

**Salt Lake City Corporation**  
**Homeless Services Site Evaluation Commission**  
**December 17, 2015**



**Next Steps**

**December-March**

- Salt Lake County leads a coordinated community legislative ask for shelter construction, enhanced shelter operations, and housing funding
  - HSSEC Commissioners will be asked to lobby in support of this request

**January**

- Prepare for Shelter Design
  - Design Workshop with Service Providers and Funders
  - Further analysis of local and nationwide best practices

**February**

- Neighborhood Engagement
  - Determine neighborhood criteria for future homeless services
  - Determine neighborhood needs to house future homeless services
  - Look at factors of successful service integration of homeless services in neighborhoods in other cities
- Reach out to the Salt Lake County Council of Governments, Davis and Utah Counties to educate them on the joint work of the Commission and Collective Impact on Homelessness Steering Committee

**March**

- Communitywide fundraising efforts for future facilities and services

**Interim Strategies**

- 1) Expand medical and social detox programs
- 2) Involve Catholic Community Services in strategic discussions about how they can change their model of providing food and day services to best fit the newly adopted scattered site model
- 3) Assure adequate security at The Road Home, St. Vincent de Paul Dining Hall, and Weigand Homeless Resource Center
- 4) Determine future of Pioneer Park
- 5) Review traffic flow and potential street closures around current emergency homeless service facilities
- 6) Review and strengthen City panhandling and camping ordinances
- 7) Explore new partnerships in service provision
- 8) Salt Lake County's Collective Impact on Homelessness Committee will develop a "no wrong door" policy
- 9) Continue to support Salt Lake County's Collective Impact on Homelessness process
- 10) Update individual Homeless Services Site Evaluation Commission members regularly

# Homeless Services Site Evaluation Commission

## Mission Statement

The purpose of the Commission is to carefully and deliberately consider, advise and recommend the **best configuration and location for shelter** and other emergency homeless services.

## Evaluation Questions

1. Should the sites for homeless services in Salt Lake City remain where they are, as they are?
2. Should the sites for these services remain where they are but be improved to mitigate persistent and vexing problems experienced by homeless individuals, residents, business owners and the community?
3. Should the sites for these services be relocated?

## Community Commitment

1. Based on community input, our commission recognizes that the status quo regarding homeless facilities, supportive services and affordable permanent **housing is not sufficient.**
2. It is important that our community accept, increase and sustain a commitment to care for the homeless population now and in the future.

## Community Values

1. Safety for all is a top priority.
2. We recognize the diversity of people experiencing homelessness and value their innate human dignity.
3. We seek to provide facilities to help those experiencing homelessness effectively network and build positive, productive connections with each other and the larger community.
4. Facilities should provide access to a full range of services for the homeless population that helps **individuals become self-sufficient.**
5. We recognize that affordable housing provides the best hope for helping people out of homelessness, and we commend all related efforts.

# Homeless Services Site Evaluation Commission

## Criteria for Success

### 1. Building and Site Design

- Well designed building and site
- Has community, not institutional feel, aesthetically pleasing
- Design for safety using Crime Prevention Through Environmental Design standards (CPTED)
- Integrated into surrounding area
- Flexibility to accommodate systematic development and changing needs of homeless population
- Design to affirm innate human dignity
- Appropriate for sub-populations to be serviced

### 2. Location

- Part of larger neighborhood
- Close to public transportation as appropriate
- Not conducive for regional drug trade, safety is key

### 3. Site Components

- Internalized services, no public queuing
- Includes outdoor gathering space
- Space for 24/7 occupation
- Includes easy access to: shelter, day services, medical, behavioral health, detox, community partners, space for pets, storage, hot box (decontaminate clothing and personal belongings)
- Site to include office space for intake and case workers
- Utilize technology to better serve

### 4. Separate Site(s) for certain sub-population(s)

- Close to schools
- Year-round, permanent space
- Close to public transportation to access needed services
- Private family space
- Families with Children Site
- Youth

### 5. Comparison Factors

- Cost (capital costs and operation/maintenance costs)
- Time to completion / logistics during construction
- Governance
- Zoning



## **Homeless Services Site Evaluation Commission Future Facilities Scenario Resolution Approved November 23, 2015**

**WHEREAS 1:** The Commission's mission is to evaluate and recommend where the siting of homeless service facilities in Salt Lake City should be, guided by three questions: 1) Should the sites for homeless services in Salt Lake City remain where they are, as they are?; 2) Should the sites for these services remain where they are but be improved to mitigate persistent and vexing problems experienced by homeless individuals, residents, business owners and the community?; and 3) Should the sites for these services be relocated?;

