



Salt Lake Valley Coalition to End Homelessness

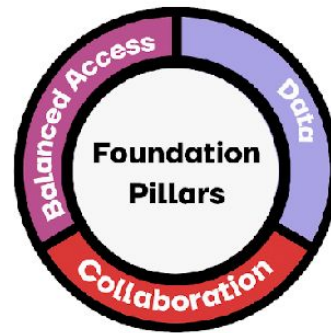
Strategic Plan Plan

Why Now?

- ▶ In 3rd and final year of the current Salt Lake Valley Coalition to End Homelessness Strategic Plan
- ▶ New Core Function Group Leadership timing
- ▶ Current plan no longer aligns with State and Federal plans
- ▶ Staffing Turnover opportunities

Administrative Assessment

Internal High-Level **SLVCEH Audit**



Collaboration

Balanced Access

Data

Housing & Services

System Effectiveness

Prevention



Accomplishments



Gaps

Audit

Collaboration



Coalition membership has grown to over 650 members, averaging 70 general participants and 30 core function participants.



Steering Committee **prioritized staffing and communications capacity** to strengthen coalition operations and member engagement.



Created and maintained a united relationship with other **State CoC Leadership** to align goals and priorities.



Communication efforts have expanded significantly since hiring, with stronger coordination and broader member engagement.

Balanced Access



Coordinated Entry achieved its staffing goal, growing to three full-time staff plus one part-time AmeriCorps member.



Since 2023, Coordinated Entry transitioned from **SPDAT to HAST**, with pilot testing underway and rollout beginning May 2026.



The Lived Expert Taskgroup created guidelines, presented them publicly, and secured grants for an ethics board rollout.

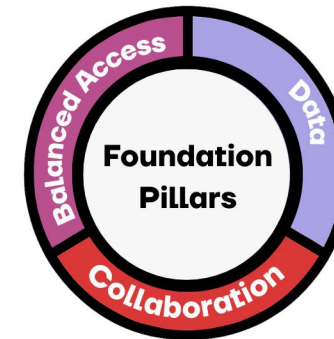


Lived experts now serve in leadership across core groups and successfully advocated for higher compensation rates.

Data



PIT Data was prioritized and collected despite not having a formal HUD request. This collection is vital to identify trends and areas of need.



Gaps



Deepen **partnerships with OHS** and other systems serving shared populations



Strengthen **case collaboration** across agencies to improve service delivery



Align core function group and task groups to **meaningful projects** that forward the mission of the coalition.



Ensure **broader representation** from underserved communities and stakeholders



Improve pathways for new members to engage meaningfully.



Build stronger benchmark data to measure progress and outcomes.

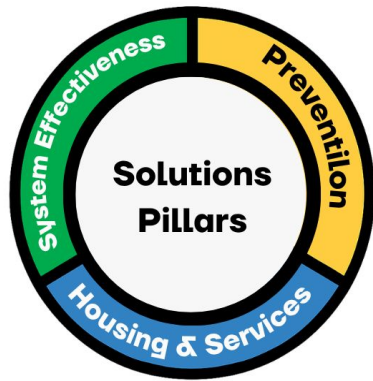


Improve data sharing, consistency, and transparency across partners



Use data more strategically to guide priorities and decisions

Audit



Housing & Services

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Updated the **Housing Now report** to reflect current progress and needs.



Strengthened SLCo collaboration through Liefman work, improving coordination across systems and partners.



Strengthened partnerships with providers focused on daily homelessness prevention efforts.



Advocated for **low-barrier housing** with wraparound supportive services.



Secured **YHDP funding** and completed a youth needs assessment to guide priorities.



Advanced collaboration through Finch, Family Homelessness, and K-12 task groups.



Expanded outreach through newsletters and Coordinated Entry best practices.



Launched the **MVP pilot in Sandy** and coordinated letters of support for initiatives.



Supported reentry simulations and **stronger CJAC partnerships** through Liefman work.



Increased direct referrals through HOP, SLCo Housing Navigator, HEART, and Code Blue/Red planning.



Advocated for **HRC and DV funding** while advancing winter shelter planning.

Gaps



Champion permanent solutions to unsheltered homelessness beyond seasonal responses



Support efforts to **fully resource HRCS** and expand system capacity



Improve data collection on **root causes** of homelessness.



