



Collective Impact on Homelessness

Salt Lake County Council
October 20, 2015

Homelessness in Salt Lake County

\$52+ million annually
in government and private funds for 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
demonstrates use of these resources for greatest
collective impact.

Collective Impact Steering Committee

CONVENER: Salt Lake County Mayor Ben McAdams

**coalition of the willing
voluntary
public
consensus-based**

**30+ organizations/agencies
on steering committee**

**10+ additional organizations on
workgroups:**

- data mapping
- gap analyses
- funding and finance
- public outreach and communication

Axiom Properties
Catholic Diocese of Salt Lake City
Catholic Community Services
Community Foundation of Utah
Crossroads Urban Center
Downtown Business Alliance
Family Promise
Fourth Street Clinic
Goldman Sachs
Housing Authority of Salt Lake
KUED
Midvale City Mayor's Office
Pioneer Park Coalition
Salt Lake City CAP | Head Start
Salt Lake City Community + Economic Development
Salt Lake City Office of the Mayor
Salt Lake City Police
Salt Lake County Homelessness Coord. Council
Salt Lake County Human Services
Salt Lake County Regional Development
Salt Lake County Office of the Mayor
Salt Lake County Sheriff
State of Utah Department of Human Services
State of Utah Dept. of Workforce Services
State of Utah Office of Education
The Church of Jesus Christ of Latter-day Saints
Humanitarian Service
The Road Home
The Romney Group
United Way of Salt Lake City
Veterans Administration Salt Lake City Health Care
Volunteers of America
YWCA

OUR CURRENT HOMELESS SERVICES SYSTEM (WHAT WE WANT TO CHANGE)

primary way in: crisis + shelter



Importantly, we have also significantly under-resourced prevention and diversion.



housing system	health care system
public education system	criminal justice system
workforce services	human services
faith-based organizations	fundors and philanthropy
community programs and spaces (food banks, libraries, parks)	

And we have not fully integrated or aligned major public systems, community providers, resources, and engagement points with each other and/or with the current homeless services system.

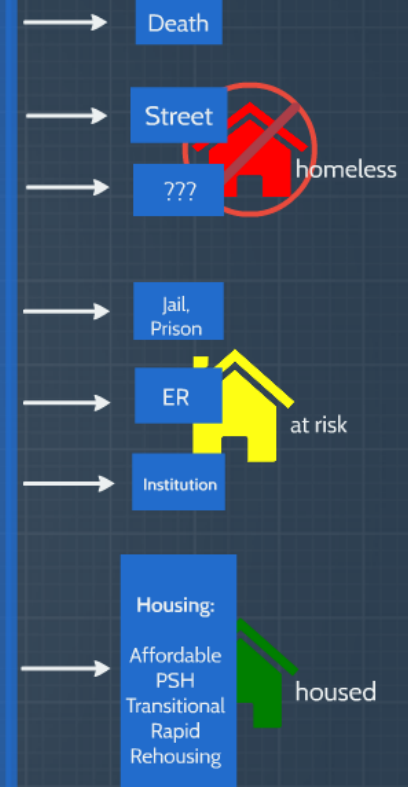
Those *at risk* for homelessness often must *become* homeless to access services.

inside the system

emergency shelter



primary ways out





FIXABLE PROBLEM:

As a community we have created one primary entry path to services for everyone, regardless of their circumstances, reasons for becoming homeless or needs for successfully exiting homelessness: crisis and emergency shelter. This has also created a systemic bottleneck and stress point at our main shelter.



FIXABLE PROBLEM:

In our community, common exit paths from our services system lead directly back to crisis and homelessness. Many homeless individuals cycle repeatedly in and out of multiple uncoordinated systems: the jail, emergency rooms, behavioral health programs and the shelter and streets.



FIXABLE PROBLEM:

As a community, we encourage isolated impact (focused on the efforts and outputs of individual agencies, organizations and funders) rather than collective impact (focused on shared outcomes and systemic change).

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OUR CURRENT (WHAT V

primary way in: crisis + shelter





Rio Grande Area
Downtown Salt Lake City

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Isolated Versus Collective Impact

isolated impact



collective impact



Of the \$52+ million our community invests in homeless services annually, just under \$20 million comes from Salt Lake County (including federal funding awarded through Salt Lake County). Going forward, the shared outcomes, indicators and data will be the lens through which Salt Lake County will evaluate all proposals and funding decisions:

Pay for Success
CDBG | ESG Funding
Special Projects
Continuum of Care
Facilities Proposals
Legislative Requests
Public Funding Partnerships
Private Funding Partnerships
New Ideas, Services and Programs

Salt Lake County is also actively encouraging other public and private funders -- both existing and new funders that Salt Lake County will bring to the table -- to do the same.

Consensus: Shared Outcomes, Indicators and Data

100 %Consensus on Shared System-Wide Outcomes:

For Homeless and At-risk Individuals and Families
For Housing and Services Systems
For Prevention and Diversion
For Community and Public Spaces

Approximately 70 associated indicators/metrics.

End Game

- Data-driven, collective decisions that direct efforts away from what the evidence shows does not work and towards what the evidence shows does work.
- A redesign of the current homelessness services system and realignment of funding to achieve greater collective impact in our efforts to reduce homelessness.
- A clear message to those experiencing homelessness or at risk for homelessness, to the public, and to public and private funders alike: we are on the same page, we are moving forward, and we are mutually supportive and accountable to each other.