



The Salt Lake Valley Coalition to End Homelessness

2023 Strategic Plan



2023 STRATEGIC PLAN SUMMARY SEPTEMBER 2023

In the next three years, our primary goal is:

Making homelessness in Salt Lake County brief, rare, and non-recurring through system-wide collaboration, commitment of resources, services, data collection and analysis, and coordination among all stakeholders.

Questions? - endutahhomelessness.org

FOUNDATIONAL PILLARS

EQUITY

Strategies to lead with equity and address disparities among those experiencing homelessness.

DATA

Strategies to base decision and action in research and data.

COLLABORATION

Strategies to end siloed conversations and information.

SOLUTION PILLARS

SYSTEM EFFECTIVENESS

Strategies to improve the effectiveness of our homeless response system to meet the needs of those in crisis.

HOUSING AND SERVICES

Strategies to increase supply and access to safe and affordable housing opportunities with tailored support services.

PREVENTION

Strategies to reduce first time episodes of homelessness and returns to homelessness.

HOUSING FIRST FOCUS:

Housing First does NOT mean housing only. Housing First is an approach to connect individuals and families experiencing homelessness to housing without preconditions and barriers to entry, such as sobriety, treatment, or service participation requirements. The model depends upon robust wraparound services to maximize housing stability and prevent returns to homelessness.

Making homelessness in Salt Lake County brief, rare, and non-recurring through system-wide collaboration, commitment of resources, services, data collection and analysis, and coordination among all stakeholders.

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Introduction

The Salt Lake Valley Coalition to End Homelessness aims to render homelessness brief, rare, and non-recurring. This means that our goal is to make sure episodes of homelessness are as short as possible, do not happen often, and do not occur more than once in a person's lifetime. We work to accomplish this through a system-wide commitment of resources, services, data collection, analysis, and coordination among all stakeholders. Our goal is to create a strong and effective homelessness structure that supports a community-wide commitment to ending homelessness, unites communities and service providers in profoundly new ways, and optimizes self-sufficiency among those experiencing homelessness.

The Coalition is led by 15 Steering Committee members and 4-6 voting advisors who collaborate together to facilitate 6 core function groups with a total membership of over 550 members. Each core function group meets bi-monthly and focuses on a different issue area impacting homelessness. The six core function groups are; Housing, Health and Wellness, Employment and Education, Client Focus, Legal Rights and Safety, and Crisis Response. This strategic plan has been written by the Steering Committee of the Coalition and is intended to guide the efforts of the Salt Lake County Continuum of Care for the next three years. This three year time horizon is considered short term. In addition to this short term strategic plan, the Steering Committee is considering additional longer term strategies, with a five to ten year time horizon, to develop and expand the Coalition. This plan will be reviewed regularly to ensure commitment to and implementation of its outlined goals.

This plan includes current practices and future goals to accomplish each of the foundational and solution pillars outlined. Historical information is given for context on items as appropriate. Each item in the plan has a 1, 2, or 3 year note next to it that outlines the intended timeline for the item to be accomplished. Each item is also listed with a note of either "action" or "advocacy". This indicates whether the item is intended to be accomplished through action by the Coalition itself through elections, policy, or other means, or by advocacy of the Coalition with its member organizations. The Coalition consists of active and effective member organizations that are leaders in the work of ending homelessness in Utah. The Coalition exists to support and bolster their efforts through group advocacy and collaboration.

In addition, each item has an icon of either the continental United States or the State of Utah. The state of Utah icon signifies a plan element that directly aligns with the State of Utah's strategic plan (Statewide Collaboration for Change: Utah's Plan to Address Homelessness) and the United States of America icon signifies a plan element that directly aligns with an element in the federal strategic plan (All In). If an item does not have either icon, then the goal is specific to our local needs and not included in either the National or State strategic plans. Our objective is to ensure that the work of the Coalition is aligned with National and State goals and best practices while addressing our specific local needs.