Advocate for **year-round funding** to maintain adequate shelter beds



Improve coordination to meet growing community needs efficiently



Advance **eviction reform** initiatives to reduce housing instability



Expand housing pathways with supportive services attached

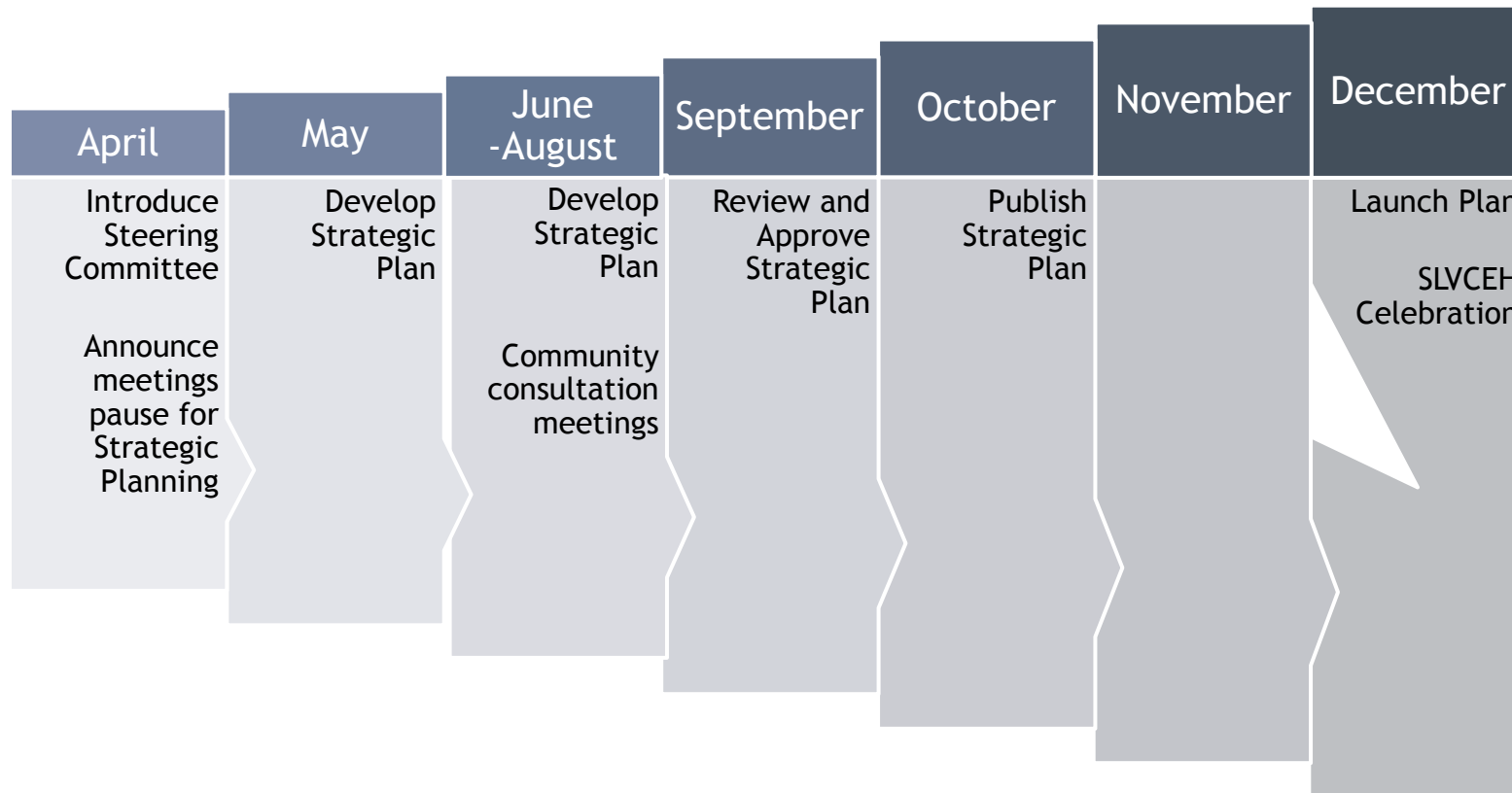


Strengthen **advocacy for sustainable funding** and operations.



Strengthen Sequential Intercept Model strategies to prevent homelessness across systems

Timing of new 5 year-Strategic Plan



Priorities

Meet All Core Requirements for
Operating a Continuum of Care

Define and further develop
SLVCEH Purpose

Operationalize Strategic plan

Core Requirements (24 CFR Part 578)

Establishing and Operating a Continuum of Care

24 CFR Part 578 Subpart B

RESPONSIBILITY	STATUS (MET/OVERPERFORM/UNDERPERFORM)	NOTES
ESTABLISHING THE CONTINUUM OF CARE		
Ensure the CoC has a representative board which includes a broad group of partners (nonprofits, government, housing, healthcare, schools, etc.)	MET	
Include at least one person with lived experience of homelessness	MET	
Follow conflict-of-interest rules	MET	
GOVERNANCE & OPERATIONS		
Hold full membership meetings at least twice a year	OVER	Currently hold 6 full membership meetings
Publicly invite new members annually	MET	
Maintain a clear board selection process (review every 5 years)	MET	
Establish committees or workgroups as needed	OVER	Managing 6 Core Function Groups, 9 additional task groups; not counting UHN coordination; Steering Committee twice a month, Executive Committee twice a month
Keep an updated governance charter (policies, roles, expectations)	MET	

