



## COLLECTIVE IMPACT ON HOMELESSNESS STEERING COMMITTEE

Collective Vision: *In Salt Lake County, we provide housing and services as quickly as possible to those who are homeless. We want no one in our community to be without a safe place to live. We use our collective expertise, resources and data to continuously improve our homeless housing and services systems so that they are safe, integrated, efficient and focused on self-sufficiency.*

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**Outcome 1: Individuals and families will have a “rock bottom” safety net – a place to sleep at night and meals.**

Proposed Indicators:	Available Data
Emergency Shelter:	
• # emergency shelter nights (length of stay)	✓
• # emergency shelter recidivism rates (repeat stays)	✓
• # individuals turned away from emergency shelter services (demand v. capacity)	✓
Separate tracking of above factors for homeless populations by category:	
• # families (dual and single parent) homeless	✓
• # individuals homeless	✓
• # youth homeless	✓
• # veterans homeless	✓
• # domestic violence victims homeless	✓

**Outcome 2: Individuals and families will have access to basic needs and stabilization services when they need them.**

• # affordable housing units for individuals and families	✓
• # permanent supportive housing for individuals and families	✓
• amount of rapid rehousing funds	✓
• length of stay in emergency shelter	✓
• #211 calls related to housing received	Verify
• # individuals receiving a complete assessment	✓
• #/frequency of visits for behavioral health care	✓
• # on waiting list for detox (residential, outpatient)	Verify
• # visits to homeless service providers for health care	✓
• # visits to community health centers for health care	Verify
• # emergency room visits for health care	Verify
• integration of criminal justice system and health care systems:	
#/frequency jail intake/ #/frequency jail bed days	✓

**Outcome 3: No individual will spend more than 30 days in emergency shelter and no family will spend more than 10 days in emergency shelter.**

Proposed Indicators:	Available Data
<ul style="list-style-type: none"> <li>● # emergency shelter nights for individuals</li> </ul>	✓
<ul style="list-style-type: none"> <li>● # emergency shelter nights for families</li> </ul>	✓
<ul style="list-style-type: none"> <li>● # children reported by school or districts “doubled up” with families</li> </ul>	✓
<ul style="list-style-type: none"> <li>● ASQ scores (measuring children’s social/emotional well-being)</li> </ul>	✓
<ul style="list-style-type: none"> <li>● # times a child moves schools</li> </ul>	✓
<ul style="list-style-type: none"> <li>● school attendance</li> </ul>	✓
<ul style="list-style-type: none"> <li>● # families diverted from shelter to housing</li> </ul>	✓
<ul style="list-style-type: none"> <li>● # families served by faith-based organizations</li> </ul>	✓
<ul style="list-style-type: none"> <li>● # families served by private organizations</li> </ul>	✓
<ul style="list-style-type: none"> <li>● # families served by other non-HUD organizations</li> </ul>	✓

**Outcome 4: Individuals who exit homelessness will have employment and increased income.**

<ul style="list-style-type: none"> <li>● # jobs created for individuals who have been homeless</li> </ul>	✓
<ul style="list-style-type: none"> <li>● # individuals eligible for public assistance who are receiving public assistance</li> </ul>	✓
<ul style="list-style-type: none"> <li>● % increase in income/wage</li> </ul>	✓
<ul style="list-style-type: none"> <li>● % of residents earning a living wage</li> </ul>	✓
<ul style="list-style-type: none"> <li>● % of income going towards rent</li> </ul>	✓

**Outcome 1: Salt Lake County’s homelessness rate will decrease over time.**

Proposed Indicators:	Available Data
<ul style="list-style-type: none"> <li>• # families (dual and single parent) in shelters</li> <li>• # families entering shelters for second or more time</li> <li>• # days families spend in shelters</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> </ul>
<ul style="list-style-type: none"> <li>• # individuals (men, women, youth) in shelters</li> <li>• # individuals entering shelters for second or more time</li> <li>• # days individuals spend in shelters</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> </ul>
<ul style="list-style-type: none"> <li>• # individuals outside the Road Home</li> <li>• # individuals counted in Point of Time study</li> <li>• # unsheltered homeless</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> </ul>

**Outcome 2: Individuals who are homeless will have a relationship with a caseworker.**

<ul style="list-style-type: none"> <li>• Caseloads:                             <ul style="list-style-type: none"> <li># / frequency of meetings with caseworkers between entry and exit</li> <li>#/ frequency of meetings with caseworks post-exit</li> <li>#/ frequency of meetings with caseworkers between exit and return (recidivism rate)</li> </ul> </li> </ul>	<b>Verify</b>
<ul style="list-style-type: none"> <li>• # 211 housing crisis calls</li> </ul>	<b>No</b>

**Outcome 3: The homeless service system will have fidelity to best practices that are applicable to our community.**

Proposed Indicators:	Available Data
<ul style="list-style-type: none"> <li>• # providers using similar system measures</li> <li>• # evidence based practices used by providers</li> <li>• development and implementation of a County-wide plan to end homelessness</li> <li>• appropriately shared data across all systems (school districts, DWS, HMIS)</li> <li>• appropriate measurable progress on determined indicators</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>

**Outcome 4: We will have a “no wrong door” service system: coordinated entry will provide easy access to services.**

<ul style="list-style-type: none"> <li>• # points of entry</li> <li>• # cross agency referrals</li> <li>• # 211 housing crisis calls</li> <li>• diagram of all services is available</li> <li>• county-wide matrix of services for individuals and families exists, duplication addressed</li> <li>• county-wide matrix of affordable housing units for individuals and families exists, duplication addressed</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li><b>Verify</b></li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>
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**Outcome 5: Providers will have a common client feedback mechanism in place for quality of the response system.**

<ul style="list-style-type: none"> <li>• customer satisfaction</li> <li>• funder feedback</li> <li>• # of new HUD/other grants awarded</li> <li>• effective public dashboard that provides relevant data</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>
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Outcome 6: Trust will exist between participants, providers and funders.