We believe that through collaborative commitment to the goals laid out in this strategic plan, that we, as a community, can move closer to making homelessness brief, rare, and non-recurring in the next three years.

Foundational Pillars

1. Equity

Strategies to lead with equity and address disparities among those experiencing homelessness.

Measurable Metrics: *Numbers of coalition members with lived expertise, Number of Steering Committee members with lived expertise with voting rights, NOFO diversity measurements, Demographic data of those prioritized for housing*

a. Equitable Coordinated Entry - Action, 1 year

The Salt Lake County CoC has practices in place to ensure equitable coordinated entry processes. The newly formed Coordinated Entry Committee includes lived expert, marginalized, and front line worker voices. That committee advises the prioritization of our CoC Coordinated Entry and other CE policies and practices. The Salt Lake County CoC also has a full-time dedicated staff person who works to make our CE system as equitable and efficient as possible. We as a CoC will continue to support both the staff person and the committee in their efforts to continuously improve our CE system.

The State of Utah is working on replacing the provenly racist vulnerability measurement tool, the SPDAT, with a more equitable tool to measure vulnerability to be used for prioritization in coordinated entry. Once the State has selected a new tool that is proven to be more equitable, the Salt Lake County Continuum of Care will implement it as the new standard of measurement for vulnerability for coordinated entry prioritization.

In addition to continuing our equitable coordinated entry practices and moving to a new vulnerability measurement tool, in the next year, we will make steps to evaluate and measure the success of our efforts. The support of the Coalition, the Office of Homelessness and Criminal Justice Reform housed in the Salt Lake County Mayor's Administration, will create an internal dashboard to visually represent data elements such as open units, units fill, demographic information of those housed and evicted, the number of vacate units, and any other data point that is deemed prudent to the evaluation of equity in our coordinated entry system. Additionally, the support staff team will work directly with the newly hired Senior Business Analyst in the Office of Homelessness Services at the State to create public facing dashboards to show similar evaluative data points.

b. Elevate Lived Expertise - 1 year

i. in the coalition - Action

To elevate lived expertise in the coalition, we will continue to compensate those with lived expertise that participate and take on leadership roles in the coalition. The Lived Expert Task Group will continue to be a resource and guiding light for coalition policy and action. One member of that task group will be assigned to each core function group to act as a liaison for all those attending coalition meetings with lived expertise. To implement this strategy in the next year, we will

roll out the implementation guide created by the Lived Expert Task Group through all Steering Committee members and meeting facilitators.

ii. in the workforce - Advocate

To elevate lived expertise in the workforce of our homeless services system, we will advocate for lived experience of homelessness to be considered as valuable experience and education on applications. We will also encourage homeless service providers in Salt Lake County to provide training and skills development for those on their staff with lived expertise to empower them to grow professionally.

c. Have a Steering Committee that is reflective of those we serve - Action, 3 year

We believe that an effective leadership team consists of a balance of meaningful representation and effective influence. We will strive to elect a Steering Committee that is reflective of those we serve. To accomplish this goal, we will seek out those in the coalition and community with desire and potential for leadership and encourage their active participation as a member and a leader. Through this effort, we hope to cultivate a sustainable “talent pipeline” that will be ready for leadership roles in 3 years and beyond.

d. Identify disparities - Action, 2 year  

The data task group identified under Pillar 2a will be assigned to collect and analyze data on our homeless services system’s equity and identify existing disparities. Areas that will be studied are (but not limited to) race, gender, age, disability, ethnicity and system involvement (DCFS, JJIS, Incarceration, etc.). These findings will be presented to the appropriate Core Function Groups and the general membership of the coalition. The findings of this effort will be used to inform system practices with the goal of continuous improvement towards a more equitable homeless response system.

e. Promote diversity, equity, and inclusion in member organizations - Advocate, Action 1 year

The SLVCEH values diversity, equity, and inclusion in member organizations. One way to promote this is through high expectations for funded organizations to integrate racial equity principles and practices in their work. The CoC will first provide a scope of equity expectations to agencies to allow time to do internal reviews and implement changes. The CoC will then collect information from member agency applicants related to racial equity processes and outcomes and use this information for its scoring and ranking process.