Core Requirements-Highlights

Responsibility	Status (Met/Overperform/Underperform)	Notes
Hold full membership meetings at least twice a year	OVER	Currently hold 6 full membership meetings
Establish committees or workgroups as needed	OVER	Managing 6 Core Function Groups, 9 additional task groups; Steering Committee twice a month, Executive Committee twice a month; Additional tri-CoC, UHN, and UHMIS Meetings
Point-in-Time (PIT) Count (every 2 years minimum)	OVER	Volunteer management, donation and supply drive, outreach, media push

Core Requirements-Highlights

Responsibility	Status (Met/Overperform/Underperform)	Notes
Set performance goals for programs	UNDER	Some of this happening through application process
Monitor outcomes and address underperformance	UNDER	Monitoring in place; performance improvement plans should be strengthened
Evaluate ESG program results and report to HUD	UNDER	Need to develop joint policies with ESG funders for sharing and reviewing performance information
Coordinate with recipients of Emergency Solutions Grants and evaluate performance	UNDER	
Consult with State and local government Emergency Solutions Grants program recipients within the Continuum's geographic area on the plan for allocating Emergency Solutions Grants program funds...	UNDER	
Ensure the HMIS is administered in compliance with requirements prescribed by HUD.	UNDER	Need to revisit MOU, monitor UHMIS functions
Coordinate a full housing and service system, including:	UNDER	
Annual gaps analysis	UNDER	
Set local funding priorities	UNDER	

