



COUNCIL STAFF REPORT

CITY COUNCIL of SALT LAKE CITY

TO: City Council

FROM: Russell Weeks, Senior Public Policy Analyst

DATE: September 8, 2016 4:22 PM

RE: **General Homeless Services Policy Discussion**

Legislative Sponsor:

PROJECT TIMELINE:
Briefing: Tuesday,
September 6; September 13;
September 20; October 4;
October 18 and October 25,
2016.
Public Hearing:
Potential Action:

ISSUE AT-A-GLANCE

Goal of the briefing: To further discuss issues involving services for homeless people, including potential locations of emergency resource centers, and other related items.

NEW INFORMATION

The discussion on the agenda is part of the City Council's on-going consideration of issues involving the proposed locations of emergency resource centers for homeless people. This report is intended to provide background and some questions for the City Council to consider as part of the discussion.

For the September 13 discussion, City Council staff has revised the order of policy questions somewhat in an effort to help advance process and outcome questions germane to the Council. Questions involving site selection that the Council initiated discussion of at its September 6 work session follow.

Council staff also has included an expanded list of Salt Lake County service criteria for homeless people, and building and site requirements for resource centers for homeless single men and homeless single women. The building and site requirements are found in *Homeless Resource Facilities Single Men/Single Women Planning Requirements*. The work by Architectural Nexus was published September 2, 2016. The updated requirements in the Council staff report can be found below on pages 3-5. Architectural Nexus' complete report can be found here: <http://slco.org/homeless-services/collective-impact-on-homelessness>.

POLICY QUESTIONS

- Does the City Council wish to participate in the proposed committee that would make site selection recommendations? The proposed committee would consist of three Council Members, the Mayor, and the Co-Chairs of the Salt Lake City Homeless Services Site Evaluation Commission?
- If the City Council determines to participate, how will the Council decide who will serve?
- What does success look like to the City Council in terms of the locations of resource centers for homeless people?

Questions specific to site evaluation

1. Does the Council support the location evaluation criteria that has been developed? (The Council may wish to discuss each item and determine whether there is particular emphasis, further definition or weight the Council wishes to one or more of the items.)
 - What criteria are most important to the City Council?
 - Are there additional criteria Council Members would want to consider in any Legislative aspects of this process? Is there any additional criteria that the Council would want to encourage the Administration to consider in the Administrative aspects of the process?
 - Does the Council support the concept of 250 bed facilities with on-site services?
 - As part of that, does the Council support the additional 50 beds per facility that has been mentioned for emergency overflow? If so, how should the total occupancy be communicated to the public -- should these be considered 300 bed facilities?
 - Is the Council ready to determine whether it supports ultimately having two, three or more sites as an outcome of this process, or is additional information needed?
 - Is the Council ready to determine whether it would support continued discussion about one or more specialized population?
 - What are the appropriate sizes of the buildings?
 - What is the appropriate size of populations?
2. How should the City Council obtain public comments and reach the public as it works toward making decisions on legislative aspects of this issue?
3. What steps would the City/County/State take to mitigate the impact of centers on abutting property owners and the surrounding neighborhood?
4. What can the City/County/State do to help assure abutting property owners that the issues facing the Rio Grande neighborhood will not be duplicated at these resource center locations?

Salt Lake City and Salt Lake County Updated Site Selection Criteria

Here is an updated list of criteria relating to evaluating potential emergency resource center locations. The list is based on criteria in attached documents or links to documents.

Geographic Criteria

- Close to Public Transportation to Access Needed Services
- Within one-half mile of TRAX Stops
- Within one-half mile of Frequent Bus Lines
- Not Conducive for Regional Drug Trade, Safety is Key
- 1 Mile Separated from Highway Access Ramps-can be mitigated through design

Other Buffers

- Sex Offender Buffer of 1,000 Feet from Licensed Day Care, Preschool, Public/Private Primary School, Public/Private Secondary School, Public Swimming Pool, Public Park, Public Playground
- Single Family Residential Districts

Environmental Justice Buffers

- Fault Lines
- High Voltage Power Lines
- Electric Substations
- Airport Flight Path Protection Overlay Zones
- Navigable Waterway
- Riparian Corridor
- Zoning Where Residential Use is Not Permitted
- M-1, M-2, NOS, OS, El, Airport
- 3,000 Feet from Heavy Rail Lines-can be mitigated through design
- 1,000 Feet from Highways-can be mitigated through design
- Floodplain-can be mitigated through design
- One Mile Study Area for Refineries
- One-half Mile Study Area for Landmark Site

Salt Lake City Homeless Services Site Evaluation Commission Criteria for Success

- 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
- Part of larger neighborhood
- Close to public transportation as appropriate to access

- needed services
- Not conducive for regional drug trade, safety is key
- 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 Commission

Salt Lake County Service Criteria

- Resource centers should reflect a service-based system instead of a shelter-based system.
- Neighborhoods that host homeless service facilities should be welcoming and safe for all who live, visit, work, recreate, do business and receive services there.
- Locations should be at least roughly seven-tenths of an acre in size.
- We recognize and meet the distinct needs of these at risk and homeless populations, including families with children; youth; single men and women; veterans; domestic violence victims; individuals with behavioral health disorders (including mental health and substance use disorders); individuals who are medically frail/terminally ill; individuals exiting prison or jail.
- We successfully divert individuals and families from emergency shelter whenever possible.
- We meet the basic needs of those in crisis.
- We provide individuals and families with stabilization services when they need them.
- Coordinated entry and a common, consistent assessment tool provide appropriate, timely access to services across the system. There is no 'wrong door.'
- Children, adolescents and young adults do not experience homelessness.
- People have access to the specific services and supports they need to avoid homelessness.
- Our housing supply meets the demands and needs of all residents.
- Neighborhoods that host homeless service facilities are welcoming and safe for all who live, visit, work, recreate, receive services, or do business there.

Site and Building Characteristicsⁱ

- The facility should be created using durable and attractive materials. Windows and glazing on the facility should be limited in placement to those locations required for views from the spaces and passive solar heat gain into the occupied areas.
- Walls shall be of brick, block or stone assemblies, designed for enhanced insulative qualities. Floors shall be of concrete, tile or other similar, easy to clean and maintain materials.
- The form of the building should include roofs that are not flat. No roof top mounted HVAC equipment should be used (exception for solar voltaic panels, which are not currently planned).
- The form of the building shall be such that possible future expansions can be easily accommodated, with very limited intrusion on existing spaces, allowing the building to maintain operations.
- Well-designed building and site with a layout that optimizes views and control points throughout the facility.
- Avoid long corridors and corners.
- Design of the facility to be aesthetically pleasing and contextual to community – avoiding institutional feel, and promoting and improving the neighborhood.
- The building planning and design shall comply with Crime Prevention Through Environmental Design standards (CPTED), affirming safety and minimizing conduciveness of drug trade.
- The building design shall be flexible in nature to accommodate systematic development and evolving needs of homeless population as well as evolving service standards of the operator.

