, some have never used a stove or fridge. They need to be taught basic life skills. Shaleane added that they are working on affordable housing for families, as that is very different than affordable housing for individuals. Every agency is interested in a holistic approach.

1. Casey Cameron – It's important to understand where this starts, where poverty begins. 34% accessed homeless services. We need to look at entry points. Are we looking at this from a homeless prevention standpoint, or other things up the road? We need to start with at-risk, not just when they become homeless. Mayor McAdams agreed, and that's what they are focusing on.
2. Tara Rollins – Agrees with the consensus that we need to elevate this. Traditionally the priority has been homeless men and women, while families are neglected. We need to prioritize families.
3. Bill Tibbitts – In this category, most parents don't have GED, so they are unable to get a job which can pay for family especially as rent costs go up. They are the last hired and first fired. There are many job skill opportunities which can help alleviate this issue. Providers of these resources are not collaborating, but if we can get them aligned we can make a difference.
4. Kathy Bray – Homeless youth have two main sub-populations. The foster care system needs reevaluation, 40% of homeless youth have been in foster care. 33% are LGBTQ. We can do more work with these two subpopulations. Mayor McAdams would like to continue to develop work to make these key initiatives. Single men and women will continue to be addressed as well, and that will feed into the families.

D. Facilities programming study (service configuration concepts) – Further develop and clarify goals, service criteria and related design issues for homeless resource facilities to be supported by state funding in Salt Lake City. Ensure that planned projects reflect the agreed upon shared outcomes unanimously adopted by these two planning efforts (city and county) and the participating stakeholders. Better understand how new facilities in Salt Lake City will address current and projected system capacity needs region-wide. Provide a rational and common basis for future decision-making about facility location

and architectural design. Educate stakeholders and public communities about new facility models and possibilities. A resource facility that provides emergency services, including emergency housing for single adult men who are homeless, to be located in Salt Lake City. A resource facility that provides emergency services including emergency housing for single adult women who are homeless, to be located in Salt Lake City. A resource facility that provides housing, emergency and ancillary wrap around services for families with children who are diverted from or exiting homelessness, as well as the larger community, to be located in Salt Lake County. A resource FACILITY THAT PROVIDES HOUSING AND REHAB AND BEHAV HEALTH CASE MGMT SERVICES FOR SINGLE MEN AND SINGLE WOMEN EXPERIENCING HOMELESSNESS, to be located in Salt Lake County. A resource facility that provides housing and rehab services for single women with children experiencing homelessness, to be located in Salt Lake County.

- IV. Road Home Shelter(s) Capacity Review:** Matt Minkevitch went over capacity and demographics. The greatest increase in utilization has been in the family shelter. These numbers are actual counts of people in beds. They used to be able to reserve beds for individuals, but as the demand grew for beds, they were unable to maintain this system. As a result, they changed their protocol to make beds first-come, first-serve basis. This allows them to have the shelter open 22 hours a day. On many of their counts, the beds are being used twice in a 24-hr period. Permanent supportive housing provides best return on investment. It will free up beds in a way that other housing alternatives will not. Mayor McAdams commented that it's very helpful to see these numbers. Matt stated that pg. 2 is very raw data. 55% of men are over 41, our population is aging.
- V. System Capacity and Services Planning:** Shaleane is grateful for the data The Road Home has provided. She was tasked to take a look at these numbers as an initial step to understand homelessness demographics/needs locally. Most of this data will be presented to the facilities group next week, so that they can review and report back in August. We are looking at building new facilities and programs, some emergency and some supportive centers and housing. Looking at projected numbers of long-term participation in emergency shelters. They are looking at a significant reduction in persistently homeless individuals, as a result of the Pay for Success program. There should be an immediate impact, and gradual results over the next 6 years. Looking at two 250 capacity shelters – which would not effectively address the needs of homeless men. If they can create all of the facilities they've discussed they could potentially increase the capacity of the system and in 1 – 3 years reduce homelessness by up to 30% (with a significant focus on housing for families). Mayor McAdams: if we are looking to move people out of homelessness, we need to look at a variety of measures. We will be doing a randomized control trial to see if these programs are working. They are hoping to reduce system demands by moving people into permanent housing. Population and growth are not going away. We hope to better serve them and get them out of shelter more quickly. He would like to get to a point where families and children are not in shelter. Shaleane added that they will be looking at specific subpopulations within single men and women. They want to keep low barrier access to

services. Mayor Biskupski commented that Salt Lake City has funded a social worker program so that assessments can be made more quickly and issues can be addressed now, and not a year from now. The City is also working on a program to reconnect individuals with families. Salt Lake City is not focused on buildings only, and cannot bear the burden of the entire state's homeless population. Other communities will need to help. We will need to be effective in our new model to help people become self-sustaining. If we don't achieve that, we will not meet our goal. John Wilkes says he sees a lot of things we can start doing now. This might help community members be more accepting. James Morgese says he is concerned about the size of the facility. Mayor McAdams said it's consistent with what we have discussed, and is consistent with the size of Ogden's Lantern House. This will help us address our issues and will be manageable. Mayor Biskupski added that the 250 capacity number is average across the country and seems to work well. It will push us to come up with other ways to solve this problem. James Morgese said that when we discuss site selection we will need models of success. Shaleane said we are mapping services with facilities. An online interactive map will be debuted in August. Mayor McAdams would like the committee to digest the numbers given. Look for a proposal to come out in the next couple of weeks, review and then forward to the public. We can debate and discuss the proposal in August, prior to endorsing.

- VI. **Next Steps, Public Q & A, Closing Remarks:** System Capacity work group will get information next week. Kim Correa wants the committee to remain focused on services now to avoid re-entry into services. We will reserve time for public discussion in August. Mayor McAdams is hoping that we can give comfort to the public, that they won't mind living near these new types of facilities because they will integrate well into the community. Next month the committee will further discuss Pay for Success and Rapid Rehousing. Again, building new facilities is *not* the focus of what we are doing; we are changing the homeless and housing service system.

Meeting adjourned 10:09 am.