One area that should be improved in the CoC structure is to address the equity needs of Lesbian, Gay, Bisexual, Transgender and Queer+ (LGBTQIA2S+) community. The CoC will write and implement a CoC-wide anti-discrimination policy ensuring that LGBTQIA2S+ individuals and families receive supportive services, shelter, and housing free from

discrimination. We will support this policy by providing access to training on how to effectively implement it, according to a person's gender identity.

The SLVCEH will lead by example by ensuring that all meetings and communications promote diversity, equity, and inclusion.

2. Data

Strategies to base decision and action in research and data.

Measurable Metrics: *Improve exit data quality as determined by HMIS team, Amount of feedback collected, comparable benchmarks established, Built For Zero program completion*

- a. Increase information and data sharing, collection, and quality - Action, 3 year 

To increase data sharing, collection, and quality, we will first identify gaps in our data needs by examining existing agreements across systems. Our target partner systems will be jail, medical, mental health, substance use disorder treatment, and other data collecting bodies in Salt Lake County. Once the gaps have been identified, we will work to identify our specific data needs and set up data sharing agreements for those distinct data points. Our focus is to provide high quality, holistic, and efficient data to inform conversations and decisions coalition wide in a safe and equitable way.

The Salt Lake County Mayor's Office of Homelessness and Criminal Justice Reform serves as the collaborative applicant for the Salt Lake County Continuum of Care. That office has recently added a Performance and Data Analyst position dedicated to better defining the gaps in needs and services and quantifying those gaps to inform decisions and funding needs. This position will add capacity and bandwidth to the Coalition's ability to increase information and data sharing, collection, quality, and analysis.

Another way that our CoC is improving our data collection and quality is by partnering with the Department of Health and Human Services Housing Insecure Population Epidemiologist and the Office of the Medical Examiner to collect and analyze data surrounding housing status at time of death for deaths in Utah. This data will give us information such as the leading causes of death of people experiencing homelessness as well as demographic data that will help our CoC and State tailor interventions to address these and preserve life. The data will be ready to be analyzed and put to use near the end of 2023.

One additional way that we will increase information sharing in the next three years is to publish and maintain a resource list on our website (endutahhomelessness.org). We will collaborate with member partners and non-member partners to list resources for individuals experiencing homelessness or housing insecurity in a public facing format so that individuals seeking help can know where to access it in a user-friendly way. Our goal will be to share quality information about resources in our CoC, make it accessible, and maintain it for accuracy.

- b. Use data and evidence to make informed decisions - Action, 1 year 

To be able to use data and evidence to make informed decisions, we must have access to and understand it. To lead the charge in this effort, we will form a data task group that will function under the Steering Committee of the Coalition. The Data Task Group membership will include members with knowledge of best practices and evidence based approaches across systems including substance use disorder (SUD), criminal justice, mental health treatment, primary health care, etc. Each Core Function Group of the coalition will have an assigned member from the Data task group in their attending membership to coordinate data needs. The action steps outlined in this pillar will be designed by that task group. The data and evidence collected, compiled, and interpreted in that group will be shared with the Steering Committee who will then communicate it to their respective core function groups so that data can be present and referenced in all decision making conversations.