- Design of the facility shall affirm innate human dignity and be appropriate for the homeless sub-population to be served.
- Spaces shall be included within the facility to allow on site access for services such as behavioral health, detox, community partners, storage and hygiene.
- Office space for caseworkers and intake specialists shall include technology requirements and be flexible for progressing developments.
- Neighborhoods that host homeless service facilities are welcoming and safe for all who live, visit, work, recreate, receive services, or do business there.
- Access to employment, job training and positive activities during the day are offered in these neighborhoods.
- The facility sites shall be close to public transportation and other necessary services, such as groceries.
- The building planning shall integrate with surrounding area.
- Outdoor gathering spaces shall be included in the design and located off the street. All line queuing shall be minimized and located within the interior of the facility.
- Pets and Emotional Support Animals shall be accommodated in the facility and an outdoor pet area shall be included.
- Automobile and bicycle parking shall be included on site. Site preference is to include a minimum of 50 parking stalls, although some sites shall be included that are adjacent to existing shared parking available for use through negotiations.
- Separate parking areas shall be secured for staff.
- Sites to be considered shall be fairly level to promote safe plan development.

Zoningⁱⁱ

The proposed Homeless Resource Centers will likely require conditional use permits. Site specific zoning compliance, variances and conditional uses shall be analyzed upon proposed site selection. Permanent zoning changes should be pursued and is ideal for services to be delivered. In general the facilities should be located in zones that permit group housing either outright or by conditional use. Most of the sites will require a multiple level approach. Zones that already permit 3 stories and heights up to 55'-0" are preferred. Sites should be selected that meet minimum facility requirements (size, location and proximity to groceries and other services, as well as zones that require minimum variances.

Homeless-serving facilities are located in a wide variety of land-use settings. The acceptance of the facility by neighboring residents and businesses is related to both who came first and to the operational policies and standards that are employed at the facility.

Information below this line has appeared in a previous staff report.

The Council may wish to have the City Council Subcommittee that is addressing these issues update the full Council as part of the discussion.

The Administration has provided information about the resource center locations at the following website: www.slc mayor.com/homeless-services. The site will be updated within the next few days, according to the Administration. Council staff also has attached previously distributed items as background:

- Geographic criteria for the location of the planned centers, including environmental justice buffers.
- An Administration document titled *Homeless Resource Siting and Development* and a graphic titled *Site Selection Process Diagram*.
- A presentation made August 16, 2016, titled *Salt Lake County Collective Impact on Homelessness*.
- A graphic titled *Collective Impact Summary of New Facilities*.
- A July 7, 2016, Administration transmittal titled *Homeless Site Evaluation Update*.

POLICY QUESTIONS

The Council has sometimes elected to establish base policy statements for multifaceted issues by conducting straw polls on potential components. The base policy statement is then enhanced as new information becomes available and as public input is received. The concept is an efficient way to memorialize the straw polls taken and move the conversation forward. The evolving document may serve as a guidepost for the Council throughout the process, and may enhance the transparency of the process. Does the City Council wish to employ this or another type of tool?

The following questions are intended as over-arching questions that may help guide City Council consideration over the next three Council discussions:

5. Does the Council support the location evaluation criteria that has been developed? (The Council may wish to discuss each item and determine whether there is particular emphasis, further definition or weight the Council wishes to one or more of the items.)
 - What criteria are most important to the City Council?
 - Are there additional criteria Council Members would want to consider in any Legislative aspects of this process? Is there any additional criteria that the Council would want to encourage the Administration to consider in the Administrative aspects of the process?
 - Does the Council support the concept of 250 bed facilities with on-site services?
 - As part of that, does the Council support the additional 50 beds per facility that has been mentioned for emergency overflow? If so, how should the total occupancy be communicated to the public -- should these be considered 300 bed facilities?
 - Is the Council ready to determine whether it supports ultimately having two, three or more sites as an outcome of this process, or is additional information needed?
 - Is the Council ready to determine whether it would support continued discussion about one or more specialized population?
 - What are the appropriate sizes of the buildings?
 - What is the appropriate size of populations?
6. How should the City Council obtain public comments and reach the public as it works toward making decisions on legislative aspects of this issue?
7. Moving forward:
 - How does the City Council view serving on a selection committee in which three Council Members would join the Mayor and the co-chairs of the Homeless Site Evaluation Committee?
 - What does success look like to the City Council?
8. Given the significance and urgency of this issue, it hasn't been conducive or prudent to process this issue through a traditional or strict separation of powers approach. In order to avoid future confusion and assure that all legal requirements are formally met, does the Council want staff to work with the City Attorney's Office and Administration staff to confirm at what points each branch is the "official decision maker" and at what points each branch is 'invited to collaborate as an essential partner.'

ADDITIONAL & BACKGROUND INFORMATION

Given that it is not yet clear what City processes will need to be followed to advance this issue, and that Council action is dependent upon parallel processes currently under way but outside of the Council's control, Council staff has understood the Council's instruction to be to move forward as expeditiously as possible, fully respecting the Legislature's expectation to see very significant progress on this issue prior to the 2017 Legislative session.

To that end the Council Chair has:

- Scheduled a standing agenda item on homelessness for every City Council meeting through the end of the year.
- Indicated the intent to make executive session time available at every Council meeting should there be items that fall within the executive session requirements.
- Created the opportunity to address essential budget issues during the budget opening currently being processed, rather than waiting for a future budget opening and prolonging the process.

To avoid creating false expectations about the City Council being able to act on particular dates before other entities have reached particular milestones in their efforts, the Council has steadfastly avoided setting specific dates for specific outcomes. In addition to the dependence on other groups hitting milestones, the legal processing and public input requirements for the City Council cannot be known until this effort progresses. Does the Council wish to continue to focus on and act on its commitment to expeditious forward movement, without attaching specific dates until there is a likelihood that any dates named could be met?

File Location: Homelessness, Shelters

Cc: Cindy Gust-Jenson, David Litvak, Margaret Plane, Jennifer Bruno, Elizabeth Buehler, Jennifer Seelig

ATTACHMENTS:

- Homelessness Packet Materials from the Sept 6, 2016 Council Meeting. (PDF)

ⁱ Homeless Resource Facilities Single Men/Single Women Planning Requirements, Architectural Nexus, September 2, 2016, Page 7.

ⁱⁱ Homeless Resource Facilities, Architectural Nexus, September 2, 2016, Page 7.

