



# Collective Impact on Homelessness Steering Committee

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CONTACT:

SHALEANE GEE

SPECIAL PROJECTS AND PARTNERSHIPS

[SGEE@SLCO.ORG](mailto:SGEE@SLCO.ORG) | 385.468.7033



# Homelessness in Salt Lake County

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~\$52+ million annually  
in government and private funds  
for specific direct services

Both true:

“Better than it has ever been”

“Worse than it has ever been”

Homeless individuals and Salt Lake County residents deserve  
a homeless services system that we can demonstrate  
uses these resources for greatest impact.



# Currently: \$52 Million for Isolated Impact

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- Individual funders select individual grantees that offer individual solutions.
- Individual grantees work alone and sometimes compete to provide services they think will have impact based on their mission and expertise.
- Evaluation, if it occurs, isolates and measures individual grantee impact.
- Isolated evaluation is based on individual grantee processes or outputs and rarely on homeless populations (plural) served; can sometimes work as a disincentive to systemic change.
- Efforts of funders are disconnected. They have no common understanding or way to measure progress.



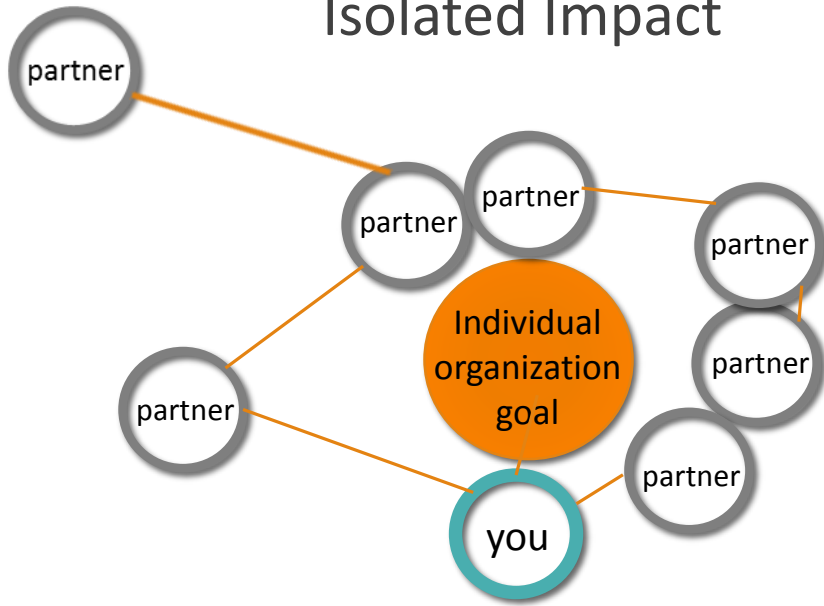
# Goal: \$52 Million for Collective Impact

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- Coordinated funding sources align with coordinated services across the system to fund collective solutions.
- Individual grantees work together and coordinate to provide services they think will have the greatest collective impact on solving the problem of homelessness.
- Evaluation *always* occurs using shared data and indicators.
- Evaluation is based on progress toward collective outcomes; funding *always* works as an incentive to systemic change.
- Efforts of funders and providers are connected. They have a common understanding of the problem, what progress looks like, and a way to measure it.

# Isolated Versus Collective Impact

## Isolated Impact



## Collective Impact



# Data-driven Collective Impact

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# Collective Impact on Homelessness Steering Committee

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YWCA

Volunteers of America

VA Salt Lake City  
Health Care

Utah State Office  
of Education

Utah Housing Coalition

United Way of Salt Lake

The Road Home

Utah Dept. of Human Services

Utah Dept. of Workforce Services

Salt Lake County Sherriff

Salt Lake County Mayor

Salt Lake County  
Human Services

Salt Lake County  
Regional Development

Salt Lake County  
Homelessness Coordinating  
Council

Salt Lake City Police

Salt Lake City Mayor

Salt Lake City Community &  
Economic Development

Salt Lake City CAP/Head Start

Midvale City Mayor

LDS Church  
Humanitarian Services

KUED

Pioneer Park Coalition

Housing Authority of Salt Lake

GE Capital Bank

Fourth Street Clinic

Family Promise

Downtown Business Alliance

Crossroads Urban Center

Catholic Diocese Salt Lake City



# Support from Salt Lake County

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## Alignment with Collective Impact Outcomes:

- Pay for Success ✓
- CDBG Funding ✓
- Continuum of Care ✓
- Facilities Proposals ✓
- Other Special Projects ✓
- Government funding partnerships ✓
- Private funding partnerships ✓
- Legislative requests ✓
- New ideas, services and programs ✓





# Not Alone | Models + Resources

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Community Shelter Board, Columbus Ohio

[www.csb.org](http://www.csb.org)



# Next Steps

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- Aug - Dec: Work Groups refine shared indicators and baseline data
- Aug – Dec Salt Lake County aligns its funding with collective impact outcomes and seeks funding partners who will also align funding with outcomes
- Sept – Nov: Steering Committee presents initial recommendations for outcomes, indicators and baseline data to the public and all key stakeholders for feedback
- Nov – Jan: Steering Committee and Work Groups refine work for final recommendation to Salt Lake County Mayor, Salt Lake County Council, and COG



# Defining Shared Indicators and Data

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Four Work Groups

Steering Committee and Subject Matter Experts

- Data Mapping and Analysis: Housing and Services
- Data Mapping and Analysis: Funding and Financing
- Gap Analyses
- Communication and Public Outreach