**WHEREAS 2:** The Commission has held public meetings; conducted small group meetings; taken exploratory field trips; invited the public to share their input in town halls, open houses, and through surveys;

**WHEREAS 3:** The Commission expresses appreciation for the opportunity to listen to the needs and concerns of those who are experiencing or at-risk for homelessness; provide services to those experiencing homelessness; and live, work, visit, receive services or do business in Salt Lake City;

**WHEREAS 4:** The Commission empathizes with the challenges each of these stakeholders face and has carefully considered these challenges;

**WHEREAS 5:** The Commission recognizes that addressing the siting of homeless service facilities in Salt Lake City alone will not help address complex problem of homelessness;

**WHEREAS 6:** The Commission therefore has considered the findings of Salt Lake County's Collective Impact on Homelessness Steering Committee and supports the shared outcomes the Committee has adopted;

**WHEREAS 7:** The Commission therefore recognizes further that homelessness is a statewide problem and shares a common goal to minimize homelessness in Utah;

**NOW, THEREFORE,** The Commission makes the following recommendations about siting of homeless service facilities in Salt Lake City:

1. Facilities should be designed and operated to meet the distinct needs of priority sub-populations as identified by the Collective Impact on Homelessness Steering Committee.

2. Neighborhoods that host facilities should be welcoming and safe for all who live, work, receive services, visit or do business there.
3. To this end, facilities should be located using a “scattered site” model involving smaller shelters co-located with supportive services, while recognizing that some key services supporting the scattered sites may be stationed in a central facility. This model:
  - Reduces stress on the emergency services system as a whole, on families and individuals who are homeless, and on neighborhoods that host homeless services.
  - Supports the coordinated entry and “no wrong door” outcomes designed to prevent and reduce homelessness as recommended by the Collective Impact on Homelessness Steering Committee.
  - Ameliorates public safety issues that result from a single point of entry and concentrated services model – for example, the model that currently exists in the Rio Grande area in Salt Lake City.
4. To this end, the concentrated service facility model in the Rio Grande area no longer meets collective needs or shared outcomes and should be changed.
5. The specific configuration of individual facilities with associated support services using this “scattered site” model should be developed based on the shared outcomes and data findings of the Collective Impact on Homelessness Steering Committee.
6. The specific siting of individual facilities with associated support services in Salt Lake City using this “scattered site” model should be determined by Salt Lake City.
7. Finally, any service facilities located in either Salt Lake City and Salt Lake County should be part of a coordinated effort with other cities, counties and the State of Utah to minimize homelessness statewide by: providing effective housing and support services to those experiencing or at-risk for homelessness; diverting individuals and families in crisis away from emergency shelter whenever possible; using appropriate interventions leading to self-sufficiency; and helping individuals and families at-risk for or experiencing homelessness stay in or near their communities of origin.
8. To this end, three key priorities for immediate joint implementation with Collective Impact on Homelessness Steering Committee and the State of Utah are:
  - a. The development of a separate emergency services facility with associated support services for families and children;
  - b. The development of a coordinated entry system that provides timely access to services across the system, with no ‘wrong doors.’
  - c. The development of statewide prevention and diversion solutions that reduce the need for emergency shelter altogether among identified sub-populations by providing appropriate housing and support services.

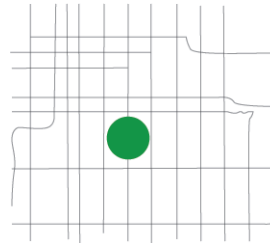
# Homeless Service Site Evaluation Commission. October 28, 2015

## Commission Discussion Points

### Future Facility Scenarios

#### 1. All Inclusive Campus

Shelters and supportive facilities for all homeless subpopulations are located together in a single campus. Facilities within the campus include shelter, meals, behavioral health and substance abuse treatment, case management, medical care, and any other facility homeless individuals need to exit into housing and employment. Security and building design is key as subpopulations will continue to be served in the same location. This model provides the **most efficient service delivery**.

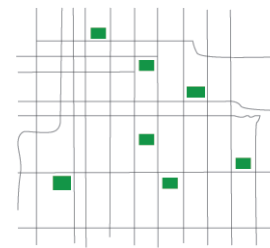


#### *Examples*

Chapman Partnership in Miami, Florida-Campus includes single men and women dorms, private family rooms, with fully equipped medical and dental clinics, conference rooms, cafeterias, classrooms, case managers, day care center, outdoor courtyard and dog kennel.