Geographic Criteria

- Success Criteria
 - Close to Public Transportation to Access Needed Services
 - Within ½ mile of TRAX Stops
 - Within ½ mile of Frequent Bus Lines
 - Not Conducive for Regional Drug Trade, Safety is Key
 - 1 Mile Separated from Highway Access Ramps-can be mitigated through design
- Other Buffers
 - Sex Offender Buffer of 1,000 Feet from Licensed Day Care, Preschool, Public/Private Primary School, Public/Private Secondary School, Public Swimming Pool, Public Park, Public Playground
 - Single Family Residential Districts
 - FR-1/45,560, FR-2/21,780, FR-3/12,000, R-1/12,000, R-1/7,000, R-1/5,000, SR-1, SR-2, SR-3, R-2

Environmental Justice Buffers


- Fault Lines
- High Voltage Power Lines
- Electric Substations
- Airport Flight Path Protection Overlay Zones
- Navigable Waterway
- Riparian Corridor
- Zoning Where Residential Use is Not Permitted
 - M-1, M-2, NOS, OS, EI, Airport
- 3,000 Feet from Heavy Rail Lines-can be mitigated through design
- 1,000 Feet from Highways-can be mitigated through design
- Floodplain-can be mitigated through design
- 1 Mile Study Area for Refineries
- ½ Mile Study Area for Landmark Site

8/17/2016

Homeless Resource Center Site Selection




SALT LAKE CITY CORPORATION
Mayor's Office
City Council Transmittal


Patrick Leary, Chief of Staff 7/7/2016

Date Received: 7/07/2016
Date Sent to Council: 7/07/2016

TO: City Council
James Rogers - Chair

FROM:


Patrick Leary, Chief of Staff 7/7/2016

SUBJECT: Homeless Services Site Evaluation Process Update

STAFF CONTACT: Elizabeth Buehler,
Elizabeth.Buehler@slcgov.com

COUNCIL SPONSOR:

DOCUMENT TYPE: Information Item

RECOMMENDATION: Information only no action required

BACKGROUND/DISCUSSION:

After two meetings of the Homeless Services Site Evaluation Commission and five community engagement workshops, the City is moving forward to identify locations for two homeless resource centers. Next steps include refining the internal process to identify new resource center sites, working with Salt Lake County on a facilities programming study and securing funding from the State of Utah for the site selection process. As the site selection process continues, the

Attachment: Homelessness Packet Materials from the Sept 6, 2016 Council Meeting. (1889 : General Homeless Services Policy Discussion)

City is addressing current concerns, especially along 500 West, between 200 South and 400 South.

Homeless Services Site Evaluation Commission

In April, Mayor Biskupski reconvened the Homeless Services Site Evaluation Commission to locate sites for two new homeless resource centers. Since then the Commission has met two times, April 28 and June 22. In June, Commission members also participated in small group meetings facilitated by the Commission Chairs, Gail Miller and Palmer DePaulis, to assist in the design of the community engagement workshops.

The first meeting of the reconvened Commission on April 28 explained the work of the Commission the previous year and Mayor Biskupski laid out her vision for the Commission in the coming year, advising and recommending locations for new homeless resource centers that will serve single men and single women. Mayor Biskupski stressed the importance of keeping new resource centers smaller than current shelters to provide better services and to minimize the impact on the surrounding community.

At the June 22 meeting, the Commission heard the result of the five community engagement workshops and held a general discussion about issues where the current services are located. At the meeting, a graphic recorder visualized the comments. The Commission generally agreed with the comments received at the workshops and stressed the community must address the current crisis as well as design facilities for the future.

Community Engagement Workshops

Five community engagement workshops were held from June 13 to June 20 to learn about current concerns and finalize site criteria. One workshop was specifically designed to get input from individuals experiencing homelessness. The other four workshops were for members of the larger community.

The workshop for homeless services clients was held at St. Vincent De Paul's Dining Hall on June 13. The workshop at St. Vincent De Paul asked participants to consider their day-to-day needs and ways those needs could be improved. Participants then discussed the success criteria approved by the Homeless Services Site Evaluation Commission last year. They determined what the criteria meant to them and prioritized the criteria that was most important to them.

The other four workshops were held throughout Salt Lake City to get as much community participation as possible. Workshops were hosted at the Sorenson Unity Center (June 13), Leonardo Museum (June 15), Dilworth Elementary (June 16) and Marmalade Library (June 20). These workshops were similar to the one at St. Vincent De Paul's Dining Hall but instead of asking about direct experiences, participants considered the daily needs of one of seven created personas. Each persona was experiencing homelessness for different reasons. The second, main exercise was the same for all workshops. Participants were asked to expand and prioritize the success criteria the Commission approved last year.

Generally, comments from all five workshops (including the one for homeless individuals) were similar. The highest priorities were:

- Separate drugs from services to increase safety for clients and the surrounding neighborhood
- Include easy access to all needed services on site (shelter, meals, case management, etc.)
- Provide affordable public transportation nearby

Comments heard only from those experiencing homelessness included:

- Be treated with respect
- Given privacy
- Have central location to access other services

The larger community expressed through all the workshops that the safety and impact of the surrounding neighborhood should be of equal concern to the City as client services in future facilities. Also, smaller facilities are less impactful on the community than larger centers.

Online Engagement

In addition to the five workshops, there were an Open City Hall topic and modified Facebook survey created. Both of these forums are still open. A full report of those results will be given to City Council at the briefing.

Next Steps

Staff is currently refining the internal process to ensure all city ordinances are followed, the City Council is fully involved, and the public has strong input on potential sites. Staff will continue to update the Council's Homeless Subcommittee and full Council as the process continues. The timeline continues to have sites identified by early to mid Fall.

Facilities Programming Study

As part of the Collective Impact process, Salt Lake County and Salt Lake City are working together to design the programming for new homeless resources to meet current capacity and future growth. This study includes the new centers in Salt Lake City. The facilities programming study has identified needed facilities at different sites for:

- Emergency services site for single adult men in Salt Lake City
- Emergency services site for single adult women in Salt Lake City
- Housing and wrapped around services center for families with children in Salt Lake County
- Housing and inpatient detoxification and rehabilitation for single women and children in Salt Lake County
- Housing, inpatient detoxification, rehabilitation, behavioral health case management in Salt Lake County

The work of the City's Homeless Services Site Evaluation Commission will be considered as part of the emergency services' sites.

Salt Lake County has engaged Architectural Nexus to conduct the programming study. The deadline for the study is August 15 so Salt Lake City can use it in the site selection process. Consultants will meet with both the County and City commissions and hold a public workshop jointly hosted by the County and City on preliminary service criteria sometime in July. The final report will include conceptual drawings, cost estimates and a list of needed services.

This programming study is an important part of the site selection process as it will help resolve key questions, provide critical input about service criteria, identify system constraints, and figure out what specific services are needed at each new facility location.