The State Office of Homeless Services (OHS) data team is a vital partner to the SLVCEH. They are our Homeless Management Information System (HMIS) operating partner, System Performance Measurement partner, and Point in Time Count (PIT) and Housing Inventory Count (HIC) partner. Many member organizations within the Coalition submit data requests to the OHS data team when data is needed to make decisions. The support staff of the Coalition will work directly with the OHS data team to design and implement a standardized data request form to be utilized across the Salt Lake County CoC. The Performance and Data Analyst (as referenced in item “a.” of this section) will have access to all data requests and will be responsible for reducing duplication of data requests and prioritizing requests. That person will also be responsible for disseminating the requested data information to the appropriate parties. Our goal is to be as transparent as possible throughout the entire process including the request, prioritization, and information dissemination. The partnership between OHS and the Coalition will reduce redundancy and maximize resources.

c. Improve exit data quality - Advocate, 2 year 

Improving the exit data quality, from services, as recorded in HMIS will improve our communities understanding of successful exits to housing and other permanent solutions. This will help us better understand the effectiveness and efficiency of our system as a whole. We will work closely with service providers and the data team to implement strategies to improve the quality of exit data in HMIS.

One of the issues with interpreting our current exit data is that this information is often difficult to collect as not every client that self resolves, or doesn't return to services, lets us know about their resolution. One of the ways that we will address this is to clearly define a “successful exit” from the homeless services system. We will continue to use the Department of Housing and Urban Development (HUD) definition for our system performance measures as required, but we will take a closer look at what it means for our system locally. Our hope is that by clearly defining what success looks like, we can work towards it in a more efficient and effective manner.

d. Collect feedback - Action, 2 year 

The SLVCEH operates with the goal of continuous improvement. We are a living entity and have made adjustments to our governance structure, policy, procedures, and practices as they have been needed. In that same spirit, we will design and implement a survey to be sent to all coalition members seeking feedback on coalition performance, policy, procedure, and operations, among other topics. The results will be compiled and presented to both the steering committee and the coalition membership body as a whole. The collective feedback will inform adjustments to the coalition going forward.

- e. Establish benchmarks to measure system performance - Action, 1 year 

To establish benchmarks to measure our system performance, we will look at our previous years' system performance measures (SPMs). We will also identify a comparable CoC across the country that can be reasonably used as benchmarks according to size, resources, and historical SPM trend data. Once the benchmarks have been established, we will implement a system to frequently compare our system performance to the established benchmark.

3. Collaboration

Strategies to end siloed conversations and information.

Measurable Metrics: *Number of members, NOFO diversity measurements, adoption of communications plan*

- a. Identify and include missing member voices - Action, 1 year 

The Department of Housing and Urban Development includes a list in its annual Notice of Funding Opportunity of groups and populations that should be represented in local CoCs. We, as a CoC, will review the list released in 2023 and identify which groups are missing from our regular CoC meetings and conversations. We will then identify those missing voices in Salt Lake County and invite them to participate in the Coalition regularly with us. We believe in inclusion and making space at the table for all valuable voices.

- b. Adopt a communications plan - Action, 1 year

The SLVCEH is four years old in 2023. We have grown and adapted to different needs in our CoC. We have changed our governance and operations to better meet the needs of those experiencing homelessness and our membership body. One of those needs is external communication. Originally, communications were handled by a communications task group as part of the effort to transition from the emergency shelter centralized model to the dispersed homeless resource center model in 2019 and was supported by the State. Later, a second iteration of the communications task group was housed in the Community Engagement Core Function Group of the Coalition. Over the years, the coalition has grown as has our recognition in the county and state and our communications needs have changed. In 2023, the Community Engagement Core Function Group was disbanded as the function of community engagement is a

foundational behavior that should be practiced across all core function groups. The responsibility of external communications has been elevated to the Executive Committee of the Coalition with the input and support of the full Steering Committee.

With the elevation of communications to the Executive Committee, it is vital that we, as the SLVCEH, design, adopt, and implement a communications plan including Public Relations, graphic design, target audience, key messaging, legislative communications, and all other external communications. This plan will include the hiring of additional support staff to implement the plan. The SLVCEH will seek the help of an outside consultant to design an official communications plan by 2024.

