



**Collective Impact on Homelessness Steering Committee
Minutes from the Meeting of Wednesday
August 12 2015 8:30 – 10:30 am
Salt Lake County Government Center**

Steering Committee members or alternates in attendance: Mayor Ben McAdams, Anne Burkholder, Caroline Moreno, Casey Cameron, Dan Adams, David Kelly, Elizabeth Buehler, Glenn Bailey, Janice Kimball, Jean Hill, Jennifer Godfrey, Jason Mathis, Jennifer Steele, Jonathan Hardy, Josh Scharman, Karen Hale, Laura Michalski, Laurie Robinson, Matt Minkevitch, Melissa Jensen, Micah Peters, Rick Foster, Rob Wesemann, Tamara Kohler, Tara Rollins.

Steering Committee Facilitators in attendance: Shaleane Gee, Fraser Nelson

Members of the public in attendance: Alyson Heyrend, Ashley Tolman, Becky Kapp, Bill Evans, Camille Winnie, Carlton Christensen, Daniel Shipp, David Kelly, Dennis Kelsch, Elizabeth Mitchell, Glen McBride, Janell Fluckiger, Janida Emerson, Karen Wiley, Kelly Jorgensen, Kerry Steadman, Kim Correa, Matt Melville, Michael Gallegos, Pat Berckman, Patrick Reimherr, Pauline Zvonkovic, Robert Snarr, Seth Jarvis, Tim Whalen, Uday Teki, Valerie Walton, Virginia Lopez.

I. Welcome & Introductions

Mayor McAdams welcomed committee members and members of the public and introductions were made.

II. Comments and Approval of Minutes

This agenda item was deferred.

III. Total Annual Investment in Homelessness

Mayor McAdams thanked everyone for their participation and expertise, and for the work that has been completed. While we have made great strides in chronic homelessness, we know that our homelessness problem is both better than it has ever been, and worse than it has ever been. Referring to the handouts and presentation slides, the mayor indicated that the total amount expended directly for homeless services in Salt Lake County exceeds \$42 million a year; approximately \$22 million of which is government funding, with the remainder coming from the private sector. Mayor McAdams stated that there are also significant associated costs approaching an additional \$45 million: services such as emergency response, behavioral health and jail services. The mayor stated that county residents and homeless individuals deserve a system that uses these resources for greatest collective impact, including more focus on prevention and diversion, and that with strong community leadership through this steering committee, we can re-align funding accordingly.

IV. Organizing Community Efforts around Outcomes:

Also referring to the handouts and presentation slides, Ms. Gee outlined the current features of the services and housing service system, including how the good work of funders and service providers is often not aligned or coordinated, resulting in isolated pockets of impact. She indicated that key funding

streams also sometimes restrict the use of funds, further rewarding the isolated outputs of service programs and serving as a disincentive to positive systemic progress.

Mayor McAdams indicated that, as part of the process to drive resources toward positive system change, Salt Lake County would look first at its own services and funding streams. He indicated that, for example, the County's analysis found that even excluding the chronically homeless, nearly 30% of the homeless were booked into jail in the span of a year. The average offender was booked for two new charges and spent an average of three months in jail. In particular, the top 16% of offenders were booked for more than five new charges. People are cycling through multiple systems within the county's purview and services and resources are currently not well coordinated.

Mayor McAdams stated that the County, and the community, can do better. He indicated that the collective impact initiative is a top priority for his administration. Going forward, the collective impact outcomes recommended by the Steering Committee will be the lens through which all county funding decisions and new programs are evaluated. With this focus on collective outcomes, and alignment of funding, we can replace individual agendas and silos with a collective vision, shared data, and common indicators to help us measure progress. The mayor indicated the county will move its resources away from what the evidence shows does not work, and will drive resources toward what the evidence shows does work. He reported on efforts to align existing resources, including HUD funding for SSBG, ESG, HOME and CDBG grants, to the collective outcomes. The county is also committed to bringing new resources to the issue, including the Pay for Success initiative. Ms. Nelson provided an update on the Pay for Success effort and the timeline for the proposal process. The Mayor also indicated that the county would be seeking similar endorsement of the collective impact outcomes from key stakeholders, policy-makers, and funders.

Ms. Gee referred to various models of such collaboratives between service providers, policy-makers, and funders. An ideal result of the Steering Committee's efforts would include a successful transfer of its work to a newly formed community governing board that incorporated the successes of these model collaboratives, built on them, and tailored activities as appropriate for our community. There was discussion about some of these models among the Committee members. Ms. Gee indicated that exploring and adapting these models would be a focus of the Committee and workgroups going forward. The mayor indicated that an ideal timeline for such a transfer would be in six to eight months.

Ms. Gee further detailed the proposed next steps and timelines for the Committee: release of the collective outcomes for community input in September; formal recommendation of the outcomes by the Committee to various governing and funding bodies by October; and refinement of the shared indicators and data to support the outcomes through January.

V. Review of Prioritized Outcomes and Indicators:

Ms. Gee and the Committee then reviewed the collective outcomes and associated indicators in detail. Ms. Nelson provided guidance on how the Committee and workgroups can best review the indicators going forward by focusing on system-level outcomes and identifying what is desirable to know and track, not necessarily what is currently possible. There was ongoing discussion and responses to comments made by Committee members and members of the public, with a primary focus of discussion being housing, integration of the behavioral health and criminal justice systems, and the need to integrate feedback from homeless populations as part of the public outreach process.

VI. Committee Goals for Workgroups:

Ms. Gee suggested that breaking out into workgroups be deferred to accommodate the ongoing conversation and the Committee agreed. She reviewed the responsibilities of each proposed workgroup: data mapping for services and housing; gap analyses; data mapping for funding and finance; and communication and public outreach. She provided information for how those present could participate in the workgroups.

The Mayor expressed his gratitude for everyone's willingness to work together and for their hard work and dedication.

Meeting adjourned at 10:35 a.m.

Meeting handouts and presentation slides available online:

<http://slco.org/homeless-services/collective-impact-steering-committee/>