#### 2. Scattered Facilities

Supportive facilities are co-located with shelter facilities for each subpopulation. However, these facility complexes are geographically separated from each other to lessen neighborhood impact. This scenario promotes safety for different subpopulations, such as families and single women. The scenario also **allows for specific case management and care to get** individuals and families out of homelessness. This scenario does require additional funding as facilities will be duplicated for each subpopulation.



YWCA Family Justice Center, Salt Lake City-Attached to the domestic violence shelter, the Family Justice Center includes case management, housing placement, legal services and other services on a walk-in basis.

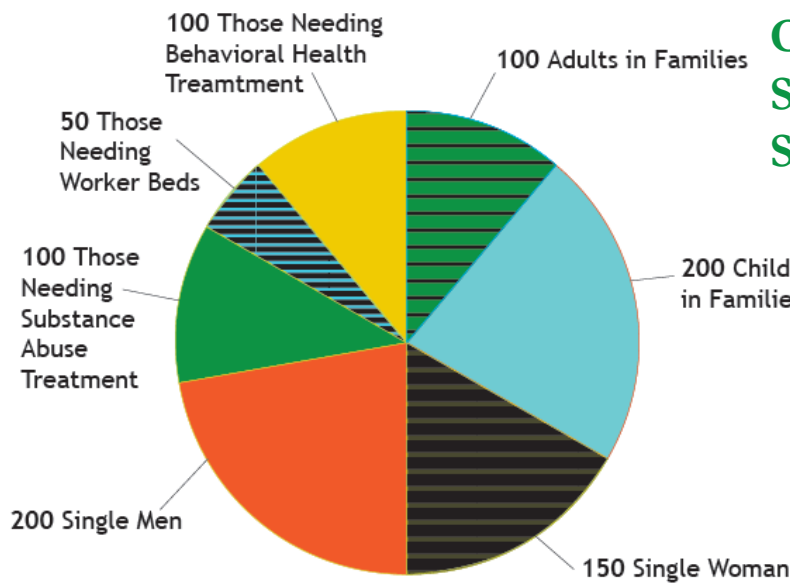
#### 3. Scattered Shelters with Centralized Facilities

Shelter for each subpopulation is geographically separated but supportive facilities for all **subpopulations are co-located to promote efficiency**. Centralized supportive facilities include medical care, case management and meal programs. This scenario allows vulnerable subpopulations security and lessens the nightly impact on each shelter's neighborhood. It also lessens system costs as some facilities can serve multiple subpopulations. However, it may have a negative daily impact on the neighborhood where the centralized services are located as high population numbers will return there each day.

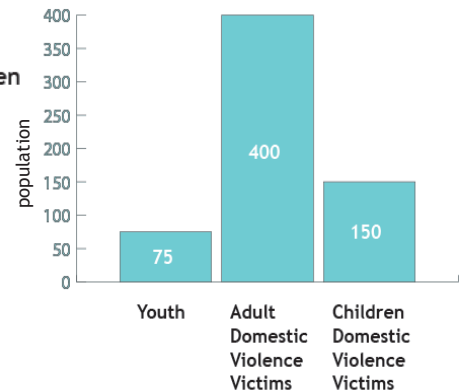


Central City Concern Old Town Clinic and Recovery Center, Portland, Oregon-Recovery Center includes behavioral health and substance abuse treatment, meals and case management. The attached Old Town Clinic offers primary medical, urgent and specialist care.