- c. Increase case collaboration between member organizations - Advocate, 2 year

Homelessness is solved one person at a time. Each person experiencing homelessness has a unique set of barriers that need to be addressed to help them become and stay successfully housed. The SLVCEH will advocate for increased case collaboration between member organizations in an effort to increase access to resources across agencies to address those barriers. One agency might be able to address a client's full set of needs on their own, but when external help is needed, we want to ensure there is a clear path and space for that collaboration to take place. By working together, we can help make homelessness brief, rare, and non-recurring, one person at a time.

- d. Increase collaboration with other systems - Action, 3 year 

In the same spirit as the previous goal, we know that we are more successful when we work together. This includes across systems. Our target partner systems for increased collaboration will be jail, medical, mental health, substance use disorder treatment, domestic violence, youth services, BIPOC, LGBTQIA2S+, municipal, and educational districts and institutions. We will increase opportunities for cross-system collaboration by inviting participation in all CoC meetings and conversations, facilitating opportunities for cross-system connection, and increasing information and data sharing as explained in 2.b.

Solution Pillars

1. System Effectiveness

Strategies to improve the effectiveness of our homeless response system to meet the needs of those in crisis.

Measurable Metrics: System Performance Measures 1 (Length of Time Persons Remain Homeless) and 3 (Number of Homeless Persons)

- a. Collect and analyze data on current efficiencies - Action, 2 year 

We can only address the system inefficiencies as we know they exist. We will use our System Performance Measures and other measurable metrics from the Homeless

Management Information System (HMIS) to analyze our current system performance and identify what we are doing well and what still needs work.

The homeless services system can be viewed as a pipeline, but should not be considered a linear experience. The inflow is new episodes of homelessness. The initial goal is to prevent flow into the system through identifying at risk individuals and families and then facilitating access to prevention and diversion resources. Prevention reduces the flow into the pipeline. Next in the pipeline is the experience of an episode of homelessness. That is where our homelessness emergency response system steps in to provide shelter, food, and other things to meet immediate and emergent needs, while facilitating access to housing. The end of the pipeline is the outputs to successful placement in sustainable housing. The flow of the entire system only works if each part of that pipeline is funded and functioning. In order to render homelessness brief, rare, and non-recurring, we need to slow the inflow, fully fund the homeless response system to meet emergent needs, and have enough affordable and supportive housing for folks to move on from shelter. We will seek to identify inefficiencies throughout this process and work to make them more efficient.

b. Obtain the Federal Youth Demonstration Grant - Action, 1 year

Support staff of Salt Lake County as the collaborative applicant of the Salt Lake Valley Coalition to End Homelessness will work in partnership with Salt Lake County Youth Services, The Youth Action Board, Volunteers of America, The Department of Health and Human Services, and other youth focused organizations and entities, to draft and submit the federal Youth Demonstration Grant for our CoC. If awarded the grant, the collaborative applicant staff will use a Request for Applications and a ranking committee, consisting of youth with lived expertise, to determine the awards for the projects.

In conjunction with the youth demonstration grant, the SLVCEH will secure funding and hire a consulting firm to conduct a youth needs assessment. This needs assessment will inform the use of the youth demonstration grant funding and homeless services system partner operations.

c. Support programs that meet unique vulnerability needs - Advocate, 1 year  

The majority of episodes of homelessness are resolved quickly and with little intervention. There are, however, cases that require higher levels of attention and interventions to resolve. We, as the SLVCEH will advocate for programs that offer special supports for those higher needs cases through letters of support and interactions with key stakeholders and decision makers.

One specific project that we plan to support is called the Medically Vulnerable Populations project. This project is a key collaboration between coalition partner organizations to provide low-income housing with medical and other onsite services for those individuals experiencing homelessness that need it most. This project will meet an

undermet need in our CoC and will provide a pathway out of homelessness for those that are the most vulnerable.