State Funding

The State Homeless Coordinating Committee gave a recommendation to the Executive Appropriations Committee at its May 11 meeting to approve five awards totaling \$1,952,000 of the \$9,250,000. The recommendation includes:

- Salt Lake County-\$1.2 Million to operate Midvale Family shelter year round
- Salt Lake County-\$100,000 for facility conceptual design and programming
- Salt Lake City-\$100,000 for “staffing and ancillary costs related to the site selection process and community engagement for the siting of two new shelters within Salt Lake City”
- Midvale City-\$500,000 infrastructure improvements related to Midvale Family Shelter
- Midvale City-\$52,000 peace officer at Midvale Family Shelter

Salt Lake City will use its funding to assist in the site selection process and broaden community engagement. The remaining \$7,298,000 will be disbursed later by the Executive Appropriations Committee based on a recommendation from the State Homeless Coordinating Council.

Immediate Actions

In the interim, staff is implementing the new City Council funding for homeless services.

- Police are increasing foot patrols by using overtime pay for existing officers.
- Public Services is providing A Place for Your Stuff with more storage bins to accommodate more clients
- Contracts are being finalized with Advantage Services (Clean Teams), The Road Home (Queuing) and Catholic Community Services (Extended Hours)

Other City Council priorities are being addressed but taking longer to execute. Updates will be provided as projects are finalized.

ATTACHMENTS:

- a1 - Criteria Drawing Handout (PDF)
- a2 - Whats Important to Us June 2016_small (PDF)
- a3 - SLC Homeless Services Site Evaluation Commission_small (PDF)

Criteria for Success

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

Salt Lake City Homeless Services
Site Evaluation Commission



HOMELESS CONCERNS IN SALT LAKE CITY

~ WHERE WE ARE NOW ~

JUNE, 2016



TWO NEW CENTERS IN SLC

Single adult women

Single adult men

COMMUNITY PARTNERS AGREE ON SHARED GOALS TO END HOMELESSNESS

OUR GOALS

- Meet needs of different groups
- Decrease homelessness
- Safe neighborhoods
- Provide employment assistance

<http://slco.org/homeless-services/collective-impact-steering-committee/>
<http://www.slc mayor.com/homeless-services>

Illustrated by ConverSketch

WHAT'S IMPORTANT TO US

THE PATH SO FAR



WHAT WE HEARD

We ALL Agree

- Easy access to services
- Safe for clients + neighbors
- Close to public transportation
- There are places of dignity
- Non-traditional to drugs
- Central location with access to other services

Client Listening

- Work with respect with all groups
- Privacy important
- Provide special accommodations for those who have a hard time working

CHALLENGES

SAFETY

BEHAVIORAL HEALTH

Better Community

- The smaller the better
- Community needs to be a good fit
- Empowering individuals in their journey

SUBSTANCE ABUSE

HOUSING

NEXT STEPS

Memorandum of Understanding with the City + County

Plan goes to City Legislature by 2016 for funding

The Commission brings issues to the City

Recommendations brought to the Commission

Looking for potential sites for the new centers

Public input/feedback on potential locations

Direction from the Commission

HOMELESS SERVICES SITE EVALUATION COMMISSION



Team's PURPOSE

- ★ Sharing outcomes from the five workshops
- ★ Get your feedback

Public input



Are you truly listening to us?



KEY QUESTIONS

- How do these new centers fit into the fabric of the community?
- How can we better serve individuals experiencing homelessness + the broader community?

QUESTIONS + FEEDBACK

Q. What's happening right now?

A. Currently doing our...

Q. How do we deal with some of these health care issues? Health care programs would help.

Q. It's important to think the whole person to help them.

Q. We need to make sure this conversation is inclusive + well advertised.

FACILITIES PROGRAMMING STUDY

Goals

Focus on services not architectural design.

Centers reflect what we agreed upon.

Understanding how these service centers will address challenges.

Educate on how to address people move to homelessness.

Written Report Outcome

Mapping of services that people can access + use.

Impact Capacity

Adaptability Needs

Educate on how to make a...

NEXT STEPS

- Incorporating feedback to move forward with selection.
- Workshops with Commission + public with Family Consultant.
- Refining + continuing governance conversations.

Final thoughts

- Demand is increasing. We need to keep this in mind moving forward.
- Focus on prevention + more affordable housing.
- Remember what we're doing right.
- Can we understand what we have to inform our actions?
- Support shelter service being...



What problems will we address?

Problem #1: The primary way to access Utah's homelessness services system is through a crisis and arrival at the emergency shelter. That creates public safety and stress issues at our main community shelter, which becomes a bottleneck. People often exit the shelter on a path that leads back to another crisis.

Problem #2: Our large, "one-size-fits-all" emergency services model does not serve people well, especially families, children, youth, domestic violence victims, individuals with disabilities and working single adults.

What solutions will we use and prioritize?

Solution #1: Develop and support two emergency resource facilities, one for single men and one for single men and single women. In place of the current model, these facilities will be smaller, located on separate sites, and provide needed services to promote sustainable self-sufficiency.

Solution #2: Develop and support a family and community resource center that provides housing as well as education, health and employment services. This facility will use private housing, business, and nonprofit partnerships to combine services for families at-risk for or exiting homelessness with resources that benefit and engage the broader community.

Solution #3: Develop and support a coordinated-entry system, common assessment and referral tool, and "no wrong door" policy. Homeless services will be integrated with each other and with other public and private systems such as health and human services, job services, legal services, and public education.

Solution #4: Salt Lake County "Homes Not Jail" program. This new Pay for Success program will use the private housing market to increase housing stability for single adults who have spent 90-364 days in shelter or on the streets. The program integrates wrap-around services, focuses on self-sufficiency, and will be rigorously evaluated against specific outcomes.

Solution #5: Increase affordable housing availability. Develop and implement a sustained effort to increase housing stability and keep individuals and families safe and healthy in their own communities through region-wide affordable housing planning.

Solution #6: Develop and implement a 10-year initiative to end child homelessness. This comprehensive plan will focus on increasing housing stability, family stability and self-reliance through interventions that prevent entries in to the homeless services system and that improve health, education and opportunity outcomes for Utah's youngest citizens.

Summary of New Facilities



A facility that provides emergency services and housing for single adult men.

250 beds with reconfigurable restricted, low barrier, and overflow space.

To be located in Salt Lake City and supported by state funding.



A facility that provides emergency services and housing for single adult women, single adult men, and couples.

250 beds with reconfigurable restricted, low barrier, and overflow space. Separate spaces for men, women and couples.

To be located in Salt Lake City and supported by state funding.



The Road Home Family Shelter, now open year-round to provide emergency services and housing to families.

300 beds serving about 125 families.

Located in Midvale and supported by state and Salt Lake County funding.