**Sample Shelter Population on a Single Night: 900**



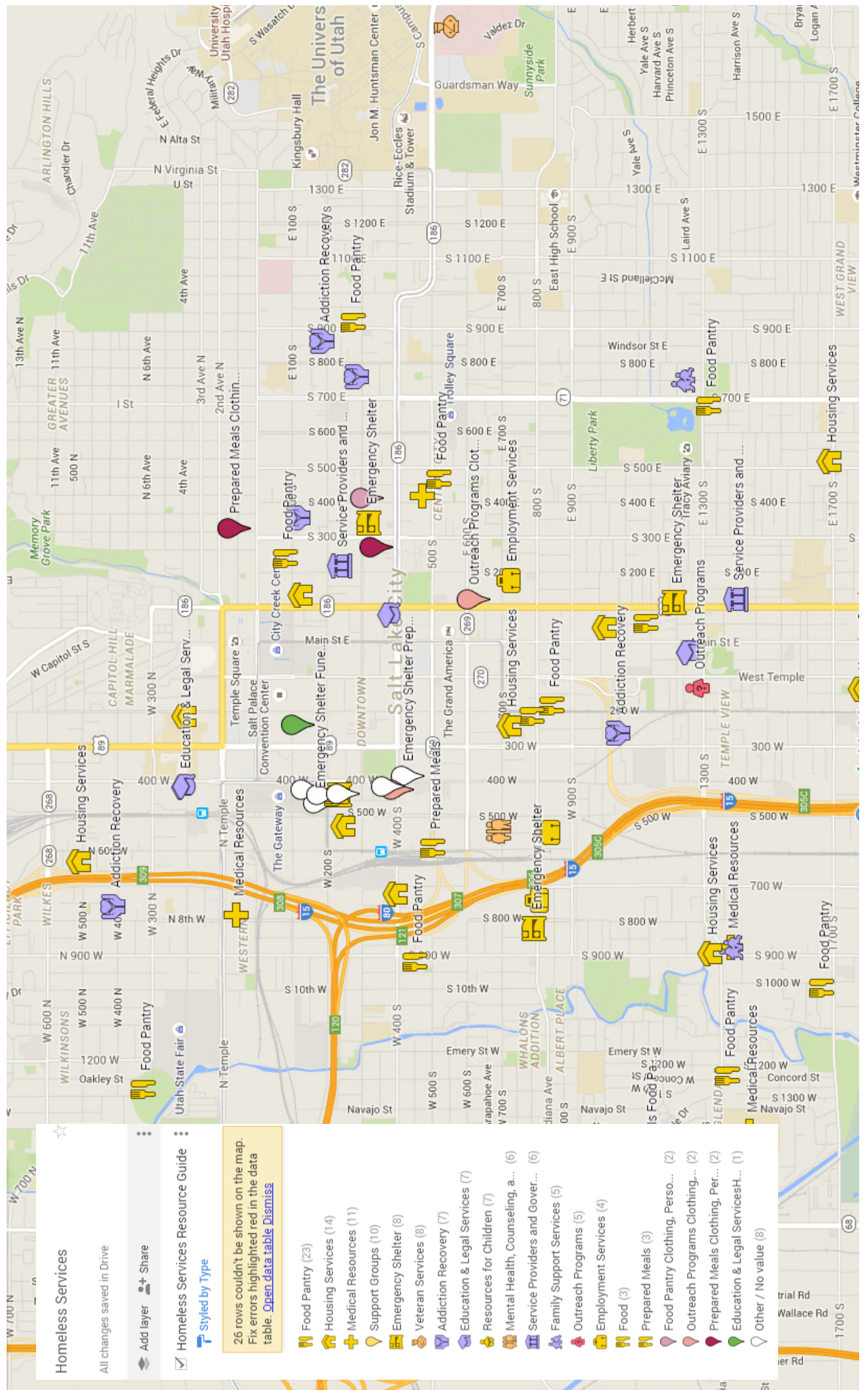
**Other Homeless Subpopulations Served in Separate Facilities: 625**



**Homeless Subpopulation Space Needs**

		Single Men	Single Women	Single Adults Who are Employed	Individuals with Behavioral Health Disorders (including substance abuse disorders)	Families w/ Children	Transitional Aged Youth	Domestic Violence Victims
Basic Services	Shelter	x	x		x		x	x
	Private Sleeping Rooms			x	x	x		x
	Meals	x	x	x	x	x	x	x
	Kitchen					x		x
	Clothes Pantry	x	x	x	x	x	x	x
	Bathrooms	x	x	x	x	x	x	x
	Showers	x	x	x	x	x	x	x
	Housing Navigation Center	x	x	x	x	x	x	x
	Computer Lab	x	x	x	x	x	x	x
	Smoking Area	x	x	x	x	x	x	x
	Courtyard	x	x	x	x	x	x	x
	Security	x	x	x	x	x	x	x
	Laundry	x	x	x	x	x	x	x
	Case Management	x	x	x	x	x	x	x
Outreach	x	x	x	x	x	x	x	
Storage	x	x	x	x	x	x	x	
Transportation	Bicycle Parking	x	x	x	x	x	x	x
	Car Parking					x		x
	Public Transit Access	x	x	x	x	x	x	x
Education	Intake Center							
	Job Training Space	x	x	x	x	x	x	x
	Job Navigation	x	x	x	x	x	x	x
	Education Classroom	x	x	x	x	x	x	x
Medical Services	Primary Care Space	x	x	x	x	x	x	x
	Medicine Storage	x	x	x	x	x	x	x
	Dental	x	x	x	x	x	x	x
	Respite Care / Hospice	x	x		x			
Behavioral Health Substance Abuse Treatment	Substance Abuse Treatment	x	x	x	x			
	Counseling Space	x	x	x	x	x		
	Detox	x	x		x			
	Inpatient/Outpatient Behavioral Health Treatment	x	x		x	x		x
Children Services	Day Care					x		x
	Playroom					x		x
	Playground					x		x