- d. Support investments in Homeless Resource Centers and in the workforce - Advocate, 1 year 

Salt Lake County's Homeless Resource System is a public service that, right now, is underfunded. The SLVCEH will advocate in the legislature for a dedicated funding stream as a permanent revenue source to fund operations of each Homeless Resource Center in Salt Lake County. We will also continue to support efforts to fundraise through county and city funding, and other private funding sources. In addition, we will seek promised private funding from the Utah Impact Partners to close the operational funding gap. Fully funding the HRCs means better wages for our front line staff and higher rates of retention of the workforce. Only when the HRCs are fully funded can we see the impact they can have on those experiencing homelessness and the true success of our dispersed model in Salt Lake County.

- e. Support projects to address the needs of domestic violence survivors - Advocate, 2 year  

The CoC understands the need to address and support solutions for many different subpopulations of those experiencing homelessness with unique needs including survivors of domestic violence. Domestic violence can lead to homelessness. Domestic violence housing and services are homelessness housing and services. Domestic violence prevention is homelessness prevention. Domestic violence providers in Utah are required by statute to provide services, including housing, to survivors of domestic violence. Many survivors experiencing homelessness have additional unique barriers that need to be addressed including safety and anonymity. Despite the state mandate and the reality that 45% of DV services in the state are provided in Salt Lake County, the current funding is not sufficient to meet the operational need. To address this, the SLVCEH will issue letters of support for projects designed to address the needs of domestic violence survivors and will continue to advocate at all levels of government for sustainable funding sources to support domestic violence programs.

2. Housing and Services

Strategies to increase supply and access to safe and affordable housing opportunities with tailored support services.

Measurable Metrics: System Performance Measure 7 (Percent of Successful Housing Outcomes)

- a. Scale housing to meet demand - Advocate, 3 year  

As explained in Solution Pillar 1.a., part of the success of a homeless response system is the ability to help people move on from it. Without affordable (50% AMI and below) and deeply affordable housing (30% AMI and below), the system cannot be fully successful in making homelessness brief, rare, and non-recurring.

To advocate for enough housing to meet the demand in our community, we will begin by updating the HousingNow report previously produced by the Coalition. This will give up a target number of units needed. We will use that report to advocate at the legislature, state, county, and city levels, as well as with private developers to increase the housing stock in Salt Lake County to meet the demand.

b. Housing First focus - Advocate, 1 year 

The Salt Lake County CoC is a Housing First community. The Housing First approach prioritizes providing permanent housing to individuals experiencing homelessness before requiring participation or compliance with services or treatment. Providing Housing First ends that person's episode of homelessness and provides them a safe platform from which to seek other services, assistance, and goals. Housing First does not mean housing only. Supportive services are essential to the Housing First model. Housing First includes client choice in housing selection and supportive service participation. That element of choice has shown to increase the likelihood of successfully remaining in housing. The SLVCEH will continue to advocate and educate about our community's Housing First approach through the use of our bi-weekly newsletter to promote Housing First webinars and trainings and by keeping it a common part of all of our housing conversations.

c. Promote the use of best practice housing and service models - Advocate, 1 year  

The SLVCEH believes that incorporating best practices across all systems and services is key to the effectiveness of our CoCs homeless services system. We will work to promote the use of best practice models including housing first, low barrier, harm reduction, client choice, trauma informed care, recovery housing, and others. We will continue to support and implement these practices in our Coordinated Entry system as appropriate. We will also do this through the promotion of national trainings and webinars, providing local trainings, providing letters of support for best practice projects, and advocating for funding of projects that use best practice models.

d. Establish continuity of services from shelter to housing - Advocate, 2 year 

One practice that has shown to contribute to the successful placement and maintenance of housing is to continue case management and other services from shelter to housing. This continuation of services and support can help smooth the transition for the client and can help keep them housed. The SLVCEH does not provide direct client services or case management but our member organizations do. We will advocate within our membership for an increase in continued transitional services from shelter to housing to help prevent returns to homelessness.

e. Provide permanent solutions for unsheltered homelessness while addressing immediate basic needs - Advocate, 2 year  

The main goal of the SLVCEH is to make homelessness brief, rare, and non-recurring. We advocate and promote programs and initiatives to meet those goals. While our focus is to end and prevent episodes of homelessness through permanent solutions, we recognize that those currently experiencing unsheltered homelessness have basic needs that also need to be addressed.