A family and community resource center that provides affordable, transitional, supportive and market rate housing as well as education, health and employment services that benefit and engage the broader neighborhood.

100 family units/50 single units for women.

To be located in Salt Lake County and supported by public and private funding. Replicable and adaptable model for a range of municipalities and communities.

The above facilities to be associated with:



A new facility that provides housing and detox and rehabilitation services for single women and single women with children.

70 beds. To be located in Salt Lake County.



A new facility that provides housing and detox, rehabilitation, and behavioral health case management services for single men.

35 beds. To be located in Salt Lake County.



**Utah residents are eager to see these solutions.
Those who are homeless or at risk urgently need them.**

How will these new resource facilities and service models be different?

These re-designed facilities will support strategic solutions that are part of a comprehensive strategy to minimize homelessness. After a year of study on two planning commissions, over 31 stakeholders, in partnership with state agencies, unanimously recommended a set of outcomes to minimize homelessness and agreed to align programs and funding, share data, and use common metrics to evaluate and report on progress. This broad support demonstrates the collective will to move forward together and on an accelerated timeline to ensure that state money provides the foundation for improving how Utah addresses homelessness to make a measurable difference in people's lives.

What collective outcomes will these resources facilities and service models achieve?

The proposed solutions help achieve all of our collective impact outcomes, including these priorities:

- We recognize and meet the distinct needs of these at risk and homeless populations, including families with children; youth; single men and women; veterans; domestic violence victims; individuals with behavioral health disorders (including mental health and substance use disorders); individuals who are medically frail/terminally ill; individuals exiting prison or jail.
- We successfully divert individuals and families from emergency shelter whenever possible.
- We meet the basic needs of those in crisis.
- We provide individuals and families with stabilization services when they need them.
- Coordinated entry and a common, consistent assessment tool provide appropriate, timely access to services across the system. There is no 'wrong door.'
- Children, adolescents and young adults do not experience homelessness.
- People have access to the specific services and supports they need to avoid homelessness.
- Our housing supply meets the demands and needs of all residents.
- Neighborhoods that host homeless service facilities are welcoming and safe for all who live, visit, work, recreate, receive services, or do business there.

Contact

Shaleane Gee • Director of Special Projects and Partnerships • Salt Lake County Office of Regional Development
sgee@slco.org • Cell: 801-608-8066

Patrick Reimherr • Director of Government Relations and Senior Advisor • Salt Lake County Office of the Mayor
preimherr@slco.org • Cell: 801-824-8353

<http://slco.org/homeless-services/collective-impact-on-homelessness/>
<http://slco.org/homeless-services/homes-initiative/>



Action Plan

Mayor Ben McAdams

Proposal to the Salt Lake County
Collective Impact on Homelessness
Steering Committee

Salt Lake City Council | August 16, 2016

Homelessness in Salt Lake County

\$52+ million annually
in government and private funds for direct services
\$45+ million annually in associated costs

Homeless individuals and Salt Lake County residents deserve a homeless services system that demonstrates use of these resources for greatest collective impact.

Neighborhoods that host homeless service facilities should be welcoming and safe for all who live, visit, work, recreate, do business and receive services there.

How Did We Get Here?

As a community we have:

- Made a commitment to not deny anyone emergency shelter.
 - Supported one primary community emergency shelter.
- Encouraged our main community shelter to function as the central point of access to the broader services and housing system.
- Focused our collective resources primarily on the chronically homeless on HUD definitions of homelessness, and on federal funding that often creates obstacles to meeting urgent local needs.

What does our services system look like as a result?

Our Current System (what we will change)

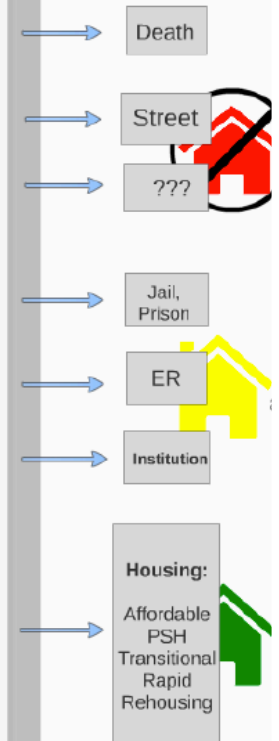
primary way in: crisis + shelter



inside the system



ways out



primary way in: crisis + shelter



FIXABLE PROBLEM: We have not focused on prevention and diversion from shelter.

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

FIXABLE PROBLEM: We have not fully integrated major service providers, agencies, organizations or community engagement points -- either with each other or with the larger services system.