# Current Services Map in Salt Lake City





# Salt Lake County Collective Impact on Homelessness

## Endorsement of Shared Vision and Outcomes



### RESOLUTION of the COLLECTIVE IMPACT ON HOMELESSNESS STEERING

**WHEREAS**, we have a common vision to provide housing and services as quickly as possible to those who are at risk for homelessness or homeless;

**WHEREAS**, we want everyone in our community to have a safe place to live;

**WHEREAS**, we want our homeless housing and services solutions to be system-oriented rather than agency oriented, and to promote engagement rather than enablement;

**WHEREAS**, 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,

**We agree as follows:**

#### AGREEMENT 1: PURPOSE OF SHARED OUTCOMES

**1.1.** The Shared Outcomes represent the consensus of the Salt Lake County Collective Impact Steering Committee and serve as a reference and tool for current and future decision makers at the private, local, state, and federal level.

**1.2.** The intent of the Shared Outcomes is to guide the alignment of efforts and resources to ensure that the services we provide and the solutions we propose to solve the complex issue of homelessness best address our collective community needs.

**1.3.** The Shared Outcomes signify support for a redesign of the homeless housing and service system that can only be carried out in partnership with the State of Utah, local governments, service providers, businesses, community leaders, private funders and representatives of individuals who are homeless.

**1.4.** We agree to work diligently and in good faith to realize the Shared Outcomes – collectively and within our respective organizations and jurisdictions.

**1.5.** We recognize that reaching the Shared Outcomes will require further rigorous analysis and public review of community needs by other state, local, or private decision-making processes.

#### AGREEMENT 2: ACTIONS TO SUPPORT THE SHARED OUTCOMES

**2.1.** To achieve the Shared Outcomes, and in recognition of the inherent challenges in doing so across a large number of entities, perspectives, voices and jurisdictions, we agree:

**2.1.1.** To consider options for continued multi-jurisdictional coordination, collaboration, and communication, including a publically accountable governance structure, to facilitate achieving the Shared Outcomes and adapting them as informed by changing circumstances and data.

**2.1.2.** To work together to encourage other community members and leaders to align their efforts and resources with the Shared Outcomes, including but not limited to funding and authority necessary to prepare studies and perform work.

**2.1.3.** To build upon public engagement efforts and to maintain public transparency.

**2.1.4.** That decisions founded on the Shared Outcomes will be consensus-based and will not supersede the authority of any existing federal, state, and local jurisdictions.

### **AGREEMENT 3: SHARED OUTCOMES**

We recommend these 14 strategically linked outcomes in four key areas of focus as the current priorities for our community:

#### **Outcomes for County Residents Experiencing or At Risk for Homelessness:**

- 1.** We recognize and meet the distinct needs of these at risk and homeless populations:
  - Families with children
  - Transitional-aged youth
  - Single men and women
  - Veterans
  - Domestic violence victims
  - Unsheltered homeless
  - Individuals who are medically frail/terminally ill
  - Individuals exiting prison or jail
  - Individuals with behavioral health disorders (including mental health and substance use disorders)
- 2.** We successfully divert individuals and families from emergency shelter whenever possible.
- 3.** We meet the basic needs of those in crisis.
- 4.** We provide individuals and families with stabilization services when they need them.

#### **Outcomes for the County's Homeless Service and Housing Systems:**

- 5.** Salt Lake County's homelessness rates decrease over time.
- 6.** Coordinated entry and a common, consistent assessment tool provide appropriate, timely access to services across the system. There is no 'wrong door.'
- 7.** Individuals who are homeless have a relationship with a caseworker or similar individualized support.
- 8.** Individuals who exit homelessness will be employed and/or have increased income/financial stability.

#### **Outcomes to Prevent Homelessness:**

- 9.** Salt Lake County's housing supply meets the demand and needs of all residents.
- 10.** People have access to the specific services and supports they need to avoid homelessness.
- 11.** Children, adolescents and adolescents transitioning to adulthood do not experience homelessness.
- 12.** If individuals and families become homeless, we prevent it from happening again.

#### **Outcomes for Communities and Public Spaces:**

- 13.** Neighborhoods that host homeless service facilities are welcoming and safe for all who live, visit, work, recreate, receive services, or do business there.
- 14.** Neighborhoods offering services also offer access to employment, job training, and positive activities during the day.