We have a robust emergency response system including the Homeless Resource Center (HRC) system that offers shelter to more than 6600 individuals annually. Outside of those HRCs there are hundreds of people experiencing unsheltered homelessness. We will advocate to promote access to services for those experiencing unsheltered homelessness and continue to build on the resources our community already has in place for this population including; the Weigand Homeless Resource Center, the Saint Vincent de Paul Dining Hall, street outreach programs, and numerous grassroots advocacy groups. While these existing programs provide much needed services, our community needs more, including additional housing options. We will advocate for the creation of more street outreach programs and teams. We will develop an outreach strategy to provide comprehensive coverage throughout Salt Lake County and increase direct referrals to emergency shelters, detox, housing and related services. We will also advocate for more coordination between all teams to minimize duplication of services and maximize efficiency of access to resources and housing.

The SLVCEH has been an active participant and partner in the winter overflow planning and execution process for many years. While we will continue to participate and help facilitate this process annually, we will also elevate the need for a permanent solution for overflow shelter. The goal of the winter overflow planning is to recommend temporary solutions to keep Utahans experiencing unsheltered homelessness warm and safe during the Winter months. While the need for shelter during the extreme cold of the Winter months is real, the need also exists during the extreme heat of the Summer months. Code Blue was legislated for the first time during the 2023 legislative session with a temperature threshold of 15 degrees. Code Red, extreme heat, has not yet been legislated but is also a life threatening situation. The member partners of the Coalition will continue to be partners in the implementation of winter overflow planning and extreme weather situations with an eye forward on a permanent solution.

Ultimately, the best solution to reducing the need for shelter or services for the unsheltered population is to reduce unsheltered homelessness overall. This can happen with more trauma-informed best practice solutions including prevention of homelessness, permanent supportive housing projects designed to meet the higher vulnerability needs of those experiencing unsheltered homelessness, and with more low-barrier shelter solutions. The SLVCEH will support and advocate for both.

3. Prevention

Strategies to reduce first time episodes of homelessness and returns to homelessness.

Measurable Metrics: System Performance Measures 2 (Percent of Total Returns to Homelessness), 4 (Employment and Income Growth for Homeless Persons in CoC Program-Funded Projects), and 5 (Number of Persons Who Became Homeless for the First Time)

- a. Identify 3-5 main origins of new episodes of homelessness - Action, 3 year 

Preventing homelessness is the most effective intervention and a priority for the SLVCEH. In order to make sure that our prevention interventions are addressing the most effective methods for preventing homelessness, we need to identify the 3-5 main causes of a new episode of homelessness among the population experiencing homelessness in Salt Lake County. In line with Foundational Pillar 2, we will access quality data to inform our actions and interventions. Much of this data will be qualitative and will need to be collected through interviews and self-report. The Coalition will partner with our member organizations and agencies to collect this data. This information will inform our efforts to prevent episodes of homelessness with targeted interventions in our CoC and as we advise other organizations and agencies and work in collaboration to make homelessness brief, rare, and non-recurring.

- b. Awareness campaigns on prevention resources - Advocate, 3 year  

When a person experiences a new episode of homelessness, fast access to information and resources are vital to making it brief. The SLVCEH will produce and promote awareness campaigns surrounding prevention resources that are available for those on the brink of an episode of homelessness. This effort will include campaigns with resources specific to domestic violence survivors, veterans, youth, and other specific population subsets.