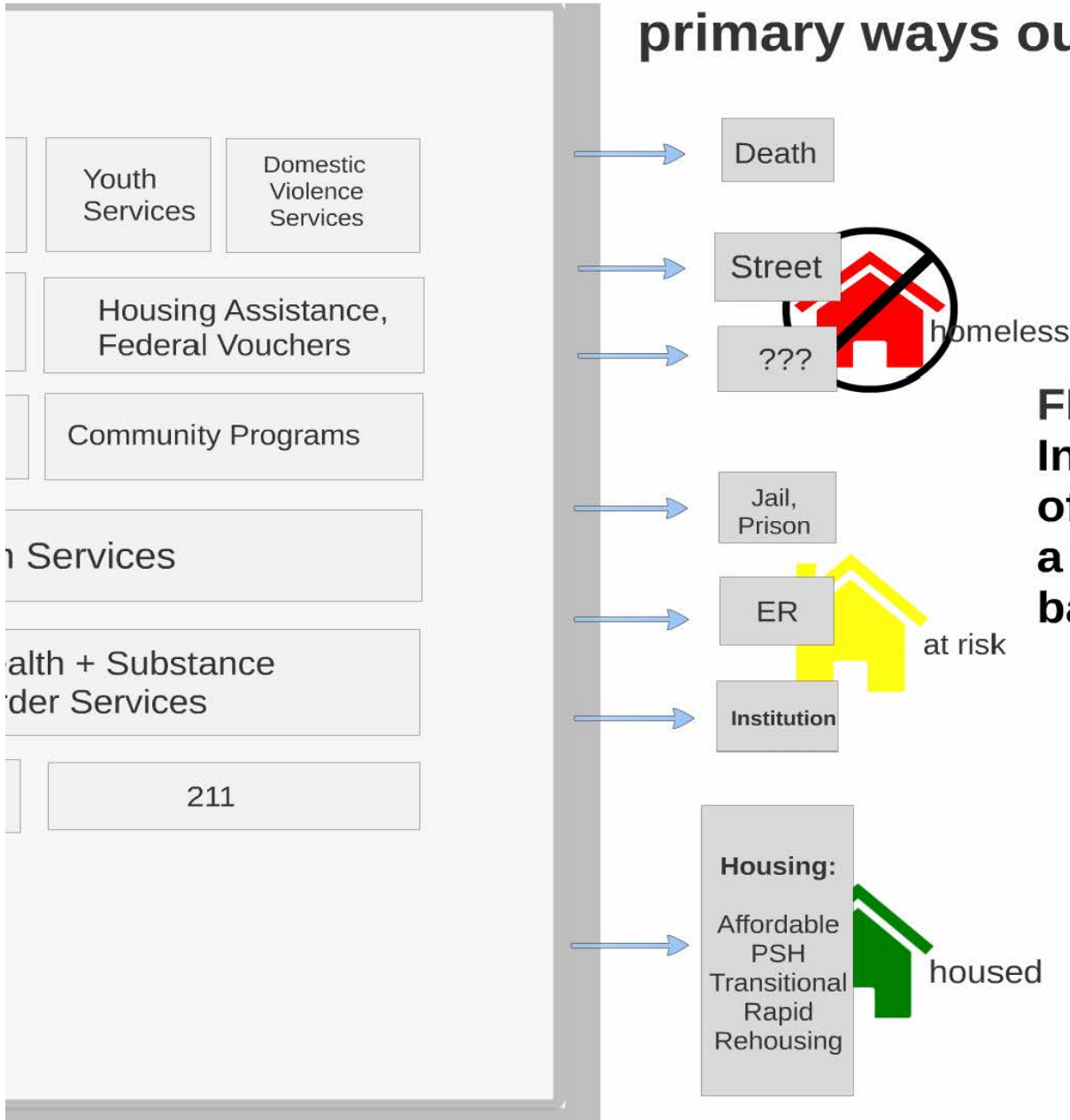
inside the system

emergency shelter

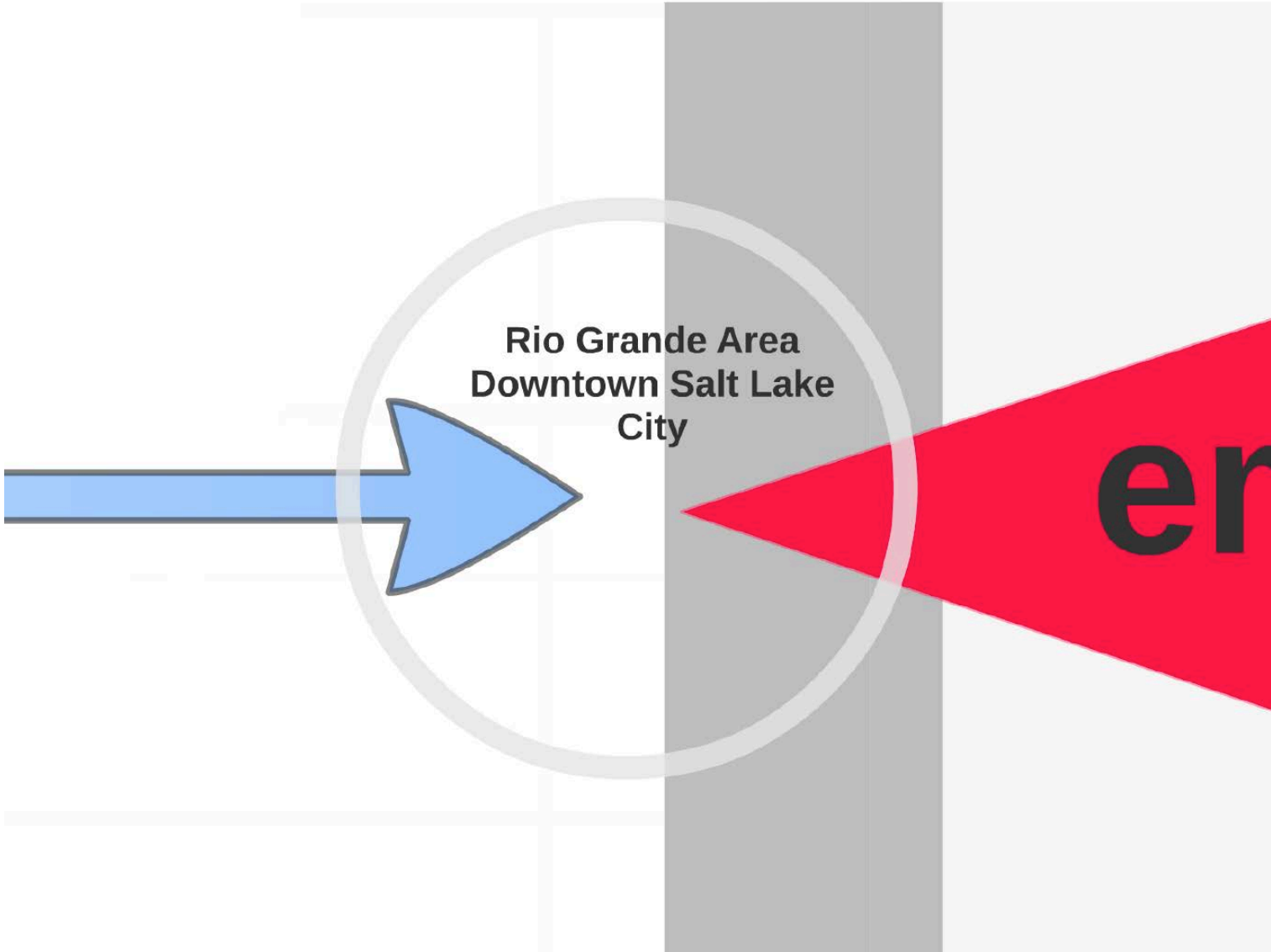
FIXABLE PROBLEM: The primary way to access Utah's housing and services system is through a crisis and arrival at the emergency shelter. That creates public safety and stress issues at our main community shelter, which becomes a bottleneck.



primary ways out



FIXABLE PROBLEM:
 Individuals and families
 often exit the shelter on
 a path that leads right
 back to another crisis.