Proposed Indicators:	Available Data
<ul style="list-style-type: none"> <li>• # referrals</li> </ul>	✓
<ul style="list-style-type: none"> <li>• # homeless individuals involved in collective impact process and activities</li> </ul>	✓
<ul style="list-style-type: none"> <li>• public documentation of related contracts, MOUs, agreements, charters</li> </ul>	✓
<ul style="list-style-type: none"> <li>• financial transparency in the system</li> </ul>	✓
<ul style="list-style-type: none"> <li>• effective public dashboard that provides relevant data and transparency</li> </ul>	✓

**Outcome 1: The housing supply will meet the demand and need of residents.**

Proposed Indicators:

Available Data

- |  |           |
|--|-----------|
| • # of deeply affordable housing units County-wide (30% AMI or less) | ✓         |
| • # permanent supportive housing units                               | ✓         |
| • # of “pockets of poverty” neighborhoods                            | <b>NO</b> |

**Outcome 2: Young people will not experience homelessness.**

- |   |           |
|---|-----------|
| • # foster children in youth shelters     | ✓         |
| • # of youth in other shelter             | <b>NO</b> |
| • employment rate among disaffected youth | ✓         |
| • GED attainment among disaffected youth  | ✓         |
| • # homeless youth in Point in Time       | ✓         |

**Outcome 3: Individuals and families will have access to the services and supports needed to avoid homelessness, and if they return to homelessness we will know why so we can prevent it from happening next time.**

- |   |                          |
|---|--------------------------|
| • amount of rental assistance dollars                 | ✓                        |
| • duration of maintaining housing                     | ✓                        |
| • # mental health services provided                   | <b>NO</b>                |
| • # mental health emergency interventions             | <b>NO</b>                |
| • employment rate among formerly homeless individuals | <b>Verify</b>            |
| • # treatment days                                    | <b>Some restrictions</b> |
| • # jail bed days                                     | ✓                        |
| • # emergency calls                                   | <b>Some restrictions</b> |
| • # emergency room services                           | ✓                        |
| • # days families in shelter                          | ✓                        |

**Outcome 1: Pioneer Park and other high concentration areas will be welcoming and safe for all families, homeless individuals, and businesses. There will be no open dealing in public spaces and less desperate crowds.**

Proposed Indicators:	Available Data
<ul style="list-style-type: none"> <li>• vacancy rates for commercial real estate in vicinity</li> </ul>	✓
<ul style="list-style-type: none"> <li>• move in/move out rates for businesses in vicinity</li> </ul>	<b>Verify</b>
<ul style="list-style-type: none"> <li>• # building permits in vicinity</li> </ul>	✓
<ul style="list-style-type: none"> <li>• local schools in vicinity</li> </ul>	✓
<ul style="list-style-type: none"> <li>• # events permitted for Pioneer Park</li> </ul>	✓
<ul style="list-style-type: none"> <li>• # mixed use developments that include permanent supportive housing</li> </ul>	✓
<ul style="list-style-type: none"> <li>• # new residential units for all incomes</li> </ul>	<b>Verify</b>
<ul style="list-style-type: none"> <li>• # drug related arrests and first time dispositions</li> </ul>	✓
<ul style="list-style-type: none"> <li>• # calls to police</li> </ul>	✓
<ul style="list-style-type: none"> <li>• # noise / other ordinance calls</li> </ul>	<b>NO</b>
<ul style="list-style-type: none"> <li>• # individuals “hanging out” during the day</li> </ul>	<b>Verify</b>

**Outcome 2: Homeless individuals seeking services in high concentration areas will have access to employment, job training, transportation and positive alternative activities while in between services.**

- *New outcome proposed; indicators not yet defined.*

**Outcome 3: Our community will share concern and support for people who are homeless or at risk for being homeless.**

<ul style="list-style-type: none"> <li>• visitors to Pioneer Park events</li> </ul>	✓
<ul style="list-style-type: none"> <li>• new businesses in target areas</li> </ul>	✓
<ul style="list-style-type: none"> <li>• # local cities providing funding for services</li> </ul>	✓
<ul style="list-style-type: none"> <li>• financial transparency in the public funding system</li> </ul>	✓



1) These indicators were considered but it was recommended that they *not* be included at this time:

- |   |   |
|---|---|
| # employment partnerships                   | % low birth weight babies in targeted zip codes |
| high school graduation rates                | # pre natal visits                              |
| GED rates                                   | pregnancy rate                                  |
| post-secondary educational attainment rates | visits to community health centers              |
| # elderly homeless                          | # on Section 8 waiting list                     |
| # uninsured individuals                     |   |

1) In relation to homeless services/housing systems, these indicators were considered but not unanimously recommended for inclusion at this time:

- # landlords calling seeking tenants

2) In relation to community, these indicators were considered but not unanimously recommended for inclusion at this time:

- # community gardens in vicinity
- polling data on “seeing a person’s worth and value”