- c. Prevent Family Homelessness - Advocate, 2 year 

The SLVCEH houses a Ending Family Homelessness task group that works diligently to recommend programming and interventions to end episodes of family homelessness. This includes partnerships and coordination between The Road Home family outreach team, The Road Home Family Shelter, Family Promise of Salt Lake City, and other family focused organizations. Volunteers of America also has programs focused on parenting youth who are experiencing homelessness.

While ending episodes of family homelessness is vitally important and helps to prevent future episodes, preventing first episodes of family homelessness is also important. Salt Lake County has a McKinney-Vento liaison in each of its school districts. These liaisons identify students in their school district who are precariously housed and help provide resources to their parents or guardians. Utah Community Action does the same with their head start program for preschool aged children. The SLVCEH will advocate for and uplift these efforts and look for ways to help expand their impact and efficacy, as well as uplifting other organizations or programs that are working to prevent family specific homelessness.

- d. Eviction reform - Action, 3 year

One way to prevent an episode of homelessness is to keep people who are currently housed, housed. The SLVCEH will pursue pathways to eviction reform through advocacy with landlords and funding programs, and possible legislative action by consulting with

the policy advisor with the Salt Lake County Mayor's Office of Homelessness and Criminal Justice Reform, Utah Legal Services, Utah Community Action, and other stakeholders in the County and State. We suggest specific eviction reform language and leverage legislative relationships to propose those reforms. Our hope is that these eviction reform proposals will lead to less episodes of homelessness and more retained housing.

e. Increase successful transition from institutional systems - Advocate, 2 year 

Our CoC has identified a correlation between release from institutional systems, such as incarceration, and new episodes of homelessness. The SLVCEH will work, in partnership with the Criminal Justice Advisory Council (CJAC) and other institutional advisory boards and bodies, to advocate for resources to increase successful transition from institutional systems to housed situations. The Coalition will assist with advocacy for a dedicated county funding source to increase access to mental health and substance use disorder treatment and housing for those experiencing incarceration, disabilities, substance use disorder and mental illness. This will include existing initiatives such as diversion with Utah Community Action, the Jail Reentry and Reintegration Program, and increased coordination across systems.

In addition to the existing initiatives in our community, the SLVCEH advocate for and support full implementation of the sequential intercept model in Salt Lake County. The model focuses resources and programming on increasing access to community resources such as mental health and substance use disorder treatment resources and housing for those transitioning from institutional systems and prevention methods for new entrances to those systems. Salt Lake County's model includes nationally recognized services for a functional SIM but requires greater capacity across services and a dedicated, sustained funding source for the necessary services to ensure long term success.

f. Prevent returns to homelessness with increased access to meaningful and sustainable employment and education - Action, 1 year  

In Spring of 2023, the SLVCEH made some changes to its original structure to streamline the efforts of education and employment and to better uplift the conversation and existing efforts. The Employment and Education Core Function Groups were combined into one group to amplify efforts and increase collaboration on the two subjects that often overlap. The Steering Committee of the Coalition also voted to add an Education Advisor as a voting member of the Steering Committee to uplift that key area. These two changes to the Coalition structure are the beginning of our efforts to increase coordination on Education and Employment.

The previous iteration of the Employment Core Function Group created a barriers/solutions to employment matrix and created a preliminary list of identified barriers to access to Employment. The newly formed core function group will work to identify a solution to each barrier listed on the matrix. For example, one of the identified barriers is transportation. The SLVCEH has a transportation task group focused on

creating equitable and accessible transportation options for those experiencing homelessness.

Additionally, Our CoC already has some key employment programs that offer opportunities for those experiencing homelessness such as Advantage Services. We also have a number of education to employment programs such as those run by DWS, Saint Vincent's Kitchen Academy operated by Catholic Community Services, and the Saute program operated by Utah Community Action. These programs already have successful models and operations. The SLVCEH will uplift these programs as successful practices and encourage other programs and agencies to adapt their models to their own programs, thereby increasing access to education and employment through additional opportunities.