A facility that provides emergency services and housing for single adult men. **250 beds with reconfigurable restricted, low barrier, and overflow space. To be located in Salt Lake City and supported by state funding.**



A facility that provides emergency services and housing for single adult women, single adult men, and couples and/or intergenerational pairs. **250 beds with reconfigurable restricted, low barrier, and overflow space. To be located in Salt Lake City and supported by state funding.**

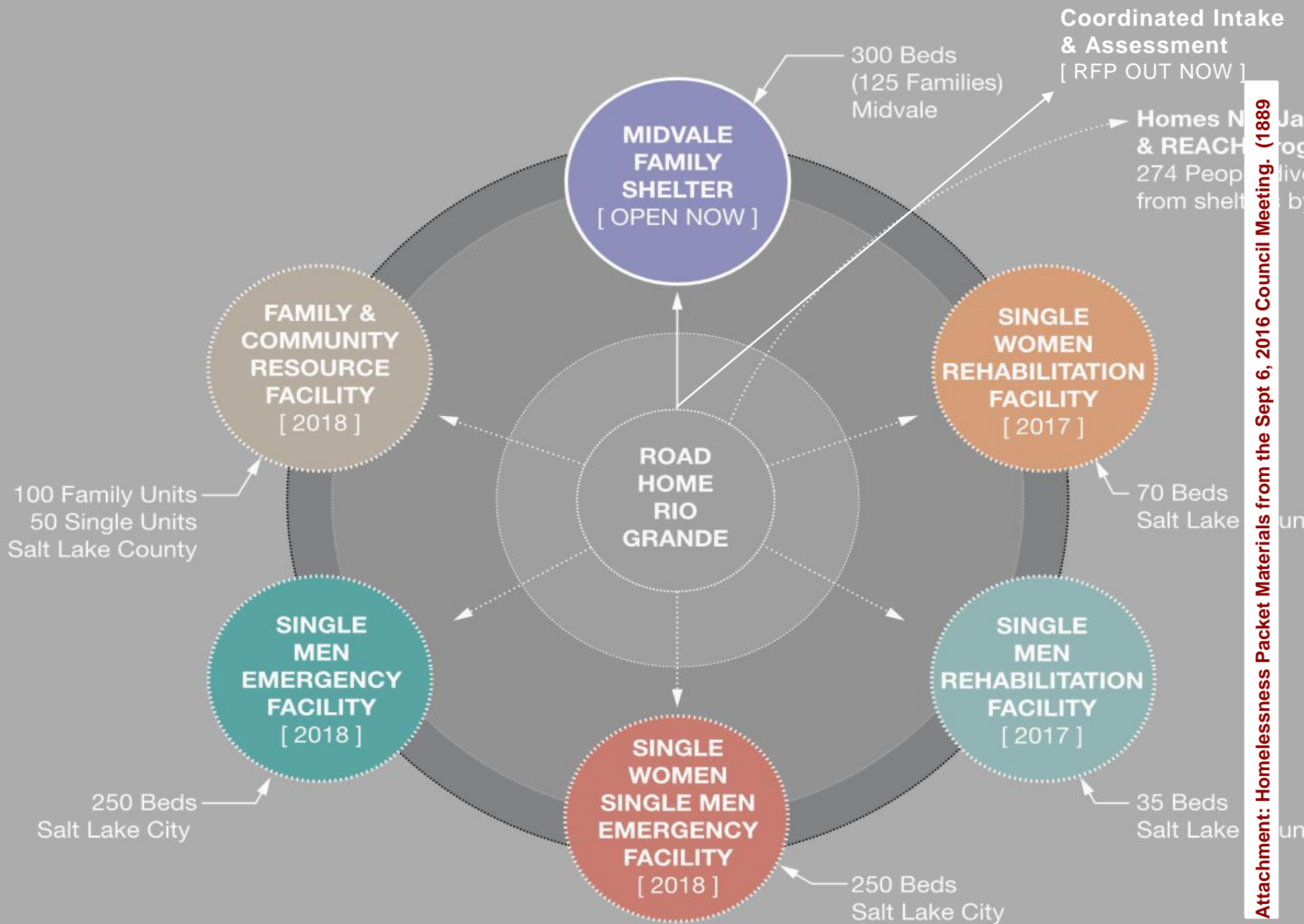


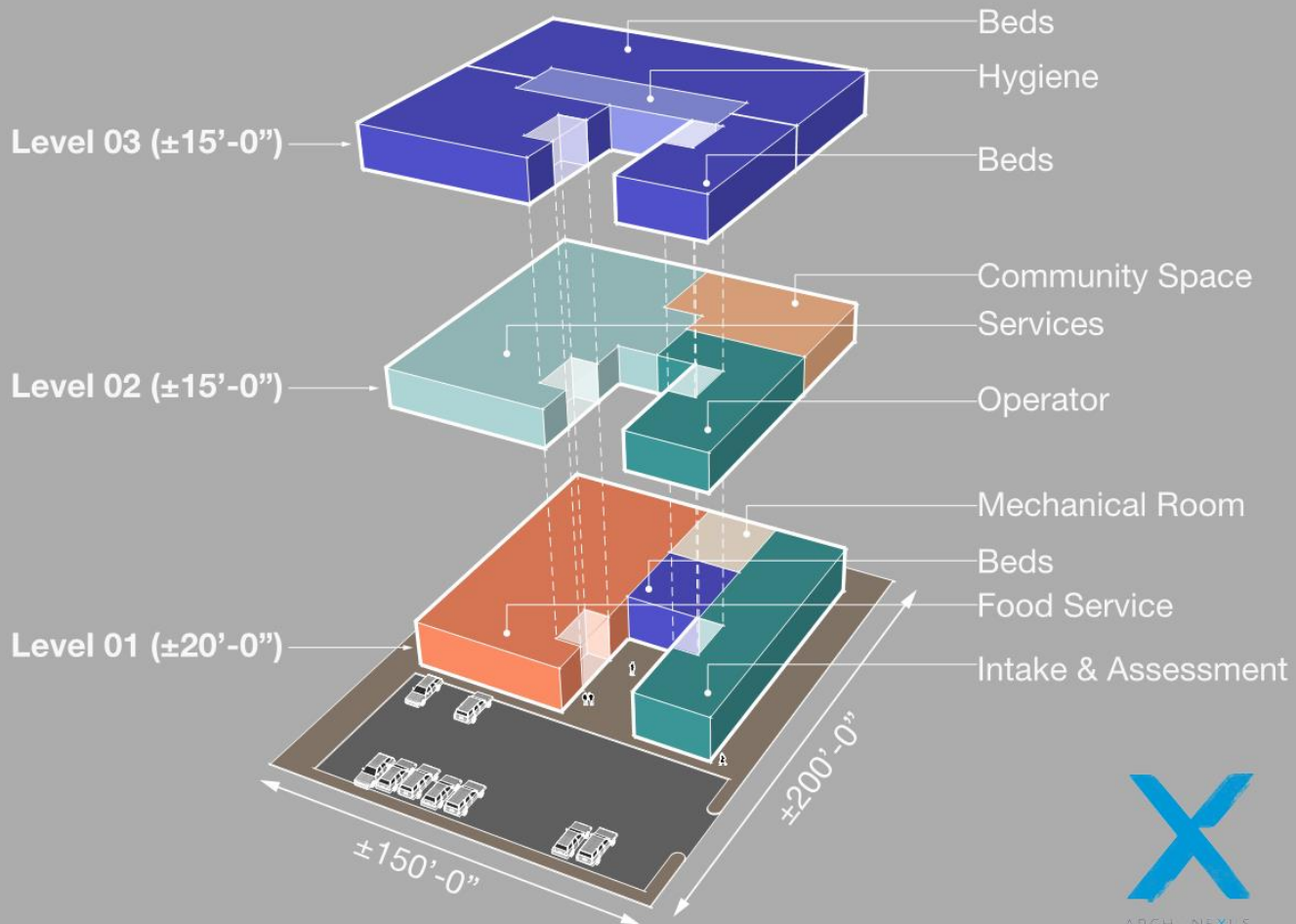
A family and community resource center that provides affordable, transitional, supportive and market rate housing as well as education, health and employment services that benefit and engage the broader neighborhood. **100 family units/50 single units. To be located in Salt Lake County and supported by public and private funding. Replicable and adaptable model for a range of municipalities and communities.**



A new facility that provides housing and detox and rehabilitation services for single women and single women with children. **70 beds. To be located in Salt Lake County.**

A new facility that provides housing and detox, rehabilitation, and behavioral health case management services for single men. **35 beds. To be located in Salt Lake County.**









Increase affordable housing availability.