Challenges

Coalition Capacity

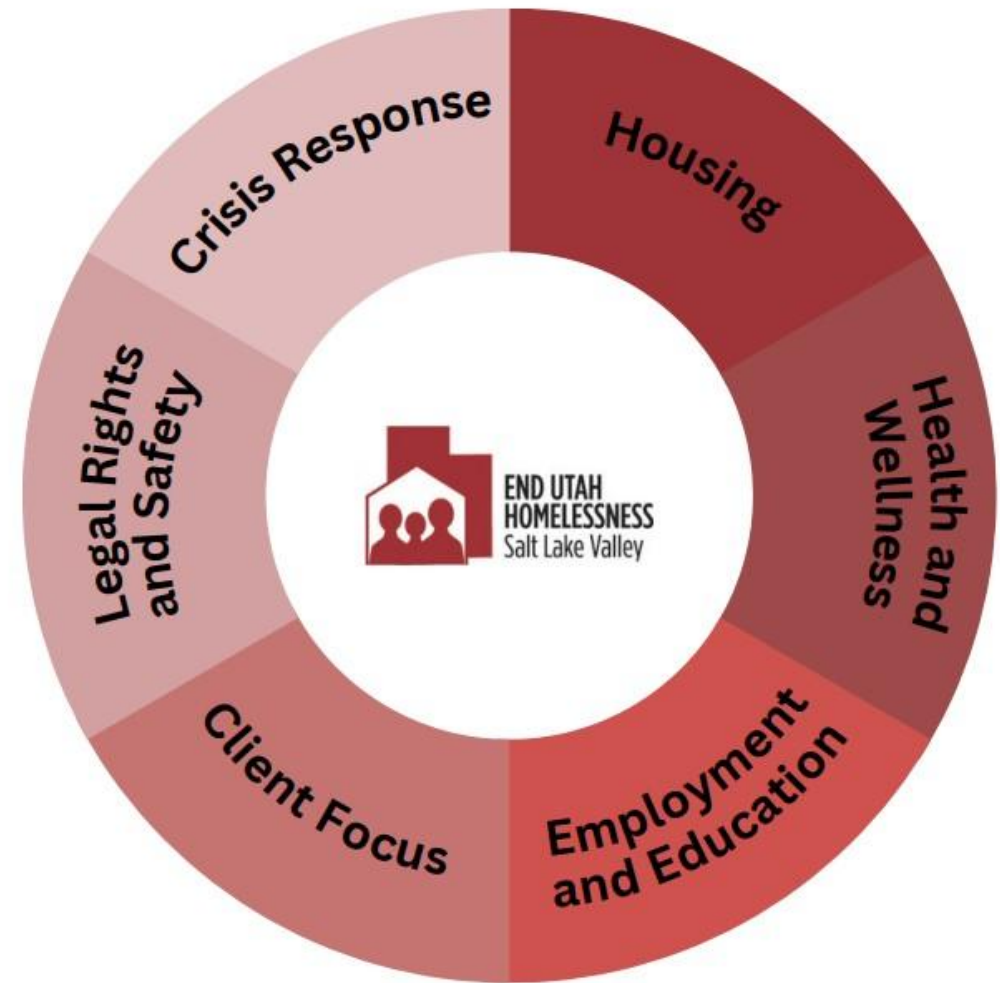
Increased Administrative Tasks

Core Function Groups disconnected from Strategic Plan

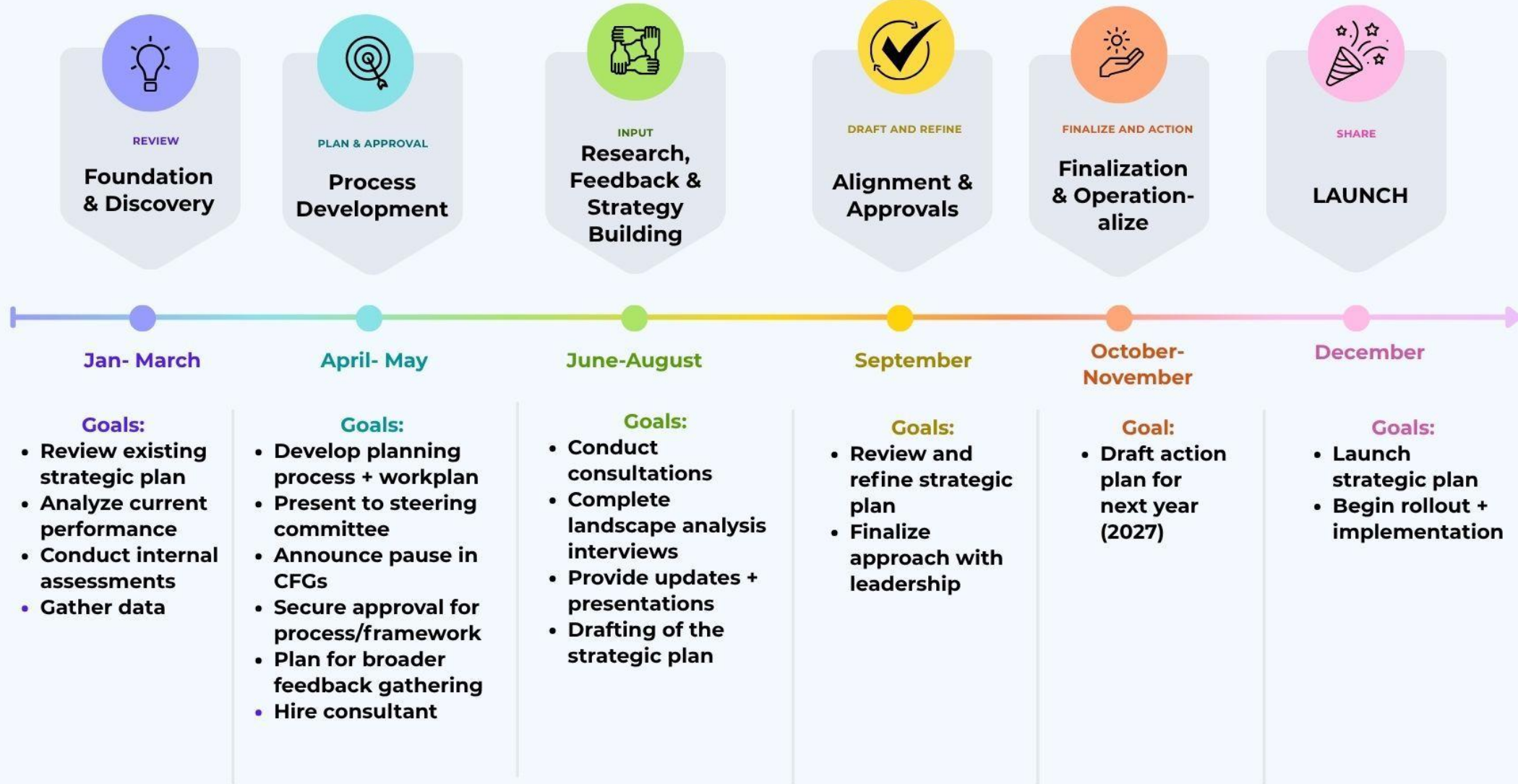
Mismanaged time / energy

Similar Structure, different execution

- No change to Steering Committee Structure
- Steering Committee members still represent each of the Core Function Group Areas
- Each CFG Area becomes a Pillar in the Strategic Plan
- Workgroups convene as specific needs arise
- Membership meetings include in-person networking



SLVCEH Strategic Plan Timeline



Next Steps

May

- RFP for Strategic Plan Consultant
- Review and Approve Timeline and Workplan
- Strategic Plan Feedback Form
- Letter to announce recalibration to general membership

June

- General Membership Meeting
- Landscape Analysis Interviews with SC and other groups
- Public strategic plan consultations

July

- Continued landscape analysis and strategic plan consultations
- Drafting and approval of sections and parts of strategic plan
- Release draft #1

August

- Review and editing process and release of draft #2