Keep individuals and families safe and healthy in their own communities through region-wide affordable housing planning.



End child homelessness.

Develop and implement a 10 year comprehensive plan that will focus on increasing housing stability, family stability and self-reliance through interventions that prevent entries into the homeless services system and that improve health, education and opportunity outcomes for Utah kids.



Action Plan

Thank you.

slco.org/mayor

Criteria for Success

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

Salt Lake City Homeless Services
Site Evaluation Commission



Homeless Resource Center Siting and Development

To finish siting and developing two new homeless resource centers in Salt Lake City, a multitude of resources and agencies must work together. This is the culmination of several years of work to redesign community homeless services to better serve those experiencing homelessness and lessen the impact of homeless services on surrounding communities.

Salt Lake County is leading the redesign of our community homeless resources through its Collective Impact process (slco.org/homeless-services/collective-impact-steering-committee). The County's work includes developing central goals for community homeless services and leading a request to the Utah State Legislature for funding of future homeless services. Salt Lake County is now working with the Shelter the Homeless Board, to transition Collective Impact to this community organization and continue the central planning and organization efforts.

Salt Lake City started looking at how homeless services are delivered with its Long Term Situational Assessment and Homeless Services Six Point Strategy. The Long Term Situational Assessment, completed in Winter 2014, identified Major Issues of Concern in regards to homeless services, and proposed Opportunities for the Future. It recommended strategic planning for improved services. Salt Lake City's Homeless Services Six Point Strategy, completed later that year, included housing and emergency services goals to improve homeless services. Strategy #4 stated: "Determine the best locations for homeless services based on health and safety, business, livability, transportation, service provision and impact"

The Salt Lake City Homeless Services Site Evaluation Commission was formed in 2015. Led by Gail Miller and Palmer DePaulis, the Commission recommended a scattered site model for new emergency homeless resource centers in November 2015. The Commission felt smaller facilities, designed to serve specific homeless subpopulations, could better serve individuals and the larger community. Mayor Biskupski reconvened the Commission in 2016 to determine locations of two new resource centers for single men and women. Since the Commission reconvened, it and the public have prioritized criteria needed to make new resource centers work for those receiving services and the surrounding community.

To open new resource centers and improve emergency homeless services, the City must undertake four processes:

- Site Selection
- Site Development
- Land Use Amendments
- Funding

While this is going on, the City must continue to engage the public in this important community decision.

14. Salt Lake City and Salt Lake County sign Memorandum of Understanding agreeing to final two sites

Site Development

After successfully siting two new homeless resource centers, Salt Lake City will be involved in the property purchase, building/site design, and construction processes.

Action Items

1. City issues request for proposals for design/architecture, based on two sites, with input from Shelter the Homeless Board and Salt Lake County
2. City Administration and City Council representatives are appointed to Shelter the Homeless Board
3. Architect is selected by the City with input from Shelter the Homeless Board and Salt Lake County
4. Salt Lake City receives funding for property acquisition from State of Utah
5. Design work is completed
6. Architect applies for Planning permits
7. Funding for construction is requested from the State by Shelter the Homeless Board
8. Shelter the Homeless Board requests proposals and selects a contractor for construction, with consultation from Salt Lake City and Salt Lake County
9. City conveys property to Shelter the Homeless Board
10. Construction begins on new homeless resource centers

Land Use Amendments

Siting new homeless resource centers may require a land use amendment; either a conditional use, text amendment, map amendment, and/or subdivision. The City's Planning Division will first become involved when the Division gives input on the potential sites and the zoning changes required for each site are included in the score card. Once the site plans and elevations are developed for the final two sites, the project architect will initiate the necessary Planning applications to allow resource centers on the chosen sites. Final zoning approval will be given by the Planning Commission or City Council, determined by the Planning application needed.

Conditional Use

The Salt Lake City Code currently list "Homeless Shelters" as a Conditional Use in some zoning districts: D-2 Downtown Support District, D-3 Downtown Warehouse/Residential District and CG General Commercial District. It is not listed as permitted in any district. A conditional use

Memorandum of Understanding between the City and the County

Access to the funds allocated to this process by the State of Utah requires a Memorandum of Understanding between the City and the County.

Action Items

1. Prepare a finance package identifying: funding resources, cost estimates, fund availability, funding partnerships, and necessary public hearings/amendments required to secure and accept the money
2. Receive public engagement funding from State of Utah
3. City uses surplus land funds to reserve potential sites
 - a. City will be reimbursed by the State in future funding requests
 - b. County will have to agree that funding could go to the City
 - c. City Council must approve use of funding
4. City applies for property acquisition funding from the State to acquire two sites, following agreement with Salt Lake County
5. Funding for construction is requested from the State by Shelter the Homeless Board

Public Engagement

Following the neighborhood engagement workshops in June, the City needs to continue to engage the public and public officials to find the best location and configuration of two new homeless resource centers. This will be accomplished with traditional and non-traditional outreach methods.

Action Items

1. Bus Tours-Tours to newer homeless resource facilities along the Wasatch Front
 - a. Tours will include: Lantern House (Odgen), Volunteers of America, Utah Youth Resource Center (Salt Lake City), YWCA Family Justice Center (Salt Lake City), The Road Home's Family Shelter (Midvale)
 - b. Conducted early to mid- September
 - c. Audience-Public Officials, Community Leaders, Community Members, Media
2. Community Engagement Workshops
 - a. Presentation of toured facilities, success criteria, geographic analysis criteria, five potential sites, site score cards, mock-ups of buildings on each site
 - b. Exhibits at all Salt Lake City libraries
 - c. Community workshops at Main Library
 - d. Presentations to each Community Council
 - e. Online engagement with Open City Hall and other sources, give all the same information as prepared for workshops
 - f. Conducted in October

Homeless Resource Center Site Selection Process

